



**Date:** August 19, 2013 [Tabled July 15, 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 – 2Q 2013

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### **RECOMMENDATION**

It is recommended that the City Council receive this report by Minute Order on the implementation of the Priority Tasks of the Sustainable Foster City Plan.

### **EXECUTIVE SUMMARY**

City staff and the Foster City Chamber of Commerce continue implementation of the Priority Tasks of the Sustainable Foster City Plan (“Plan”) adopted by the City Council on November 5, 2012. This report provides a brief update on the status of the Priority Initiatives of the Plan.

There is no policy direction being requested from the City Council at this meeting.

### **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 Group of 8 has been meeting monthly in the past quarter every 2<sup>nd</sup> Thursday of the month. The Implementation Team meets on average once every two to three weeks 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 second quarterly update being provided to the City Council.

## **ANALYSIS**

The following analysis highlights actions that have taken place since the last update of March 18, 2013 to present.

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

#### **Activities**

- The Implementation Team has now presented the Plan to the Planning Commission and all recurring advisory committees, as well as the Rotary and Lions Clubs.
- The Group of 8 discussed the concepts of how “success” would be defined and measured as part of the Plan. The Group determined that a subset of the Plan be developed along the lines of an Economic Development Plan that operates in conjunction with the Plan and the City’s General Plan, which will be coming forward for the City Council’s review in the next several months.
- Sustainable Foster City Proclamation Day was held on June 6, 2013, that was well-attended by over 70 residents, businesses, and other stakeholders. The event was considered a success by the Group of 8 in terms of creating a base upon which to build for future elements of the Sustainable Foster City Plan and as a means of establishing Foster City on the map within the region as a progressive, innovative, sustainable community. Speakers at the event included (in order of appearance): Mayor Pam Frisella, Assistant City

Manager Steve Toler, Foster City Chamber of Commerce CEO Joanne Bohigian, Visa Global Corporate Real Estate Business Leader Brian Hill, Community Development Director Curtis Banks, Sares-Regis Managing Director Mark Kroll and Vice President Jeff Smith, Parks & Recreation Director Kevin Miller, and San Mateo-Foster City School District Superintendent Cyndy Simms and Board President Lory Lorimer Lawson. In addition, representatives from State Senator Jerry Hill’s office and Assemblymember Kevin Mullin’s office presented proclamations to the City and Chamber of Commerce, as did the San Mateo County Board of Supervisors, represented by Supervisor Carole Groom. The event has received press coverage, primarily in local and regional newspapers and trade journals. The event is available for viewing on the City’s video site at <http://www.vimeo.com/fctv>, and will be promoted and inserted in various elements on the City’s website to further promote the City and the Plan.

- Participated in Silicon Valley Economic Development Association (SVEDA) regional meetings and met with various economic development managers and staff of agencies in San Mateo and Santa Clara counties.
- Engaged in conversations with SAMCEDA and SVEDA in discussing relationships and opportunities to promote current and future Foster City developments (e.g., Chess-Hatch, Pilgrim-Triton, 15-acre site) in the business community.

**Coming Attractions**

- Incorporate Sustainable Foster City, or elements of the Plan, into the City’s communications about civic issues and events
- Update and/or Presentation of the Plan to stakeholder groups as the needs may arise, including an invitation for a presentation of the Plan by the Vice-Mayor to the United HOAs of Foster City in October 2013.

**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**

- BAE Urban Economics was selected to provide a retail / commercial assessment of Foster City after the interview of three (3) consulting firms that proposed on the consulting project. A kick-off meeting was held between BAE and the Implementation Team on July 3, 2013 to discuss milestone dates and deliverables. A formal timeline will be established in the coming weeks. BAE understands the time sensitivity of the project, and in particular the assessment relative to the 15-acre site project currently going through entitlement phases with the Planning Commission.

**Coming Attractions**

- 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**

- Developed a “living! LOCAL” campaign, a multi-pronged campaign to encourage residents and business employees to “live local” in Foster City by promoting local restaurants, personal services, and other retailers. The campaign will include banners installed on City streets, flyers / posters in storefront windows, Local Business Guide using various technology options. Key events in the “living! LOCAL” campaign will include events held at Foster City shopping centers (Charter Square, Edgewater, Beach Park Plaza, Metro Center and Marlin Cove) to promote local business.
- Discussions held and plans being developed with Charter Square Merchants Association and property manager representatives for the first “living! LOCAL™” shopping center event

- Preliminary discussions held with Edgewater Shopping Center businesses and property manager for a “living! LOCAL” event.
- Continued research on a variety of loyalty/customer incentive programs and options to support the business community
- Met with large- and medium-sized businesses to determine needs for retail to support their daytime workforce
- After several months of conversations with True Market Solutions, it was determined that the “Sustainability Circle” concept, 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, would not be achievable in the 2013-2014 grant year as originally proposed given the time constraints. Instead, the Chamber of Commerce, the City, and PG&E are discussing other concepts that might qualify for PG&E administered grant funds that would provide the same outcomes in Foster City and regionally to encourage businesses to adopt sustainability practices that provide economic benefits for their businesses.
- Planning implementation strategies for the Business Retention and Expansion Program through the Chamber of Commerce, including several initiatives such as:
  - Revised Ambassador Program.
  - Revised “Connect@5” Program – quarterly networking events for Foster City businesses, hosted by Member business. Host and venue focus of business spotlight. Schedule under development.
  - Future “Networking Now!” events – a bi-annual multi-city, multi-Chamber networking and business development events. Schedule under development. Tentative dates: October 24<sup>th</sup>, 2013 and March 27<sup>th</sup>, 2014.
  - 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.
  - Development of various education and outreach programs supporting the business segments of our community.
  - Developing an Awards Recognition Program (anticipated for Summer 2014) to recognize stakeholder businesses that have espoused the concepts in the Sustainable Foster City Plan.
- Continued discussion and development of Marketing and Promotion programs through the Chamber of Commerce to highlight and drive business to local merchants:
  - Developing a Customer Loyalty Rewards / Incentive Program with Foster City merchants
  - Developing a Restaurant/Business Spotlight Night program
  - Developing cross-promotional and advertising opportunities amongst businesses, the Chamber and the City
- Identified opportunities for a Workforce Development Education Program, including implementation of a student career day, job shadowing, internship /

mentoring programs, development curriculum, and job readiness programs in time for the 2<sup>nd</sup> half of the 2013-2014 school year

- Chamber sponsorship of the American Cancer Society Relay for Life on August 24-25, 2013 to bring Foster City businesses together with the community to support the fight against cancer
- Chamber of Commerce continued advocacy for Foster City businesses in planning projects related to the 15-Acre Site, Charter Square, Pilgrim-Triton, and the proposed third hotel on the site of the former Black Angus restaurant.

**Coming Attractions**

- Begin promotion of the “living! LOCAL” event and host the first several “living! LOCAL” shopping center events
- Support implementation of a Foster City Retail / Merchants Advisory Board or Committee through the Chamber of Commerce
- Continue conversations with PG&E regarding partially grant-funded sustainability education program amongst small- to medium-sized 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
- 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**

- In regards to engaging 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, the City of Redwood City has indicated that they will need more time to garner internal support for the “Love of Cities” forum. Foster City staff is working with Mr. Kageyama directly in terms of options to host the proposed public engagement process in Foster City as a stand-alone project.
- Reviewed General Plan elements in order to form a preliminary Identity Statement subject to the outcome of the public engagement process identified above.

**Coming Attractions**

- Host a public engagement process with Peter Kageyama in Fall 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**

- Staff is working with the Regional Renewal Energy Procurement taskforce led by the County of Alameda to issue an RFP for the procurement of solar generation equipment on the Community Center Library Roof and installing Carshades in the parking lot. RFP is ready for review by agencies and will be finalized by the end of the Summer 2013.
- Applied for and was granted a conditional rebate offer under the California Solar Initiative project from PG&E of \$147,000 for the installation of solar generation equipment for the Community Center project. The reservation expires in November 2014.
- Continued working with San Mateo County Energy Watch in reviewing the preliminary findings of the energy efficiency audit of City facilities.
- 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
- Continued development of strategies to implement the Clean Energy Initiative Plan based on input received above
- City and Chamber staff had discussions with electric vehicle charging station manufacturers to determine options to deploy several EVCS stations throughout Foster City, whether in shopping centers or at city facilities
- Submitted an application for an EVCS grant through Clipper Creek. Grant funds were exhausted at the time of submittal of the application, but the City is on the waiting list if additional grant funds become available.
- Developed a Clean Energy brochure for distribution at the Arts & Wine Festival, City facilities, utility bills and on the City’s website

- Completed LED light installations throughout Foster City through a grant from PG&E totaling nearly \$750,000, standing to save the City approximately \$90,000 in electricity consumption annually
- Met with representative of The Solar Foundation (TSF), a non-profit organization working through the Sunshot Solar Outreach Partnership Program of the US Department of Energy to provide grant-funded consulting services in the following areas: financial analysis and feasibility of solar installations on public facilities; analysis and recommendations on city permitting processes in promoting clean or renewable energy; host workshops with community leaders regarding HOA guidelines on solar installations; design and implementation strategies for a “Solarize” communitywide bulk purchase program; review City codes to provide recommendations on amending codes that will promote sustainable energy practices. An application has been completed and will be submitted by the end of July 2013. If accepted, TSF will begin to work with the City in the Fall 2013.

**Coming Attractions**

- Completion of SMC Energy Watch energy efficiency audit, and presentation of findings and recommendations to City Council
- Follow-up on installation of Electric Vehicle Charging Stations (EVCS) at one or more locations throughout the City, including planning an education program for the center property management/facilities with one or more of the EVCS vendors
- Review and approval of Climate Action Plan by Planning Commission and City Council
- Pursue grant-funded consultation with TSF through the Sunshot Solar outreach Partnership Program.
- 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**

- Promoted Dashboard using social media and search engines and through discussions with business leaders
- Began development of data points and resources for “Stage II” dashboard data that focuses on the other economic and non-economic aspects of the community (e.g., schools, parks, safety, demographics, etc) that demonstrate why Foster City is a great place to live, work and play

**Coming Attractions**

- Launch of the Dashboard, including direct outreach to commercial brokers and developers regarding Dashboard
- Maintain Phase I data on quarterly basis
- Implement Phase II data by August 31, 2013

**POLICY DIRECTION**

During each quarterly update (or earlier if necessitated), Staff will present any matters that may require City Council policy direction.

There are no matters requiring policy direction at the present time.

**RECOMMENDATION**

It is recommended that the City Council receive this report and accept it by Minute Order.