

**City of San Ramon
Economic Development Strategic Plan**

2019

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Introduction



Purpose of the Economic Development Strategic Plan (EDSP)

The EDSP is a living document that establishes direction for San Ramon’s short and long-term economic development. The Plan identifies goals, strategies, and implementation actions for the City to pursue as it enacts business retention, expansion, and attraction efforts, supports a fiscally healthy government, realizes key development projects across the City, and makes San Ramon a better place to live and work. In addition, the EDSP is the primary tool for the implementation of the Economic Development Element of the City’s General Plan that is referenced therein.

EDSP Overview

The EDSP is organized into Goals, Strategies, and Implementation Actions.

Goals are overarching, broad statements regarding the City’s economic development priorities. They are as follows:

- Goal A: Maintain and Expand Existing Firms and Attract New Employers to San Ramon
- Goal B: Maintain and Strengthen San Ramon’s Fiscal Vitality
- Goal C: Maintain and Enhance San Ramon’s High Quality of Life
- Goal D: Implement Key Planning and Development Projects

Strategies are policies and methods for achieving the Goals.

Implementation Actions include specific initiatives that the City should undertake to enact the Strategies and achieve its Goals. The EDSP also includes an Implementation Plan, which identifies a timeline and responsible agency for realizing the actions identified in the EDSP.

The Goals, Strategies, and Implementation Actions in the EDSP were based on input and data from the following:

- San Ramon Economic Development Strategic Plan, 2011
- Interviews with local stakeholders conducted throughout 2016-2018
- San Ramon Retail Analysis, January 2017
- San Ramon Retail Strategy, May 2018
- Economic Development Element, City of San Ramon General Plan
- Review and input from the San Ramon Economic Development Advisory Committee (EDAC), February 2019 and Planning Commission, April 2019.

Goal A: Maintain and Expand Existing Firms and Attract New Employers to San Ramon



San Ramon benefits from a strong and diverse employment base, with jobs distributed among various business sectors. This diversification has helped San Ramon ride out national and regional economic cycles. The City should build upon and diversify its current economic base by retaining, expanding, and attracting firms in key business sectors. Opportunities may also arise to attract more jobs as firms restructure and consolidate their operations. In addition, the City should also enact strategies to maintain and support its major employers while encouraging growth among mid-sized firms, small businesses, and start-ups.

Strategies

1. *Continue to improve and expand upon the City's retail base, focusing in particular on region-serving retail offering comparison shopping goods located at City Center and other high-traffic locations on the gravity side of San Ramon's trade area (e.g., the area on the east-side of I-680).*

Although San Ramon has several successful neighborhood and community shopping centers, the City's affluent households, large daytime worker population, and continued growth under the City's General Plan indicate market support for additional retail space. Interviews with national and regional retail center owners and developers indicate that City Center and high-traffic locations on the east-side of Crow Canyon Road/I-680 and Bollinger Canyon Road/I-680 are the best locations for new retail. Currently, San Ramon residents leave the City to purchase many apparel, home furnishing, and other comparison goods, leading to a significant amount of retail "leakage." While San Ramon's location between existing regional centers in downtown Walnut Creek and Dublin/Pleasanton presents a challenge to recruit new comparison goods retailers, the newly opened City Center presents a high-amenity, destination retail center that is best positioned to attract new regional- and community-serving retailers. At the same time, existing shopping centers could be enhanced through improvements in design, new amenities, and tenant mix. These steps, along with supporting leasing efforts at City Center, would improve local shopping opportunities in San Ramon, help attract shoppers from outside the City, diversify the local economy, and generate additional annual sales tax revenue for the City. Locations on Bollinger Canyon Road and Crow Canyon Road east of I-680 may also be attractive to new specialty or comparison goods retailers as well.

2. *Retain, expand, and attract firms that make up San Ramon's economic base, including businesses in the Information sector, Professional and Business Services sector, the Finance and Real Estate sector, Health Care industry, and the Leisure and Hospitality*

industry. Together, these sectors represent the core of San Ramon’s economy, making up almost 60 percent of the City’s total jobs. Moreover, the Profession and Business Services and Financial and Real Estate sectors have shown strong growth, increasing by 123% and 87% respectively between 2010 and 2015. The City should continue to support the retention, expansion, and attraction of firms in these sectors. As shown by recent leasing activity at Bishop Ranch, opportunities for job attraction may occur as firms relocate from high cost areas within the greater Bay Area, local firms consolidate and restructure their workforce in response to ever-shifting economic conditions. As an example of this effort, the City has supported the Discover San Ramon initiative by permitting it to build a funding reserve to ensure long-term marketing success.

3. *Support small business development and expansion in San Ramon.*

Small firms in San Ramon with up to 25 employees and medium-size firms with 26 to 75 workers made up a significant share of total jobs in the City. In addition to providing steady employment for a significant share of the local economy, small businesses have the potential to expand and thrive in the right environment. In fact, I-Gate/Start Up Tri-Valley has identified a total of 150 technology companies in the Tri-Valley that have raised \$100,000 in equity financing since 2015.¹ Due to its size and variety of space offerings, Bishop Ranch is well positioned to accommodate small businesses as they are established and grow over time. In addition, the City can support small business formation through flexible use of underperforming retail centers such as ones along east-side of San Ramon Valley Boulevard south of Crow Canyon Road.

These start-ups are sparked by the kind of entrepreneurialism and innovation associated with communities such as San Ramon, with high educational attainment and household incomes and a well-established set of existing firms. Businesses can emerge as established professionals create new ventures and spin-off existing companies. Bishop Ranch and other office projects also offer space to serve smaller companies, as well as the potential for partnership, collaboration, and synergy between new and established firms. Resources such as the San Ramon Chamber of Commerce, the San Ramon Public Library, the Contra Costa County Small Business Development Center, the Innovation Tri-Valley Leadership Group, and the Contra Costa Economic Partnership all create a supportive environment for small business start-ups and expansion.

4. *Continue to enhance and promote the City’s business-friendly environment, including an efficient, equitable, and predictable permitting process.*

The City of San Ramon should continue to promote a culture of business support among its staff. The City can control its permitting process and operations, hence continual improvement, flexibility, and best practices should be a focus of City staff. City employees should be well-informed and willing to assist firms with their concerns and needs, particularly staff that interface with the public for licenses, permits, planning, and other business services. In addition, the City’s fee schedule and permitting process should be efficient and, therefore, cost competitive with neighboring communities. The City should also continue to collaborate with the San Ramon Valley Fire District and other agencies, on their role in the permitting process and the services they provide to the business and development community.

5. *Provide adequate land use designations to accommodate planned development, with business and commercial areas complementing residential and public uses.*

A mix of these uses helps support a healthy jobs-housing balance in the City, facilitates a day and night-time economy, and can help limit auto trips. Emphasizing new retail along high-traffic corridors such as Crow Canyon and Bollinger Canyon roads will better

¹ Start-Up Tri-Valley, <http://www.igateihub.org/startuptrivalley/>, accessed January 25, 2019.

match what retailers and retail developers seek as locations. Mixed-use development should be approached with flexibility, permitting both horizontal as well as vertical mixed-use development. Furthermore, a diversity of land uses, including residential uses in the City's core, will help attract businesses to San Ramon. The City should update the North Camino Ramon Specific Plan and Crow Canyon Specific Plan with these goals in mind.

6. *Continue to reinforce and participate in regional economic and workforce development efforts.*

Workforce development occurs through a network of public and private educational systems that span K-12 schools, community colleges, four-year institutions, advanced degree programs, and training initiatives. In the Tri-Valley, workforce planning and implementation is led by Diablo Valley College, the Contra Costa and Alameda Workforce Investment Boards (WIBs). At the same time, several regional economic development efforts span the Tri-Valley and East Bay. Participation and support of these workforce development programs is vital to ensure job opportunities are open to local residents to the greatest extent possible.

Implementation Actions

Business Retention, Expansion, and Attraction

- A. Assemble and promote a **City Recruitment, Retention and Expansion Package** that highlights the benefits of locating in San Ramon. These strengths include a highly qualified workforce, high household incomes, a range of housing options, low business fees and taxes, excellent municipal services, a well-run City government, and the generally high quality of life in the City. In addition, the Package should contain information on educational, training, and business development resources, and local government contacts. In particular, information on local venture capital, start-up funding, grant, and financing resources should be highlighted, with the appropriate contact information for each source.
- B. Create **marketing materials** to support firm attraction, and regularly update the City website with information regarding population, household income, education, and employment trends in San Ramon. Coordinate with Bishop Ranch on this marketing initiative to help in their efforts to attract tenants. Consider conducting a media and public relations campaign to promote San Ramon.
- C. Continue to collaborate with the **existing network of business services** in San Ramon and the region, and direct new firms to these services through informational materials such as the City Recruitment, Retention and Expansion Package (described above) and the City website. The City should look to expand its economic and marketing partnerships in the Tri-Valley when to do so provides a positive return on the City's investment.
- D. Aggressively support the City's **Home-Based Business** program to grow the local economy and potentially generate additional sales tax revenue by supporting networking among home-based businesses and facilitating local marketing of services and goods.
- E. Encourage the development of underused properties or older office/industrial facilities as **low-cost flex-space** to attract start-up firms in the clean technology sector through appropriate changes to the City's zoning code to facilitate a wide range of businesses.
- F. Continue to **partner with commercial real estate brokers and property managers** to

- provide property and marketing information to potential businesses looking to locate in the region, and a clear understanding of the entitlement process. Outreach to brokerage and property management services could occur through distribution of the City Recruitment, Retention and Expansion Package described in Implementation Action A and by the City convening broker roundtable events to provide briefings and obtain feedback on City programs, policies, and marketing efforts.
- G. Maintain ongoing **communication with local venture capital groups, angel investor groups, entrepreneur assistance programs (e.g., Innovation Tri-Valley Leadership Group), and local banks** to identify any businesses looking to expand or relocate in the area and to encourage investment in the community. Use these contacts as another avenue for distributing the City Recruitment, Retention and Expansion Package and other marketing materials.
 - H. Establish **ongoing communication with existing businesses**, particularly larger employers. (e.g., through special meetings with City staff, an annual summit, or both). The Chamber of Commerce and other business leaders should play an active role in this process. Consider hosting a **San Ramon Economic Development Roundtable**, inviting members of the local business community to understand market trends, their needs, and how the City can continue to support local employers.
 - I. Continue to **monitor leasing activity** among retail and larger office users in San Ramon, noting when leases are set to expire, as firms often use this as an opportunity to reconsider their location. The City should pro-actively contact these firms and help assure that they remain in San Ramon.
 - J. Establish a **communication and outreach plan with small businesses** in San Ramon, working through the City's business license database to assemble a contact list. An initial program might be to conduct a survey of small businesses in San Ramon to understand their needs and how the City can support their growth.
 - K. Consider **contracting with local firms** for public services when feasible. Establish a list of local vendors that receive Requests for Proposals when they are issued by the City.
 - L. Encourage and facilitate **partnerships between the St. Mary's College, University, University of San Francisco, and UC Davis Executive MBA programs and local firms**. These could include a coordinated effort to tailor the programs to address the needs of San Ramon employers and business sectors. Reach out to other colleges and universities as well to establish evening programs to support workforce development.
 - M. Collaborate with Bishop Ranch to support **social and networking opportunities for local employers**. Bishop Ranch representatives report that these events improve the quality of life of their tenants, help spark business-to-business activity, and position Bishop Ranch as a full-fledged community, rather than just a conventional business park. These events could be organized around holidays, sports and recreation, and dining and entertainment. Incorporating housing into Bishop Ranch has now become an important element to successfully market Bishop Ranch office space; hence, event planning should extend to include residents of housing in the City's core.

Retail Development

- N. Continue to support leasing and activities at the recently opened **San Ramon City Center**, including facilitating the owner's efforts to program events and activities at City Center. City should provide technical assistance to the developer for permitting tenant

improvements to allow buildout of the development to proceed as quickly as possible, once plans are tenant improvement permit applications are submitted.

- O. Pursue the specialty and daily needs retail along key, high-traffic corridors within **the North Camino Ramon** and at key nodes within the Crow Canyon Specific Plan areas, chiefly along central Bollinger Canyon Road, east Crow Canyon Road, and the intersections of Deerwood and Omega and Deerwood and San Ramon Valley Boulevard through the Specific Plan update process.
- P. Organize and implement a **marketing campaign to encourage residents to shop in San Ramon**, possibly in partnership with the Chamber of Commerce and other local business interests, such as local shopping center owners. The campaign could occur as an insert in regular City mailings such as the Recreation Guide. The City can also distribute materials on a quarterly basis via its email broadcast list as well as through its social-media channels. Streetscape and design elements (e.g., banners, signage) can also be installed to celebrate San Ramon and encourage residents to shop locally.
- Q. Maintain ongoing **communication (e.g., through an annual meeting) with owners and operators of existing San Ramon shopping centers**. Discuss creative strategies and approaches for the centers to work with the City to improve operations, such as signage, circulation, and center design. A retail specialist could participate in this process to recommend improvements.
- R. Engage retail brokers and other industry specialists to **identify tenants for new and existing shopping centers** in San Ramon. Tenants should fill unmet retail needs within the local and, to the extent possible, the regional market. San Ramon and its surroundings are best characterized as an affluent family-oriented community in a very strong regional market; retail options in the City should look to serve this demand.
- S. Explore the potential of a **citywide or district-based signage and wayfinding system** to improve visibility and branding of retail districts, corridors, and nodes. Such a program or programs can help support the City's efforts to encourage residents and workers to shop local.
- T. Pursue establishing a **Temporary Flexible Use Zone** (zoning overlay) in the zoning code to facilitate events, pop-up retail and food trucks at the City's retail shopping centers. The City should undertake a review and audit of its zoning code and development standards to identify barriers to providing retail amenities and events.
- U. Work with existing retail center owners and tenants to determine whether there is a need for one or more **Business Improvement Districts** to provide ongoing, coordinated marketing and to potentially fund common amenities and/or signage and wayfinding program(s).
- V. Continue to **track retail industry trends** through conferences, industry publications, and communication with industry representatives, such as brokers and developers.

Land Use Planning and Development

- W. Maintain a **streamlined, efficient, and predictable City permitting process**. The permitting process should be prepared to handle specialized tenant improvements in health care and other technical industries to support growth in these sectors. Furthermore, City fees should be based upon the actual cost of delivering services. Additionally, continue to coordinate with the San Ramon Valley Fire District to help

ensure an efficient and predictable permitting process while preserving public safety goals.

- X. Establish **General Plan and zoning designations** that allow for a blend of complementary uses throughout the City. In particular, these designations should allow sufficient sites for the key industries outlined above, namely Clean and Renewable Energy Technology, Information, Professional, Scientific, and Technical Services, and Health Care sectors.
- Y. Continue to update the City's **zoning regulations** and other plans and policies as necessary to allow progressive and efficient floor-to-area-ratios (FARs), parking standards, and other development regulations in accordance with the General Plan.

Regional Economic and Workforce Development

- Z. Collaborate with Diablo Valley College San Ramon Campus, UC Davis, St. Mary's College of California, and University of San Francisco campuses in San Ramon, the Workforce Development Board, and others, to strategize on **workforce development efforts** and services for local businesses seeking employee training. To the extent possible, educational programs at these institutions should be linked with San Ramon's key industries, while considering other vital sectors in the Tri-Valley region as well. These efforts should include training for expanding industries as well as well-established service trades.
- AA. Explore partnerships with **St. Mary's College, UC Davis' Executive MBA programs, the Tri-Valley Business Council, East Bay Innovation, and East Bay Economic Development Alliance** to develop a program to "retrain" workers with greater educational attainment to become entrepreneurs in emerging sectors, such as the clean technology industry.

Goal B: Maintain and Strengthen San Ramon's Fiscal Vitality



Like many local California jurisdictions, San Ramon has experienced fiscal challenges in recent years, with expanding costs outpacing revenues even in the ongoing economic expansion. The City faces slowing taxable retail sales due to the rise of e-commerce and changes in the mix of tenants in existing retail centers to higher proportions of service-providing tenants that do not generate sales taxes. The EDSP presents strategies to maintain and strengthen the City's fiscal position and allow continued provision of high-quality municipal services.

Strategies

1. Retain, expand, and attract retail sales tax revenue-generating businesses to San Ramon.

Local demographics suggest strong potential for additional retail space in San Ramon – if it's located in the right locations. The City should revise and update its Crow Canyon and North Camino Ramon Specific Plan areas to preserve high-performing retail centers and give center owners and developers the option to develop horizontal as well as vertical mixed-use projects. The City should encourage new retail at key sites and support the success of City Center as the City's premier destination retail center.

2. Consider the fiscal impact of land use decisions during planning initiatives, such as the North Camino Ramon Specific Plan and the City's General Plan.

Land use planning decisions have fiscal impacts on the City, affecting revenues from sales tax, property tax, and other sources, as well as the demand on municipal services. The City should conduct fiscal impact analyses of major land use plans to consider the effects of these programs on municipal finances.

3. Leverage new development to generate service fees for the City and ensure that these fees are commensurate with the cost to entitle and approve projects.

New residential and commercial development generates fees that allow the City to continue providing high-quality services. Fees should be set to a level that allows cost-recovery, while remaining competitive with neighboring jurisdictions.

4. Ensure that new development covers the associated operating and capital costs it generates.

New residential and commercial development generates costs to the City in the form of infrastructure improvements and greater demands on local services. The City should assure that these costs are effectively addressed so that development "pays its own way," while remaining sensitive to financial feasibility considerations and development costs.

5. *Enhance the City's Business-to-Business ("B2B") sales tax revenue.*

Given the dynamic nature of B2B sales, the City should not rely on them for consistent ongoing revenue. Nevertheless, they play a vital role in the City's finances. As such, steps should be taken to optimize local B2B sales by encouraging local firms to report San Ramon as the point-of-sale for their transactions. Communicating with local firms on this issue also helps the City gain a better understanding of technology, business, and regulatory trends that impact B2B sales. Promote new B2B revenue-generating businesses by preserving service commercial uses and supporting research and development opportunities.

6. *Maintain an operating reserve consistent with the City's reserve policy.*

The City's conservative fiscal policies, including its operating reserve, have allowed San Ramon to weather the economic downturn better than most California jurisdictions. This performance has also allowed the City to maintain a strong AAA bond rating, lowering the cost of debt for capital projects. The City should strive to maintain its goal of a 40% reserve against General Fund expenditures. By doing so, the City can assure existing and prospective businesses that the City has a strong fiscal foundation to weather future economic downturns and keep essential services at acceptable levels.

Implementation Actions

- A. Pursue additional **region- and community-serving retailers regardless of size**, to San Ramon, particularly those that generate high levels of taxable sales per square foot.
- B. Actively identify and implement **opportunities to maximize sales tax generating uses** on infill properties. The City has recently worked with landowners to make more efficient use of sites and successfully create opportunities for more sales tax generating uses. The City should continue to look for these opportunities as they arise.
- C. **Identify and monitor major retail and B2B sales tax generators** in the City. Maintain ongoing communication with these firms to help maintain their presence in San Ramon.
- D. Assure that **new assessment districts** effectively cover operational and capital costs of new development, to the extent possible.
- E. Support the deployment of the **ITS Master Plan** (adopted in 2018).
- F. Carefully consider how the City can support new **5G telecommunications** infrastructure in commercial areas.
- G. Continue to apply for **regional, state, and federal grants** for capital projects in San Ramon.
- H. Strategies and Implementation Actions related to the retail sector under **Goal A** would also contribute to the City's fiscal health by generating additional retail sales tax revenue.

Goal C: Maintain and Enhance San Ramon's High Quality of Life



San Ramon offers a high quality of life, with clean and safe neighborhoods, an extensive series of parks and trails, a range of housing options, multiple recreation opportunities sponsored by the City, and an attractive natural setting. The City's well-educated professional population and an excellent public school system further enhance the San Ramon's appeal. Local campuses for Diablo Valley College, UC Davis Extension, and the University of San Francisco, St. Mary's College, as well as classes through the City Park and Recreation Department, also offer ongoing career training and lifelong learning opportunities for local workers and residents. The EDSP supports all these factors, recognizing that a high quality of life is a key element of successful local economic development.

Strategies

1. Continue to provide and improve high-quality public services and facilities for the community, including recreational and cultural amenities.

San Ramon's well-maintained streets, modern community facilities and parks, well-managed City government, public library, and Performing Arts Center, all contribute to the high quality of life in San Ramon. These factors make San Ramon an attractive place to live, work, and invest. The City should continue its commitment to the maintenance, improvement, and expansion of community facilities, and seek support from other public and private institutions to further improve services.

2. Offer a range of housing types affordable to various income groups and the San Ramon workforce.

Offer a range of housing types affordable to various income groups and the San Ramon workforce. San Ramon, like the rest of the Bay Area, has seen home values significantly increase in recent years. Between the beginning of 2011 and the end of the first half of 2018, the median home sale price in San Ramon rose by 64% to just over \$1.0 million, compared to Contra Costa County's median home price of \$617,500. During the current economic expansion, even as household incomes have grown the City's home prices have remained largely out of reach to low- and moderate-income households.

The availability of affordable housing plays a major role in employers' locational decisions and helps them recruit and retain employees. A lack of affordable housing also contributes to longer commutes and increased congestion, as local workers are forced to live in more distant areas due to high housing costs. A range of housing prices would allow new buyers and renters to enter the San Ramon housing market, settle into the community, and stay in the City as their housing needs change.

- 3. Continue to work with the local school district to support San Ramon's high quality public education system, and provide shared facilities that serve both community members and students.***

The San Ramon Valley Unified School District (SRVUSD) is widely recognized for its high academic standards and excellent student performance. Academically, SRVUSD consistently ranks in the top five to ten percent statewide on multiple performance measures (e.g., Academic Performance Index, SAT and AP test scores for college-bound seniors, and California High School Exit Exam scores)². The City supports this success by continuing to work closely with the District in facilities planning and collaborating on shared facilities when appropriate. Furthermore, efforts should be made to phase school development in time with new housing development to avoid overcrowding at existing schools.

- 4. Enhance shopping opportunities for specialty and daily needs goods in San Ramon.***

As noted in Goal A, demand exists for regional- and daily needs retail in San Ramon. Local access to these goods would allow residents to shop in the City, supporting taxable sales and limiting the need to travel to neighboring communities for their retail needs. To encourage additional expenditures in San Ramon, the City should encourage retail center owners to invest in high-quality amenities to attract more shoppers and keep them onsite longer.

- 5. Broaden San Ramon's dining and entertainment options.***

Stakeholders report a limited number of high-end dining options in San Ramon, including high-end family-oriented restaurants. High-quality restaurants, including chain stores and independent operators, can offer evening entertainment for young couples and adults, attractive dining options for business travelers and meetings, and can generate foot traffic at new and existing shopping centers. City Center now has helped meet this need with the opening of many new dining and entertainment offerings. Given the City's high incomes, large baby-boomer population, and professional workforce additional restaurants likely can be supported –given the right location, either at City Center or another center located on the gravity side of San Ramon (e.g., the area on the east-side of I-680).

- 6. Strive for a sustainable city by promoting transit and non-auto transportation options, transit- and pedestrian-oriented development, and energy efficiency measures in public and private buildings.***

Cities throughout the nation and region are recognizing the important of sustainability measures as a way to reduce environmental impacts and signal a progressive attitude to employers and residents. These measures also help improve the local quality of life by reducing energy consumption and congestion, enhancing the streetscape, and offering various transportation alternatives for residents. The City's Climate Action Plan exemplifies these efforts in San Ramon. With new housing in the City's core and a transit center at City Center, San Ramon can advance its sustainability goals by promoting and enhancing opportunities for walking, ride sharing, and cycling to, from, and within the core.

- 7. Work closely with the community when planning major new development projects.***

The City should continue to engage the local community in planning initiatives such as the City's General Plan and updating the Crow Canyon Specific Plan and the North Camino Ramon Specific Plan. In addition, the City should encourage developers to be

² San Ramon Valley Unified School District, <https://www.srvusd.net/academicachievement>; accessed January 25, 2019.

pro-actively involve the San Ramon community in planning major projects. These efforts help address local needs and concerns at the early stages of the process and can help build support for a project or plan.

8. ***Support community- and business-led initiatives to improve the local quality of life.***
The City should continue to assist the local organizations (e.g., San Ramon Rotary Club, San Ramon Historic Foundation) and businesses in their initiatives to make San Ramon a better place to live, work, visit, and invest.

Implementation Actions

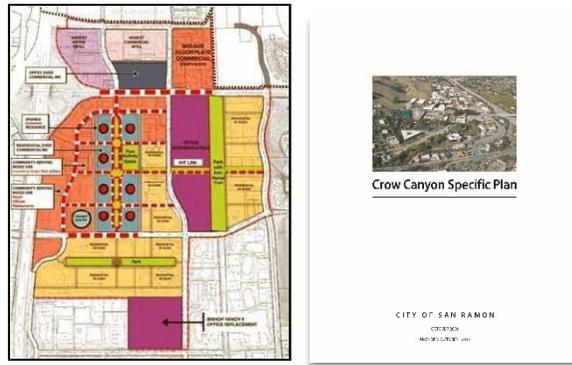
Many of the strategies above are addressed through the City's 2010 Parks and Community Services Master Plan Update, 2015-2023 Housing Element, and Climate Action Plan. These documents contain detailed descriptions of City programs and actions that support recreation and cultural amenities, affordable and workforce housing, and greenhouse gas reduction, respectively. The EDSP references the relevant documents below and lists additional implementation actions that the City should pursue to maintain and enhance the City's high quality of life.

- A. Continue to implement and update the City's **Parks and Community Services Master Plan**.
- B. Continue to put into practice the projects and programs identified in the City's **Housing Element**.
- C. Partner with the County, the Chamber of Commerce, Discover San Ramon, local commercial property managers, and others to **encourage local employers to tap into the California Green Business Network**, which helps companies adopt green business practices and become certified as Bay Area Green Businesses. For example, the City, Chamber, and/or shopping center managers could host a workshop for local firms to learn about and take advantage of the program.
- D. Continue to work with the **San Ramon Valley Unified School District** on the development and maintenance of shared facilities to enhance educational and recreational opportunities for community members. Examples of shared facilities include sports and recreational uses, theaters, and libraries.
- E. Continue to work with developers to plan for and construct **community facilities and services in conjunction with new housing development in Dougherty Valley and the Northwest Specific Plan Area**.
- F. Urge developers to initiate **public participation plans** early in the development process. Assist with the outreach for these efforts via the City's website and local print and electronic publications.
- G. Continue to support efforts to expand and increase public transit service, consistent with **San Ramon's Transit Plan** (adopted in 2005) These include, but are not limited to, the expansion of express bus service, increase fixed route service and implementation of local neighborhood transit service. In addition, San Ramon supports efforts to improve transit infrastructure along the I-680 corridor, including implementation of the I-680 Transit Corridor Improvements as identified in Measure J. These initiatives improve the local quality of life, and support business attraction and retention efforts by promoting

alternate forms of transportation for local employees.

- H. Support the newly adopted 2018 **Bicycling Master Plan** that sets forth strategies to improve safety and access and to encourage bicycling throughout the city. Becoming a robust bike-friendly community will enhance the City's competitiveness in attracting new businesses and skilled labor.
- I. Continue to provide **technical assistance and marketing support to community-led events** such as CarboLoad, Run for Education, the San Ramon Historic Foundation Victorian Tea, and others.
- J. Strategies and Implementation Actions related to the retail sector under **Goal A** would also contribute to the City's quality of life by broadening options for retail by locating new retail where it will have the best chance for success and giving center owners incentives to reinvest in their centers to make them more attractive to shoppers.

Goal D: Implement Key Planning and Development Projects



San Ramon has a number of planning and development projects underway. These larger efforts, coupled with infill opportunities throughout San Ramon, will add new homes, businesses, and retail and entertainment options, contributing to the community's overall vitality.

Strategies

- 1. Support City Center to establish it as the “heart” of San Ramon.**
The City Center is open and continuing to market remaining available space. City Center provides residents and workers a central gathering place and a lively mixed-use environment with retail and entertainment options. As noted in Goal A, the City should provide technical assistance to the developer on the permitting process for tenant improvements and facilitate permit reviews to allow for timely occupancy by tenant improvements.
- 2. Complete the update to the Crow Canyon Specific Plan (CCSP) update and initiate an update to the North Camino Ramon Specific Plan (NCRSP).** The CCSP should be revised to strengthen retail by focusing on key nodes for neighborhood-serving retail. The NCRSP should be updated to encourage new retail on Crow Canyon Road which is better suited as a retail location. As part of this update, the City should consider both horizontal or vertical mixed-use projects with a retail component. Additional housing should also be considered for the NCRSP to add residents who would live in close proximity to work and shopping opportunities.
- 3. Encourage additional residential uses in the City Center Priority Development Area (PDA).** Adding additional residential uses in this PDA would help support the success of both City Center as retail development and ongoing leasing of office space at Bishop Ranch. Many of today's workers, particularly younger workers, seek employment at convenient locations that do not require commuting by automobile or lengthy trips on public transit.
- 4. Undertake an initiative to design and implement improvements to Camino Ramon (or other parallel street or paseo) and its connection to Bollinger Canyon Road to make it pedestrian and bike friendly, supporting access to retail destinations at the Marketplace, City Center, and Crow Canyon Commons.**
- 5. Continue to develop Dougherty Valley as a well-served neighborhood with strong links to the rest of San Ramon.**
The Dougherty Valley Plan calls for the area to be fully served by public facilities and resident amenities, including retail. While much of the area has been built out, a number

of facilities remain incomplete, particularly the Dougherty Valley Village Center at the southern end of the Valley. The City will continue to work with the County and master developers to achieve the buildout of the Plan.

6. Complete the buildout of the Northwest Specific Plan.

The Specific Plan area encompasses over 350 acres of largely undeveloped land adjacent to the existing City limits on the east and west sides of Bollinger Canyon Road. The City has approved the Faria Preserve project which consists of 610 residential units, a community park, house of worship, and educational site.

- 7. Continue to identify opportunities for infill and redevelopment throughout the City.** San Ramon contains a number of low-density underused commercial properties that could be reused to support the development of housing, employment space, and other new, compact, mixed-use development. There have been a number of parcel sales that may give the City a chance to realize new mixed-use development and meet State of California housing production goals set for the City. The City should work with property owners to facilitate this process, particularly in the Crow Canyon and North Camino Ramon Specific Plan areas.

Implementation Actions

- A. Continue **Bollinger Canyon Road improvements** to facilitate access to Dougherty Valley and City Center.
- B. Prepare an update to the **North Camino Ramon Specific Plan** to respond to the changes identified in the Retail Strategic Plan and Economic Development Strategic Plan.
- C. Continue to **work with the County, Shapell Homes and Toll Bros.** to oversee the design and construction of the remaining Dougherty Valley residential units and the Dougherty Valley Village Center.
- D. Continue to support the **Northwest Specific Plan** master developer in efforts to secure the necessary Regional permits and implement the Plan.
- E. Support the permitting process for **9000 Alcosta Boulevard** as a 98-unit affordable senior housing development.
- F. Continue the planning and development process for the **Alcosta Medical Arts**, a 40-unit senior housing development at the 9200 block of Alcosta Boulevard.
- G. Continue to support **private efforts to consolidate and develop underused properties** throughout the City.

Implementation Plan

This section details the timing, priority, and responsible parties for implementation of each of the actions listed under Goals A through D. While all the implementation actions play a vital role in supporting the City's economic development, the "Primary," "Secondary," and "Tertiary" priority designations help City staff allocate time and resources efficiently. Staff will proactively implement "Primary" actions as immediate objectives with an approximate 18-month timeframe. Staff will address "Secondary" items pro-actively, but in a less immediate fashion, with an 18- to 36-month timeframe. Lastly, staff will respond to "Tertiary" items reactively, taking advantage of opportunities as they present themselves.