STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021

STATUS UPDATE JANUARY 2021

Foster a Healthy and Sustainable Urban Village

Facilitate Government Accountability

Engage Our Diverse Community

Advance Economic Development and the Arts

Maximize and Improve Parks and Open Space



CITY OF ALBANYCALIFORNIA

STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021

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CITY OF ALBANYCALIFORNIA

STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021

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.

Status Update – January 2021

The City Council has directed the City Manager to administer implementation of the City Council Strategic Plan. Annual updates to the City Council are intended to identify overall status toward achieving the objectives outlined within the City Council Strategic Plan. The following provides an update as of January 2021. The term of this Strategic Plan is July 1, 2019 through June 30, 2021.



STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021

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

City Mission Statement

The City of Albany is dedicated to maintaining its small town ambience, responding to the needs of a diverse community, and providing a safe, healthy, and sustainable environment.

City Vision Statement

The City of Albany is environmentally and fiscally strong, champions a healthy local economy, fosters safe, diverse and engaged neighborhoods, and treasures its unique waterfront.



STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021

LIST OF GOALS AND OBJECTIVES

Goal 1: Foster a Healthy & Sustainable Urban Village

- 1. Advance Climate Action
- 2. Promote Housing Availability & Quality
- Promote Active Transportation & Street Safety
- 4. Support Public Health & Safety

Goal 2: **Engage our Diverse Community**

- Connect with and Engage the Community
- Promote Disaster Preparedness & Resiliency
- 3. Continue to Promote Communitywide Inclusivity
- 4. Promote Health & Wellness

Goal 3: Maximize & Improve Parks & Open Space

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

Goal 4: Advance Economic Development and the Arts

- Encourage Economic Development with Variety of Businesses and Development Models
- 2. Investigate Ways to Support and Develop the Arts
- 3. Maintain an Attractive Atmosphere in Business Districts

Goal 5: Facilitate Government Accountability

- Sound and Transparent
 Management of City Financial
 Resources
- 2. Enhance Communication and Transparency Programs
- 3. 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



Objective 1

Advance Climate Action

Workplan items	
	STATUS/COMMENTS
1. Develop new Climate Action Plan in 2019	CAAP Adopted by the Council on December 2, 2019. Implementation underway.
Provide implementation updates to the Council annually beginning in 2020	CAAP updates provided to the Climate Action Committee.

Po	Potential Workplan additions	
	STATUS/COMMENTS	
1.	Specific measures such as an electric-	City staff will review the feasibility of a 2-stroke engine
	appliance requirement, prohibition on	prohibition in 2021.
	2- stroke engines (e.g. gas-powered leaf	The City developed and is currently implementing
	blowers), and potential changes to	electric-preferred green building requirements, and
	EBCE defaults to be referred to Climate	is coordinating with regional agencies to increase
	Action Committee.	adoption of all-electric vehicles and appliances.
2.	Develop a Master Plan for Albany's	Urban Forestry Plan incorporated into CAAP (4.1.1).
	Urban Forest (refer to PROS)	Staff in the process of identifying potential funding
		options for consulting services to develop the Plan,
		and timing for plan given other citywide plans
		underway or to be initiated in the near future.

Objective 2

Promote Housing Availability & Quality

W	Workplan items	
		STATUS/COMMENTS
1.	Implement Housing Element	Preparation of a new Housing Element for the years 2023-2031 commenced in February 2021.
2.	Development of affordable housing project at Cleveland & Washington Avenues in partnership with SAHA	Community Development approved planning entitlements in accordance with SB35 in December 2019. DDA adopted by City Council on 11/16/20. Securing project funding via grants ongoing by SAHA.
3.	Annually monitor and evaluate rent review program starting in 2019	Annual update provided to the Social & Economic Justice Commission in November 2020. Annual update to Council provided in February 2021.
4.	Compile list and annually monitor number, size, and usage of accessory dwelling units, and other types of units or rooms used for short term occupancy	Listing submitted to Council December 2019 and updated list will be submitted each December. Most recent list was provided on 10/30/20.

Objective 3

Promote Active Transportation & Safety

W	Workplan items		
		STATUS/COMMENTS	
1.	Implement and continue reporting on and updating the Active Transportation Plan and related portions of the City's Capital Improvement Program	Council adopted a new CIP on November 16, 2020 that includes updates on several projects that Promote ATP goals. Development of new ATP remains priority measure in new CAAP (1.1.1). Investigating grant funding.	
2.	Implement Complete Streets Plans on San Pablo & Solano Avenues	San Pablo Ave Complete Streets has been divided into multiple phases to match funding. Phase I (Portland to Brighton) is in final design and environmental review. Investigating funding options for Phase II (Washington Intersections) and Phase III (Buchanan Ave). Solano Avenue bicycle safety improvements to be established as part of future ATP update and coordinated with City of Berkeley planning for the upper portion of Solano Avenue.	
3.	Develop a timeline and funding plan to support scheduling CIP projects to achieve street-safety-related infrastructure goals including (1) street paving quality (PCI), (2) appropriate night lighting of streets, sidewalks, and parks, and (3) safety features at intersections and other crossings of roadways.	The November CIP Update included a high-level schedule showing the timing of key projects such as paving, street lighting evaluation and pedestrian crossings. Project funding is detailed in the CIP and will be updated as part of the Spring 2021 CIP Update. Council received a Pavement Plan update on March 2, 2020 which included a projected increase in PCI to 75 over a 10-year period. Key projects include Washington and Adams (construction) and Marin (design). Completed Phase 3 of the sidewalk rehabilitation program with Phase 4 starting in January. Designs for signal replacements at Masonic/Marin and Masonic/Solano are being prepared for bid. The lighting assessment is funded in the CIP. The assessment will address options for funding improvements going forward.	

	Potential Workplan additions	
		STATUS/COMMENTS
1.	Investigate options for parking management by conducting a study session to discuss possible parking permit and/or parking meter programs (potentially refer to Transportation Commission and to Economic Development Committee)	Albany Parking Management Study completed in 2017 included inventory of existing parking supply and demand, research on other cities, & evaluation of permit program.

Objective 4

Support Public Health and Safety

W	Workplan items		
		STATUS/COMMENTS	
1.	Partner with Other Local Governments to Maintain and Improve access to Emergency Department and other Hospital Services in our area: continue City Council subcommittee to work in coordination with neighboring cities and regional legislators to develop a strategy to maintain and improve hospital services	City Council subcommittee (Nason & McQuaid) engaged in regional group, updates to the Council on a regular basis by the subcommittee.	
2.	Complete consideration of prohibition of the sale of Flavored Tobacco Products begun in 2018	City Council adopted Ordinance to ban on sale of flavored tobacco products in April 2019 and minimum pack sizes in May 2019. Police Department tasked with enforcement and monitoring. Notification and reminder notice have been sent to all vendors within the City.	
3.	Consider adoption of a seismic safety program including an update to current policies and the adoption of a soft-story retrofit ordinance	Study Session held with the City Council on February 2019. Review by Planning & Zoning Commission on June 2019. Structural engineering consultant is under contract and update to be provided for City Council review in July 2021.	
4.	Consider implementing "Social Host Laws": conduct a study session regarding options for social host laws such as development of an ordinance	Study session yet to be scheduled.	
5.	Review status of current Cannabis ordinance in Fall 2019, considerany needed policy changes (refer to P&Z Commission)	Status review complete. Staff is continuing to monitor changes in state law and best practices in cannabis regulations.	



ENGAGE OUR DIVERSE COMMUNITY

Objective 1

Connect with and Engage Community

Workplan items		
		STATUS/COMMENTS
1.	Continue outreach and service referrals through the "Albany CARES" program to households in need including but not limited to seniors and any resident at risk of or already experiencing homelessness. Evaluate outreach outcomes and efficiency in annual report to the City Council	Monitoring ongoing with regular updates to the Social & Economic Justice Commission. Annual report presented to the Council in March 2021.
2.	Identify opportunities to conduct additional outreach to promote the utilization of available low income/senior tax exemptions and other programs; evaluate effectiveness	New outreach material created and posted year-round at the Senior Center, Albany CARES, City Hall and the Community Center. Information included in the eNews and website. Albany CARES staff held webinar in May 2021 and provides assistance to residents regarding discount/exemption offerings on an ongoing basis and has assisted several residents with completion of application. Data reviewed with SEJC annually.
3.	Establish a subcommittee of the Council to develop and implement youth engagement strategies to encourage youth participation in local	Subcommittee established (McQuaid & Maass). Working in coordination with YMCA youth in government program and held event in March 2020. Subcommittee sunset on 12/21/20.

government	

Objective 2

Promote Disaster Preparedness & Resiliency

W	orkplan items	
		STATUS/COMMENTS
1.	Implement Disaster Preparedness and Local Hazard Mitigation Plans and engage with all sectors of community, especially the most vulnerable, to encourage resiliency	Implementation ongoing, currently focused on overall operational status due to pandemic response needs. Evacuation Assistance Registry underway to help assist targeted services during an emergency. Community Connect information platform to launch in early 2021 to help assist during an emergency. Ongoing support to CERT program, and coordination across city departments for disaster preparedness through a technical advisory group.
un	Conduct a study session to consider development of an ordinance regarding residential defensible space and fire mitigation measures on Albany Hill ote: seismic safety measures are addressed of the Goal 1: Foster a Healthy & Sustainable of the Sustainable of t	Study session to be scheduled.

Potential Workplan additions	
	STATUS/COMMENTS
1. Investigate available forms of communication with the public public safety and emergency purposes (public safety staff).	for Began using AC ALERT 11/15/19 to share emergency information/instructions to the public.
Consider improvements to the system of reporting criminal an activity to the general public	, , , , , , , , , , , , , , , , , , , ,

Objective 3

Continue to Promote Community Inclusivity

W	orkplan items	
		STATUS/COMMENTS
1.	Establish a subcommittee of the Council to seek input regarding unmet needs for municipal services for sectors of the population such as low- income households, households that include members of minority groups, households that include English language learners, households that include seniors and/or other persons who may require assistance to live safely and comfortably in their Albany homes and/or to participate in community activities.	Subcommittee sunset 12/21/20 – citywide action plan under development for these topic areas.
2.	Adapt programs and services to support inclusivity to reflect input received	Pending item 1 above.
3.	Encourage participation in and help facilitate the 2020 Census	Census town hall held in September 2019 hosted in partnership with Supervisor Keith Carson. Census information included weekly in eNews and social media. Census now complete and awaiting results.

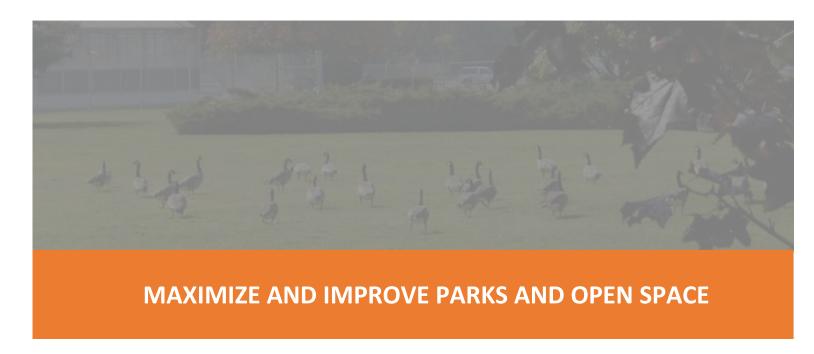
STRATEGIC PLAN JULY 1, 2019 - JUNE 30, 2021

STATUS UPDATE JANUARY 2020

Objective 4

Promote Health & Wellness

Workplan items	
	STATUS/COMMENTS
Develop health & wellness programs in coordination with community input by conducting an annual City Council study session regarding use of sugar sweetened beverage tax revenues	. Several free/subsidized health and fitness programs conducted in summer 2019 through Recreation & Community Services Department as well as through contracted services for Healthy Movement & Me program in schools. Ongoing funding for school crossing guard program services and Drive your bike classes to be provided to schools in early 2020. Study session held in May 2020. FY2021 Funded programs include crossing guards, Healthy Me Music & Movement program and bike safety classes. Annual Study session held in May 2021 FY2022 funded programs include crossing guards, Healthy Me Music & Movement program, bike safety classes, AUSD All-bany Swims program and partial funding for Walk'n Roll to the Shore event.



Objective 1

Enhance Parks

W	Workplan items		
		STATUS/COMMENTS	
1.	Prepare a plan for improvements to the Albany Waterfront Park (Bulb)	Plan developed and submitted to the Council as part of budget presentation in June 2019. Submitted an erosion mitigation plan to Alameda County Environmental Health for Review in fall 2020. Extensive review and analysis is expected to be required.	
2.	Continue City Council Subcommittee to confer with East Bay Regional Park regarding the MOU between the agencies inclusivity to reflect input received	Subcommittee ongoing (Nason & McQuaid).	
3.	Conduct analysis for turf/grass field opportunities and enhanced landscaping at Peggy Thomsen Pierce Street Park	Analysis to be included within upcoming Parks Master Plan update.	
4.	Assure that benches are available as needed for seniors and others who may be in need to have opportunities to sit while using parks	Bench inventory to be conducted as part of the Parks Master Plan update. Temporary benches to be installed as needed, as well as in the design of amenities for the dog park. Eagle Scout project completed at dog park (bench/covering).	

Objective 2

Enhance Open Space

W	Workplan items		
	•	STATUS/COMMENTS	
1.	Develop a prioritized list of projects on Albany Hill and include in the CIP program	Albany Hill Access Improvement project completed (July 2020). \$251,000 Coastal Conservancy grant award received to fund additional access improvements. Evaluation and preparation of an action plan to address recent increase in diseased trees is a high priority initiative currently underway.	
2.	Develop a forest management plan for Albany Hill including fuelload analysis	Identifying consultant to provide technical assistance to develop management plan	
3.	Program and implement final Measure R projects and provide final accounting for that measure	Programming of final Measure R funding has been completed through the operating budget and CIP budget.	
4.	Begin 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	Presented to PROS December 2019 & November 2020.	
5.	Provide maintenance schedule and develop plans for enhancement through programming of Measure M funds	Spending of funds is detailed in PW Operating Budget. Report to PROSC anticipated for Spring 2021	
6.	Investigate potential for open space use of Caltrans Right-of-Way by inventorying existing Caltrans right-of-way and discussing opportunities with Caltrans	Confirmed Caltrans' leasing requirements and available locations. Determined the bike park is not feasible at the location under the I-80 overpass along Cleveland Ave. Interest for a bike park will be included as part of the Parks, Recreation and Open Space Master Plan update.	
7.	Identify funding to update Parks & Recreation MasterPlan	Recreation Reserves funding allocation included as part of the FY2020/2021 budget. Request for Proposals released in December 2020 for Parks, Recreation & Open Space Master Plan update.	

Groundworks Office retained for the update.
Master Plan process is underway with initial
presentation to PROSC in May 2021 and 3
community workshops through the summer and a
survey.

Objective 3

Create Cultural Facilities & Opportunities

N	Workplan items		
		STATUS/COMMENTS	
1.	Review existing public and private memorials, honors, and other installations on public land; plan and implement relocations and improvements as appropriate	Included in the scope of the Parks, Recreation and Open Space Master Plan.	
2.	Create policies concerning private memorials and honors of public lands	Pending inventory in item 1 above.	

Potential Workplan additions	
	STATUS/COMMENTS
Investigate Veterans Building Retrofit	Updated cost estimate provided to the Council in
Funding Options and reportfindings	December 2018.
to the Council	



Objective 1

Encourage Economic Development with a Variety of Businesses and Development Models

W	Workplan items		
		STATUS/COMMENTS	
1.	Implement Economic Development Strategic Plan with annual implementation status provided to the Council	Implementation ongoing. Increased focus on economic development intended to assist with transition/post-pandemic needs.	
2.	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	Survey sent to all businesses through business license application process in December 2019. Final results reviewed by the Economic Development Committee in March 2020. Additional surveys distributed in summer 2020 in response to pandemic and County Health Officer orders. New survey distributed in May 2021 in response to post-pandemic needs and recovery.	
3.	Consider other strategies for encouraging growth of business including consideration of a specific plan or other zoning changes consistent with the General Plan	Specific Plan for San Pablo Avenue authorized by the Council. Planning work underway. \$160,000 in SB2 grant funding has been awarded, and an addition LEAP program grant of \$65,000 has been awarded through the State Housing and Community Development Department.	

Objective 2

Investigate Ways to Support and Develop the Arts

Workplan items		
	STATUS/COMMENTS	
Update and continue to implement Public Arts Master Plan	The Arts Committee selected four artists for the 2020 Community Center gallery. Exhibits are on hold due to the pandemic. 2019 Fall into Haiku program implemented from mid-November through mid-December. Haiku writing workshop co-hosted by the Arts Committee and Library and led by Albay Poet Laureate Rebecca Black in September 2019. Spring into Haiku implemented spring 2021.	

Objective 3

Maintain an attractive atmosphere in Business Districts

Workplan items	
	STATUS/COMMENTS
Improve maintenance of business districts by scheduling regular maintenance of San Pablo & Solano Avenues with regard to graffiti abatement, and ensure quality of fixtures such as garbage cans and benches	Continue with graffiti abatement contract and quarterly meeting with Solano Ave Association. Completed sidewalk shaving and crack sealing along Solano and San Pablo corridors.
2. Develop a policy and consider adoption of an ordinance and/or program regarding maintenance of news racks	Received approval and have removed most of the vacant news racks along Solano and San Pablo.
3. Update sign ordinance including curb painting ordinance	Sign Ordinance adopted March 2, 2020. Curb painting policies adopted by Resolution May 2019.
4. Update ordinance on encroachments in public right of way	Transportation Commission held initial discussions on permanent encroachments in 2019. During pandemic, encroachment permit program modified to accommodate outdoor dining. A detailed analysis and policy options related to the retention or termination of outdoor dining installations permitted during pandemic will be presented in Fall 2021

Potential Workplan additions	
	STATUS/COMMENTS
1. Consider options for conservation of	Action pending.
building features with historic and	
aesthetic values in commercial	
districts (refer to P&Z Commission)	



Objective 1

Sound and Transparent Management of City Financial Resources

W	Workplan items		
		STATUS/COMMENTS	
1.	Produce accurate comprehensive annual financial reports audited to the Council (and submitted to required agencies) by December 31st each year	Audit underway, anticipate scheduling presentation of CAFR by auditor for early 2021	
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	Budget format developed and implemented to provide consistent format. Quarterly budget updates provided to the Council as well as annual budget update.	
3.	Implement a smooth transition pursuant to Measure N from the City Treasurer model to a professionalized system of revenue collection and financial management, with citizen oversight by a Committee on Budget and Finance	Financial Advisory Committee established by City Council February 2020. Treasurer transition complete.	
4.	Assure the City Manager has the capacity to timely respond to reasonable requests for financial information from the City Council	The Finance Department is generally able to respond to requests for financial information within 24-48 hours. In cases where it will take longer, Staff is able to provide an explanation as to why the information is not immediately available and an estimate for when the information can be provided.	
5.	Produce a long-term financial plan, including a long-term municipalasset 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	Asset inventory complete. Capital reserve fund policy adopted May 4, 2020. In addition, staff has been working on an analysis of the City's special revenues to ensure funds are effective and transparent utilization. This is reflected in the most recent budget proposal detailing use of special revenue funds to support City operations.	

Objective 1

Sound and Transparent Management of City Financial Resources

Potential Workplan additions		
	STATUS/COMMENTS	
1. Conduct a study session to consider interest in establishing mandatory campaign finance limits, expanding beyond recently adopted voluntary campaign finance limits, or alternatively making voluntary campaign finance limits contingent upon all candidates agreeing to adopt them	None.	

Objective 2

Enhance Communication and Transparency Programs

W	Workplan items		
		STATUS/COMMENTS	
1.	Continue to create and utilize a variety of communication strategies by ongoing expanding and evaluation of portfolio of communication outlets	Two mailers distributed citywide during pandemic to provide information on essential services. Current focus remains on pandemic-related health order information. Meeting agendas are now posted at the kiosk on Solano Avenue. Seeking opportunities to further diversify communication mechanisms post-pandemic.	

Objective 3

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

Workplan items		
	STATUS/COMMENTS	
 Monitor existing funding mechanisms to assure rates are kept up to date and revenues are collected. Research funding mechanisms used in other California cities to stabilize budgets and invest appropriately in municipal infrastructure 	Anticipate initiating an update to business license program in 2021, reviewing master fee schedule for any updates, as well as other potential fee adjustments for specific programs as needed.	

Potential Workplan additions	
STATUS/COMMENTS	
Revisit proposal for municipal electronic billboard	Action pending.