



Date: March 18, 2013
To: Mayor and Members of the City Council
President and Members of the EMID Board of Directors
Via: James C. Hardy, City Manager
From: Steve Toler, Assistant City Manager
Curtis Banks, Community Development Director
CC: Joanne Bohigian, CEO, Foster City Chamber of Commerce
Subject: Update on Implementation of the Sustainable Foster City Plan – 1Q 2013

RECOMMENDATION

It is recommended that the City Council receive a report on the implementation of the Priority Tasks of the Sustainable Foster City Plan, and that policy direction be received in terms of continued oversight and updates in regards to the implementation of the Plan.

EXECUTIVE SUMMARY

City staff and the Foster City Chamber of Commerce are implementing the Priority Tasks of the Sustainable Foster City Plan (“Plan”) adopted by the City Council on November 5, 2012. Under the oversight of the Ad Hoc Steering Committee (also known as the “Group of 8”) and under the direction of the City Manager, the Assistant City Manager, Community Development Director, and the Foster City Chamber of Commerce CEO (collectively known as the “Implementation Team”) have made significant strides in laying the groundwork for the implementation of the Plan, of which several items are now being brought back to the full City Council for policy direction and/or approval at this evening’s meeting. All of the Priority Tasks are currently being worked on by the Implementation Team as a top priority in their respective work plans, and several elements related to those Priority Tasks will be implemented in the very near future.

Policy direction is being requested from the City Council at this meeting in five (5) areas:

1. Creation of a Sustainable Foster City Special Revenue Fund and appropriation of funds for FY 2012-2013 (see separate staff report on this agenda)

2. Proposal for purchase and distribution of reusable bags (see separate staff report on this agenda)
3. Issuing a RFP to prospective consultants to provide a retail / commercial assessment of Foster City (see separate staff report on this agenda)
4. Creating a Sustainable Foster City Day and Kickoff Event (see separate staff report on this agenda)
5. Continued oversight and implementation of the Plan

BACKGROUND

The City Council approved the Plan known as “Sustainable Foster City: A Sustainable Economic Development Strategy” at its November 5, 2012 meeting through Minute Order No. 1291. The Plan’s vision is to “sustain and enhance the quality of life in Foster City,” using the three core tenets of Economic, Environmental, and Social Equity principles to achieve the Plan’s vision. The three initiatives of the Plan are to 1) Invest in Foster City, 2) Shop Foster City, and 3) Create a Foster City Identity. This Minute Order also established an ad-hoc Steering Committee that put the Plan together and will provide oversight of the implementation of the Plan. This Committee, also known as the “Group of 8”, includes Councilmembers Charlie Bronitsky and Herb Perez, Jim Hardy (City Manager), Steve Toler (Assistant City Manager), Curtis Banks (Community Development Director), Kevin Miller (Parks & Recreation Director), Joanne Bohigian (Foster City Chamber of Commerce CEO), and Sally Liu (member of the former Environmental Sustainability Task Force).

A subset of the Group of 8 consisting of the Assistant City Manager, Community Development Director and the Foster City Chamber of Commerce CEO (collectively known as the “Implementation Team”) was formed to handle the day-to-day responsibilities of implementing the Plan.

The five Priority Tasks of the Plan which are the central focus of the Implementation Team are summarized as follows:

1. Assessment of Retail Strengths and Weaknesses / Coordinated Plan
2. Business Promotion, Support and Advocacy
3. Create a Foster City Identity / “Quality of Life” Campaign
4. Investigate and Implement a Clean Energy Initiative
5. Create a Foster City Economic Dashboard

The ad-hoc Steering Committee has met twice since the Plan was approved by the City Council. The Implementation Team meets bi-weekly with several conversations and other meetings that support the implementation of the Plan.

The City Council requested periodic updates, as necessary, in order to keep apprised of the Plan’s implementation, including any further policy direction required of the City Council to facilitate implementation of the Plan.

This is the first update being provided to the City Council, which is recommended to be provided on a quarterly basis at a Regular City Council meeting.

ANALYSIS

Overall Status, Activities and Coming Attractions of the Plan as a Whole

The Plan is a top priority for each member of the Implementation Team. There have been hundreds of hours spent in strategic planning, meetings, engagement and collaboration with stakeholders, and action steps implementing the provisions of the entire Plan.

Activities

- Reviewed the City's General Plan as a framework for implementation of the Plan
- Strategic planning of how to infuse the framework of Sustainable Foster City into all aspects of the City's and Chamber's operations
- Developed a Sustainable Foster City web page on the City's website with all pertinent information about the Plan and as a means for a future platform for engagement with the community
- Engaged the Information Technology and Parks & Recreation Advisory Committees through presentation of the Plan and potential future involvement in various aspects of the Plan as the need may arise
- Met with the San Mateo-Foster City School District (SMFCSD) Superintendent to discuss the Plan and their potential role in its implementation as a stakeholder
- Met with representatives from True Market Solutions in regards to developing the first ever "Sustainability Circle" aimed at combining access to world-class expertise, the power of peer communities and the capacity to implement profitable change in our small and medium business community. Foster City was chosen as the Pilot City for San Mateo County in which to implement the Sustainability Circle. Identified grant opportunities to fund 50% of the program through PG&E grants to offset the cost to participating businesses. Currently establishing meeting dates to develop the Foster City Sustainability Circle curriculum.

Coming Attractions

- Proclamation of "Sustainable Foster City Day", with a Kickoff Event to promote the Plan's initiatives to the entire community and region to serve as a catalyst for the activities that will be implemented in the Priority Tasks indicated below (also on this evening's agenda)
- Implement a Reusable Bag Giveaway program in conjunction with the implementation of the Reusable Bag Ordinance that promotes the Sustainable Foster City initiative (also on this evening's agenda)
- Employ KMTV, the City's contract video production team, to record the Kickoff Event and prepare a 5 minute video available for download on the City's Sustainable Foster City web page and other media outlets to promote the Plan.
- Incorporate Sustainable Foster City, or elements of the Plan, into the City's communications about civic issues and events

- Engage all other Advisory Committees, including the Planning Commission, through a presentation of the Plan and potential future involvement in various aspects of the Plan as may arise
- Presentation to stakeholder groups, service clubs (e.g., Rotary Club, Lions Club), and other groups such as homeowners' associations, of the Plan and potential future involvement in various aspects of the Plan as the need may arise
- Implement the Foster City Sustainability Circle curriculum for local businesses

Status of Activities and Coming Attractions for Each Task

The following is a discussion of the status of each task relative to the activities performed by the Implementation Team to date, and a preview of activities (or “coming attractions”) that will be taking place in the near-term.

Task 1 – Assessment of Retail Strengths and Weaknesses / Coordinated Plan

Tasks	Owner	Stakeholders	Objectives
Complete an assessment of retail strengths and weaknesses and develop a coordinated plan on how to improve retail Citywide, with a specific focus on neighborhood shopping centers, including: 15-acre site; Pilgrim-Triton; Charter Square; Beach Park Plaza; Metro Center Plaza; and, Edgewater Shopping Center	CDD / FCCOC	CDD, CM, FCCOC, Dev, Retail, Res, Com'l, SAMCEDA	#2a – Increase overall retail stability and sales in Foster City

Activities

- Reviewed Community Profile, Trends Analysis, and Strengths / Weaknesses / Opportunities / Threats sections of the Foster City General Plan Update 2011 Snapshot Workbook as a source document for strategies in approaching the task
- Met with Retail Consultants used by projects such as The Plaza at Triton Park, Triton Pointe, 15-Acre Site, etc., to discuss their findings and processes used in determining their retail strategies
- Met with merchants at the various shopping centers in Foster City to discuss the potential for a Merchants Association through or in partnership with the Foster City Chamber of Commerce and to discuss current business trends
- Met with MuniServices, the City’s Sales Tax consultant, to discuss confidential sales tax trends and leakage data of various retailers and commercial businesses in Foster City
- Reviewed confidential sales tax data and business license data regarding sales trends of various retail and commercial businesses in Foster City
- Met with Westlake Realty Group regarding trends at Charter Square Shopping Center

- Met with various property managers and commercial brokers of commercial developments to discuss trends in leased space
- Discussed priority for hiring a retail / commercial consultant with the City Council at its January 14, 2013 Team Building

Coming Attractions

- Issue a RFP to prospective consultants to provide a retail / commercial assessment of Foster City (see separate staff report on this agenda)
- Upon receipt of assessment from consultant, review report and develop strategies for improving retail and commercial opportunities Citywide
- Share findings with developers of various properties in Foster City and seek mutual opportunities for implementation of the recommendations in the consultant’s report.
- Identify co-marketing opportunities to support the Business Promotion, Support and Advocacy task (Task 2)
- Tie findings from the report into the Foster City Identity Statement (Task 3)

Task 2 – Business Promotion, Support and Advocacy

Tasks	Owner	Stakeholders	Objectives
Identify, develop and implement a variety of business promotion, support and advocacy initiatives (e.g., “Shop Foster City”, award recognition programs, etc) for businesses currently located in, or desiring to move to, Foster City	FCCOC	FCCOC, CM, CDD, Retail, SAMCEDA	#2a – Increase overall retail stability and sales in Foster City #2b – Grow the economic base in the community #3a - Increase public awareness in Foster City and within the region in terms of why Foster City is an ideal place to locate a commercial enterprise or become a business owner

Activities

- Reviewed Community Profile, Trends Analysis, and Strengths / Weaknesses / Opportunities / Threats sections of the Foster City General Plan Update 2011 Snapshot Workbook as a source document for strategies in approaching the task
- Met with merchants at the various shopping centers in Foster City to discuss current business trends, their needs to drive business to their location, and to discuss potential for a Retail / Merchant Advisory Committee in partnership under the Foster City Chamber of Commerce
- Met with Retail Consultants used by projects such as The Plaza at Triton Park, Triton Pointe, 15-Acre Site, etc., to discuss their findings and processes used in determining retail needs in the community
- Researched a variety of award recognition programs and options from various communities

- Attended the Western Association of Chamber Executives Annual Conference to determine how other chambers of commerce are supporting and promoting their members and communities.
- Met with large- and medium-sized businesses to determine needs for retail to support their daytime workforce
- Met with representatives from True Market Solutions in regards to developing the first ever “Sustainability Circle” aimed at combining access to world-class expertise, the power of peer communities and the capacity to implement profitable change in our small and medium business community Foster City was chosen as the Pilot City for San Mateo County in which to implement the Sustainability Circle. Identified grant opportunities to fund 50% of the program through PG&E grants to offset the cost to participating businesses. Currently establishing meeting dates to develop the Foster City Sustainability Circle curriculum.
- Developing strategies for a Business Retention and Expansion Program through the Chamber of Commerce, which may include the following initiatives:
 - Revised Ambassador program
 - Reconstituted the former “Toast the Holidays” event as Networking Now, a multi-city, multi-Chamber networking and business development event
 - Instituting a Business Visitation Program in collaboration with City officials for 1) new businesses to Foster City, 2) Top 25 Sales Tax producers, and 3) other businesses with a significant presence in Foster City
 - Developing an Awards Recognition Program to recognize stakeholder businesses that have espoused the concepts in the Sustainable Foster City Plan.
- Developing Marketing and Promotion programs through the Chamber of Commerce to highlight and drive business to local merchants:
 - Developing a Customer Loyalty Rewards / Incentive Program for Foster City merchants
 - Developing a Restaurant/Business Spotlight Night program
 - Developing cross-promotional and advertising opportunities amongst businesses, the Chamber and the City
- Developing strategies for an Education and Outreach campaign through the Chamber of Commerce to tie in Sustainable Foster City and its relevance to retailers / merchants
- Identified opportunities for a Workforce Development Education Program, including concepts such as student career day, job shadowing, internship / mentoring programs, development curriculum, and job readiness programs
- Continued Chamber sponsorship of the American Cancer Society Relay for Life to bring Foster City businesses together with the community to support a societal issue

- Chamber of Commerce continued advocacy for Foster City businesses in planning projects related to the 15-Acre Site, Pilgrim-Triton, and the proposed third hotel on the site of the former Black Angus restaurant
- Met with Visa representatives to discuss the development of a SCORE program (score.org) in Foster City to provide financial literacy programs for small- to mid-sized businesses and help those businesses get off the ground, grow, and achieve their goals through education and mentorship.
- Met with insurance providers to identify opportunities for a small business group insurance program for health and liability insurance
- Co-sponsored (Chamber) a San Francisco Bulls Go Green Event at Charter Square on March 2 to promote the Bulls' environmental initiatives and as a means of driving business to Charter Square merchants

Coming Attractions

- Host Sustainable Foster City Day Kickoff Event as a catalyst to raise awareness of the Plan among merchants and shopping center property managers
- Encourage participation of Foster City merchants in the Foster City Arts & Wine Festival
- Support implementation of a Foster City Retail / Merchants Advisory Board or Committee through the Chamber of Commerce
- Meet with representatives of the Foster City Retail / Merchants Advisory Board or Committee and/or merchants in shopping centers to develop a campaign to promote, support and advocate for Foster City businesses that will be successful for those merchants to drive business to them from within and outside of Foster City
- Implement the Foster City Sustainability Circle curriculum for stakeholder businesses
- Implement aspects of the Chamber's Business Retention and Expansion Program. Develop a "Welcome to Foster City" package for new businesses that open in Foster City
- Identify opportunities for the City to contribute and assist with the implementation of the SCORE program
- Joint City / Chamber participation in the Relay for Life in August 2013 to engage the business community in a worthy cause

Task 3 – Create a Foster City Identity / “Quality of Life” Campaign

Tasks	Owner	Stakeholders	Objectives
Create a Foster City Identity / “Quality of Life” promotion program through Regional Promotion, Marketing, Education & Outreach Campaigns, including promotion of the desirable, convenient and attractive location that Foster City is for residents, employees (both residents and non-residents) and visitors	CM / FCCOC	CM, P&R, FCCOC, CC	#3a - Increase public awareness in Foster City and within the region in terms of why Foster City is an ideal place to ... live, work and play.

Activities

- Review the City’s General Plan to begin drafting a preliminary Foster City Identity Statement starting with a current articulation of the City’s Identity
- Reviewed Community Profile, Trends Analysis, and Strengths / Weaknesses / Opportunities / Threats sections of the Foster City General Plan Update 2011 Snapshot Workbook as a source document for strategies in approaching the task
- Conducted meetings with the City Council, Executive Team, and other City management staff to identify characteristics that make Foster City unique as a place to live, work and play
- Presented the Plan to the Information Technology and Parks & Recreation Advisory Committees and captured feedback on elements that make Foster City a unique place to live, work and play
- Met with other economic development staff of cities in San Mateo, Santa Clara and Alameda counties to determine how they have developed promotional / branding / identity campaigns for their communities
- Attended a presentation from Peter Kageyama, author of “For the Love of Cities”, to learn trends based on his research how cities are engaging residents to understand why they love their respective communities
- Discussed with the City of Redwood City a collaborative effort to engage Peter Kageyama to conduct a public engagement process in Redwood City and Foster City based on the concepts from “For the Love of Cities” and as a means of obtaining input for the purpose of developing the Foster City Identity Statement

Coming Attractions

- Host a public engagement process with Peter Kageyama in Spring / Summer 2013 as indicated above.
- Develop a draft of a forward-looking Foster City Identity Statement
- Engage Advisory Committees, the business community, and other stakeholder groups to provide feedback on the draft Identity Statement
- Review Identity Statement with City Council prior to final adoption
- Develop strategies for a promotional / outreach campaign for Foster City, using the Identity Statement as the framework for the campaign

Task 4 – Investigate and Implement a Clean Energy Initiative

Tasks	Owner	Stakeholders	Objectives
Investigate / Implement a Clean Energy Initiative – solar power purchase agreement for City (possibly in partnership with SMFCSD); Leasing programs for Residential; innovation in clean energy generation, “Foster City Sparkle” program	CM	CM, Util, FCCOC, Dev, PropMgr, Com'l, SMFCSD, Res, HOA, ESTF	#1b - Enhance the availability of quality and reliable infrastructure, utilities and natural resources to support economic growth in the City.

Activities

- Continued discussions with the Isle of Man Economic Development Department and their Clean Tech initiative to learn ways that clean tech might have a stronger industry presence in Foster City
- City Council provided direction to explore installation of solar generation at the Community Center / Library rooftop and parking lot
- Joined the Regional Renewal Energy Procurement taskforce led by the County of Alameda to issue an RFP for the procurement of solar generation equipment
- Met with SMFCSD Chief Business Official to discuss opportunities for partnership and to share information regarding implementation of solar generation equipment on District schools
- Joined the San Mateo County Energy Watch program that will provide energy efficiency audits and assistance in assessing the City's overall energy efficiency as a "clean energy leader" in the community
- Met with SMC Energy Watch auditor to plan the energy efficient audit of City facilities
- Met with personnel from other cities (e.g., Millbrae) and vendors (e.g., Siemens) to determine what actions they have taken relative to clean energy initiatives in their communities
- Met with PG&E representatives to create a Foster City Pilot Energy Evaluation program for small- and mid-sized businesses. Implemented the Pilot Program that provided energy efficiency information and identified rebate program to assist businesses in reducing their energy costs
- Reviewed efforts of the former Environmental Sustainability Task Force to capitalize on those efforts and recommended plans for the future
- Continued preparation of a draft Climate Action Plan as part of the General Plan Update for review by the Planning Commission and the City Council
- Began development of strategies to implement the Clean Energy Initiative Plan based on input received above
- Began planning the Arts & Wine Festival integrating sustainability tenets into the Festival (e.g., displays / kiosks, demonstrations, merchants, themes) where possible.
- Implemented LED lights throughout Foster City through a grant from PG&E totaling nearly \$750,000, standing to save the City approximately \$90,000 in electricity consumption

Coming Attractions

- Completion of SMC Energy Watch energy efficiency audit, and presentation of findings and recommendations to City Council
- Proposal for acquisition of solar generation equipment at the Community Center / Library
- Investigate opportunity for the acquisition and installation of an Electric Vehicle Charging Station at the Community Center / Library

- Review and approval of Climate Action Plan by Planning Commission and City Council
- Develop implementation plan for Clean Energy Initiative for residential and commercial facilities
- Meet with San Mateo Union High School District personnel regarding their solar implementation program to determine applicability to the education and business community in Foster City
- Identify grant opportunities from federal, state, local agencies, private foundations, and utilities available to residential and commercial customers

Task 5 – Create a Foster City Economic Dashboard

Tasks	Owner	Stakeholders	Objectives
Create a Foster City Economic Dashboard, an online tool that allows current and prospective businesses, developers, and investors to view current and/or real-time information regarding such metrics as property values, sales tax generation, top employers, commercial property vacancies, and building activity	CM / FCCOC	CM, FCCOC, Dev, Retail, Res, Com'l, SAMCEDA, SVEDA	#3a - Increase public awareness in Foster City and within the region in terms of why Foster City is an ideal place to ... live, work and play.

Activities

- Met with Redwood City staff in regards to implementation of their Economic Dashboard, including investigating opportunities for shared services in regards to software development
- City and Chamber staff met to collaborate on the development and joint sponsorship and maintenance of the Foster City Dashboard
- Met with focus groups of 1) select City employees and 2) Chamber and City leadership, to brainstorm content for Phase I (initially Economic data) and Phase II (enhanced Economic data as well as environmental and social equity data)
- Identified database for commercial property vacancies maintained by the Silicon Valley Economic Development Association (SVEDA)
- Developed initial Dashboard with in-house IT staff and existing web tools
- “Soft-launched” Dashboard the first week of February

Coming Attractions

- Promote Dashboard regionally through media outreach, direct outreach to commercial brokers and developers, and using social media
- Join SVEDA and financially partner with them for maintenance of SVEDA commercial property vacancy database
- Maintain Phase I data on quarterly basis
- Implement Phase II data by June 30, 2013

POLICY DIRECTION

Oversight and Future Updates

Based upon City Council direction in Minute Order No. 1291 (attached), the City Council created an ad-hoc Steering Committee as indicated above (known as the “Group of 8”) that would be “focused solely on the further development and implementation of the Plan, with periodic updates presented to the City Council as necessary, including any further policy direction required of the City Council to facilitate the implementation of the Plan.”

The Group of 8 has met twice since the implementation of the Plan, partly due to scheduling conflicts among participants, but primarily due to the fact that the Implementation Team (which as indicated earlier includes the Assistant City Manager, Community Development Director, and the Chamber CEO), working under the direction of the City Manager, is charged with the implementation of the Plan itself. The Implementation Team has met in person over ten (10) times, exchanged numerous e-mails, and had several telephone conversations regarding the implementation of the Plan. Much work has been accomplished, as indicated above, in regards to the implementation of the Plan. It should be noted that the Chamber CEO, under the direction of the Chamber Board, is involved in a number of initiatives to serve its members and that some of those initiatives may be related to the concept of a Sustainable Foster City but are being pursued independently by the Chamber.

Given the policy direction received to date, including the adoption of the Plan itself on November 5, 2012 and the further policy direction received on other related agenda items at the March 18, 2013 Council meeting, and in order to expedite the implementation of the Plan, it is recommended that the City Council consider the following approach for implementation of the Plan:

- Oversight – per Minute Order No. 1291, the Ad-Hoc Steering Committee will continue to provide oversight during the development and implementation of the Plan. It is recommended that the Group of 8 establish a regular meeting schedule and that special meetings be held as needed. Between meetings, the ad-hoc Steering Committee will communicate primarily through e-mail.
- Authority and Responsibility – the City Manager is granted the authority and responsibility for implementation of the Plan, who at his discretion designates an Implementation Team to carry out the directions indicated in the Plan as articulated and as may be updated from time-to-time hereafter.
- Check-Ins and Periodic Updates –Periodic (e.g., biweekly) e-mail check-ins will be shared with the full City Council and members of the Group of 8 for their information in regards to key activities being implemented or planned for each of the Priority Tasks. E-mail recipients are free to provide input or feedback directly to Implementation Team members; however, City Council members must comply with the Brown Act in terms of discussions amongst City Council members whether in person, by phone or by e-mail. If any City Council member believes that policy direction must be provided that is

contrary to the direction being recommended by the City Manager, the Implementation Team or the Ad-Hoc Steering Committee, the City Council member may request that the City Manager place that matter on a future City Council agenda. Implementation of that item will be postponed until direction is received from the City Council.

- Formal Quarterly Updates – Full quarterly updates (similar to this report) will be prepared by the Implementation Team under the direction of the City Manager, reviewed by the Ad-Hoc Steering Committee, and then presented to the City Council at a regular City Council meeting.
- Policy Direction – When policy direction is necessary to implement the Plan, whether at the request of the City Manager or by City Council request as indicated above, those matters will be brought to the City Council at a regular or special (if necessary) City Council meeting. As Priority Tasks are completed, the City Manager will bring forth recommendations in terms of other Tasks that were identified in the Plan to become Priority Tasks during the Formal Quarterly Updates.
- Budgeted Resources – An annual budget will be developed during the City's annual budget process from the Sustainable Foster City Special Revenue Fund (see separate staff report on this agenda). Expenditures of those appropriated funds are authorized to be spent under the direction of the City Manager and in accordance with the City's Purchasing Policy as any other budgeted item. Should the City Manager determine that a request for additional budget resources is necessary for the implementation of the Plan, that request will be brought to the City Council at a regular or special meeting for action and appropriation.
- Community Engagement – the City Manager or the Implementation Team may engage various stakeholders from time-to-time as necessary to implement Priority Tasks. If, however, a need is identified for the City to engage the entire Community (e.g., surveys, brochures, town hall type meetings), the City Manager will provide a plan for that engagement via e-mail to the City Council. Any City Council member may request that that item be brought to the City Council for Policy Direction at a future regular or special meeting.

Staff believes that this recommended approach will allow City Councilmembers and members of the Ad-Hoc Steering Committee to stay proactively informed as to the implementation of the Plan, provide sufficient opportunities for input from all interested parties, and protect the City Council's right to provide policy direction in terms of the implementation of the Plan, while allowing the Plan to be implemented in a more expeditious and timely fashion.

SUMMARY

The Sustainable Foster City Plan represents a watershed moment in the history of the City. The Plan is an encompassing strategy that will lead towards sustainable economic development, protect our natural resources, and create vibrancy and the ability for every person that lives, works or plays in Foster City to pursue the quality of life they desire.

There has been much accomplished in implementing the five Priority Tasks of the Plan as evidenced in this Staff Report, and public-facing events and outcomes will be taking place in the next 3-6 months that will begin to have the lasting and sustainable impact that the Plan envisioned when it was created.

The City Manager and the Implementation Team look forward to continuing to work with the City Council, the Group of 8, and the stakeholders in this community to achieve the Plan's vision of sustaining and enhancing the quality of life of all those that live, work and play in Foster City.

Attachments:

- Sustainable Foster City Plan
- Minute Order No. 1291