



City Council Goal Setting Workshop

March 25, 2014



Community Values

Informed

- Public input based on diverse ideas and interests.
- Educational opportunities offered on diverse topics that impact residents' lives.
- Information provided to ensure residents can participate in decision-making and events.

The City will proactively communicate information about services and policies to all in Brisbane. Citizens will receive accurate, timely, and courteous responses to their requests for information and services.

Environmentally-Progressive

- Be a regional leader in clean energy and air pollution control technologies.
- Ensure the highest level of water quality.
- Continue to reduce the community's waste stream.

Brisbane will be a leader in setting policies and practicing service delivery innovations that promote economic sustainability.

Fiscally-Conservative

- General Fund reserves funds will be maintained in order to be used for emergency purposes.
- Prudent financial decisions will be made with the least amount of impact to valued services.
- Staff will provide thorough and transparent data for policy-makers.

Brisbane's fiscal vitality will reflect sound financial decisions which also speak to the values of the community.

Public Safety

- If something happens, assistance is available.
- Staff anticipates and prepares in order to minimize incidents.

Residents and visitors will experience a sense of safety in all neighborhoods and in all activities.

Involved

- Public spaces and facilities are available for community interaction.
- Businesses are integrated within the community.
- Cultural and social events bring community members together.

Brisbane will celebrate the rich diversity of our community by welcoming residents of all ages and cultures and encouraging their civic involvement.

Caring

- Decisions are propelled by stewardship of the environment.
- Individuals are treated with respect.
- During public forums, opinions and beliefs are freely shared and openly received.

Residents will be treated with respect and professionalism in all community-related issues and interactions.

Table of Contents

Planning

Recology Expansion Project.....	2
Baylands EIR & Specific Plan.....	3
Sustainability Plan.....	4
Economic Feasibility/Financial Sustainability Analysis.....	5
Community Survey.....	6
General Plan Update.....	7
Housing Element 2015-2023.....	8
Sierra Point Design Guidelines.....	9
Baylands Soils Processing.....	10
Quarry Permit.....	11
Grading Ordinance Update.....	12
Green Building Ordinance Update.....	13

Community Planning

Complete Streets Safety Committee.....	14
Transportation Planning.....	15
Airport Noise.....	16
Planning & Location of New City Facilities.....	17
Programming Use of Library.....	18
Programming of New Skatepark.....	19
Programming of Affordable Housing Project.....	20

Economic Development

Economic Development Workplan.....	21
------------------------------------	----

Financial Management

Regional Water Quality Permit & Waste Franchise Agreements.....	22
Budget & Fiscal Planning.....	24
Fiscal Planning for Liabilities, Capital & Maintenance Needs.....	25

Planning

Recology Expansion Project

Workplan Item #1



PURPOSE

Provide for a world-class recycling plant in Brisbane.



Environmentally-Progressive

Completed in 2013

- Baylands DEIR studied Recology's proposal as a project alternative

2014 Objectives

- **Issuance of Notice of Preparation for DEIR**
- **Published DEIR**

Future Objectives

- Prepare Final EIR
- Review Plan

Comment

- Next step is to conduct a separate EIR of the proposal and process it through the Planning Commission and then to City Council.

Notes

Planning

Baylands EIR & Specific Plan

Workplan Item #2



PURPOSE



Provide for sustainable development which reflects the Community's character & values.



Environmentally-Progressive, Involved, Informed

Completed in 2013

- DEIR released 6/11/13
- DEIR comment period ended 1/24/14

2014 Objectives

- **Conduct financial, Sustainability & community survey**
- **Present FEIR**
- **Review Plan Alternatives**

Future Objectives

- Negotiate Development Agreement
- Submit to Voters

Comment

- Consultants are now working on responses to comments. Staff and Council Subcommittee are working on various complementary studies that will be used in the decision making process (financial analysis, financial sustainability analysis, community survey, Sustainability plan and performance measurement system). The white paper to discuss next steps has been prepared and will be discussed at the Council Goal Setting Workshop.

Notes

Planning

Sustainability Plan

Workplan Item #2A



PURPOSE



Ensure development on the Baylands is a regional example of sustainable practices.



Environmentally-Progressive, Involved, Public Safety

Completed in 2013

- Completed the context & summary approach for 10 aspects of the Plan
- Began working on the Key Performance Indicators (KPI)

2014 Objectives

- **Complete KPIs**
- **Complete Action Plan**

Future Objectives

- Consider adopting into General Plan

Comment

- Staff and Council Subcommittee are working on various complementary studies that will be used in the decision making process (financial analysis, financial sustainability analysis, community survey, Sustainability plan and performance measurement system). The white paper to discuss next steps has been prepared and will be discussed at the Council Goal Setting Workshop.

Notes

Planning

Economic Feasibility/Financial Sustainability Analysis

Workplan Item #2B



PURPOSE

Ensure long-term financial viability of community services provided by the City.



COMMUNITY VALUES

Fiscally-Conservative, Involved

Completed in 2013

2014 Objectives

- **Complete studies timely to survey**

Future Objectives

- Use both in DA negotiations

Comment

- All of the economic data (financial impact on the City from various development scenarios, and financial pro-forma of various scenarios as studied in the DEIR, as well as the economic study of sustainable practices and infrastructure will need to be completed so that they may be used as information for the community survey. Further, these studies will assist in the negotiations for a Development Agreement if and when we have an agreed-upon project. Absent approval of a project, these analyses may also help in developing General Plan policies as we update that document.

Notes

Planning

Community Survey

Workplan Item #2C



Create citizen engagement related to the potential Baylands development.



Informed, Involved, Caring

Completed in 2013

- Council approved contract w/ FM3
- Initial meetings to define survey process

2014 Objectives

- Finalize & undertake survey

Future Objectives

- Use survey results in Baylands planning process

Comment

- Staff and Council Subcommittee are working on various complementary studies that will be used in the decision making process (financial analysis, financial sustainability analysis, community survey, Sustainability plan and performance measurement system). The white paper to discuss next steps has been prepared and will be discussed at the Council Goal Setting Workshop.

Notes

Planning

General Plan Update

Workplan Item #3



Ensure that new buildings in the City meet the Community Values and standards.



Environmentally-Progressive, Informed

Completed in 2013

- Baylands DEIR published

2014 Objectives

- ID technical requirements to bring GP into compliance w/ State planning law
- Assess additional environmental studies beyond Baylands EIR required to support GP adoption

Future Objectives

- Move forward with GP update as directed

Comment

- Ongoing General Plan update process was active 2005-2008 and put on hold pending completion of Baylands Draft EIR. City Council to consider status of ongoing GP update process in 2014 and provide direction to staff.

Notes

Planning

Housing Element 2015-2023

Workplan Item #4



PURPOSE



Adequately plan to meet the existing and potential housing needs of all economic segments of the Brisbane community.



Caring, Public Safety, Informed

Completed in 2013

- Process begins
- City Contracts thru CCAG (21 Elements) to assist in prep of draft element

2014 Objectives

- **Complete Draft Housing Element**
- **Hold PC workshops/hearings**
- **Council adoption**

Future Objectives

- Implementation of adopted Element, including rezoning of any required future housing sites

Comment

- Planning Commission workshops of various sections of the housing element are ongoing. Anticipate City Council action in Fall 2014.

Notes

Planning

Sierra Point Design Guidelines

Workplan Item #5



PURPOSE



Create an environment in which businesses and the Community can interact and fully utilize the natural Bay environment.



Environmentally-Progressive, Fiscally-Conservative, Involved

Completed in 2013

- Council subcomm. met w/ architects, reviewed options for community space & park area, met with Opus property owner rep

2014 Objectives

- **Determine how we want to move forward**

Future Objectives

- TBD

Comment

- The process for adopting new guidelines has been ongoing for many years. The potential of moving forward with an interim park on the leased restaurant site was discussed with the Opus property owner rep and at this time we are awaiting their response. Once we have that the subcommittee can evaluate options and make a recommendation to the City Council on next steps.

Notes

Planning

Baylands Soils Processing (BSP)

Workplan Item #6



PURPOSE



Ensure safe levels of air quality for the Brisbane Community.



Environmentally-Progressive, Safety, Caring

2014 Objectives

- Approve a Memorandum of Agreement (MOA) for BSP's operations at the Baylands
 - Adopted Air Quality Assurance Standards & Protocols
 - Hours of Operation
 - Height Limits & Reporting Requirements

Future Objectives

- Final action on Interim Use Permit application

Comment

- The MOA is a document that will govern BSP's operations until a new interim permit is issued through the Planning Commission.

Notes

Planning

Quarry Permit

Workplan Item #7



To ensure building within the Quarry meets the Community's Values and standards.



Environmentally-Progressive, Informed, Involved

Completed in 2013

- Review of Quarry permit & status
- Information request sent to San Mateo County

2014 Objectives

- **Supplemental EIR being prepared by San Mateo County**
- **Monitor for DEIR and provide City comments on DEIR.**

Future Objectives

- Participate in County permit process and provide City position on Surface Mining Permit

Notes

Planning

Grading Ordinance Update

Workplan Item #8



PURPOSE



Ensure that any grading that takes place prior to development is environmentally-progressive.



Environmentally-Progressive, Caring

Completed in 2013

- Referred to City Council Planning Subcomm.

2014 Objectives

- **Consideration & adoption by Council**

Future Objectives

- Ongoing implementation

Comment

- To be scheduled for Council review as time permits.

Notes

Planning

Green Building Ordinance Update

Workplan Item #9



PURPOSE



Ensure all new construction in town applies the latest in renewable alternatives & technologies.



Environmentally-Progressive, Safety, Caring

Completed in 2013

- Council appointed subcomm. reviewed draft ordinance

2014 Objectives

- **Final review by subcomm. and consideration by Planning Commission & Open Space & Ecology Comm.**

Future Objectives

- Final adoption by Council

Comment

- Now that LEED and Build It Green standards have been updated, subcomm. will evaluate if any modifications to the draft ordinance are warranted.

Notes

Community Planning

Complete Streets Safety Committee

Workplan Item #10



PURPOSE



Ensure that all age groups of the City can safely traverse City streets using a variety of methods.



Informed, Public Safety, Caring

Completed in 2013

- Formed Committee (dissolved Traffic Advisory Comm. & Bicycle /Pedestrian Advisory Comm.)

2014 Objectives

- **Propose a Plan to Provide Safe Routes to School**

Future Objectives

- TBD

Comment

- The Committee meets monthly. To date, the Committee has reviewed the movement of pedestrians relative to schools and has identified streets which have the potential to be safe routes to schools. The Committee anticipates refining their data and recommendations, receiving public input, involving the Council subcommittee, and bringing a proposal with recommendations to Council sometime this year.

Notes

Community Planning

Transportation Planning (US 101/Candlestick Interchange & Geneva Ave. Extension Projects)

Workplan Item #11



PURPOSE

Ensure people can safely utilize the streets in Brisbane.



Public Safety, Informed

Completed in 2013

- Applied for and received \$400,000 in funding for Interchange Project Studies

2014 Objectives

- **Complete most of the Study**

Future Objectives

- TBD

Comment

- The US 101/Candlestick Interchange (Interchange Project) Supplemental Technical Studies are necessary due to the multiple projects and proposed developments in the bi-county area (the northeastern portion of San Mateo County, at its border with the City & County of San Francisco) that will impact traffic. The Interchange Project together with the Geneva Avenue Extension are considered critical projects needed to address the future traffic impact issues. Both the Interchange Project and the Geneva Avenue Extension are included in the Metropolitan Transportation Commission's Transportation 2035 Plan and the San Mateo County's Measure A Expenditure Plan, the Bi-County Transportation Study, the City of Brisbane's General Plan, and numerous development areas' Environmental Impact Reports.

Notes

Community Planning

Airport Noise

Workplan Item #12



PURPOSE



Ensure the Community has a high quality of life, including reasonable expectations of quietness during portions of the day and night.



Caring, Public Safety

2014 Objectives

- Through the Roundtable make timely response to FAA's Northern California Metroplex Optimization of Airspace & Procedures Project
- Continue to work with Congresswoman Speier's office on strategies to mitigate fly over noise impacts on Brisbane

Future Objectives

- TBD

Comment

- The City has been working closely with Congresswoman Speier's office for several years. Some progress on night time flights. We continue to get data through the Congresswoman's office.

Notes

Community Planning

Planning & Location of New City Facilities – Library, Skatepark, Affordable Housing, Mixed Use Economic Development Opportunity

Workplan Item #13



PURPOSE



Ensure the Community has access to recreational and community services and housing opportunities while planning for the long-term financial feasibility of the City.



Fiscally-Conservative, Involved, Caring

Completed
in 2013

2014 Objectives

- **Locate each of these facilities and/or determine which one we want to move forward with**

Future
Objectives

- TBD

Comment

- Comment – there are a number of potential projects that broadly defined are community development opportunities. This work plan objective is to evaluate the various sites (current skateboard/basketball court site, old Teen Center site, 5 Star Café, current Library/Community Center site) and develop a strategy as to best location. Each of the projects are listed below separately as there are various objectives relative to and independent to each one as far as implementation.
- The March 17th agenda and RFP was presented for the Skatepark design and approved. Staff is engaged with the Library staff to update a Library needs analysis so as to identify the goals for a new library. Economic Development subcommittee is going to assess the 5 Star Café site for a mixed use project that would include housing and commercial space. We are also waiting for a proposal from Mid-Pen Housing on their interest in moving forward with an Affordable Housing project in downtown Brisbane. Once we have all of this information in place, the Council can have an informed discussion on options.

Notes

Community Planning

Programming Use of a New Library

Workplan Item #13A



PURPOSE



Ensure the Community has access to recreational services while planning for the long-term financial feasibility of the City.



Fiscally-Conservative, Involved, Caring

Completed in
2013

2014 Objectives

- Update a needs analysis
- Identify funding strategy
- Hire architect to design

Future Objectives

- Construct new library

Comment

- We need to determine a specific location before we hire an architect to design a facility for a new library. As stated previously staff is working with the Library staff to update a needs analysis which will program the space for a new library. Issues such as how much area for computers, Teen section, etc. will be evaluated.

Notes

Community Planning

Programming of New Skatepark

Workplan Item #13B



PURPOSE



Ensure the Community has access to recreational services while planning for the long-term financial feasibility of the City.



Fiscally-Conservative, Involved, Caring

Completed in 2013

- Proposal made to Council to redo the skatepark
- Council adopted a process for the project

2014 Objectives

- **Design Park**
- **Approve Construction Contract**

Future Objectives

- Select a design and build a skatepark

Comment

- In December City Council adopted a process for the Skateboard project. See next page for a diagram of that process. Depending on how fast the various stages of the process go will determine construction schedule. The 2014 objectives listed above assume that the Council approves a project. Actual date of construction will be determined at the time that a construction contract is awarded.

Notes



Community Planning

Programming of Affordable Housing Project

Workplan Item #13C



PURPOSE



Ensure the Community has access to housing opportunities while planning for the long-term financial feasibility of the City.



Fiscally-Conservative, Involved, Caring

Completed in 2013

- Discussion and analysis with Mid-Pen Housing

2014 Objectives

- **Determine feasibility of approving a project**

Future Objectives

- TBD

Comment

- In 2013 Council heard a presentation from Mid-Pen Housing regarding potential of working on an Affordable Housing project in Brisbane. Subsequently several sites were discussed with Mid-Pen including some of the sites listed above as well as some private property locations. Mid-Pen needs a project of approximately 40 to 50 units and within a close, although not necessarily contingent, location. They have determined that the 5 Star site alone is not sufficient and they have not had success with at least one apartment complex owner on Visitation they were talking too. They are still pursuing one other option.

Notes

Economic Development

Economic Development Workplan

Workplan Item #14



PURPOSE



Ensure future fiscal health of the city while planning for projects that will attract businesses that share in the City's Community Values.



Fiscally-Conservative, Environmentally-Progressive

2014 Objectives

- Review Quarry development potential & current status of permit
- Re-envision Southwest Crocker Park & Quarry
- Meet w/ Sierra Club & Labor Council – discuss CoolCalifornia City Challenge
- Meet with the Silicon Valley Leadership Group
- Review ULI/TAP in the context of Economic Development & make recommendations to Council
- Evaluate a city entrance, beautification project and recommend budget for 14/15 (this may also include some volunteer efforts)
- Discussion of incentives for Economic Development
- Meeting w/ Hotel Properties
- Mixed-use (housing & commercial) economic development opportunity at 5 Star Café site

Notes

Financial Management

Regional Water Quality Permit & Waste Franchise Agreements

Workplan Item #15



PURPOSE



Ensure solid waste is disposed of in an environmentally-appropriate fashion.



Environmentally-Progressive, Public Safety

Completed in 2013

- Complete Annual Report and L-T Trash Load Reduction Plan
- Created separate zones for different areas of the City

2014 Objectives

- **Complete Solid Waste Franchise negotiations**
- **Adopt Agreements by June 30, 2014**

Future Objectives

- Provide resources to implement the new Municipal Regional Permit (MRP)

Comment

- The City is currently in negotiations with SSF Scavengers for Zone 1 (Central Brisbane, Crocker Park, NER, Sierra Point) for a 20 year franchise agreement. We are also in negotiations with SSF Scavengers for a 5 year franchise agreement for Zone 2 (Industrial Way in the Brisbane Baylands). We are in negotiations with Recology for Zone 3 (Brisbane Baylands, Beaty Subarea) for a 20 year franchise. The objective of the negotiations is to shift the physical and fiscal responsibility for collecting all trash and litter to the Solid Waste Franchise. We are incorporating various measures to meet our Regional Water Quality requirements. Some of these measures may be required of the franchisee and some the City will contract for using an increased franchise fee. The current franchise fee is 2% and generates approximately \$30,000 a year. It is anticipated that we will need to increase the fee to as much as 12%. (next page for Notes)

Financial Management

Budget & Fiscal Planning

Workplan Item #16



PURPOSE



Ensure decisions we make about the City are based on Community-wide values and not fiscal decisions, and to provide community services the community desires.



Fiscally-Conservative, Informed

Completed in 2013

- Developed program-based budgeting for Parks & Recreation Dept.

2014 Objectives

- **Review budget priorities for 2014/15 fiscal year**

Future Objectives

- TBD

Comment

- Council Subcommittee for Budget and Fiscal Planning have reviewed the mid-year budget review, and the 5 year budget projection. They have also reviewed augmentation to staffing for 2014/15 fiscal year.
- Longer term the committee is reviewing strategies for priority setting and program-based budgeting. While this remains a priority it is not as critical given the improved economy and fiscal condition of the city.

Notes

Financial Management

Fiscal Planning for Liabilities, Capital & Maintenance Needs

Workplan Item #17



Ensure facilities & buildings can be maintained and replaced with minimal impact on City operations.



Public Safety, Fiscally-Conservative

2014 Objectives

- **Revise Capital Improvement Plan w/ updated information on water, sewer & storm drains**
- **Develop long-term infrastructure plans and funding strategies for all city assets including:**
 - **Streets, Marina, Parks, Pool, Buildings (Community Center, Mission Blue, City Hall, Fire Station, etc.)**
 - **Major equipment replacement fund (vehicles, computers, etc.)**
 - **Evaluate Liability Funds & adopt funding goals**

2014/15 Objectives

- Develop strategies for OPEB
- Fund Water & Sewer Master Plan Updates
- Establish Funds in 2014/15 Budget

Comment

- We have many of these items in place in part, however an overall commitment to creating, documenting and strategizing long-term for the fiscal needs of the city's liabilities and assets has not been done previously. The foregoing list is an attempt to capture all of the areas that may need attention. In some cases we may decide not to fund some areas but that should be done as a conscious decision. In other areas we should adopt long-term funding strategies and incorporate that into our fiscal planning. The utility funds are prime for this approach as we can identify needs and timing of capital improvements and from there adopt a bonding scheduled to meet the financial needs and rate strategy to pay for it. The Marina is another area where a plan of this sort can be put in place.
- This effort is in line with the ongoing GASB rulemaking, with the idea of creating more transparency as to the true fiscal condition of the City. (next page for Notes)

Notes