DATE: January 13, 2020

SUBJECT

Adoption of updated Strategic Plan

RECOMMENDATION

By motion, adopt updated Strategic Plan proposed by the City Council Strategic Plan Ad Hoc Committee.

STRATEGIC INITIATIVE

Government Operations

BACKGROUND

On February 9, 2019, the City Council discussed updating the City’s Strategic Plan. The Strategic Plan provides focus for City Council decision-making and City initiatives. Then-Mayor Bain appointed Councilmembers Aguirre, Hale and Masur to a Strategic Plan Ad-Hoc Committee and asked the Committee to develop recommendations on an updated Strategic Plan for the City Council’s consideration. The Ad Hoc Committee met four times between May and June 2019, and presented initial recommendations to the City Council on August 24, 2019. The City Council supported the recommended changes, and asked the Ad Hoc Committee to make additional modifications and bring the updated Strategic Plan to the City Council for adoption. The Ad Hoc Committee met on November 14, 2019 to complete those modifications.

ANALYSIS

Under City Council direction, the Strategic Plan has evolved over time. The current Strategic Plan has seven strategic initiatives which are intended to guide the actions of City departments. The strategic initiatives
are Community Building and Communication, Community For All Ages, Economic Development, Government Operations, Housing, Public Safety, and Transportation.

As part of their review of the Strategic Plan, the Ad Hoc Committee developed proposed vision and mission statements for the City Council’s considerations, and recommended reorganizing the Strategic Plan around strategic priorities (a limited number of key focus areas selected by the Council) and foundational initiatives from which strategic priorities would be selected.

At the City Council’s August 24, 2019 meeting the City Council expressed support for updated structure, the proposed vision and mission statements, and the Strategic Priorities of housing, transportation, and children and youth. The Council recommended replacing “foundational initiatives” with “guiding principles” and commented on draft goal statements associated with the Strategic Priorities. The City Council also asked the Ad Hoc Committee to further refine the guiding principles and suggested concepts to include.

The Ad Hoc Committee incorporated all of the Council’s comments into the draft Strategic Plan recommended for City Council adoption.

The proposed City of Redwood City Vision is: A community where people of all backgrounds and income levels can thrive.

The proposed City of Redwood City Mission is: Building a welcoming Redwood City through collaboration, responsiveness and excellence.

The proposed Strategic Priorities are: Housing, Transportation, and Children and Youth, and have the following definitions and goals:

<table>
<thead>
<tr>
<th>Strategic Priority: Housing</th>
<th>Strategic Priority: Transportation</th>
<th>Strategic Priority: Children and Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet our unique community housing needs for people at all income levels.</td>
<td>Create and maintain a multimodal, safe and accessible transportation network.</td>
<td>Create opportunities for children and youth to grow, learn and play in safe and healthy environments.</td>
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Goals:
- Preserve existing affordable housing
- Protect housing options for low and middle income residents
- Produce housing to meet Regional Housing Needs Assessment (RHNA) goals for moderate, low and very low income residents
- Partner on housing opportunities for unique populations
- Ensure Redwood City is considered in all strategic regional transportation initiatives
- Create an action plan to implement Vision Zero strategies (zero fatalities or serious injuries involving road traffic)
- Create policies and infrastructure to support zero emission trips
- Increase the number and affordability of child care spaces
- Increase opportunities for family entertainment, family-friendly businesses and youth activities
- Increase opportunities for youth to provide meaningful input
- Make key public meetings more accessible to families with children
The Ad Hoc Committee wanted the Guiding Principle statements to reflect both direction and intent while maintaining flexibility in developing future Strategic Priorities.

The proposed Redwood City Guiding Principles are as follows:

**Healthy Community for All Ages**

Create conditions that enable all residents to live the healthiest life possible.

**Communication and Community Building**

Build community through information sharing, transparency, dialogue, and community engagement.

**Economic Vitality**

Support Redwood City’s economic prosperity by attracting, retaining, and expanding a diverse mix of businesses that meet community needs.

**Housing**

Continue to foster a wide range of housing options.

**Excellence in Government Operations**

Uphold the highest standards of professionalism within City operations, and encourage fiscal responsibility, innovation, and strategic decision making.

**Public Safety and Aesthetics**

Provide for the health, protection and well-being of all community members, neighborhoods, visitors, and businesses by supporting a safe and clean environment.

**Sustainability**

Proactively address environmental concerns to protect our community.

**Transportation**

Promote the best travel experience possible for everyone in Redwood City by creating and maintaining a safe, multimodal, and accessible transportation network.

Adoption of the recommended Strategic Plan would confirm the City Council’s focus and direction to staff both this fiscal year and during development of the FY 2020-21 operating and capital budgets.
FISCAL IMPACT

Support for the work of the Ad Hoc Committee was provided within the adopted budget. Adoption of the Strategic Plan does not have an immediate fiscal impact, but would guide future allocation of City resources through the budget adoption process.

ENVIRONMENTAL REVIEW

This activity is not a project under California Environmental Quality Act (CEQA) as defined in CEQA Guidelines, section 15378, because it has no potential for resulting in either a direct or reasonably foreseeable indirect physical change in the environment.

PUBLIC NOTICE

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

ALTERNATIVES

The City Council may:

1) Approve modifications to the Strategic Plan while considering the draft Strategic Plan on January 13, 2020;
2) Request that the Ad Hoc Committee develop changes for future consideration by the City Council; or
3) Decline to update the Strategic Plan at this time.

ATTACHMENTS

Attachment A - Recommended Strategic Plan

REPORT PREPARED BY:

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