

Workshop Background Materials

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CITY OF ALAMEDA, STRATEGIC ROADMAP 2023 - 2026

Draft Vision Statement



Alamedans of all ages, cultures and backgrounds feel supported and engaged in meaningful community and civic opportunities to continually make Alameda a better place to live. We celebrate and embrace our most important asset - our people - in everything we do.

New and existing households feel prioritized and welcomed into our community. Alameda is known as a low-crime community thanks to our well-resourced public safety services. Residents are proud to have safe, beautiful, clean green and blue spaces for play and recreation, as well as high quality schools, businesses, restaurants, and public events and art that reflect the vibrancy of their neighborhoods. All Alamedans can afford housing that meets their needs, including homeless individuals. People seeking assistance have access to ongoing social service support.

Residents and visitors have a variety of accessible transportation options, including walking, biking, public transit and cars, to get them safely to more destinations on the island and across the Bay Area, reducing local traffic congestion and accidents.

Alameda is more resilient to climate change and rising water levels, external factors that uniquely impact its island community. Alameda residents and businesses feel prepared and trust in local agencies to keep them safe during future natural disasters, including earthquakes and flooding.

Through fiscal responsibility and good governance, Alameda leverages its many assets - in housing, business, transportation, architecture, recreation, and natural resources - that contribute to the long-term betterment of its residents and environment. One of its biggest infrastructure projects, Alameda Point, is becoming a fully activated community, contributing to the economic, cultural and recreational landscape of the entire city. Overall, Alamedans are proud and hopeful for the island.



Draft Strategic Priorities

<p>Enhance Community Safety & Services</p>	<p>Invest in Transportation & Infrastructure</p>
<ul style="list-style-type: none"> • Adequately staff public safety officers (e.g., by paying competitive salaries and benefits) • <i>Provide appropriate tools and technology to public safety officers and support staff</i> • <i>Improve response times and public safety responses</i> • Reduce crime citywide, including Alameda Point • Support adequate mental health services for everyone • Ensure active, beautiful open spaces, events and public art. • Offer high-quality educational programs and supports for families • Build a sense of community and vibrancy on Alameda Point 	<ul style="list-style-type: none"> • Build a comprehensive, integrated, safe, efficient public transit, bicycle and pedestrian infrastructure, including laying groundwork for BART station and bike/pedestrian bridge • Reduce car/traffic congestion, parking challenges, and vehicle speed to prevent collisions (especially with pedestrians) and improve ingress and egress from the island • Address deferred maintenance and implement top priority smart growth, revitalization, parks and other public infrastructure projects • Support our existing businesses • Continue to rebuild the infrastructure and utilities at Alameda Point to support new housing and new jobs • Increase the number of businesses and jobs at Alameda Point • Improve access to Alameda Point businesses
<p>Build Resilience to Climate Change & Water Level Rise</p>	<p>House All Alamedans</p>
<ul style="list-style-type: none"> • Reduce greenhouse gas emissions • Promote green infrastructure (including the urban forest) to mitigate climate change impacts • Prepare for sea level rise • Manage shoreline retreat (instead of walls and hardscape) • Offer eco-friendly energy incentives and educational programs • Plan for disaster readiness 	<ul style="list-style-type: none"> • Make homeownership affordable • Integrate housing into surrounding communities • Address impacts of short-term rentals • Build more housing for all income levels, with a focus on affordable housing • Prevent housing insecurity • Rebuild the deteriorating Alameda Point Collaborative housing at Alameda Point
<p>Practice Fiscally Responsible & Inclusive Governance</p>	
<ul style="list-style-type: none"> • Explore governance models for greater representation of the city • Pursue the meaningful and transparent involvement of community members and businesses in City planning and policymaking • Practice long-term economic planning • Offer a full range of public services that are fiscally sustainable • Support the success and fulfillment of City employees • Champion the integration of diversity, equity, inclusion and belonging into every facet of the City's internal support of its employees and external services, programs and projects for the community. 	

Draft Project Lists

**does not currently have funding*

Enhance Community Safety & Services

- *Upgrade and replace Fire Hydrants throughout the City
- Expand disaster preparedness and training for staff and community
- *Develop an Emergency Water Supply Plan
- Evaluate AFD facilities for security, access control and seismic resiliency
- *Determine service needs for West Alameda and plan for Fire Station 5, as appropriate
- *Plan for a fire training facility with expanded recruitment opportunities
- Implement strategic fleet replacement plan
- *Report annually on CARE team services and community impact
- *Plan and construct a branch library at Alameda Point
- Fund and construct a tool and seed lending library at Jean Sweeney Open Space Park
- Reimagine and update community library spaces, including teen room and computer lab
- Assess needs and consider Bay Farm Island Library expansion
- Expand programming space at West End Branch Library
- Increase technology accessibility through library lending programs
- Implement police officer hiring incentive program and provide annual report to City Council
- Complete installation of Automated License Plate Readers
- *Secure Accreditation with Commission on Accreditation for Law Enforcement Agencies
- Continue implementing Police Chief's Advisory Group
- Design and construct the City Aquatic Center
- Complete design and construct Estuary Park Phase 2
- Design and build Cityview Skate Park expansion
- Expand recreation programs to include broader and inclusive participation
- Coordinate with AUSD on rebuild of Alameda High School Swim Center
- *Implement inspection and investigative services for prosecution, public rights and rent programs
- *Expand capacity to handle domestic violence, stalking, elder abuse, and child abuse cases
- Implement the Public Art Master Plan
- Provide funding for mental health services for AUSD students
- Administer Community Development Block Grant (CDBG) to support low-income residents
- Implement and educate about the Tsunami Evacuation Plan
- Create and implement the Vision Zero Rapid Response Plan
- *Complete and implement ADA Transition Plan
- Implement Safe Routes to School physical improvements

Build Resilience to Climate Change & Water Level Rise

- Implement Doolittle Solar Project
- Complete De-Pave Park design and seek construction funding
- Conduct GHG inventory and update 5-Year Climate Action and Resiliency Plan (CARP)
- Implement electric vehicle (EV) charging at city-owned public parking lots
- Implement Equitable Building Decarbonization pilot programs

- Complete and implement Urban Forest Plan
- Regional coordination for San Leandro Bay adaptation strategies and projects
- Implement Soft-Story Retrofit Grant Program
- Design adaptation project for Veterans Court area and develop vision for Bay Farm Island northern waterfront
- Develop adaptation and funding strategy for flood protection for Webster-Posey tube area
- *Update Zero Waste Implementation Plan and provide public technical assistance
- *Educate the public on compliance with SB1383 to divert organic waste from the landfill
- Promote and build green stormwater infrastructure systems to improve runoff water quality and stormwater retention
- *Convert lawn at City Hall West to drought tolerant landscapes
- Design and implement upgrades for stormwater infrastructure to reduce local flooding

Invest in Transportation and Infrastructure

- Improve marina, piers and channels in Tidelands areas
- Establish a cell tower leasing policy
- Establish paid parking at ferry terminals
- Update Business District Parking Program
- Create a free public Water Shuttle pilot program
- Plan and identify funding for Bicycle Pedestrian Bridge design
- Advocate to bring BART to Alameda
- Advocate for AC transit Service enhancements for Line 96, 19, and 78
- Design Broadway/Tilden Cross Alameda Trail project
- Secure funding and detailed design for Lincoln/Marshall/ Pacific corridor project
- Convert Slow Streets to Neighborhood Greenways
- Design Stargell Avenue Bike and Ped Improvements
- Construct Central Avenue safety improvements including roundabouts and bicycle lanes
- Implement Grand Street safety improvements with construction on Otis to Encinal and design of Encinal to Clement
- Design and construct Civic Center Garage safety improvements
- Design and construct long-term Commercial Streets Program for Park Street and Webster Street
- Construct Cross Alameda Trail at Grand to Broadway and Clement Ave / Tilden Way
- Upgrade traffic signal system for reliability and safety
- Complete Design of Alameda Point Adaptive Reuse Area Phase 2 and 3
- Rehabilitate 8 miles of sewer pipes
- Construct low stress bicycle network, pedestrian safety and traffic calming projects

House All Alamedans

- *Prepare RFP for residential development north of Midway at Alameda Point
- Implement and manage Rise Up Alameda - Guaranteed Basic Income Program
- Implement and coordinate Dignity Village supportive services and management
- Provide shelter for people who are homeless - Day Center, Warming Shelter, Safe Parking, Overnight Shelter, Emergency Supportive Housing
- Provide services for people who are unsheltered or housing insecure - Dine and Connect, Street Outreach and Flex Spending
- Coordinate with Alameda Food Bank for relocation
- Negotiate and develop West Midway project
- Negotiate reduction or elimination of the Navy Housing Unit Cap Fee

- Further the preservation, rehabilitation or construction of affordable housing in Alameda
- Update Inclusionary Housing Ordinance
- Update Subdivision Ordinance
- Revise Universal Design Ordinance to address townhome projects
- Propose new Short Term Rental Ordinance

Practice Fiscally Responsive and Inclusive Governance

- Expand economic development activities, including Alameda Point
- Special Event Permit Revision
- Expand workforce development and career pathway opportunities
- Reinvigorate and manage façade grant program
- Implement Alameda Point Disposition Strategy
- *Implement the citywide Strategic Plan and update annually
- *Establish and implement a citywide Communications Plan
- *Create and implement a strategic citywide Grant Writing Plan
- *Create a translation services program
- *Complete and implement Diversity, Equity, Inclusion and Belonging Plan
- Develop and implement a Municipal Fiscal Resilience Plan
- Develop a 5-Year fiscal forecast document for biennial budget process
- Issue an RFP for banking services and transition to new bank, if determined necessary
- Create a comprehensive employee professional development program
- Review and update classification specifications
- Revitalize the employee performance evaluation and management program
- Expand employee engagement and recognition program
- *Expand employee safety and wellness program
- Implement the 5-year GIS Master Plan
- Create an administrative network
- Plan for redundant and resilient city communications networks
- Migrate all city computers to Microsoft Office 365
- Replace the phone system for redundancy and resiliency
- Implement increased cybersecurity measures
- Improve and streamline design review and building permit processes for housing per state law