

**CITY OF BELMONT
CITY COUNCIL AND BELMONT FIRE
PROTECTION DISTRICT BOARD OF
DIRECTORS**



CITY COUNCIL SPECIAL MEETING AGENDA

Tuesday, May 23, 2023

6:15 PM

City Council Chambers

City Hall, One Twin Pines Lane, Belmont, California

The meeting will be broadcast live to Belmont residents on Comcast Cable Channel 27, streamed live via the City's website at www.Belmont.gov. The public may also attend the meeting in the City Council Chambers and address the council from the chambers. Social distancing must be practiced, and seating will be limited.

PUBLIC COMMENT:

To maximize time for live public comment, we encourage members of the public to provide comments by joining the City Council meeting via Zoom : For web, visit <https://belmont-gov.zoom.us/> select "Join" and enter **Meeting ID: 95745673035**. Use the Raise Hand feature to request to speak. You may rename your profile if you wish to remain anonymous.

For dial- in comments, call *67 1-(669) 900-6833 (your phone number will appear on the live broadcast if *67 is not dialed prior to the phone number), enter **Meeting ID: 95745673035**, and press *9 to request to speak. All public comments are subject to a 3-minute time limit unless otherwise determined by the Mayor.

If you wish to submit written public comment, you may send an email to cclerk@belmont.gov before the council considers the item. Please indicate the agenda item topic or agenda item number you wish to comment on in your email's subject line. Any public comment regarding agenda items that are received from the publication of the agenda through the meeting date will be made part of the meeting record, but will not be read during the Council meeting.

1. ROLL CALL

2. ITEMS OF BUSINESS

Persons wishing to orally address the Council on the items of business listed below will be given an opportunity to do so before or during the Councils consideration of the item.

3. CLOSED SESSION-6:15 PM

**A. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION
Government Code Section 54956.9(d)(1))**

4. STUDY SESSION-6:30 PM

General Business items are considered separately, typically in the order listed. The Chair will call for public comment on each item when the body considers the item.

A. Belmont's 2023-2027 Strategic Plan Update

Recommendation: Discussion and Direction on the 2023 Strategic Session Update for Budget Year 2024

Attachment(s):

[Staff Report](#)

[Strategic Plan- 2023 Revision - Redlined](#)

[Strategic Plan - 2023 Revision - No Markup](#)

5. ADJOURNMENT

If you need assistance to participate in this meeting, please contact the City Clerk at (650) 595-7413.

Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. Meeting information can also be accessed via the internet at: www.belmont.gov.

All staff reports will be posted to the web in advance of the meeting, and any writings or documents provided to a majority of the City Council/District Board or Commission regarding any item on this agenda will be made available for public inspection in the City Clerk's Office, One Twin Pines Lane, during normal business hours and at the Council Chambers at City Hall, Second Floor, during the meeting.



STAFF REPORT

Meeting Date: May 23, 2023
Agency: City of Belmont
Staff Contact: Afshin Oskoui, City Manager, aoskoui@belmont.gov, 650-595-7408
Agenda Title: Belmont's 2023-2027 Strategic Plan Update
Agenda Action: For Information Only

Recommendation

Discussion and Direction on the 2023 Strategic Planning Session Update for Budget Year 2024.

Strategic Focus Area

Fiscal and Organizational Sustainability

Background

On March 2, 2023, the City Council and staff participated in Belmont's Annual Strategic Planning Session. This working session is the third follow up on the City Council's March 11, 2020, community visioning and strategic planning workshop, facilitated by a consulting firm specializing in leadership and organizational performance. We've had key themes across a wide range of topics including City's new governance structure; priorities for near and long-term; communication and collaboration; DEI; City finances; climate adaptation and resiliency; housing and economic development; and public safety.

The 2020 workshop provided an opportunity for the Councilmembers to establish Council norms, reflect on accomplishments from the past year, receive an update on the progress on the Council priorities and develop a new 5-year Strategic Plan. The City Council developed a five-year strategic plan with policy goals to reflect the most important priorities of the community. These goals help staff work to realize the Belmont Community Vision, and to reaffirm core community values important to City's future. The current strategic plan includes the following five City Council focus areas with supportive goals as its roadmap for action over the next several years:



Our dynamic plan is being modified in meaningful ways based on this feedback.



Analysis

At the March 2, 2023, the City Council held a Strategic Plan workshop retreat to review the midpoint accomplishments of the original five-year plan and progress made to date on the various focus areas, received the community's feedback, and reaffirmed and updated those priorities that will move the organization and community forward for FY 2023 through 2027.

With guidance from the City's facilitator Andy Pendoley, in this session the City Council reaffirmed its support for all of the strategic objectives and supporting initiatives and deliverables that were presented by staff with an emphasis on fiscal and organizational stability, and sustainability plan to address the General Fund's long-term revenue viability, address organizational development to focus on succession planning and attracting new talent, and quality of life and community engagement initiatives. Upon conclusion of the workshop city staff carried out a comprehensive review of the City's strategic plan to ensure that any relevant revisions are made to the plan.

The purpose of this plan is threefold:

1. Establish a common vision that will help align city policies, day-to-day operations, and resources with the community's most important values, needs and aspirations.
2. Build momentum for major goals by maintaining a focused effort over multiple years.
3. Identify agreed upon priorities, timelines and performance measures.

On May 9, 2023 staff presented the updated strategic focus areas, and revisions to the Mission Statement and Values to reflect Council feedback. Based on the feedback by Council and staff the proposed revisions were made to reflect objectives which have been completed since plan adoption in 2020, are no longer being pursued, and new or revised objectives reflecting the opportunities and challenges that are ahead for the organization. The Details on those initiatives are the revised Belmont 2020 Strategic Plan updated document (Attachment A). Staff is finalizing a Strategic Plan Performance Update which provides the city's formal performance management report of the initiatives in the Plan, as approved by the City Council in May 2020 and subsequent updates in May 2021-22, and March 2023. The report is set up as a Dashboard of Key Strategic Objectives & Supporting Initiatives identifying short-term (1-2 year) objectives and supporting initiatives for each of the strategic focus area. Upon Council feedback on the revised documents the Dashboard will be presented to Council at its June meeting.

At the June 13th meeting the City Council will be asked to take the final step in the strategic planning process, by approving the 2023-2025 Strategic Plan. Staff will then incorporate the plan's strategic objectives, capital improvement projects and core services into the city's annual budget and the work plans of city departments.

While the proposed 5-Year Strategic Plan is both ambitious and aspirational, it has also been reviewed by city staff to ensure it is realistically achievable assuming current staffing and resourcing levels.

However, with growing economic uncertainty driven by continued rising inflation, State take aways related to VLF funding, ongoing pandemic impacts and other factors outside the city's control, the city's progress on the various goals, objectives, projects, and services outlined in the strategic plan will be



subject to the actual amount of funds available and appropriations authorized by the City Council each year in the annual budget.

Despite the challenges of the past three years the organization has been ready and resilient. As we lean into the future our goal is to keep Belmont a great city: thriving and sustainable community for all; a place where people can safely live, work and play.

Alternatives

- 1. Take no action
- 2. Defer to Staff for more information

Attachments

- A. Redlined/Strikeout Draft 2023 Strategic Plan
- B. Draft 2023 Strategic Plan

Fiscal Impact

- ☐ No Fiscal Impact
- ☒ Funding Source Confirmed: Priorities resulting from the Strategic Planning Session will be incorporated as part of the annual budget development process.

Source:

Staff

Purpose:

Council Vision/Priority

Public Outreach:

Posting of Agenda



2020
STRATEGIC PLAN
2023 Update

To the Belmont Community

In the three years since Belmont's City Council and its executive leadership participated in a community visioning and strategic planning workshop, we have rolled up our sleeves and met significant milestones despite the health, economic, and weather-related challenges we have faced. We're far from done, but our unified leadership, talented workforce, and involved citizenry has proven the vision of our strategic plans.

When we initially started our strategic planning on March 11, 2020, we could anticipate that global health crisis was forming a Qn Wednesday. March 11, 2020, the City Council and City's Executive Leadership team participated in a community visioning and strategic planning workshop. Although the current global health crisis casts a shadow on our daily activities, the City Council and City staff were engaged in this robust planning discussion to help guide and develop a Strategic Plan to lead us into the next 2 to 3 years and beyond.

Through disciplined leadership and guidance, the City is presently on positive financial footing in the near term. However, given the current events, there are some storm clouds forming which means we need and our to continued our vigilance to our financial security was vital. We knew we would have to be intentional and thoughtful about how we continued to provide our quality services which the community is accustomed to, while allocating resources to align with our vision and goals to continue with the effective use of your tax dollars.

The day's collaborative and productive discussions to address Our planning to address Belmont's critical issues in 2020 generated five Strategic Focus Areas that allowed us to build on our continued momentum and success. Those focus areas gave us a unified vision for the future uses the City's vision and the following City Council focus areas as its roadmap for action over the last three next 3-5 years, as highlighted below, and continue to drive our motivations as we look ahead to the next two years of our five-year plan.



Infrastructure & Mobility

Economic Development & Housing

Fiscal & Organizational Sustainability

Public Safety

Quality of Life

In three years, we have moved the needle of our housing element with the development of transit-oriented housing, and the approval of more in the next few years. We have increased mobility on our roads by improving our Pavement Condition Index, installing real-time signal technology to unclog our regular commutes, and built important partnerships with our neighboring cities on shared corridor projects that affects neighbors in and outside of our city boundaries. We've prioritized our citizens enjoyment of Belmont's outdoors and invested in the maintenance of our parks, open spaces, and community facilities. We've earned recognition for our award-winning budget and shown decisive caretaking of our assets and earned the citizenry's approval of tax ballot measures. We've designed roles and added staff to our team who are dedicated to community engagement and external communication, and we've continued to build community goodwill with our efforts toward public safety, neighborhood connections and outdoor activities open to all.

Now comes the fun part: rolling up our sleeves and getting to work with unified leadership, a talented workforce, and an involved citizenry. Communication strategies that encourage transparent and consistent dialogue will be an integral part of implementing the Strategic Plan's initiatives. We have continued to provide will provide regular updates to the Council and community on each focus area and initiatives through each fiscal year. We look ahead now to the conclusion of the plans set in 2020, but with an eye toward the years that follow and the renewed goals we will set. Our City Council, our executive leadership, and every member of staff take great pride in their stewardship of Belmont, and it is my pleasure to witness these achievements come to life every day.

While there are many projects within city departments that support these focus areas, the Strategic Plan features the highest

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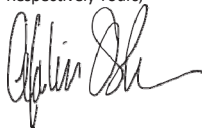
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~~priority outcomes.~~

~~As we lead into the future to keep Belmont remains a great city as~~ a thriving and sustainable community for all, we look forward to your continued support and participation. ~~4~~

Respectively Yours,



Afshin Oskoui, P.E., PWLF
City Manager

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Definitions

MISSION	Purpose or reason for being
VISION	Aspirations; picture of our desired future
VALUES	Fundamental beliefs or guiding principles that drive our behaviors
STRATEGIC FOCUS AREAS	Broad, most critical areas of focus for the continuing success and sustainability of the City
GOALS	Desired result or end point needed to support each SFA
OBJECTIVES	Specific and measurable actions to achieve the goal



MISSION

To enrich the quality of life ~~for~~with our community with the services provided for a safe, ~~fulfilling~~fulfilling, and vibrant life.



VISION

We are celebrated for enhancing:

- Distinctive community character
- Easy mobility
- Natural beauty
- Thriving culture
- Thriving economy

VALUES

- Our ~~citizens~~community — our top priority
- Our employees — our most important resource
- Honesty, integrity, ~~respect~~respect, equity, and ethics
- Community Engagement
- Open government
- Fiscal responsibility
- Quality services
- Continuous improvement
- Teamwork and partnerships

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STRATEGIC FOCUS AREAS

- Infrastructure & Mobility
- Economic Development & Housing
- Fiscal & Organizational Sustainability
- Public Safety
- Quality of Life



STRATEGIC FOCUS AREA

INFRASTRUCTURE & MOBILITY



GOALS

A transportation, facilities, and infrastructure system that maintains and improves our community to meet current and future demand, and climate action goals.

OBJECTIVES

Enhance multi-modal transportation

1. Implement Ralston & ADLP Corridor Plans.
2. Plan and implement BVSP Mobility Plan.
3. Advance Ped & Bike Masterplan.
4. Develop and implement Transportation Demand Management (TDM).
2. Continue to identify and address trends to inform traffic management approach and solutions through PTSC process (3Es) and Mobility/Capital Plans.
- 5.3. Develop a Transportation Master Plan that addresses how growth, mobility, traffic congestion, and infrastructure can be managed.

On Target
for 2025
Completion

Advance pavement and street improvements

1. Continue maintaining and repairing the City's 140 lane miles of roads through Advance the rolling 5-year community-wide street pavement maintenance program through the judicious use of funds while seeking additional funding opportunities. (Measure+ & SB1 funding).

Advance sewer and stormwater system improvements

1. Complete updates to Sewer and Stormwater Master Plans.
2. Continue progress with sewer system improvement program.
3. Advance priority stormwater repair and resiliency improvement priority projects/repairs. (Measure-4).

Improve parks and facilities

Advance Improvements at parks, athletic fields, and buildings

1. Continue progress Address with the Belmont Community Center facility replacement project improvements.

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2. ~~Advance athletic field improvements.~~

2. ~~Examine the City's long-term facilities and infrastructure condition and needs.~~ ~~Assess facilities' needs.~~

3. ~~Continue progress in addressing Fire Station #15 funding and replacement needs.~~

Advance climate action goals

3. 1.

Continue to address the City's fleet renewal plan to climate action goals.

2. Complete evaluation of the progress with 2017 Climate Action Plan and prepare update.

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STRATEGIC FOCUS AREA

ECONOMIC DEVELOPMENT & HOUSING



GOALS

Local business, and land use, and housing policies that support promote economic development, downtown revitalization vibrant mixed-use centers - and diversity of housing choices.

OBJECTIVES

Implement a Balanced Land use Vision

Implement Support Local Economic Development strategies

1. Reevaluate the City's economic development plan which includes strategies and policies that increase the quality of life for residents. Establish an economic development framework, identify, and prioritize specific community benefits that the City would like to implement.
2. Identify existing and new funding sources for economic development program activities, prioritize expenditures and leverage City funds and assets with state or federal programs.
- 3.2. Collaborate. Establish strong relationships and regular communication with community partners, including Belmont Chamber of Commerce San Mateo, government and educational institutions and business community leaders to support housing and economic development.-
- 4.3. Explore new tools for direct engagement with the Belmont business community. Revisit the scope and approach to commercial cannabis implementation.

Coordinate housing and land use. Implement a Balanced Land Use Vision, Housing Goals and Programs

1. Ensure land use policies and practices support a diversity of housing choices, leverage existing affordable housing assets, and increase options for affordable housing.
2. Engage in long range/advanced planning projects to facilitate TOD related housing and economic development and establish a specific Plan Area for the Unincorporated Harbor Industrial Association (HIA).
3. Prepare and implement the 2022-2029 Housing Element in compliance with new housing laws.

Continue with implementation strategy/plan for the GP and BVSP.



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5.4. Coordinate multi-department/stakeholder team to address timely major development applications (e.g. CD, PW, CA, ED&H).

6. ~~Consider and adopt short-term residential rental rules.~~

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STRATEGIC FOCUS AREA

GOALS

OBJECTIVES

FISCAL & ORGANIZATIONAL SUSTAINABILITY



~~Ensure Long-term~~ financial stability, ~~quality city services delivered through and investment in our employees and investment in our to strengthen~~ organizational development ~~and effectiveness.~~

~~Ensure fiscal and / revenue sustainability~~

1. Maximize existing sources of revenue, identify new revenue sources to maintain financial stability.
2. Invest in systems and process to promote innovation, effectiveness, and financial stewardship.
3. Secure ongoing funding for sewer, storm, streets, facilities, and parks to address deferred maintenance and future capital needs along with a plan to support critical public services.
4. Use Measure I/SB1 funding to advance infrastructure projects.

~~4.5. Study the benefits and opportunity to update the City's business license tax for voter consideration.~~

~~5. Evaluate development impact fees for new development infrastructure and services.~~

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Strengthen organizational development

1. Develop recommendations and implementation work plan to address talent management, succession planning, workforce planning, and employee/career development.

~~1.2. Review and update as needed the City's personnel policies to ensure they reflect best practices in diversity and inclusion.~~

~~2.3. Provide equipment, technology, and resources to employees to ensure high level of service delivery to our community.~~

~~3.4. Create a culture that assures employees are valued, that leadership promotes innovation, creative problem solving, outstanding customer service, and encourages employee engagement.~~

~~4.5. Develop and capture institutional knowledge documenting processes and procedures in anticipation of retirements and turnover to ensure continuity of services to the community; and opportunity to improve those processes and procedures.~~

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STRATEGIC FOCUS AREA

PUBLIC SAFETY



GOALS

Forward-thinking public safety services aligned with community needs ~~including~~ through civic engagement, partnerships, and public education.

OBJECTIVES

Ensure seamless public safety services – Police and Fire

1. Maintain strong community ~~outreach, and outreach~~ and align public safety services that are reflective of community culture and priorities with community needs.

2. ~~Engage in succession planning.~~

3. ~~Enhance internal and external communication.~~

4. ~~2. Leverage technology and innovation to protect the community against all risk and threats.~~

~~Develop a financial plan and replacement strategy for Fire Station 15.~~

Strengthen Emergency Preparedness

1. Strengthen emergency response through continued coordination with the San Mateo Consolidated Fire Department.

2. Fully implement community risk reduction software platforms. Leverage technology to enhance communication through web-based software and communication devices.

3. Collaborate with the San Mateo Consolidated Fire Department to reduce risk in areas susceptible to wildland fires, establish abatement standards and enforcement tools along with educational outreach.

5. Leverage Technology and Innovation



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STRATEGIC
FOCUS AREA

GOALS

OBJECTIVES

QUALITY OF LIFE



Engage the community in maintaining and enhancing Belmont's character and quality of life in our community.

Improve Parks & Recreation facilities and programs and facilities

1. Complete Belmont Community Center Master Plan.
2. Complete Parks, Recreation, and Open Space Master Plan.
3. Deliver accessible, inclusive, age-friendly services, programs, and facilities for all ages in our community.

Promote place-makingCreate Diverse and Unique Community Spaces

1. Promote an environment that encourages arts, consider art in public places and within new development.
2. Explore funding and creative solutions for place-making within public spaces for all ages.
3. Design and implement a City branding effort, inclusive of community signage/wayfinding and gateway features in line with GP/BVSP objectives.
4. Develop public streetscape design standards to enhance place-making in BVSP.

Expand communication and outreachFoster Meaningful Community Dialogue

1. Continue progress with the City's Develop and expand comprehensive public information and engagement strategy.
2. Provide timely, accurate information that is easy to access and understand and facilitate public participation in open meetings.
3. Provide opportunity for resident leadership and participation, such as through commissions and advisory/ad hoc groups.
4. Conduct outreach and community education about city services, areas of cost, and financial resources.



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VISION STATEMENT

Distinctive Community Character

- Belmont prides itself on being unique.
- Its small-town ambience sets it apart as a tranquil, inclusive, safe, and desirable place to live, work and play.
- We get involved in town matters because we care about living here.
- We connect with each other in all kinds of gathering places.
- We value and celebrate a strong commitment to diversity, inclusion, safety, equality and dignity for all individuals in Belmont.
- Our strong sense of community and enjoyment of the town's assets and activities deepen as we become better informed and connected.

Easy Mobility

- We put a priority on getting out of, into, and through town efficiently.
- Bicyclists, walkers, and other non-drivers get where they're going easily and safely.
- We require safe residential streets and smooth-flowing thoroughfares.

Natural Beauty

- We choose to make our home among these beautiful hills, trees, parks, views, and open spaces.
- Our natural surroundings inspire us to play, create, and contemplate.
- Our actions today preserve and enhance Belmont's beauty to make it even lovelier for future generations.
- Our wooded residential areas are diverse, peaceful and well maintained.

Thriving Culture

- Belmont is a wonderfully safe, culturally diverse and supportive place to raise a family.
- We facilitate lifelong learning in our academic, artistic, athletic, and social dimensions and we thrive on interconnection with the rest of the world.
- Our schools and library are the pride of the community.
- Our university is intrinsic to Belmont's social, artistic and economic life.
- Our playgrounds and athletic fields are of high quality and in high gear.
- The arts thrive in this creative, appreciative town — the arts hub of the Peninsula.
- Our history makes Belmont what it is, and we preserve that heritage for our children.

Thriving Economy

- A charming, vibrant town center is the heart of our civic and economic life.
- Our economy prospers with a mix of attractive, successful businesses that fit with our community character.
- We look first into our town shops and restaurants for what we need.
- Education, arts, and the economy flourish in concert.

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Acknowledgments

Plan Adoption (2020)

Acknowledgments

Mayor and City Council

Warren Lieberman, Mayor Charles Stone, Vice Mayor Davina Hurt, Councilmember Julia Mates, Councilmember Tom McCune, Councilmember

Executive Leadership

Afshin Oskoui, City Manager Scott Rennie, City Attorney Thomas Fil, Finance Director Cora Dino, Human Resources Director John Jones, Information Technology Director Carlos de Melo, Planning & Community Development Director Brigitte Shearer, Parks & Recreation Director Peter Brown, Public Works Director Tony Psaila, Police Chief Ray Iverson, Fire Chief, San Mateo Consolidated Fire

Staff

[Terri Cook, City Clerk](#)
[Jennifer Rose, Economic Development & Housing Manager](#)
[Nawel Voelker, Finance Department Jozi Plut, City Manager's Office](#)

Facilitator

[Michele Tamayo, Tamayo Group, Inc.](#)

Graphic Design

[JPW Communications](#)

Plan Updates (2023)

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2020
STRATEGIC PLAN
2023 Update

To the Belmont Community

In the three years since Belmont’s City Council and its executive leadership participated in a community visioning and strategic planning workshop, we have rolled up our sleeves and met significant milestones despite the health, economic, and weather-related challenges we have faced. We’re far from done, but our unified leadership, talented workforce, and involved citizenry has proven the vision of our strategic plans.

When we initially started our strategic planning on March 11, 2020 , we could anticipate that global health crisis was forming a storm cloud and our continued our vigilance to our financial security was vital. We knew we would have to be intentional and thoughtful about how we continued to provide our quality services which the community is accustomed to, while allocating resources to align with our vision and goals to continue with the effective use of your tax dollars.

Our planning to address Belmont’s critical issues in 2020 generated five Strategic Focus Areas that allowed us to build on our continued momentum and success. Those focus areas gave us a roadmap for action over the last three years, as highlighted below, and continue to drive our motivations as we look ahead to the next two years of our five-year plan.

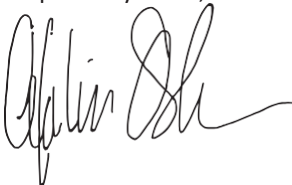
				
Infrastructure & Mobility	Economic Development & Housing	Fiscal & Organizational Sustainability	Public Safety	Quality of Life

In three years, we have moved the needle of our housing element with the development of transit-oriented housing, and the approval of more in the next few years. We have increased mobility on our roads by improving our Pavement Condition Index, installing real-time signal technology to unclog our regular commutes, and built important partnerships with our neighboring cities on shared corridor projects that affects neighbors in and outside of our city boundaries. We’ve prioritized our citizens enjoyment of Belmont’s outdoors and invested in the maintenance of our parks, open spaces, and community facilities. We’ve earned recognition for our award-winning budget and shown decisive caretaking of our assets and earned the citizenry’s approval of tax ballot measures. We’ve designed roles and added staff to our team who are dedicated to community engagement and external communication, and we’ve continued to build community goodwill with our efforts toward public safety, neighborhood connections and outdoor activities open to all.

We have continued to provide regular updates to the Council and community on each focus area and initiatives through each fiscal year. We look ahead now to the conclusion of the plans set in 2020, but with an eye toward the years that follow and the renewed goals we will set. Our City Council, our executive leadership, and every member of staff take great pride in their stewardship of Belmont, and it is my pleasure to witness these achievements come to life every day.

Belmont remains a thriving and sustainable community for all, we look forward to your continued support and participation.

Respectively Yours,



Afshin Oskoui, P.E., PWLF
City Manager

Definitions

MISSION

Purpose or reason for being

VISION

Aspirations; picture of our desired future

VALUES

Fundamental beliefs or guiding principles that drive our behaviors

STRATEGIC
FOCUS AREAS

Broad, most critical areas of focus for the continuing success and sustainability of the city

GOALS

Desired result or endpoint needed to support each SFA

OBJECTIVES

Specific and measurable actions to achieve the goal



MISSION

To enrich the quality of life with our community with the services provided for a safe, fulfilling, and vibrant life.

VISION

We are celebrated for enhancing:

- Distinctive community character
- Easy mobility
- Natural beauty
- Thriving culture
- Thriving economy

VALUES

- Our community— our top priority
- Our employees — our most important resource
- Honesty, integrity, respect, equity, and ethics
- Community Engagement
- Open government
- Fiscal responsibility
- Quality services
- Continuous improvement
- Teamwork and partnerships

STRATEGIC FOCUS AREAS

- Infrastructure & Mobility
- Economic Development & Housing
- Fiscal & Organizational Sustainability
- Public Safety
- Quality of Life



STRATEGIC FOCUS AREA

INFRASTRUCTURE & MOBILITY



GOALS

A transportation, facilities, and infrastructure system that maintains and improves our community to meet current and future demand, and climate action goals

OBJECTIVES

Enhance multi-modal transportation

1. Implement Ralston & ADLP Corridor Plans.
2. Continue to identify and address trends to inform traffic management approach and solutions through PTSC process (3Es) and Mobility/Capital Plans.
3. Develop a Transportation Master Plan that addresses how growth, mobility, traffic congestion, and infrastructure can be managed.

Advance pavement and street improvements

1. Continue maintaining and repairing the City's 140 lane miles of roads through the rolling 5-year community-wide street pavement maintenance program through the judicious use of funds while seeking additional funding opportunities..

Advance sewer and stormwater system improvements

1. Complete updates to Sewer and Stormwater Master Plans.
2. Continue progress with sewer system improvement program.
3. Advance priority stormwater repair and resiliency priority projects.

Advance Improvements at parks, athletic fields, and buildings

1. Continue progress with the Belmont Community Center facility replacement project .
2. Examine the City's long-term facilities and infrastructure condition and needs.
3. Continue progress in addressing Fire Station #15 funding and replacement needs.

Advance climate action goals

1. Continue to address the City's fleet renewal plan to climate action goals.
2. Complete evaluation of the progress with 2017 Climate Action Plan and prepare update.



STRATEGIC FOCUS AREA

ECONOMIC DEVELOPMENT & HOUSING

GOALS

Local business, and land use, policies that promote economic development, vibrant mixed-use centers and diversity of housing choices.

OBJECTIVES

Support Local Economic Development strategies

1. Reevaluate the City's economic development plan which includes strategies and policies that increase the quality of life for residents.
2. Collaborate with community partners, including Chamber San Mateo, government and educational institutions and business community leaders to support housing and economic development.
3. Revisit the scope and approach to commercial cannabis implementation.

Implement a Balanced Land Use Vision, Housing Goals and Programs

1. Ensure land use policies and practices support a diversity of housing choices, leverage existing affordable housing assets, and increase options for affordable housing.
2. Engage in long range/advanced planning projects to facilitate TOD related housing and economic development and establish a specific Plan Area for the Unincorporated Harbor Industrial Association (HIA).
3. Prepare and implement the 2022-2029 Housing Element in compliance with new housing laws.
4. Coordinate multi-department/stakeholder team to address timely major development applications (e.g. CD, PW, CA, ED&H).



STRATEGIC FOCUS AREA

FISCAL & ORGANIZATIONAL SUSTAINABILITY



GOALS

Ensure financial stability, quality city services delivered through our employees and investment in our organizational development.

OBJECTIVES

Ensure fiscal and revenue sustainability

1. Maximize existing sources of revenue, identify new revenue sources to maintain financial stability.
2. Invest in systems and process to promote innovation, effectiveness, and financial stewardship.
3. Secure ongoing funding for sewer, storm, streets, facilities, and parks to address deferred maintenance and future capital needs along with a plan to support critical public services.
4. Use Measure I/SB1 funding to advance infrastructure projects.
5. Study the benefits and opportunity to update the City's business license tax for voter consideration.

Strengthen organizational development

1. Develop recommendations and implementation work plan to address talent management, succession planning, workforce planning, and employee/career development.
2. Review and update as needed the City's personnel policies to ensure they reflect best practices in diversity and inclusion.
3. Provide equipment, technology, and resources to employees to ensure high level of service delivery to our community.
4. Create a culture that assures employees are valued, that leadership promotes innovation, creative problem solving, outstanding customer service, and encourages employee engagement.
5. Develop and capture institutional knowledge documenting processes and procedures in anticipation of retirements and turnover to ensure continuity of services to the community; and opportunity to improve those processes and procedures.



STRATEGIC FOCUS AREA

PUBLIC SAFETY



GOALS

Forward-thinking public safety services aligned with community needs through civic engagement, partnerships, and public education.

OBJECTIVES

Ensure seamless public safety services – Police and Fire

1. Maintain strong community outreach and align public safety services that are reflective of community culture and priorities..
2. Leverage technology and innovation to protect the community

Strengthen Emergency Preparedness

1. Strengthen emergency response through continued coordination with the San Mateo Consolidated Fire Department.
2. Fully implement community risk reduction software platforms. Leverage technology to enhance communication through web-based software and communication devices.
3. Collaborate with the San Mateo Consolidated Fire Department to reduce risk in areas susceptible to wildland fires, establish abatement standards and enforcement tools along with educational outreach



STRATEGIC FOCUS AREA

QUALITY OF LIFE



GOALS

Engage the community in maintaining and enhancing Belmont's character and quality of life.

OBJECTIVES

Improve Parks & Recreation facilities and programs

1. Complete Belmont Community Center Master Plan.
2. Complete Parks, Recreation, and Open Space Master Plan.
3. Deliver accessible, inclusive services, programs, and facilities for all ages in our community.

Create Diverse and Unique Community Spaces

1. Promote an environment that encourages arts, consider art in public places and within new development.
2. Explore funding and creative solutions for place-making within public spaces for all ages.
3. Design and implement a city branding effort, inclusive of community signage/wayfinding and gateway features in line with GP/BVSP objectives.
4. Develop public streetscape design standards to enhance place-making in BVSP.

Foster Meaningful Community Dialogue

1. Continue progress with the City's comprehensive public information and engagement strategy.
2. Provide timely, accurate information that is easy to access and understand and facilitate public participation in open meetings.
3. Provide opportunity for resident leadership and participation, such as through commissions and advisory/ad hoc groups.
4. Conduct outreach and community education about city services, areas of cost, and financial resources.



VISION STATEMENT

Distinctive Community Character

- Belmont prides itself on being unique.
- Its small-town ambience sets it apart as a tranquil, inclusive, safe, and desirable place to live, work and play.
- We get involved in town matters because we care about living here.
- We connect with each other in all kinds of gathering places.
- We value and celebrate a strong commitment to diversity, inclusion, safety, equality and dignity for all individuals in Belmont.
- Our strong sense of community and enjoyment of the town's assets and activities deepen as we become better informed and connected.

Easy Mobility

- We put a priority on getting out of, into, and through town efficiently.
- Bicyclists, walkers, and other non-drivers get where they're going easily and safely.
- We require safe residential streets and smooth-flowing thoroughfares.

Natural Beauty

- We choose to make our home among these beautiful hills, trees, parks, views, and open spaces.
- Our natural surroundings inspire us to play, create, and contemplate.
- Our actions today preserve and enhance Belmont's beauty to make it even lovelier for future generations.
- Our wooded residential areas are diverse, peaceful and well maintained.

Thriving Culture

- Belmont is a wonderfully safe, culturally diverse and supportive place to raise a family.
- We facilitate lifelong learning in our academic, artistic, athletic, and social dimensions and we thrive on interconnection with the rest of the world.
- Our schools and library are the pride of the community.
- Our university is intrinsic to Belmont's social, artistic and economic life.
- Our playgrounds and athletic fields are of high quality and in high gear.
- The arts thrive in this creative, appreciative town — the arts hub of the Peninsula.
- Our history makes Belmont what it is, and we preserve that heritage for our children.

Thriving Economy

- A charming, vibrant town center is the heart of our civic and economic life.
- Our economy prospers with a mix of attractive, successful businesses that fit with our community character.
- We look first into our town shops and restaurants for what we need.
- Education, arts, and the economy flourish in concert.

Acknowledgments

Plan Adoption (2020)

Mayor and City Council

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