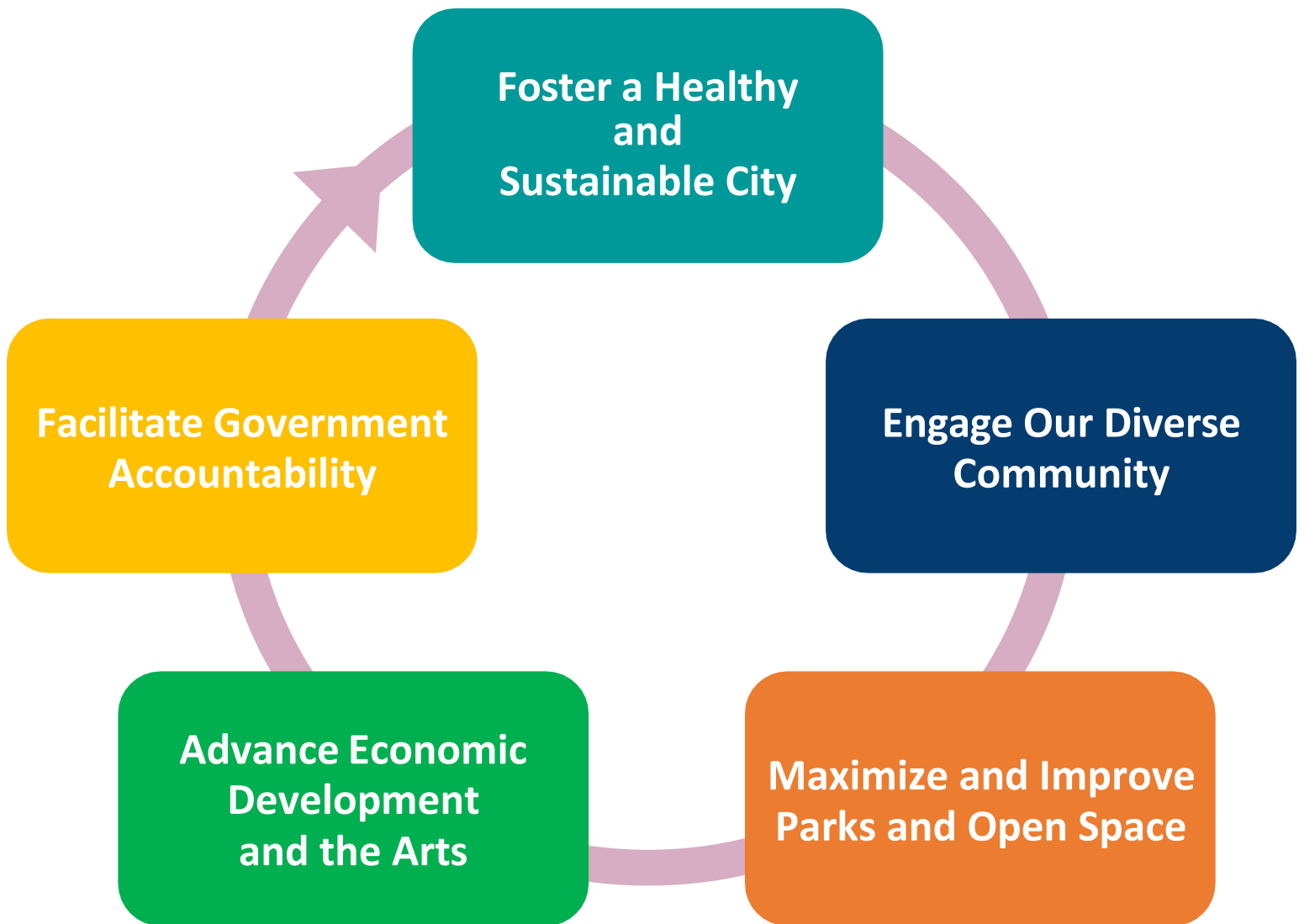


THE CITY OF ALBANY

STRATEGIC PLAN JULY 2021 – MARCH 2023



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.



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



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**

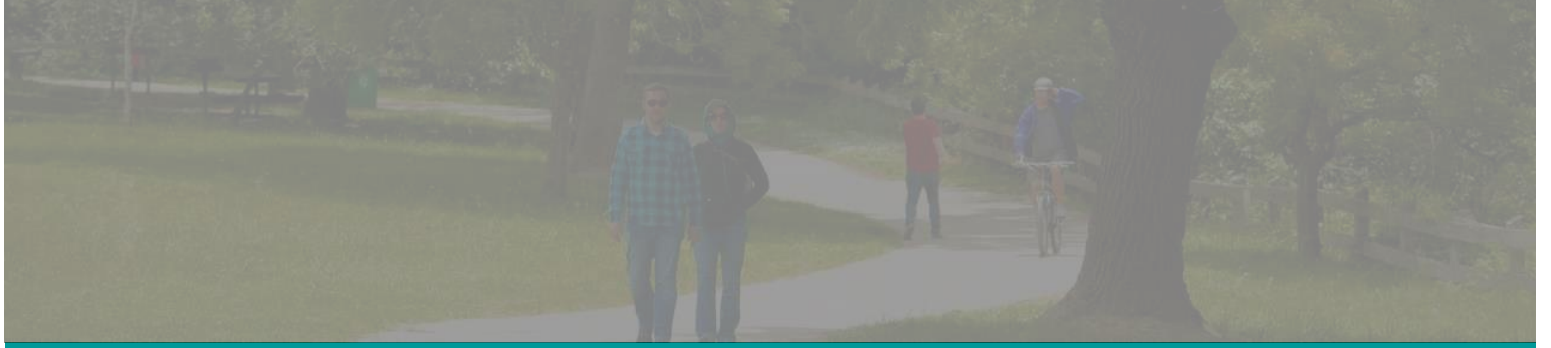
1. Enhance Parks
2. Enhance Open Space
3. Create Cultural Facilities & Opportunities

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 by establishing an ordinance with electrification preferred to natural gas for major remodel projects, by establishing a pilot program for electrification of existing buildings, by advancing phase-out of two-stroke engines, and by developing an Urban Forest Plan.

GOAL 1 Objective 2

Promote Housing Availability & Quality by evaluating zoning polices with regard to increasing housing production, by identifying additional funding sources for affordable housing production, and by taking action to further reduce blight.

GOAL 1 Objective 3

Promote Active Transportation & Safety by developing a timeline and funding plan to support scheduling CIP projects to achieve street-safety-related infrastructure goals (i.e. lighting, street safety measures), and by updating the Active Transportation Plan and reporting related portions of the City's Capital Improvement Plan.

GOAL 1 Objective 4

Increase Public Health and Safety by adopting a soft-story retrofit ordinance (Seismic Safety Program), by monitoring/developing provision of mental health, addiction, and homelessness services, by supporting CERT and CERT communication, and by continuing to advocate for adequate regional distribution of full-service, acute care hospitals.



GOAL 2

ENGAGE OUR DIVERSE COMMUNITY

GOAL 2 Objective 1

Connect with and Engage Community by encouraging youth participation in local government, supporting local community events recognizing the breadth of cultures in Albany, and creating mechanisms for two-way communication regarding equity and inclusivity

GOAL 2 Objective 2

Maintain/Increase Economic Diversity by enrolling as many households for tax exemptions and rebates as are enrolled in CARE, and by evaluating 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

GOAL 2 Objective 3

Community Inclusivity by implementing a racial equity survey, by adopting programs and services to support inclusivity to reflect input received from survey, and by securing removal of Christian cross from Albany Hill



GOAL 3 MAXIMIZE AND IMPROVE PARKS AND OPEN SPACE

GOAL 3 Objective 1

Enhance Parks by updating Strategic Plan with select items from the parks, recreation and open space master plan and other potential improvements.

GOAL 3 Objective 2

Enhance Open Space by preparing a plan for improvements and prioritize a list of projects for Albany Waterfront Park and include in the CIP Program, by developing a prioritized list of projects on Albany Hill and include in the CIP Program, by developing a forest management plan for Albany Hill including fuel load analysis, by continuing 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, and by providing maintenance schedule and develop plans for enhancement through programming of Measure M funds

GOAL 3 Objective 3

Create Cultural Facilities & Opportunities by updating strategic plan with select items from the parks, recreation and open space master plan and other potential improvements



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 by looking 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, by considering reforming business license taxes to support business diversity, and by evaluating a cannabis dispensary

GOAL 4 Objective 2

Investigate Ways to Support and Develop the Arts by updating and continuing to implement Public Arts Master Plan

GOAL 4 Objective 3

Maintain an Attractive Atmosphere in Business Districts by updating ordinance on encroachments in public right of way, by implementing a vacancy maintenance plan holding owners accountable/consider a vacancy tax, by considering options for conservation of building features with historic and aesthetic values in commercial districts



GOAL 5

FACILITATE GOVERNMENT ACCOUNTABILITY

GOAL 5 Objective 1

Sound and Transparent Management of City Financial Resources by assuring the production of Annual Comprehensive financial reports audited to the Council (and submitted to required agencies) by December 31st each year, by adopting 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, by assuring 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

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 by increasing the number of rented residence licenses to match the number of rented residences according to the Census