



City of Dublin STRATEGIC PLAN

City of Dublin Two-Year Strategic Plan

Adopted on April 4, 2022

Adopted for Fiscal Years 2022-23 & 2023-24 (updated every two years)

Mission

The City of Dublin promotes and supports a high quality of life, ensures a safe and secure environment, fosters new opportunities, provides equity across all programs, and champions a culture of diversity and inclusion.

Vision

Dublin is a great community to live, work, and raise a family. Dublin values:

- ***Safety*** – We are dedicated to excellent public safety resources, including police and fire.
- ***Finances*** – We will strive to be fiscally transparent and balance our budgets annually.
- ***Inclusivity*** – We will advocate for programs and policies that support inclusive access to housing, and cultural opportunities.
- ***Diversity*** – We will support a wide range of programs and events that reflect and cater to the diversity of our residents.
- ***Equity*** – We will deliver our services in a way that ensures equitable access to all.
- ***Innovation*** – We will continue to innovate in every aspect of government and promote innovation within the business community.
- ***Customer Service*** – We will provide welcoming, excellent customer services to our residents and businesses at all times.
- ***Living an Active Lifestyle*** – We will continuously promote an active lifestyle through our parks and facilities and encourage participation in local sports.
- ***History*** – We will honor our history through places and programs that remind people of our beginnings.
- ***Business*** – We will provide a full spectrum of opportunity by supporting current and prospective businesses through ongoing economic development efforts and helping them grow and thrive locally.
- ***Environmental Sustainability*** – We will continue to lead in building a well-planned sustainable community and protecting our natural resources.

Strategies

Strategy
1. Downtown Dublin and Economic Department.
Strategic Objectives:
1A. Continue support of the Downtown Preferred Vision and Downtown Dublin Specific Plan including improving visual and environmental quality and evaluating specific business uses.
1B. Pursue mixed-use projects to create economic vitality.
1C. Grant conditional tax and/or development fee relief for new developments in the Downtown.
1D. Support local businesses and new business attraction (ensure revenue-generating industries).
1E. Continue the Fallon-East economic development strategy.
2. Housing Affordability.
Strategic Objectives:
2A. Develop a Certified Housing Element that balances the location of housing options for all income types.
2B. Ensure the City's inclusionary zoning regulations incentivize targeted housing production.
2C. Prepare a nexus study to evaluate the affordable housing commercial linkage fee and affordable housing in-lieu fee for for-sale and rental housing.
2D. Facilitate the production of affordable housing for lower income seniors, workforce, and special needs households.
2E. Review the housing market analysis and establish a strategy to meet the "middle market" demand, if needed, to ensure right mix.
2F. Review ownership programs for first-time buyers and explore alternative options.
3. Infrastructure Maintenance and Reinvestment.
Strategic Objectives:
3A. Use surplus and lump sum funding to increase the City's internal service funds.
3B. Provide on-going condition assessments of aging city facilities and assets.
3C. Explore finance options for long-term pavement management needs.
3D. Explore use of funding mechanisms like community facilities districts for capital and on-going maintenance needs.
3E. Continue to implement measures identified in the Climate Action Plan.

Strategies

4. Organizational Health.

Strategic Objectives:

- 4A. Use existing reserves to address the unfunded Dougherty Regional Fire Authority pension liability.
- 4B. Complete an update to the Public Facility Fee Program.
- 4C. Make annual contributions to reserves for the early payoff of the energy efficiency bonds.
- 4D. Conduct a feasibility study into the fiber connectivity between City facilities.
- 4E. Complete an update to the User Fee Study.

5. Safe and Accessible Community.

- 5A. Evaluate the feasibility and strategies for a community-wide fiber network.
- 5B. Continue to engage with the community using all appropriate methods to share and exchange information.
- 5C. Provide more opportunities for residents to complete transactions with the City online, with appropriate security measures.
- 5D. Ensure programs remain affordable and accessible to all members of the community, especially lower income families and seniors.
- 5E. Support existing and innovative public safety efforts, like the DPS Behavioral Health Unit.
- 5F. Support community awareness of protected and preserved open space in and around Dublin.