

# 2

## Economic Development

San Ramon is committed to developing a vibrant and healthy economy, providing appropriate land uses for planned development, strengthening the fiscal and financial health of the City, and working with the private sector to provide fundamental resources such as an adequate supply of skilled workers and capital improvements to attract and maintain businesses.

### **2.1 SAN RAMON'S ECONOMIC BASE**

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#### **THE BEGINNINGS**

Beginning in the 1970s, Bishop Ranch Business Park was the engine for economic development in San Ramon. Bishop Ranch not only established the City as an employment center, but also helped determine San Ramon's economic character. The presence of major firms, such as Chevron and AT&T, and the attractive physical environment of Bishop Ranch stimulated further business development in San Ramon. City- and region-wide population increases also helped fuel the growth of businesses serving local and subregional needs for retail, service, and public uses.

San Ramon is a good location for business, and the City has benefited from business growth. By affirming this positive relationship through sound economic planning, the City will strengthen its ability to serve future residents.

#### **YEAR 2014 EMPLOYMENT**

Based on information extrapolated from the Association of Bay Area Governments' (ABAG's) Projections 2013, and the U.S. Census Bureau 5 year American Community Survey data for 2012, the City of San Ramon estimates that the San Ramon Planning Area had approximately 45,994 jobs as of January 1 2014, representing a 14.9-percent increase over San Ramon's 2000 job total (40,140 jobs). Among the larger industry groups in the City are financial and professional services (29 percent); health, educational and recreational services (18 percent); and manufacturing, wholesale and transportation trades (13 percent).

#### **CURRENT NON-RESIDENTIAL LAND USE PATTERNS**

In general, businesses in San Ramon are diverse in terms of both amount of occupied space and number of employees. Companies in the Bishop Ranch Business Park range from national corporate headquarters to small offices for companies with 10 or fewer employees.

As of January 1, 2014, San Ramon has an estimated 16.4 million square feet of non-residential floor area. Major business centers in the City include (1) the Bishop Ranch Business Park; (2) the Crow Canyon Road area, which includes the earliest commercial development in San Ramon; and (3) southern San Ramon. Other areas of the City (Bollinger

Canyon, Dougherty Hills, Twin Creeks, the Westside) contain smaller amounts of non-residential floor area.

### **FUTURE EMPLOYMENT**

Employment growth in San Ramon will allow the City's economic base to expand in tandem with its population. Employment growth anticipated under the General Plan 2035 would consist of an employment mix that continues the City's strong "office park" character, while accommodating slightly higher proportions of population-serving jobs in retail, services, and other economic sectors. Planning Area employment is projected to increase to an estimated 57,667 jobs by 2035, a 25.4 % increase from 2014. Of the estimated 11,673 new jobs, the majority of job growth is estimated to be in the retail and services sectors as well as industries such as health services, information technology and public administration.

San Ramon's Planning Area is expected to have 96,174 residents by 2035 which will continue to fuel the expected employment growth by creating demand for additional retail, services (business, professional, medical, educational and other), and public-sector uses. Continued diversity in employment sectors will expand job opportunities for local residents and help to stabilize the local economy.

### **OPPORTUNITIES FOR ECONOMIC GROWTH**

Supporting economic development means making space available both for existing businesses to expand and for new businesses to come to San Ramon. To ensure that growth opportunities exists, the City developed the Economic Development Strategic Plan (EDSP) in 2005 which establishes the direction for San Ramon's short- and long-term economic development and details how to attract new or added uses to the local economy. Specifically, the EDSP guides future land use decisions with economic development implications, and outlines strategies to enhance the City's business retention, expansion, and attraction efforts. The EDSP was last updated in Fiscal Year 2010-11.

The EDSP is recognized as the primary tool for implementation of this Element and is incorporated here by reference rather than inserting the entire Plan and its set of Implementation Strategies. Through the EDSP and its periodic update, the City will encourage attractive, affordable, and useable building space, an attractive business and residential environment, and a desirable "quality of life."

### **FUTURE NON-RESIDENTIAL LAND NEEDS**

The land use program of the General Plan 2035 reflects San Ramon's historic economic evolution. The program adjusts the City's historic economic mix to take into account the types of new jobs the region as a whole attracts, and provides for opportunities to accommodate economically and physically suitable employment. By General Plan buildout, the City of San Ramon estimates non-residential square footage to increase approximately 5 million square feet for a total of approximately 21.6 million square feet within the Plan Area based on anticipated development.

The increases in non-residential space would take place within project sites, including the City Center project, Dougherty Valley Specific Plan, Crow Canyon Specific Plan (CCSP), and the North Camino Ramon Specific Plan (NCRSP) areas. Future non-residential development

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is anticipated to primarily occur on infill and designated mixed-use properties such as those within the CCSP and NCRSP areas where infill development can be supported based on the existing land use and infrastructure pattern.

### THE RETAIL SECTOR

San Ramon's shopping areas offer a broad range of standard and value-oriented retail goods that serve the convenience retail needs of San Ramon residents, workers, and businesses. San Ramon has market opportunities to maintain this strength while expanding its range of retail offerings.

Retail expansion need not mean "more of the same"; instead, the City can supplement its solid retail base to meet the demand for new and different shopping experiences. Existing and future San Ramon residents and workers are likely to want local, style-oriented shopping opportunities, in a different kind of shopping environment from a regional mall-type center. Meeting this demand will require shopping areas that offer expanded merchandise types and price ranges as well as more varied retail settings and amenities.

Making the retail experience more lively means not only offering an expanded range of merchandise, but also providing a site design, amenities, and mix of uses that encourage leisurely shopping trips, foot traffic, and browsing. Restaurants and cafes are also needed to add a recreational or an experiential dimension to the shopping experience.

The Dougherty Valley Village Center, approved in 2003, is also a pedestrian-oriented retail area where vehicular and transit linkages converge. It will include retail and office space that is adjacent to current civic uses such as the Dougherty Valley Community Center and Library, Diablo Valley Community College – San Ramon Campus, and high-density residential. The retail experience here is expected to be a synergy of mixed-uses with areas that provide for small and large, seasonal, outdoor events such as jazz festivals.

The North Camino Ramon Specific Plan (NCRSP), approved in 2012, offers additional retail opportunities to meet the needs of San Ramon's residents and business community. Complementary to the City Center Project, the NCRSP area provides opportunities for neighborhood and regional retail and vertical and horizontal mixed-use development in proximity to new and existing jobs.

In 2007, the City approved the City Center project at Bollinger Canyon Road and Camino Ramon. The City Center Project, as approved, was envisioned as pedestrian-oriented lifestyle center consisting of:

- Retail/Cinema 635,042 square feet
- Hotel – 169 rooms
- Retail/Office Flex (North of Bollinger Canyon Road) – 50,142 square feet
- Residential – 487 units
- BR1A – (south of Bollinger Canyon Road) – 681,769 square feet
- City Hall/Library 110,490 square feet
- Parking structures

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The project approvals came at the start of the economic downturn and there has been uncertainty regarding the timing of the project moving forward as envisioned by the Development Agreements. As such, the project remained on hold pending a better economic climate.

On October 8, 2013, the City of San Ramon entered into a Memorandum of Understanding with Sunset Development, the City's private sector partner on the City Center Project, to design and construct a new City Hall. Under the terms of the MOU the location of the proposed City Hall will move from the approved location in the City Center Project to a new location at the southwest corner of Central Park. Sunset Development will retain ownership and development rights for the former City Hall site (Parcel 1B) subject to the terms of the MOU and Development Agreements.

On May 20, 2014, the City approved the plans for the design of the new City Hall and construction began in September 2014. Additionally, on June 10, 2014 Sunset Development presented a revised vision and development concept for phase one of the City Center Plaza District. This first phase is comprised of the retail and theater portion of the previously approved Project. Construction of phase one of the Project is anticipated to begin in 2015.

### **REDEVELOPMENT HISTORY AND DISSOLUTION**

In 1986, the City designated its redevelopment project area, which consists of two subareas:

- Alcosta Boulevard. On the south side of Alcosta Boulevard mostly east of I-680.
- Crow Canyon. On the north side of Crow Canyon Road east of I-680 and on both sides of Crow Canyon Road west of I-680.

The Alcosta redevelopment area—about 30 acres of residential development, an 11-acre shopping center, and a 6-acre neighborhood park—was developed in 1999.

A redevelopment plan for the Crow Canyon area was adopted in 1991. In 2006, the City adopted the Crow Canyon Specific Plan (CCSP) for a significant portion of the Crow Canyon redevelopment area north of Crow Canyon Road along San Ramon Valley Boulevard. The RDA and tax increment revenue was envisioned as one of the implementation strategies for the Crow Canyon Specific Plan, thereby providing tools for the assemblage of properties and funding for infrastructure and affordable housing.

In 2011, as part of the California Budget Act, the Legislature approved the dissolution of the state's 400 plus Redevelopment Agencies (RDAs). After a period of litigation, the RDAs were officially dissolved as of February 1, 2012 including San Ramon's RDA. In 2013, the City Zoning Ordinance was amended to remove the Redevelopment Overlay Zones as a reflection of the prior State action and the fact that they were no longer applicable to the properties, including the CCSP area.

The loss of the RDA makes development contemplated by the CCSP more difficult because of the loss of tools to aggregate land, fund infrastructure and subsidize housing and other community improvements. Policy 4.7-1-2 calling for the implementation of the CCSP vision still exists; however, has been expanded to acknowledge the loss of the RDA and recommends that the City consider opportunities to evaluate the Specific Plan in the context of existing and future needs.

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### **TRANSPORTATION AND CONNECTIVITY**

San Ramon enjoys convenient freeway access from Interstate 680 via Crow Canyon Road, Bollinger Canyon Road, and Alcosta Boulevard. Throughout the Bay Area and the San Ramon Valley, the freeway system and Routes of Regional Significance have become increasingly congested. Travel times in other parts of the Bay Area have also increased and traffic congestion creates longer commutes for San Ramon residents and workers.

An effective transportation system is a key contributor to a healthy economy, providing for access to the labor force, suppliers, and markets. Planning for transportation improvements and connectivity to the region's transportation system supports economic development in San Ramon. One transit center is planned as part of the approved City Center project, and another transit center is contemplated within the North Camino Ramon Specific Plan area. To improve traffic circulation in the City's employment centers, San Ramon in concert with the California Department of Transportation (Caltrans) and the Contra Costa Transportation Authority (CCTA), embarked on a Project Study Report to determine the cost and feasibility of constructing high-occupancy vehicle (HOV) on- and off-ramps along the I-680 at Norris Canyon Road. This project is one component of the planned I-680 Carpool Lane Gap Closure/Transit Corridor Improvement project as identified in the Contra Costa County voter-approved Measure J Transportation Improvement Expenditure Plan.

To facilitate bicycle and pedestrian crossings at two major arterial roadways and improve vehicle travel times, San Ramon has completed an Iron Horse Trail Bicycle Pedestrian Corridor Concept Plan. The Plan calls for the construction of bicycle/pedestrian overcrossings on the Iron Horse Trail at Crow Canyon Road and at Bollinger Canyon Road. In 2014, the City embarked on the Community Outreach/Preliminary Design phase of the Bollinger Canyon Road overcrossing with a Transportation for Livable Communities (TLC) grant in the amount of \$200,700. Further discussions on San Ramon's transportation goals can be found in the Traffic and Circulation Element.

### **ECONOMIC DEVELOPMENT SUPPORT FOR BUSINESSES**

The City of San Ramon has an important role in encouraging economic development and providing support for businesses. For example, by "streamlining" its design review, permitting, and licensing processes, the City makes the approval process less complicated, costly, and time-consuming for businesses. In addition, through its General Plan, the City determines the amount of space available for new business growth and sets guidelines for land use and development intensity. The City is also responsible for maintaining streets and other infrastructure, and overseeing workforce housing programs and housing development incentives. City actions in these areas can help to create an environment that is attractive for business investment.

### **GENERAL PLAN-RELATED CAPITAL FACILITIES NEEDS**

The City maintains a capital facilities plan that sets priorities for investing City funds in improvements such as streets, traffic signals, and other public facilities. By designating areas for new development (and redevelopment), the General Plan creates demands for capital facilities that the City will need to address.

Existing and planned General Plan capital funding commitments include roadway expansions along arterials and Routes of Regional Significance, construction of a new City Hall within Central Park, and implementation City Center project including a planned Transit Center.

## **2.2 DISCUSSION OF TRENDS AND ECONOMIC OUTLOOK**

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### **CURRENT AND FUTURE ECONOMIC OUTLOOK**

The City's fiscal condition is determined by its operating revenues, expenditures, and its financial reserves. Revenue sources include taxes, fees, assessments, rent on City-owned facilities, interest on City investments, and transfers from federal and State agencies. Expenditures include the costs of government operations, police protection, community development, and parks and recreation services.

In 2008 and 2009, the economy experienced the negative impact of a global recession. In response to any economic downturn, the City has a fiscal responsibility to implement strategic moves to contain future costs until the economy fully recovers and the corresponding revenue growth resumes.

Since that time, the City has worked to maintain services in light of fiscal constraints and the City and local economy have slowly continued to recover. In 2014, State and local unemployment is at the lowest levels in 5 years, but is still higher than pre-recession levels. The housing and retails sectors are continuing to strengthen and local revenue growth is expected to continue over the next several fiscal years.

While the economic recession represented a significant challenge over the past 5 years, it does not detract from San Ramon's long-term economic strengths looking forward. San Ramon residents are well-educated and have high household incomes. The City's property values remain fairly stable, particularly when compared with outlying cities within Contra Costa County. Through implementation of the Land Use Plan and Economic Development Element, San Ramon's long-term economic outlook remains positive.

### **FINANCIAL AND FISCAL SUPPORT FOR ECONOMIC ACTIVITY**

The most important contribution San Ramon will make to its future economic development is to provide for development opportunities as described earlier in the chapter and in greater detail in the chapter on land use.

Beyond this strategy, the City's support for economic development can take a variety of forms, some of which are suggested by the implementation policies presented below. The General Plan includes measures to address potential future economic development growth opportunities, emphasizes and reinforces features of San Ramon that contribute to the City's image, and preserves the characteristics that make San Ramon a desirable business location.

### **FISCAL ANALYSIS OF THE GENERAL PLAN**

The land use changes called for in the General Plan will inevitably have fiscal implications for San Ramon. As described above, the General Plan will allow a substantial increase in non-residential building space and, consequently, the number of jobs in the City by the year 2035.

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The increase in business activity will boost revenues collected by the City from property taxes, sales and use taxes, hotel taxes, and other sources. Similarly, the expansion of the population and the residential development that will house new residents will add to the City's revenues. At the same time, the operating costs of City programs and activities will rise, as the City provides services to new as well as existing residential and non-residential development. New developments would be responsible for offsetting these operating costs through contributions such as dedication of land or payment of development impact fees.

The fiscal implications of the Land Use Plan, referenced in the "General Plan 2020 " was originally analyzed in detail by Mundie and Associates in 2001 in a separate technical background report to the General Plan 2020. The General Plan fiscal analysis indicates that the fiscal impact of the Land Use Plan is positive. This finding, of course, relies on the premise that future conditions will bear out the assumptions incorporated into the fiscal analysis. A discussion of this point is presented at the conclusion of the 2001 fiscal report. The 2030 and 2035 General Plan updates rely on this baseline fiscal analysis and require that future project level analysis be conducted depending on the nature of future land use actions. Current General Plan Policy 2.3-I-1 requires that the City evaluate the ability of new development to pay for its infrastructure, its share of public and community facilities, and the incremental operating costs it imposes as part of the development review process.

In 2005, the City prepared the San Ramon Economic Development Strategic Plan: Economic Trends and Opportunities report. The extensive report provides an overview of economic conditions in San Ramon, examining demographics and household data, employment figures, taxable sales trends, and quality of life factors that impact local economic development. This report identified the City's economic strengths and weaknesses that ultimately formulated the goals and implementation strategies of the EDSP. The EDSP was updated in 2011 to address changes in demographics, trends for the residential labor force, real estate market, and jobs and business, along with clean technology potential, and education and business development resources.

With the development and update of specific plans, the fiscal impacts of each plan will be analyzed to determine the City's economic benefit from these land use documents.

## 2.3 GUIDING AND IMPLEMENTING POLICIES

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### GUIDING POLICY

- 2.3-G-1 Foster a climate in which businesses can prosper.

### IMPLEMENTING POLICIES

- 2.3-I-1 Implement the goals and strategies of the Economic Development Strategic Plan (EDSP) as adopted in 2005 and updated in 2011.

*The EDSP, written in 2005 and updated in 2011 will continue to need periodic refinement to evaluate and enhance its goals and implementation strategies.*

- 2.3-I-2 Work with regional Economic Development Organizations to foster the economic health of the City and surrounding region.

*The City is integrally connected to the rest of the Tri-Valley cities. Many issues facing the region affect all communities in it and can be solved only through regional dialogue and cooperation.*

- 2.3-I-3 Maintain the Economic Development Advisory Committee to advise the City Council and staff regarding economic development, redevelopment, and employment issues.

*The economic life of the City is never static but ever-changing. It is important to have citizen-formulated input available to city government on a regular basis.*

- 2.3-I-4 Work with the business community to periodically evaluate City services and receive improvement suggestions.

*To retain existing businesses and attract new ones, the City needs to “feel the pulse” of the business community. Establishing a regular program to ensure dialogue between the community and the City is essential to ensuring that the City’s policies encourage and stimulate commercial vitality.*

- 2.3-I-5 Provide expedited permit review processing for development proposals meeting City goals.

- 2.3-I-6 Encourage housing for San Ramon’s resident workforce to improve the match between local employment and local workers.

*The social fabric of the City is strengthened when citizens are able to work near their homes so that the time otherwise spent commuting can be used for beneficial activities within the community. Encouraging housing that will permit a broad range of workers, particularly providers of essential services, to reside within the City enhances the desirability of the City as a business location.*

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- 2.3-I-7 Work with private sector entities to identify and implement technologically advanced infrastructure improvements to enable the City to remain competitive with other localities.

*To maintain its deserved reputation as the home of “cutting edge technologies,” the City must be prepared to offer the infrastructure necessary to support such businesses. Ongoing communication with the private sector is needed to keep the City apprised of the technological needs of businesses—both existing and new. This information will enable the City to undertake advance planning to ensure its competitive position.*

- 2.3-I-8 Promote San Ramon as a location for business.

Coordinate a City effort to “sell” San Ramon as a business location offering assets that include an educated workforce; competitive development sites; and an active, business-friendly government with low business license fees.

- 2.3-I-9 Develop a comprehensive Business Development Strategy that includes access to tools and resources needed by new and existing businesses to grow in San Ramon as part of the EDSP update.

*The business development strategies were incorporated into the 2011 EDSP and City staff and the Economic Development Advisory Committee continue to work on implementation.*

### **GUIDING POLICY**

- 2.3-G-2 Provide adequate land use designations to accommodate planned development, with business and commercial areas complementing residential and public development in location/access, mix of uses, attractiveness, and environmental quality.

### **IMPLEMENTING POLICIES**

- 2.3-I-10 Continue to refine development standards that allow for better utilization of sites already developed for employment uses (e.g., through height and/or floor area ratio increases in combination with structured parking).
- 2.3-I-11 Work toward redevelopment and revitalization in the Crow Canyon area through implementation of the Crow Canyon Specific Plan to address the City’s future needs for residential and non-residential development.
- 2.3-I-12 Promote and encourage public transit, carpool and vanpool opportunities into San Ramon’s business areas including Bishop Ranch, Crow Canyon business area, and the San Ramon Valley Boulevard business area.
- 2.3-I-13 Encourage and facilitate non-motorized means of transportation to business areas.
- 2.3-I-14 Encourage retail development in mixed-use areas to accommodate local and regional demand.

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*By encouraging new types of retail and mixed-use development, the City both broadens and diversifies its tax base and increases the vibrancy of these areas.*

- 2.3-I-15 Implement the approved City Center project into a cultural, recreational, and vibrant mixed-use lifestyle center.

*The City Center project includes social, economic, and demographic dimensions, recognizing the pivotal need for a “central place” that will serve as a vital, vibrant gathering place for the full range of ages and social groups in the City.*

*The needs of both residents and businesses (and their employees) will be best met in and around the City Center, which combines nearby civic, recreational, and commercial activities operating at a level of intensity that invites visitation and participation and communicates excitement. The Center will draw users and visitors throughout the day and week, in part through revenue-generating businesses that will both contribute to the diversity of uses and provide economic support.*

- 2.3-I-16 Use development standards to minimize adverse visual effects of transportation infrastructure.

*Planning for new development should address the visual aspects of circulation, parking, and loading facilities, using siting, design, landscaping, and (where appropriate) screening to assure that these functional elements do not detract from the physical attractiveness of new development.*

- 2.3-I-17 Pursue alternative funding sources to secure and maintain open space and park facilities in San Ramon.

*The City’s natural environment and recreational opportunities are part of its set of “capital assets” vital to retaining existing, and attracting new businesses to the community. The City—consistent with prudent fiscal management—should seek ways, including obtaining government funding when reasonable, to ensure that significant open space and parks are available for existing and future residents.*

- 2.3-I-18 Implement the North Camino Ramon Specific Plan (NCRSP) to create a fiscally balanced, transit-oriented mixed-use area that provides for neighborhood and regional retail opportunities lacking in San Ramon and vertical and horizontal mixed-use development in proximity to new and existing jobs.

*The NCRSP area will complement the approved City Center Project while providing additional retail and housing opportunities close to public transit to meet the needs of San Ramon residents.*

- 2.3-I-19 Encourage businesses to promote the use of commute alternatives among their employees by implementing the City’s Transportation Demand Management (TDM) programs.

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### GUIDING POLICY

2.3-G-3 Ensure the fiscal and financial health of the City.

### IMPLEMENTING POLICIES

2.3-I-20 Evaluate the ability of new development to pay for its infrastructure, its share of public and community facilities, and the incremental operating costs it imposes.

*Existing City development review practices assure that new development provides for the capital facilities needed to serve it. Ongoing maintenance of those facilities—generally via infrastructure landscaping and lighting districts—is also typically provided for. While the defraying of such costs by new development would normally be expected, some projects may contribute to the community in ways that compensate for a negative fiscal impact.*

2.3-I-21 Seek to maintain an operating reserve consistent with the City Council's reserve policy to assure that sufficient financial resources will be available in the event of sudden economic dislocations or general economic slowdowns.

*Demands on the City's resources can come from a variety of sources, routine and emergency, ongoing and one-time. Responses to funding requests should be anchored in a clear understanding of the purposes that City spending is intended to serve and is disciplined by prudent financial management. In 2004, the City Council adopted a General Fund Reserve Policy providing a target for maintaining an operating reserve of not less than 50 percent of projected operating expenses for the following fiscal year to contribute to the City's fiscal health and discipline.*

2.3-I-22 Encourage diverse and complementary economic growth within the City, particularly in the retail sector.

*Per capita revenues from store-based sales could be stronger than they are. Retail development is an economic asset in several ways, contributing jobs and income as well as public revenues. A vibrant retail area confers a sense of place that strengthens community image and encourages residents to shop, dine, and pursue leisure activities locally.*

2.3-I-23 Assure adequate revenue sources to finance City capital facilities and program initiatives.

*Examples of initiatives potentially requiring capital outlays are open space acquisition, development of the City Center public facilities, and provision of other kinds of community infrastructure. Provision of assisted housing may also involve capital costs. Ongoing costs of administering newly established programs and/or providing services in conjunction with expanded activity (expansion of City-maintained public open space) will require increased operating costs and, potentially, augmentation of existing sources of operating revenues. Enlargement of the City's responsibilities, whether in the capital or operating realm, should occur only when decision makers are satisfied that a range of adequate financing options is available.*

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- 2.3-I-24 Assure that ongoing budgets provide for adequate maintenance of the City's capital facilities, and establish fees commensurate with services rendered (e.g., application processing fees, planning, building and safety and engineering) to recover costs of these services.

### GUIDING POLICY

- 2.3-G-4 Work with the private sector to assure an adequate supply of skilled workers and capital improvements needed to attract and maintain business in San Ramon.

### IMPLEMENTING POLICIES

- 2.3-I-25 Encourage local educational institutions to establish education and continuing education programs to meet the existing and foreseeable needs of local employers.

*Use network of contacts with local businesses (see Implementing Policy 2.3-I-3) to identify the types of industries and occupations most in demand and/or least available in the local workforce. Work with local campuses of Diablo Valley College and other higher education universities to identify local educational resources applicable to labor force needs of emerging industries (e.g., telecom, optics, other) in relevant occupational specialties. Support regional efforts such as through the Tri-Valley Business Council to disseminate information on education and training programs to enhance workforce availability and "fit."*

- 2.3-I-26 Support location of a four-year college within the Tri-Valley.

*A four-year degree-granting college in the Tri-Valley expands the range of educational resources available locally. The presence of a college within the area is a factor in attracting and retaining employees. Other benefits to business relate to availability of academic and technical training, internships and similar joint business/education programs, and research in subject areas with local business applications.*

- 2.3-I-27 Continue to support the success and development of Diablo Valley College (DVC) in San Ramon.

*DVC's San Ramon Campus, located in the Dougherty Valley subarea, opened in 2006 and is currently 64,000 square feet with expansion plans for an additional 60,000 square feet and a 30,000-square-foot joint-use library.*

- 2.3-I-28 Maintain the City's Capital Improvement Program.

*Change can be expected in the overall regional and national economies as well as in the way California organizes and implements local government financing and fiscal structure. San Ramon's capital facilities financing and programming should continue to be structured in a way that allows decision makers flexibility, so that choices regarding how to defray the costs of a capital or operating expenditure reflect financing and fiscal conditions at the time a particular project or program goes forward.*