

# **CITY OF FOSTER CITY**

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## **ECONOMIC DEVELOPMENT BUSINESS ROUNDTABLE**

**March 15, 2016**

# Agenda

- I. Welcome & Opening Remarks**
- II. Presentation From Business Leadership Council Regarding “Project 2021”**
- III. Discussion Economic Development – Challenges, Opportunities & Trends**
- IV. Breakout Roundtable Discussions**
- V. Business & Public Comments**
- VI. City Council Closing Comments And Next Steps**

# City Council Mission & Values



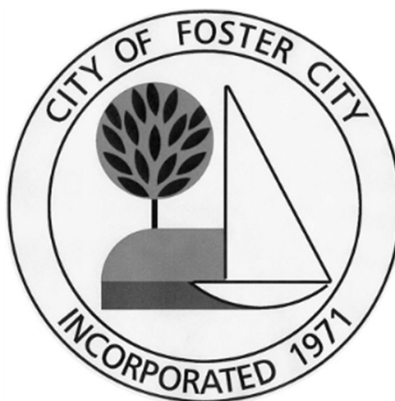
# City Council Priority Focus Areas

City of Foster City CITY COUNCIL PRIORITY FOCUS AREAS	
<b>1</b> <b>LAND USE</b> Utilize the recently adopted General Plan Land Use Element as a baseline to develop implementation strategies that further articulate how and where growth and development will happen in the future	<ul style="list-style-type: none"> <li>• Protect the supply of workforce housing</li> <li>• Explore acceptable design standards for new projects or redevelopment opportunities on existing sites</li> <li>• Consider development standards that recognize the established patterns North and South of E. Hilldale and address issues facing those areas.</li> <li>• Look at ways to connect the business located North of Highway 92 with commercial centers South of Highway 92</li> <li>• Determine acceptable design standards for new or redeveloped projects.</li> <li>• Evaluate current levels of service and resources to determine the capacity to support future development and population growth</li> </ul>
<b>2</b> <b>TRAFFIC AND TRANSPORTATION</b> Ensure that the City's transportation and circulation system meets the needs of the community and provides "complete streets"	<ul style="list-style-type: none"> <li>• Perform a comprehensive Citywide technical study of the road way network to determine the capacity to support future need</li> <li>• Evaluate the current mix of transportation alternatives to determine if they meet community needs now and in the future (such as enhanced shuttle services for residents and the City's business population, pedestrian and bicycle routes improvements between homes, job centers, schools and other destinations).</li> </ul>
<b>3</b> <b>INFRASTRUCTURE AT 50</b> Assess the current condition of the City's aging infrastructure and develop a plan for addressing future needs	<ul style="list-style-type: none"> <li>• Assess the City's Park System and bring park structures into compliance with new state mandates</li> <li>• Continue to work with the City of San Mateo to improve the Wastewater Treatment Plant</li> <li>• Assess the City's facilities (parks, water, wastewater, levee, pavement, traffic signal, lagoon and storm drain systems) to identify and prioritize improvements necessary to meet future demands.</li> </ul>
<b>4</b> <b>SUSTAINABLE FOSTER CITY</b> Develop and implement strategies and activities in the areas of economic development, protecting the environment, and ensuring social equity that promotes the long-term viability of the Foster City community and its way of life.	<ul style="list-style-type: none"> <li>• Enhance business outreach efforts to existing and new businesses</li> <li>• Adopt the next phase of a City economic development strategic plan</li> <li>• Work with business community stakeholders to develop and support policy initiatives that further the economic development vision</li> <li>• Implement the Climate Action Plan (CAP) to reduce greenhouse gas (GHG) emissions and to adapt to changing conditions caused by climate change</li> <li>• Build a stronger and more vibrant community by connecting and engaging local government, residents and other stakeholders in mutually beneficial ways.</li> </ul>
<b>5</b> <b>QUALITY SCHOOLS</b> Support the San Mateo-Foster City School District as it continues to provide great public schools to serve Foster City residents.	<ul style="list-style-type: none"> <li>• Establish a Foster City - San Mateo-Foster City School District Board Subcommittee to discuss the School District's plan for providing school classrooms space in Foster City</li> </ul>
<b>6</b> <b>CITIZEN ENGAGEMENT</b> Engage the community in the decision making process and emphasize City-Community partnerships that are collaborative, participatory, empowering, systemic, and transformative.	<ul style="list-style-type: none"> <li>• Develop and refine tools to make more information available to the public. Increase the quality and frequency of dialogue/feedback through new channels of communication, in addition to feedback received from public meetings and other traditional communication methods, in order to consider more views of the public in decisions that impact their quality of life.</li> </ul>

# **BUSINESS LEADERSHIP COUNCIL**

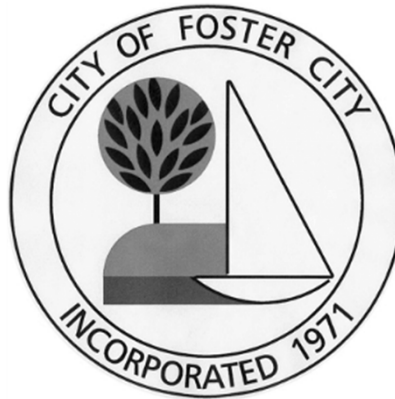
## **“PROJECT 2021”**

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# ORGANIZATIONAL VALUES & PRIORITIES

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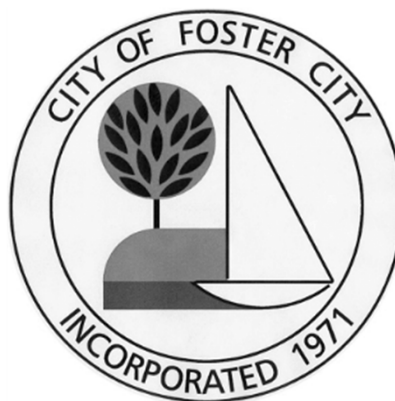


# Key Initiatives & Priorities

- Managing and Maintaining the Fiscal Integrity of the City
- Wastewater Treatment Plant
- Economic Development Strategy and Planning Process/Environmental Initiatives
- Business Engagement – Small & Large
- Mentor & Succession Planning – Citywide
- Fire JPA
- Water Conservation
- Streamline City permit process/Evaluate & Update Citywide Ordinances
- City Council Policy Priorities, Vision, and Leadership into 2016

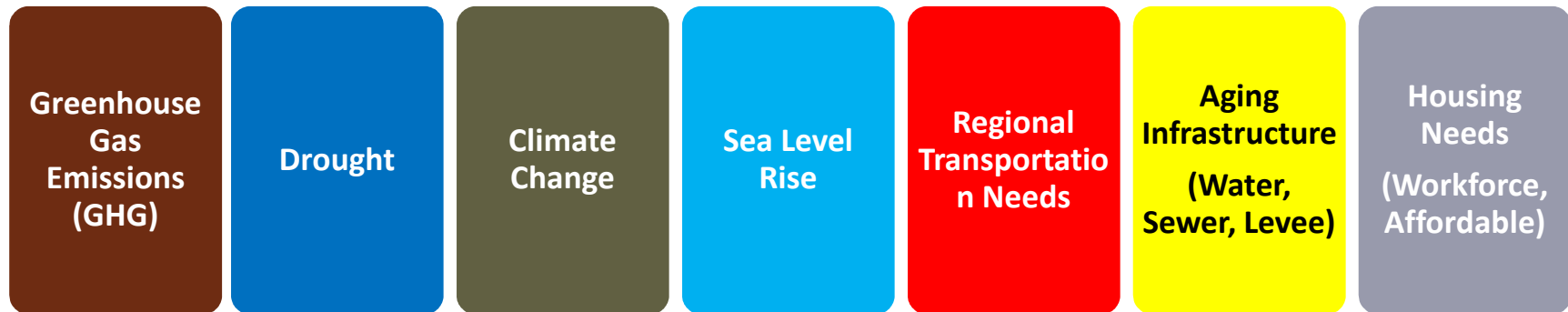
# ECONOMIC DEVELOPMENT

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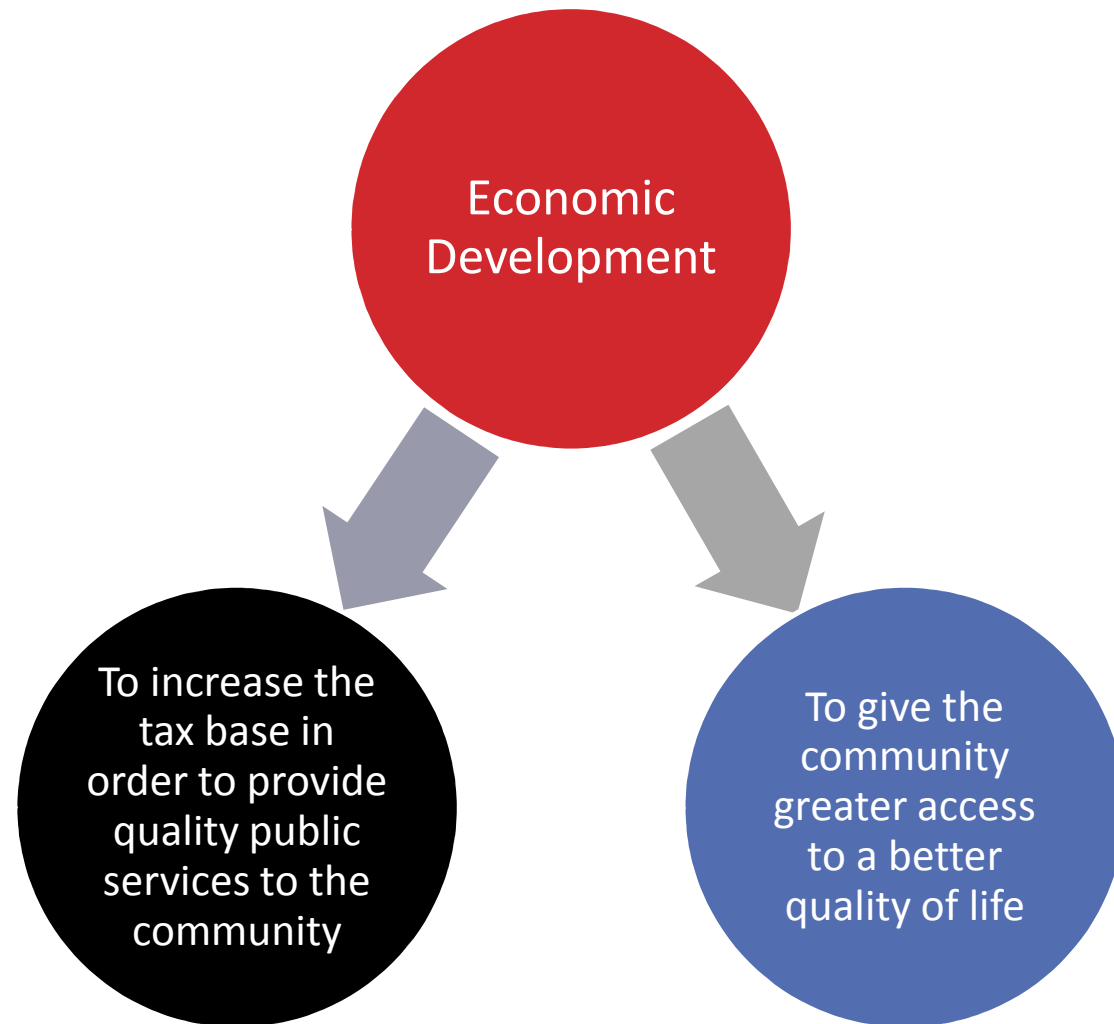




# California's Problem



# What is Economic Development?



# What Makes a City Competitive?

## 3 P's of Economic Development

### People

- Skilled Workforce
- Economic Strength (i.e. Incomes, Household Spending, etc.)
- Diversity & Cultural Vibrancy
- Quality of Education

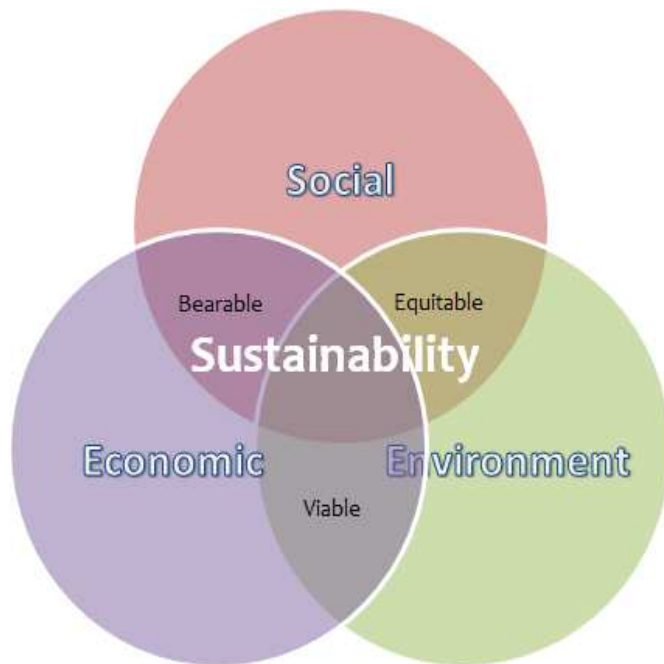
### Place

- Location
- Home to Fortune 500 Companies
- Quality Housing & Transportation Options
- Consistent Maintenance & Investment in Public Infrastructure
- Services/Lifestyle Choices (i.e. Shopping, Restaurants, etc.)
- Potential to Grow

### Policy

- Good Governance (Consideration of Impacts to Business)
- Efficient Services (Clarity of Requirements, Decisive & Timely)
- Positive Financial Outlook of City
- Regular Communication & Coordination with Business Community
- Taxation

# Sustainability



- Sustainable communities foster and maintain a high quality of life for their residents on an ongoing basis
- By taking advantage of opportunities to invest in energy efficiency, renewable energy, well-designed communities, water supply, waste-water management, efficient transportation and other practices, local leaders can improve the fiscal health of local agencies and the economic prosperity of residents and businesses.

# Economic Development Ad hoc Subcommittee

## Focus Areas

Policy

Marketing &  
Communication

Business  
Development &  
Retention

Public  
Infrastructure  
Investment

Cultural  
Vibrancy

# Status Update

## Completed



- ☐ Many tasks in the 1<sup>st</sup> Phase of ED Plan
- ☐ General Plan Update
- ☐ Climate Action Plan
- ☐ Business E-Newsletter
- ☐ City Council Vision Statement
- ☐ Financial Projections

## In-Progress

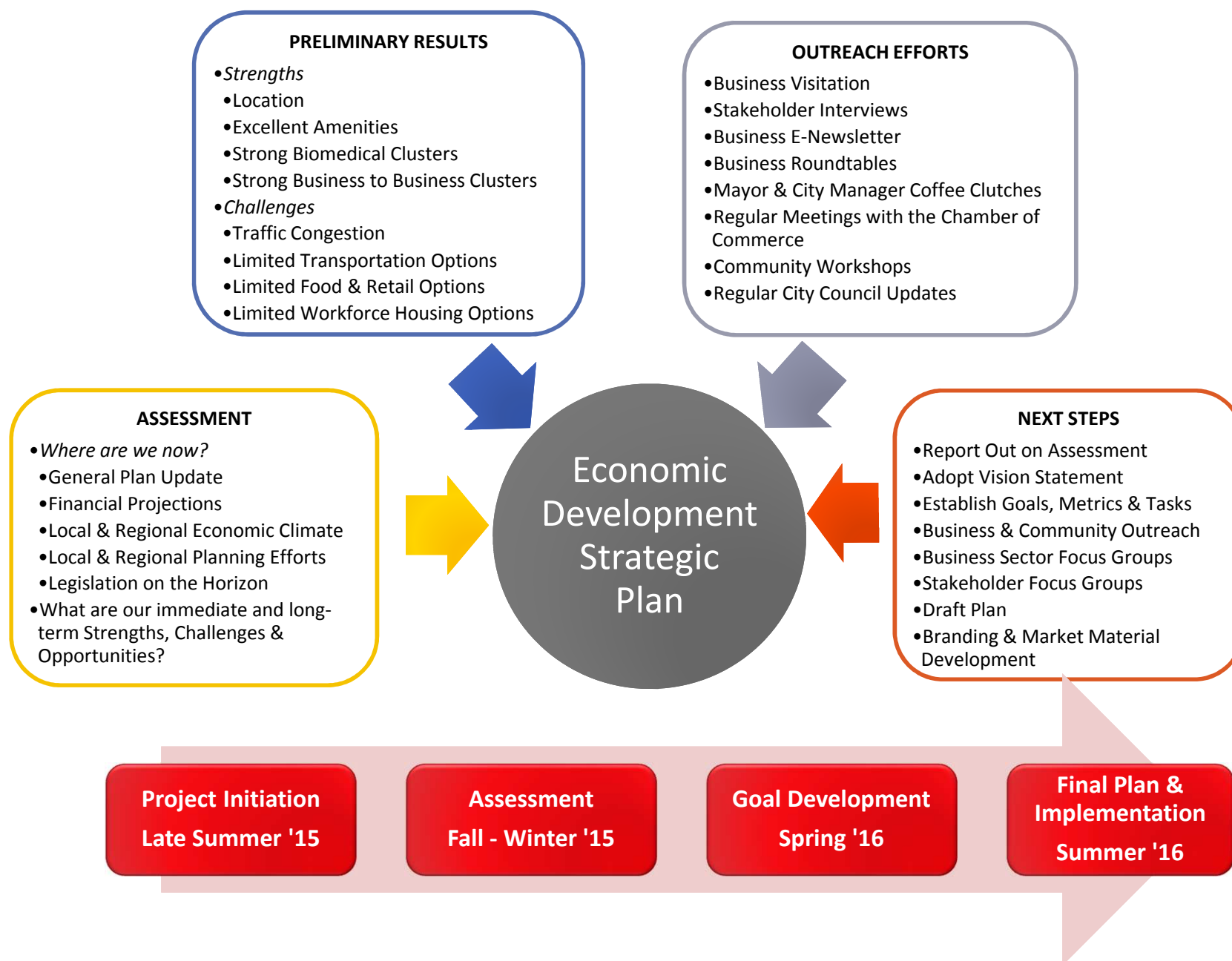


- ☐ Business Visitation Program
- ☐ Business Community Focus Groups
- ☐ More Business Roundtables, Coffee Clutches
- ☐ Community Workshops
- ☐ Branding & Marketing Material Development
- ☐ Ombudsman/Technical Assistance

## Coming Soon

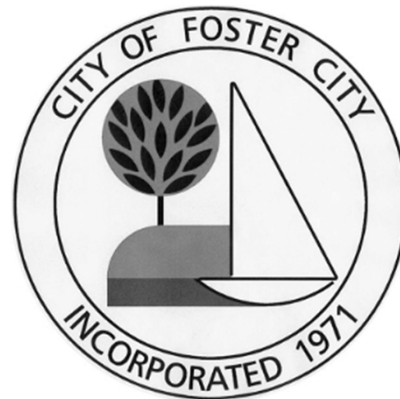


- ☐ Planning for responsible growth that protects neighborhoods
- ☐ Planning for Traffic Improvements & Transportation Alternatives
- ☐ Planning for retaining, attracting, and expanding business
- ☐ Planning for great government services & investment in infrastructure
- ☐ Planning for revitalizing existing retail centers
- ☐ Planning for long-term fiscal stability & sustainability



# LAND USE

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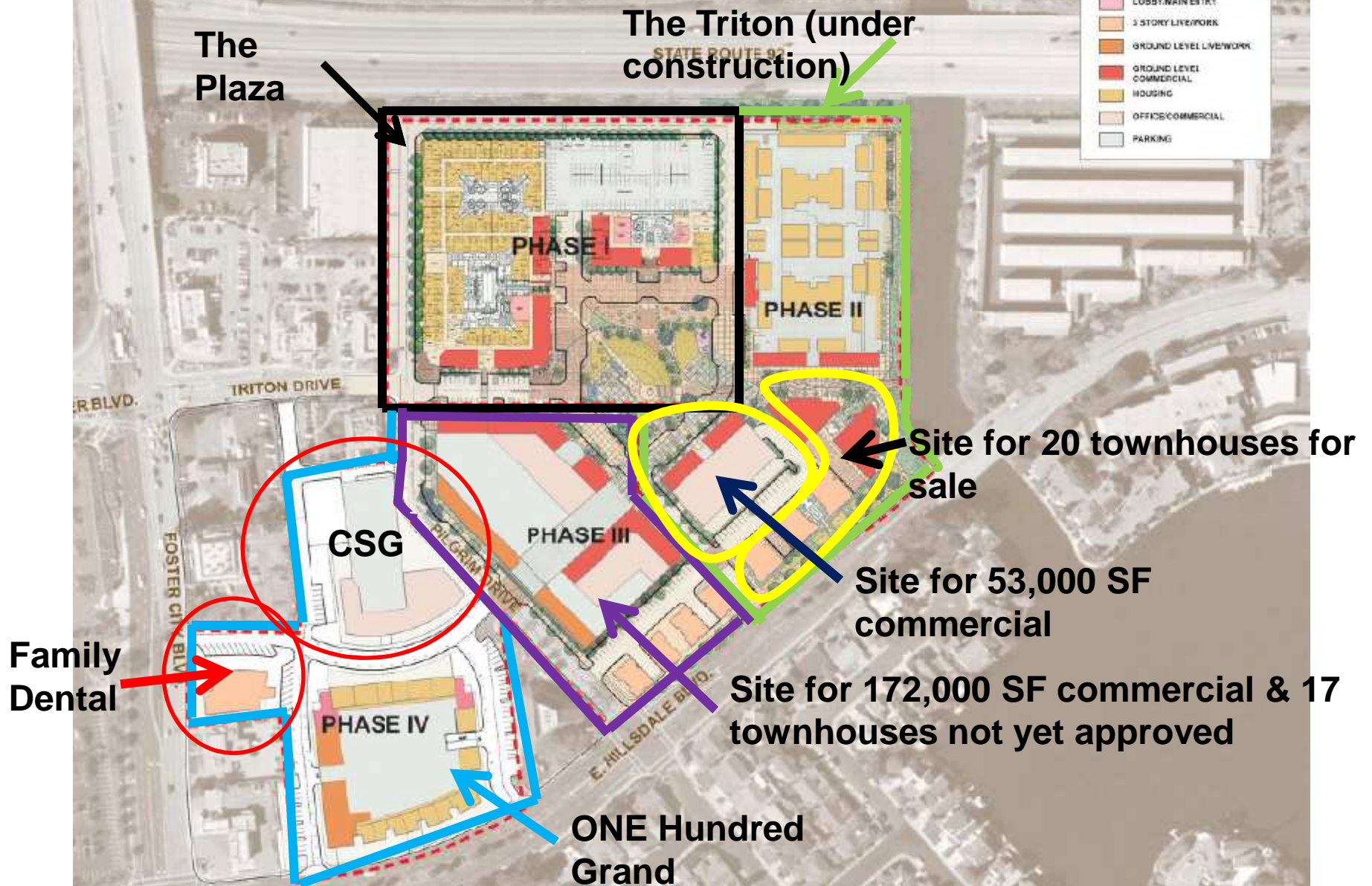


# The Original Vision

n of a completely master-planned, self-contained community...the first of its concept in the United States.



# Pilgrim Triton





# Foster Square

200 for sale units

Atria – 155 Senior  
Assisted/Independent  
Living

35K  
Ground  
Floor  
Commercial

Alma Point – 66  
affordable  
apartments





# GILEAD SCIENCES

Coming  
2016

Under  
Construction









# Towneplace Suites (121 room hotel)



**New retail center 11,830 SF (replace Harry's Hofbrau)**

# Original vs. Current Projections

	Original Master Plan Projections (1961)	Current Conditions	YR 2021 Projections
Population	35,000	32,500	34,000
# of Housing Units	11,000	12,700	14,000
# of Jobs	13,000	15,000	20,000

# Traffic

TABLE 3.6: EXISTING AND PROJECTED LEVEL OF SERVICE

Intersection	Control	Existing Conditions				Cumulative Plus General Plan Buildout Conditions			
		AM		PM		AM		PM	
		Delay <sup>1</sup>	LOS	Delay	LOS	Delay	LOS	Delay	LOS
1. East Third Avenue and US 101 Northbound On-Ramp <sup>2</sup>	SSS	23 (SB)	C	11(SB)	B	34 (SB)	D	24 (SB)	C
2. East Third Avenue and Norfolk Street <sup>2</sup>	Signal	<b>56</b>	<b>E</b>	43	D	<b>&gt;80</b>	<b>F</b>	<b>56</b>	<b>E</b>
3. Mariners Island Boulevard and East Third Avenue	Signal	18	B	20	C	25	C	25	C
4. Foster City Boulevard and East Third Avenue	Signal	<10	A	11	B	15	B	12	B
5. Foster City Boulevard and Vintage Park Drive/Chess Drive	Signal	18	B	30	C	29	C	33	C
6. Vintage Park Drive and Chess Drive	Signal	29	C	44	D	32	C	<b>56</b>	<b>E</b>
7. SR 92 Westbound Ramps and Chess Drive <sup>3</sup>	Signal	21	C	23	C	51	D	<b>&gt;80</b>	<b>F</b>
8. Foster City Boulevard and Chess Drive <sup>3</sup>	Signal	26	C	<b>75</b>	<b>E</b>	37	D	<b>&gt;80</b>	<b>F</b>
9. SR 92 Eastbound Ramps and Edgewater Boulevard/Mariners Island Boulevard	Signal	29	C	28	C	32	C	30	C
10. Edgewater Boulevard and Metro Center Boulevard	Signal	31	C	28	C	37	D	34	C
11. Vintage Park Drive and Metro Center Boulevard	Signal	35	D	38	D	36	D	41	D

TABLE 3.6: EXISTING AND PROJECTED LEVEL OF SERVICE

Intersection	Control	Existing Conditions				Cumulative Plus General Plan Buildout Conditions			
		AM		PM		AM		PM	
		Delay <sup>1</sup>	LOS	Delay	LOS	Delay	LOS	Delay	LOS
12. Shell Boulevard and Metro Center Boulevard	Signal	32	C	35	C	33	C	36	D
13. SR 92 Eastbound Ramps and Metro Center Boulevard <sup>3</sup>	Signal	17	B	29	C	33	C	42	D
14. Foster City Boulevard and Metro Center Boulevard/Triton Drive <sup>3</sup>	Signal	29	C	34	C	49	D	<b>&gt;80</b>	<b>F</b>
15. Norfolk Street and East Hillsdale Boulevard <sup>2</sup>	Signal	40	D	38	D	43	D	30	D
16. Altair Avenue and East Hillsdale Boulevard	Signal	<10	A	<10	A	<10	A	<10	A
17. Edgewater Boulevard and East Hillsdale Boulevard	Signal	32	C	36	D	36	D	44	D
18. Shell Boulevard and East Hillsdale Boulevard	Signal	19	B	24	C	24	C	29	C
19. Foster City Boulevard and East Hillsdale Boulevard	Signal	30	C	25	C	39	D	27	C
20. East Hillsdale Boulevard and Pilgrim Drive	Signal	22	C	23	C	22	C	23	C
21. Edgewater Boulevard and Beach Park Boulevard	Signal	43	D	37	D	54	D	37	D
22. Foster City Boulevard and Marlin Avenue	AWS	24	C	12	B	31	D	14	B
23. Foster City Boulevard and Beach Park Boulevard	AWS	21	C	<10	A	22	C	<10	A



# North v South Hillsdale



# North v. South Hillsdale

## Potential Challenges & Issues

### South Hillsdale Potential Challenges & Issues

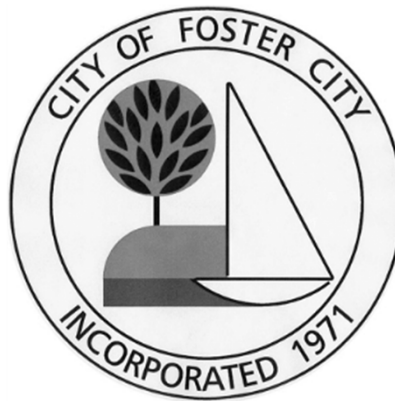
- Edgewater Place Shopping Center, Beach Park Plaza and Charter Square are showing signs of aging
- Future of Marina site
- Commercial sites with redevelopment potential are abut residential zoning districts

### North Hillsdale Potential Challenges & Issues

- Little room to accommodate business other than Gilead and Illumina
- Future of Golf Course
- Traffic adjacent to Highway 92
- Cut-through traffic

# TRAFFIC CIRCULATION & INFRASTRUCTURE AT 50

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# Traffic & Circulation Overview



# Challenges & Emerging Issues

- Lack of alternative routes in and out of the City
  - Impacts 92, arterial streets (Hillsdale Blvd, FCB, and E 3<sup>rd</sup> Ave.)
- Traffic Congestion affects connectivity between neighborhoods, local and regional destinations, aesthetics, and noise
- The community's tolerance for traffic impacts during weekday peak hour times will likely influence decisions about future development/redevelopment proposals
- Requests have increased from the public to consider additional traffic safety measures, such as crosswalks.

# Comprehensive Traffic Study

- Comprehensive Traffic Study - technical study on the adequacy of the Traffic Circulation System (vehicular, bicycle, and pedestrian)
  - A plan which could include a recommendation of improvements with associated costs (capacity improvements, traffic signals, etc.)
  - Bicycle and Pedestrian improvements
- Evaluation of the current mix of transportation alternatives
  - Based on analysis – Recommendation of a plan to address and fund needed improvements for CC consideration

# Infrastructure at 50 Overview

Streets and  
Sidewalks

Traffic Signals

Pavement,  
Signs, and  
Markings

Storm Water  
Collection  
System

Lagoon

Levee

Wastewater  
System

Water System

City Facilities

City Parks

# Challenges and Emerging Issues

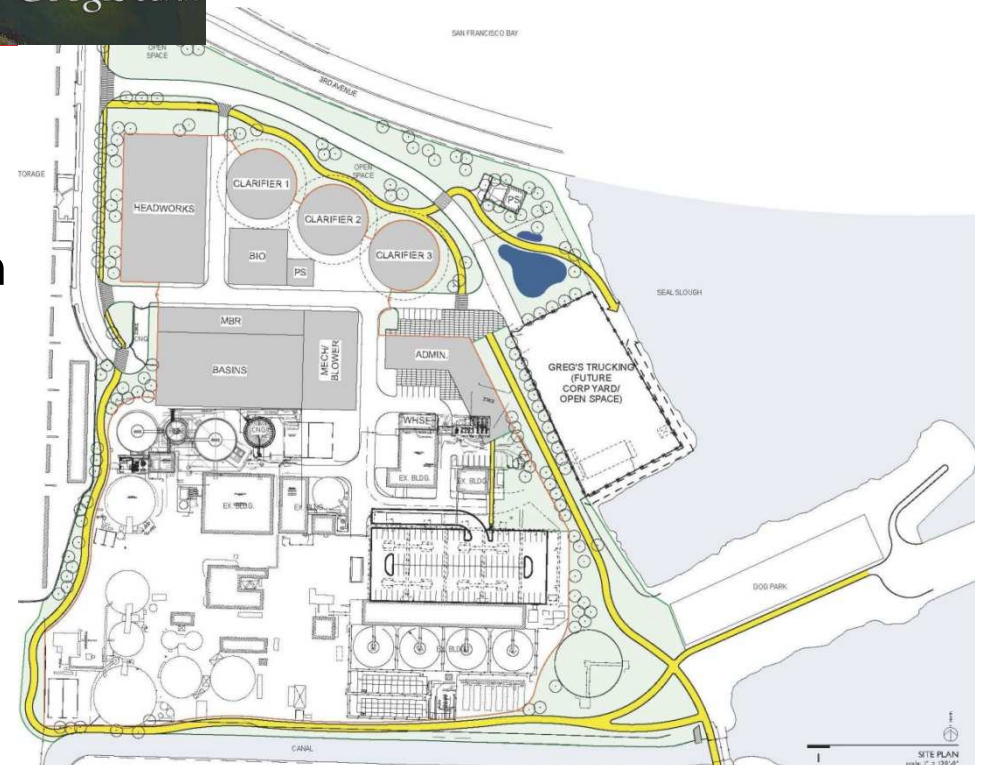
- Wastewater Treatment Plant
- Water
- Aging Infrastructure





# Wastewater Treatment Plant Facilities Plan

- Wastewater Treatment Master Plan
- Recycled Water
- Alternative Fuel (CNG)
- Direct Potable Reuse





# Water Infrastructure



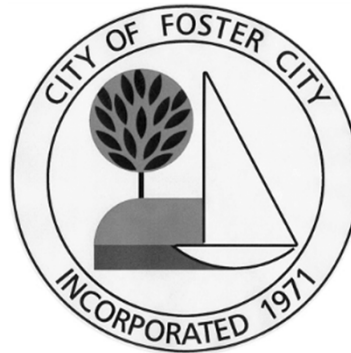
- Water Conservation and Rates
- Water Quality Concerns and Flushing

# Policy Alternatives for Consideration

- **Consider FY 16/17 CIP Additions**
  - Pavement Management – increased budget to maintain PCI of 84
  - Traffic Signals Upgrades
  - Wastewater – WWMP Improvements
  - Water – WMP with 10-year CIP
  - Storm Drains – SDMP (lower priority) in future years
  - Proposed Staffing Additions

# COMMUNICATION & PUBLIC ENGAGEMENT

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# Communication & Public Engagement

**Businesses are an integral part of our community and City.**

- Listen to the needs of businesses;
- Increase dialogue with businesses; and
- Build and improve relationships with businesses and recognize the importance of them in Foster City;
- Improve the consistency and timeliness of the information the City provides;
- Increase public awareness about City services.





# BUSINESS DEVELOPMENT

## OVERVIEW / LOCATION

### Overview

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### Location

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### History

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## HISTORY



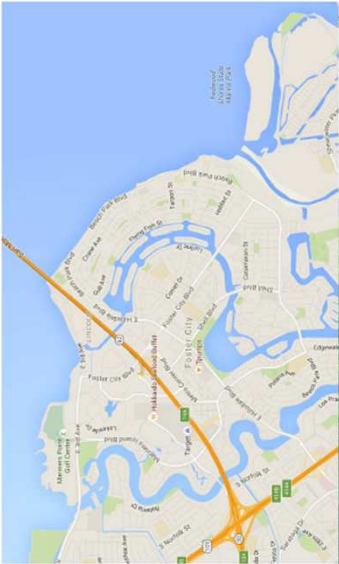
# Quality Workforce

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QUALITY WORKFORCE

# Map



MAP

# Education

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EDUCATION

# Open Space



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OPEN SPACE



# Business Friendly



81%

Stat number one

73%

Stat number two

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INFRASTRUCTURE

# Infrastructure



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# Safe Community

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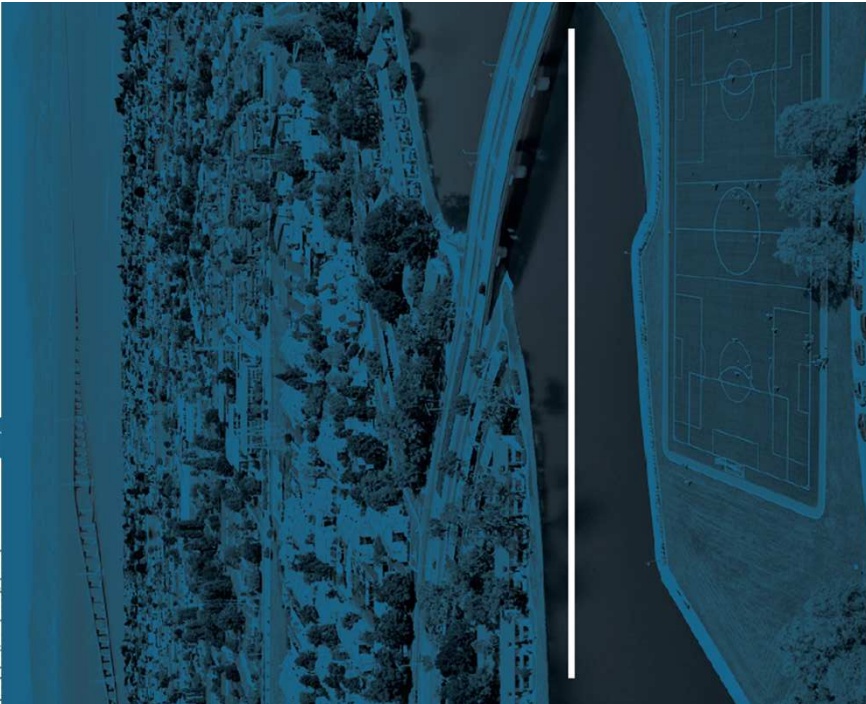
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SAFE COMMUNITY



# Communications – Key Challenges

The Communications Division is addressing the following challenges:

- **Finding more opportunities to engage with the community**
  - Open Town Halls/Workshops
  - Increasing e-Government/m-Government
  - Community Events
- **Increasing social media presence and staying abreast of new social media trends/avenues**
  - Visual Social Networks (Instagram, Snapchat, Periscope)
  - Increase Followers and Shares
  - In-the-moment/Live Updates
  - Involve City Leaders and Staff
- **Staying current with communications techniques and tools that are constantly changing**
  - Wireless Connectivity
  - Marketing for our City (Government Services/Programs, Partnering with Business Community, Way of Life)