

## **City of Dublin Ten Year Strategic Plan—Preliminary 2010-2011 Strategies**

### **Strategy #1: Continue to strengthen the identity and aesthetic appeal of the downtown.**

Strategic Goal #1A: Facilitate and encourage continued investment in Downtown Dublin.

- Update Downtown West Dublin BART and San Ramon Specific Plans into one comprehensive Plan that addresses the entire Downtown Area.
- Complete U.S. Army Reserve Camp Parks General Plan and Specific Plan Amendments.
- Continue to develop economic incentives for retail, office and industrial users.
- Work with Chabot/Las Positas to find location for District Office/Learning Center.
- Develop a Downtown Business Attraction Plan.
- Explore beautification programs (i.e. façade improvements, design assistance, etc.) for commercial areas along Dublin Boulevard between Dougherty Road and San Ramon Road and Downtown Core area.

Strategic Goal #1B: Continue to work with private property owners to renovate or update retail areas.

- Update Downtown West Dublin BART and San Ramon Specific Plans into one comprehensive Plan that addresses the entire Downtown Area.
- Complete U.S. Army Reserve Camp Parks General Plan and Specific Plan Amendments.
- Continue to develop economic incentives for retail, office and industrial users.
- Work with Chabot/Las Positas to find location for District Office/Learning Center.
- Develop a Downtown Business Attraction Plan.
- Explore beautification programs (i.e. façade improvements, design assistance, etc.) for commercial areas along Dublin Boulevard between Dougherty Road and San Ramon Road and Downtown Core area.

### **Strategy #2: Develop a transportation system that facilitates ease of movement throughout the City.**

Strategic Goal #2A: Partner with neighboring communities to develop strategies to mitigate impacts of regional traffic on local streets.

- Update Tri-Valley Transportation Development Fee Strategic Expenditure Plan together with the other six (6) agencies in the TVTC.
- Using the Tri-Valley Triangle Study, work with the Tri-Valley Cities to develop a strategy to pursue project funding in the region.

- Work with the region's transportation partners to develop projects for the 1-580 Corridor that will minimize impacts to the Civic Center Complex and businesses.
- Work with Pleasanton and Livermore to develop a cost sharing agreement for the ultimate improvement of the I-580/Fallon Road Interchange.

Strategic Goal #2B: Ensure a wide range of transportation options for the community.

- Prepare an alignment for Central Parkway from Fallon Road to Croak Rd/Dublin Boulevard.
- As part of the General Plan Amendment for the U.S. Army Reserve Camp Parks, evaluate alternatives for a Central Parkway extension through Dougherty Road and interface options to the planned Scarlett Drive Extension.

Strategic Goal #2C: Plan and implement a street network that connects the City's major transportation corridors.

- Complete U.S. Army Reserve Camp Parks General Plan and Specific Plan Amendments.
- Prepare an alignment for Central Parkway from Fallon Road to Croak Rd/Dublin Boulevard.
- As part of the General Plan Amendment for the U.S. Army Reserve Camp Parks, evaluate alternatives for a Central Parkway extension through Dougherty Road and interface options to the planned Scarlett Drive Extension.
- Work with the region's transportation partners to develop projects for the 1-580 Corridor that will minimize impacts to the Civic Center Complex and businesses.

**Strategy #3: Create a community that supports environmental sustainability and provides an open space network that ensures environmental protection and provides public access where appropriate.**

Strategic Goal #3A: Establish Open Space Area in Western hills.

- Work with East Bay Regional Parks District to complete negotiations for land acquisition or obtain conservation easement to provide public access in the western hills for an Open Space Area.
- Identify and secure sources of funding for land acquisition in the western hills for an Open Space Area.
- Upon completion of land acquisition in the western hills, prepare an Open Space Master Plan and appropriate CEQA documents.

Strategic Goal#3B: Create open space connections and trails where appropriate.

- Complete U.S. Army Reserve Camp Parks General Plan and Specific Plan Amendments.

Strategic Goal #3C: Implement open space policies of the Eastern Dublin GPA/Specific Plan.

- Complete U.S. Army Reserve Camp Parks General Plan and Specific Plan Amendments.

**Strategy #4: Continue to develop a community that provides a balance of jobs, housing, and services in a fiscally sound manner.**

Strategic Goal #4A: Develop a Master Plan for Camp Parks.

- Complete U.S. Army Reserve Camp Parks General Plan and Specific Plan Amendments.

Strategic Goal #4B: Continue Implementation of Eastern Dublin Specific Plan.

- Implement residential planned development and investigate opportunities to create a new village in Eastern Dublin Transit Center.
- Complete U.S. Army Reserve Camp Parks General Plan and Specific Plan Amendments.
- Work with property owners in Santa Rita area to identify new office uses/users.
- Work with property owners of the Promenade on securing retail and restaurant tenants.

Strategic Goal #4C: Implementing Housing Element.

- Process 15 first time homebuyer loans.
- Implement residential planned development and investigate opportunities to create a new village in Eastern Dublin Transit Center.
- Process 10 First Time Homebuyer Loan applications.
- Work with Dublin Housing Authority and development team on relocation of Arroyo Vista Tenants, grant applications and development of project site.

Strategic Goal #4D: Work with property owners to optimize underutilized properties outside of the downtown.

- Examine appropriate locations to permit automotive repair businesses within the City.
- Work with the owners of the Chevron property on new development opportunities.
- Complete Scarlett Court Specific Plan.
- Work with Dublin Housing Authority and development team on relocation of Arroyo Vista Tenants, grant applications and development of project site.
- Work with the owners of National Food Lab on new development opportunities.

- Continue to develop economic incentives for retail, office and industrial users.

Strategic Goal #4E: Develop plans to assure that the provision of City services keeps pace with service demands and available revenues.

- Undertake voter opinion research to determine community support for a revenue measure targeting resident valued enhancements. (UNDERWAY, completion anticipated by June 30, 2010.)
- Police Services Contract Evaluation. (UNDERWAY, completion anticipated by June 30, 2010.)
- Animal Services Contract Evaluation.
- Complete five year financial forecast.
- Implement recommendations from the Civic Center Workspace Programming Study.
- Participate in 2010 Census.
- Explore funding opportunities through the American Recovery and Reinvestment Act.
- Conduct Fire Services Contract Evaluation.
- Conduct Waste Management Contract Evaluation.
- Prepare and adopt new Fire Codes.
- Evaluate options and costs associated with Disaster Recovery and continuity of operations for Information Systems, in the event of a Disaster (pursuant to Technology Master Plan).
- Explore the feasibility of establishing a Human Services Commission that would provide policy direction on housing, health and wellness, social services, etc.

**Strategy #5: Develop dynamic community, recreational and cultural opportunities in the region.**

Strategic Goal #5A: Expand and enhance Dublin Historic Park.

- Upon re-location of the Kolb properties to the Dublin Historic Park, complete furnishing of buildings and catalogue/accessioning of the collections of the Kolb family.
- Establish facility operations, policies and fees for public use of the Kolb properties at the Dublin Historic Park.
- Conduct a park/facility dedication event for the Dublin Historic Park, Phase 1
- Produce two small-cast theatrical productions in the fall and spring at new Sunday School Barn.
- Apply for a Museum Assessment Program (MAP) Phase III, as a step toward the long term goal of museum accreditation.
- Establish a Ceramic Studio program in the old Kolb House.

- Produce one exhibit and corresponding catalog each year that will focus on a significant Dublin family or theme.

Strategic Goal #5B: Develop a state-of-the-art recreation/aquatic complex.

- Undertake development of design and construction documents for Emerald Glen Recreation and Aquatic Complex.

Strategic Goal #5C: Identify opportunities for development of a unique passive park/recreation facility.

- Complete U.S. Army Reserve Camp Parks General Plan and Specific Plan Amendments.

**Strategy #6: Develop a City-wide communication program that provides two-way communication with our residents and businesses across several media platforms.**

Strategic Goal #6A: Identify new and/or enhanced opportunities for community promotion, marketing, engagement and outreach.

- Update the City's website and include an element of community involvement in the process.
- Explore options for a listserv system to inform the community of City meetings, news, and events.
- Produce and increase frequency of the Citywide Newsletter from once a year to three or four times a year (distribution coordinated with Parks and Community Services Guide).
- Implement City Communication Plan.
- Develop and distribute quarterly e-newsletter by market segment to coincide with publication of Activity Guide.
- Prepare and produce semi-annual Public Service Announcement via local radio (KKIQ) for crime prevention/safety tips and upcoming Police Service events.

## **City of Dublin Ten Year Strategic Plan—Preliminary 2010-2011 Goals and Objectives**

### **❖ General Government**

- Administration: To ensure the smooth and efficient functioning of those services provided to the community.
  - Work with the Dublin Unified School District and Dublin Partners in Education to develop a Local Government Career Day.
  - Implement recommendations from the Civic Center Workspace Programming Study.
  - Implement a formal, year-round volunteer program for groups, families, and individuals.
  - Work with Cities of Livermore, Pleasanton, San Ramon, and the Town of Danville to explore the acquisition of Federal and State lobbyist services.
  - Conduct study of Labor Guidelines on both City projects and private development (i.e. pre-qualification, project labor, apprentice programs, etc.).
- Finance: To effectively manage the City's financial resources, oversee collection and accounting for revenues, manage the public treasury, ensure policies and procedures for expenditures are appropriate for a public agency and develop an adequate information reporting system.
  - Implement combined finance/permit/licensing software.
  - Select a consultant to assist with a Fee Update to be implemented in Fiscal Year 2010-2011.
  - Complete five-year financial forecast.
  - Evaluate opportunities and costs associated with the use of third party investment managers for a portion of the City's portfolio.
- Intergovernmental Relations: To work with other agencies on problems of area concern; keep abreast of legislation which impact the City.
  - Explore funding opportunities through the American Recovery and Reinvestment Act.
- Public Relations: To effectively communicate to and solicit input from the community regarding City services and activities.
  - Produce and increase frequency of the Citywide Newsletter from once a year to three or four times a year (distribution coordinated with Parks and Community Service Guide).
  - Implement City Communication Plan.
  - Update the City's website and include an element of community involvement in the process.

- Explore options for a listserv system to inform the community of City meetings, news, and events.
- Contract Administration: To evaluate the performance and cost effectiveness of the City's contract service providers.
  - Conduct Fire Services Contract Evaluation.
  - Conduct Waste Management Contract Evaluation.
  - Conduct Animal Services Contract Evaluation.
- Environmental Programs: To maintain and promote the efficient use of energy, water, and material resources to maintain and improve the health of the environment for present and future generations.
  - Conduct a volunteer clean-up day in the fall.
  - Explore the feasibility of an ordinance that would encourage existing and future commercial locations, which have adequate enclosure space, to provide recycling services.
  - Conduct six (6) watershed awareness educational events.
  - Explore an environmental recognition program for targeted program practices for Dublin businesses.
  - Explore the feasibility of a green fleet plan for the City.
  - Develop a template recycling plan to be shared with the commercial sector to increase recycling.
  - Implement solutions for paperless City Council Meetings.
  - Explore the feasibility of a streetlight energy efficiency improvement program along Dublin Boulevard.
  - Establish tobacco retailer license and zoning restrictions (i.e. Conditional Use Permit to set up 1,000 ft. near schools, residential, libraries, etc.). (Not funded in FY 2010-2011).
  - Explore and present findings related to creation of food waste programs at City facilities.
  - Discontinue use of City supplied individual plastic beverage bottles (i.e. waters, sports drinks, soda, etc.) at City hosted events.
  - Implement a food-scrap, cash-incentive program for single family residential customers.
  - Explore the feasibility of a mandatory requirement for the installation of sustainable features, like solar power building infrastructure for future installation, for new residential and non-residential development projects and look at possible incentives.
  - Create Climate Action Plan.

❖ **Community Development**

- Planning: To develop plans for future growth and development; administer and enforce the zoning, subdivision and sign ordinances; analyze environmental reports; and provide assistance to developers, merchants and residents with planning issues.
  - Implement residential planned development and investigate opportunities to create a new village in Eastern Dublin Transit Center.
  - Complete U.S. Army Reserve Camp Parks General Plan and Specific Plan Amendments.
  - Update Downtown, West Dublin BART and San Ramon Specific Plans into one comprehensive Plan that addresses the entire Downtown Area.
  - Complete Scarlett Court Specific Plan. (Not funded in FY 2010-2011.)
  - Participate in 2010 Census.
- Housing: To work toward providing housing opportunities for all income levels of the community.
  - Process 10 First Time Homebuyer Loan applications.
  - Develop appropriate plans and policies for becoming a Community Development Block Grant Entitlement City. (Not funded in FY 2010-2011).
  - Work with Dublin Housing Authority and development team on relocation of Arroyo Vista Tenants, grant applications and development of project site.
  - Explore the feasibility of establishing a Human Services Commission that would provide policy direction on housing, health and wellness, social services, etc.
  - Update First Time Homebuyer Program.
- Building and Safety: Administer and enforce the City's Building, Plumbing, Electrical, Mechanical, Housing, Green Building, Energy and Universal Design Codes to ensure the safe construction and maintenance of buildings and structures.
  - Adopt the 2010 California Building Codes.
  - Implement web-based business license applications and renewals.
  - Implement real-time electronic field inspection system.
  - Develop and implement program for on-line inspection scheduling.
  - Develop and implement programs to begin accepting on-line building permit applications for over the counter permits.
- Engineering: To provide local review of subdivision and parcel maps; perform transportation planning and recommend solutions to traffic safety problems; and design and inspect Capital Projects.
  - Prepare an alignment for Central Parkway from Fallon Rd to Croak Rd/Dublin Blvd.
- Economic Development: To ascertain and fulfill the economic needs of the City by attracting desired commercial, industrial and residential development while offering City support to existing businesses.

- Work with DSRSD to develop sewer incentive program.
- Develop a Downtown Business Attraction Plan.
- Explore the feasibility of developing a Citywide Economic Development Strategy
- Develop Bi-annual Brokers Roundtable Meetings.
- Implement a Farmers Market.
- Develop an annual Business Visitation Report.
- Work with property owners in the new Downtown Specific Plan area on development opportunities.
- Continue to develop economic incentives for retail, office, restaurants, and industrial users.
- Execute Business Visitation Program.
- Work with property owners in Santa Rita area to identify new office uses/users.
- Work with Chabot/Las Positas to find location for District Office/Learning Center.
- Work with the owners of National Food Lab on new development opportunities.
- Work with property owners of the Promenade on securing retail and restaurant tenants.
- Explore beautification programs (i.e. façade improvements, design assistance, etc.) for commercial areas along Dublin Boulevard between Dougherty Road and San Ramon Road and Downtown Core area.
- Examine appropriate locations to permit automotive repair businesses within the City.
- Work with the owners of the Chevron property on new development opportunities.

#### ❖ **Culture and Leisure**

- Parks and Community Services: To enhance the quality of life for all residents by providing recreational and other special interest programs; improve the utilization of existing recreation facilities; and plan and develop new recreational facilities and opportunities.
  - Develop Program Pricing and Cost Recovery Policy.
  - Undertake development of design and construction documents for Emerald Glen Recreation and Aquatic Complex.
  - Conduct dedication event for Fallon Sports Park.
  - Develop and distribute quarterly e-newsletter by market segment to coincide with publication of Activity Guide.
  - Offer second Family Camp Out event at another neighborhood park.
  - Expand United States Tennis Association (USTA) tennis programs, classes and events at Fallon Sports Park.
  - Develop adult soccer league at Fallon Sports Park in 2011.

- Conduct promotional campaign to position the Fallon Sports Park as a tournament facility.
  - Implement a Health and Wellness program (i.e. Healthy Cities, Health Communities Network, etc.).
  - Work with Dublin Sister City Association on Sister City Soccer tournament with Cities of Bray, Ireland and Jinhua, China.
  - In cooperation with the DUSD, update the existing agreement regarding use of facilities between the City and DUSD.
  - Work with East Bay Regional Parks District to complete negotiations for land acquisition in the western hills or obtain conservation easement to provide public access in the western hills for an Open Space Area.
  - Identify and secure sources of funding for land acquisition in the western hills for an Open Space Area.
  - Upon completion of land acquisition in the western hills, complete an Open Space Master Plan and appropriate CEQA documents.
  - Continue to look for locations in City public facilities that will allow teens to gather in a welcoming environment.
- Heritage & Cultural Arts: To preserve the cultural heritage of the community; enhance the quality of life for all residents by providing cultural and historical programs; and enrich the community through the placement of public art.
- Upon re-location of the Kolb properties to the Dublin Historic Park, complete furnishing of buildings and catalogue/accessioning of the collections of the Kolb family.
  - Establish facility operations, policies and fees for public use of the Kolb properties at the Dublin Historic Park.
  - Conduct a park/facility dedication event for the Dublin Historic Park, Phase 1
  - Work with the developer to locate significant works of art in two key places of the Dublin Transit Center, the Campbell Green and the “Iron Horse” Plaza.
  - Produce two small-cast theatrical productions in the fall and spring at new Sunday School Barn.
  - Apply for a Museum Assessment Program (MAP) Phase III, as a step toward the long term goal of museum accreditation.
  - Establish a Ceramic Studio program in the old Kolb House.
  - Produce one exhibit and corresponding catalog each year that will focus on a significant Dublin family or theme.
  - Work with U.S. Army Reserve Camp Parks to preserve its history during the redevelopment of the facility.

- Continue to obtain and preserve the oral histories of Dublin seniors and longtime resident in the next fiscal year.
- Sponsor an art/photo competition that will engage the community. (Not funded in FY 2010-2011.)
- Facilitate the selection of public art as a condition of approval for two (2) Private Development projects.

#### ❖ **Public Safety**

- Police: To maintain community safety by responding to calls, deterring crime, apprehending criminals, enforcing traffic regulations and providing crime prevention education to citizens.
  - Prepare and produce semi-annual Public Service Announcement via local radio (KKIQ) for crime prevention/safety tips and upcoming Police Service events.
- Fire Services: To reduce the loss of life and property due to emergency incidents by providing effective fire protection and emergency medical responses.
  - Prepare and adopt new fire codes.
  - Establish a pilot program for providing “Over the Counter” fire plan checks and permits.
- Disaster Preparedness: To plan, prepare and train emergency personnel and the community to handle disasters in an effective and expeditious manner in order to protect persons and property.
  - Conduct Citywide disaster exercise.
  - Work toward integrating the Dublin Emergency Operations Center with other Community Service facilities.
  - Evaluate options and costs associated with Disaster Recovery and continuity of operations for Information Systems, in the event of a Disaster (pursuant to Technology Master Plan).
  - Participate in two (2) large facility emergency preparedness drills.
  - Develop a Local Hazard Mitigation Plan.

#### ❖ **Transportation**

- Maintenance: To maintain and improve the overall quality, condition and appearance of public facilities and property.
  - Implement five (5) new community volunteer projects.
- Transportation: To plan for the City’s future traffic circulation and public transportation needs.
  - Update Tri-Valley Transportation Development Fee Strategic Expenditure Plan together with the other six (6) agencies in the TVTC.

- As part of the General Plan Amendment for U.S. Army Reserve Camp Parks, evaluate alternatives for a Central Parkway extension through Dougherty Road and interface options to the planned Scarlett Drive Extension.
- Using the Tri-Valley Triangle Study, work with the Tri-Valley Cities to develop a strategy to pursue project funding in the region.
- Work with the region's transportation partners to develop projects for the I-580 Corridor that will minimize impacts to the Civic Center Complex and businesses.
- Work with Pleasanton and Livermore to develop a cost sharing agreement for the ultimate improvement of the I-580/Fallon Road Interchange.