

## 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. 40<sup>th</sup> 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

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 funding in April 2025. Pending award, the Project would apply for tax credits in spring 2026.

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. Project developer is seeking funding.

An asterisk (\*) signifies new items for this quarter

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.

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	50%	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.

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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.

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.

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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.

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.

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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.

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.

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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							
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.
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.

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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	50%	PW					The planning phase is complete. The design is nearing 100% completion in May. Planting is anticipated for the fall.

 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.

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.

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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.

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.

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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				<p>Project requires significant additional capital funding.</p> <p>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<sup>th</sup> to review an outline for an RFQ for fundraising consultant, RFQ was released on February 5<sup>th</sup>, responses due February 21<sup>st</sup>. 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<sup>th</sup> responses due May 9<sup>th</sup></p>


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				<p>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.</p>

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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.

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.

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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


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.

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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.

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.

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 <b>Sutter Health Development</b>							
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.

#### 4. RESILIENT ORGANIZATION AND EMPLOYER OF CHOICE

 <b>Public Website</b>							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Launch expected Spring 2025. Finalizing content.	60%	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. The expected go-live is late Spring 2025.

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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

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.

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				<p>Implementation is expected to be resource-intensive over the course of 2025.</p> <p>In 2024, evaluated vendors and held software demonstrations, selected vendor December 2024, contract authorized by City Council March 18, 2025.</p>

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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


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

Cost Allocation & Fee Study							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Study in progress.	10%	FN	CD (BLD, PLN)				Cost Allocation and Master Fee Study

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<div>  <b>Revenue Measures for 2026</b> </div>							
Project Description	% Completion	Lead Dept.	Other Dept.	25-26	26-27	27-28	Notes
Exploring parcel, TOT, and sales tax options.	5%	CM	FN CA				Research Revenue Measures for 2026 ( Parcel, TOT, Sales , Business License)

<div>  <b>Revenue Budget and Audits</b> </div>							
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)

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## DEPARTMENTS LEGEND

*CM* City Manager      *IT* Information Technology

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

## VISIONING

