

CITY OF SAN CARLOS STRATEGIC PLAN March 2019

THE SAN CARLOS STRATEGIC PLAN

The San Carlos Strategic Plan identifies current issues, needs and interests that are of strategic importance to the quality of life of the community. Addressing these issues requires the leadership focus of the City's elected officials and professional staff for an extended period of time, typically several years. The Strategic Plan is not a summary of all City services. The issues identified in the plan are unique because they have an urgent impact on the community and because they are complex.

Strategic goals are a central feature of the Strategic Plan. These are established to find ways to address the strategic issues now and into the foreseeable future. If a solution is found, and there is an on-going need to address the issue, this will occur through the City's on-going service delivery system. At that time, the issue will no longer be identified as a strategic goal.

HOW THE STRATEGIC PLAN IS DEVELOPED

The Strategic Plan is developed through an annual process that involves the City Council and City professional staff in facilitated, collaborative working sessions. The process is completed early each year so that the Strategic Plan can be incorporated into the City's budget.

The plan is a document comprised of the City's mission, vision and core values statements, the strategic goals and objectives for the next planning period and detailed work plans that will accomplish the goals.

Strategic goals are identified based on the knowledge and understanding that each participant in the process has about what is of strategic importance to the community. City Council members are elected by the residents to govern and represent their needs and interests. They bring the perspective of the residents and business of the community. Professional City staff members are trained in local government management and services. They bring the perspective of how to address the complex issues that are of concern. Through the strategic planning work sessions, these two unique perspectives come together to identify the areas of focus for the next planning period.

THE STRATEGIC PLAN PROCESS

The key steps to the process are listed below.

City Council Mini-Retreat. City Council, City Manager and City Attorney brainstorm the current community issues of strategic importance. This is a public meeting.

City Council and City Management Team Retreat. This is a facilitated, collaborative working session. The participants review accomplishments from last year; review the City's mission, vision and values to ensure relevance; check the status of current strategic plan issues and progress; and identify new strategic issues to work on for the next year and possibly beyond. Council strategic goals and objectives are established at a high level through this process. The "handoff" is given to City staff to work through the details by refining the goals and objectives and developing work plans to achieve Council's strategic goals. This is a public meeting.

City Management Team Retreat. This facilitated, collaborative working session with the City's management team is designed to refine the strategic goals, develop objectives to achieve each goal and establish work plans that identify specific tasks, set timelines and assign responsibility for accomplishment. This is an internal staff meeting.

Council Adoption of Strategic Plan and Progress Updates. After all work sessions are complete, a final Strategic Plan is agendized for Council adoption at a regularly scheduled Council meeting. City staff then periodically updates Council on the progress of strategic goals during future Council meetings. All of these Council meetings are public meetings.

MISSION

The City of San Carlos provides high-quality services and facilities in a sustainable, responsive and friendly manner to foster a safe and healthy community now and in the future.

VISION

The City of San Carlos will continue to move with confidence into the future as a desirable, vibrant, inclusive and business friendly community, admired by all as a great place to live, learn, work and play.

CORE VALUES

Not in priority order

- *Fiscal responsibility and sustainability*
- *Protecting the City's assets, resources and infrastructure*
- *Strategic thinking and planning for the future*
- *High ethical and professional standards*
- *High quality customer service*
- *Protecting our environment*
- *A safe, diverse, welcoming and engaged community*
- *Supporting the well-being and development of City employees*

2019 STRATEGIC GOALS AND OBJECTIVES

1. **Housing:** *The City of San Carlos will actively encourage and support the creation of housing to provide a safe, diverse and affordable supply by facilitating development of housing for all income levels.*

Objective #1: Engage the community in dialogue about housing needs, challenges and opportunities.

Objective #2: Facilitate completion of projects currently underway.

Objective #3: Increase the number of below market rate (BMR) housing units to meet local and regional housing requirements (e.g.: regional collaboration, grant programs, acquisition and new development).

Objective #4: Study land use and other regulatory options to increase all types of housing.

- 2. Transportation and Mobility:** *The City of San Carlos will actively pursue plans and strategic mobility and parking improvements while encouraging alternative modes of transportation to improve efficient, safe and effective movement throughout the city.*

Objective #1: Identify non-vehicular mobility opportunities and challenges city-wide.

Objective #2: Identify city-wide vehicular circulation challenges, including parking.

Objective #3: Identify funding mechanisms and public/private partnership opportunities to support and enhance transportation and mobility.

Objective #4: Facilitate completion projects currently underway.

- 3. Downtown:** *The City of San Carlos will create a vision to enhance, improve and protect Downtown and a framework for achieving this vision.*

Objective #1: Conduct study session with Council to identify current tools, plans, protections, infrastructure, etc. and where improvements are desired.



City of San Carlos 2019 Strategic Goals, Objectives and Work Plans

Strategic Goal: *Housing*

The City of San Carlos will actively encourage and support the creation of housing to provide a safe, diverse and affordable supply by facilitating development of housing for all income levels.

Objective: #1 – Engage the community in dialogue about housing needs, challenges and opportunities.

Highlights: We will be reaching out to gather and share input from our fellow community members to better understand their needs for housing.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Capture and share stories of housing challenges to raise the level of awareness about the need for more housing in San Carlos	<ol style="list-style-type: none"> 1. Enroll as a Home For All Pilot City 2. Work with employers to get questionnaires distributed and completed by employees 3. Staff pop-up events to gather housing info. 	Housing Manager (L) CD Director (S)	<ol style="list-style-type: none"> 1. 6/2019 2. 11/2019 3. Ongoing 	<ol style="list-style-type: none"> 1. Will contact pilot organizers to enter into next available program round 2. Will reach out to businesses in the downtown; eastside; government; school districts; etc. 3. Set up informational booth to collect information at event such as: Farmers' Market, Hometown Days, etc. 	
Coordinate outreach efforts with regional housing advocacy groups	<ol style="list-style-type: none"> 1. Engage with HEART of San Mateo 2. Partner with citizens-based advocacy groups 	Housing Manager (L) ED Coordinator (S)	<ol style="list-style-type: none"> 1. 9/2019 2. Ongoing 		
Develop an outreach strategy to achieve this objective (community engagement meeting for housing/town hall; video, print, forums)	<ol style="list-style-type: none"> 1. Hold community workshops 2. Increase social media presence pertaining to housing topics 	Housing Manager (L) ED Coordinator (S) Comm. Team (S)	<ol style="list-style-type: none"> 1. 11/2019 2. Ongoing 		

City of San Carlos 2019 Strategic Goals, Objectives and Work Plans

Strategic Goal: *Housing*

The City of San Carlos will actively encourage and support the creation of housing to provide a safe, diverse and affordable supply by facilitating development of housing for all income levels.

Objective: #2 – Facilitate completion of projects currently underway.

Highlights: The City is facilitating the construction of over 50 net new Below Market Rate (BMR) units and collecting affordable housing fees from large commercial developers.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Complete regulatory agreement of existing, smaller multifamily projects building BMR units	1. 626 Walnut Street 2. 520 El Camino Real 3. 1501 Cherry Street 4. 560 El Camino Real 5. 1525 San Carlos Avenue	Housing Manager (L) ED Coordinator (S)	1. 6/2019 2. 9/2019 3. 3/2020 4. 3/2021 5. 2021		
817 Walnut Street Development Project	1. Planning Commission Meeting 2. City Council Meeting	Housing Manager (L) ED Coordinator (S)	1. 4/2019 2. 7/2019		
Cherry Street Affordable Housing Development Project	Explore acquisition of property for lot merger	CD Director (L) Housing Manager (S)	7/2019		
806 Alameda de las Pulgas BMR Units	Work with developer to ensure that BMR units are built on-site	CD Director (L) Housing Manager (S)	Ongoing		
Vista Del Grande BMR Units	Work with developer to ensure that BMR units are built on-site	CD Director (L) Housing Manager (S)	Ongoing		
Large Office Development projects	Work with developers to collect Commercial Linkage Fees as needed	CD Director (L) Housing Manager (S)	Ongoing	Collect fair share contributions for the Affordable Housing Trust Fund	



City of San Carlos 2019 Strategic Goals, Objectives and Work Plans

Strategic Goal: *Housing*

The City of San Carlos will actively encourage and support the creation of housing to provide a safe, diverse and affordable supply by facilitating development of housing for all income levels.

Objective: #3 – Increase the number of Below Market Rate (BMR) housing units to meet local and regional housing requirements (e.g.: regional collaboration, grant programs, acquisition and new development).

Highlights: *The City is taking a diverse approach to increase the number of BMR units locally.*

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Update the BMR ordinance to increase number of affordable units	<ol style="list-style-type: none"> 1. Retain Professional Services for Study 2. Council Study Session 3. Planning Commission Study Session 4. Planning Commission Hearing 5. City Council Hearing 	Housing Manager (L) Principal Planner (S)	<ol style="list-style-type: none"> 1. 6/2019 2. 12/2019 3. 3/2020 4. 6/2020 5. 9/2020 	Highlight potential incentives and programs that could assist the production of BMR units	
Explore the acquisition of market rate units to convert to BMR	<ol style="list-style-type: none"> 1. Establish a course of action for executing potential acquisitions 2. Review opportunities as they become available 	Housing Manager (L) ED Coordinator (S)	<ol style="list-style-type: none"> 1. 12/2019 2. Ongoing 		
Research opportunities for partnerships, including non-profits, the school district and regional partners	<ol style="list-style-type: none"> 1. Engage with the School District to discuss shared opportunities 2. Engage local non-profits for shared opportunities 	Housing Manager (L) ED Coordinator (S)	<ol style="list-style-type: none"> 1. 12/2019 2. 12/2019 		
Review the City's existing affordable housing organization grants for housing assistance programs	Present to Council the funding requests previously submitted for consideration of increased budget	Housing Manager (L)	12/2019		



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Strategic Goal: *Housing*

The City of San Carlos will actively encourage and support the creation of housing to provide a safe, diverse and affordable supply by facilitating development of housing for all income levels

Objective: #4 – Study land use and other regulatory options to increase all types of housing.

Highlights: The City is looking at the General Plan and Zoning to find out where changes in density can occur to increase housing supply.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Evaluate existing development standards to incentivize housing in areas already allowed	<ol style="list-style-type: none"> 1. Request funding through mid cycle budget 2. Issue Request for Proposals and select consultant 3. Explore existing standards to understand development potential (Zoning and General Plan) for opportunities to increase density 4. Identify opportunities, constraints and quick fixes to the creation of housing such as: height, parking, and other development standards 5. Identify alternatives and select plan 6. Conduct environmental and traffic analysis 7. Amend Zoning and General Plan 8. Planning Commission Hearing 9. City Council Hearing 10. Update Housing Element as mandated by state law 	Planning Manager (L) CD Director (S)	<ol style="list-style-type: none"> 1. 6/2019 2. 12/2019 3. 12/2020 4. 3/2021 5. 9/2021 6. 3/2022 7. 4/2022 8. 5/2022 9. 6/2022 10. 2023 	<p>Additional Funding Needed</p> <p>Consider minimum density requirements</p> <p>Explore the expansion of the Priority Development Area (PDA) as established by ABAG-MTC</p>	



What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Update the City's Accessory Dwelling Unit (ADU) Ordinance	<ol style="list-style-type: none"> 1. Review City's existing ADU against state law and identify required changes 2. Planning Commission Study Session 3. Planning Commission Hearing 4. City Council Hearing 	Planning Manager (L)	<ol style="list-style-type: none"> 1. 8/2019 2. 9/2019 3. 12/2019 4. 12/2019 		



City of San Carlos 2019 Strategic Goals, Objectives, and Work Plans

Strategic Goal: *Transportation and Mobility*

The City of San Carlos will actively pursue plans and strategic mobility and parking improvements while encouraging alternative modes of transportation to improve efficient, safe and effective movement throughout the city.

Objective: #1 – Identify non-vehicular mobility opportunities and challenges city-wide.

Highlights: An important step to improve non-vehicular mobility citywide is to identify and understand the challenges holistically to formulate comprehensive solutions.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Complete Bicycle and Pedestrian Master Plan	<ol style="list-style-type: none"> 1. Formulate project recommendations 2. Outreach/public feedback on recommendations 3. T&C Commission input and discussions 4. Council Study Session 5. Council consideration 	City Engineer (L) PW Director (S) Senior Engineer (S)	<ol style="list-style-type: none"> 1. 6/2019 2. 9/2019 3. 10/2019 4. 11/2019 5. 11/2019 		
Request funding to implement the project recommendations	<ol style="list-style-type: none"> 1. Prioritize recommendation for funding 2. Request funding 	PW Director (L)	<ol style="list-style-type: none"> 1. 10/2019 2. 11/2019 		
Coordinate among agencies to ensure consistency and improve safe routes to schools	<ol style="list-style-type: none"> 1. Formulate recommendation for safe routes to school 2. Coordination meeting with agencies including School District and County 3. Incorporate into Bicycle and Pedestrian Master Plan 	City Engineer (L) Senior Engineer (S)	<ol style="list-style-type: none"> 1. 6/2019 2. 9/2019 3. 10/2019 		
Assess non-vehicular mobility needs as a result of Downtown Study Session	Assess needs after Council Study Session on the Downtown	PW Director (L) City Engineer (S)	After Council Study Session		



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Strategic Goal: *Transportation and Mobility*

The City of San Carlos will actively pursue plans and strategic mobility and parking improvements while encouraging alternative modes of transportation to improve efficient, safe and effective movement throughout the city.

Objective: #2 – Identify city-wide vehicular circulation challenges, including parking.

Highlights: An important step to understand and improve citywide vehicular circulation and parking which will lead to the development of comprehensive solutions.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Initiate and complete parking study of the South Laurel area	<ol style="list-style-type: none"> 1. Complete parking study 2. T&C Commission discussion 3. Recommendation to Council 	S. Management Analyst CM (L) PW Director (S)	<ol style="list-style-type: none"> 1. 11/2019 2. 1/2020 3. 2/2020 		
Develop a citywide policy for the residential parking permit program	<ol style="list-style-type: none"> 1. Develop draft policy 2. T&C discussion 3. Council consideration 	PW Director (L) PW Management Analyst (S)	<ol style="list-style-type: none"> 1. 5/2019 2. 6/2019 3. 7/2019 		
Update the Vehicle Miles Travelled (VMT) pursuant to the California Environmental Quality Act	<ol style="list-style-type: none"> 1. Convene Council Subcommittee 2. T & C Commission 3. Planning Commission 4. Council consideration 	CD Director (L) Principal Planner (S)	<ol style="list-style-type: none"> 1. 6/2019 2. 9/2019 3. 10/2019 4. 12/2019 		
Update the General Plan Traffic Impact Analysis	<ol style="list-style-type: none"> 1. Complete traffic impact analysis 2. T&C Commission discussion 3. City Council Hearing 	City Engineer (L) PW Director (S)	<ol style="list-style-type: none"> 1. 9/2019 2. 10/2019 3. 11/2019 		
Explore Transportation Demand Management (TDM) for existing businesses	<ol style="list-style-type: none"> 1. Update TDM Zoning Ordinance 2. Planning Commission Hearing 3. City Council Hearing 	CD Director (L) Principal Planner(S)	<ol style="list-style-type: none"> 1. 3/2020 2. TBD 3. TBD 		



What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Explore possible new parking opportunities	<ol style="list-style-type: none"> 1. Meet with property owners to negotiate potential private-public partnerships for parking garage 2. Meet with property owners for shared parking agreement opportunities 	CD Director (L) Housing Manager (S)	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 		
Implement Neighborhood Traffic Management Program	Identify and Implement neighborhood traffic management improvements	Senior Engineer (L) City Engineer (S) PW Director (S)	Ongoing		



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Strategic Goal: *Transportation and Mobility*

The City of San Carlos will actively pursue plans and strategic mobility and parking improvements while encouraging alternative modes of transportation to improve efficient, safe and effective movement throughout the city.

Objective: #3 – Identify funding mechanisms and public/private partnership opportunities to support and enhance transportation and mobility.

Highlights: *Transportation and mobility issues are far reaching, require a regional approach and are often costly. Alternative funding mechanisms such as public/private partnership should be explored with an opportunistic approach.*

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Review and update the transportation impact fee	1. Complete TIF Study 2. T&C Commission discussion 3. Council consideration	City Engineer (L) PW Director (S)	1. 9/2019 2. 10/2019 3. 11/2019		
Work with current and future developers and employers to fund roadway, last mile, pedestrian and other infrastructure improvements	1. Develop list of improvement needs 2. Negotiate with developers	CD Director (L) PW Director (S)	1. 12/2019 2. Whenever possible		
Pursue grant funding to support this goal	Pursue grant funding as available	PW Director (L) City Engineer (S)	Ongoing		

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Strategic Goal: *Transportation and Mobility*

The City of San Carlos will actively pursue plans and strategic mobility and parking improvements while encouraging alternative modes of transportation to improve efficient, safe and effective movement throughout the city.

Objective: #4 – Facilitate completion of projects currently underway.

Highlights: *The City currently has numerous projects underway that will improve transportation and mobility in the community.*

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Holly Street/US 101 Interchange Improvements and Pedestrian Overcrossing	1. Award the construction contract 2. Construct	City Engineer (L) PW Director (S)	1. 6/2019 2. 1/2021		
Four Corners Traffic Safety near Carlmont High School and Tierra Linda Middle School	1. Design consultant selection 2. Design 3. Funding request/grant funding 4. Construct	PW Director (L) City Engineer (S)	1. 4/2019 2. 10/2019 3. TBD 4. TBD	Belmont will lead the project, as 80% of the improvements are in Belmont	
Traffic Striping and Marking	1. Design 2. Construct	Senior Engineer (L)	Annually by end of the fiscal year		
Brittan Avenue Widening at Industrial	1. CEQA Analysis 2. Council consider	City Engineer (L) PW Director (L)	1. 6/2019 2. TBD		
Pedestrian Enhancement at Arroyo/Cedar and Hemlock/Orange	1. Design 2. Construct	City Engineer (L)	1. 6/2019 2. 1/2020	Grant funding is not available until Fiscal Year 2019-20	
San Carlos Avenue Pedestrian Safety Improvements	1. Design 2. Construct	City Engineer (L) Senior Engineer (S)	1. 9/2019 2. 3/2020		
Brittan and Alameda de las Pulgas Widening	1. Design 2. CEQA Analysis 3. Construct	City Engineer (L) Senior Engineer (S)	1. 7/2020 2. 7/2020 3. 11/2020		

City of San Carlos 2019 Strategic Goals, Objectives and Work Plans

Strategic Goal: Downtown

The City of San Carlos will create a vision to enhance, improve and protect Downtown and a framework for achieving this vision.

Objective: #1 – Hold a study session with Council to identify current tools, plans, protections, infrastructure, etc. and where improvements are desired.

Highlights: The City is gathering data on the Downtown to present active policies, programs, plans, studies and regulations for the Council to review.

What will be done? Step/Task	How will this step happen? Action(s) Needed	Who leads? (L) Who supports? (S)	When will each action be completed? Target Date	Comments and Considerations	Status
Gather data and information to present to the Council and community at the study session	<ol style="list-style-type: none"> 1. Request funding in mid cycle budget 2. Meet with Downtown subcommittee to discuss scope of study session 3. Prepare comprehensive report and presentation on status of what is currently in place 4. Meet with all applicable commissions and committees 5. City Council Study Session 6. Receive Council direction on future work plan 	Principal Planner (L)	<ol style="list-style-type: none"> 1. 6/2019 2. 8/2019 3. TBD 4. TBD 5. TBD 6. TBD 	Parking and parking assessment district; parking master plan; free vs. paid parking; land use and zoning; urban design; infrastructure (sidewalk, streets, lighting, trees, benches, planters, landscaping, flower baskets, storm drain, banners, signage, trash cans, service areas, bike racks, utilities); formula business ordinance; height study; façade improvement; downtown events; maintenance; emergency access; traffic circulation; walkability; outdoor dining standards; parklets; urban plazas; private development activity; housing over retail; funding; businesses; Chamber of Commerce; Downtown BID	