



"Think Inside the Triangle"

NOTICE OF SPECIAL MEETING

Pursuant to Section 54956 of the Government Code of the State of California, a Special Meeting of the **Tracy City Council** is hereby called for:

Date/Time: **Sunday, April 6, 2025, 9:00 a.m.**
(or as soon thereafter as possible)

Location: **City of Tracy Public Works Facility | Boyd Service Center**
520 N. Tracy Blvd. Gate 3, Tracy, CA. 95376

Government Code Section 54954.3 states that every public meeting shall provide an opportunity for the public to address the Tracy City Council on any item, before or during consideration of the item, however no action shall be taken on any item not on the agenda.

This meeting will be open to the public for in-person pursuant to Government Code Section 54953(e).

1. CALL TO ORDER
2. ROLL CALL
3. Items from the audience - *In accordance with Council Meeting Protocols and Rules of Procedure, adopted by Resolution 2019-240, a five-minute maximum time limit per speaker will apply to all individuals speaking during "Items from the Audience/Public Comment". For non-agendized items, Council Members may briefly respond to statements made or questions posed by individuals during public comment; ask questions for clarification; direct the individual to the appropriate staff member; or request that the matter be placed on a future agenda or that staff provide additional information to Council.*
4. FACILITATED CITY COUNCIL WORKSHOP:
Objectives
 - o Update the Council Four Strategic Priorities for 2025 - 2027
5. COUNCIL ITEMS AND COMMENTS
6. ADJOURNMENT

Posting Date: April 2, 2025

The City of Tracy is in compliance with the Americans with Disabilities Act and will make all reasonable accommodations for the disabled to participate in employment, programs and facilities. Persons requiring assistance or auxiliary aids in order to participate, should contact the City Manager's Office at (209) 831-6000 at least 24 hours prior to the meeting.

AGENDA ITEM 4

REQUEST

PARTICIPATE IN A FACILITATED COUNCIL WORKSHOP/RETREAT TO DISCUSS A WORK PLAN FOR TRACY FOR FISCAL YEAR 2025-2027 MULTI-YEAR AND SHORT-TERM CITY COUNCIL STRATEGIC PRIORITIES AND GOALS AND PROVIDE DIRECTION

EXECUTIVE SUMMARY

The Tracy City Council is holding a Special Meeting, facilitated by Patrick Ibarra, Mejorando Group, to discuss the topics of City's Fiscal Year 2025-2027 Multi-Year and Short-Term City Council Strategic Priorities and Goals.

BACKGROUND

On August 15, 2023, the City Council adopted Resolution 2023-154 outlining the City Council's strategic priorities for FY 2023-2025. The strategic priority workplan contains a total of 23 Goals within the Strategic Priorities of Public Safety, Quality of Life, Economic Development, and Governance.

ANALYSIS

Priority Setting Framework

The City Council priority-setting discussion was grounded on the idea that it is important to keep the long-term view in focus while establishing what can be reasonably accomplished in the short-term. Council defined short-term and multi-year priorities as the following:

- Short-term priorities are defined as initiatives that are expected to be completed within the next 6-12 months and have been identified as a top priority.
- Multi-year priorities are defined as major initiatives that will require ongoing attention and action but that are not likely to be completed within the next 12-24 months.

As a starting point, potential priorities were organized into the same four strategic priority categories used previously and reflected a combination of "continuing items" and new items generated from input received prior to the workshop. The strategic priority areas include:

Economic Development

To enhance the competitiveness of the City while further developing a strong and diverse economic base.

Governance

To enhance fiscal stability, retain and attract new talent, improve the use of technology, and enhance transparency for the betterment of the Tracy community.

Public Safety

To enhance community safety by promoting a responsive public safety system that includes civic engagement and partnerships, community involvement, public education, and prevention, intervention, and suppression services that meet the needs of Tracy residents.

Quality of Life

To provide an outstanding quality of life by enhancing the City's amenities, business mix and services, and cultivating connections to promote positive change and progress in our community.

Attachment A presents the detailed agenda for the facilitation of the retreat.

Attachment B presents an update on the past two-year Strategic Priorities, Fiscal Year 2023-2025.

Attachment C presents a small sample of Strategic Priority plans for reference from surrounding cities.

STRATEGIC PLAN

This agenda item supports the City Council's FY 2021-2023 Governance Strategic Priority, and specifically implements the following goal:

Goal 1: Model good governance, teamwork, and transparency.

FISCAL IMPACT

There is no fiscal impact associated with this item. Some items proposed in during the retreat may have a fiscal impact. Staff will return with a discussion on these fiscal impacts as the implementation plan is developed for each Strategic Priority and Goals.

RECOMMENDATION

That the City Council participate, discuss, and provide direction on the FY 2025-2027 multi-year and short-term strategic priorities and workplan.

Agenda Item 4

April 6, 2025

Page 3

Reviewed by: Arturo Sanchez, Assistant City Manager
Matthew Summers, Interim Assistant City Attorney

Approved by: Midori Lichtwardt, City Manager

Attachments:

Attachment A – Tentative Agenda for the Facilitation of the Retreat

Attachment B – Fiscal Year 2023-25 Strategic Priority Updates

Attachment C – Sampling of Strategic Priority Plans at Other Agencies

**City of Tracy
Mayor and City Council
Retreat Meeting Agenda
April 6, 2025**

**Facilitated by Patrick Ibarra
The Mejorando Group**

1. Open Meeting and review Agenda – (9:00 – 9:10)
2. Review Ground Rules and Desired Outcomes for the session Always beneficial to start a session with agreed upon ground rules to ensure healthy exchange of ideas. (9:10 – 9:20)
3. Identify and discuss benefits from Good Government. Group discussion about the positive impacts to the quality of life for residents in Tracy, which are the result of decisions made by the Mayor and Council. (9:20 – 9:45) Refer to page 2.
4. Governing Body/Team Effectiveness – Review and discuss the keys to the group’s effectiveness. (9:50 – 10:00) Refer to page 3
5. It’s a RELAY Race - Roles, Expectations, Lanes, Approaches and You - Refresher on the Council-Manager form of government – Discuss the various roles and expectations of the Elected Officials, City Manager, department directors, City staff and community members. (10:00-10:30) Refer to page 4

Break 10:30 – 10:45

6. Update on Four Strategic Priorities – Update provided by the City Manager on accomplishments in 2024 related to the four Strategic Priorities and the plans underway for the balance of 2025. Refer to page 5 (10:45-11:30)

Lunch 11:30-12:15

7. Discuss the existing Four Strategic Priorities and Determine Goals for each – intent is to affirm each of these four Priorities and determine potential goals for each that should be pursued the balance of 2025 and into 2026: (12:15-1:45) Refer to pages 6-7
8. Voting exercise to prioritize Strategic Priorities (Dot exercise to vote order of priority) (1:45-2:30)
9. Wrap Up and Discuss next steps – City Manager, partnering with her staff, will review the list of strategic goals and create potential objectives with the intent to return the draft revision to the governing body in May/June for consideration. (2:30-2:45)

BENEFITS FROM GOOD GOVERNMENT

***“Role of local government is to be the
facilitator for a
better quality of life.”***

ENHANCING CREDIBILITY AS A GOVERNING BODY



RELAY RACE – ROLES, EXPECTATIONS, LANES, APPROACHES AND YOU

- Role of Elected Officials
- Role of City Manager
- Role of Department Directors
- Role of city staff
- Role of community members

UPDATE BY CITY MANAGER

CURRENT STRATEGIC PRIORITIES

City Council Strategic Priorities: 2023-2025

<h3>Governance</h3> <p>Purpose: To enhance fiscal stability, retain and attract new talent, improve the use of technology, and enhance transparency for the betterment of the Tracy community.</p>	<h3>Quality of Life</h3> <p>Purpose: To provide an outstanding quality of life by enhancing the City's amenities, business mix and services, and cultivating connections to promote positive change and progress in our community.</p>	<h3>Economic Development</h3> <p>Purpose: To enhance the competitiveness of the City while further developing a strong and diverse economic base.</p>	<h3>Public Safety</h3> <p>Purpose: To enhance community safety by promoting a responsive public safety system that includes civic engagement and partnerships, community involvement, public education, and prevention, intervention, and suppression services that meet the needs of Tracy residents.</p>
GOALS:	GOALS:	GOALS:	GOALS:
<ol style="list-style-type: none"> 1) Model good governance, teamwork, and transparency. 2) Ensure short- and long-term fiscal health. 3) Enhance community outreach and engagement to all Tracy residents. 4) Foster a culture of innovation and efficiency to improve service delivery to the public. 5) Recruit, develop, and retain a high-performing and inclusive workforce. 	<ol style="list-style-type: none"> 1) Advance green and roadway infrastructure projects that improve connectivity, reduce climate impacts, and improve the appearance of the City. 2) Facilitate the completion of Measure V amenities. 3) Provide recreation and cultural arts programming and events that bolster quality of life. 4) Increase local affordable housing supply. 5) Continue to implement the Council-adopted Homelessness Strategic Plan. 6) Support climate initiatives to reduce Tracy's carbon footprint and preserve natural resources. 7) Develop a strategic plan to fund critical resources and infrastructure in the community. 	<ol style="list-style-type: none"> 1) Support business attraction and retention activities. 2) Support policies and funding to enhance and expedite the development of multimodal transportation systems including rail, transit, and airport projects. 3) Advance the Downtown Specific Plan, including provisions for a Transit-Oriented Development (TOD) Plan. 4) Attract businesses and jobs that meet the needs and desires of the community. 5) Develop policies to target innovation industry jobs. 6) Pursue smart growth strategies. 	<ol style="list-style-type: none"> 1) Support emergency operations preparedness, response, and recovery. 2) Strengthen community safety through crime prevention, intervention, and enforcement activities. 3) Implement initiatives to reduce blight and nuisances in the community. 4) Expand public safety facilities to reflect population growth and community demand. 5) Continue to build relationships with community members to enhance communication, collaboration, and trust.



POSSIBLE GOALS AND OBJECTIVES

➤ Governance

➤ Quality of Life

➤ Economic Development

➤ Public Safety

ATTACHMENT B

GOVERNANCE					
FY 2023-2024 & FY 2024-2025 COUNCIL STRATEGIC PRIORITIES					
PURPOSE: To enhance fiscal stability, retain and attract new talent, improve the use of technology, and enhance engagement and transparency for the betterment of the Tracy community.					
Multi-Year Priorities (Goals)	Council Follow Up Item	Short-Term Priorities (Objectives)	Lead	Est. Completion of Short-Term Priorities	Notes
1. Model good governance, teamwork, and transparency.	# 24-06 CC Policy on Ceremonial Presentations	Review of CC policy for issuance of proclamations, certificates, and key to the City	City Manager's Office	Jun-25	
1. Model good governance, teamwork, and transparency.	#24-07 Review of Council Protocols and Rules of Procedure for 15-minute limit for presentations during CC meeting; #24-08 Review of Meeting Protocols for public comment period.	Review of CC Meeting Protocol for time allocation of presentation and public comment during meeting	City Manager's Office	Aug-25	
2. Ensure short and long-term fiscal health.		Update the City's Purchasing Ordinance.	Finance	Sep-25	
2. Ensure short and long-term fiscal health.		Complete Water rate and fee studies.	PW-UT; Finance	Sep-25	
3. Enhance community outreach and engagement to all Tracy residents.					
4. Foster a culture of innovation and efficiency to improve service delivery to the public.	#500 - explore online tools for residents to see what work is being done on their road and surrounding areas.	website redesign	Innovation & Technology	Mar-26	
5. Recruit, develop, and retain a high performing and inclusive workforce.	#23-06 - Discuss Diversity, Equity, and Inclusion (DEI) and Tracy Equity and Empowerment Initiative.		Human Resources and City Manager's Office		

ATTACHMENT B

GOVERNANCE - COMPLETED					
FY 2023-2024 & FY 2024-2025 COUNCIL STRATEGIC PRIORITIES					
PURPOSE: To enhance fiscal stability, retain and attract new talent, improve the use of technology, and enhance engagement and transparency for the betterment of the Tracy community.					
Multi-Year Priorities (Goals)	Council Follow Up Item	Short-Term Priorities (Objectives)	Lead	Est. Completion of Short-Term Priorities	Notes
1. Model good governance, teamwork, and transparency.	#538 - revisit regular City Council meeting start time, frequency, and virtual participation.	1.a. Update City Council Code of Conduct and Meeting Protocols and Procedures.	City Attorney's Office	Q4 2023	
		1.b. Conduct City Council and City Commission Code of Conduct training.	City Attorney's Office	Q1 2024 and continue on annual basis	
		1.c. Provide legal analysis on the formation of Council districts.			
	#556 - assess viability of Council districts and term limits.	1.d. Conduct Council discussion on expanding term limits for the Mayor.	CMO & CAO	Q3 2023	
	#24-14 Request update on Bessie Road	Update on Bessie Road; create videos of before and after of infrastructure improvements	PW-Eng & Comms		
2. Ensure short and long-term fiscal health.		2.a. Conduct workshops on the five-year Fiscal Forecast and Capital Improvement Plan (CIP) for FY 23-24 and FY 24-25.	Finance	Q1 of each Fiscal Year	
		2.b. Adopt a balanced Operating and Capital Improvement Plan budget for FY 23-24 and FY 24-25.	Finance	Q2 of each Fiscal Year	
		2.c. Continue the implementation of the City's Financial Sustainability Plan to address long-term fiscal challenges and opportunities.	Finance	Ongoing	
		2.d. Advocate at the State level to support local control of e-commerce sales tax revenue.	Finance	Ongoing	
		2.f. Complete Wastewater rate and fee studies.	Finance, Public Works & Utilities	Q2 2023 (Wastewater)	
3. Enhance community outreach and engagement to all Tracy residents.	#460 - Request to make closed captioning possible for Channel 26.	3.a. Ensure Citywide communication is inclusive and accessible through traditional and digital channels.	CMO & IT	Q4 2023	
		3.b. Produce public service announcements and promotional videos within available budget.	CMO & IT	Ongoing	
	#24-19 bring back a discussion to add CH elementary school bus route	provide transit route in TH for elementary school	PW-Ops		
4. Foster a culture of innovation and efficiency to improve service delivery to the public.		4.a. Explore new technologies and customer service applications to better serve and communicate with residents.	Innovation & Technology	Q4 2023	
	#520 - look into making GoRequest application more accessible on the City's digital platforms.	4.b. Leverage technology to measure service delivery and Council Strategic Plan goals, and to capture important data analytics that track progress, anticipate future trends, and help the City make informed decisions.	Innovation & Technology		End-user Training and videos for staff (10) - Completed. Update GIS to latest version and completed staff training (Council F/U # 500). Update GIS HUB (webpage) where all the maps are located for various department applications completed and rollout of GIS Hub to dept. user created applications - In-Progress and estimated completion Q4 2024. GOREQUEST software is on latest platform and available to internal and external users (Available in APP store) - Completed (Council F/U # 520). Convert City processes to enable the use of e-signatures and electronic documentation management to improve workflow efficiency and service delivery, Completed.
5. Recruit, develop, and retain a high performing and inclusive workforce.		5.a. Invest in employee development programs that support leadership growth and succession planning efforts.	Human Resources	Q4 2023	
		5.b. Create programs that provide opportunities for local youth to learn about and participate in local government.	Human Resources	Q1 2024	
		5.d. Provide Diversity, Equity, and Inclusion (DEI) and unconscious bias training to staff.	Human Resources	Q1 2024	

ATTACHMENT B

PUBLIC SAFETY					
FY 2023-2024 & FY 2024-2025 COUNCIL STRATEGIC PRIORITIES					
PURPOSE: To enhance community safety by promoting a responsive public safety system that includes civic engagement and partnerships, community involvement, public education, and prevention, intervention, and suppression services that meet the needs of Tracy residents.					
Multi-Year Priorities (Goals)	Council Follow Up Item	Short-Term Priorities (Objectives)	Lead Department	Est. Completion of Short-Term Priorities	Notes
1. Support emergency operations preparedness, response, and recovery.					
2. Strengthen community safety through crime prevention, intervention, and enforcement activities.	#23-17 - explore illuminated crosswalks and other pedestrian safety measures; #24-17 Discussion on cross walk funding	Discussion on cross walk; traffic softening plan	Police and PW-Eng	Sep-25	HSIP grant programed in 2025
2. Strengthen community safety through crime prevention, intervention, and enforcement activities.		Draft and implement a Sideshow Ordinance.	Police	Sep-25	
3. Implement initiatives to reduce blight and nuisances in the community.					
4. Expand public safety facilities to reflect population growth and community demand.	#23-12 - develop a new CIP for a Police Substation.	4.a. Adopt and implement the Public Safety Master Plan.	Police	May-25	
5. Continue to build relationships with community members to enhance communication, collaboration, and trust.					

ATTACHMENT B

PUBLIC SAFETY - COMPLETED

FY 2023-2024 & FY 2024-2025 COUNCIL STRATEGIC PRIORITIES

PURPOSE: To enhance community safety by promoting a responsive public safety system that includes civic engagement and partnerships, community involvement, public education, and prevention, intervention, and suppression services that meet the needs of Tracy residents.

Multi-Year Priorities (Goals)	Council Follow Up Item	Short-Term Priorities (Objectives)	Lead Department	Est. Completion of Short-Term Priorities	Notes
1. Support emergency operations preparedness, response, and recovery.		1.c. begin construction South San Joaquin County Fire Authority training facility	PW-Eng		
2. Strengthen community safety through crime prevention, intervention, and enforcement activities.	#24-18 crosswalk safety near Monticello School, intersection Sycamore at Windham	2.c. Reduce fatal injury collisions through enforcement, education, roadway engineering, and use of technology.	Police & PW-Eng		HSIP grant programed in 2025
	#553 - re-evaluate law enforcement staffing based on population size.	2.b. Perform an annual evaluation of police staffing to meet the growing needs of the community.	Police		Action to complete: Developm a fiscal sustainability policy that provides adequate PD staffing levels to meet community growth.
3. Implement initiatives to reduce blight and nuisances in the community.		3.a. Amend and implement Fireworks Ordinance to establish fines for discharge of dangerous fireworks and increase the fines for administrative citations.	Police	Q3 2023	On April 18th, 2023 - City Council approved the increase for administrative fees related to fireworks.
		3.b. Address public blight through partnerships with Code Enforcement, Familiar Faces Program, and the Homeless Services Division.	Police	Ongoing	The public blight abatement is on-going and includes external City partnerships with Caltrans, UPRR, and Private Property Owners. A collaborative multi-city department team with the City Attorney's Office established a work group to create a sensitive use ordinance for all City Parks and Public spaces, which was adopted by the City Council on December 5, 2023 (Council F/U 23-27 and 23-31).
		3.c. Hire parking enforcement staff to address vehicle abatement issues.	Police	Q1 2024	Parking enforcement staff remain consistent with two part-time traffic interns who work under the PD's Code Enforcement Unit. Analysis for additional staff is on-going.
	Established quarterly volunteer community clean up program				
4. Expand public safety facilities to reflect population growth and community demand.		4.b. Award contract for the Tracy Multipurpose Training Facility.	Police	Q3 2023	The Tracy Police Multi-training Facility is under construction with an anticipated completion date at the end of 2024.
		4.c. Complete construction of the Police Shooting Range project.	PW-Eng		
		4.d. Include a satellite office of the Tracy Police in the Multi-Generational Recreation Center.	Police & Parks & Rec	Q4 2025	The Police Satellite Office will be a part of the Multi-Generation build-out.
5. Continue to build relationships with community members to enhance communication, collaboration, and trust.		5.a. Provide accurate and timely information to the public on TPD activities, response, and crime prevention strategies.	Police	Ongoing	The Tracy Police Department utilizes PD Public Information Officer to share information on social media and news outlets. PD's Crime Prevention Specialist provides crime prevention programs throughout the year to include Neighborhood Watch, Business Watch, Crime Prevention through Environmental Design reports to name a few.
		5.c. Host TPD Citizen's Academy in 2023 and 2024.	Police	Q4 2024	The Tracy PD Community Academy is held each year with the new Academy session beginning on November 2nd, 2024. The Spanish Academy was held in August 2024.
		5.d. Engage local youth through the Police Activities League (PAL) Program.	Police	Ongoing	PD did not host the 2024 Summer Basketball shootout due to scheduling conflicts with TUSD. PD did host/organize the 2024 Donut Dash on June 8, 2024.

ATTACHMENT B

Community and Economic Development					
FY 2023-2024 & FY 2024-2025 COUNCIL STRATEGIC PRIORITIES					
PURPOSE: To enhance the competitiveness of the City while further developing a strong and diverse economic base.					
Multi-Year Priorities (Goals)	Council Follow Up Item	Short-Term Priorities (Objectives)	Lead Department	Est. Completion of Short-Term Priorities	Notes
1. Support business attraction and retention activities.	#504 and #541 #24-18 - research policies and approaches to address vacant commercial and industrial buildings.	Bring a discussion item to CC on policies that address commercial vacant property	Community and Economic Development	Mar-25	staff report to CC March 18
2. Support policies and funding to enhance and expedite the development of multimodal transportation systems, including rail, transit, and airport projects.					
3. Advance Downtown Specific Plan including provisions for a Transit Oriented Development (TOD) Plan.					
4. Attract businesses and jobs that meet the needs and desires of the community.	#465 - consider developing a strategic plan for critical resources and infrastructure. #555 and #23-02 - explore how the City can bring a trauma hospital to Tracy.	Update the General Plan	Community and Economic Development	2029	Updating the GP is a four year project
5. Develop policies to target new jobs in innovation industries (e.g. - cannabis, high-tech, health care, higher education, logistics and manufacturing, trade/ invocational, green energy).					
6. Pursue smart growth strategies for balanced growth in the City of Tracy.	#291, #413, and #424 - discussion on residential Growth Management Ordinance.	Return with a discussion to update the GMO	Community and Economic Development	Aug-25	
6. Pursue smart growth strategies for balanced growth in the City of Tracy.	#548 - General Plan update.	Update the General Plan	Community and Economic Development	2029	Updating the GP is a four year project

ATTACHMENT B

Community and Economic Development - COMPLETED					
FY 2023-2024 & FY 2024-2025 COUNCIL STRATEGIC PRIORITIES					
PURPOSE: To enhance the competitiveness of the City while further developing a strong and diverse economic base.					
Multi-Year Priorities (Goals)	Council Follow Up Item	Short-Term Priorities (Objectives)	Lead Department	Est. Completion of Short-Term Priorities	Notes
1. Support business attraction and retention activities.		1.b. Implement the San Joaquin County Tourism Grant in collaboration with the Tracy Chamber of Commerce and Tracy City Center Association (TCCA)	CED	Q4 2023	This item was completed through a variety of action items that helped to continue strengthen Tracy's tourism through promotion of the arts, music,, festivals, and sports and leisure activities. In December 2023, coordinated with TCCA and Chamber to identify Tourism campaign projects and began implementation of projects e.g. billboard, magazine and airport advertisements, video promotions, banner reprints, etc. Submitted all reimbursement docuemtnation to San Joaquin County. In July 2024, Finalized all Tourism Campaign projects.
	#542 - revisit Mobile Food Vendors Ordinance.	1.f. Revisit the City's Mobile Food Vendors Ordinance to expand dining options in the community.	CED	Q3 2023	Planning staff brough to council for discussion the Mobile Food Vendor Ordinance on October 15, 2024. This item is set to be completed in Q2 2025.
	#23-05 - revisit downtown parklets.	1.g. Facilitate the development of parklets in Downtown Tracy.	CED	Q3 2023; ongoing	Engaged businesses in the Downtown Parklet Grant Program and completed application process support (April 2023). Finalized participant list (July 2023). Developed Expense Reimbursement Agreement (July 2023). Executed agreements with all participants (March 2024). Constructed parklets and coordinated final installations (August 2024). Pending reimbursement documentation final businesses.
2. Support policies and funding to enhance and expedite the development of multimodal transportation systems, including rail, transit, and airport projects.		2.a. Continue lobbying efforts at the state and federal level in support of Valley Link.	CED	Annually	Council continues to hold a seat on the Valley Link Board and assists with lobbying efforts for the projects as needed during Council lobbying trips.
		2.c. Promote TRACER Bus Services to increase awareness and ridership.	CED	Q3 2024	Completed - Staff initiated a marketing campaign to increase ridership through poster advertisements on bus shelters, water bill inserts, and public outreach at various school events, the farmer's market, and other community events. The TRACER bus service saw an increase in ridership of over 25% in FY23/24 over the ridership from FY22/23. It is projected that in FY24/25, the TRACER bus service will reach and surpass pre-COVID ridership levels.
3. Advance Downtown Specific Plan including provisions for a Transit Oriented Development (TOD) Plan.		3.a. Complete the TOD market and fiscal analysis.	CED	Q4 2023	Completed by Planning - Incorporated within preparation of the Downtown Vision Plan.
		3.b. Conduct Downtown Specific Plan stakeholder and community outreach.	CED	Q4 2023	Completed by Planning - An online survey was released March 28, 2022 through April 30, 2022 and stakeholder and community outreach was conducted.
4. Attract businesses and jobs that meet the needs and desires of the community.		4.a. Complete the Community and Economic Development Strategic Plan and present the results to the City Council.	CED	Q3 2023	Completed in September 2023. City Council 9/19/2023; City of Tracy's Economic Development Strategic Plan approved by City Council Resolution 2023-194.
		4.b. Develop and implement a marketing campaign to attract specific businesses and industries to Tracy.	CED	Q1 2024	Completed in July 2024. Economic Development Staff has developed the Tracy Retail Attraction Action Plan that is currently underway. In July 2023 the restaurant and retail survey was released and closed in August 2023. In Q3 2025, the consultant to complete a Retail Market Analysis, e.g. Sub-Market Analysis, Peer & Competing Community Analysis, Retail Demand & GAP Analysis, etc (behind schedule).
5. Develop policies to target new jobs in innovation industries (e.g. - cannabis, high-tech, health care, higher education, logistics and manufacturing, trade/ invocational, green energy).	#23-07 - address or eliminate any barriers to cannabis businesses opening.	5.a. Address barriers to cannabis businesses and facilitate the issuance of business permits.	CED	Q3 2023	
	#534 - explore incentives for cannabis businesses to move to other locations.	5.b. Revisit zoning and locational requirements on commercial cannabis activity in Tracy.	CED	Q3 2023	
	#498 - conduct conversation on what P3 could mean for our City.	adopt ED strategic plan	CED		
6. Pursue smart growth strategies for balanced growth in the City of Tracy.		6.g. Identify vacant City owned property and propose for reuse, restoration, or surplus.	CED	Q2 2024	Economic Development has conducted an assessment of all City owned property. Next steps will include identification of the best use of these vacant City-owned properties.
		6.e. Amend Accessory Dwelling Unit (ADU) ordinance and develop "off the shelf" ADU design examples.	CED		

ATTACHMENT B

QUALITY OF LIFE					
FY 2023-2024 & FY 2024-2025 COUNCIL STRATEGIC PRIORITIES					
PURPOSE: To provide an outstanding quality of life by enhancing the City's amenities, business mix and services, and cultivating connections to promote positive change and progress in our community.					
Multi-Year Priorities (Goals)	Council Follow Up Item	Short-Term Priorities (Objectives)	Lead Department	Est. Completion of Short-Term Priorities	Notes
1. Advance green and roadway infrastructure projects that improve connectivity, reduce climate impacts, and improve the appearance of the City.	#562; #24-01; #24-20 - provide updates on Corral Hollow Road Widening Project.	Update the CH widening CIPs and recommend timing and funding allocations	PW-Eng	Apr-25	
1. Advance green and roadway infrastructure projects that improve connectivity, reduce climate impacts, and improve the appearance of the City.	#549 - accelerate the expansion of Valpico Road. #24-01 update on Valpico and CH Intersection	Complete the Valpico Road/CH Road interchange CIP	PW-Eng	Aug-25	
1. Advance green and roadway infrastructure projects that improve connectivity, reduce climate impacts, and improve the appearance of the City.	#529 - review Engineering Design Standards.	Update Engineering Design Standards to ensure design consistencies and enhance aesthetics with new development.	PW-Eng	Dec-25	
2. Facilitate the completion of Measure V amenities.	#23-08, #23-13, #23-14 - completion of future of the Aquatics Center.	opening of aquatic center	Parks & Recreation Department	Summer 2028	Concept by April 2025 Design and Funding by April 2026; Construction by March 2026; ground breaking ceremony
2. Facilitate the completion of Measure V amenities.	#24-10 Bring back discussion on all Measure V funding priorities; #24-16 Bring back Measure V funding discussion;	Update the Measur V funding	Finance and Parks & Recreation Department	Apr-25	Staff report discussion on Aquatic and all funding priorities.
3. Provide Recreation and Cultural Arts programming and events that bolster quality of life.	#501 - update public arts policy. #24-22 Art in Public Places policy; painting of utility boxes and fire hydrants	Update and adopt the City's Civic Arts Policy.	City Manager's Office	Sep-25	
4. Increase local affordable housing supply.	#380 - discussion regarding a citywide policy to have an affordable housing component for any future developments. #413 and #423 - discussion on RHNA and RGA allocation, explore incentives for affordable housing development. #420, #468 - support the development of affordable housing in Tracy.	Adopt Housing Element and implementation plan	CED	Jul-25	roll into Housing Element update and implementation plan.

ATTACHMENT B

QUALITY OF LIFE					
FY 2023-2024 & FY 2024-2025 COUNCIL STRATEGIC PRIORITIES					
PURPOSE: To provide an outstanding quality of life by enhancing the City's amenities, business mix and services, and cultivating connections to promote positive change and progress in our community.					
Multi-Year Priorities (Goals)	Council Follow Up Item	Short-Term Priorities (Objectives)	Lead Department	Est. Completion of Short-Term Priorities	Notes
5. Continue to implement the Council adopted Homelessness Strategic Plan.		explore partnership for phase 3 and 4;	parks	Dec-25	need to complete rfp and return with contracts to cc to consider
5. Continue to implement the Council adopted Homelessness Strategic Plan.		completion of phase 2 and support facilities	parks	Oct-25	
6. Support climate initiatives to reduce Tracy's carbon footprint and preserve its natural resources.		Update the City's Sustainability Action Plan (SAP) in collaboration with residents and the Environmental Sustainability Commission.	PW-UT and CED	Dec-26	
6. Support climate initiatives to reduce Tracy's carbon footprint and preserve its natural resources.	#23-11 and #24-18 - develop ordinance to address environmental impacts on warehouse expansion;	Bring a discussion on City standards and compare to other model warehouse ordinance including AB 98	Community & Economic Development	May-25	
6. Support climate initiatives to reduce Tracy's carbon footprint and preserve its natural resources.	25-##	Adopt a Green Fleet replacement plan	PW-Ops	Nov-25	
7. Develop a strategic plan to fund critical resources and infrastructure in the community.	#465 - consider creating and implementing a critical resources and infrastructural strategic plan.	Update the General Plan	Community and Economic Development		Updating the GP is a four year project
7. Develop a strategic plan to fund critical resources and infrastructure in the community.	#394, #395, #421, #440 - update various master plans.	Complete Citywide Infrastructure Master Plans: Sewer, Storm, Water, Transportation, Parks, Public Safety, and Public Facilities.	CED and PW-Eng	May-25	

ATTACHMENT B

QUALITY OF LIFE - COMPLETED					
FY 2023-2024 & FY 2024-2025 COUNCIL STRATEGIC PRIORITIES					
PURPOSE: To provide an outstanding quality of life by enhancing the City's amenities, business mix and services, and cultivating connections to promote positive change and progress in our community.					
Multi-Year Priorities (Goals)	Council Follow Up Item	Short-Term Priorities (Objectives)	Lead Department	Est. Completion of Short-Term Priorities	Notes
1. Advance green and roadway infrastructure projects that improve connectivity, reduce climate impacts, and improve the appearance of the City.		1.a. Secure funding to address local transportation and roadway needs including street, sidewalk, bicycle, and pedestrian walkway improvements.	CED, PW & Utilities	Q4 2024	Pavement Management Plan (PMP) workshop with City Council conducted May 2, 2023. All other efforts are ongoing.
	#550 - update the Urban Forest Management plan and return to Council.	1.d. Update the City's Urban Forest Management Plan	Parks & Rec	Q3 2023	Environmental Sustainability Commission (ESC) established on April 18, 2023 through resolution 2023-068. The Urban Forest Management Plan was approved by the ESC and returned to council for approval on April 2, 2024 with Resolution 2024-043.
	#516 and #545 - actively maintain streets, sidewalks, landscaping, and storm drains.	1.g. Ensure parks, streets, channel ways, and medians are regularly cleaned and maintained.	PW & Utilities	Ongoing	Ongoing Efforts - Pavement grinding schedule posted to City website on June 5, 2024. Staff to follow up with Council on November 19, 2024 with a report on trash clean up which will be placed on website and updated quarterly and will create GIS integration.
	#551 - improve conditions of sidewalks to align with ADA requirements.		PW-Eng		tracy blvd sidewalk project
	#546 - explore what Smart Cities are doing to improve traffic flow.	traffic signal grant; adaptative signal from CMQA grant	PW-Eng		This is done through ENG standards.
2. Facilitate the completion of Measure V amenities.		2.a. Complete design and construction bid for the Multi-Generational Recreation Center.	Parks & Rec	Q2 2024	Design and construction bid for MGRC awarded ***** (need date). Ground breaking of MGRC on 9/17/2024.
		2.b. Complete construction of Legacy Fields Phase 1E.	Parks & Rec	Q3 2023	Completed. Ribbon cutting ceremony to commemorate completion held on 3/5/2024.
3. Provide Recreation and Cultural Arts programming and events that bolster quality of life.	#547 - share information on City sponsored and co-sponsored special events.	3.e. Continually promote City sponsored and co-sponsored events on the City website and social media channels.	CMO	Ongoing	Ongoing efforts/Partially Completed - New PIO hired and internal processes/social media policy updates for council to consider currently underway. Council F/U item #547 completed by the development of a Citywide calendar, developed and implemented a permit process, that promotes and promotes community and co-sponsored events. 2-year PSA with the Tracy Chamber of Commerce executed (need date). PSA with TCCA updated (TCCA organized Fourth of July parade).
	#24-20 Bring back update on Ellis Elementary School and Dog Park	Update on Ellis Elementary School and Ellis Dog Park	Parks & Rec		memo to CC in Oct 2024
4. Increase local affordable housing supply.		4.a. Facilitate the development of affordable housing via affordable housing-focused policies, fees, and initiatives to support Regional Housing Needs Assessment (RHNA) requirements.	CED	Q4 2024	City Council 9/19/2023; City of Tracy's Economic Development Strategic Plan approved by City Council Resolution 2023-194.
5. Continue to implement the Council adopted Homelessness Strategic Plan.	#468 - seek proposals from property owners and operators who are interested in selling a property to the City or a development partner to develop permanent supportive housing.	5.a. Explore opportunities to create permanent supportive housing through public-private partnerships.		Q2 2024	
	#496 - consider tiny homes at interim shelter site. #23-04 - open additional rooms at Interim Shelter site.	5.b. Complete final site design improvements for Phase III and Phase IV of the Interim Shelter site.		Q3 2023	
6. Support climate initiatives to reduce Tracy's carbon footprint and preserve its natural resources.	#492 - discuss option to switch to East Bay Community Energy's Brilliant 100 program to reduce carbon emissions.	6.c. Assess opportunities to reduce the City's carbon footprint in partnership with the City's residential power supply provider - East Bay Community Energy.	CED, PW & Utilities	Q1 2024	program eliminated by AVA
7. Develop a strategic plan to fund critical resources and infrastructure in the community.	#24-12 Bring a discussion to consider rescinding DA procedures established through Reso 2016-115	implement procedures to verify DA, MMRP, SP and other related agreements during each final map approval	CED		

ATTACHMENT C

Sampling.of.Strategic.Priority.Plans.at.Other.Agencies

- [Strategic Plan for FY 2021-2026 | Vacaville, CA](#)
- [Strategic Plan - City of Pleasanton](#)
- [2023-25 Strategic Plan | City of Palm Springs](#)
- [Indian Wells Strategic Planning | Indian Wells, CA](#)
- [Five-Year Strategic Plan - City of Santa Ana](#)