

# Sustainable Foster City – A Sustainable Economic Development Strategic Plan

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## Purpose of the Plan

Foster City has a history of being a master planned community whereby strategic decisions have been made in terms of land use planning and the implementation of various economic development tools to create the necessary community infrastructure to allow the community to thrive. Prior City Councils, Planning Commissions, and City staff have made a series of key public policy choices and decisions that help support the community from a variety of perspectives such as:

- Allowing the development of necessary and desired amenities to enhance a certain quality of life among City residents
- Encouraging the development of business in the City, including land use decisions (e.g., proactively amending the designation of the Pilgrim-Triton area), regulatory policies, and the use of redevelopment tools allowed under state law
- Creating employment opportunities for City and regional residents through development of commercial / industrial areas
- Providing necessary City services and infrastructure to support the needs of residents and businesses

In addition, sustainability has become a strategic imperative of the City and is evolving into a fundamental infrastructure platform for the growth of our City affecting long-term financial viability and success. It is a holistic approach that embraces the common sense notion that long-term economic prosperity, social equity and ecological health not only go together, they depend on each other.

Key changes have occurred over the past several years that require the City to take a fresh look at how it encourages the development of a long-term sustainable community. There are several driving forces that will require the City to change its priorities and practices to develop a sustainable economic model for the future and embrace sustainability to provide the effectiveness and availability of City services, the marketability of the City as a business center, and to improve the lives of its residents.

1. Economic Development – The City has virtually reached the state of “build-out”, where nearly all existing vacant parcels have been developed. City operating budgets have seen reductions due to deteriorating property tax, sales tax, and other revenues during the current, prolonged recession. The City has a need to improve its bottom line by improving the City’s economic climate and continuing to attract residents, businesses, and economic capital into the community.

2. Social/community development – Foster City has always emphasized developing an attractive, close knit community that has high property values, a diversity of jobs and retail and a variety of services for its residents. Pursuing innovation with a focus on sustainability will continue to make Foster City a city that residents love to live in. City-run recreational programs provide all residents equal access to high quality, low cost, educational, fitness, social and recreational opportunities that contribute to the quality of life for residents. Social programs that ensure an equality of opportunity are an important component of sustainability. Special events promote the sense of community and unity.
3. Economic and Environmental Legislation – The political landscape has changed over the past two decades in terms of limiting the potential of raising City revenues in the form of taxes or tax incentives to assist in the continued development of the City. The recent action by the State legislature in dissolving redevelopment agencies will have a dramatic impact statewide in how local communities encourage a thriving economic base. Furthermore, California has a history of environmental legislation that will likely continue. For example, California has overarching policies under AB 32 which require that the State as a whole to reduce its emissions to 80% below 1990 levels by 2050. This legislation and enabling regulations require technological and operational innovation from multiple sectors. Other legislation includes SB 375, the Sustainable Communities strategy, and AB 341 that requires that the State reach a 75% solid waste diversion rate by 2020. To date most environmental legislation has remained at a state level, but it is anticipated that more regulations will reach the local level over time as the state works to achieve its goals. Promoting energy and water efficiency through green redevelopment and retrofits have the potential to serve the community over the long term.

The convergence of these changing times call for the City to take a fresh look at its plan for sustainable economic development that will help the City thrive economically and as a community for the future.

## Plan Name

Sustainable Foster City

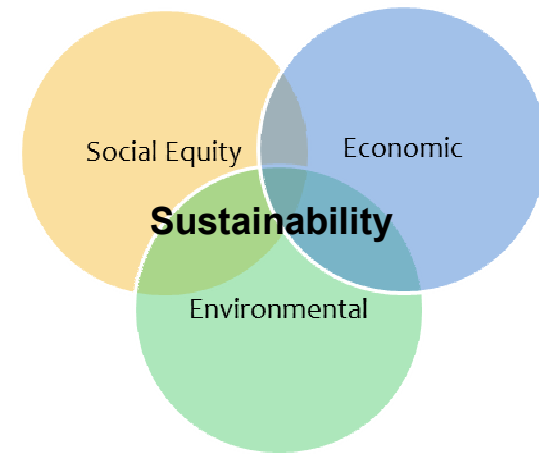
## Sustainable Foster City Vision Statement

Sustaining and Enhancing the Quality of Life in Foster City

## Sustainable Foster City Mission Statement

Sustainable Foster City is a holistic and sustainable development strategy that seeks to protect, maintain and grow the economic resources in Foster City, protect its natural resources, and to allow the community to pursue and enhance its quality of life. The strategy is based on the concepts of economic sustainability, social sustainability, and environmental sustainability, and represents a long-term plan that is continually monitored and updated in the future.

Simply stated, the strategy is: Foster City – A Sustainable Community by Design



## Tenets

Sustainable Foster City has three basic tenets:

1. Economic – Encouraging economic activity that serves the common good, is self-renewing, builds local assets and self-reliance, and encourages a wide variety of community serving businesses to operate locally.
2. Social Equity – Considers the participation and benefit by all segments of the community with a focus on allowing each member to pursue and enhance the quality of their life.
3. Environmental – evaluate the benefits to the environment<sup>1</sup>, considering these categories: CO<sub>2</sub>, Energy, Transportation, Water, Waste, Air, Land Use, Building, and Environmental Governance.

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<sup>1</sup> Maintaining a healthy environment includes clean air, clean water and a living area free from pollution in which resources are used wisely to meet the need of the present without compromising the ability of future generations to meet their needs.

## Initiatives

Sustainable Foster City commences with these first three initiatives:

1. Invest in Foster City – actions that will enhance the economic vitality of our community by the availability and sustainability of the infrastructure, services, and opportunities for those in the business, residential, and governmental sectors through investment and redevelopment opportunities
2. Shop in Foster City – actions that encourage the growth of retail and commercial sales of Foster City businesses
3. We Are Foster City – actions that identify and distinguish Foster City as a community in the region, the state, and throughout the world that enables the pursuit of a high quality of life.

## Objectives

The following objectives have been identified to achieve the initiatives listed above:

1. “Invest in Foster City” - Building and retrofitting Foster City for a sustainable future
  - a. Increase overall property values through sustainable development / redevelopment
  - b. Enhance the availability of quality and reliable infrastructure, utilities and natural resources to support economic growth in the City
2. “Shop in Foster City” - Promoting, supporting and advocating for a healthy Foster City business community
  - a. Increase overall retail stability and sales in Foster City
  - b. Grow the economic base in the community for purposes of providing greater employment opportunities, greater tax revenues, and wealth creation opportunities in key industrial / commercial areas where a regional need is identified and supported, such as:
    - i. Biotech industries
    - ii. Clean energy technology innovators
    - iii. Information technology companies
    - iv. Business-to-business sales tax generators
    - v. Retailers serving residents and employees working in the City
    - vi. Travel and tourism (such as hotels)
  - c. Provide a greater diversity and level of retail options in the greater context of availability within the region
3. “We Are Foster City” - Creating an identity for the community and enhancing the opportunity to pursue a high quality of life
  - a. Increase public awareness in Foster City and within the region in terms of why Foster City is an ideal place to:

- i. Locate a commercial enterprise
  - ii. Become a business owner
  - iii. Work as an employee
  - iv. Shop as a consumer
  - v. Live as a resident
  - vi. Recreate and enhance one's quality of life
- b. Increase civic and community engagement through formal and informal collaborative networks and organizations to ensure a common focus and vision towards the sustainable future of the community

## Priority Tasks

The following tasks have been identified as priority tasks that, upon affirmation by the City Council, will be completed by June 30, 2013. These tasks will have the greatest initial impact to create immediate successes for the Sustainable Foster City initiative and from which later tasks will draw upon in terms of information, relationships amongst stakeholders, and outcomes. If the need arises for further policy direction or resource appropriation, those matters will be brought back to the City Council for direction and/or action. Otherwise, these tasks will be further developed, implemented and completed under the oversight of the Sustainable Foster City Steering Committee with periodic updates provided to the City Council.

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

Tasks	Owner <sup>2</sup>	Stakeholders <sup>2</sup>	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

<sup>2</sup> Please see the Owners / Stakeholder Reference List at the end of this report for the key to abbreviations.

## 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

## 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.

## 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.

## 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.

### Other Tasks

In addition to the Priority Tasks identified above, various other tasks have been identified and are available in an Appendix to this Plan. They will be part of an ongoing implementation strategy of this Plan and will require further vetting to determine their viability and potential success in achieving the Plan's objectives.

### Strategic Directions

As the Priority Tasks are completed, additional strategic directions may be identified that may include potential target niches and more specific directions in terms of achieving the tenets of economic, social / quality of life, and environmental sustainability.

### Other Resources

This Plan will draw upon several other projects and/or resource documents that have been implemented or are currently underway. Those resources include:

- Ad Hoc Environmental Sustainability Task Force Final Reports
- Foster City General Plan Update, including:
  - Foster City General Plan Update 2011 Snapshot Workbook
  - Excerpts of Goals and Policies from the General Plan, such as:
    - Land Use and Circulation Element

- Housing Element
- Parks and Open Space Element
- Noise Element
- Safety Element
- Conservation Element

## Reference List

### Owners / Stakeholders

- CC= City Council
- CM = City Manager's Office
- CDD = Community Development Department
- Com'l = Select Commercial business owners
- Dev = Private developers
- FCCOC = Foster City Chamber of Commerce
- P&R = Park & Recreation Department
- Res = Resident constituency groups
- Retail = Select Retailers in Foster City
- SAMCEDA = San Mateo County Economic Development Agency
- SVEDA = Joint Venture Silicon Valley's Economic Development Association



## Appendix – Other Tasks

Tasks outside of the Priority Tasks identified in the Plan are identified by objective. For each task, an owner has been identified that is ultimately responsible for implementing the task. Stakeholders<sup>3</sup> for each task have been identified in terms of those that have a stake in the outcome of the task and will have various responsibilities and/or opportunities to participate as detailed development and implementation of the plan is carried out.

Each item has been organized either as an ongoing task, or has been separated by phases, where items in Phase I are identified to be accomplished first, followed by those in Phases II and III. Assignment to each phase was based on several factors, including potential to achieve the greatest overall benefit and that some tasks build upon the outcome of precedent tasks. The ultimate assignment and scheduling of each task will be based on continual reexamination of the Plan, expectations to generate the greatest benefit in achieving the Objective of this Plan, the priorities of the owner of each project, and the availability of economic and/or personnel resources required to conduct the task. Tasks determined to be of highest priority will be placed for consideration on future City Council Policy Calendars to ensure that those items represent the priority of the City in those future years.

### 1. Invest in Foster City – Building and retrofitting Foster City for a sustainable future

#### a. Increase overall property values through sustainable development / redevelopment

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Complete an assessment of potential sustainable development / redevelopment opportunities for the following properties / areas: <ol style="list-style-type: none"> <li>1. 15-acre site</li> <li>2. Pilgrim-Triton (future phases where applicable)</li> <li>3. Chess-Hatch</li> <li>4. Charter Square</li> <li>5. Solar technology implementation (power purchase agreements, panel installations)</li> </ol>	CDD	CDD, CM, FCCOC, Dev, CC,		X		

<sup>3</sup> Please see the Owners / Stakeholder Reference List at the end of this Appendix for the key to abbreviations.

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Complete the General Plan in terms of ensuring that land use designations drive the initiatives within this Plan	CDD	CDD, CM, CC		X		
Complete an assessment and develop a coordinated plan for sustainable environmental programs	CM	CM, CDD, P&R, ESTF		X		
Develop an “Invest in Foster City” program around appropriate sustainable building retrofits (all types – standards based, mandated)	CDD	CDD, CM, CC, Com'l, Dev, ESTF, FCCOC, HOA, Res		X		
Complete an assessment of multi-family development maintenance issues and needs	CDD	CDD, CM, HOA		X		
Develop opportunities for redevelopment of commercial and retail space, including shopping centers in particular, by exploring new tools and incentives as necessary in light of the dissolution of redevelopment agencies (e.g., BIDs, tax incentives, etc)	CDD	CM, CDD, CC, FCCOC, Com'l, Dev		X		
Identify and encourage proper investment in maintenance and upgrades for multi-family / HOA, including proactive involvement with HOA boards and management.	CDD	CM, CDD, HOA, PropMgr, FCCOC			X	
Review frequently used regulations to ensure they are not overly burdensome to business / property redevelopment and that processes facilitate efficient implementation or property improvements	CDD	CDD, CM, FCCOC, Dev, Com'l, Retail, Res, HOA, RE			X	
Review and modify, where appropriate, zoning processes to streamline the entitlement process while protecting the community in terms of thoughtful, deliberate public processes	CDD	CDD, CM, FCCOC, Dev, RE			X	

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Develop and implement a plan to expand the use of green building practices to reduce the carbon footprint of Foster City's new and existing inventory of buildings	CDD	CDD, CM, FCCOC, ESTF, Dev, PropMgr, Com'l			X	
Encourage installation of reliable and cost effective energy solutions for homes and businesses	CM	CM, CDD, Util, FCCOC, Dev, Com'l, Retail, Res, HOA				X

**b. Enhance the availability of quality and reliable infrastructure, utilities and natural resources to support economic growth in the City**

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Continue to collaborate with SBWMA and Recology to increase waste diversion, composting and recycling in commercial and multi-family sectors	PW	PW, CM, SBWMA	X			
Review and investigate City facility energy efficiencies (e.g., solar, time of use billing with PG&E) to reduce energy costs.	P&R	P&R, Util	X			
Improve pedestrian amenities (e.g., countdown signals, separate bike lanes, handicap accessible ramps) to promote non-vehicular traffic to the fullest extent possible	PW	PW, CM, P&R	X			
Develop / enhance existing relationships and implement programs that promote safe and reliable infrastructure in the areas of energy, waste, and transportation	CM	CM, CDD, PW, FCCOC, SMC, ESTF, Util, SBWMA, Trans		X		

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Enhance water conservation initiatives for multi-family / HOAs without separate metering / irrigation customers	CM	CM, PW, HOA, Dev, PropMgr, Com'l		X		
Review existing Water Use Efficiency Programs and investigate cleaner energy sources to move and treat water (including corporate incentives)	PW	PW, CM		X		
Develop and implement Residential and Business "Greening" programs that celebrate environmental sustainability efforts (e.g., single use bag ordinance, polystyrene ban ordinance)	CM	CM, ESTF, FCCOC, Com'l, Retail, Res, HOA, SMC		X		
Review wastewater treatment system in terms of reliability and continued capacity to serve the economic development initiatives in this plan	PW	PW, CM, SM			X	
Review current street maintenance programs with an eye towards economic development sustainability in terms of promoting safe and reliable transportation (public transportation, private vehicles, bicycles, energy efficient vehicles)	PW	PW, CM, CC, Trans, Res, HOA, FCCOC, Com'l, P@R			X	
Implement a strategy to monitor and participate in regional transportation initiative focused on traffic demand mitigation as pertains to commercial / retail needs (transport of goods, employee commute times, etc.)	CM	CM, FCCOC, Com'l, Retail, Trans			X	
Implement energy efficiency programs that maximize energy efficiency building and appliance standards, and pursue additional efficiency efforts including new technologies (to increase competitiveness and reduce carbon footprint)	CM	CM, ESTF, Util			X	

c. Identify and secure appropriate external funding opportunities (one-time and ongoing) to invest in the necessary infrastructure to support a Sustainable Foster City

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Seek opportunities and apply for grants or other external financing options to stimulate the local economy	CM	CM, CDD, P&R, PW, CC	X			
Review and update existing business tax and fee structure in light of current business climate in terms of fairness, equity, and providing revenues to support sustainable infrastructure and civic services	CM	CM, CC, FCCOC, Com'l, Retail, Res, HOA		X		
Participate in professional association discussions regarding new redevelopment tools and legislation in the post-ABx1 26 era, including future tax increment financing options, issuing bonds for private development, offering direct loans to private developers, loan guarantees, etc.	CM	CM, CC, CDD		X		
Seek public / private funding opportunities to fund local / regional transportation needs beyond existing commuter shuttle programs	CM	CM, Trans			X	
Develop corporate sponsorship programs (naming rights, event sponsorships)	FCCOC / P&R	CM, P&R, FCCOC				X

## 2. Shop in Foster City – Promoting, supporting and advocating for a healthy Foster City business community

### a. Increase overall retail stability and sales in Foster City

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Implement a Retailer program – “Buy Foster City” - 1) employee/customer loyalty program – retail; 2) restaurant / dining guides – info	FCCOC	FCCOC, CM, CDD, Retail, Com'l		X		
Develop a “Business Achievement Award” and/or a “Business Sustainability Award” recognition program to encourage and promote successful and sustainable businesses in the community	FCCOC	FCCOC, CM, CDD, Retail, Com'l,			X	
Review and adopt sign ordinance amendments that balance the promotion of local business with maintaining aesthetic qualities for the community	CDD	CDD, CM, CC, FCCOC, Com'l, Retail, Dev			X	

### b. Grow the economic base in the community for purposes of providing greater employment opportunities, greater tax revenues, and wealth creation opportunities in key industrial / commercial areas where a regional need is identified and supported, such as: Biotech industries; clean energy technology innovators; information technology companies; business-to-business sales tax generators; retailers serving residents and employees working in the City; travel and tourism industry (such as hotels)

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Promote business development focused on sales tax generation (by business category, by end-user of goods, reliance on business-to-business sales)	CDD	CDD, CM, FCCOC, Dev, PropMgr, Retail, Com'l, SAMCEDA		X		

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Develop “Business-to-Business” opportunities, including; 1) Build programs/events to drive targeted opportunities (targeted); 2) B2B service/discount incentives – Customer loyalty rewards program; 3) Executive Business Roundtable – Business Impact “think tank”; 4) Increase visibility of business – advertising/cross-promotional opportunities; 5) Parks & Recreation – collaboration for joint sponsorship opportunities for community wide special events	CM, FCCOC, P&R	CM, CDD, P&R, FCCOC, Dev, PropMgr, Retail, Com’l, SAMCEDA		X		
Implement a Large Business Synergy Initiative, identifying and discussing with large businesses a program to bring in businesses that have synergies with our large businesses	FCCOC	CDD, CM, FCCOC, Com’l, SAMCEDA			X	
Promote the opportunity for state of the art accommodations (hotels)	CDD	CDD, CM, Com’l			X	
Consider sister-city relationships with communities that are representative of current and future population trends and that promote economic development opportunities	CC	CC, CM, FCCOC			X	

**c. Provide a greater diversity and level of retail options in the greater context of availability within the region**

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Identify opportunities to redevelop existing shopping centers to meet retail needs locally and in the region	CDD	CDD, CM, FCCOC, Dev, Retail, SAMCEDA, Res, HOA		X		

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Participate in the planning and development of new retail centers at: 1) Pilgrim-Triton; 2) 15-Acre Site	CDD	CDD, CM, CC, FCCOC, Dev, Retail, Res, HOA		X		
Encourage sufficient offering of restaurants and other eateries within the City	FCCOC	FCCOC, CDD, CM, Retail, Dev, PropMgr, Com'l			X	

### 3. We Are Foster City – Creating an identity for the community and enhancing the opportunity to pursue a high quality of life

- a. 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; become a business owner; work as an employee; shop as a consumer; live as a resident; and, recreate and enhance one’s quality of life

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Develop or enhance parks and recreation amenities such as 1) bike lanes; 2) synthetic turf fields in high-use locations; 3) levee / pedway improvements, including resurfacing, levee integrity, new / improved park amenities serving the pedway; 4) Adopt a Park programs	P&R	P&R, CM, CC, PW	X			
Implement a plan to maintain an adequate supply of affordable housing in light of the loss of redevelopment agencies	CDD	CDD, CM, CC, Dev	X			
Promote public safety programs (e.g., neighborhood watch, business safety, CERT) that maintain a high level of safety for residents and businesses in the community	PD	PD, CM, Com'l, Retail, PropMgr, Res, HOA	X			



Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
<p>Complete a “Community Assets Inventory” - an assessment of Foster City’s qualities compared to other communities in the region; develop a coordinated plan for increasing public awareness of Foster City</p> <ol style="list-style-type: none"> <li>1. Within Foster City</li> <li>2. Regionally, including San Mateo County and the Greater San Francisco Bay Area</li> </ol>	CM	CM, CDD, P&R, CC, FCCOC, Retail, Com’l, Dev, Res, SMFCSD, SMUHSD		X		
<p>Identify answers to the question “Who is Foster City?” in terms of identity and competitive advantage in the following areas:</p> <ol style="list-style-type: none"> <li>1. Industries</li> <li>2. Retail opportunities</li> <li>3. Commercial property development</li> <li>4. Quality of life indicators, including: <ol style="list-style-type: none"> <li>a. Neighborhoods</li> <li>b. Employment opportunities</li> <li>c. Educational amenities</li> <li>d. Health care</li> <li>e. Recreational amenities</li> <li>f. Range of retail / restaurant services</li> <li>g. Cultural, artistic and entertainment opportunities</li> <li>h. Religious institutions</li> <li>i. Housing choices</li> <li>j. Environmental initiatives</li> </ol> </li> </ol>	CM	CM, CDD, P&R, CC, FCCOC, Retail, Com’l, Dev, Res, SMFCSD, SMUHSD		X		
<p>Promote a “Business Friendly Foster City” in terms of ease of doing business in the City and the competitive advantages that exist by locating here</p>	FCCOC	FCCOC, CDD, CM, SAMCEDA			X	

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Develop a series of “Live Foster City” programs: 1) walking maps – info; 2) park & recreation offerings; 3) Community events; 4) Charitable / Community oriented engagements	P&R / CM	P&R, CM			X	
Implement promotional programs and systemic relationships with Real Estate Brokers and Realtors focused on selling Foster City as "the" place to live	CM	CM, CDD, RE			X	
Support and promote cultural activities that serve the demographics of the community	P&R	P&R, CM, Res, HOA				X
Attend conferences, workshops, expositions, County fair, and other public gatherings to promote Foster City within the region	CM / FCCOC	CM, FCCOC				X

**b. Increase civic and community engagement through formal and informal collaborative networks and organizations to ensure a common focus and vision towards the sustainable future of the community**

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Develop systemic relationships with neighborhoods and neighborhood groups (including HOAs)	CM	CM, CC, CDD, HOA, Res	X			
Establish systemic relationships with the top 10 property tax payers, top 10 sales tax generators and the 2 hotels	CM	CM, CDD, FCCOC, Com'l, Retail	X			
Establish ongoing, positive relationship between the City and the FC Chamber of Commerce	CM / FCCOC	CM, CC, FCCOC, CDD, P&R	X			
Develop a Business Community Roundtable to provide ongoing input into economic development initiatives	FCCOC	CM, FCCOC, CDD, Dev, Com'l, Retail	X			

Tasks	Owner	Stakeholders	Ongoing / Phase Assignment			
			Ongoing	Phase I	Phase II	Phase III
Develop and maintain ongoing relationships and involvement with SAMCEDA	CM	CM, CDD, SAMCEDA	X			
Participate in County economic development initiatives (where appropriate), including opportunities with the Workforce Development Program and other employee development initiatives.	CM	CM, CDD, SMC		X		
Participate in joint initiatives with the SMFCSD, SMUHSD and SMCCCD that promote high-achieving educational amenities that serve the community	CM	CM, SMFCSD, SMUHSD			X	

## Reference List

### Owners / Stakeholders

- CC= City Council
- CM = City Manager’s Office
- CDD = Community Development Department
- Com’l = Select Commercial business owners
- Dev = Private developers
- ESTF = Former Select ESTF Members
- FCCOC = Foster City Chamber of Commerce
- HOA = Select Homeowners’ Associations
- P&R = Park & Recreation Department
- PD = Police Department
- PropMgr = Commercial Property Managers
- PW = Public Works Department
- RE = Real Estate Brokers / Realtors
- Res = Resident constituency groups
- Retail = Select Retailers in Foster City
- SAMCEDA = San Mateo County Economic Development Agency
- SBWMA = South Bay Waste Management Authority
- SM = City of San Mateo
- SMC = San Mateo County
- SMFCSD = Elementary School District
- SMUHSD = High School District
- Trans = Transportation Providers
- Util = Utility Providers