

- g. Approve Updates to the City's 2024 Strategic Work Plan Items.



CITY COUNCIL STAFF REPORT

MEETING DATE: September 9, 2024

ITEM TITLE: Approve Updates to the City's 2024 Strategic Work Plan Items.

RECOMMENDATION:

Staff recommends that the City Council receive and approve updates on objectives and tasks in the City's September 2024 Strategic Work Plan Update.

FISCAL IMPLICATIONS:

There are no fiscal implications associated with receiving and approving this update.

BACKGROUND:

The City Council adopted the 2024 Strategic Plan at its March 11, 2024 meeting after a series of three strategic planning meetings. The three meetings included a public Council Mini Retreat on October 16, 2023, a public Strategic Planning Retreat on January 18, 2024, and an Executive and Management Team Meeting on February 14, 2024.

ANALYSIS:

A Strategic Plan ensures that the City Council and staff continue to advance the City's mission, vision, and values, while also addressing the day-to-day tasks, projects, functions, and issues necessary to maintain successful City operations. It identifies priorities and needs that are of importance to the community now and into the future. Development of the Strategic Plan is iterative and continuous. It is updated annually after a series of focused meetings and reviews.

The City's Strategic Plan includes the City's mission, vision, core values, goals, and objectives. (Attachment 1). The Work Plan takes the Strategic Plan a step further by listing the action items that will be undertaken to achieve the City's goals and objectives. The September 2024 Strategic Work Plan Update (Attachment 2) includes "red-lined" updates to show the status of each task, as well as any new tasks that have been added to advance the goals and objectives.

ALTERNATIVES:

The alternatives available to the City Council include:

1. Approve the September 2024 Strategic Work Plan Update; or
2. Do not approve the updates to the September 2024 Strategic Work Plan Update; or
3. Provide staff with alternative direction.

Respectfully submitted by:

Nil Blackburn, Assistant City Manager

Approved for submission by:

A handwritten signature in black ink, appearing to read 'J. Maltbie', written over a horizontal line.

Jeff Maltbie, City Manager

ATTACHMENT(S):

1. 2024 Strategic Plan
2. September 2024 Strategic Work Plan Update - Redlined

CITY OF SAN CARLOS 2024 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 agendaized 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, facilities, and events 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*

2024 STRATEGIC GOALS AND OBJECTIVES

In alphabetical order

1. Child Care: *The City of San Carlos will encourage and support the creation, operation, and access to childcare facilities and reduce barriers to creation and expansion.*

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

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

Objective #3: Consider reducing or waiving City-controlled planning and/or permit fees for childcare projects.

Objective #4: Create/modify resources and learning opportunities for stakeholders and foster connections between providers and the community.

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: Continue to plan and implement the 33 Council-approved greenhouse gas reduction strategies and 12 adaptation/resilience strategies in the Climate Mitigation and Adaptation Plan (CMAP).

Objective #2: Refine policies and develop standards to integrate flood and sea level rise resiliency initiatives into existing processes, policies, and plans to prepare for the future.

Objective #3: Perform community engagement and outreach to promote sustainability initiatives citywide.

Objective #4: 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: Design and implement a demonstration project along the 600 and/or 700 blocks of Laurel Street to demonstrate and celebrate the community's shared vision for streetscape, outdoor dining, and public plaza improvements in downtown San Carlos.

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.

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 which includes micro-mobility, improved mobility, and safety for people of all ages and abilities.

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

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: Initiate the environmental review of the preferred scenario.

Objective #3: Create goal, policies, and standards to be incorporated in the Northeast Area Specific Plan.

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 to 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.

Objective #4: Work with the Centennial Advisory Committee and engage with the community to plan for the City's centennial celebrations.

CITY OF SAN CARLOS
2024 STRATEGIC WORK PLAN
~~February~~ September 2024 Update

Page	Strategic Goal
2	Childcare
3	Climate Change Mitigation, Adaptation, and Resilience
5	Downtown
7	Housing
9	Mobility, Traffic and Transportation Infrastructure
12	Northeast Area Specific Plan
13	Recreation Services

Childcare: *The City of San Carlos will encourage and support the creation, operation, and access to childcare facilities and reduce barriers to creation and expansion.*

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

Actions/Tasks:

1. Develop and bring to the Council for consideration a strategy on how to distribute childcare impact fee funds, including guidance on whether to prioritize certain types of providers and the structure by which such funding should be provided (e.g., grants versus loans). **April-Completed August 2024***.
2. Determine legal use of impact fees. ~~and prepare a memo to brief the Council.~~ **Completed MayAugust 2024.**
3. Release a Notice of Funding Availability and begin accepting applications. **September 2024.**

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

Actions/Tasks:

1. Consider rezoning to allow childcare centers in single-family residential districts on sites that were previously schools, religious facilities, or community centers. **May Completed August 2024.**

Objective #3: Consider reducing or waiving City-controlled planning and/or permit fees for childcare projects.

Actions/Tasks:

1. Incorporate waiver of City-controlled permit fees for childcare centers into annual update for user fee schedule. **April 2024 (with Citywide fee schedule).Completed June 2024.**
2. Present a resolution to the Council. **April-Completed June 2024.**

Objective #4: Create/modify resources and learning opportunities for stakeholders and foster connections between providers and the community.

Actions/Tasks:

1. Facilitate open house for community to meet childcare providers. **Completed May 2024.**
2. Conduct ~~a survey to gauge the needs of all stakeholders~~outreach with providers. **Completed May-January 2024.**
3. Increase awareness of existing childcare tools and resources to the community via an annual report, social media outreach, or website updates. **Ongoing.**

*Anticipated completion dates are listed in **bold** following each Action/Task.

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: Continue to plan and implement the 33 Council-approved greenhouse gas reduction strategies and 12 adaptation/resilience strategies in the Climate Mitigation and Adaptation Plan (CMAP).

Actions/Tasks:

1. Work with Peninsula Clean Energy to administer funds for EV charging incentive program for multifamily buildings. **Ongoing.**
2. Work with Peninsula Clean Energy to investigate feasibility of installing solar on City facilities. **April 2024-Ongoing.**
 - a. Solar installation on Youth Center. **Completed 2023.**
 - b. Secured \$457,000 PCE grant for installation of solar on Corporation Yard. **Completed June 2024.**
 - c. Solar installation on Library. **2025.**
 - 2.d. Solar installation on Adult Community Center. **2027.**
3. Conduct a fee study to develop an in-lieu fee to offset greenhouse gas emissions associated with projects exempted from the City's all electric reach code. **On hold pending changes in legal climate related to electrification.**
 - a. Update the Council and community on the implications of the Berkeley ruling. **April 2024 Completed July 2024.**
4. Develop and implement citywide EV charging plan to install 15 EV charging stations by 2030 and 25 by 2050.
 - a. Work with the Peninsula Clean Energy EV Ready program to do site assessments of 3-5 public locations. **March 2025.**

Objective #2: Refine policies and develop standards to integrate flood and sea level rise resiliency initiatives into existing processes, policies, and plans to prepare for the future.

Actions/Tasks:

- a.1. Review and update City standards related to creek setbacks, buffer zones, and minimum floor elevations. **May 2025.**
- b.2. Pulgas Creek Watershed study is in progress. **May 2024.**
 - a. Conduct public outreach. **September 2024.**
 - b. Update Parks and Cultural Commission. **October 2024.**

c. Update Planning and Transportation Commission. **October 2024.**

e.3. Watershed study in with recommendations will be brought to the Council. **November 2024.**

d.4. Coordinate with regional and state agencies, and neighboring jurisdictions (Belmont, Redwood City, and San Mateo County) to study, develop, and implement coordinated approaches to flood protection, sea level rise, and rising groundwater levels due to climate change. **Ongoing.**

e.5. Participate in the sea level rise adaptation project inventory developed by MTC/ABAG and BCDC in order to estimate regional sea level rise adaptation needs. **Ongoing.**

f.6. Continue to coordinate with OneShoreline to integrate its sea level rise mitigation planning into City's planning initiatives. **Ongoing.**

Objective #3: Perform community engagement and outreach to promote sustainability initiatives citywide.

Actions/Tasks:

1. Organize annual community creek cleaning event in the fall. **Ongoing.**
2. Publish and distribute a *Flood and Storm Safety Spotlight* to every address in the city. **Completed November 2023.**
3. Launch Adopt a Drain Program. ~~April 2024.~~ Temporarily suspended due to vacant sustainability coordinator position vacancy.

Objective #4: Update emergency plans and policies.

Actions/Tasks:

1. Build an Emergency Operations Center staff roster and communication plan to prepare for emergencies or disasters. **November 2024.**
2. Deliver EOC training to City staff, including Cal OES courses and exercises. **August 2024. Ongoing.**
 - a. EOC section training. **Completed June 2024.**
 - 2.b. EOC tabletop emergency exercise. **November 2024.**

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.

Actions/Tasks:

1. Continue to work with the Downtown Advisory Committee (DTAC) and obtain their feedback in developing the preferred concepts to inform development of the Specific Plan. **Ongoing.**
2. Involve the community in the Specific Plan process through Community Workshops to gather their input, shape the future vision for the area, and share information and key findings. **Ongoing.**
3. At key stages of the project, invite the public to open houses to learn more about the project and provide feedback. **Ongoing.**
4. Hold study sessions with the Planning and Transportation Commission and the City Council to share public input, alternative concepts, and shared preferences; and receive guidance and feedback to be used to prepare the Specific Plan. **Ongoing.**
 - a. Study sessions planned for **May/JuneAugust/September 2024.**
5. Distribute a *Spotlight Newsletter* to inform the community about the preferred vision for downtown San Carlos. **October November/December 2024.**

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

Actions/Tasks:

1. Analyze impacts and tradeoffs of potential street closures and reconfigurations, including sitewide parking demand. **May 2024Completed July 2024**
 - 1.a. Present findings to the Council and the community. August/September 2024.
2. Present streetscape designs for Laurel Street and all other streets in the Downtown Plan at a study session for the Council's endorsement. **Completed June 2024.**
 - 2.a. Present refinements to the Council for final endorsement. September 2024.
3. Determine the preferred design of public spaces (parks, plazas, and street closures), sustainability features, and community facility options. **Completed June 2024.**

a. Conduct a community survey on streetscape materials palette in July and August. **Completed August 2024.**

3-b. Present refinements to the Council and the community. **September 2024.**

4. Prepare an infrastructure development services plan, budget, and phasing as a key chapter of the Specific Plan. **November 2024.**
5. Prepare and release Draft Specific Plan. **November 2024.**
6. Begin environmental evaluation. **November 2024.**

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

Actions/Tasks:

1. Conduct and complete market demand analyses, economic studies, and develop implementation recommendations. **November 2024.**
2. Recommend strategic public improvements, including timing/phasing, and key catalyst projects and programs. **In progress.**
 - a. Preparation of Streetscape Master Plan, including Laurel Street and other streets. **May 2025.**
3. Develop implementation strategies and financing mechanisms for short- and long-term goals. Discover opportunities to leverage public financing with private investment. **November 2024.**
4. Work with Public Works/Engineering, Parks & Recreation, and Fire to provide regular updates, share key information, receive feedback and determine necessary steps to develop Plans, specifications, and estimates needed to implement first phase streetscape and roadway improvements identified in the Specific Plan. **In progress and ongoing.**
 - a. Hold interdepartmental meeting. **Completed February 2024.**

Objective #4: Design and implement a demonstration project along the 600 and/or 700 blocks of Laurel Street to demonstrate and celebrate the community's shared vision for streetscape, outdoor dining, and public plaza improvements in downtown San Carlos.

Actions/Tasks:

1. Develop an interdepartmental City team and coordinate with external stakeholders. **July-November 2024.**
2. Develop a work program to develop scope, schedule, budget, themes, community engagement, and project logistics. **September 2024-January 2025.**

3. Implement demonstration project (i.e. exhibits, displays, project renderings) to coincide with centennial celebrations and share vision for the downtown with the community. **March 2025.**

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). **Ongoing.**

Actions/Tasks:

1. Explore strategically acquiring property for future affordable housing projects, maintaining relationships with the local broker community and bringing opportunities to the Council for direction as needed.

Objective #2: Facilitate completion of projects currently underway.

Actions/Tasks:

1. Continue development of affordable housing project at 1232 Cherry Street. **In progress.**

a. Demolition of existing building at 1232 Cherry Street. **Completed May 2024.**

a.—Undergrounding and relocating existing utilities. **2025. expected to commence January 2024. ~~October 2024.~~**

b. _____

b.c. Residential construction expected to commence ~~November 2024~~ **April 2025.**
Estimated Completion Mid-~~2026~~2027.

2. Complete regulatory agreements for market rate multi-family projects building BMR units. **Ongoing.**

a. 1240 El Camino Real. **Completed July 2023.**

b. 1257 Magnolia Ave; 11 El Camino Real; and 155-160 Vista Del Grande. **March 2024. Ongoing.**

Objective #3: Increase housing production.

Actions/Tasks:

1. Continue to expedite ADU approvals and provide guidance/resources to homeowners. **Ongoing.**

a. Staff is exploring feasibility of participating in a non-profit ADU center (“21 Elements”) that would provide assistance to San Carlos residents. **Completed February 2024.**

- b. Request funding for San Carlos' portion of an ADU resource center for FY25. **Completed April 2024.**
2. Adopt Updated ADU Ordinance. **Completed November 2023.**
3. Adopt Objective Design Standards for single-family, including SB 9 units, and multi-family residential projects.
 - a. Single-family adoption. **Completed November 2023.**
 - b. Multi-family adoption. **November 2024.**
4. Implement the 2023-2031 Housing Element and report on its progress as required by the State within the Housing Element Annual Progress Report due every year in April. **April 2024.**
5. ~~Consider working with~~ Monitor the County's ~~on a~~ workforce housing initiative to identify housing opportunities for San Carlos. **Timing TBD Ongoing.**

~~Objective #4: Consider General Plan amendments and rezoning in the Northeast Specific Plan to include housing. **Completed February 2024.**~~

Actions/Tasks:

- ~~1. See Goal, Northeast Specific Plan, Objective 2 (below). **Completed February 2024.**~~

~~All the proposed scenarios for the Northeast Specific Plan include housing. Staff and consultants presented these scenarios to the Council in February 2024. As such, Objective #4, Action/Task 1 will be **marked completed as of February 2024** even though the final scenario is still being developed under the Northeast Specific Plan goal.~~

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 which includes micro-mobility, improved mobility, and safety for people of all ages and abilities.

Actions/Tasks:

1. San Carlos Avenue pedestrian safety improvements phase III – Wellington to Beverley. **September 2024.**
2. Brittan Avenue Sidewalk Construction – Sunset Drive to Rogers Avenue. **December 2025.**
 - a. Project design. **In progress at 30% design.**
 - b. Planning and Transportation Commission review and public outreach. Completed November 2023.
 - c. Reviewed at Infrastructure, Innovation, and Improvement Subcommittee meeting. Completed June 2024.
 - d. Staff submitted one million dollar grant application to C/CAG. Completed August 2024.
 - ~~b.e.~~ Project design review by the Council. February 2025.
 - ~~c.~~ City Council review. February 2024.
3. Alameda de las Pulgas Corridor Improvement (Four Corners). **March 2027.**
 - a. Project design (led by the City of Belmont). **August 2024⁵.**
4. Coordinate with C/CAG on a countywide shared micro-mobility policy/program. **In progress.**
 - a. Operator selection. **August 2024.**
 - b. San Carlos is in Phase 2. **Schedule to be determined.**
5. Identify funding mechanisms and public/private partnership opportunities to support and enhance transportation, traffic, and mobility. **Ongoing.**
 - a. **Update:** Several development agreements have been approved or are under negotiation that include community benefits toward transportation, traffic, and mobility.

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

Actions/Tasks:

1. Perform citywide traffic signal study, which will include, among other things, the timing of signals along upper East San Carlos Avenue. **Completed January 2024.**
 - a. Planning and Transportation Commission review and public outreach. **Completed March 2024.**
 - b. City Council review and adoption of final Traffic Signal Master Plan. **Completed May-April 2024.**
2. Perform a downtown traffic operations study as part of the Downtown Specific Plan. **July 2024-2025.** (This timeline may change due to the Community Development Department's CDD's expedited schedule for the Downtown Specific Plan.)
3. Identify strategies to improve San Carlos' Transportation Demand Management (TDM) Ordinance and on-street/off-street parking regulations.
 - a. Present strategies and proposed changes for the City Council's consideration. **April 2026.**
4. Increase pavement condition index (PCI) through Annual Pavement Rehabilitation program. **Ongoing.**
5. Implement Neighborhood Traffic Management Program. **Ongoing.**
 - a. Install High visibility crosswalk and RRFB at 1650 Industrial Road. **September 2024.**
 - b. Install High visibility crosswalk and RRFB at Industrial Road and Tanklage. **May 2025.**
 - c. Construct pilot traffic circle at Crestview and Edmunds. **November 2024.**
6. Develop a citywide policy for the residential parking permit program. **June 2024.**
 - a. **Update:** Parking study is underway as part of the Downtown Specific Plan, which will include evaluation of the need for a parking permit program.

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

Actions/Tasks:

1. Maintain citywide construction activities webpage. **Ongoing. The construction activities webpage is updated weekly.**

2. Develop additional ways to outreach to the community to ensure they understand changes that will impact them. **Ongoing.**
 - a. Outreach is tailored to each project's scope, size, impact, and type. **Ongoing.**
 - b. Produce a Transportation Spotlight. **July 2024.**

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

1. Enhance traffic and pedestrian safety through education and enforcement. **Ongoing.**
 - a. Conduct annual Distracted Driving Traffic operation. **Ongoing.**
 - b. Host annual a Sobriety and Driver's License Checkpoint. **Ongoing.**
 - c. Conduct monthly Saturated Traffic Enforcement Program with the Sheriff's Office Motorcycle Unit for high visibility and enforcement. **Ongoing.**
 - d. Conduct a Pedestrian Safety Operation for Pedestrian Safety month. **Ongoing.**
2. Crosswalk striping and marking at various locations per SRTS. **Ongoing.**
3. Arroyo Avenue and Chestnut Street SRTS improvements. **In progress.**
 - ~~a. Project design. **June 2024.**~~
 - b. Conduct outreach. **Completed May 2024.**
 - b.c. Project design. **Completed June 2024.**
 - c.d. Construction. **October 2024.**
4. Tamarack/Belle, Elm/Arroyo, Belmont/Cedar, St. Francis/Cedar SRTS Intersection and Sidewalk Improvements. **November 2025.**
5. Arroyo/Woodland and Olive/Elm SRTS Intersection and Sidewalk Improvements. **November 2025.**

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).

1. Perform outreach and coordinate with developers, property owners, and businesses; set up development participation thresholds; and, create the organizational framework for the TMA. **In progress.**

- a. **Update:** Staff conducted initial outreach and coordination with developers and property owners. All recent commercial projects in the east side include a condition of approval requiring participation in a TMA if/when formed.

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.

Actions/Tasks:

1. Involve Northeast Area property owners and business owners through focus group meetings to gather their input and vision for the future of the area. **Ongoing.**
2. Involve the community in the Specific Plan process through community workshops to gather their input, shape the future vision for the area, and share information and key findings. **Ongoing.**
3. Participate in monthly Harbor Industrial Association meetings to create a feedback loop with stakeholders to gather input and share process updates. **Ongoing.**
4. Create a Northeast Area Specific Plan website to inform the community about the planning process and update the website at key milestones throughout the planning process. **Updates are ongoing.**

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. **Completed February 2024.**

Objective #3: Initiate the environmental review of the preferred scenario. **Initiated March 2024. Ongoing.**

Actions/Tasks:

1. Once the preferred scenario is drafted, develop a project description as a first step in the environmental review process. **May-August 2024.**
2. Perform the environmental review process. **NOP released July 2024. December 2024 Ongoing.**

Objective #4: Create goal, policies, and standards to be incorporated in the Northeast Area Specific Plan.

Actions/Tasks:

1. Create development and design standards. **December-November 2024.**
2. Develop an implementation and financing plan. **December 2024-February 2025.**

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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).

Actions/Tasks:

1. Post a request for proposals to hire a consultant to facilitate the process. **Completed April 2024.**
2. Conduct ~~community outreach and needs assessment~~public outreach. **October 2024.**
3. Hold study session with Commissions and the City Council. **January 2025.**
4. Present action plan recommendations. **June 2025.**
5. Draft the Parks Master Plan for adoption. **September 2025.**
- 2-6. Present the final Parks Master Plan. **November 2025.**

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

Actions/Tasks:

1. Conduct public outreach to seek input on design options and amenities. **Completed June 2024.**
2. Initiate CEQA. **Completed July 2024.**
2. City Council selects the preferred concept. **Completed June 2024.**
3. Complete CEQA and
- 3-4. Adopt the North Crestview Park Master Plan. **November 2024-April 2025.**

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

Actions/Tasks:

1. Obtain new and utilize existing public trail easements in the community. **In Progress.**
 - a. Trillium Way CEQA documents. **March-September 2024.**
 - b. Design and construct the Trillium Way trail. **June-October 2024.**

c. Complete the sensitive plant study in Devonshire Canyon. **Completed July 2024.**

~~d. Complete mitigated negative declaration addendum for Devonshire Canyon. July 2024.~~

~~e.d.~~ Design and construction Devonshire Canyon Trail. **November 2024.**

~~f.e.~~ Discuss acquisition of trail easement at Top of the World with stakeholders. **December 2024****Completed July 2024.**

2. Work with neighboring agencies on regional trail connections. **In Progress.**

a. Midpeninsula Regional Open Space District Board will consider opening gate in **March 2024.**

b. Continue conversations with the County, SFPUC, City of Belmont, and Mid-Pen to initiate CEQA on the eastern boundary trail in the San Mateo County trail system. ~~December 2024~~**June 2025.**

Objective #4: Work with the Centennial Advisory Committee and engage with the community to plan for the City's centennial celebrations. **Ongoing.**

a. Hold monthly meetings with the Centennial Advisory Committee. ~~Ongoing~~**Completed.**

~~b.~~ Provide update and present recommendations to the Council. **Completed April 2024.**

~~c.~~ Seek City Council approval of Centennial recommendations. **Completed April 2024.**

b.

~~d.~~ Share planned centennial celebrations with the community. **November 2024.**