

City of Emeryville Strategic Plan

The City Council held its annual Strategic Planning Session on March 21, 2025. The City Manager and Executive Team participated in this session. During the session, the Council discussed and agreed to four multi-year broad goals, and four top priorities for the coming year. Additionally, the Council and Executive Team participated in a visioning exercise.

MULTI-YEAR GOALS: Four goals were agreed to by the Council as a framework for the services and projects for which the City allocates staffing and budgets. Each of the goals is stated as a desired outcome. The key activities within each goal area are also shown.

- **Livable, Safe and Vibrant Community**
Public safety services, housing, long range and current planning, recreation, parks, events, engaged community members and partners, arts and creativity, concern for the vulnerable
- **Quality Infrastructure and Environmental Stewardship**
Maintenance and improvement of infrastructure, facilities, fleet, climate policies
- **Dynamic and Growing Businesses**
Support for existing businesses and attracting new ones, diversity of business types, proactive engagement with business community
- **Resilient Organization and Employer of Choice**
Employee training and development, recruitment and retention, information technology, process improvements, customer service

Foundational Principle:
Financial Health and Sustainability

How We Work:
Through Innovation and Continuous Improvement

TOP PRIORITIES FY25-26

The City has many projects and initiatives that are moving forward and will continue. The City Manager and Executive Team report progress on these. The Council determine that its top priorities for the coming year are the following initiatives.

- ✦ Bicycle and pedestrian focused projects:
(i.e. 40th Street redesign and Ashby interchange)
- ✦ New website for use by the public with information about City services
- ✦ Revenue, budget & audits; and Researching revenue measures for 2026
- ✦ Sutter Health Development



Icon used to distinguish priorities that fall under the top priorities

1. LIVABLE, SAFE AND VIBRANT COMMUNITY

1. 4300 San Pablo Affordable Housing							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
68-unit affordable intergenerational housing project	20%	CD (EDH)	CA				On April 1, 2025 the City Council authorized the commitment of \$12.7m in permanent financing for the project, and authorized amendment of the Lease Disposition and Development Agreement to provide for rents at 30% of Area Median Income (rather than 20%). These actions allow the project to apply for Multifamily Housing Program (MHP) funding in April 2025. Pending award, the Project would apply for tax credits in spring 2026. <u>MHP Funding awards are expected to be announced in August 2025.</u>

2. Christie Sites Affordable Housing (The Perennial)							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
367-unit affordable housing project and park expansion, 3 phases	20%	CD (EDH)	CA				Lease Disposition and Development Agreement approved February 2024, tribal consultation completed June 2024, application for Planning approvals submitted July 2024 and comments provided, resubmitted March 2025. Environmental site review completed January 2025. <u>Planning approval issued in June 2025.</u> Project developer is seeking funding.

3. First Home Emeryville							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
First time homebuyer loan program	30%	CD (EDH)	FN				Guidelines revised and approved May 2024, program launched September 2024 and over 270 applications were received, staff continues to process applications. As of April 2025, 7 applications have been approved. Two applicants have closed on their homes as of June 2025.

4. Accessible Living Initiative							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Prohousing Incentive Grant-funded program to assist with residential accessibility improvements	80%	CD (EDH)	FN				Guidelines approved June 2024, program launched July 2024 with applications due by October 2024, later extended to December 2024. By April 2025, a total of six applications were approved, totaling \$280,000 in funds. Staff continues to process the loan documents. On April 1, 2025, the City Council authorized a grant of the remaining \$266,250 in the program to Bay Bridge Apartments (6 unit affordable housing project for occupants with HIV or AIDS) for operating and replacement reserves. <u>All loans have been closed and projects complete as of June 2025</u>

5. Housing Element Implementation							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Implementation of a variety of actions identified as “short term” in the City’s Housing Element	20%	CD (EDH, PLN)	CA				Includes updates to planning regulations and many other tasks. RFQ for consultant support issued in February 2025 with responses due in March 2025, as of April staff are reviewing responses. EDH staff are updating a Housing Element Workplan to respond to the HCD’s request for additional detail on Housing Element annual reporting, at the task level. In February 2025, the City was awarded a grant of \$250,000 by MTC’s Transit Oriented Communities program, which will help support evaluation of inclusionary zoning and/or tenant protections updates. <u>In May, staff negotiated a scope of work with a consultant for the TOC-funded work on inclusionary housing which includes updates to the affordable housing program ordinance. TOC Grant acceptance item scheduled for City Council on June 17, 2025. Program EE: Resident Engagement: in April and May, staff continued to compile committee comments on composition, engagement and recruitment, tentatively scheduled for September City Council study session. Program MM: Monitor Changes in Federal/State Planning Zoning and Housing Laws: staff developed a tracking report on all pending state legislation that will require City to take actions if enacted..</u>

6. Tenant Protection Updates							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Ordinance changes to strengthen Tenant Landlord Relations ordinance, as requested by City Council and Committees	25%	CD (EDH)	CA				February 2024 Council referral to Budget and Governance on rent control, Committee discussed item including tenant protection measures March 2024; June 2024 Council referral to Budget and Governance on tenants right to organize and tenants right to counsel, committee discussed item December 2024. Staff to address items with Housing Committee to formulate recommendations for potential ordinance changes in 2025. In February 2025, the City was awarded a grant of \$250,000 by MTC's Transit Oriented Communities program, which will help support evaluation of inclusionary zoning and/or tenant protections updates. <u>TOC Grant acceptance item was approved by City Council on June 17, 2025</u>

7. Cultural District Programs							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Implementation of grant-funded events, marketing, artist support and art installations associated with the Rotten City Cultural District	75%	CD(EDH)	CM				Contract for program implementation approved December 2023, activities ongoing with monthly partner meetings and monthly coordination meetings with contractor. 14 events held in 2024, program ongoing through grant period end in 2025. Residency program commenced March 2025. Through 2025, staff expects to explore potential funding models to allow continuation of some or all of the Cultural district programs beyond the end of the grant period. <u>In March 2025, the Public Art Committee recommended further development of the marquee art installation to be located at Peladeau Park. In May 2025, the PAC recommended the City Council approve the installation, this item is scheduled for the City Council's review on June 17, 2025. Artist residencies continued through June. Activities for an annual Arts and Culture Month (October) planning underway</u>


8. Measure C Bond Programs							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Foreclosure Prevention, Rental Rehabilitation, and Opportunity Sites programs	10%	CD (EDH)	CA, FN				Includes Foreclosure Prevention, Rental Rehabilitation, and Opportunity Sites programs. RFQ for consultant support issued in February 2025 with responses due in March 2025. A portion of opportunity sites funding allocated to 4300 San Pablo Avenue project on April 1, 2025, contingent on award of MHP funding to project.

9. Quiet Zone Project							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Close out the Quiet Zone Project's construction phase and establish a Quiet Zone with Federal Railroad Administration	100%						Ribbon cutting took place August 5, 2024.

10. Sustainable Streetscapes							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Shellmound and Hollis Streetscape projects are delivered. Paving of the triangle neighborhood was also included	100%	CD	FN				24/25 Year Delivered. Shellmound and Hollis Streetscape projects are delivered. Paving of the triangle neighborhood was also included.


11. General Plan Update							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Comprehensive update of General Plan	0%	CD (PLN)	CM, All				This entails a 5-8 year process with intensive work by multiple departments. Staff proposes commencing this work in FY27.

2. QUALITY INFRASTRUCTURE AND ENVIRONMENTAL STEWARDSHIPS

 Bicycle and pedestrian focused projects							
12. 40th Street Redesign							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Design complete	40%	PW	CM, CA				40th Street design has been completed.

13. Ashby Interchange							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Ashby Interchange aligned and approved	20%	PW	CM, CA				The Ashby Interchange is an ACTC project, a new alignment was presented and approved at the Transportation Committee.

14. Urban Tree Planting Program							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Design 100% by May 2025. Planting in fall	60%	PW					The project is now in the Bid Award phase. The low bidder came in 8% below the Engineer's estimate. The project is scheduled to be awarded by council 7/15

15. San Pablo Avenue Corridor Project 							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
County-led. Currently 35% designed	35%	PW	CM				This is a County project. It is currently at 35% design.

16. Facility Resiliency Upgrades							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Solar installation contract to Council	10%	PW	FN, CA				Bringing Design Build Contract to Council. Project to install Solar Panels at the Civic Center to bring the facility to 100% of its current consumption.

17. McLaughlin East Shore Park							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Grant negotiation ongoing with regional partners	50%	PW	CA				Negotiating Grant Agreement with East Bay Regional Parks and the Coastal Conservancy. <u>Grant has been approved by council. The project has commenced its design phase.</u>

18. Sea Level Rise Adaptation Planning							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Regional coordination and development of a Shoreline Adaptation Plan	5%	CD (EDH, PLN)	CM, PW				Approved letter of commitment for SF Bay Estuary’s application for grant funds in December 2024. Pending grant award, staff will participate in coordination activities and review of deliverables associated with this work. Entails staff time for coordination of community outreach, participation in working group, review of project deliverables including Exposure Analysis, Vulnerability Assessment, and Planning Pathways for Sea Level Rise. Work is required for compliance with BCDC Regional Shoreline Adaptation Plan. <u>In April and May, staff continued meeting with partners to coordinate a resubmittal of the SF Bay Estuary’s grant application by July 3, 2025. Revisions to the application will result in local adoption of Regional Shoreline Adaptation Plans consistent with BCDC requirements. A revised letter of support is agendized for City Council authorization on July 1, 2025.</u>

19. Art Center Project							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Develop an Art Center including space for the Emeryville Celebration of the Arts, gallery space, and performing arts space	5%	CD (EDH)	CA				Project requires significant additional capital funding. Completed the analysis of new construction vs. adaptive reuse, City Council held a study session on November 19, 2024 where direction was given to advance the project as new construction and to secure the services of a consultant to develop a capital fundraising plan since there is insufficient funding for the project as currently envisioned. The Art Center Advisory Group (ACAG) met January 14 th to review an outline for an RFQ for fundraising consultant, RFQ was released on February 5 th , responses due February 21 st . Only one response received by deadline. ACAG affirmed staff's recommendation to recirculate RFQ for additional time, with additional outreach to encourage more submittals. RFQ re-released March 28 th responses due May 9 th <u>Five submittals were received in response to the RFQ. The ACAG met on May 19th and affirmed staff's recommendation to interview the top two submitting firms. Interviews were held the week of June 9th. The ACAG met on June 17th and endorsed staff's recommendation to award the contract to CCS. City Council review of contract and update on organizational model study tentatively scheduled for July 15th.</u>

20. 1245 Powell/Stanford Park Expansion							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Acquisition of 1245 Powell and development of expanded park	20%	CD (EDH, PLN)	CA, PW				Authorized acquisition of property September 2024, transaction closed, and City took possession January 2025. Next steps include contracting with environmental consultant to prepare remediation workplan and gain regulatory approval for clean-up. Scope of work for environmental received April 2025. <u>contract scheduled for City Council review July 1st.</u>

21. Update Development Impact Fees							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Prepare new nexus studies, economic analyses, and establish new fee amounts	5%	CD (PLN)	FN, CA				RFQ for consultant support released February 2025, responses due March 2025. Review of submittals underway as of April 2025. <u>In May 2025, a firm was selected, scope of work negotiated and the contract is scheduled for City Council review on July 15, 202</u>

22. Building Code Cycle Update							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Updated code, including local amendments	0%	CD (BLD)	CA				Updated code expected to be finalized by State in June 2025 for City adoption in fall 2025. Includes local amendments.


23. CIP Projects							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Marina Park and Powell Street Lighting, 40th Street Bridge Rail Painting, Sidewalk Rehabilitation Project, Marina Dredging, Civic Center Exterior Painting	100%						

3. DYNAMIC AND GROWING BUSINESSES


24. Build BIPOC Small Business Support Program							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Support program for BIPOC owned small businesses	15%	CD(EDH)	CM				Contract with Northeastern University for needs assessment was executed, benchmarking work has begun and focus groups and interviews are underway as of February-March 2025. <u>Focus groups were held in Jun 2025, initial report anticipated for EDAC review in July 2025</u>

25. Marketing Program							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Develop website and social media campaign targeted to business decisionmakers advancing Art and Innovation brand	30%	CD (EDH)	CM				Contract with marketing firm approved February 2024, background work and brand audit completed early 2025, program to launch in late 2025. <u>Campaign concepts reviewed by Department Heads on April 17, 2025. Final campaign concept presented to City Manager on May 29, 2025, presentation to EDAC scheduled July 2025.</u>

26. Economic Development Outreach							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Ongoing coordination and updates with businesses	Ongoing	CD(EDH)	CM				Ongoing activity. The City encouraged the formation of a business organization in 2024 and staff coordinates with them. The City frequently conducts outreach to new businesses and responds to business inquiries, the Community Development Director continues to serve as a single point of contact for businesses and provides periodic updates to the business community on events, policies and opportunities through an email listserv.

27. Sutter Health Development 							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Process entitlements and building permits for Sutter Health medical center	5%	CD (PLN, BLD)	PW, CA, CM				Significant City work associated with Sutter's expansion into Emeryville. Will require attention from multiple departments. Preliminary application received April 2025 for EIR consultant scoping purposes. Preparation of consultant scope of work underway. <u>In June 2025, scope of work was finalized, City Council authorization for contract is scheduled for July 1, 2025.</u>

4. RESILIENT ORGANIZATION AND EMPLOYER OF CHOICE

28. Public Website 							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Launch expected Spring 2025. Finalizing content.	90%	IT	All Departments				The design and layout of the new website is complete and all pages from the existing website were migrated to the new site last fall. City staff is now working to reconcile changes that were made to the old site, as well as adding new content and cleaning up the punch list from the migration. <u>A communication plan with the public is being worked on to inform those subscribing to page updates and mailing lists about the upcoming change. The new expected go-live is between July 1 and August 1, 2025.</u>

29. Federal Grant Plan							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Exploring staffing assistance and opportunities.	75%	CM					Continue to explore assistance in obtaining grants for City programs and projects

30. Police Fleet Electrification							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
25% EV. Limited by infrastructure and patrol vehicle availability.	25%	PD	PW				Underway. Limited to administrative vehicles, due to needed infrastructure improvement and lack of patrol EV being manufactured. Approx. 25% of fleet is EV. <u>Public works has installed 6 charging stations the maximum number allowed.</u>


31. Permit Tracking Software							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Vendor selected. Implementation in 2025.	20%	CD (BLD, PLN)	IT, PW				Implementation is expected to be resource-intensive over the course of 2025. In 2024, evaluated vendors and held software demonstrations, selected vendor December 2024, contract authorized by City Council March 18, 2025. . <u>IT completed Office 365 integration in May 2025.</u>

32. Agenda Management Software							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Software replacement underway.	10%	CM	IT				Replacing agenda management software

33. Finance Software Upgrade							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Ongoing updates.	10%	FN	IT				Update finance software

34. Cost Allocation & Fee Study							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Study in progress.	25%	FN	CD (BLD, PLN)				Cost Allocation and Master Fee Study. <u>RFP issued 6/23/25. Proposals due 7/28/25.</u>

35. Revenue Measures for 2026 🌱							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Exploring parcel, TOT, and sales tax options.	35%	CM	FN CA				Research Revenue Measures for 2026 (Parcel, TOT, Sales Tax, Business License). <u>Contracts with consultants executed and kick off meetings held.</u>

36. Revenue Budget and Audits 							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Review of sales tax, property tax, and business license underway.	50%	FN					Revenue Budget and Audits (Sales Tax, UUT, Business License & Property Tax)

CITY COUNCIL FUTURE AGENDA ITEMS & COUNCILMEMBER REQUEST

Subcommittee Composition						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Mourra	Budget & Governance (BGC)	BGC 5/28 for council September 2025	Navarre/ Valerie			<p>Subcommittee Composition for Community Grants (add recommendation that people applying for committee appointments do not need to be present at council meeting to be selected)</p> <p>Referred 4/16/24</p> <p><u>Study session scheduled for September 2025.</u></p>

See-Click-Fix						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Mourra	Transportation & Sustainability (TSC)	Pending	Mohamed			<p>Study Session – See-Click-Fix</p> <p>referred 10/1/24</p> <p>Mourra changed this to a TSC referral on 1/21/25</p>

EMTA staff support for Emery Go-Round Strategic Planning effort.						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Mourra	Transportation	Pending	Mohamed			Referral to Transportation – EMTA staff support for Emery Go-Round Strategic Planning effort. Referred 1/21/25

Promise Initiative						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Priforce	Community Services (CSC)	Pending	Rebecca			Referral to Community Services – Promise Initiative. Referred 2/4/25

Increase fees for pet licenses						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Prifoce	BGC	Pending	CAO			Referral to Budget & Governance – Increase fees for pet licenses.

Review 1 Council meeting per month; monthly Council Policy Committee meeting						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Kaur	BGC	Pending	CM			Referral to Budget & Governance – 1 Council meeting per month; monthly Council Policy Committee meeting. Referred 5/6/25

Review City Ordinances related to substandard multi-family housing as there are new laws						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Kaur		Pending	Valerie/Vic/Chad	Memo issued by Vic on 12/26/2024 re: AB 548 (expanded code enforcement inspections in multifamily buildings)		Referral to Budget & Governance – Review City Ordinances related to substandard multi-family housing as there are new laws. Referred 5/20/25

BPAC for Adopt a Sidewalk Program						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Priforce	BPAC	Pending	Mohamed			May already be on BPAC agenda Referred 6/3/2025

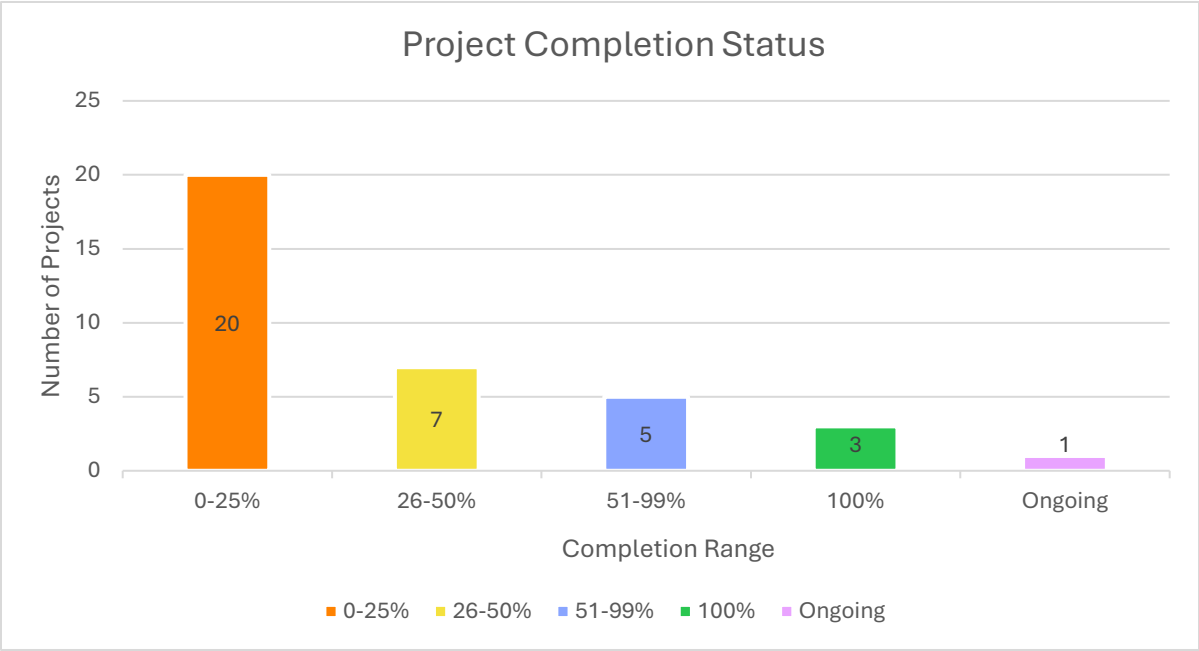
Temporary Relocation Assistance Program						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Priforce	Housing Committee	Pending	Valerie			CAO to review and work with HC Referred 6/3/2025

ADA Compliant Sidewalks						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Kaur	PW	Pending	Mohamed	Staff ask that citizens report issues via See Click Fix for tracking and prioritization.		Referred by email on 6/16/2025

Internship						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Kaur	CM/HR	pending	Lilybell	The City currently does not have a formal internship program, HR is conducting research and to develop a timeline for launching a Citywide internship program.		Referred by email on 4/16/2025

Children's Bill Rights						
Council Member	Committee/ Department	Item Scheduled For	Staff Researching	In Queue for Staff Research/No Staff Resource Assigned	Status	Notes
Kaur	City Clerk	6/3/2025	Rebecca	Resolution Of The City Council Of The City Of Emeryville Supporting The San Francisco Children's Outdoor Bill Of Rights And Referring The Adopted Resolution To The Parks And Recreation Committee		Approved at the 6/3/2025 council meeting

PROGRESS SUMMARY

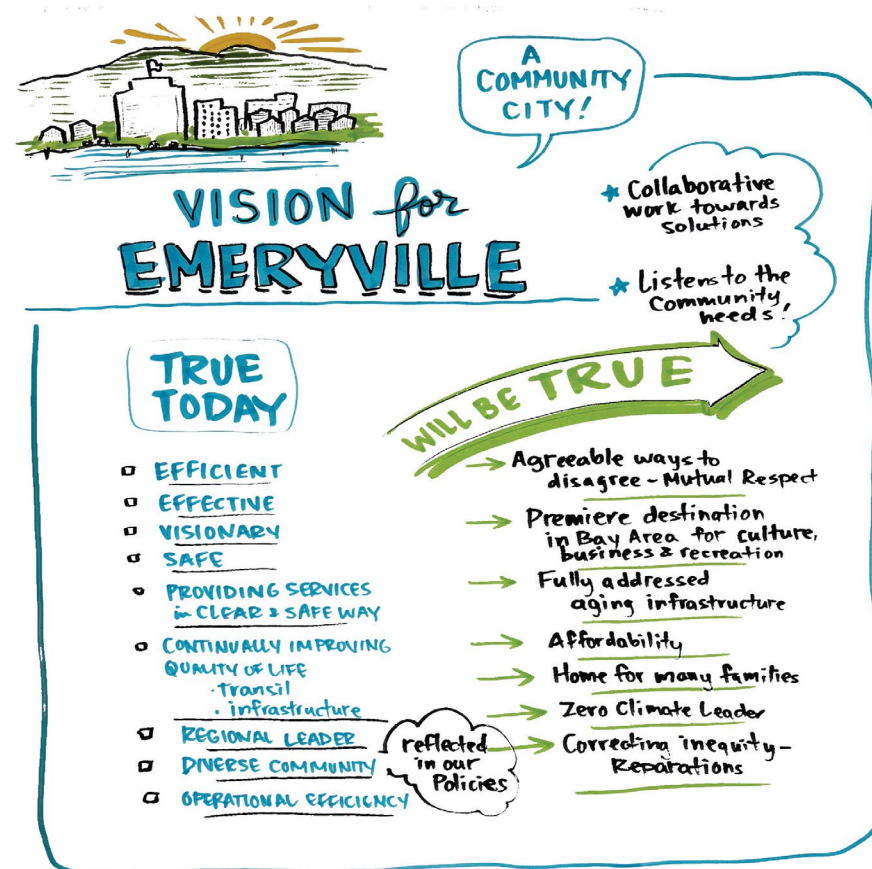


DEPARTMENTS LEGEND

<i>CM</i>	<i>City Manager</i>	<i>IT</i>	<i>Information Technology</i>
<i>CD</i>	<i>Community Development</i>	<i>CC</i>	<i>City Clerk</i>
	<i>(PLN) Planning</i>		
	<i>(BLD) Building</i>		
	<i>(EDH) Econ. Dev. & Housing</i>		
<i>CA</i>	<i>City Attorney</i>	<i>CS</i>	<i>Community Services</i>
<i>FN</i>	<i>Finance</i>	<i>PD</i>	<i>Police</i>
<i>HR</i>	<i>Human Resources</i>	<i>PW</i>	<i>Public Works</i>

Underlined words indicate new information for this quarter

VISIONING



Underlined words indicate new information for this quarter