

City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans



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City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Child Care and Youth Programming

The City of San Carlos will encourage and support the creation of child care facilities and promote access to youth programming.

Objective #1: Increase access to child care by reducing barriers to creation and expansion of facilities and creating community resources.

Highlights: Reviewing regulatory framework to find opportunities where child care spaces may be created.

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
Adopt a child care development impact fee and establish a child care facility trust fund	City Council Study Session	CD Director (L) Housing Mgr. (S) Sr.MA-CD (S)	3/14/22	Nexus study and proposed fee levels and uses have been prepared for Council review.	Staff met with Council Subcommittee on two occasions to refine impact fee and trust fund goals
Reduce or waive City-controlled fees for child care projects	City Council study session	CD Director (L) Principal Plan. (S)	8/1/22	Pending direction from subcommittee.	On target
Revise use standards and permitted zoning districts for child care centers	1. Bring preliminary findings to child care subcommittee (Residential Districts in religious/community facilities) 2. Planning Commission Consideration 3. City Council Consideration	CD Director (L) Senior Planner (S) Housing Mgr. (S)	1. 8/1/22 2. 9/30/22 3. 10/30/22	Use Standards were adopted by Council. GCI study brought to Subcommittee: Permitting in GCI District not a high priority as most new developments will be PDs and have Development Agreements. New Direction to study residential districts.	1. On target 2. On target 3. On target
Create resources for stakeholders	1. Produce application process infographic 2. Create informational literature (brochures/handouts) that provide child care information 3. Establish webpage for child care program information on City website	CD Director (L) Sr. MA-CD (S)	1. 3/31/21 2. 3/31/22 3. 3/1/22		1. In progress 2. In progress 3. Recently completed.



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Child Care and Youth Programming

The City of San Carlos will encourage and support the creation of child care facilities and promote access to youth programming.

Objective #2: Address the community’s needs for youth programming.

Highlights: Evaluate community needs and align services and programming accordingly.

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
Assess current after-school enrichment classes for youth offered by Parks and Recreation	Evaluate classes offered during this time	PR Director (L) Rec. Supervisor (S) Rec. Coordinator (S)	Ongoing	Due to the ongoing pandemic, enrollment has been low. Contract instructors are reluctant to offer in person programming and parents are reluctant to sign kids up for weekly programming.	Evaluation will continue and adjusts will be made on an as-needed basis
Survey community to better understand after-school needs and program interests	Get feedback through Shape San Carlos	PR Director (L) Rec. Supervisor (S) Rec. Coordinator (S)	Ongoing		
Provide opportunities for Youth Center members to recommend new program ideas to offer during SCYC Drop-In program	1. Create a SCYC member focus group 2. Use social media tools to engage with members	PR Director (L) Rec. Supervisor (S) Rec. Coordinator (S)	1. Ongoing 2. Ongoing		



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Climate Change Mitigation & Adaptation

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 prepare for public safety emergencies, such as wildfire, earthquake, flood, power outage, school safety and other potential community emergencies by developing and implementing risk mitigation and reduction strategies.

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

Highlights: Use the 2021 CMAP to plan for and implement measures. The CMAP includes 33 greenhouse gas reduction strategies and 12 adaptation strategies to reduce emissions 40% below 1990 levels by 2030 and 80% below 1990 levels by 2050. The 45 strategies vary in size, complexity, cost, implementation time, and scope.

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
Prioritize and fund strategies	<ol style="list-style-type: none"> Identify funding needs Request funds from Council Apply for grant opportunities 	ACM (L) Sustainability MA-CM (S)	Ongoing		Ongoing
Implement mitigation and adaptation strategies	Identify measureable actions the City can take to mitigate greenhouse gas emissions to reach reduction targets while offering co-benefits to climate change adaptation	ACM (L) Sustainability MA-CM (S)	Ongoing		Ongoing
Strategy 39: Sea Level Rise	<ol style="list-style-type: none"> Establish multidisciplinary team Adopt resolution in support of One Shoreline Develop team project plan with recommendations on subprojects. Adopt Safety Element 	Sustainability MA-CM (L) ACM (S) City Engineer (S) Planning Manager (S)	<ol style="list-style-type: none"> 4/30/22 6/30/22 8/1/22 11/1/22 	Develop regionally coordinated sea level rise adaptation measures and programs. Team should include One Shoreline, MIG.	
Strategies 4 and 18: Electric Vehicle charging and building electrification incentives	<ol style="list-style-type: none"> Obtain funding Establish and promote incentive programs 		<ol style="list-style-type: none"> 7/1/22 12/21/22 	Requested \$100k as part of FY 2021-23 mid-cycle budget request.	<ol style="list-style-type: none"> In progress Pending



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Objective #2: Update the Disposable Food Service Ware Ordinance and

Highlights: Evaluate the County Ordinance for use in San Carlos, outreach to those who will be impacted, and encourage the community to reduce waste while the Ordinance is in process.

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 Disposable Food Service Ware Ordinance	Present Disposable Food Service Ware Ordinance to City Council for consideration and adoption	ACM (L) Sustainability MA-CM (S)	3/14/22	Introduced 10/11/21 Adoption 10/25/21 Update Adoption 3/14/22	Pending
Perform outreach and education to food service provider community	1. Conduct outreach and education 2. Begin enforcement	ACM (L) Sustainability MA-CM (S)	3/31/22		Pending



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Strategic Goal: Climate Change Mitigation & Adaptation

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Objective # 3: Community Engagement and Outreach

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
Community Education	Develop 3-part pamphlet	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	March 2022	SB1383, EV Charging, Energy Efficiency	Pending
Earth Day Events		ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	April 2022		Pending
Farmers Market Booth		ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	5/1/22	Electrification and Reach Code "education"	Pending
Update the Council and Community	1. Presentation at Council Meeting 2. Report in Council Newsletter	ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	October/November		Pending
Add Sustainability Module to Citizen's Academy		ACM (L) Sr. MA-CM (S) Sustainability MA-CM (S)	Fall 2022		Pending



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Strategic Goal: Climate Change Mitigation & Adaptation

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Objective #4: Update emergency plans and policies.

Highlights: Ensure the city's emergency plans and policies meet state and federal requirements and industry best practices.

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 Safety Element of the General Plan by 2023	<ol style="list-style-type: none"> Draft the Safety Element Take the Safety Element to Council for approval 	CD Director (L) Ad. Plan. Mgr. (S) Dep. Fire Chief (S)	<ol style="list-style-type: none"> 3/31/22 11/14/22 	This effort is led by CDD with support from key staff from Fire, Public Works, and Police, and is part of the Focused General Plan Update to address Land Use, Housing, and Safety Elements of the General Plan.	<ol style="list-style-type: none"> In progress While the Safety Element will be drafted by 3/31/22, and sent to the State for review, it will be taken together with the Housing Element, Land Use Element, Zoning Update, and an EIR that needs to address these elements altogether for consideration starting in October 2022 with the Planning Commission and November 2022 with Council
Update the EOP (Emergency Operations Plan)	Rewrite the EOP and submit to Council for approval.	ACM (L) SO Captain (S) Dep. Fire Chief (S)	6/30/22		
Exercise new EOP	<ol style="list-style-type: none"> Train the training staff Conduct exercises 	Dep. Fire Chief (L) SO Captain (S) ACM (S)	<ol style="list-style-type: none"> 6/31/23 6/30/23 		Pending



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Strategic Goal: Climate Change Mitigation & Adaptation

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Objective #5: Reduce the risk and threat of wildfire and prepare the community for such an event.

Highlights: Implementing improvements in evacuation planning, fuel reduction measures and early public notification systems.

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
Obtain fuel reduction funding and plan projects	Plan project(s) to use funding	Dep. Fire Chief (L) PW Director (S) P&R Director (S)	Ongoing		Ongoing
Fuel reduction work		Dep. Fire Chief (L) PW Director (S) P&R Director (S)	Ongoing		Ongoing
Update Council	Regularly update Council	Dep. Fire Chief (L)	Ongoing	Will provide periodic updates to the Council and in the Council Newsletter.	Ongoing
Work in partnership with other agencies surrounding San Carlos	1. Hold meetings 2. Develop plans to mitigate risks	Dep. Fire Chief (L)	1. Ongoing 2. Ongoing		Ongoing



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: 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.

Highlights: Create an inclusive process with a holistic approach to ensure maximum participation so that everyone can benefit from decisions that will shape the downtown.

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
Continue to inform and educate the community	<ol style="list-style-type: none"> 1. Develop a Community Engagement Strategy 2. Develop and maintain a virtual educational library on the project website 3. Form a Downtown Advisory Committee (DTAC) 4. Meet with Focus Groups/Stakeholders 5. Community Workshops and online surveys 6. Meet with: Youth Advisory Council; Parks, Recreation, and Culture Commission; Economic Development Advisory Commission; Transportation & Circulation Commission 	CD Director (L) Planning Mgr. (S)	<ol style="list-style-type: none"> 1. 4/2022 2. 5/2022 3. 5/2022 4. 11/2022 5. 01/2023 	Project will kick off in March 2022. Task 4 begins in April 2022 and includes up to 24 touchpoints with stakeholders and focus groups during the plan process. Task 5 includes 4 workshops and open houses with the community, and also 3 online surveys during the plan process. Task 6 will include two touchpoints with each of these commissions to review the preferred concept plan and the public review draft specific plan.	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Pending

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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
	7. Issue a Spotlight Newsletter to share the Preferred Concept Plan(s) 8. Create an email distribution list from sign-ups obtained from project webpage				



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

Highlights: Key considerations in developing the Specific Plan will include: Parking; Land Use; Urban Design and the Public Realm; Infrastructure; Street Closure; Formula Business Ordinance; Building Height; Building Façades, Shopfronts and overall Architecture; Community Events; Maintenance; Emergency Access (i.e. maintain emergency vehicle access, access to each business and access to fire department connections); Traffic and Circulation; Walking, Biking, and all-inclusive Accessibility; Outdoor Dining; Parklets and Plazas; Housing Over Retail; Funding, Phasing and Implementation; Businesses; Chamber of Commerce; Private Development; Downtown BID.

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
Project Commencement	<ol style="list-style-type: none"> Kickoff meeting and site tour Information gathering Stakeholder interviews Community engagement strategy Project logo, website, online questionnaire 	CDD Director (L) Planning Manager (S) Senior Planner (S)	<ol style="list-style-type: none"> 04/05/2022 05/30/2022 05/30/2022 05/30/2022 05/30/2022 	Entire project kicks off in March 2022.	<ol style="list-style-type: none"> Pending Pending Pending Pending Pending
Existing Conditions and Outreach	<ol style="list-style-type: none"> Infrastructure existing conditions analysis Transportation and mobility Develop planning principles DTAC meeting #1 Community workshop #1 Online survey Focus Group meetings (4 mtgs) Historic resources inventory 	CDD Director (L) Planning Manager (S) Senior Planner (S)	<ol style="list-style-type: none"> 06/2022 06/2022 06/2022 06/2022 06/2022 06/2022 06/2022 08/2022 		<ol style="list-style-type: none"> Pending Pending Pending Pending Pending Pending Pending Pending
Concept Plan Alternatives	<ol style="list-style-type: none"> DTAC meeting #2 Community workshop #2 Online survey Focus Group Meetings (4 mtgs) Planning Commission and City Council Study Sessions Economic studies 	CDD Director (L) Planning Manager (S) Senior Planner (S)	<ol style="list-style-type: none"> 08/2022 08/2022 08/2022 08/2022 09/2022 11/2022 		<ol style="list-style-type: none"> Pending Pending Pending Pending Pending Pending
Specific Plan Preparation	<ol style="list-style-type: none"> DTAC Meeting #3 Community Workshop #3 Online Survey 	CDD Director (L) Planning Manager (S) Senior Planner (S)	<ol style="list-style-type: none"> 02/2023 02/2023 02/2023 		



	<ol style="list-style-type: none"> 4. Meetings with YAC, EDAC, PRC, and T& C 5. Planning Commission and City Council Study Sessions 6. Prepare Infrastructure and Services Plan 7. Administrative Draft Specific Plan 8. Public Review Draft Specific Plan 9. DTAC Meeting #3 10. Community Open House 11. Meetings with YAC, EDAC, PRC, and T& C 12. Planning Commission Study Session 13. City Council Study Sessions 14. Prepare Hearing Draft Specific Plan 		<ol style="list-style-type: none"> 4. 04/2023 5. 04/2023 6. 06/2023 7. 08/2023 8. 10/2023 9. 11/2023 10. 11/2023 11. 01/2024 12. 02/2024 13. 02/2024 14. 03/2024 		
Specific Plan Adoption	<ol style="list-style-type: none"> 1. Prepare Draft CEQA document 2. Planning Commission public hearing 3. City Council adoption hearing 4. Final Specific Plan document 	CDD Director (L) Planning Manager (S) Senior Planner (S)	<ol style="list-style-type: none"> 1. 10/2023 2. 03/2024 3. 03/2024 		
Implementation and maintenance	<ol style="list-style-type: none"> 1. Identify and prioritize key opportunity sites 2. Timing of public improvements 3. Identification of municipal incentives 4. Designate lead departments, agencies for implementation 5. Identify potential funding sources and financing mechanisms 	CDD Director (L) Planning Manager (S) Senior Planner (S)	<ol style="list-style-type: none"> 1. 10/2023 2. 10/2023 3. 10/2023 4. 10/2023 5. 10/2023 		



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

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

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
Develop a funding strategy.	Identify potential funding sources and financing mechanisms (recommendations will be specifically tied to the Downtown Specific Plan Infrastructure Development and Services Plan)	CDD Director (L) Planning Manager (S) Economic Development and Housing Manager (S)	10/2023		Pending



City of San Carlos 2022 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, 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).

Highlights: The City will continue to take a diverse and equitable 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. Council Study Session 2. Planning Commission hearing 3. Council Hearing 	CD Director (L) Housing Manager (S) Planning Mgr. (S)	<ol style="list-style-type: none"> 1. 2/28/22 2. 4/18/22 3. 4/25/22 		Staff met with the Council Subcommittee twice. The meeting in October '21 provided additional rental scenarios based on feedback received during the July meeting. A Study Session was held with the Planning Commission in November '21.
Explore the acquisition of Market Rate units to convert to BMR and complimentary strategies for leveraging BMR Housing Funds to increase BMR housing supply	<ol style="list-style-type: none"> 1. Policy review before Council Subcommittee 2. City Council Study Session to adopt guiding policies 3. Implement policies as opportunities arise 	CD Director (L) Housing Manager (S) ED Coordinator (S)	<ol style="list-style-type: none"> 1.5/31/22 2.6/30/22 3.Ongoing 	Staff is reviewing two programs, one from the California Community Housing Agency (CalCHA) and the other from the California Statewide Communities Development Authority (CSCDA), to determine whether to recommend the City join	Staff and program representatives are currently analyzing the City's real estate market to determine whether these programs will be feasible in San Carlos.
Research opportunities for partnerships, including nonprofits, the School District and regional partners	<ol style="list-style-type: none"> 1. Engage local nonprofits for shared opportunities 2. Partner with County Housing Department 	CD Director (L) Housing Manager (S) ED Coordinator (S)	Ongoing		Ongoing



City of San Carlos 2022 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, inclusive, diverse, and affordable supply by facilitating development of housing for all income levels

Objective #2: Continue to develop and prepare a focused general plan update that includes the Housing Element, the Safety Element, and the Land Use Element to meet Council direction and State mandates.

Highlights: The City is working with the community to evaluate General Plan and Zoning to find out where changes in density can occur to meet diverse housing needs.

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. Explore existing conditions and preliminary options 2. Develop preferred options and analysis 3. Prepare administrative and draft Housing, Land Use, Safety Elements and Zoning Amendments 4. Engage the community 5. Prepare Environmental Analysis 6. Prepare Drafts of the Land Use, Safety, and Housing Elements 7. Planning Commission hearing 8. Council hearing 	CD Director (L) Planning Mgr. (S) MA-CD (S) Asst. Planner (S)	<ol style="list-style-type: none"> 1. 3/31/22 2. 8/31/22 3. 4/30/22 4. 4/30/22 5. 6/30/22 6. 9/30/22 7. 10/17/22 8. 11/14/22 		<ol style="list-style-type: none"> 1. Completed 2. Underway 3. Admin. draft 3/22; Public release draft 4/22 4. Pending 5. Underway 6. Pending 7. Pending 8. Pending



City of San Carlos 2022 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: 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 multi-family projects building BMR units	1525 San Carlos Avenue 806 Alameda de las Pulgas Vista Del Grande	CD Director (L) Housing Manager (S) ED Coordinator (S)	Ongoing	BMR plans and sales agreements will be executed as projects come before the Planning Commission and prior to tenancy.	Ongoing
817 Walnut Street Development Project	1. Construction 2. Lease-up with BMR waitlist households 3. Ribbon Cutting	CD Director (L) Housing Manager (S) ED Coordinator (S)	1. 2/28/22 2. 4/30/22 3. 5/31/22	Lease up is currently in progress as construction continues. Ribbon cutting will occur after building is occupied in order to include residents in celebration.	Construction nearing completion and residents expected to move in over the coming months.
Cherry Street Affordable Housing Development Project	1. Request Council approval to execute Development Agreement for the project 2. Support project development	CD Director (L) Housing Manager (S)	1. 4/30/22 2. Ongoing		Staff currently working with attorney on draft of Development Agreement.
Large Office Development projects	Work with developers to collect Commercial Linkage Fees as needed	CD Director (L) Housing Manager (S)	Ongoing		Ongoing



City of San Carlos 2022 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 #4: Increase Housing Production.

Highlights: Implementation of Housing Element Goals as well as expediting ADU approvals and the creation of objective design standards for housing units.

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
Expedite ADU approvals	<ol style="list-style-type: none"> 1. Meet with 3-4 ADU builders 2. Review cities for best practices for “pre-approved” ADUs and expedited review 3. Update ADU code – Planning Commission Recommendation 4. Update ADU code- City Council 5. Create Submittal Materials with documentation to facilitate expedited review. 6. Update website and include links to “pre-approved” units. 7. Conduct Outreach with community 	CD Director (L) Principal Planner (S)	<ol style="list-style-type: none"> 1. 3/31/22 2. 3/31/22 3. 4/4/22 4. 4/25/22 5. 4/30/22 6. 4/30/22 7. 5/31/22 		Staff has met with 2 ADU companies and is in the process of researching best practices for neighboring cities.
Revise Zoning Ordinance to implement Housing Element goals	<ol style="list-style-type: none"> 1. Develop case studies that present a range of development intensities for public review and comment. 2. Determine sufficient development capacity through proposed changes to the Zoning Ordinance to meet San Carlos’ RHNA. 3. Review Zoning Ordinance for consistency with proposed Zoning Amendments 4. Present Draft Housing Element Goals and corresponding Zoning Amendments to the community for review and comment. 5. Prepare final draft Zoning Amendments for review by HCD 	CD Director (L) Planning Manager (S)	<ol style="list-style-type: none"> 1. 8/2021 2. 10/2021 3. 3/2022 4. 5/2022 5. 6/2022 6. 10/2022 7. 11/2022 	Revising the Zoning Ordinance is being completed in conjunction with the Focused General Plan Update Project (Land Use, Housing, and Safety Elements + Zoning Ordinance Amendments and an EIR).	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Underway 4. Pending 5. Pending 6. Pending 7. Pending



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
	<ol style="list-style-type: none"> 6. Present proposed Zoning Amendments to the Planning Commission for recommendation 7. Present proposed Zoning Amendments to the City Council for adoption 				
Objective design standards (Multi-family/Mixed Use/Single-Family)	<ol style="list-style-type: none"> 1. Contract approval and appropriation of funds by Council 2. Explore existing conditions and data gathering 3. Community Workshop #1 4. Complete Objective Standards specific to SB-9 projects 5. Community Workshop #2 6. Prepare Administrative Draft Objective Standards (with Planning Commission and City Council Study Sessions) 7. Planning Commission Hearing 8. City Council Hearing 	CD Director (L) Principal Planner (S)	<ol style="list-style-type: none"> 1. 2/28/22 2. 4/30/22 3. 5/31/22 4. 8/30/22 5. 9/30/22 6. 1/31/23 7. 6/30/23 8. 7/31/23 		
SB-9 Permanent Ordinance	<ol style="list-style-type: none"> 1. Community Workshop 2. Planning Commission Study Session 3. Meet with the Housing Subcommittee 4. PC Recommendation to CC to adopt the Ordinance 5. City Council Hearing 	CD Director (L) Principal Planner (S) S. MA (S)	<ol style="list-style-type: none"> 1. 4/30/22 2. 6/27/22 3. 8/15/22 4. 8/29/22 5. 9/26/22 		<ol style="list-style-type: none"> 1. On target 2. In progress 3. In progress 4. In progress 5. In progress



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic 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: Identify and implement alternative modes of transportation (non-vehicular) to improve traffic flow and parking.

Highlights: Alternative modes of transportation are those other than single passenger vehicles. They could include bicycles, scooters, ride-share, shuttles, public transit, walking, and emerging technologies.

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
Implement Bicycle and Pedestrian Master Plan	<ol style="list-style-type: none"> San Carlos Quick-Build Project – design, outreach, and construction Pedestrian improvements at Alameda/Howard Pedestrian improvements at Olive/Elm Pedestrian improvements at Arroyo/Woodland 	PW Director (L) City Engineer (S)	<ol style="list-style-type: none"> FY 22-23 FY 23-24 FY 24-25 FY 25-26 	The identified projects will be incorporated in the CIP plan and budget.	Planning an outreach strategy with the consultant
Develop a shared micro-mobility (bike share or scooter share) policy/program	<ol style="list-style-type: none"> Research and develop policy T&C Commission input and discussion Council consideration 	PW Director (L) City Engineer (S)	<ol style="list-style-type: none"> 12/31/22 TBD TBD 	Working with C/CAG on a county-wide shared micro-mobility study	In progress
Identify funding mechanisms and public/private partnership opportunities to support and enhance transportation, traffic, and mobility	<ol style="list-style-type: none"> Negotiate with developers Pursue grant funding as available 	CD Director (L) PW Director (S)	Ongoing	Negotiate with developers for community benefits to enhance mobility as opportunities arise.	Ongoing



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

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

Highlights: Improve traffic flow and parking in the city by planning and implementing initiatives and projects.

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. T&C Commission 2. Request funding 3. Complete parking study 4. Council consideration 	PW Director (L)	<ol style="list-style-type: none"> 1. TBD 2. TBD 3. TBD 4. TBD 	Due to COVID-19, this project is pending until normal traffic and parking patterns resume.	<ol style="list-style-type: none"> 1. TBD 2. TBD 3. TBD 4. TBD
Finalize a citywide policy for the residential parking permit program	<ol style="list-style-type: none"> 1. T&C discussion 2. Council consideration 	PW Director (L) MA-PW (S)	<ol style="list-style-type: none"> 1. TBD 2. TBD 	Need results from the parking study above to complete and refine the residential parking program policy.	<ol style="list-style-type: none"> 1. TBD 2. TBD
Perform traffic signal study	<ol style="list-style-type: none"> 1. Engage consultant 2. Data gathering and analysis 3. T&C Commission 4. Council consideration 	PW Director (L) City Engineer (S)	<ol style="list-style-type: none"> 1. 12/31/21 2. 6/30/22 3. 8/31/22 4. 10/31/22 		1. Completed
Implement Neighborhood Traffic Management Program	<ol style="list-style-type: none"> 1. Analyze traffic mgmt. improvements at Rosewood and Morse, along Cordilleras, and along Alameda de las Pulgas 2. Identify and Implement neighborhood traffic management improvements 	PW Director (L) Senior Engineer (S) City Engineer (S)	<ol style="list-style-type: none"> 1. 12/31/22 2. Ongoing 	Some projects are in process.	Ongoing
Increase PCI through Annual Pavement Rehabilitation program	<ol style="list-style-type: none"> 1. Funding 2. Design 3. Construct 	PW Director (L) Senior Engineer (S) City Engineer (S)	Ongoing	Funding approved for FY 2021-22 project.	Ongoing



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

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

Highlights: Ensure the community is better informed about transportation related projects, planned improvements, available services, and programs.

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
Develop citywide construction activities webpage	1. Identify requirements 2. Create webpage 3. Maintain webpage	PW Director (L) ACM (S) Comm-CM (S)	2. 3/31/22 3. 6/30/22 4. Ongoing	Working with CMO to identify and obtain the resources needed to customize and maintain our project webpage.	1. Pending 2. Pending 3. Ongoing
Develop additional ways to outreach to the community to ensure understanding changes that will impact them	Develop strategic communications plan to improve project communications	PW Director (L) ACM (S) Comms Team (S)	Ongoing	Implementing more project site communications methods and simulations, such as signage at the location of the work in advance of the work.	Ongoing



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic 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 #4: Identify and implement enhanced traffic and pedestrian safety opportunities.

Highlights: Improve driver and pedestrian safety through public education, focused enforcement, and infrastructure improvements.

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
Develop Safe Routes to School maps & improvements	<ol style="list-style-type: none"> 1. Develop Routes to School Map 2. Develop improvement plans 	PW Director (L) City Engineer (S)	<ol style="list-style-type: none"> 1. 6/30/22 2. 6/30/22 		In progress
Enhance traffic and pedestrian safety through education and enforcement	<ol style="list-style-type: none"> 1. Analyze traffic data for focused enforcement 2. School Zone Safety 3. Enhanced DUI enforcement 4. Safety education through NTSB campaigns/advertising 5. Replace Guided Parking Enforcement Program 	Police Chief (L)	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. 3/31/22 	<p>Actions 1-4 will continue as long as funding continues.</p> <p>Action 5 – CIP approved and awaiting contract approval for purchase by City.</p>	Items 1-4 are ongoing and Item 5 is in process



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic 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 #5: Facilitate completion of projects currently underway.

Highlights: The City currently has numerous projects underway that will improve transportation, traffic 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
Four Corners traffic safety near Carlmont High School and Tierra Linda Middle School	1. Re-engage Committee 2. Design 3. Funding request/grant funding 4. Construct	PW Director (L) City Engineer (S)	1. In process 2. TBD 3. TBD 4. TBD	The City of Belmont is leading this effort and managing the design.	1. In process 2. TBD 3. TBD 4. TBD
Traffic striping and marking	1. Annually identify streets needing striping/markings on a fiscal year basis 2. Design 3. Construct	PW Director (L) Senior Engineer (S)	Ongoing		Ongoing
Brittan Avenue widening at Industrial	1. Right-of-way acquisition 2. TIF Funding 3. Design 4. Construct	PW Director (L) City Engineer (S)	1. Pending 2. TBD 3. TBD 4. TBD	Property acquisition is pending opportunity.	1. Pending 2. TBD 3. TBD 4. TBD
Brittan and Alameda de las Pulgas widening	1. Right-of-way acquisition 2. TIF Funding 3. Design 4. Construct	PW Director (L) City Engineer (S) Senior Engineer (S)	1. Pending 2. TBD 3. TBD 4. TBD	Activities pending opportunity for right-of-way acquisition.	1. Pending 2. TBD 3. TBD 4. TBD
San Carlos Avenue pedestrian safety improvements	1. Phase 3 Design 2. Construction	PW Director (L) City Engineer (S) Senior Engineer (S)	1. 6/30/22 2. 12/31/22	Project extended to allow for extensive outreach.	1. In process 2. TBD
Design sidewalk improvements along Brittan Ave.	1. Design & outreach 2. Construction	PW Director (L) City Engineer (S) Senior Engineer (S)	1. 12/31/22 2. 6/30/23		In progress
Analyze crosswalk improvements at SCA and Kenton, SCA and Prospect, and intersection of School Street, Woodland Ave. and Chestnut Street	1. Analyze 2. Design & outreach 3. Construction	PW Director (L) City Engineer (S) Senior Engineer (S)	1. 3/31/22 2. 6/30/22 3. 12/31/22		In progress



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: 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 a framework and inform the community.

Highlights: Create an inclusive process with a holistic approach to ensure maximum participation so that everyone can benefit from decisions that will shape the Northeast area of San Carlos.

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
Develop a process that outlines preparation of the plan	<ol style="list-style-type: none"> 1. Present draft process to the Economic Development for review and input 2. Present draft process to the City Council for review and input 	CD Director (L) Planning Mgr. (S)	<ol style="list-style-type: none"> 1. 04/29/22 2. 05/31/22 		<ol style="list-style-type: none"> 1. Pending 2. Pending
Inform the community	<ol style="list-style-type: none"> 1. Issue a Spotlight Newsletter 2. Perform outreach as appropriate 	CD Director (L) Planning Mgr. (S) ED/Housing Mgr. (S) MA-CD (S)	<ol style="list-style-type: none"> 1. 07/29/22 2. Ongoing 	Spotlight in development. Using full social media toolkit, e-notify, project webpage under CDD via official City website.	<ol style="list-style-type: none"> 1. Pending 2. Pending



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Northeast Area Specific Plan

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Objective #2: Obtain Funding

Highlights: Request necessary appropriations to hire professional, qualified consultants to assist the City in preparing the Northeast Area Specific Plan.

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
Obtain funding through the mid-year budget cycle for FY2022/2023	Determine estimated budget needed to prepare plan.	CD Director (L) Planning Mgr. (S)	3/28/2022		Pending



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: 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: #3 – Determine staff resources and budget needed to develop the plan.

Highlights: Request necessary resource allocations to ensure the plan can be successfully managed and carried to fruition through adequate staffing and funding for professional consultants.

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
Determine staffing resources and funding required to create the plan	<ol style="list-style-type: none"> 1. Request approval of a new Associate Planner for the Advance Planning Division 2. Determine consultant services required and request funding as part of the budget 	CD Director (L) Planning Mgr. (S)	<ol style="list-style-type: none"> 1. 04/2022 2. 04/2022 	<ol style="list-style-type: none"> 1. Will fill position by July 2022. 2. Anticipate bringing a professional services agreement to the Council in July 2022 should funds be appropriated. 	<ol style="list-style-type: none"> 1. Pending 2. Pending



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Northeast Area Specific Plan

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Objective #4: Develop a scope of work to create a Northeast Area Specific Plan

Highlights: Significant change is expected in the Northeast Area of San Carlos due to continued development interest in the biotechnology and life sciences sectors. Utilizing extensive community outreach, this plan will maximize the City’s ability to shape infrastructure, urban design, transportation circulation management and mobility, service provision, open space, community facilities, present and future land uses including housing, complete neighborhoods, economic development, community benefits, zoning changes, as new office development is added to the area.

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
Develop detailed work scope	<ol style="list-style-type: none"> 1. Present scope to the Economic Development subcommittee for review and input 2. Present draft process to the City Council for review and approval 	CD Director (L) Planning Mgr. (S) ED/Housing Mgr. (S)	1.06/30/22 2.06/30/22		<ol style="list-style-type: none"> 1. Pending 2. Pending



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Senior services and programming

Make San Carlos a great place to mature and retire by fostering full participation of seniors in community life and promoting healthy and active aging.

Objective #1: Continue to work with the Age-Friendly Community Task Force on Action Plan items identified in the AARP Age-Friendly application.

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
Continue to review senior-friendly improvements in the Bicycle and Pedestrian Plan	1. Meet with Public Works staff on upcoming projects identified in Bike/Ped Plan	PR Director (L) Supervisor (S)	1. 6/30/22		In progress
Provide support for the Medical Equipment Lending Library program	1. Assist with as needed in the program. 2. Assist with advertising of program	PR Director (L) Supervisor (S)	1. 6/30/22 2. 6/30/22		In progress
Improve and increase communication of senior resources and services offered city and countywide	1. Compile information on senior resources 2. Update City website with updated information and easier access to information 3. Create City Spotlight on Senior resources and programs	PR Director (L) Supervisor (S)	1. 4/30/22 2. 5/31/22 3. 9/30/22		In progress
Continue to meet with the Age-Friendly Task Force	1. Meet quarterly on progress of Action Plan items	PR Director (L) Supervisor (S)	1. 4/30/22	Meet with Age-Friendly Task Force to ensure the Action Plan projects are on target.	Ongoing



City of San Carlos 2022 Strategic Goals, Objectives, and Work Plans

Strategic Goal: Senior services and programming

Make San Carlos a great place to mature and retire by fostering full participation of seniors in community life and promoting healthy and active aging.

Objective #2: Continue to engage seniors on preferred programming and events.

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
Survey San Carlos community to find ways to engage non-participants	1. Create survey to send to community. 2. Send out survey to community.	PR Director (L) Supervisor (S)	1. 5/31/22 2. 9/30/22	Target dates coincide with Senior focused City spotlight.	Pending

