

CITY OF SAN CARLOS 2023 STRATEGIC PLAN

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 to its residents in an equitable, sustainable, transparent, responsive, and friendly manner to foster an inclusive, safe, and healthy community now and in the future.

VISION

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

CORE VALUES

Not in priority order

- *Fostering a safe, diverse, welcoming, and engaged community that recognizes the importance of social equity*
- *Ensuring fiscal responsibility and the sustainability of San Carlos' resources, infrastructure, and social/cultural environment*
- *Proactively protecting our physical environment from the threats of climate change and reducing greenhouse gas emissions*
- *Recognizing the needs and challenges of the community and promoting its well-being.*
- *Demonstrating high ethical and professional standards, including high quality customer service*
- *Leading and managing effectively by engaging the community, thinking strategically, remaining proactive, and planning for the future*
- *Supporting the well-being of employees, investing in their development, and aligning staffing and resources with the demand for City services*

2023 STRATEGIC GOALS AND OBJECTIVES

In alphabetical order

1. **Child Care:** *The City of San Carlos will encourage and support the creation of child care facilities by reducing barriers to creation and expansion.*

Objective #1: Develop a plan on how to apply child care funds that are collected through impact fees.

Objective #2: Consider zoning/co-location options for child care sites.

Objective #3: Consider reducing or waiving City-controlled permit fees for child care projects.

Objective #4: Create/modify resources and learning opportunities for stakeholders.

2. **Climate Change Mitigation, Adaptation, and Resilience:** *The City of San Carlos will support sustainability initiatives and address climate change. As part of its focus on climate change, the City of San Carlos will continue to address vulnerability and adapt to changing climate conditions such as wildfires, flooding, drought, and sea level rise.*

Objective #1: Plan and implement measures approved by the Council in the Climate Mitigation and Adaptation Plan (CMAP).

Objective #2: Perform community engagement and outreach.

Objective #3: Update emergency plans and policies.

3. **Downtown:** *The City of San Carlos will work with residents, property owners, business owners, committees, commissions, the Chamber of Commerce, and all other interested members of the community to develop a plan to understand and ensure that the downtown meets the needs of the community and businesses now and into the future.*

Objective #1: Implement the community engagement strategy for the Downtown Specific Plan.

Objective #2: Create the Downtown Specific Plan and corresponding implementation strategies.

Objective #3: Ensure that the vision and goals of the Downtown Specific Plan come to fruition.

Objective #4: Explore safe, interim improvements to parklets and surrounding areas while the Downtown Specific Plan is being developed and implemented.

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

Objective #1: 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 #2: Facilitate completion of projects currently underway.

Objective #3: Increase housing production.

Objective #4: Consider General Plan amendments and rezoning in the Northeast Specific Plan to include housing.

- 5. Mobility, Traffic and Transportation Infrastructure:** *The City of San Carlos will actively pursue plans and strategies for improving mobility, traffic, parking, transportation infrastructure, and street maintenance while encouraging alternative modes of transportation to provide efficient, safe, and effective movement throughout the city.*

Objective #1: Implement the Bicycle and Pedestrian Master Plan to encourage alternative modes of transportation and improve mobility.

Objective #2: Identify and implement citywide street and intersection projects and initiatives to improve traffic flow and parking.

Objective #3: Develop community education, reporting, outreach, and information tools using change management principles and practices.

Objective #4: Implement Safe Routes to School improvements to increase bicycle and pedestrian safety.

Objective #5: Structure a partnership among the City, property owners, businesses, and employers and leverage resources to create effective trip reduction strategies through the creation of a Transportation Management Agency (TMA).

- 6. Northeast Area Specific Plan:** *The City of San Carlos will work with residents, property owners, stakeholders, business owners, committees, commissions, the Chamber of Commerce, and all other interested members of the community to develop a plan in response to continued development interest in the life sciences and biotechnology sectors, and develop policies and strategies to incorporate housing as part of this new development.*

Objective #1: Create outreach and engagement opportunities that actively involve Northeast Area stakeholders and the San Carlos community in the visioning and development of the Specific Plan.

Objective #2: Develop a “preferred scenario,” or a preferred plan for the future that envisions and describes the appropriate mix of land uses, mobility improvements, flooding and climate change strategies, and other necessary initiatives to plan for and support a thriving Northeast Area.

Objective #3: Initiate the environmental review of the preferred scenario.

- 7. Recreation Services:** The City of San Carlos will explore new recreational opportunities by completing an assessment of parks, open space, and other recreation facilities to support the health and well-being for community members of all ages.

Objective #1: Complete a Parks, Open Space, and other Recreational Opportunities Master Plan Assessment (12-24 month process).

Objective #2: Explore additional recreational opportunities at North Crestview Park that meet the needs of the community.

Objective #3: Assess new opportunities to implement Trails Connection Plan for public trails.