

**CITY OF ALBANY  
CITY COUNCIL AGENDA  
STAFF REPORT**

Agenda Date: March 21, 2022

**SUBJECT:** City Council Strategic Plan Implementation Status Update

**REPORT BY:** Nicole Almaguer, City Manager

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**STAFF RECOMMENDATION**

That the Council receive a status update regarding implementation of the City Council Strategic Plan July 2021 – December 2022.

**BACKGROUND/DISCUSSION**

The current [City Council Strategic Plan](#) was adopted by the City Council on [September 7, 2021](#) and covers the period of July 2021 through December 2022. The Strategic Plan is intended to identify key issues, develop City Council direction, establish priorities, and set goals and objectives to best focus changes to the use of the City’s limited resources and capacity over the course of the 2- year plan period.

The City Council has established a policy regarding the City Council Strategic Plan as follows:

**CITY COUNCIL STRATEGIC PLAN POLICY**

The purpose of the City Council Strategic Plan is to identify key issues, develop City Council direction, establish priorities, and set goals and objectives to best focus changes to the use of the City’s limited resources and capacity over the course of the 2-year plan period. The mandated obligations of local government remain the core function of the City and need not be fully detailed in the Strategic Plan, including but not limited to: public infrastructure, public safety, governmental transparency, financial accountability, and implementation of regulations.

**CONTENT**

A strategic plan should start with a review of the City’s mission and vision. Based on the mission and vision, a realistic number of goals and objectives should be established that build on the organization’s strengths and take advantage of the emerging opportunities available to the City. The goals and objectives also should reflect the realities of the City’s limited organizational capacity.

The broad themes embodied in the goals and objectives are most critical to the effectiveness of the strategic plan. Individual implementing actions should be expected to be refined over time and the timing of implementation should be expected to change over time in response to changing opportunities and constraints.

## POLICY

The City Council develops a Strategic Plan every two years to identify goals and priority projects for the City. Each Strategic Plan is intended to cover a two-year period, in coordination with the City's budget cycles. Periodic status updates are provided on the Strategic Plan by staff to the Council.

Each Strategic Plan that is developed will consider the previous Strategic Plan to determine if any goals and objectives have not been fully implemented and require inclusion in the updated plan.

The Strategic Plan may be updated as needed throughout each two-year cycle, typically occurring during a work session of the City Council at the beginning of each calendar year.

As included in the [staff report on September 7, 2021](#), a progress report is to be provided to the Council in February/March 2022, and a final report presented in January/February 2023. Staff has been working towards implementation of the City Council Strategic Plan, and a status update is provided as an attachment to this staff report. It is important to note that while implementation of the City Council Strategic Plan is ongoing, as expressed in the last implementation status update, progress has been stalled due to the ongoing COVID-19 pandemic as staff resources transitioned to respond to ensuring the continued provision of essential services.

In addition, while completing this status update to the strategic plan document, a few initiatives that meet the intent of Goal 5, Objective 2 (Assure Rates of Revenue Sources are Kept Current, that Revenues are Collected and Albany is informed of Funding mechanism in use in other California Cities) do not necessarily fit well under the current workplan item, but are still worthy of note as we continue to seek revenue opportunities to further financially substantiate the City's ability to provide essential services. These initiatives include work to update the City's development impact fees in coordination with the City's financial consultants NBS. We anticipate providing an update on these fees to the Council following the research and findings phase of this update. In addition, per recent Council action, a subcommittee of Mayor Jordan and Council Member Gary are working with staff on a modernization of the Advanced Life Support parcel tax (ALS tax), and anticipate providing tax modeling options to the Council in April. Staff is also working on an update to the Business License Tax and will provide a draft to the Council in April or May.

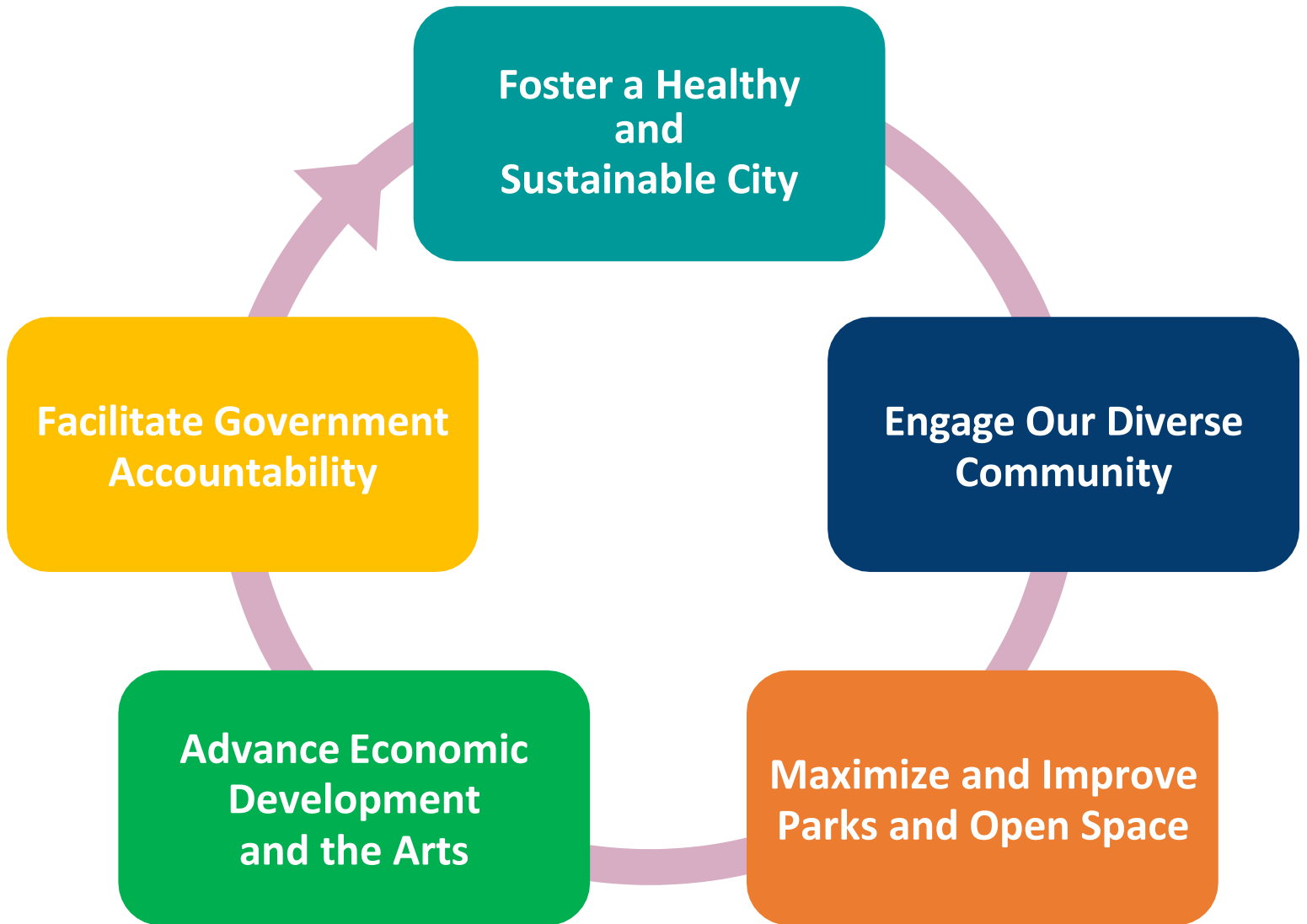
There are other major initiatives that staff will be focused on that do not necessarily have a specific location within the current Strategic Plan, and while not an exhaustive list, these include the continued work regarding the San Pablo Avenue Specific Plan, as well as a transition in voting method to Ranked Choice Voting At Large for the November 2022 election.

**Attachments**

1. City Council Strategic Plan Status Update – March 2022

# THE CITY OF ALBANY

STRATEGIC PLAN JULY 2021 - DECEMBER 2022



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STRATEGIC PLAN JULY 2021 - DECEMBER 2022

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# THE CITY OF ALBANY

STRATEGIC PLAN JULY 2021 - DECEMBER 2022

## Overview

The purpose of the City Council Strategic Plan is to identify key issues, develop City Council direction, establish priorities, and set goals and objectives to best focus changes to the use of the City's limited resources and capacity over the course of the 2- year plan period. The mandated obligations of local government remain the core function of the City and need not be fully detailed in the Strategic Plan, including but not limited to: public infrastructure, public safety, governmental transparency, financial accountability, and implementation of regulations.

To ensure effective implementation, the City Council and community will review progress toward objectives annually and will adjust the work plan and objectives as needed.



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# THE CITY OF ALBANY

STRATEGIC PLAN JULY 2021 - DECEMBER 2022

The Albany City Council Strategic Plan considers the City's Mission Statement.

## City Mission Statement

Albany is committed to providing a healthy, safe, and accessible city, and strives to lift every voice in our community.



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# THE CITY OF ALBANY

STRATEGIC PLAN JULY 2021 - DECEMBER 2022

## LIST OF GOALS AND OBJECTIVES

### Goal 1: **Foster a Healthy & Sustainable City**

1. Advance Climate Action & Adaptation
2. Promote Housing Availability & Quality
3. Promote Active Transportation & Safety
4. Increase Public Health & Safety

### Goal 2: **Engage Our Diverse Community**

1. Connect with and Engage Community
2. Maintain/Increase Economic Diversity
3. Community Inclusivity

### Goal 3: **Maximize & Improve Parks & Open Space**

1. Enhance Parks
2. Enhance Open Space
3. Create Cultural Facilities & Opportunities

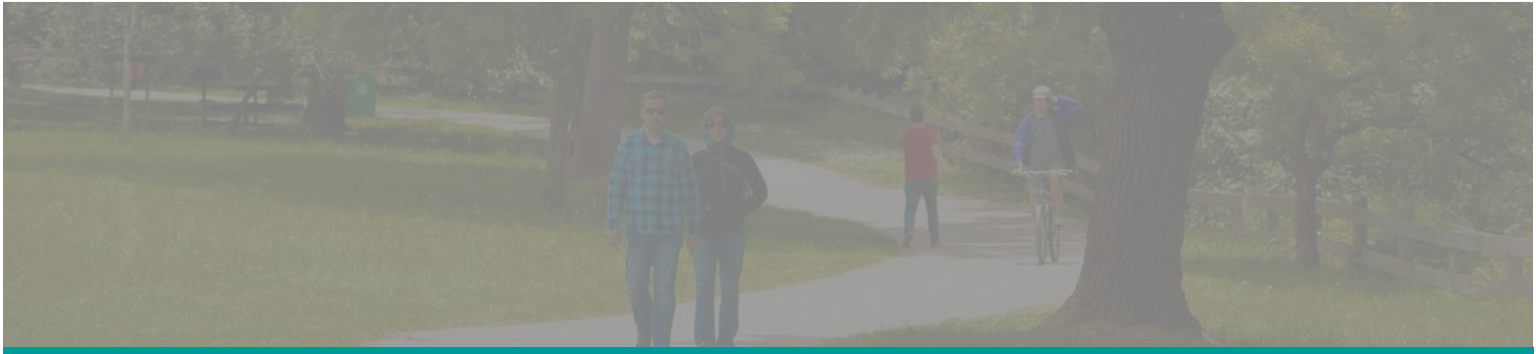
### Goal 4: **Advance Economic Development and the Arts**

1. Encourage Economic Development with a Variety of Businesses and Development Models with a Focus on Business Retention and Recruitment with a Particular Emphasis on BIPOC- and Women-owned Businesses
2. Investigate Ways to Support and Develop the Arts
3. Maintain an Attractive Atmosphere in Business Districts

### Goal 5: **Facilitate Government Accountability**

1. Sound and Transparent Management of City Financial Resources
2. Assure Rates of Revenue Sources are Kept Current, that Revenues are Collected and Albany is Informed of Funding Mechanisms in Use in Other California Cities





**GOAL 1  
FOSTER A HEALTHY AND SUSTAINABLE CITY**

**GOAL 1  
Objective 1**

**Advance Climate Action and Adaptation**

<i>Workplan items</i>	
	<i>STATUS/COMMENTS</i>
1. Establish Ordinance with electrification preferred to natural gas for major remodel projects	Green Building Reach Code approved by the City Council and submitted to the California Energy Commission.
2. Establish pilot program for electrification of existing buildings	Multi-family residential conversion pilot project underway with PG&E and BayRen.  Council approved pilot project and the City and PG&E are coordinating next steps for GIS sharing capabilities.
3. Advance phase out of two-stroke engines	Council sent a letter of support for AB 1346, a bill to regulate gasoline-powered garden equipment statewide, on June 7, 2021. AB 1346 adopted by CA Legislature 9/9/21.
4. Develop Urban Forest Master Plan	Discussion held with PROS in March 2022. Consultant RFP to be released in spring of 2022.

# STRATEGIC PLAN JULY 2021 – DECEMBER 2022

## GOAL 1 Objective 2

### Promote Housing Availability & Quality

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Evaluate zoning policies with regard to increasing housing production	Preparation of the San Pablo Specific Plan and Housing Element Update underway.
2. Identify additional funding sources for affordable housing production	Collaborating with SAHA on financing for the development of 62 unit affordable housing project on Cleveland Avenue. The approved project at 540 San Pablo Avenue will also include 21 affordable housing units.
3. Take action to further reduce blight (regards economic development as well)	Standing services scheduled for graffiti abatement, cleaning of “big belly” receptacles.

# STRATEGIC PLAN JULY 2021 – DECEMBER 2022

**GOAL 1**  
**Objective 3**

## Promote Active Transportation & Safety

<i>Workplan items</i>	
	<i>STATUS/COMMENTS</i>
<p>1. Develop a timeline and funding plan to support scheduling CIP projects to achieve street-safety-related infrastructure goals including (1) appropriate night lighting of streets, sidewalks, and parks, and (2) safety features at intersections and other crossings of roadways.</p>	<p>Street safety enhancements are incorporated into several CIP projects including:</p> <ul style="list-style-type: none"> <li>• Masonic Signal Upgrades (Safety Improvements): Construction contract awarded anticipate completion by end of 2022.</li> <li>• San Pablo Ped Improvements: Design is complete and being reviewed by CT for permit. Anticipate construction in Fall of 2022.</li> <li>• ATP Signage &amp; Striping (remaining): Anticipate completion by end of FY22.</li> <li>• Street Lighting Evaluation: scheduled for early FY23 with an expected completion of summer of 2023.</li> <li>• Memorial Park Lighting: This project is incorporated into the Prop 68 (Parks MP) project and is anticipated to be completed in FY23.</li> <li>• Lower Solano Curb Ramps: Complete</li> <li>• Annual Street Rehabilitation Program: Safety features such as curb ramps, bulb outs, crosswalks and other enhancements are incorporated into all paving project.</li> <li>• Sidewalk Rehabilitation Program: This is an ongoing program which uses the recently completed PROW survey to identify defects.</li> </ul>
<p>2. Update Active Transportation Plan and reporting of related portions of the City’s Capital Improvement Program</p>	<p>Grant received and consultant under contract for preparation of a Local Road Safety Plan, which is expected to lay the groundwork for an update to the Active Transportation Plan.</p>

# STRATEGIC PLAN JULY 2021 – DECEMBER 2022

**GOAL 1**  
**Objective 4**

## Increase Public Health and Safety

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Adopt soft-story retrofit ordinance (Seismic Safety Program)	Drafting of ordinance and stakeholder outreach is underway. A draft ordinance for City Council review is planned for summer 2022.
2. Monitor/develop provision of mental health, addiction and homelessness services	Exploring the development of an Albany mobile crisis team. Council received presentation by Alameda County Crisis Services in June 2021.
3. Support CERT and CERT communication	City staff holds monthly meetings with Albany CERT Community group, provides support on CERT initiatives that relate to emergency response in the event of a disaster, and conducts outreach for Albany CERT news, programs, and meetings through eNews and on the City Calendar.
4. Continue to advocate for adequate regional distribution of full-service, acute care hospitals	AFD staff is working regionally with other cities and Alameda County Emergency Medical Services on this issue.



## GOAL 2 ENGAGE OUR DIVERSE COMMUNITY

**GOAL 2**  
**Objective 1**

### Connect with and Engage Community

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Encourage youth participation in local government	Council has made youth appointments to a variety of advisory bodies to the Council. Staff seeking input on how to further engage the Albany High Green Team in Earth Day 2022 events/activities and other opportunities.
2. Support local community events recognizing the breadth of cultures in Albany	Provided outreach and/or staff support for events like Juneteenth , the Solano Avenue Association’s Lunar New Year event, The Ohlone Lisjan Flag-raising Ceremony, Pamana Plantas’s Filipino American History Month Parklet event, and collaborated with Albany Library for free screening of the documentary Barbara Lee: Truth to Power, in honor of Black History Month. In addition, from direction by Council, the Parks, Recreation, and Open-Space Commission will work with the Sogorea Te’ Land Trust to identify opportunities for use of Albany Hill to hold ceremonies and other Tribal gatherings.
3. Create mechanisms for two-way communication regarding equity and inclusivity	Request for Qualifications (RFQ) posted to obtain qualifications from organizations to conduct a racial equity survey. Survey results can help inform and prioritize next steps.

# STRATEGIC PLAN JULY 2021 – DECEMBER 2022

## GOAL 2 Objective 2

### Maintain/Increase Economic Diversity

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Enroll as many households for tax exemptions and rebates as are enrolled in CARE	FY2021-2022 Parcel Tax exemption processed 91, Renter Rebate 33. Outreach for FY2022-2023 program will start in early spring.
2. Evaluate opportunities to reform taxes and franchise fees to include exemptions, rebates, and discounts for households with low incomes and to scale cost to residence size	City staff and Council subcommittee working with NBS, the City's consultant on taxes to modernize the Advanced Life Support (ALS) parcel tax and include a low-income exemptions/rebate. In addition, inclusion of a low-income discount is an element under discussion as part of the next waste collection franchise agreement.

**GOAL 2**  
**Objective 3**

## Community Inclusivity

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Implement racial equity survey	Request for Qualifications (RFQ) posted. Council subcommittee and the Social & Economic Justice Commission to review submittals and provide recommendation on most qualified organizations to submit a proposal.
2. Adopt programs and services to support inclusivity to reflect input received	Forthcoming - pending results of survey.
3. Secure removal of Christian cross from Albany Hill	A Resolution of Necessity Hearing has been scheduled for April 4th regarding the easement where the cross is located.



**GOAL 3**

**MAXIMIZE AND IMPROVE PARKS AND OPEN SPACE**

**GOAL 3  
Objective 1**

**Enhance Parks**

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Update Strategic Plan with select items from the parks, recreation, and open space master plan and other potential improvements	Parks, Recreation & Open Space Master Plan adopted by Council in January 2022.



# STRATEGIC PLAN JULY 2021 – DECEMBER 2022

**GOAL 3**  
**Objective 2**

## Enhance Open Space

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Prepare a plan for improvements and prioritize a list of projects for Albany Waterfront Park and include in the CIP Program	Awaiting response from the Alameda County Environmental Health Department and CalRecycle on the City’s proposed remediation of erosion on northeast side of the Bulb.
2. Develop a prioritized list of projects on Albany Hill and include in the CIP program	Ongoing and in coordination with item 3 below.
3. Develop a forest management plan for Albany Hill including fuel load analysis	A forest management plan is in development to address the rapid decline of Eucalyptus that includes a fuel load analysis, enhanced tree surveys and enhanced evaluation of habitat.
4. Continue implementation of CIP and maintenance projects on creeks, with annual meeting through the City’s Parks, Recreation & Open Space Commission to review status and assure momentum is maintained	Staff provides regular updates to the PROS commission on ongoing maintenance and capital work.
5. Provide maintenance schedule and develop plans for enhancement through programming of Measure M funds	Measure M has been incorporated into Public Works’ operating and capital budgets to provide enhancements to our maintenance programs for Parks, Street Trees and Creeks & Open Spaces; and reserve funding for repair/replacement of playground/park equipment and matching for grants (i.e. Prop 68 Project).

# STRATEGIC PLAN JULY 2021 – DECEMBER 2022

**GOAL 3**  
**Objective 3**

## Create Cultural Facilities & Opportunities

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Update Strategic Plan with select items from the parks, recreation, and open space master plan and other potential improvements	Parks, Recreation & Open Space Master Plan adopted by Council in January 2022.



**GOAL 4**  
**ADVANCE ECONOMIC DEVELOPMENT AND THE ARTS**

**GOAL 4**  
**Objective 1**

**Encourage Economic Development with a Variety of Businesses and Development Models with a Focus on Business Retention and Recruitment with a Particular Emphasis on BIPOC- and Women-owned Businesses**

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Look for innovative ways to promote Economic Development by engaging with prospective businesses to help facilitate business variety and engaging with existing businesses to support retention via a survey of the business community every two years	City staff conducted a business recovery survey, increased direct interactions with businesses to offer support, provided resources through a quarterly business edition eNews, organized the City’s annual Albany Local Week, and established the Albany ZoomProspector platform that makes Albany economic data free and accessible to all businesses. Additionally, a small business COVID-19 relief grant program and an economic development website will be introduced.
2. Consider reforming business license taxes to support business diversity	City staff are actively engaged with NBS to research what other cities have recently implemented, as well as proposing updates to the City’s current tax. Any tax updates will need to go to voters. Staff plan to have a proposal ready for the November 2022 ballot.
3. Evaluate a cannabis dispensary	Council level policy review.

# STRATEGIC PLAN JULY 2021 – DECEMBER 2022

## GOAL 4 Objective 2

### Investigate Ways to Support and Develop the Arts

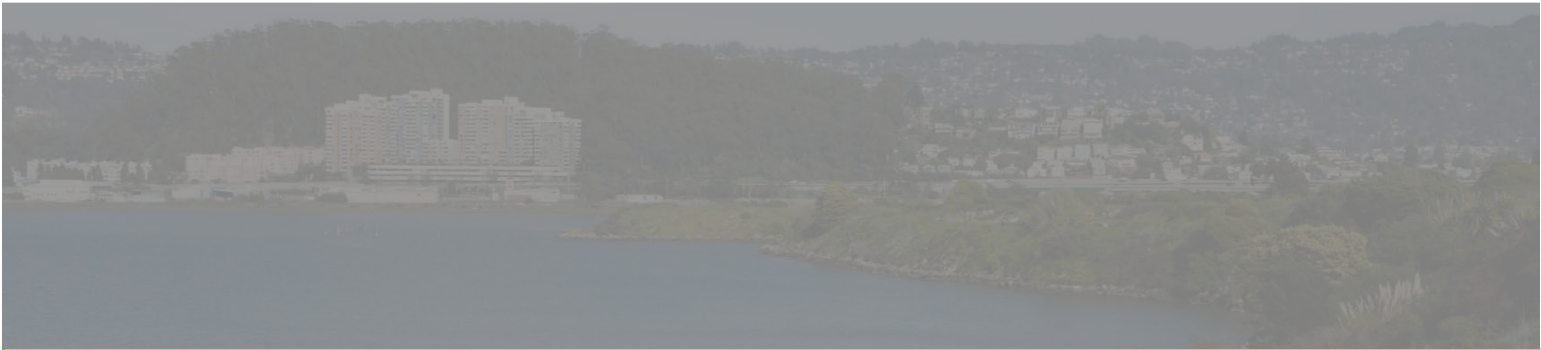
<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Update and continue to implement Public Arts Master Plan	2 cement pads installed on the Ohlone Greenway and Sculpture Loan Program agreements with 2 artists approved by Council. Installation of sculptures is forthcoming. 3 Community Center Foyer Gallery exhibits have been scheduled. A call for artists has been released soliciting submissions for the gallery program for exhibits in 2022 & 2023, and for a creative justice art project. A call to find the city's next Poet Laureate is also underway. Spring into Haiku implemented in 2021.

**GOAL 4**  
**Objective 3**

**Maintain an Attractive Atmosphere in Business Districts**

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Update ordinance on encroachments in public right of way	Forthcoming fall 2022.
2. Implement a vacancy maintenance plan holding owners accountable/consider vacancy tax	A preliminary analysis of a vacancy control program is planned for late 2022.
3. Consider options for conservation of building features with historic and aesthetic values in commercial districts (refer to P&Z Commission)	The City’s ability to regulate mixed use and residential development in commercial districts is evolving rapidly. A preliminary analysis of a historic preservation program will be initiated following the end of the 2022 legislative session.

# STRATEGIC PLAN JULY 2021 – DECEMBER 2022



## GOAL 5 FACILITATE GOVERNMENT ACCOUNTABILITY

### GOAL 5 Objective 1

### Sound and Transparent Management of City Financial Resources

<i>Workplan items</i>	
	<b><i>STATUS/COMMENTS</i></b>
1. Assure the production of Annual Comprehensive financial reports audited to the Council (and submitted to required agencies) by December 31st each year	Staff presented the FY2020-21 Annual Comprehensive Financial Report to Council in February 2022. While this is past the December 31, 2021 goal, staff were able to reduce the number of findings from 4 to 1. The recent hiring of an Accountant position in the Finance Department will assist with producing financial reports sooner moving forward.
2. Adopt a format for the presentation of budgets and budget-to actual reports that is transparent to the City Council and the public at large, and assure these documents are accurate and timely produced	The FYs 2021-22 and 2022-23 biennial budget booklet presented to Council in June 2021 included a comprehensive look at the City's general fund, as well as several special revenue and reserve funds. Presentation of quarterly updates have been produced in a timely manner each quarter, to both the Financial Advisory Committee and the City Council.
3. Produce a long-term financial plan, including a long-term municipal asset management plan, that takes into account foreseeable needs, including but not limited to retirement benefits and infrastructure maintenance and replacement, to reduce the risk of financial problems over time and across economic cycles	Section 7 of the FYs 2021-22 and 2022-23 biennial budget included a discussion of the largest long-term financial obligations the City is facing: pension costs and asset repair and replacement. City staff are currently working on an RFP for asset management services. When applications are received, the top proposals will be reviewed by the Financial Advisory Committee for recommendation to the Council.

# STRATEGIC PLAN JULY 2021 – DECEMBER 2022

**GOAL 5**  
**Objective 2**

**Assure Rates of Revenue Sources are Kept Current, that Revenues are Collected, and Albany is Informed of Funding Mechanisms in Use in Other California Cities**

<i>Workplan items</i>	
<i>STATUS/COMMENTS</i>	
1. Increase the number of rented residence licenses to match the number of rented residences according to the Census	Currently there are active business licenses covering just over 2,330 rental units.