

From: [Jennifer Ott](#)
To: [CityCouncil-List](#)
Cc: [Cristelle Blackford](#); [Mike King](#)
Subject: 3/6 Council Retreat: Detailed Agenda, Handouts, and Presentation Slides
Date: Thursday, March 2, 2023 9:10:34 PM
Attachments: [Council Workshop Agenda 03.06.23 \[City Council Copy\].docx.pdf](#)
[Council Retreat #1 - Alameda Strategic Planning 2023.pdf](#)
[City Council Retreat Handout #1 - Vision.pdf](#)
[City Council Retreat Handout #2 - Priorities.pdf](#)

Mayor and City Council:

Please find attached documents for your review that we will use at Monday's strategic planning workshop, including a more detailed meeting agenda, presentation, draft Vision handout, and draft Priorities Handout, including prompts for discussion. We will have dinner ready at 4:30pm and are planning a brief interactive exercise with the Council and EMT at 5pm. I look forward to seeing you all then!

Thank you,
Jen

City of Alameda

Strategic Plan Workshop 2023

March 6, 2023, 4:30 pm to 8:30pm

Agenda

1. **4:30 pm – Collaboration and Dinner**
2. **5:30 pm – Public Comment**
3. **5:45 pm – City Manager Welcome & Agenda**
 - Agenda and meeting goals
4. **5:55 pm – Overview of Strategic Plan and Process**
 - What is a strategic plan, and why do we need one?
 - Strategic plan process, timeline, examples and implementation
 - *Council Discussion Question:* Does what we have shared reflect how you would like to see the City of Alameda's Strategic Roadmap created and implemented? Do you have any comments or clarifying questions?
5. **6:00 pm – Vision Discussion**
 - Summary of data gathered from City Council interviews and Executive Team focus group
 - Draft Vision
 - *Council Discussion Questions:* What three concepts are most important for you to see in the vision? Are these reflected in the draft vision? What, if anything, would you change or remove and why?
6. **7:00 pm – Break**
7. **7:15 pm – Key Priorities Discussion & Activity**
 - Prioritization exercise to work toward a shared set of top priorities for the coming three years.
 - *Council Discussion Question:* Do the priorities and objectives (sub-bullets) capture the necessary steps to move toward realizing your vision? What would you change and why?
 - *Dot Voting Activity:* What are the four key priorities and nine key objectives that, if addressed in the next three years, would fundamentally improve the quality of life in Alameda?
8. **8:20 pm – Wrap Up**
 - Review takeaways from the Council workshop & share next steps

DRAFT VISION



Alamedans of all ages, cultures and backgrounds feel supported and engaged in community and civic opportunities to continually make Alameda a better and safer place to live.

Alameda Point is becoming a fully activated community, contributing to the economic, cultural and recreational landscape of the entire city. Residents walk, bike and take public transit 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 sea level rise, 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.

New and existing households feel welcomed and can afford housing that meets their needs. Housing is available for homeless individuals and families who have access to ongoing social service support. Residents are proud to have beautiful, clean green and blue spaces for play and recreation, and businesses, restaurants, and public events and art that reflect the vibrancy of their neighborhoods.

Overall, there is a collective feeling of pride and hope for the island, especially for the wellbeing of its youth. Alameda celebrates its many assets - in housing, business, transportation, recreation, and infrastructure – that contribute to the long-term betterment of Alameda's residents and environment.

About the Strategic Vision

The Strategic Roadmap starts with a shared vision for the future of Alameda. From that shared vision, we identified six core priorities required to achieve the vision (see next page). To accomplish each priority, we will develop key objectives and projects, name responsible departments, and create a timeline. The draft vision is a summary of what we heard from our one-one-one interviews with each member of the City Council.

Discussion Prompt

*What ~ **three concepts** are most important for you to see in the vision?
Are these reflected in the draft vision?*

What, if anything, would you change or remove and why?



DRAFT PRIORITIES



Community Safety & Services	Transportation & Infrastructure
<ul style="list-style-type: none">• Adequately staff public safety officers and improve response times and ticketing practices• Reduce crime• Support adequate mental health services for youth• Offer high-quality educational programs and supports for families• Adequately staff and support recreational programs and libraries• Ensure active, beautiful and resilient green and blue spaces, community events and public art	<ul style="list-style-type: none">• Build safe, efficient public transit, bicycle and pedestrian infrastructure, including laying groundwork for BART station• Reduce traffic accidents and improve ingress and egress from the island• Address deferred maintenance and implement top priority smart growth, revitalization, parks and other public infrastructure projects• Ensure safe, clean and accessible streets and public facilities
Alameda Point Development	Climate Change & Sea Level Rise Resilience

<ul style="list-style-type: none"> ● Implement comprehensive plans for housing, transportation, environmental sustainability, job creation, and diversity in Alameda Point ● Build a sense of community and vibrancy 	<ul style="list-style-type: none"> ● Reduce greenhouse gas emissions ● Prepare for sea level rise ● Offer eco-friendly energy incentives and educational programs ● Plan for disaster readiness ● Mitigate climate change impacts through resilient design
<p>Housing & Homelessness</p>	<p>Fiscally Responsible & Inclusive Governance</p>
<ul style="list-style-type: none"> ● Build more affordable housing ● Provide mental health and wraparound services for unhoused population and those who are housing insecure ● Address impacts of short-term rentals 	<ul style="list-style-type: none"> ● Explore governance models for greater representation of the city ● Support the next generation of local government leaders ● Pursue inclusive community and business engagement in City planning and policymaking ● Offer a full range of fiscally sustainable public services ● Encourage economic and community development, including a strong and successful business sector

About the Priorities

These are the critical focus areas to achieve the vision. Diversity, equity, inclusion and belonging (DEIB) principles are embedded as an overarching framework connecting all of these strategic priorities. The draft priorities are a summary of what we heard from our one-one-one interviews with each member of the City Council. We also incorporated some concepts from a focus group with the Executive Management Team, shown in *italics*.

Discussion Prompt

Do the priorities and objectives (sub-bullets) capture the necessary steps to move toward realizing your vision? What would you change and why?

Dot Voting

What are the **four key priorities** and **nine key objectives** that, if addressed in the next three years, would fundamentally improve the quality of life in Alameda?



City of Alameda Strategic Planning 2023

City Council Retreat #1

March 6, 2023

Cristelle Blackford, *Project Director*

Mike King, *Project Manager*

Brittany Henry, *Facilitator*

Agenda

1	Public Comment (15 mins)	5:30 - 5:45 p.m.
2	City Manager Welcome + Agenda (10 mins)	5:45 - 5:55 p.m.
3	Overview of Strategic Plan and Process (20 mins)	5:55 - 6:15 p.m.
4	Vision Discussion (45 mins)	6:15 - 7:00 p.m.
	Break	15 minutes
5	Key Priorities Discussion (65 mins)	7:15 - 8:20 p.m.
6	Wrap Up & Next Steps (10 mins)	8:20 - 8:30 p.m.

Welcome

Purpose & Outcomes

Meeting Purpose & Desired Outcomes

- Share information, respond to questions, and gather input on the strategic planning process and desired outcomes
- Provide an opportunity for the City Council to reflect on their areas of alignment and deliberate on their areas of difference
- Co-create the vision, priorities and objectives of the Strategic Roadmap

Desired Outcomes We Heard From City Council

- Our priority areas need to be more specific. They should be written in a way that the public understands what they mean and what we are doing.
- “I want to ensure that all Council members are validated and have their concerns addressed through the strategic plan.”
- “All members of the Council should have at least one of their specific priorities implemented in the plan so people feel invested in it.”
- “How are we going to create a strategic plan that is responsive to the emergent needs of the community?”
- “I would like us to work as a team. Not that we vote alike or see the issues the same way, but that we recognize we are all working for the betterment of our community.”

Meeting Agreements

- *Practice civility and decorum in discussions and debate*
Remember to treat each other with courtesy and integrity that respects the abilities, experience, and dignity of each individual.
- *Demonstrate effective problem-solving approaches*
Embrace the moments for critical and creative problem solving. Even when presented with a diverging viewpoint, view it as an opportunity for open and explorative dialogue.
- *Maintain an open mind*
Remain open to hearing other's opinions/perspectives when they give comment.

CivicMakers will serve as neutral facilitators to keep us on time and on topic.

Strategic Roadmap Overview

What is a Strategic Roadmap?

Strategic Roadmap - A concise summary of where the City wants to go in the near future and how it plans to get there.

- **Vision** - A clear, specific, compelling picture of what the city will look like in 3 years (i.e., outcomes).
- **Priorities** - The top areas of focus to achieve the vision.
- **Objectives** - The main activities that support each priority.
- **Projects** - The specific initiatives and tasks required to stay on track.

Strategic Planning Process and Timeline



January - February

Discover & Assess

- Council Interviews
- EMT Focus Group

→ Draft Vision and Priorities



March

Vision & Priorities

- Council Retreat #1
- Staff Focus Groups / Interviews

→ Revised Draft Vision and Priorities



March - April

Projects

- Staff Draft Project Lists; Council Survey
- Council Retreat #2/3

→ Draft Project Lists



April - May

Validate Roadmap

- Staff Gallery Walks
- Community Pop-ups

→ Revised Vision, Priorities & Projects



May - June

Work Plans

- Depts develop work plans
- Budget integration

→ Strategic Roadmap

Example: City of Mountain View Strategic Roadmap

VISION



A welcoming, vibrant city that plans intentionally and leads regionally to create livable, sustainable neighborhoods, access to nature and open spaces, and a strong, innovation-driven local economy.



Example: City of Mountain View Strategic Roadmap

Liveability & Quality of Life



Enhance Mountain View as a great place to live that values community health and well-being. Preserve Mountain View's unique character, restore wildlife habitats, and promote arts and culture. Provide parks, open space, and other key amenities.

Projects

Review and consider minor amendments to Downtown Precise Plan Areas A, G, and H, with the work phased to prioritize preserving the character of the downtown core and preventing, to the extent possible, preemption by State legislation.

CDD

Review and update the historic preservation ordinance.

CDD

Continue to work with the Visual Arts Committee to encourage public art.

CDD

Update the City/School District Joint-Use Master Agreement

CSD

CMO, CAO,
PWD

Develop a Parks and Recreation Strategic Plan

CSD

PWD

Hold a study session to explore consideration of a Moffett Boulevard Precise Plan.

CDD

PWD

Develop a Safe Storage for Firearms Ordinance

CAO

Department

Lead

Sup.

Example: Work Plan from the City of West Sacramento

Item Title:	Climate Action Plan Update/Energy Service Reliability		
Priority:	Policy Agenda	Department:	CDD
Summary:	Preparation of the City's Climate Action Plan as an implementation measure of General Plan 2035. To date the consultant, AECOM, has completed data gathering, preparation of a GHG inventory, assisted City staff in public outreach and provided the draft CAP with the recommendations from the final report from the Mayors' Commission on Climate Change. City staff received the full admin draft from the consultant in June and a revised public review draft in August.		
Progress:	Milestone	Completion Month & Year	Notes
	Public outreach and commission workshops	October-Dec 2021; April-May 2022	Presented the draft GHG reduction actions to the Chamber of Commerce, had two pop up public outreach events in spring of 2022 at Sal's tacos and presented the draft GHG reduction strategies to the EU, TMI and PC commissions in the fall of 2021.
	Draft CAP review	June-August 2022	Staff review of the draft CAP and the subsequent public review draft
	PC and Council hearings	November -December 2022	Includes stop at EU & TMI Comm.
	Continue discussions with PG&E regarding service reliability and expansion	Ongoing	

How the Strategic Roadmap is Implemented

Implementation elements

- Budget integration
- Project work plans

Application to other City & City Council activities

- Public communications
- Staff reports and updates to City Council
- Referrals

Reporting and Updating the Strategic Roadmap

- Progress reports
- Annual updates

Raise Your Hand to Share

- *Does what we have shared reflect how you would like to see the City of Alameda's Strategic Roadmap created and implemented? Do you have any comments or clarifying questions?*

Strategic Vision

Vision Themes from City Council Interviews

- Public Safety / Reduced Crime (4)
- Climate Change & Emergency Resilience + Sea Level Rise Resilience (4)
- Infrastructure, Resilience and Addressing Deferred Maintenance (3)
- Transportation Infrastructure + Reducing Traffic Congestion & Accidents (3)
- Alameda Point Development (3)
- Housing Development to Address Affordability & Availability (3)
- Slow Growth to Protect Alameda Small Town Feel (2)
- Homelessness and Mental Health (2)
- Education + Mental Health Support for Youth (2)
- Governance + Civic Participation (2)
- Diversity, Equity, Inclusion and Belonging
- Reduce the exodus from Alameda

Vision Themes from the EMT Focus Group

- **Fiscally sound** and well-funded organization
- Thriving **local businesses and restaurants**, including on the waterfront
- Beautiful, plentiful and well-used **parks and waterfront open spaces**
- **Safe** community that provides long-term support to those in crisis
- **Affordable housing** for all and wraparound services for people experiencing homelessness
- Excellent **public transportation**, pedestrian and bike infrastructure
- **Engaged** community of residents and businesses
- Resiliency/**preparedness** for climate change and natural disasters
- Progress toward a vibrant development at **Alameda Point**
- Safe, clean, accessible and well-maintained public **infrastructure** (streets & facilities)

Draft Vision (City Council)

Alamedans of all ages, cultures and backgrounds feel supported and engaged in community and civic opportunities to continually make Alameda a better and safer place to live.

Alameda Point is becoming a fully activated community, contributing to the economic, cultural and recreational landscape of the entire city. Residents walk, bike and take public transit to more destinations on the island and across the Bay Area, reducing local traffic congestion and accidents.

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Raise Your Hand to Share

*What ~ **three concepts** are most important for you to see in the vision? Are these reflected in the draft vision?*

What, if anything, would you change or remove and why?

Priorities Exercise

Draft Priorities

- 1. Community Safety & Services**
- 2. Transportation & Infrastructure**
- 3. Alameda Point Development**
- 4. Climate Change & Sea Level Rise Resilience**
- 5. Housing & Homelessness**
- 6. Fiscally Responsible & Inclusive Governance**

Draft Priorities (City Council and *EMT additions*)

Community Safety & Services

- Adequately staff public safety officers and improve response times and ticketing practices
- Reduce crime
- Support adequate mental health services for youth
- Offer high-quality educational programs and supports for families
- Adequately staff and support recreational programs and libraries
- *Ensure active, beautiful and resilient green and blue spaces, community events and public art*

Draft Priorities (City Council and *EMT additions*)

Transportation & Infrastructure

- Build safe, efficient public transit, bicycle and pedestrian infrastructure, including laying groundwork for BART station
- Reduce traffic accidents and improve ingress and egress from the island
- Address deferred maintenance and implement top priority smart growth, revitalization, parks and other public infrastructure projects
- *Ensure safe, clean and accessible streets and public facilities*

Draft Priorities (City Council and *EMT additions*)

Alameda Point Development

- Implement comprehensive plans for housing, transportation, environmental sustainability, job creation, and diversity in Alameda Point
- Build a sense of community and vibrancy

Draft Priorities (City Council and *EMT additions*)

Climate Change & Sea Level Rise Resilience

- Reduce greenhouse gas emissions
- Prepare for sea level rise
- Offer eco-friendly energy incentives and educational programs
- Plan for disaster readiness
- *Mitigate climate change impacts through resilient design*

Draft Priorities (City Council and *EMT additions*)

Housing & Homelessness

- Build more affordable housing
- Provide mental health and wraparound services for unhoused population and those who are housing insecure
- Address impacts of short-term rentals

Draft Priorities (City Council and *EMT additions*)

Fiscally Responsible & Inclusive Governance

- Explore governance models for greater representation of the city
- Support the next generation of local government leaders
- Pursue inclusive community and business engagement in City planning and policymaking
- Offer a full range of fiscally sustainable public services
- *Encourage economic and community development, including a strong and successful business sector*

Raise Your Hand to Share

*Do the priorities and objectives (sub-bullets) capture the necessary steps to move toward realizing your vision?
What would you change and why?*

Dot Vote on the Posters

What are the **four key priorities** and **nine key objectives** that, if addressed in the next three years, would fundamentally improve the quality of life in Alameda?

Next Steps

Strategic Planning Process and Timeline



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