

# A Future For All of Us

## Vision

Opportunity in every neighborhood, excellent service for every San Diegan.

## Mission

Every day we serve our communities to make San Diego not just a *fine* city, but a *great* City.

## Operating Principles

### *Customer Service*

- We value our residents, customers, and employees by designing solutions and services that put people first.

### *Empowerment & Engagement*

- We value a “Culture of Yes” where we empower employees to creatively solve problems and offer solutions.

### *Equity & Inclusion*

- We value equity by taking intentional action to create equal access to opportunity and resources.

### *Trust & Transparency*

- We value transparency by using data to make better-informed decisions, answer questions, and build trust with the public.

## Priority Areas

### *Create Homes for All of Us*

- Ensuring every San Diegan has access to secure, affordable housing.

### *Protect & Enrich Every Neighborhood*

- Connecting communities to safe public spaces that offer opportunities to learn, grow, and thrive.

### *Advance Mobility & Infrastructure*

- Offering high-quality infrastructure and mobility options that are efficient, safe, and convenient.

### *Champion Sustainability*

- Creating livable, sustainable communities for all San Diegans, now and in the future.

### *Foster Regional Prosperity*

- Promoting economic growth and opportunity in every community, for every San Diegan.



## Create Homes for All of Us

Every San Diegan deserves to have a safe place they call home, which is why we are making the creation of diverse types of affordable and accessible housing a priority.

### Outcomes

- San Diegans benefit from a diversity of different housing types, with homes that are affordable to everyone in all communities.
- The City helps San Diegans find ways to build housing cheaper, faster, and easier.
- San Diegans live in vibrant communities with healthy homes and access to opportunity.
- San Diegans experiencing homelessness have access to long-term housing with supportive services.

Outcome Area	Expected Results	Strategies	Plans
Affordable Homes	Encourage housing that is affordable to everyone in all communities.	<p>Review where more homes are needed across the city to meet our housing, mobility, and sustainability goals.</p> <p>Achieve 2020–30 Regional Housing Needs Assessment Housing Units target.</p> <p>Allow development on vacant or underutilized City-owned sites to increase housing supply with greater affordability requirements.</p> <p>Adopt commercial parking reform in Transit Priority Areas (TPAs), allowing alternative land uses to provide more housing.</p> <p>Supporting the building of additional entry level-housing.</p>	<p>General Plan</p> <p>Community Plans</p> <p>Blueprint SD</p> <p>Homes For All of Us</p>

Outcome Area	Expected Results	Strategies	Plans
	<p>Support vibrant neighborhoods that are connected to the places people work, live, and play.</p>	<p>Focus on the missing 'middle' by encouraging the development of new housing that is affordable to middle income residents (80-150% of area median income).</p> <p>Update City code to allow for more affordable homes in areas close to job centers, schools, parks, and opportunities.</p> <p>Support programming for healthy homes that are safe and sustainable, including building decarbonization through retrofit and appliance swap programs.</p>	<p>General Plan</p> <p>Community Plans</p> <p>Blueprint SD</p> <p>Homes For All of Us</p>
Housing Pathways	Create more pathways for housing opportunities.	<p>Improve the permitting process to enhance customer service and make it easier, faster, and cheaper to construct housing, without compromising safety or quality of life.</p> <p>Eliminate non-value-add discretionary approval hurdles.</p> <p>Encourage life/work flexibility that allows for co-benefits and multi-use.</p>	Homes For All of Us
Preserving Homes	Address resident displacement and preserve existing affordable housing.	<p>Preserve and expand single-room-occupancy housing stock.</p> <p>Increase rental subsidy utilization.</p> <p>Support actions that compliment and return short-term rentals into long-term rentals.</p>	Homes For All of Us

Outcome Area	Expected Results	Strategies	Plans
Homelessness	Reduce populations experiencing homelessness.	<p>Enhance homelessness prevention and diversion programs.</p> <p>Increase placements to permanent housing destinations.</p> <p>Promote wrap-around service options alongside housing placements.</p> <p>Increase access to shelters, safe havens, and interim housing.</p> <p>Promote and achieve equity in service access for historically underserved communities, including minority groups, transitioned-aged youth, and LGBTQ+ individuals.</p> <p>Promote person-centered, compassionate outreach and service engagement.</p> <p>Track retention rate in housing intervention and returns to homelessness.</p> <p>Increase stock of permanent supportive housing.</p> <p>Use data to determine the effectiveness and return-on-investment for funding programs and contracts.</p>	Community Action Plan on Homelessness

## Protect & Enrich Every Neighborhood

San Diego is an extraordinary place to live, and every San Diegan should have access to a safe and secure environment, along with a variety of core amenities that improve quality of life.

### Outcomes

- San Diegans in all communities are connected to neighborhood assets that anchor community life, foster interaction, and promote well-being.
- Every San Diegan has access to arts and culture opportunities on their own terms. Visitors are able to discover and experience local culture.
- San Diegans benefit from accessible, convenient, safe, and comfortable recreational spaces in their communities.
- San Diegans have equitable access to a network of libraries, including robust digital services and programming, that are tailored to local needs and interests.
- San Diegans benefit from public safety services that encompass the diverse needs of residents and communities.

Outcome Area	Expected Results	Strategies	Plans
Equity	Prioritize equitable investment in communities with the greatest need.	<p>Ensure amenities are geographically distributed, serving all of San Diego's diverse communities.</p> <p>Install artwork in historically underserved communities and ensure equal access to public art across communities.</p> <p>Prioritize citywide investments in park-deficient communities.</p> <p>Provide equitable access to digital resources across all communities.</p>	<p>Parks Master Plan</p> <p>Library Master Plan</p> <p>Public Art Master Plan</p>

Outcome Area	Expected Results	Strategies	Plans
Placemaking	Support amenities as focal points that express the unique identities of our communities and connect people to artistic and cultural experiences.	<p>Encourage long-term stewardship through 'friends' groups, education, citizen science, and research/restoration projects.</p> <p>Provide opportunities for culturally specific experiences.</p> <p>Commission artwork that is visually distinctive and reflective of the identity where the artwork is installed.</p> <p>Promote parks as places where people can foster social connections, build community, and enhance well-being.</p> <p>Ensure all communities can utilize library spaces for programs, meetings, and events.</p> <p>Expand access to cultural heritage and historic collections.</p> <p>Promote and position libraries as cultural centers for exhibits and events.</p> <p>Incorporate Arts &amp; Culture into the Parks development process.</p>	<p>Parks Master Plan</p> <p>Library Master Plan</p> <p>Public Art Master Plan</p>
Public Spaces	Offer safe, inviting, multi-use public spaces that support positive experiences for all	Create additional value for visitors and patrons through improved resource coordination and collaboration.	<p>Parks Master Plan</p> <p>Library Master Plan</p>

Outcome Area	Expected Results	Strategies	Plans
	<p>and improve quality of life.</p>	<p>Increase access to recreational amenities.</p> <p>Create welcoming, convenient library spaces for patrons to sit, work, read, collaborate, and use technology.</p> <p>Provide access to high-quality programming, events, and shared activities.</p> <p>Address and reduce barriers of entry for public artists and associated public artwork.</p>	<p>Public Art Master Plan</p>
<p>Public Safety</p>	<p>Provide public safety services that meet the unique needs, values, and concerns of each community.</p>	<p>Analyze and balance the need for the deployment of public safety personnel based on the nature of calls for service, including criminal vs. non-criminal activity, response times, and community need.</p> <p>Identify and implement additional steps to eliminate racial bias in policing.</p> <p>Achieve and promote a public safety workforce representative of San Diego's diversity in race, culture, values, genders, language, and life experience.</p> <p>Invest in and implement community-based practices that encourage community</p>	<p>Mayor Gloria's Public Safety Priorities And Police Reforms</p>

<b>Outcome Area</b>	<b>Expected Results</b>	<b>Strategies</b>	<b>Plans</b>
		<p>engagement in managing public safety.</p> <p>Identify additional steps to increase accountability, transparency, and oversight of the police department.</p>	





## Advance Mobility & Infrastructure

Efficient, safe, and convenient transportation and infrastructure options are critical to a healthy San Diego, which is why a key priority in the City’s Strategic Plan is to advance mobility. Improving fundamental paths of travel, like ensuring safe, high-quality roads, will be just one part of improving mobility as a whole.

### Outcomes

- San Diegans in all communities, of all ages and abilities, can efficiently get from point A to point B with mobility options that are safe, affordable, and sustainable.
- San Diegans travel on high-quality infrastructure that creates safe and comfortable spaces for people to walk, roll, ride, or drive.

Outcome Area	Expected Results	Strategies	Plans
Infrastructure	Construct and maintain high-quality multimodal infrastructure in all communities.	<p>Optimize street maintenance, repairs, and associated processes.</p> <p>Address and reduce repair, maintenance, and installation backlogs.</p> <p>Improve street preservation ordinance compliance.</p> <p>Develop improved trench repair standards.</p> <p>Research and construct improvements using innovative materials.</p> <p>Deploy emerging technology (AI, CAV, etc.).</p>	<p>Street Preservation Ordinance</p> <p>Mobility Action Plan</p> <p>Bicycle Master Plan</p>
Safety	Create safer conditions for all users of the road, especially protecting the	Separate users of different speeds and mass.	Vision Zero Strategic Plan (including SSARP)

Outcome Area	Expected Results	Strategies	Plans
	<p>most vulnerable users.</p>	<p>Implement measures for systemic safety, accounting for human error and injury tolerance.</p> <p>Reduce speeds on segments, and conflicts at intersections.</p> <p>Fund and build roundabouts.</p>	<p>Bicycle Master Plan</p>
<p>Equity</p>	<p>Implement improvements equitably across the City.</p>	<p>Improve geographic distribution of road, transit, bike, and pedestrian infrastructure.</p> <p>Fund and complete projects in historically underfunded communities.</p>	<p>Capital Improvement Program</p> <p>Mobility Action Plan</p> <p>Climate Equity Index</p>
<p>Accessibility</p>	<p>Provide streets that are accessible to individuals of all ages and abilities.</p>	<p>Improve installation and maintenance of sidewalks, curb ramps, and detectable warnings.</p> <p>Design, maintain, and improve roads that are usable for all people, whether they are eight or 80 years old.</p> <p>Holistically implement ADA standards during right-of-way maintenance and improvement projects, including evaluation for accessible parking (timed parking and blue curbs).</p>	<p>ADA Transition Plan for Public Right of Way</p> <p>Bike Master Plan</p> <p>Mobility Action Plan</p>
<p>Performance &amp; Mobility Options</p>	<p>Create additional opportunities for San Diegans to</p>	<p>Increase access to electric vehicle charging stations.</p>	<p>San Diego Regional Plan</p>

Outcome Area	Expected Results	Strategies	Plans
	<p>choose from mobility options that make their journey more efficient, sustainable, or complete.</p>	<p>Improve transit connections by investing in first-mile/last-mile solutions.</p> <p>Implement key transit-only lanes for greater efficiency for the transit system.</p> <p>Review and improve traffic signalization to safely improve throughput and efficiency across different modes.</p> <p>Plan and program for projects that create complete streets and complete corridors.</p>	<p>Mobility Action Plan</p> <p>Bicycle Master Plan</p> <p>Complete Streets Program</p> <p>Climate Action Plan</p> <p>Community Plans</p>

## Champion Sustainability

In San Diego, we pride ourselves on not just having an amazing environment, but actively caring for our natural resources so they are available for generations to come.

### Outcomes

- San Diegans have equitable access to high-quality, healthy, preserved open spaces.
- The City of San Diego provides a built environment that best sustains our natural environment and public health.
- A resilient San Diego that can adapt to, recover from, and thrive under changing climate conditions.
- San Diegans benefit from diligent, innovative waste management.
- The City of San Diego leads by example with zero emission vehicles, net zero emission facilities, and resilient and efficient delivery of services.

Outcome Area	Expected Results	Strategies	Plans
Climate Equity	Prioritize climate equity and needs of vulnerable communities.	<p>Prioritize equitable investments in parks and open space in areas with the greatest deficiencies.</p> <p>Utilize Climate Equity Fund and pursue additional funding sources to invest in projects within vulnerable communities.</p> <p>Prioritize projects and climate actions that provide air quality improvements and other core benefits in vulnerable communities.</p>	<p>Parks Master Plan</p> <p>Climate Action Plan</p> <p>Climate Equity Index</p> <p>Portside Community Emissions Reduction Plan</p>
Natural Spaces & Environmental Quality	Protect natural habitats and enhance biodiversity.	Design a healthy, sustainable park system that preserves critical habitat and open space and protects biodiversity.	<p>Parks Master Plan</p> <p>Multiple Species</p>

Outcome Area	Expected Results	Strategies	Plans
		<p>Implement land management and watershed protection practices that restore wetlands, urban canyons, and other natural lands that assist in climate mitigation and resilience goals.</p>	<p>Conservation Program</p>
<p>Built Environment</p>	<p>Expand San Diego’s green infrastructure.</p>	<p>Develop programs and design guidelines to promote expanded green spaces in urban areas.</p> <p>Increase San Diego’s urban tree canopy, with a focus on communities of concern.</p>	<p>Climate Equity Index</p> <p>Climate Action Plan (Strategy 5)</p>
<p>Built Environment</p>	<p>Promote effective stormwater management that decreases water pollution, mitigates flooding and erosion, and protects our ecosystem.</p>	<p>Improve stormwater infrastructure and keep residences and businesses safe through proactive maintenance and innovative technology.</p> <p>Safeguard recreation opportunities by:</p> <ul style="list-style-type: none"> <li>• preventing pollution;</li> <li>• improving water quality for outdoor activities;</li> <li>• creating multi-benefit green spaces; and</li> <li>• enhancing parks.</li> </ul>	<p>Stormwater Department Goals</p> <p>Climate Resilient SD</p>
<p>Built Environment</p>	<p>Provide safe and reliable drinking water for San Diegans.</p>	<p>Diversify San Diego’s water supply.</p> <p>Invest in and implement Pure Water Phase 1 and 2.</p>	<p>Pure Water San Diego</p>

Outcome Area	Expected Results	Strategies	Plans
		<p>Improve and maintain existing water and wastewater infrastructure.</p> <p>Reduce dependence on imported water.</p>	
Climate Adaptation & Resilience	Empower residents and communities to prepare for the effects of climate change.	<p>Provide easily accessible education resources and grow community awareness of climate change.</p> <p>Develop resilience hubs, cool zones, and other infrastructure to safeguard residents from the impacts of extreme heat in the most vulnerable communities.</p> <p>Prioritize, protect, and uplift the City's most vulnerable communities in our climate resilience efforts.</p>	<p>Climate Resilient SD</p> <p>Climate Action Plan (Strategy 5)</p>
Waste Diversion	Expand waste diversion to reduce the amount of landfill waste.	<p>Divert organic waste and solid waste.</p> <p>Maximize capture of methane before it is released into the environment.</p> <p>Expand capacity and infrastructure for recycling and composting.</p> <p>Broaden public education and outreach to promote waste reduction and circular production practices.</p>	<p>Zero Waste Plan</p> <p>SB 1383</p> <p>Climate Action Plan</p>

Outcome Area	Expected Results	Strategies	Plans
City Operations	Reach zero net emissions by 2035.	<p>Decarbonize City facilities by phasing out all use of natural gas in municipal buildings by 2035.</p> <p>Convert 50% of all municipal fleet vehicles to zero emissions vehicles by 2030.</p> <p>Increase electric vehicle adoption in City's fleet.</p>	<p>Climate Action Plan</p> <p>Municipal Energy Strategy &amp; Implementation Plan</p>



## Foster Regional Prosperity

The City of San Diego is actively taking steps to support a thriving regional economy and develop the talented workforce we need to sustain economic opportunity in the future. Below, we outline how we envision fostering regional prosperity.

### Outcomes

- San Diego residents and businesses are supported by a strong local economy, with well-paying jobs, economic activity, and opportunities in every community.
- San Diego businesses benefit from programs and funding opportunities that are accessible and equitably distributed.
- San Diegans have economic opportunity from relations with Mexico as a binational trade partner.
- The San Diego region benefits from a thriving, skilled, and educated workforce capable of tackling the challenges and opportunities of tomorrow.
- San Diegans benefit from a passionate, engaged City workforce that provides the highest level of customer service and represents the San Diego community.
- City employees enjoy a culture of great leadership, appreciation, and acknowledgement, with opportunities for learning and development.
- The City provides a clear, unified pathway for career growth and development.

Outcome Area	Expected Results	Strategies	Plans
Industry & Small Business	Increase access to opportunities for ownership of and employment in small, locally-owned businesses, as well as key industries.	<p>Create and support programs to retain or expand, incubate, and attract business.</p> <p>Maximize resources and incentives available to low and moderate-income communities, as well as Opportunity and Promise Zones.</p>	<p>Council Policy 900-12</p> <p>Economic Development Strategy</p>
	Reduce barriers to doing business with government.	<p>Streamline and automate application processes.</p> <p>Expedite review and payment processes.</p>	Economic Development Strategy



Outcome Area	Expected Results	Strategies	Plans
		<p>Deploy new technologies to facilitate easier interactions with government.</p>	
<p>Binational Trade</p>	<p>Facilitate and enhance cross-border trade and job opportunities.</p>	<p>Invest in improvements and maintenance on international trade facilities within the region.</p> <p>Seek funding for businesses to participate in programs that hire from both sides of the border.</p> <p>Support efforts that continue to decrease border wait times and reduce lost economic output, including those that address emissions from idling vehicles at the border.</p>	<p>Economic Development Strategy</p> <p>Office of Global Affairs</p>
<p>Regional Workforce Development</p>	<p>Encourage and support regional workforce development, trainings, and career advancement.</p>	<p>Facilitate youth, at-risk youth, foster youth, disabled, veteran, and ex-offender educational and employment opportunities.</p> <p>Increase opportunities for job readiness and invest in economic development programs.</p>	<p>Employ &amp; Empower Youth Workforce Program</p>
<p>City as an Employer</p>	<p>Promote a culture of leadership, diversity, appreciation, and growth.</p>	<p>Attract, hire, and retain a diverse workforce that is representative of the communities it serves.</p> <p>Provide training and educational opportunities for employees to advance and develop in their careers.</p>	<p>Employee Satisfaction Survey Quarterly Results</p>