



CITY OF DUBLIN  
HERITAGE & CULTURAL ARTS COMMISSION  
MEETING AGENDA

THURSDAY, JULY 9, 2015, 7:00 P.M.  
DUBLIN CIVIC CENTER, 100 CIVIC PLAZA

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ORAL COMMUNICATIONS**
  - 3.1 **Public Comments**

At this time, the public is permitted to address the Heritage and Cultural Arts Commission on non-agendized items. The Commission must, however, comply with all State Laws in regard to items not appearing on the posted agenda. The Commission may respond to statements made or questions asked, or may request Staff to report back at a future meeting concerning the matter. Any member of the public may contact the Office of the Parks and Community Services Department related to the proper procedure to place an item on a future Heritage and Cultural Arts Commission agenda. The exceptions under which the Heritage and Cultural Arts Commission MAY discuss and/or take action on items not appearing on the agenda are contained in GC 54954.2(b)(1)(2)(3).
4. **MINUTES OF THE REGULAR MEETING**
  - 4.1 **Minutes of the Regular Meeting – June 11, 2015**

**STAFF RECOMMENDATION: Approve Minutes**
5. **WRITTEN COMMUNICATIONS - None**
6. **PUBLIC HEARING - None**
7. **UNFINISHED BUSINESS - None**
8. **NEW BUSINESS**
  - 8.1 **Spring Quarterly Report**

The Commission shall receive a report on the programs, activities and events conducted during Spring 2015.  
**STAFF RECOMMENDATION: Receive report.**
  - 8.2 **Assessment and Strategic Planning Related to Heritage and Cultural Arts**

The Commission shall receive an update on the Department’s strategic planning related to Heritage and Cultural Arts.  
**STAFF RECOMMENDATION: Receive report.**
9. **OTHER BUSINESS**
  - 9.1 **Brief Informational Only Reports from Commissioners and/or Staff and Reports by Commission related to Meetings Attended at City Expense (AB 1234).**
10. **ADJOURNMENT**

*This AGENDA is posted in accordance with Government Code Section 54954.2(a)*

*If requested, pursuant to Government Code Section 54953.2, this agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Section 12132), and the federal rules and regulations adopted in implementation thereof. To make a request for disability-related modification or accommodation, please contact the Office of Parks and Community Services (925) 556-4500 at least 72 hours in advance of the meeting.*

*A complete packet of information containing Staff Reports (Agenda Statements) and attachments related to each item is available for public review at least 72 hours prior to a Heritage & Cultural Arts Commission Meeting or, in the event that it is delivered to the Commission less than 72 hours prior to a Heritage & Cultural Arts Commission Meeting, as soon as it is so delivered. The packet is available in the Parks & Community Services Department at Civic Center.*

# HERITAGE AND CULTURAL ARTS COMMISSION

## REGULAR MEETING

### *Draft Minutes*

#### CITY OF DUBLIN

June 11, 2015

The June 11, 2015 Regular Meeting of the Heritage and Cultural Arts Commission was called to order at 7:05 PM at the Dublin Civic Center, Dublin, California, by Chair Iharosi

#### **PLEDGE OF ALLEGIANCE**

Chair Iharosi led the Pledge of Allegiance.

#### **ROLL CALL**

Commissioners (Cm.) Present: Blackburn, Deets, Iharosi, Minniear, Szollos

Commissioners Absent: He, Tutino

#### **ORAL COMMUNICATIONS**

##### **3.1 PUBLIC COMMENTS**

Ms. Anita Carr, Alameda County (ALCO) Arts Commissioner, informed the Commission the ALCO Arts Commission completed their recommendation of the 2015 Arts Leadership Awards and noted the Tri-Valley was under-represented among the field of nominations this year. Ms. Carr encouraged the Commission to look for individuals or groups who stand out as contributors to developing art in the Dublin community, to apply in 2016. Ms. Carr also stated the ALCO Arts Commission recently finished accepting proposals for the 2015 Artwork Purchase Program.

Ms. Micki Cronin, Assistant Director of Parks and Community Services, introduced the new Cultural Arts & Heritage Manager, Ms. Tegan McLane.

#### **APPROVAL OF MINUTES**

##### **4.1 Special Joint Meeting April 20, 2015**

On a motion by Cm. Deets, seconded by Cm. Blackburn and by a vote of 5-0-0 with Cm. He and Tutino absent, the Commission voted to approve the minutes of the Joint Meeting with the Parks and Community Services Commission on April 20, 2015, as presented.

##### **4.2 Regular Meeting May 14, 2015**

On a motion by Cm. Minniear, seconded by Cm. Deets, and by a vote of 4-0-1 with Cm. He and Tutino absent, the Commission voted to approve the minutes of the regular meeting of May 14, 2015 as presented. Chair Iharosi abstained from the vote as she was not present for the meeting.

#### **WRITTEN COMMUNICATIONS**

None

#### **PUBLIC HEARING**

None

#### **UNFINISHED BUSINESS**

None

#### **NEW BUSINESS**

##### **8.1 Winter Quarterly Report**

Ms. Cronin presented the specifics of the item as outlined in the Staff Report.

Cm. Blackburn asked about the Cultural Arts class cancellation rate. Ms. Cronin stated cancellations depend on a number of factors, primarily the number of participants registered for the program. In some cases a class may be held despite low enrollment in order to build the program. If a class has repeatedly low enrollments, Staff may decline to offer the class in the future. Additionally, during the winter quarter, the Preschool Program located at Emerald Glen Park relocated to the Shannon Community Center multipurpose room due to Aquatics Center construction. This resulted in some cultural arts class relocations and cancellations. Cm. Blackburn stated it would be helpful for the Commission to receive Staff's impression on the demand for classes as the population and demographics change. Ms. Cronin stated the City is always looking for new types of contract classes.

Cm. Deets commented on the increasing diversity in Dublin. Cm. Deets asked if Staff is making any special effort to market City recreation programs to specific demographic groups. Ms. Cronin commented on enrollment in summer camps. Cm. Deets mentioned a cultural website that might offer additional marketing opportunities.

Cm. Minniear stated an annual comparison of Heritage Center Exhibit Attendance and Visitors may be more beneficial than a quarterly comparison. Ms. Cronin stated Staff would look into presenting an annual comparison rather than quarterly.

Cm. Minniear noted the decrease in tour attendance in the visitor comparison.

Cm. Szollos questioned why the walk-in numbers for exhibit attendance differed from visitor counts. Ms. Cronin stated she would refer to the Heritage Center Staff for clarification.

## **OTHER BUSINESS**

### **9.1 BRIEF INFORMATION ONLY REPORTS FROM HERITAGE & CULTURAL ARTS COMMISSIONERS AND/OR STAFF**

Cm. Blackburn reported she attended the Dublin Camp Parks Military History Exhibit Work Group meeting.

Cm. Deets commented on the positive aspects of being in a work group for a project.

Cm. Minniear reported he attended the Dublin Camp Parks Military History Exhibit Work Group meeting; he commented on how the group worked very well together.

Chair Iharosi reported she attended the St. Patrick's Day Festival and Parade. She asked whether residents – particularly those with children or dogs in festive attire -- are allowed to march at the tail end of the parade. Ms. Cronin stated the St. Patrick's Day Parade is operated by the Dublin Lion's Club, but indicated Staff could gather more information to bring back to the Commission. Chair Iharosi also said she attended the Eggstravaganza and expressed disappointment that the petting zoo was not at the event this year. Ms. Cronin stated the City puppet show was scheduled to replace the petting zoo. Chair Iharosi stated she registered her daughter for Little Lovies preschool and had a good experience.

Cm. Blackburn informed the Commission her jazz band, Four & More, is scheduled to perform at the Farmers' Market on June 18, 2015.

Cm. Minniear commended the City for the Camp Parks Exhibit Work Group process.

Ms. McLane and Ms. Cronin provided program and project updates.

**ADJOURNMENT**

There being no further business to come before the Commission, the meeting adjourned at 7:52 PM.

Minutes prepared by Jennifer Kransky, Senior Office Assistant.

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Timea Iharosi  
Chairperson

ATTEST: \_\_\_\_\_  
Micki Cronin  
Assistant Director of Parks and Community Services



**AGENDA STATEMENT**  
**HERITAGE AND CULTURAL ARTS COMMISSION**  
**MEETING DATE: July 9, 2015**

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**SUBJECT:** **Spring Quarterly Report**  
*Prepared by Tegan McLane, Cultural Arts and Heritage Manager*

**ATTACHMENTS:** None

**RECOMMENDATION:** Receive Report

**FINANCIAL STATEMENT:** None

**DESCRIPTION:** The Heritage and Cultural Arts Division strives to develop quality programs that strengthen community image, preserve the City's heritage, provide cultural experiences and encourage appreciation of the arts. This is accomplished by providing diverse program of offerings for youth and adults in the disciplines of music, dance, fine arts, and visual and performing arts. The Division also provides a variety of programs at the Heritage Park and Museums to support education and stewardship of the City's historic collections. The following report is a summary of programs conducted during spring 2015.

**CULTURAL ARTS CLASSES**

Cultural Arts Classes provide a unique social setting for meeting new people or sharing cultural arts experiences with friends and family members. The variety of classes offered provides opportunities for community members of all ages to try new experiences or practice and develop artistic and performance skills. Classes are taught by contracted specialty instructors and are typically offered from four to eight weeks in duration.

A total of 294 participants registered for Cultural Classes during spring 2015. There was a 13 percent decrease in overall registration as compared to spring 2014. This is due in part to 19 fewer classes offered and 13 fewer classes going. In addition, this year the winter and spring Activity Guides were combined into one issue, which contributed to fewer classes being offered overall in the spring.

However, while there were fewer classes, average registration increased by approximately two people per class. Youth classes that had the strongest registration included hip-hop dance, Tri-Valley Young Performers Academy's performance class, and Young Rembrandts' FUNdamental Drawing. Adult Latin dance and wedding dance classes also had strong attendance.

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**COPIES TO:**

**ITEM NO: 8.1**

## SPRING QUARTER COMPARISON: Cultural Arts Classes

| Attendance Type                   | 2015       | 2014       | 2013       | 2012       | 2011       |
|-----------------------------------|------------|------------|------------|------------|------------|
| Resident                          | 242        | 288        | 231        | 197        | N/A        |
| Non Resident                      | 52         | 50         | 56         | 53         | N/A        |
| <b>Total Registration</b>         | <b>294</b> | <b>338</b> | <b>287</b> | <b>250</b> | <b>252</b> |
| <i>Classes Held</i>               | 28         | 41         | 41         | 28         | 27         |
| <i>AVG Registration per Class</i> | 10.5       | 8.2        | 7.0        | 8.9        | 9.3        |
| <i>Classes Offered</i>            | 49         | 68         | 67         |            |            |
| <i>Cancellation Rate</i>          | 43%        | 40%        | 39%        |            |            |

## HERITAGE PROGRAMS

### EXHIBITS

“The Wonder Years: Being a Teen in Dublin during the 1960s and 1970s” opened April 29 and continues through July 26. During the 1960s, nearly 2,000 young families moved to Dublin with the housing boom, transforming the area to a modern suburb complete with popular teenage pastimes of drive-in movies, skating rinks and fast food restaurants. The exhibit, curated by a team that included Steve Minniear, Kelly Timmerman and Brittany Hersh, who drew together archival material and stories provided by Georgean Heeder Von Leopold and Steve Lockhart. The exhibit included a miniature replica of Dublin’s drive in, sports memorabilia and the petition to open a disco in town. The exhibit built upon last year’s “Suburbia” exhibit. Heritage staff and volunteers report this exhibit has led to many conversations with local residents eager to share their memories of Dublin’s teen hang-outs from that era. Many guests heard about the exhibit through social media, such as the “You Know You’re From Dublin” and Dublin Historical Preservation Association Facebook pages.

### SPECIAL EVENTS

The Spring Faire was held at the Heritage Park and Museums on Saturday, May 9, 2015, from 1:00 to 4:00 p.m. Staff estimates 450 people attended. The event featured outdoor entertainment, including a French organ grinder, the music trio Fiddle Around, and Aether Brigade, a steampunk improvisational comedy troupe. Volunteers helped implement a number of family activities, including wagon rides, Mother’s Day crafts, a traditional Maypole and croquet on the lawn. An estimated 35 craft and business vendors and community groups participated with sales and information booths.

Concurrent with the Spring Faire, Heritage Center volunteers hosted a Farm Tea in the Sunday School Barn, with two seating times, both sold out for a total of 80 guests. The French-themed menu included pate, cream puffs, and madeleines. Roving entertainers from the Faire entertained guests.

Attendance estimates for this year’s Spring Faire are significantly below attendance estimates of 1,200 for the prior year. This year’s event was shortened two hours from the previous year’s, which ran noon to 5:00 p.m., to match the Harvest Festival format and make best use of volunteer resources.

This year’s event coincided with the much publicized opening of the new Whole Foods store. It also conflicted with numerous events in neighboring cities, including Pleasanton’s Cultural Arts Council’s Big Draw chalk art festival; Hawaiian May Day at the Alameda County Fairgrounds; Rowell Ranch Rodeo in Castro Valley; and Livermore’s First Craft Beer Festival.

**VISITORS COMPARISON**

The Visitors Comparison shows the number of people who visit the Heritage Park and Museums as part of a formal tour, as walk-in guests during public exhibit hours, or for those who took a tour during a special event at the Heritage Park. Tour guests were counted and recorded by the tour guide. The volunteers at the Visitor Center in the Murray Schoolhouse recorded the walk-in guests. For ticketed special events, guest attendance was drawn from ticket sales data. For non-ticketed events, such as the Spring Faire, the employees working the event estimated attendance.

Visitor Comparison numbers do not include people who are attending the Heritage Park for City-run classes (counted in class attendance numbers), nor does it include the people attending for private rental functions.

Going forward, Visitor numbers will be reported annually at fiscal year-end, instead of quarterly, per the Heritage and Cultural Arts Commission’s request to provide a more complete picture. This will also be consistent with the way the City reports other facility use numbers. Exhibit attendance will no longer be reported separately, as it is virtually identical to the visitor count, since the visitor center was relocated to the Murray Schoolhouse.

**VISITORS COMPARISON**

| Attendance Type       | 2015       |              |         |         |              | 2014       |              |            |              |              |
|-----------------------|------------|--------------|---------|---------|--------------|------------|--------------|------------|--------------|--------------|
|                       | Jan-Mar    | Apr-Jun      | Jul-Sep | Oct-Dec | YTD TOTAL    | Jan-Mar    | Apr-Jun      | Jul-Sep    | Oct-Dec      | YTD TOTAL    |
| Adult – Tour          | 26         | 151          |         |         | 177          | 47         | 40           | 44         | 20           | 151          |
| Child – Tour          | 100        | 595          |         |         | 695          | 201        | 398          | 30         | 55           | 557          |
| Walk-In               | 269        | 360          |         |         | 629          | 516        | 532          | 349        | 618          | 2,337        |
| Special Events        | 157        | 530          |         |         | 687          | N/A        | 1,747        | 50         | 1058         | 2,208        |
| <b>Total Visitors</b> | <b>552</b> | <b>1,636</b> |         |         | <b>2,188</b> | <b>675</b> | <b>2,717</b> | <b>478</b> | <b>1,741</b> | <b>5,298</b> |

N/A No City-sponsored exhibits during this time.  
 Special Event Exhibit Attendance: Spring Faire = 450, Farm Tea = 80.

In addition to a total Visitor Comparison, the City also tracks number and type of tours. The tours are especially popular with elementary schools, as third graders study local history. All third graders from five of the six Dublin elementary schools (Green, Dublin, Murray, Frederickson and Dougherty) visited the Heritage part this spring.

About half of the classrooms touring also participated in add-on activities, such as tractor wagon rides and gold panning.

Unfortunately the sixth school (Kolb) contacted Heritage staff so late in the season, we were unable to accommodate their entire third grade because the dates Kolb students were available to visit had already been booked by other schools. Staff is working to improve outreach to teachers, encourage field trips earlier in the school year and adjust program scheduling, so all Dublin third graders can be accommodated.

## TOURS COMPARISON

| Tour Type          | 2015     |           |         |         |           | 2014     |           |           |          |           |
|--------------------|----------|-----------|---------|---------|-----------|----------|-----------|-----------|----------|-----------|
|                    | Jan-Mar  | Apr-Jun   | Jul-Sep | Oct-Dec | YTD TOTAL | Jan-Mar  | Apr-Jun   | Jul-Sep   | Oct-Dec  | YTD TOTAL |
| School Tour        | 4        | 23        |         |         | 27        | 7        | 11        | 3         | 0        | 21        |
| Community Tour     | 2        | 2         |         |         | 4         | 2        | 1         | 1         | 1        | 5         |
| Camp Tour          | 0        | 0         |         |         | 0         | 0        | 0         | 8         | 0        | 8         |
| <b>Total Tours</b> | <b>6</b> | <b>25</b> |         |         | <b>31</b> | <b>9</b> | <b>12</b> | <b>12</b> | <b>1</b> | <b>34</b> |

## VOLUNTEERS

There are 29 people who are actively volunteering at the Heritage Park and Museums. Volunteers are grouped by interest and may choose to participate in a variety of specialized work groups including: Docents/Greeters, Collections and Archives, Gardeners, Walking-Tours and Tractor Volunteers. The Heritage Park and Museums are actively recruiting volunteers and have added seven new volunteers this quarter.

During the Spring quarter:

- Ten walking tour volunteers lead school tours and hands-on heritage activities for 25 Dublin classrooms.
- Eighteen Heritage Park volunteers staffed the tea room and hands-on heritage activities during the Spring Faire and Farm Tea. In addition, 25 high school students volunteered 125 hours of service as event staff.
- Eighteen greeters staffed the museum desk and led public tours during open hours.
- Volunteer Brittany Hersh contributed approximately 40 hours this spring helping to develop the current exhibit, "The Wonder Years: Being a Teen in Dublin in the 1960s and 1970s." Ms. Hersh interviewed longtime Dublin residents and reviewed historical school yearbooks and newspapers gathering stories to bring the exhibit to life.

## VOLUNTEER HOURS COMPARISON

| Volunteer Type     | 2015       |            |         |         |              | 2014       |              |            |            |              |
|--------------------|------------|------------|---------|---------|--------------|------------|--------------|------------|------------|--------------|
|                    | Jan-Mar    | Apr-Jun    | Jul-Sep | Oct-Dec | YTD TOTAL    | Jan-Mar    | Apr-Jun      | Jul-Sep    | Oct-Dec    | YTD TOTAL    |
| Museum Volunteer*  | 618        | 612        |         |         |              | 531        | 733          | 620        | 622        | 2,506        |
| Student Volunteer  | 76         | 144        |         |         |              | 100        | 200          | 90         | 304        | 694          |
| Intern             | N/A        | N/A        |         |         |              | N/A        | 33           | 60         | 120        | 213          |
| <b>Total Hours</b> | <b>694</b> | <b>756</b> |         |         | <b>1,704</b> | <b>631</b> | <b>1,073</b> | <b>710</b> | <b>926</b> | <b>3,340</b> |

\* Museum volunteers also include garden volunteers, who tend to the flower and vegetable gardens immediately surrounding the heritage building and historic cemetery. The lawn and other plantings are maintained by MCE, the City's maintenance contractor.

## FACILITY RENTALS

St. Raymond Church has been available to the public for private rental since prior to the expansion of the Heritage Park and Museums. The Sunday School Barn became available for private rentals on May 1, 2012. During the spring quarter, there were 11 rentals at the Sunday School Barn and nine rentals at St. Raymond Church, including eight memorials, six weddings and a video shoot by a small church.

## FACILITY RENTALS COMPARISON

| Rental Type          | 2015      |           |         |         |           | 2014      |           |          |           |           |
|----------------------|-----------|-----------|---------|---------|-----------|-----------|-----------|----------|-----------|-----------|
|                      | Jan-Mar   | Apr-Jun   | Jul-Sep | Oct-Dec | YTD TOTAL | Jan-Mar   | Apr-Jun   | Jul-Sep  | Oct-Dec   | YTD TOTAL |
| St Raymond Church    | 9         | 9         |         |         | 18        | 19        | 5         | 4        | 6         | 34        |
| Sunday School Barn   | 6         | 11        |         |         | 17        | 8         | 10        | 3        | 5         | 26        |
| <b>Total Rentals</b> | <b>15</b> | <b>20</b> |         |         | <b>35</b> | <b>27</b> | <b>15</b> | <b>7</b> | <b>11</b> | <b>60</b> |



**AGENDA STATEMENT**  
**HERITAGE AND CULTURAL ARTS COMMISSION**  
**MEETING DATE: July 9, 2015**

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**SUBJECT:** **Assessments and Strategic Planning Related to Heritage and Cultural Arts**  
*Prepared by Paul McCreary, Parks and Community Services Director*

**ATTACHMENTS:**

1. Heritage and Cultural Arts Assessment (June 2000)
2. Heritage and Cultural Arts Long Range Plan (August 2001)
3. Department Strategic Plan (November 2008)

**RECOMMENDATION:** Receive Report

**FINANCIAL STATEMENT:** None

**DESCRIPTION:** On April 20, 2015, the Heritage and Cultural Arts Commission met jointly with the Parks and Community Services Commission to review the proposed update to the Parks and Recreation Master Plan. The purpose of the Master Plan is to establish goals, long-term policies and standards to guide the development of Dublin's park and recreation facilities.

During the review the Heritage Commission asked about the 2001 Heritage and Cultural Arts Long Range Plan that was referenced in the Master Plan, and asked to review the document at a future meeting. Following is an overview of the various methods the City has used over the past 15 years to analyze and plan for program needs for Heritage and Cultural Arts programs.

In the late 1990's the City decided to establish a new programming area related to Heritage and Cultural Arts. In order to determine the priorities for the new division the City retained a research firm to conduct a community service to assess needs and interests related to the arts and preserving the City's heritage. The assessment included five focus-group meetings, followed by a random-dial phone survey of over 400 residents. The Staff Report and survey results are Attachment 1.

After receiving the results of the Assessment the City Council directed Staff to prepare a long-range plan for Heritage and Cultural Arts. In August 2001 the City Council approved the Long-Range Plan (Attachment 2), which included five goals and corresponding objectives as follows:

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**COPIES TO:**

**ITEM NO: 8.2**

Goal 1: Create more art in the public spaces in Dublin.

Goal 2: Develop programs and partnerships that support a broad spectrum of cultural arts and historical interests within the community.

Goal 3: Advance the historical and cultural aspects of the Dublin Heritage Center.

Goal 4: Provide consistent and ongoing arts education, activities and programs for the youth of Dublin.

Goal 5: Promote and market Dublin's heritage and cultural arts.

The City spent the next seven years establishing the Heritage and Cultural Arts Division, the Commission as well as accomplishing many objectives related to the goals in the Long-Range Plan. In 2008 the City undertook an even more in-depth Community Needs Assessment related to all programs and services offered by the Department, not just specifically Heritage and Cultural Arts. The needs assessment included a statistically-valid random-sample mail survey, as well as online surveys and focus groups. This assessment included input from over 1,200 Dublin residents. Following the completion of the assessment the City Council directed Staff to develop a Parks and Community Services Strategic Plan covering the entire Department, which is Attachment 3. This plan includes broader strategic goals than the Long-Range Plan including the following:

**STRATEGY #1:** Develop unique, aesthetically appealing parks and facilities that provide flexible spaces and safe environments to recreate.

**STRATEGY #2** Promote and support environmental stewardship and protect environmental resources.

**STRATEGY #3** Implement programs that are popular with the core customer market segments and are responsive to community and industry trends.

**STRATEGY #4** Position programs and service delivery to be unique, competitive and responsive to customer needs and expectations.

**STRATEGY #5** Reduce barriers to participation in Department programs and services.

**STRATEGY #6** Maximize effectiveness of communication with existing and potential customers.

**STRATEGY #7** Create social connections and strong sense of community within neighborhoods.

Based on the results of the assessment and industry trends the Strategic Plan recommended the Department realign existing programs and create new offerings to promote and support the following:

- i. Effective communications with residents and marketing strategies that consider product, positioning, place, price and targeted promotion.
- ii. Positive youth development and strong families.
- iii. Healthy lifestyles and wellness.
- iv. Active lifestyles involving sports and fitness.
- v. Events to celebrate community milestones, enhance community pride, encourage sharing of cultural traditions and contribute to economic development.
- vi. Fun and safe enjoyment of water activities.

- vii. Personal enrichment and participation in hobbies, leisure pursuits, and self-help activities.
- viii. Sense of community and strong neighborhood social connections.
- ix. Appreciation of nature and participation in unique and adventurous outdoor recreational activities.
- x. Appreciation of fine arts, performing arts, dance and music.
- xi. Preservation and interpretation of Dublin's culture and heritage.

At the meeting Staff will review the more recent accomplishments from the Department Strategic Plan that are related to Heritage and Cultural Arts.

**AGENDA STATEMENT**  
**CITY COUNCIL MEETING DATE: June 6, 2000**

- SUBJECT:** Heritage and Cultural Arts Assessment Final Report  
*Report Prepared by Bonnie Leonard, Recreation Supervisor*
- ATTACHMENTS:** 1) Heritage and Cultural Arts Assessment Final Report
- RECOMMENDATION:** 1) Receive presentation from Staff and Consultant  
 2) Accept the Heritage and Cultural Arts Assessment Final Report  
 3) Direct Staff to prepare a long-range plan for heritage and cultural arts programming
- FINANCIAL STATEMENT:** Additional funds will be included in the Fiscal Year 2000-2001 Budget for preparation of the long-range plan.
- DESCRIPTION:** At the October 19, 1999 meeting the City Council approved a proposal for design of a community-wide assessment of art and heritage programming. AMS Planning and Research, national arts management consulting firm, was engaged to perform the assessment. The assessment was conducted using two research techniques: a series of Focus Discussion Groups and a Random Digit Dial Sample Survey. In February AMS consultants facilitated five 90-minute focus group sessions. The focus group topics included:
- Youth and the Arts
  - Programming for Heritage and Cultural Arts
  - The Heritage Center and Its Partners
  - Public Art
  - Support for the Arts and Heritage and Cultural Arts
- A detailed summary of the focus group responses may be found in the Addendum, Section A, of the final report.
- In consultation with Project Manager Lynne Baer and City Staff, AMS developed the telephone survey. The survey instrument was approved by the City Council on April 4, 2000. Topics covered in the survey included:
- Residents' participation in and preferences for performing, visual arts and heritage activities
  - Interests in heritage and arts programs in Dublin
  - Awareness of and support for the City's heritage and cultural efforts

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**COPIES TO:** Heritage and Cultural Arts Commission

ITEM NO. 7.3

In order to complete the total of 400 interviews, over 700 telephone calls were made resulting in a 43.5% response rate. Each interview consisted of 22 questions and averaged fifteen minutes. A copy of the survey instrument may be found in the final report Addendum, Section B.

AMS analyzed the data received from the telephone survey using the total sample and a number of subsets, including household characteristics (presence of children) and employment (retired vs. non-retired). The survey results indicated that Dublin residents participate in a wide variety of cultural performances and activities. There is a strong preference for outdoor, "gathering-type" activities: concerts, (particularly country and popular music), fairs and festivals, historic parks and zoos. When asked about attendance at events in Dublin, residents rated outdoor festivals highest.

The Heritage Center is recognized as a traditional gathering place and is seen as an appropriate location for weddings and history-related events and activities. Potential Heritage Center activities residents would most likely attend are history exhibits, a re-creation of a historic schoolroom, historical reenactments and tours by interpreters in period dress. When asked about Heritage Center hours, participants indicated that weekend afternoons and weekday evenings are most strongly preferred. Forty-three percent of those asked supported spending tax dollars on improving the museum at the Heritage Center, 31% supported spending tax dollars on heritage and historical programming.

Survey results indicate a strong preference for art and cultural events focused around children. Eighty-five percent strongly or somewhat agree that there should be more arts education in the schools. Seventy-seven percent strongly or somewhat agreed with the statement, "Dublin needs more cultural events for my family to attend." Dublin residents' interest in activities for children became most apparent when asked about particular programs to be funded by tax dollars. Fifty-eight percent indicated support for funding arts education in the schools while 49% would support funds used for arts education for children outside the schools. A variety of family oriented activities including concerts, other live performances, community festivals and celebrations were also perceived as events and programs worthy of supporting with tax dollars.

Survey participants agreed that the arts and cultural offerings in Dublin are a source of pride for the community. Although 70% of those questioned strongly agree or somewhat agree that there should be more public art in Dublin, 81% strongly or somewhat agree that there should be more public participation in choosing public art. Only 27% of survey participants support spending tax dollars on public art. It is important to note, however, that 84% of those asked would be willing to support arts and cultural activities with user fees.

It is apparent from the survey results that residents are most interested in activities and gathering type events for families as well as events that are tied to community identity. Eighty percent of residents have attended the St. Patrick's Day Festival and 57% attended the Pasta Festival. Location of events plays an important role in participants' attendance. Of those answering the survey, 82% strongly or somewhat agreed with the statement, "I would attend more cultural events if they were available in Dublin." The reasons that were provided for attending events in Dublin included, events are close to home, to support civic pride, and for convenience.

In consultation with the Project Manager and using the results of the survey, the Heritage and Cultural Arts Commission will develop a long-range plan for heritage and cultural arts programming. The plan will be brought before the City Council at a future meeting.

It is the recommendation of Staff that the City Council:

- 1) Receive presentation from Staff and Consultant
- 2) Accept the Heritage and Cultural Arts Assessment Final Report
- 3) Direct Staff to develop a long-range plan for heritage and cultural arts programming.

# Heritage & Cultural Arts Assessment City of Dublin

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JUNE 6, 2000



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AMS Planning & Research  
915 D Street  
Petaluma, CA 94952  
707.778.8445

7.3

# *Executive Summary*

The City of Dublin hired AMS Planning & Research (AMS) in November 1999 to assess the culture, heritage and arts interests of Dublin residents. The purpose of the assessment is to provide information to the City to assist with the development of a community cultural plan.

## **Methodology**

AMS used two research techniques—focus group discussions and a telephone survey—to gather input from Dublin residents about their interests in culture, heritage and the arts. Throughout the progress of the assessment, the consultants worked closely with Bonnie Leonard, Recreation Supervisor, Lynne Baer, the City's arts advisor and with members of the newly appointed Heritage and Cultural Arts Commission. At the outset of the study five aspects of Dublin's cultural life were selected for analysis during the focus group discussions. The topics chosen were Programs, Youth and Arts, Public Art, the Heritage Center and Support for the Arts. City staff members and the Commission then worked to recruit six to twelve participants for each focus group.

During February 2000 five 90 minutes focus group sessions were facilitated by the consultants, who transcribed the results to use in developing the telephone survey.

Shortly thereafter the consultants worked closely with the City staff to develop the telephone survey. Topics covered in the survey included residents' participation in and preferences for performing, visual arts and heritage activities, their interests in arts and heritage programs in Dublin, awareness of, and support for the city's cultural and heritage efforts.

The final survey had 22 questions and took approximately 15 minutes to administer. A random sample of Dublin's residents over 18 years of age was selected to participate in the survey by a Random Digit Dial process. A total of 400 interviews were completed. The results of the focus groups discussions and



the survey have been presented to the Commission and the City Council will consider the findings at its meeting on June 6, 2000.

### Profile of the Survey Respondents

The survey results mirror the population of Dublin and the findings are within a 95% confidence level for a 5 percent variation in responses. Most of those who participated in the survey are married (70%) and live in households with three or more people (55.7%). The respondents were well educated; 26.2% have Bachelors degrees or higher, 9.4% have Associates Degrees and 26.7% have completed some college. They represent all age groups (the survey was limited to those over age 18), with most falling between ages 35 and 64. The respondents represent households in all income brackets; over 50% reported household income of \$75,000 or greater.

### Analysis of the Data

The data were analyzed using the total sample and a number of subsets, including household characteristics (presence of children) and employment (retired vs. non retired). To assist with understanding and characterizing the arts and heritage audience, AMS classified the respondents to the survey into one of six arts consumer segments, based on their answers to three key questions:

- level of interest in arts activities
- the role the arts play in their life
- frequency of participation in arts activities

The six arts consumer segments are:

1. “**Core Arts Patrons**” are characterized by very high frequency of attendance (10+ times/yr.).
2. “**Familiar Faces**” are personally invested in the arts, but get out less often than “Core Patrons”.
3. “**Grazers & Tag-Alongs**” get out regularly, but are not very interested in the arts.
4. “**Blockbuster Audiences**” attend rarely, and have little connection to the arts.
5. “**Hidden Arts Audiences**” rarely get out, but have high interest levels.
6. “**Outreach Targets**” have no interest or frequency of attendance.

Three in ten respondents from Dublin were either **Core Arts Patrons** or **Familiar Faces**. These results indicate a good portion of the population is interested in arts and cultural activities.



## Attendance at Cultural Events

The survey results indicated that over the past year Dublin's residents have attended a wide variety of cultural performances and activities. The most popular types of performances among the respondents are country/popular concerts, musical theater and folk/traditional concerts (about 40% of respondents have participated in these events). Nearly two thirds of Dublin residents have attended fairs (craft and art), historic parks, and zoos. Approximately one-third of Dublin residents has frequented a museum (science center, history, natural history, folk and modern art) in the last year.

## Interests in the arts

Dublin residents' preferences in the arts reflect their patterns of attendance. They report strongly liking Broadway musicals (35% of respondents rate their "like" for them a 9 or 10). They also feel very favorably toward pop or country performances (27% rated them a 9 or 10). Around 30% of respondents rate art or crafts fairs a 9 or 10 as well. They also express strong interest in historic parks or monuments (28% rating them a 9 or 10).

## Attendance, Events in Dublin

The residents' attendance patterns at events in Dublin over the last year reflect their interests. The most popular events in Dublin are the outdoor festivals; 80% of residents have attended the St. Patrick's Day Festival and 57% have attended the Pasta Festival. Dublin's residents also indicate they "like" historic parks and monuments and 41% have visited the Heritage Center.

Respondents also indicate that they have taken notice of Dublin's public art. On average they take time to look at it five times per year. They also pay attention to the cultural programs at the Civic Center; they look at the art displayed there on average twice per year and attend the concerts offered there on average 1.66 times per year.

When asked if they are more or less likely to attend cultural events if they are in Dublin, 226 respondents answered they are more likely and 80 answered they are less likely. Of those who are more likely, the reasons they provided include events are close to home, to support my civic pride and for the convenience. The reasons provided by those who are less likely to attend include that they are not interested in available activities, that they perceive events of better quality are available outside of Dublin and that they do not hear about events.



## Attitudes - Arts in Dublin

Respondents expressed that the arts and cultural offerings in Dublin are a source of pride for the community (42% strongly agree, 45% somewhat agree). However, a significant portion of residents feel they would attend more cultural activities if more were available in Dublin (37% strongly agree, 45% somewhat agree) and that Dublin should have more varied cultural activities (30% strongly agree, 47% somewhat agree). A smaller—yet significant—segment expressed that they would attend more cultural activities if they cost less (29% strongly agree, 31% somewhat agree). However overall respondents more strongly expressed a desire for a greater variety of programs than for lower costs.

Repeat Attenders, the arts market segment who are interested in the arts but do not get out as often core audience, would be more likely to attend arts events if more were available locally. Outreach Targets, who have no established interest/frequency of attending, would also be more likely to attend events if more programs were available in Dublin.

## Frequency of attendance

Dublin's residents participate in arts events frequently. More than one-third of Dublin residents report that they attend a cultural event once per month. Greater than 80% attend an event at least once per year. The respondents' frequency of attendance at performing and non-performing events is nearly the same.

## Marketing

Most of Dublin's residents learn about the cultural activities in the community through printed media. Over 30% report learning about events through a mailer or brochure. Approximately one-third also rely on local newspapers (31% - *The Valley Times*, 20% *The Herald*). However, many Dublin residents find it difficult to find out about local cultural activities; 26% strongly agree it is difficult and 34% somewhat agree.

## Heritage Center

Nearly half, 41%, have visited the Heritage Center in last year. However respondents do not visit frequently, on average between once and twice per year (1.57 mean). Retirees are more aware of the Heritage Center than non-retirees.

In terms of programs, people are interested in seeing history-related activities in the Heritage Center, including history exhibits, a re-creation of a historic schoolroom, historical reenactments and tours by interpreters in period dress. Respondents feel the heritage center is a setting that should be used as a museum and would like to see both history and art exhibitions mounted there.



Respondents also recognize that the Heritage Center, a former gathering spot, is an appropriate place for weddings and other special events.

The majority of respondents stated that they are most likely to visit the Heritage Center on weekend afternoons, followed by weekday evenings and weekend mornings. As would be expected, non-retirees prefer weekend afternoons while retirees show no real preference for an open time, except that they would not visit the Heritage Center on weekday evenings. Also as would be expected, those with children at home would be mostly likely to visit on weekend afternoons followed by weekend mornings. Those without children at home also are most likely to visit on weekend afternoons and next prefer weekday evenings.

### **Public Art**

Respondents feel positively about the public art in Dublin; a majority of respondents (70%) disagree with the statement, "nobody cares about public art." On average Dublin residents have taken time to look at it closely at the Art in Public Places four times per year. They feel there should be more public art in Dublin (70% agree) and that community members should have input in its selection.

The respondent's indicate that Dublin's residents overall are not familiar with the Dublin Fine Arts Foundation (only 31% know of it). However, those who have attended a cultural attraction in Dublin have a much greater awareness of it (82% know of it).

### **Arts and Children**

Respondents place a high priority on providing arts and culture for children. A significant number (85%) agree that the schools should offer a greater number of cultural activities for children. Residents also feel (76% agree) there should be more cultural opportunities for families in Dublin.

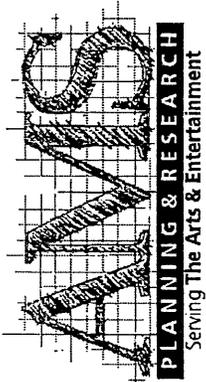
### **Funding**

Seventy-one percent of Dublin's residents support tax dollars being used to fund the arts. The support is greater among those who have not heard of the Heritage Center than those who have (80% vs. 67%). Support is also slightly greater among those who are in the workforce than retirees (74% vs. 62%).

When asked about which particular programs they are more or less likely to support funding, Dublin residents' interest in activities for children became evident. 58% are more likely to support tax dollars being used to fund arts education in the schools (than for other programs) and 49% are more likely to support funds used for arts education for children outside of the schools. To follow are their preferences for using tax funds for support: improving the museum at the Heritage Center, concerts and other live events, community

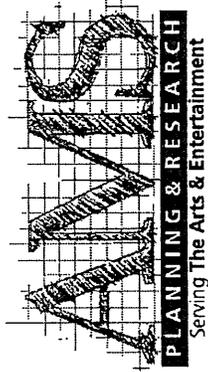


festivals, historical programming, public art and adult art education programs. It is interesting to note, that after programs for children, residents hold as a priority transforming the Heritage Center into a museum.



# Heritage & Cultural Assessment City of Dublin

## Public Survey Results Presentation to City Council June 6, 2000



## Research Goals

- Gain a base level of understanding of the public's interest in, and support for, heritage and the arts.
- Gauge involvement with arts and culture through identification of, interest in, role of, and frequency of attendance at arts and heritage programs.
- Distinguish competitive activities and interests in the region.
- Determine interest in, and attendance at, specific types of arts and heritage programs in Dublin.
- Understand barriers to more frequent attendance at arts and heritage events.
- Determine Dublin residents' interest in and attitude toward the City's public art.
- Understand the prevailing outlook toward funding alternatives for the City's arts and heritage programs and facilities.

## Methodology

- Sample drawn from listed telephone numbers of households located in ZIP codes within the City of Dublin.
- To augment the survey a sample of randomly-generated telephone numbers was purchased (“random digit dialing” method).
- A total of 400 interviews were completed.
- Adults 18+ were eligible. To reduce sample bias, males and females were sampled in equal numbers.
- The margin of error is  $\pm 5\%$  (maximum) at the 95% confidence level.
- The response rate was 43.5% (43.5% of those called agreed to participate in the survey).
- The average survey duration was 12.5 minutes.
  - A certain amount of bias from self-selection is typically observed in surveys of this nature. In other words, people with an interest in the subject matter tend to complete the survey at higher rates than people who are not interested in the survey topic. In fact, respondents had somewhat higher education levels, on average, than the Dublin area base population. (Education levels are closely associated with arts participation.) To reduce the effects of bias from self-selection, the sample data were weighted to actual area education levels.

## Methodology

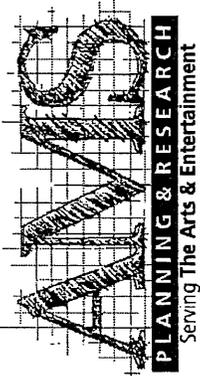
- Analysis of the data collected in the survey has been done for:
  - The total sample (all those surveyed)
- Further analyses have also been drawn of the answers by
  - Retired (97)/Non-Retired Persons (301)
  - Those who have children under age 18 in the home (145)/those who do not have children at home(255)
- Answers to particular questions were looked at in depth by those who indicated:
  - Participation/Interest in the Arts
  - Attendance at and Awareness of Dublin Arts and Heritage Programs

## Focus Groups - Programs

- Participants were aware of programs ranging from concerts at the Civic Center, St. Patrick's Day Festival, Pasta Festival, summer concerts
- Participants were also aware of the Heritage Center offerings, the arts shows at the Civic Center and the Art in the Parks program
- Many felt that the "arts in Dublin are hidden"
- Others expressed many don't know about the cultural programs and that there is a lack of focused publicity
- Participants get their information about programs from mailers, newspapers, activity guide, through the schools and through word of mouth
- Those who attend the cultural programs in Dublin do so for enjoyment, because they "heighten the humanness of the community," because they are economical and to support the city
- Programs the community lacks include walking tour, pioneer history programs, community theater, series of speakers and a "place to come together"
- They believe in planning programs the city should capitalize on the Dublin name and should not duplicate other places
- Constituents who feel they are not served by existing programs are teens, the elderly, adults interested in the arts and young married couples

## Focus Groups - Youth

- Focus group participants were young people ages 11 - 18
- They feel Dublin is a sports-oriented community
- Like young people in many places, they expressed “there is nothing to do”
- The arts activities IN SCHOOL include
  - » Visiting the Heritage Center (3rd grade)
  - » Chorus after school
  - » Music (elementary) - 1 hour per week
  - » 6th grade - “wheel” sample of the arts
  - » FAME - volunteer parent program (6 lessons/year) in Art History, music
  - » No art classrooms in the elementary schools
  - » Music - up to 5 classes learn together
  - » HS - many offerings in the visual arts
  - » Fine Arts Day - showcase of arts by parents & other community members



## Focus Groups - Youth

- The arts activities OUTSIDE SCHOOL include
  - » Private classes (very full)
  - » Recreation center classes
  - » Summer concerts
  - » Teen concerts
  - » St. Patrick's Day and Pasta Festivals
  - » Martial arts
  - » Farmers market
  - » Movies
  
- Participants are interested in receiving more information about programs

## Focus Groups - Heritage Center

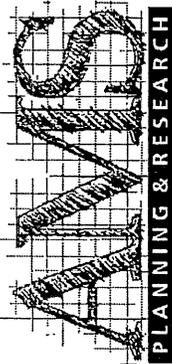
- Image of the Heritage Center
  - » People do not attend
  - » It's hokey
  - » It is run down and never open
  - » Scary at night
  - » It is unchanging, nothing changes
- Potential programs for the Heritage Center
  - » Exhibits, professionally done
  - » Remodel schoolhouse and bell tower
  - » Art shows
  - » Concerts, picnics
  - » Heritage festival
  - » Convert into a themed shopping center
- Marketing the Heritage Center
  - » Sign on Dublin Blvd.
  - » Postcards, flyers
  - » Need some sort of logo

## Focus Groups - Public Art

- What should public art be in Dublin?
  - » Reflective of the community
  - » Any medium
  - » Not commercial
  - » Meaningful to this community
  - » Funded by citizens
  - » Not selected by the city - citizens should have a say
- Thoughts on existing public art
  - » Art in the Parks reflects the community
  - » The art at the Civic Center is confusing
  - » Labels/plaques would help people understand it
  - » The “plane wreck” sculpture isn’t good for the city’s image
- Selection process
  - » Public vote
  - » Community opinions
  - » Seek outside help/talent in selecting
  - » Commission should get ideas from the DFAC and the public

## Focus Groups - Support

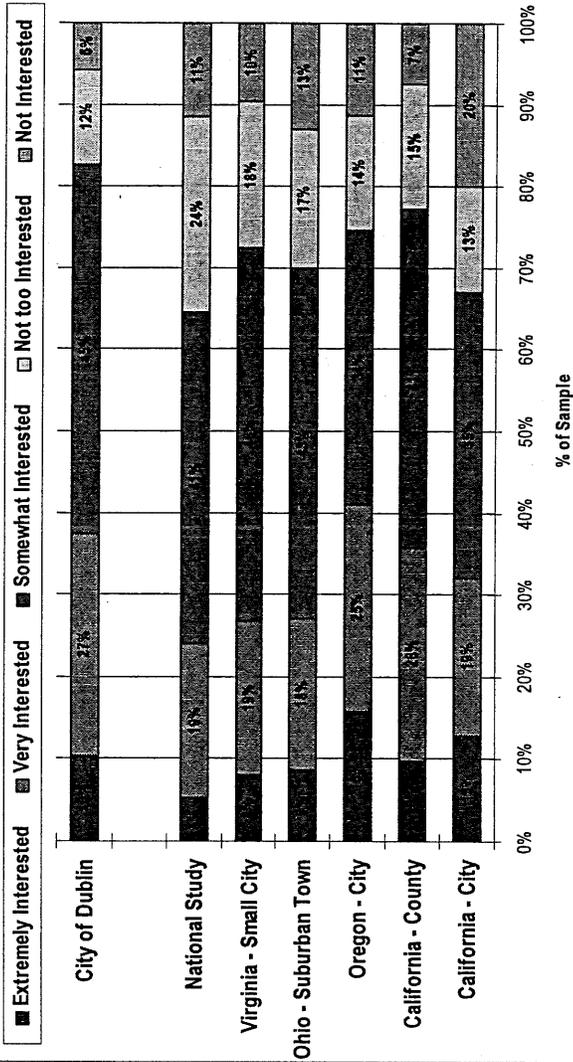
- Knowledge of support
  - » Dublin Fine Arts Foundation - works with schools
  - » Not a lot of public awareness of the support
  - » City has designated budget for support of the arts
  - » The support is pathetic [for the arts] for a city this size
  - » There is a lack of interest in support
  - » Community doesn't appreciate the value of arts
  - » People are too busy [to support the arts]
  - » Few people are involved in [supporting] the arts
  
- Additional thoughts, support:
  - » There should be a fee to developers
  - » Corporations should be tapped
  - » Wealthy individuals
  - » Don't think people would support \$ for arts programs, but would for a facility



# Survey Results

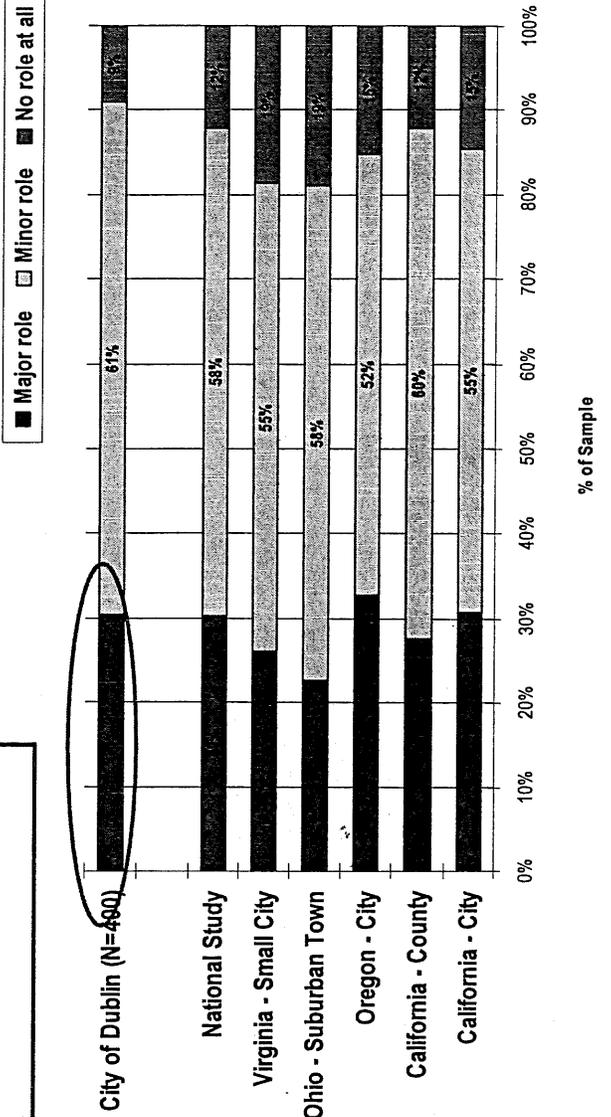
## Overall Interest in the Arts

INTEREST IN ARTS AND CULTURAL ACTIVITIES



Dublin residents are very interested in the arts and think arts play an important role in their lives.

ROLE OF ARTS AND CULTURAL ACTIVITIES IN LIFE



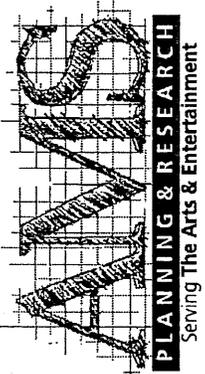
Dublin's residents' interest in the arts is similar to that in other US cities.  
 Note: numbers are rounded to the nearest whole number (some totals are greater than 100%)

## Arts Consumer Market Segmentation

1. **“Core Arts Patrons”** are characterized by very high frequency of attendance (10+ times/yr.).
2. **“Familiar Faces”** are personally invested in the arts, but get out less often than “Core Patrons”.
3. **“Grazers & Tag-Alongs”** get out regularly, but are not very interested in the arts.
4. **“Blockbuster Audiences”** attend rarely, and have little connection to the arts.
5. **“Hidden Arts Audiences”** rarely get out, but have high interest levels.
6. **“Outreach Targets”** have no interest or frequency of attendance.

All respondents were classified into one of six arts consumer segments based on their answers to three key questions:

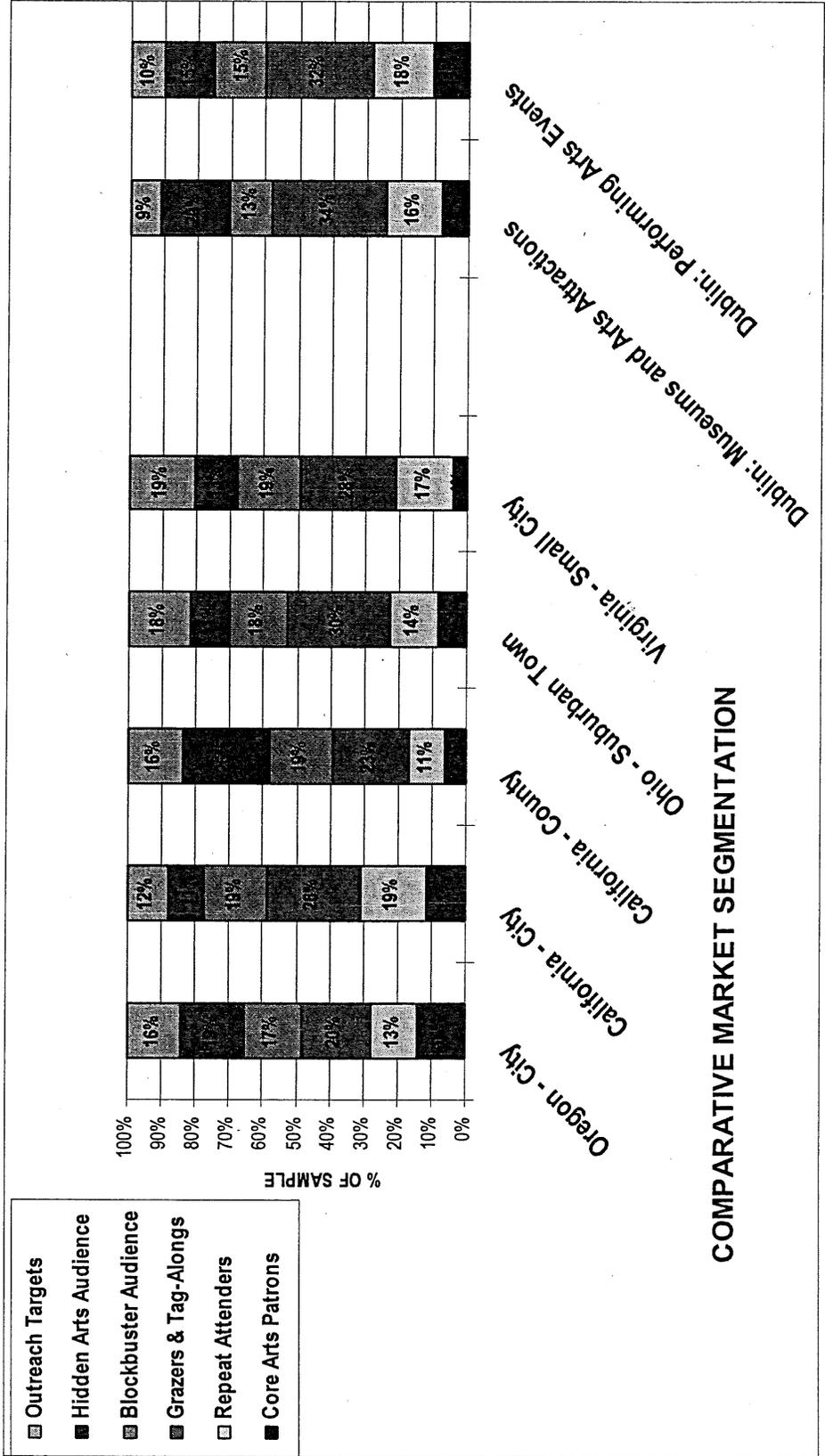
- level of interest in arts activities
- the role the arts play in their life
- frequency of participation in arts activities



# Arts Consumer Segmentation Dublin Compared

Almost three in ten Dublin residents are “Core Patrons” and “Repeat Attenders” of arts events.

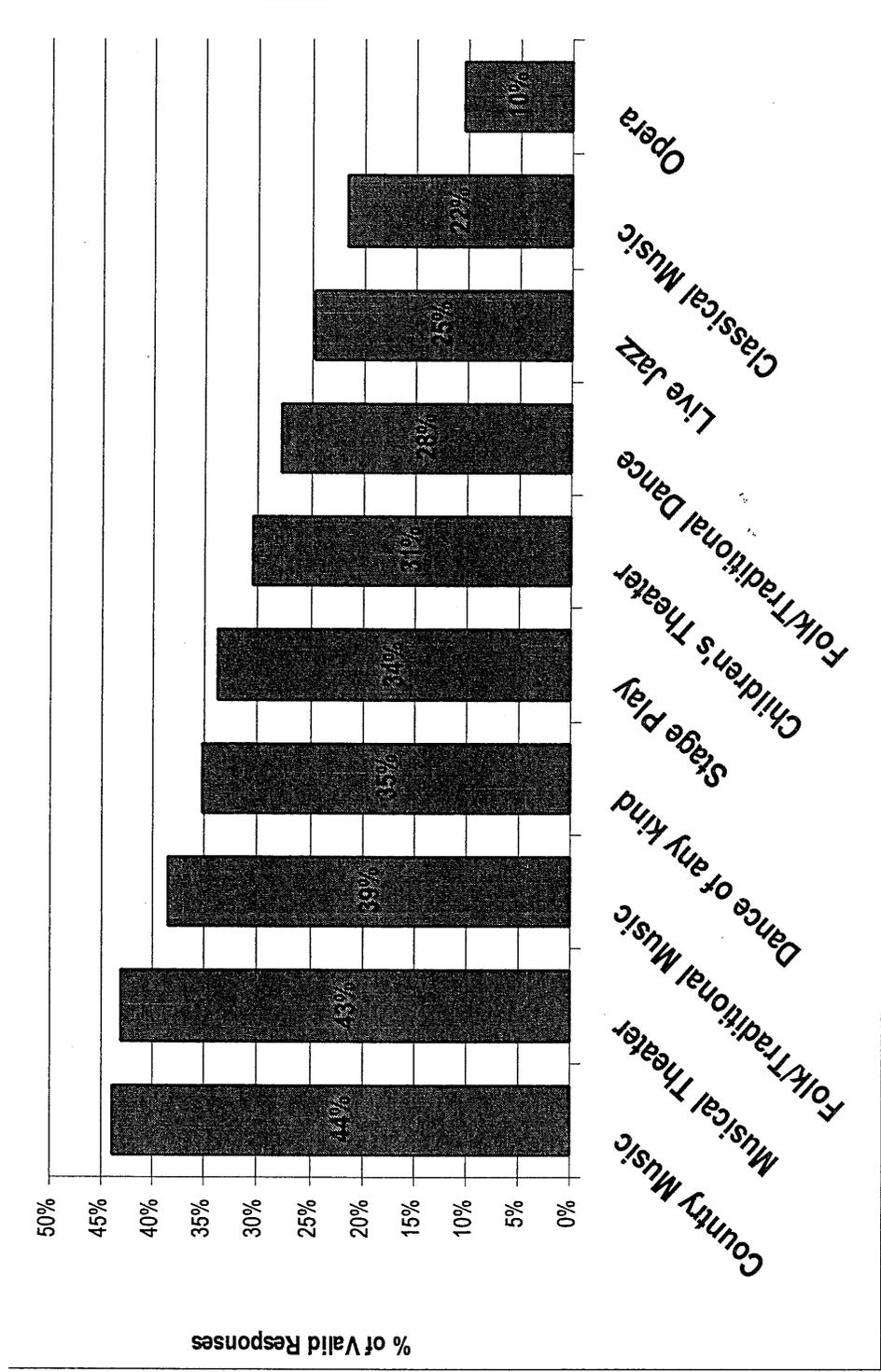
Dublin compares favorably with other US Cities



COMPARATIVE MARKET SEGMENTATION

## Which kinds of performing arts events do Dublin's residents attend?

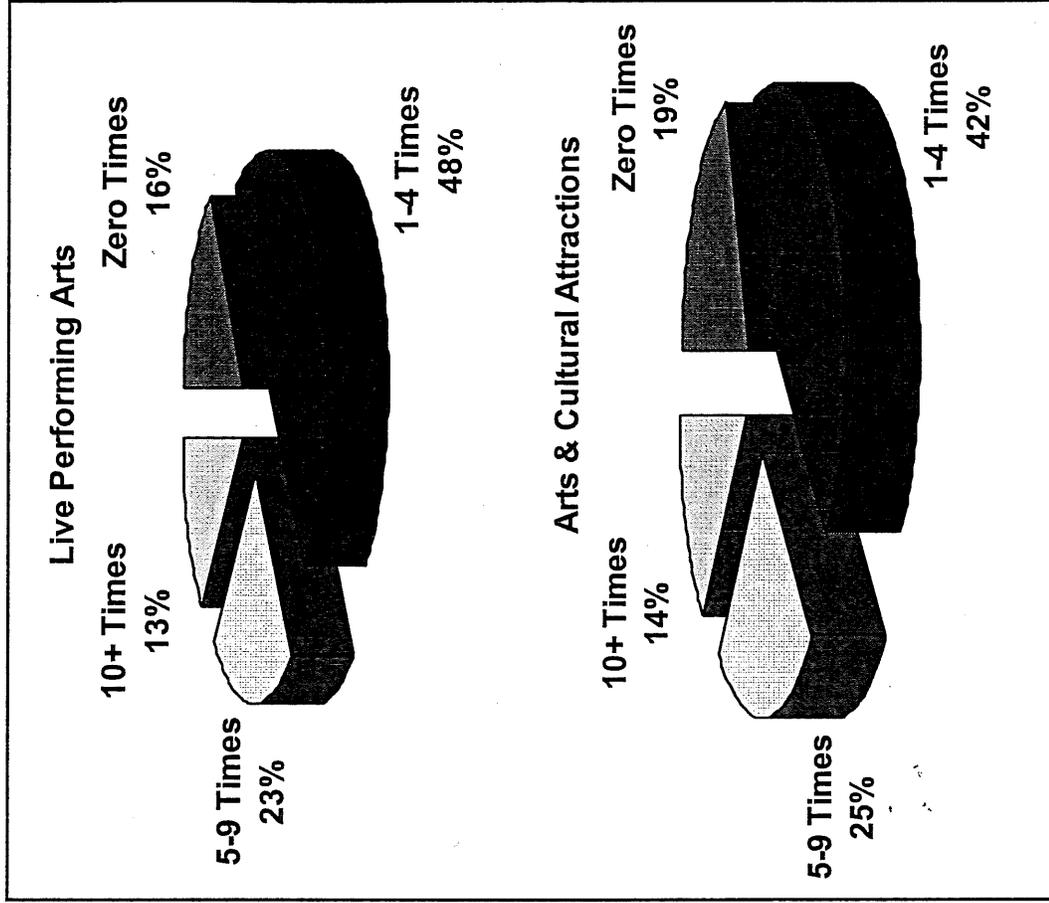
Dublin attendance patterns are similar to other US Cities



# Attendance at arts programs

(annual attendance)

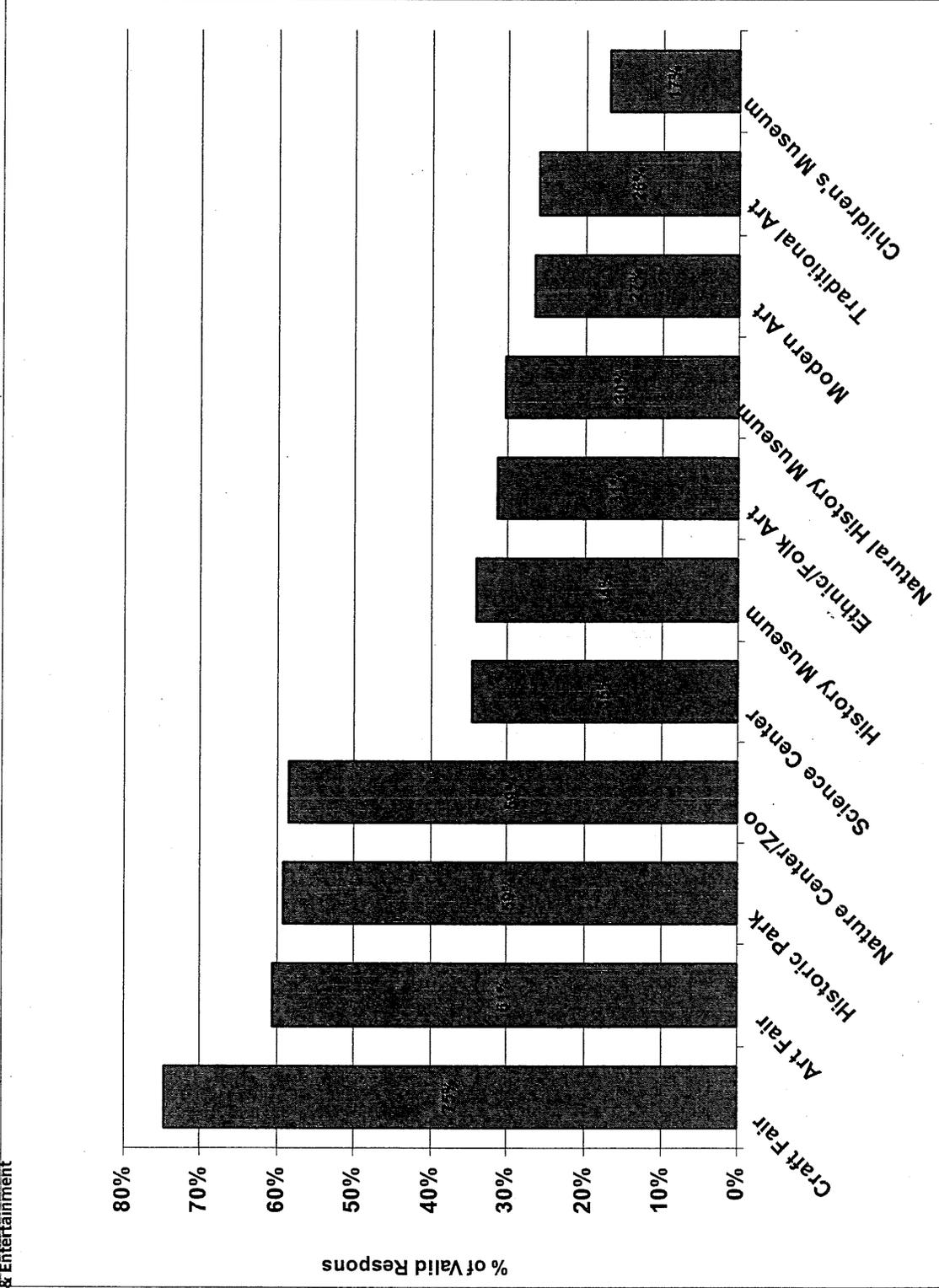
- More than one-third of Dublin residents attend a cultural event each month
- Greater than 80% attend an event at least once per year
- Frequency of attendance at performing and non-performing events is nearly the same
- Dublin's residents have a strong level of participation in the arts



## Types of Performing Arts Events Attended

- Almost one-half of Dublin's residents attend Country & Popular Music or Musical Theater Events
- Fewer have attended Jazz (25%), Classical (22%) or Opera (10%)
- Over one-third have attended stage plays or children's theater
- *Attendance patterns mirror interests*
- *Dublin's attendance patterns are much like those seen throughout the country*

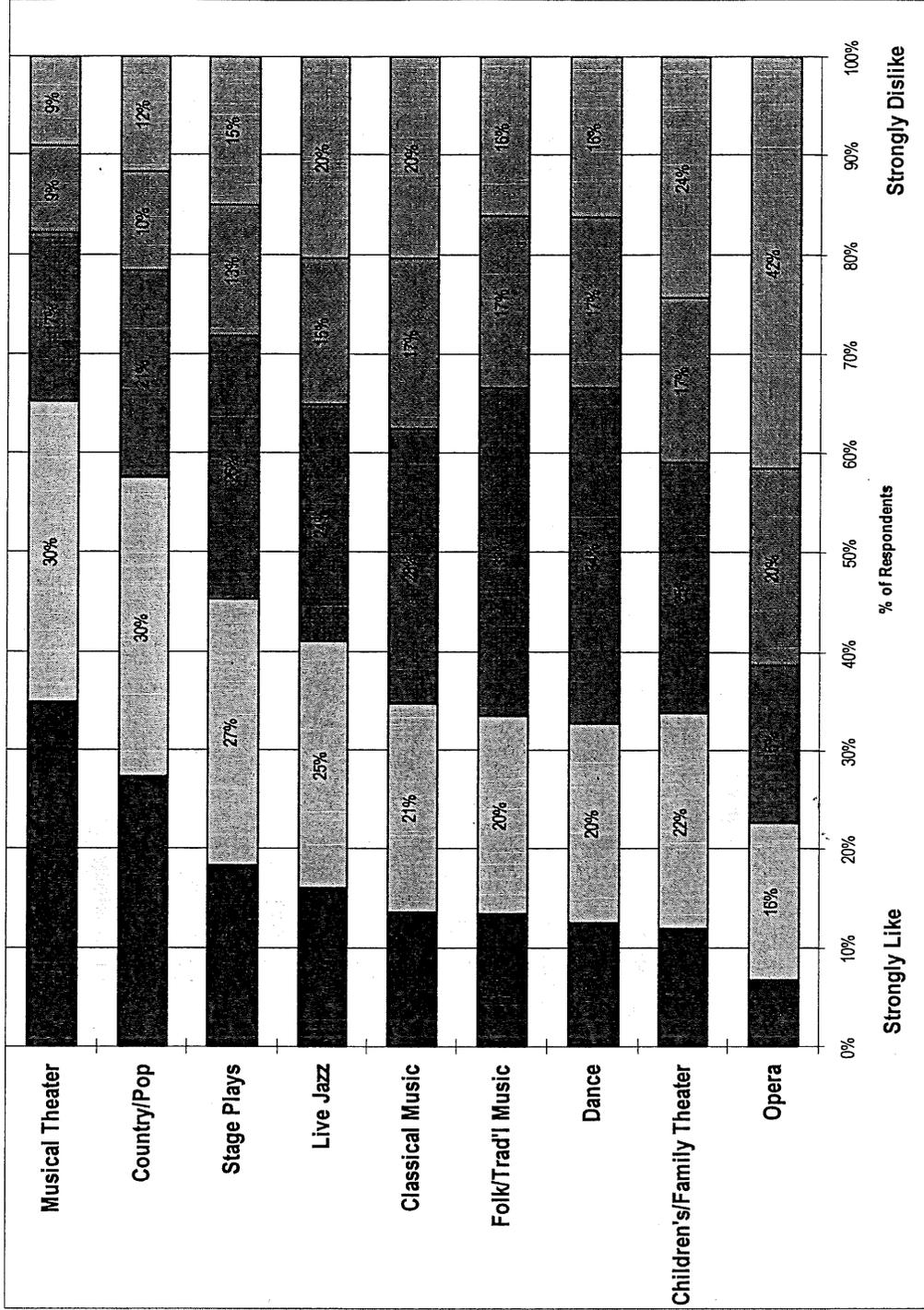
# Attendance at cultural arts attractions



## Types of cultural arts attractions attended

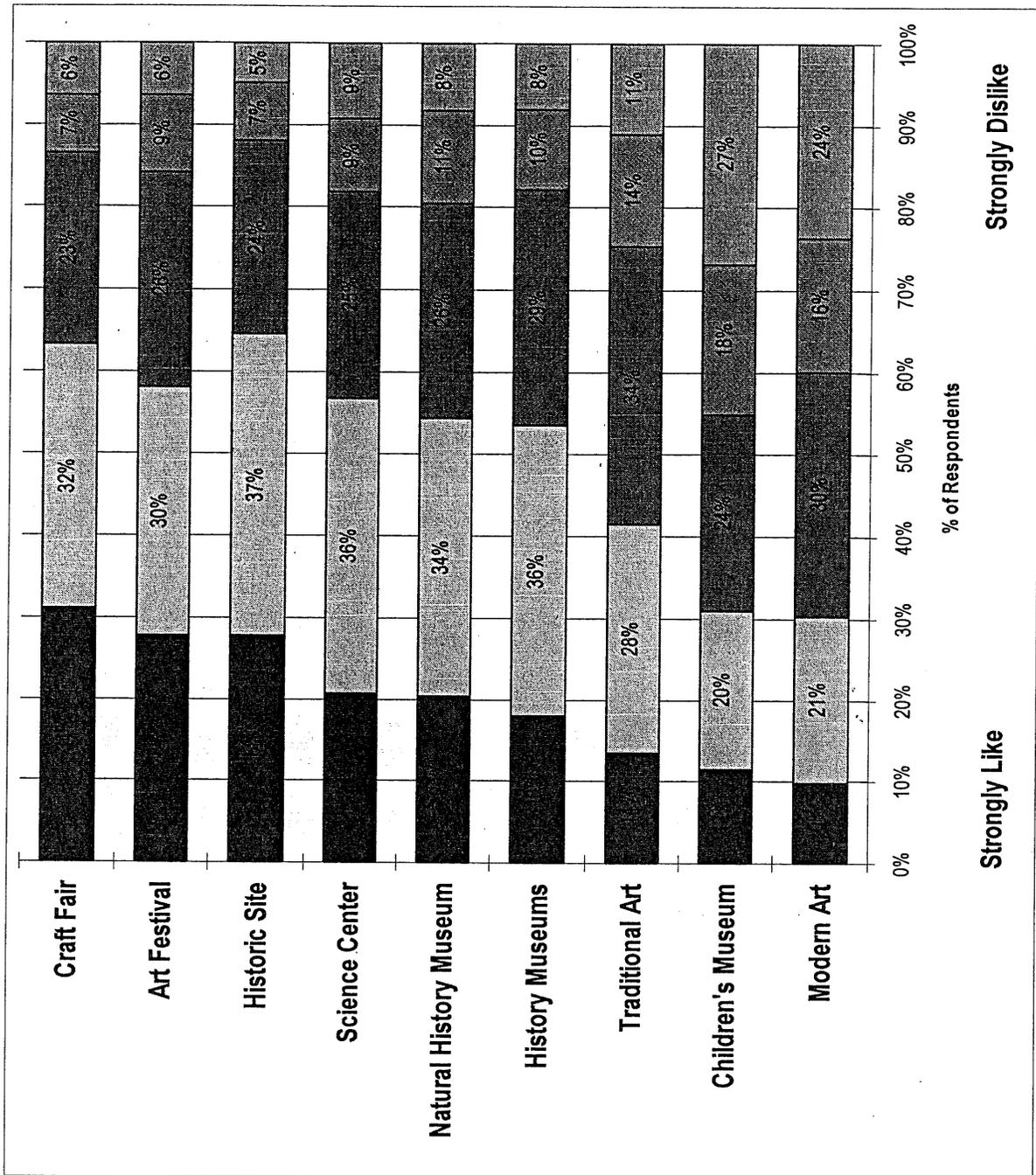
- 75% of Dublin's residents attended a craft fair in the past twelve months; 61% went to an art fair.
- Three out of five residents also attended outdoor attractions - historic parks, nature centers and zoos
- About one-third of Dublin's residents have attended science, history and natural history museums
- Only about one-quarter attended an art museum
- Dublin's residents attend ethnic/folk exhibits more than modern and traditional exhibits
- For a population with many young families, attendance at Children's Museums (17%) is lower than expected. However there is no major children's museum in the Tri Valley Area

## Interests vs. attendance - performing arts



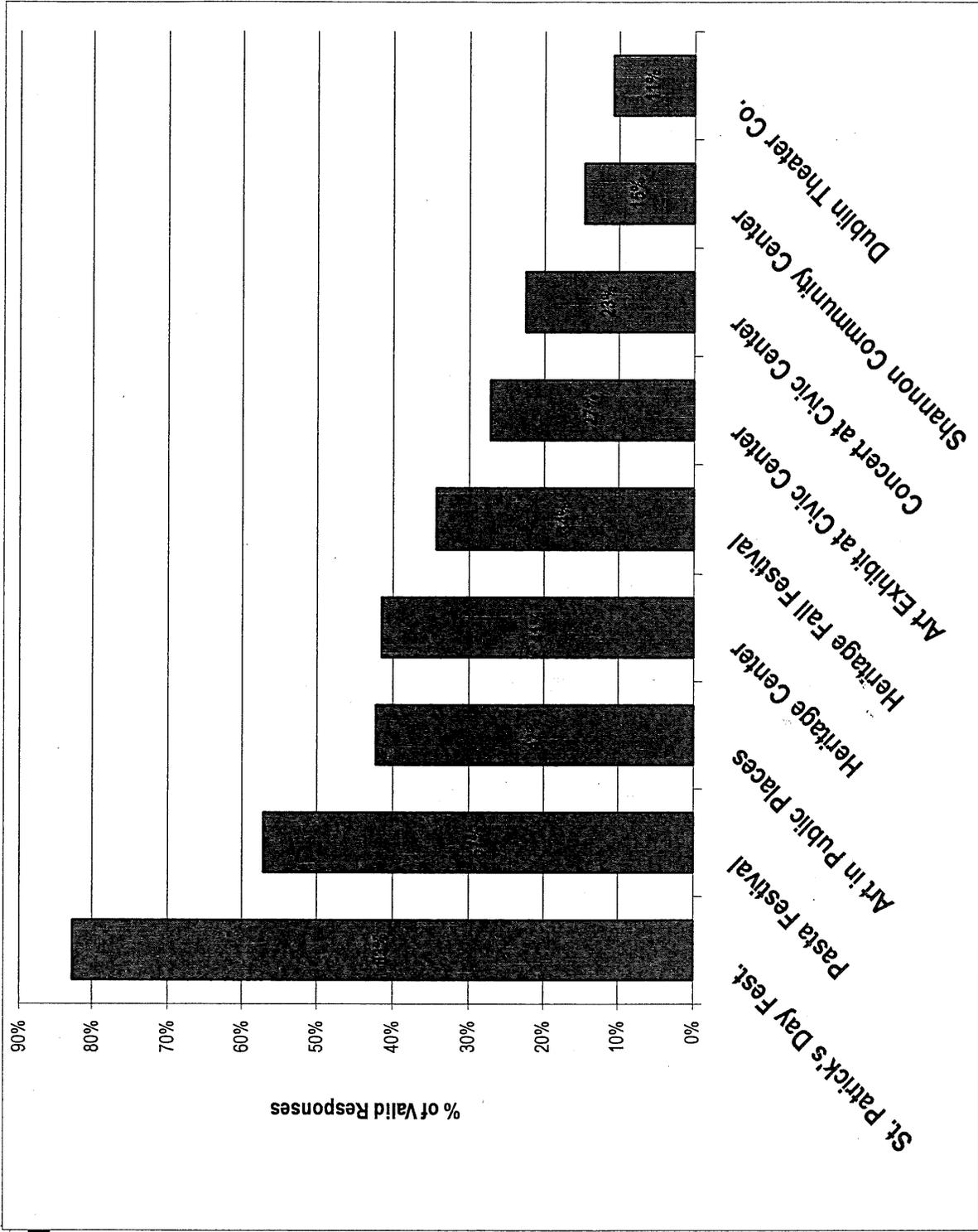
- The interests or “likes” of Dublin’s residents in various art forms reflect their attendance patterns.
- In planning programs in the future in Dublin, both attendance patterns and interests of the population should be considered.

# Interests vs. attendance - cultural arts attractions



- Dublin's residents like fairs (crafts and art) - and they attend them
- They also like outdoor cultural activities
- Interests generally reflect attendance patterns

# Attendance at cultural events in Dublin

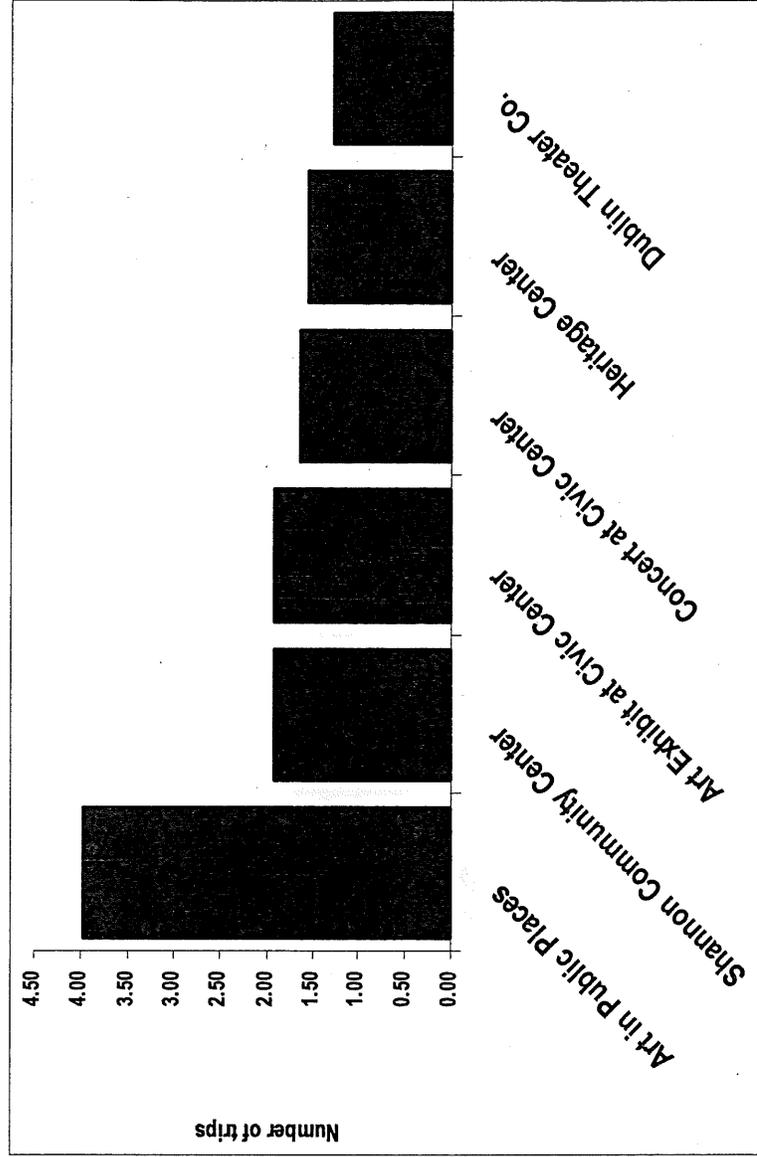


## Attendance at cultural events in Dublin

- 8 of 10 residents claim to have attended the St. Patrick's Day Festival last year
- The second most popular event is the Pasta Festival (57% attended)
- Fewer report attending the fall festival
- Attendance at these events relates reported interest in crafts fairs and festivals and general interest in outdoor events
- Though not attending frequently, over 41% report having visited the Heritage Center

# Frequency of attending Dublin cultural attractions

- Residents of Dublin take notice of public art about 5 times/year, on average
- They take time to look at the exhibits at the Civic Center about 2 times/year
- Residents attend concerts at the Civic Center an average of 1.66 times/year.
- The Heritage Center is attended a little more often than once (1.57) in a year. This is a positive showing for a local cultural site



# Where do Dublin residents hear about local cultural events?

•Dublin residents report reading about events in the *Valley Times*, *The Herald* and in direct mail

•About 6% learn about events on the Web

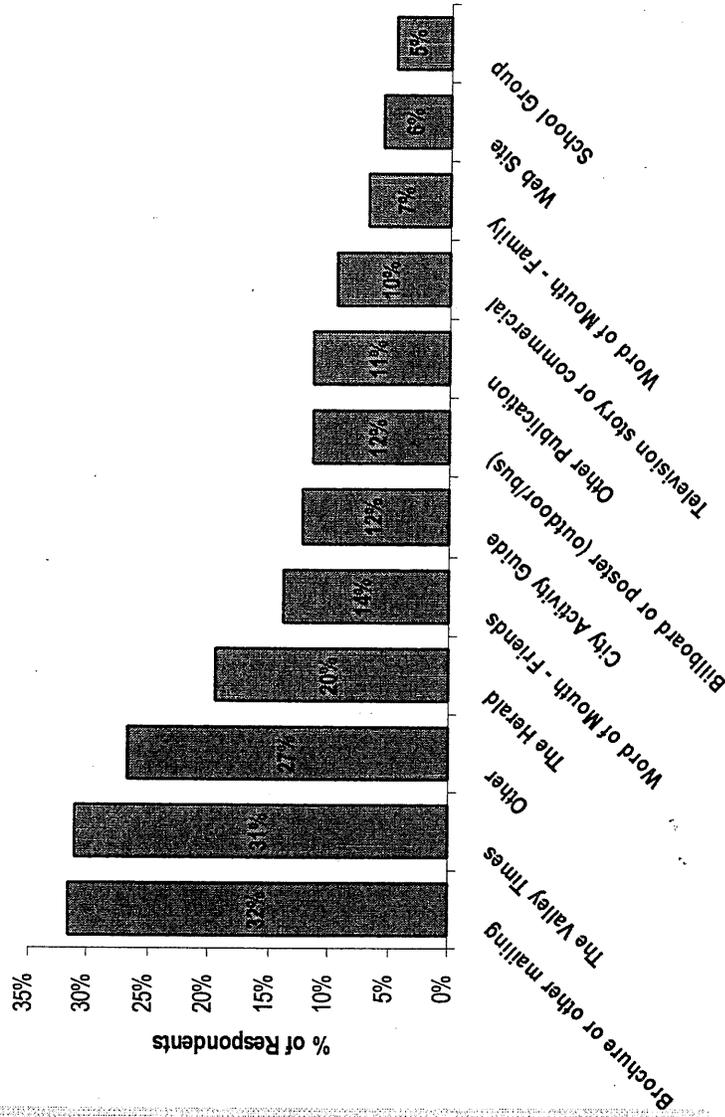
•“Other” sources included:

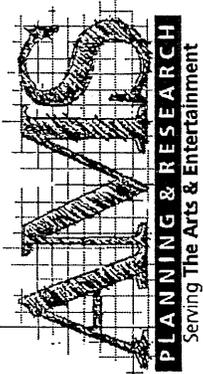
- Chamber of Commerce publication
- Bay Area Parent*
- Ads in stores and at the gym
- Yellow pages
- Outdoor banners
- Radio

•Dublin residents find it difficult to find out about cultural events

- 26% strongly agree
- 34% somewhat agree

TOP SOURCES OF INFORMATION ABOUT DUBLIN ARTS AND HERITAGE PROGRAMS  
( TOTAL SAMPLE, N=393)

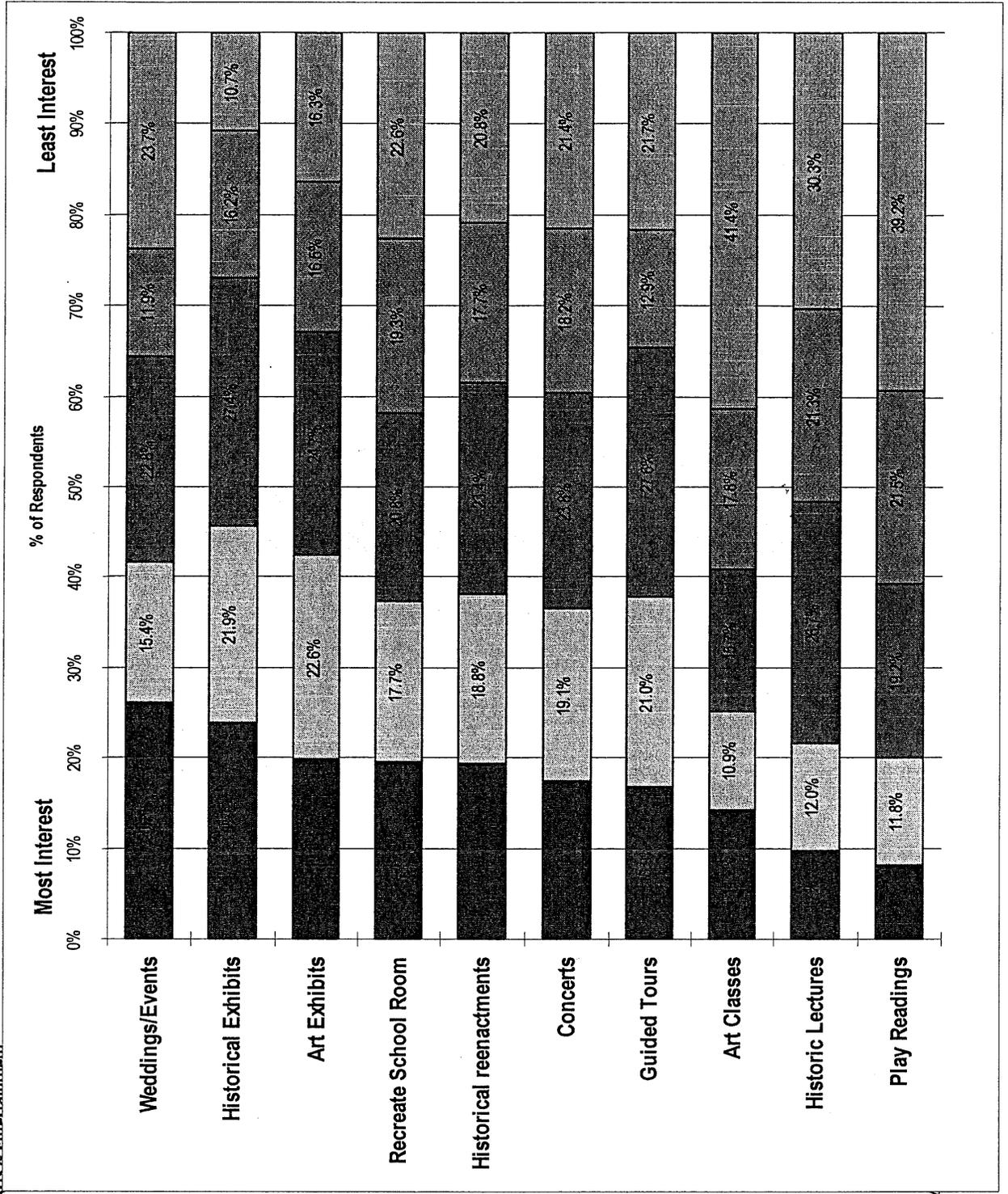




## Heritage Center

- 41% of those surveyed visited the Heritage Center in the last year
- The Heritage Center is attended between once and twice a year (mean = 1.57 times/year)
- There is a greater awareness of the Heritage Center among the retired population than the non-retired population (89% vs. 61%)

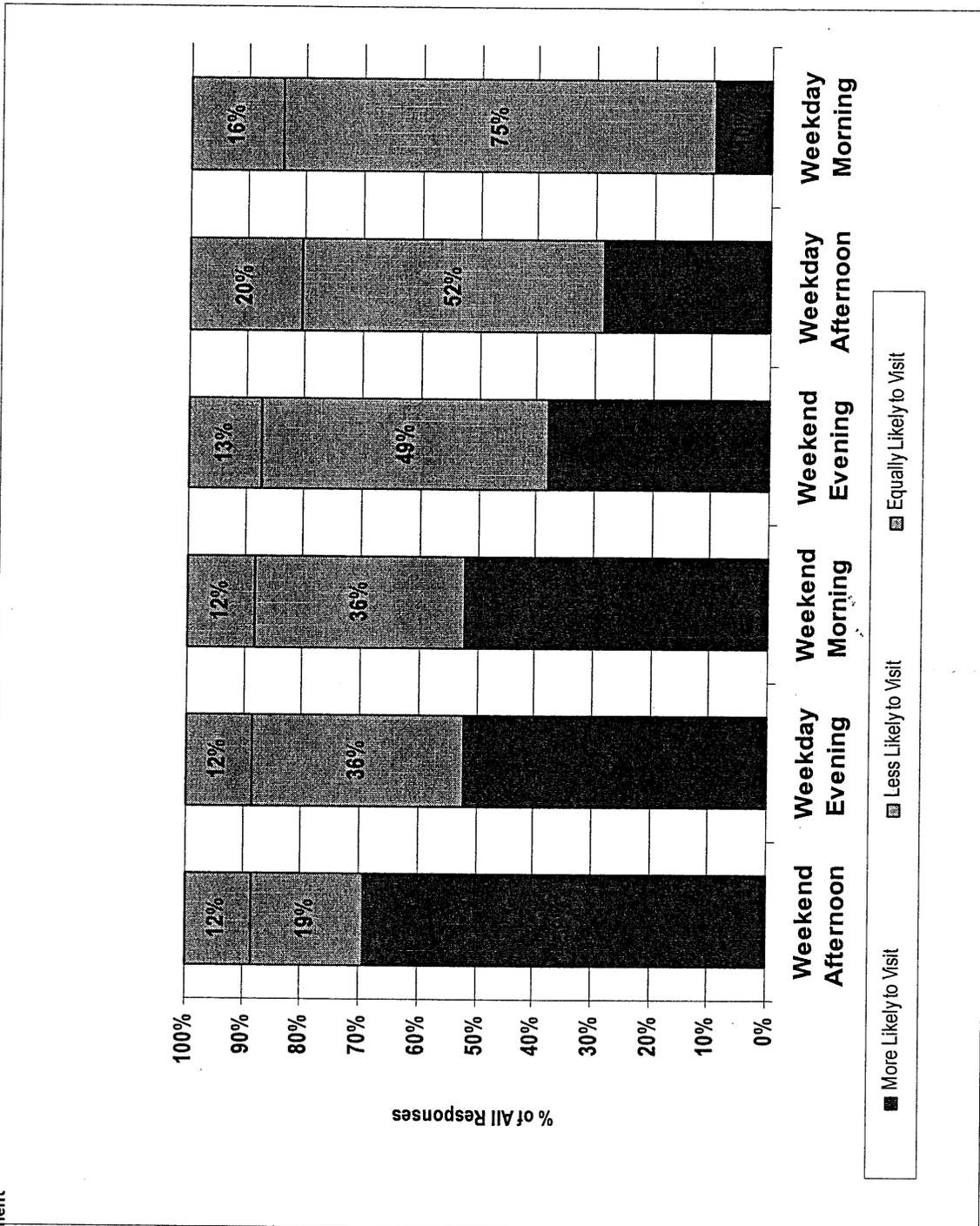
# Interest in Heritage Center activities

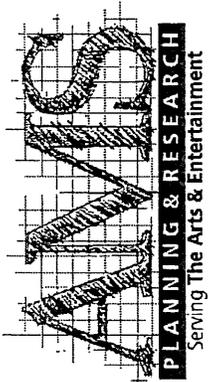


## Interest in Heritage Center activities

- Form follows function - people are interested in seeing history-related activities in the Heritage Center, including
  - Historical exhibits
  - Recreation of the historic school room
  - Historical reenactments
  - Tours by interpreters in period dress
  
- People also recognize the Heritage Center - a former gathering place as a school and church - is an appropriate place for people to gather for special events

# Heritage Center – preferred hours

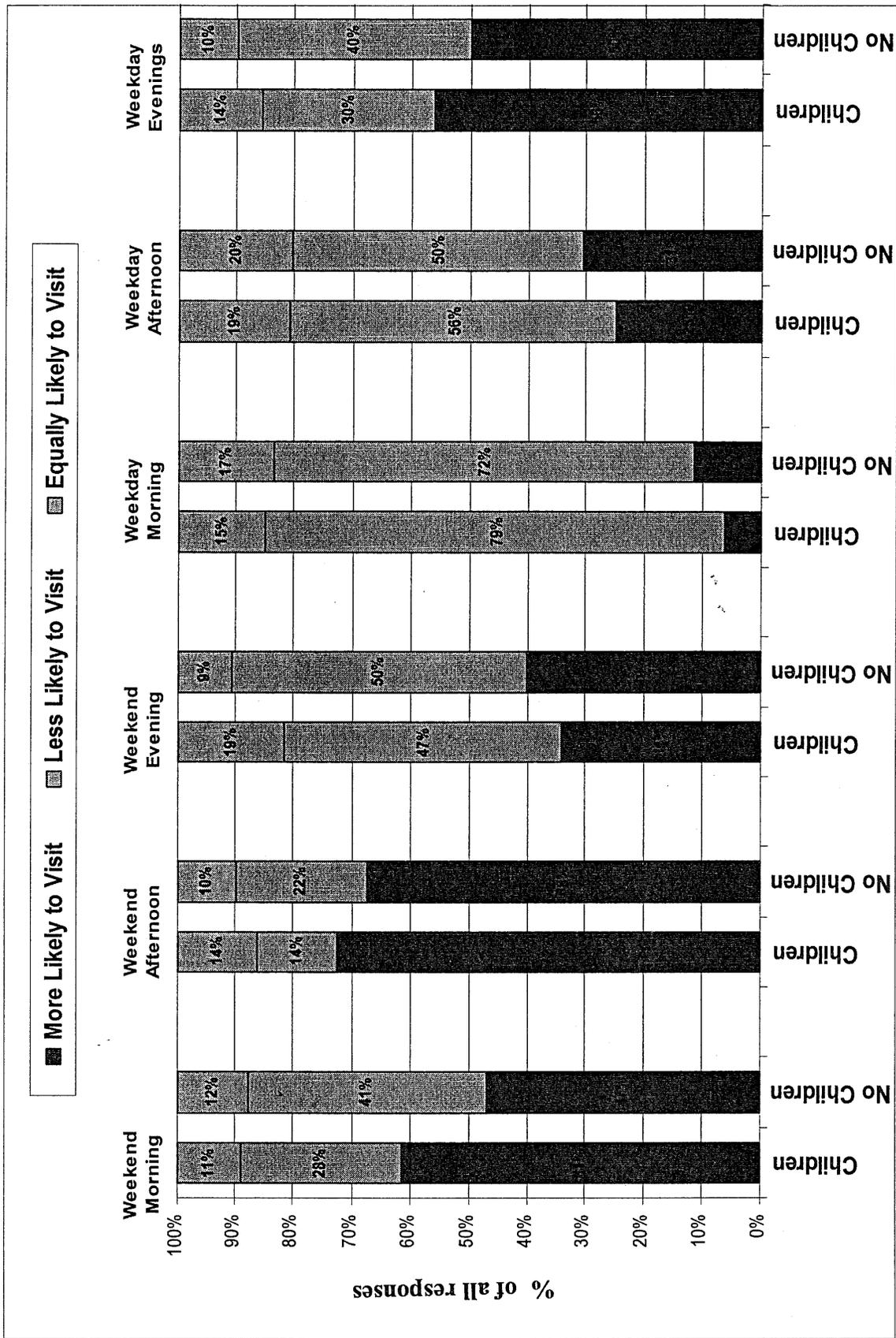


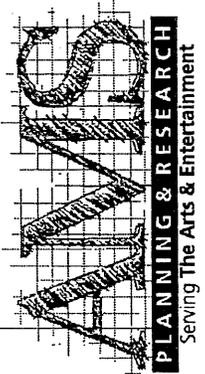


## Heritage Center - preferred hours

- Residents are interested in seeing the Heritage Center open during non-working hours
- There is interest in weekend and evening hours

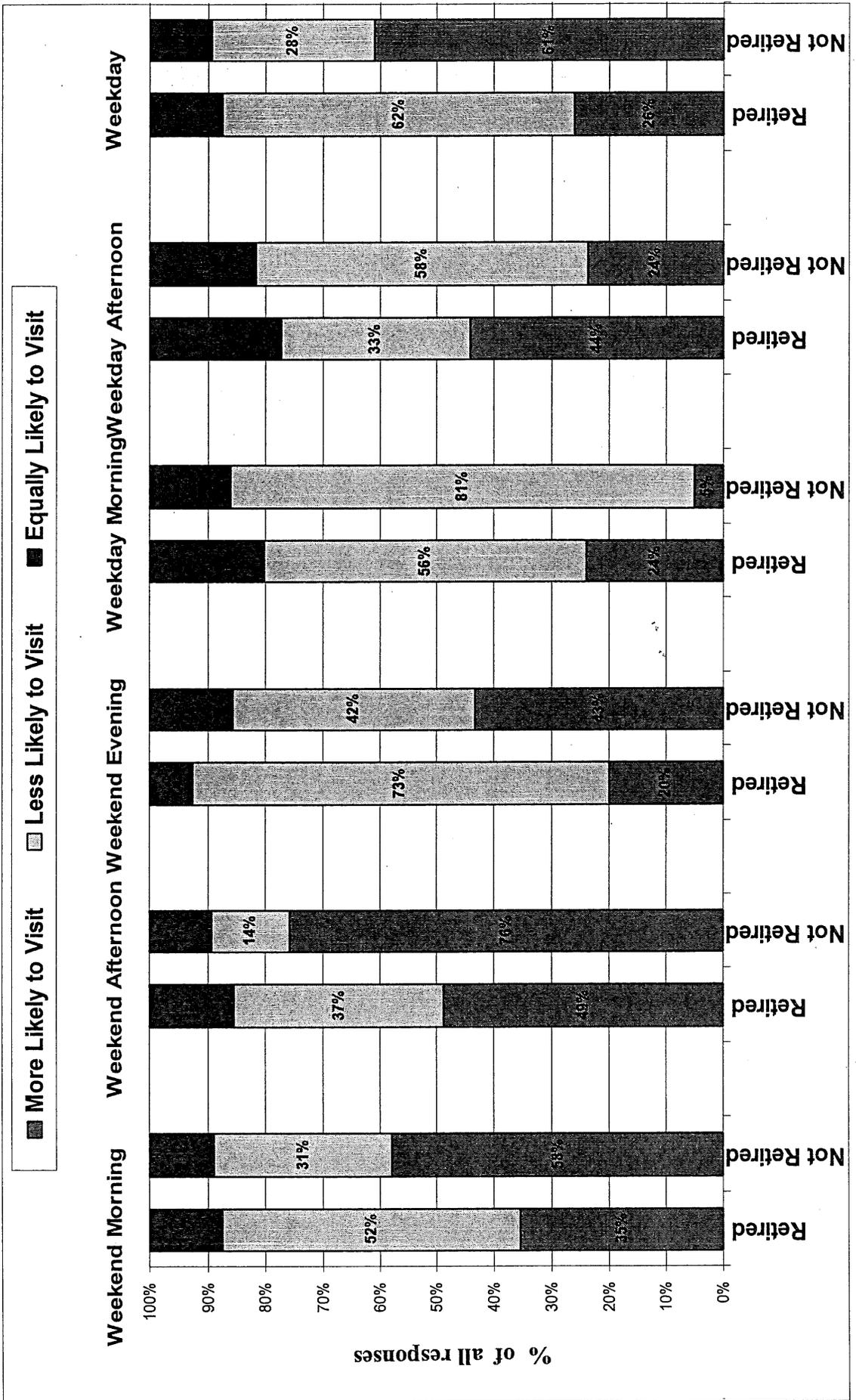
# Heritage Center - preferred hours Adults with Children vs. No Children at Home

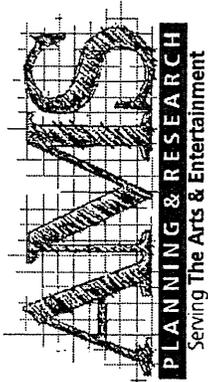




# Heritage Center - preferred hours

## Retired vs. Not-Retired



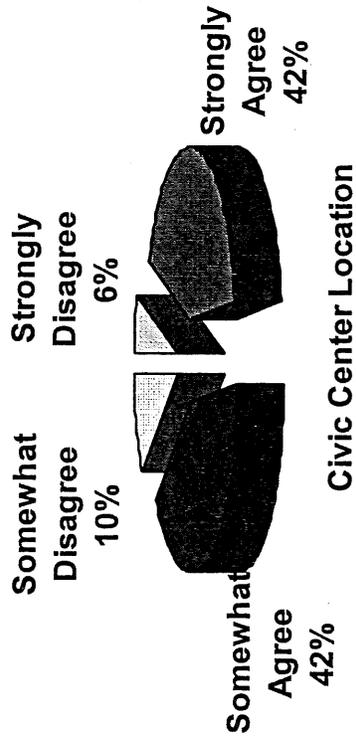


## Attitudes - Arts and Culture in Dublin

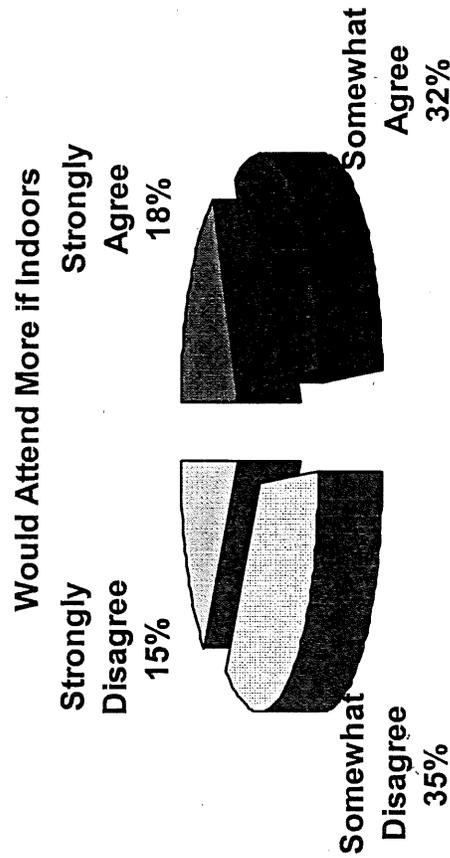
- Residents expressed they would attend more arts and cultural programs if more were available in Dublin
  - 37% strongly agree, 45% somewhat agree
- Residents would attend more cultural/arts programs if they cost less
  - 29% strongly agree, 31% somewhat agree
- Most of those surveyed feel Dublin's arts and culture are a source of pride for the community
  - 45% strongly agree, 42% somewhat agree
- Many feel Dublin should provide more varied arts and culture
  - 30% strongly agree, 47% somewhat agree

## Attitudes – Concert Locations

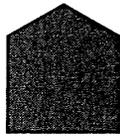
- Most residents feel the Civic Center is a good location for outdoor concerts



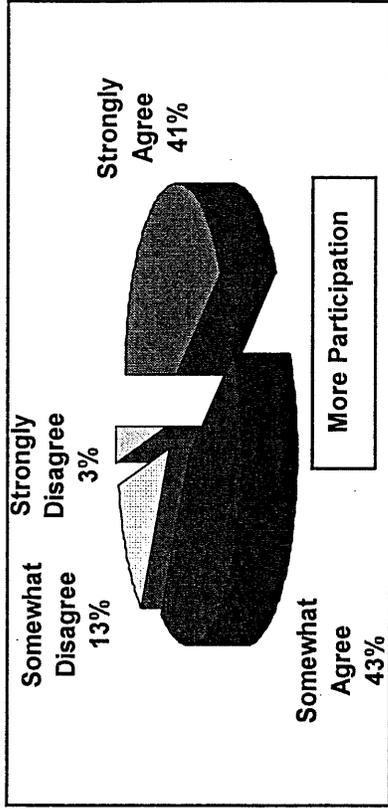
- Residents are **UNDECIDED** if they would attend more concerts if they were held **INDOORS**



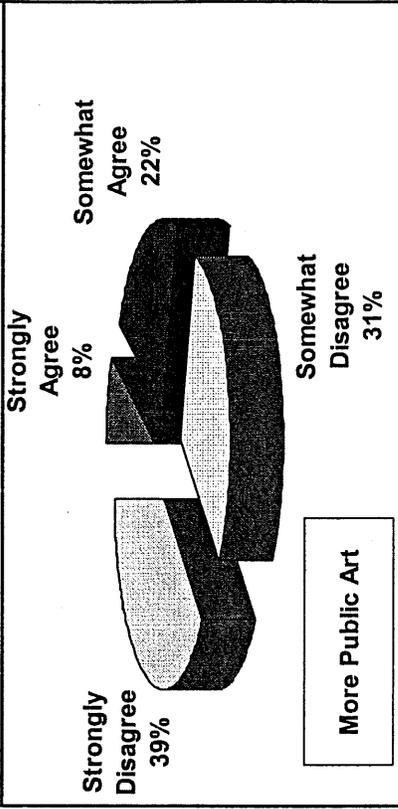
# Attitudes - Public Art



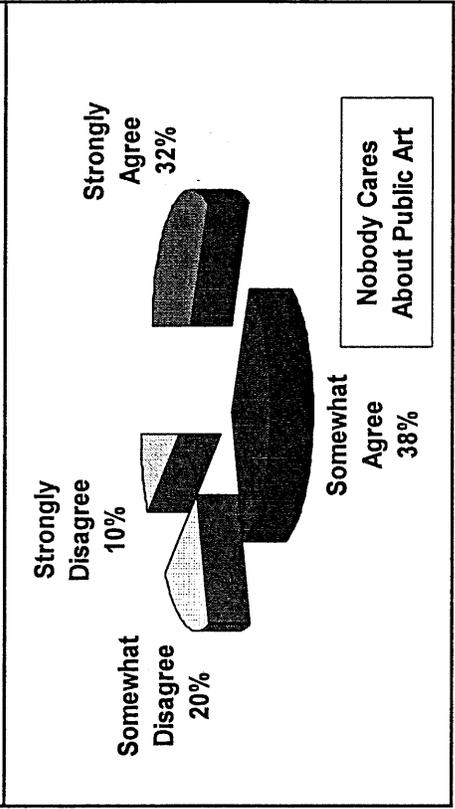
- Most residents feel more public participation is needed in selecting public art

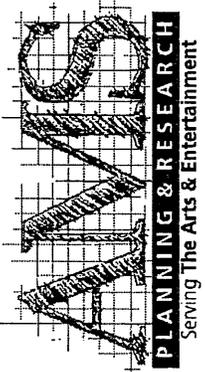


- Most residents DISAGREE with the statement, "nobody cares about public art."



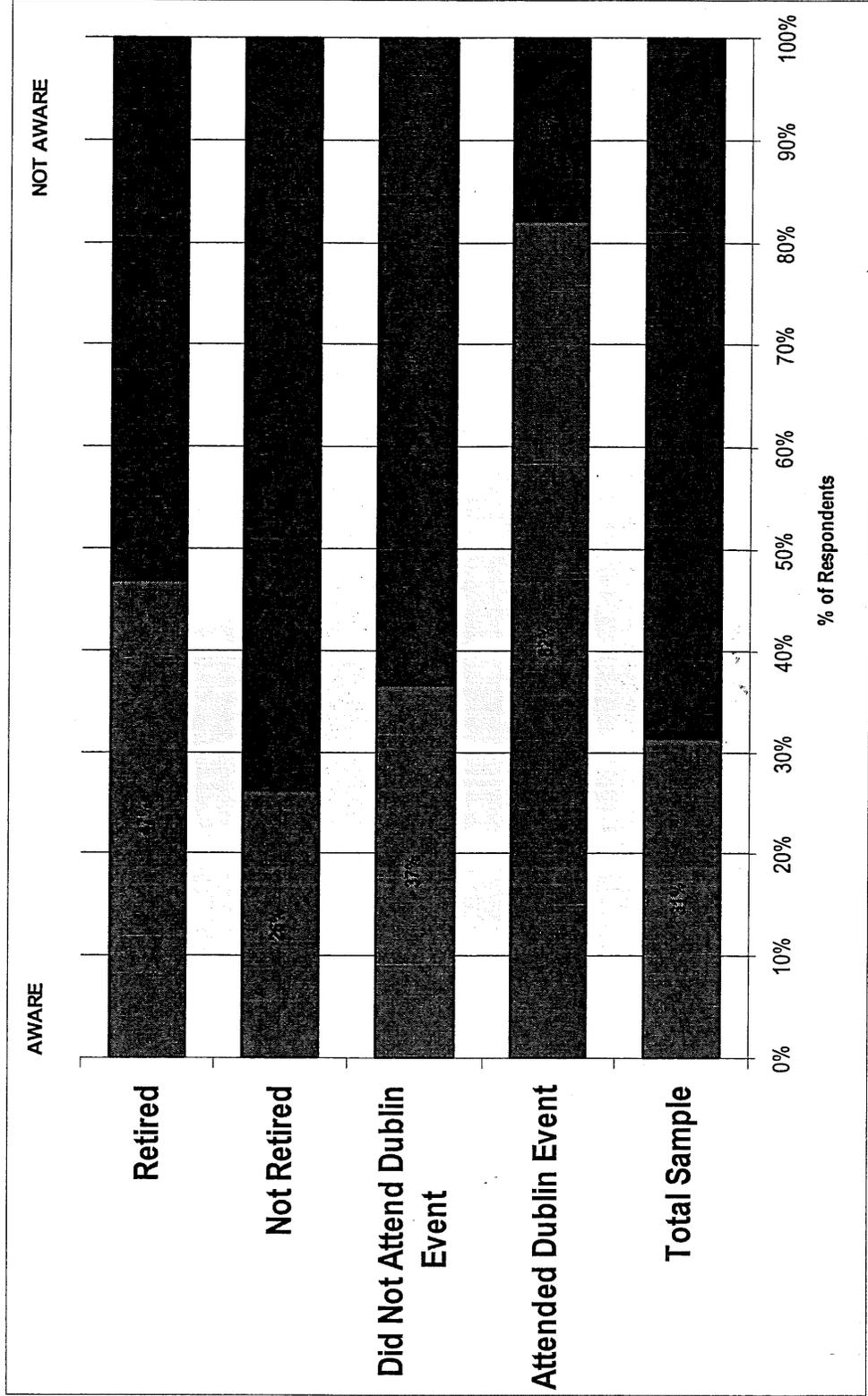
- A majority feels that there should be more public art throughout Dublin



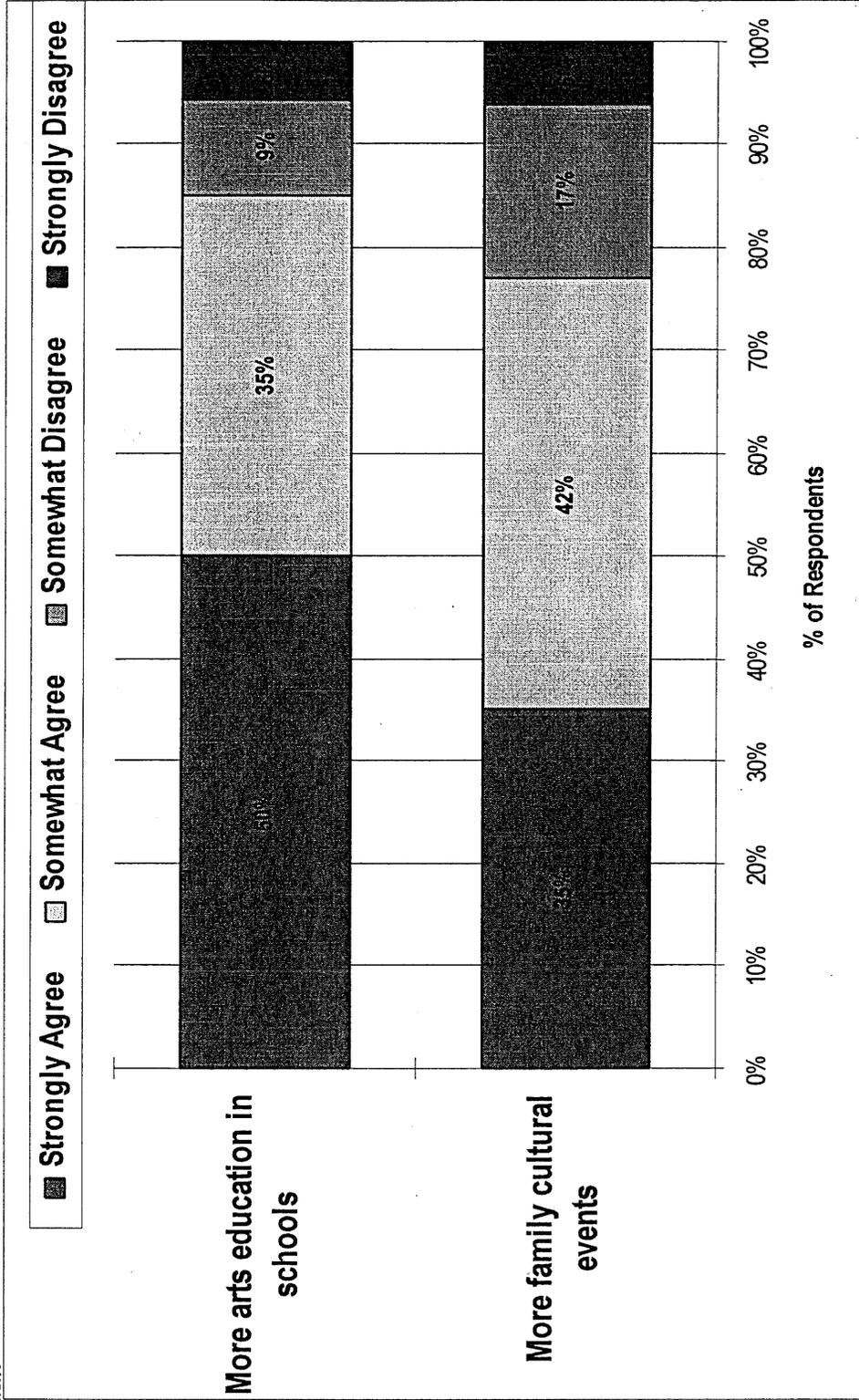


# Awareness of Fine Arts Foundation

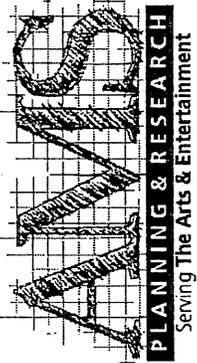
- There is not a high level of awareness of The Dublin Fine Arts Foundation



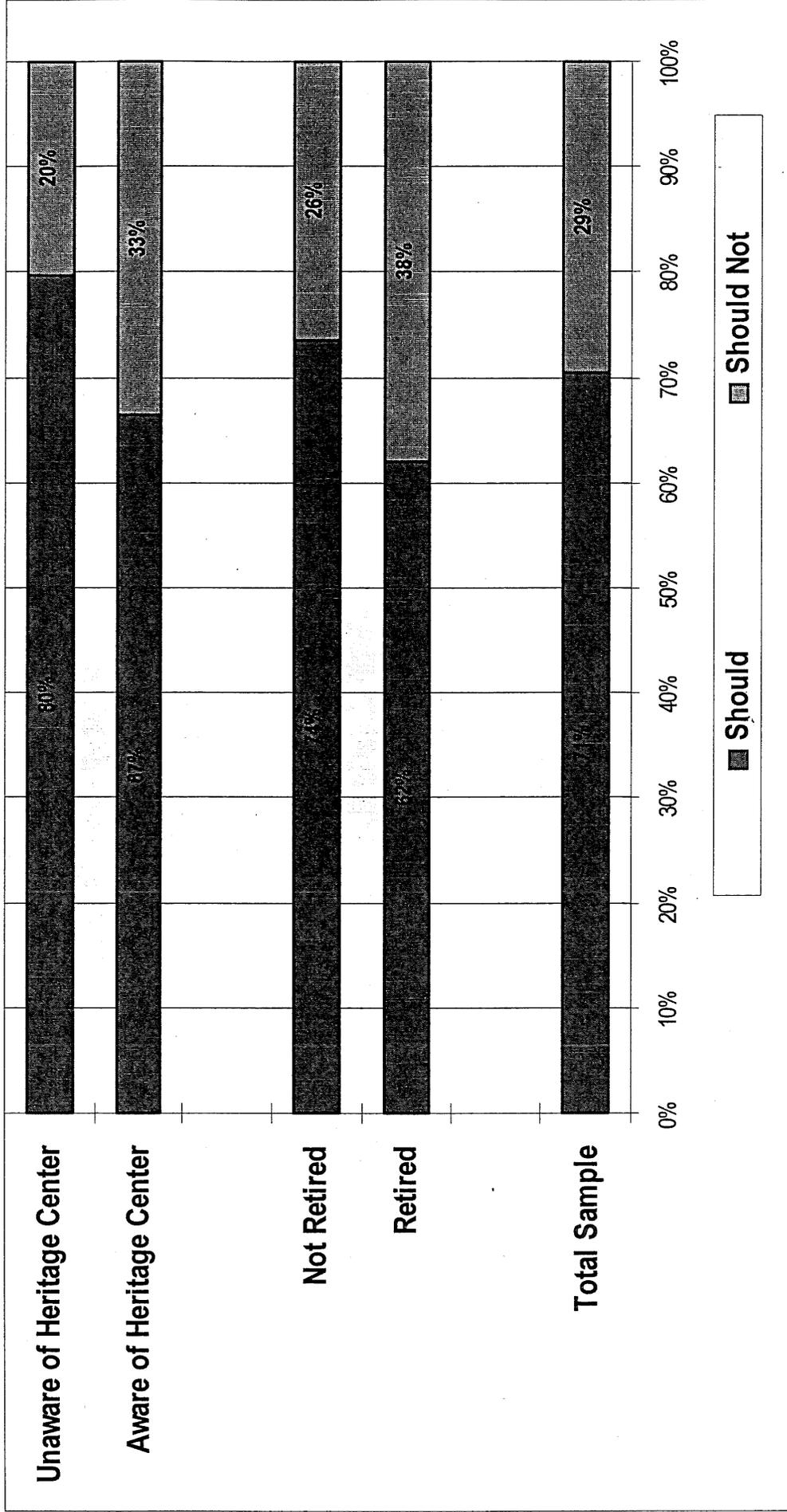
# Arts & Children



- There is strong support for arts in schools and family cultural events

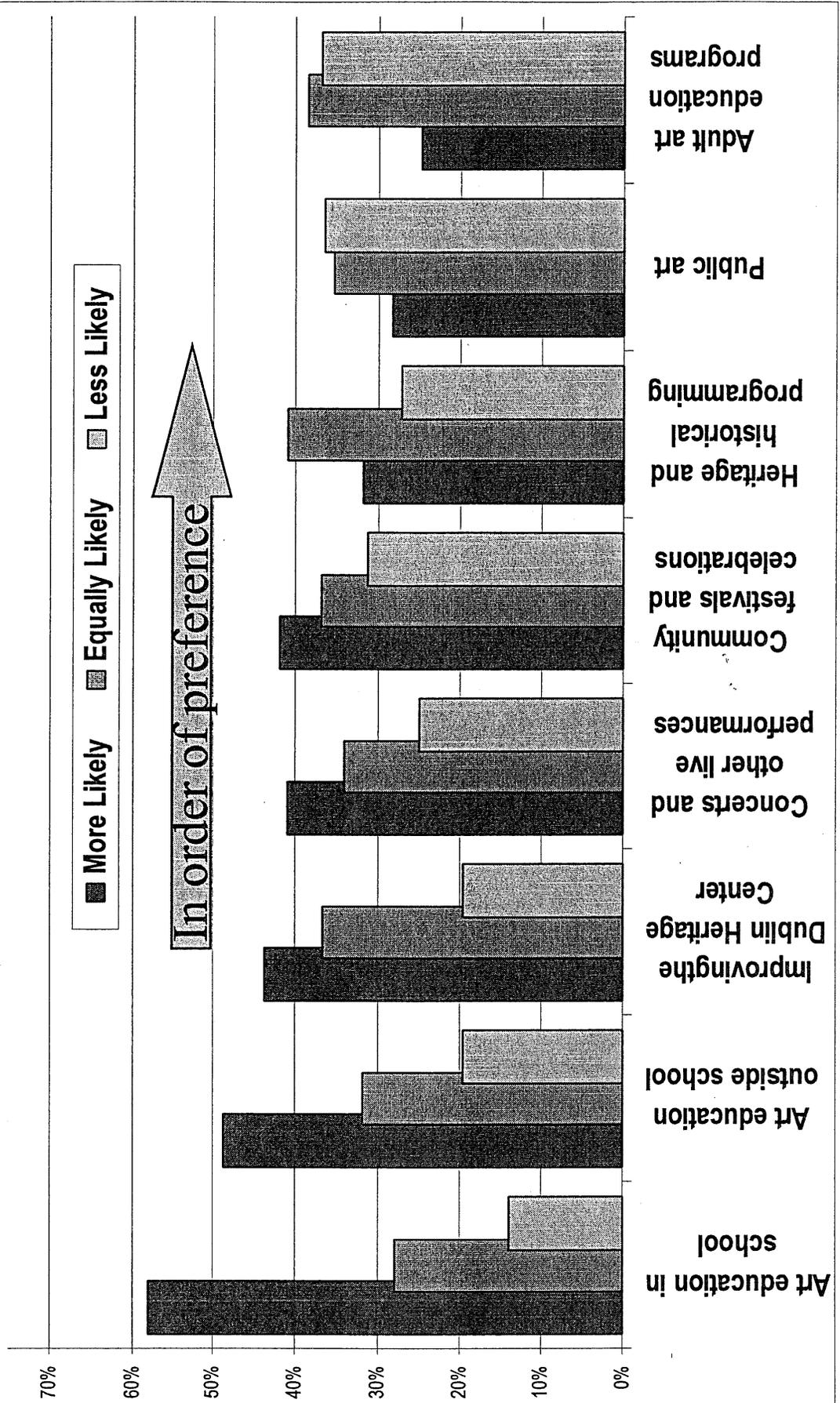


# Tax dollars for arts and culture

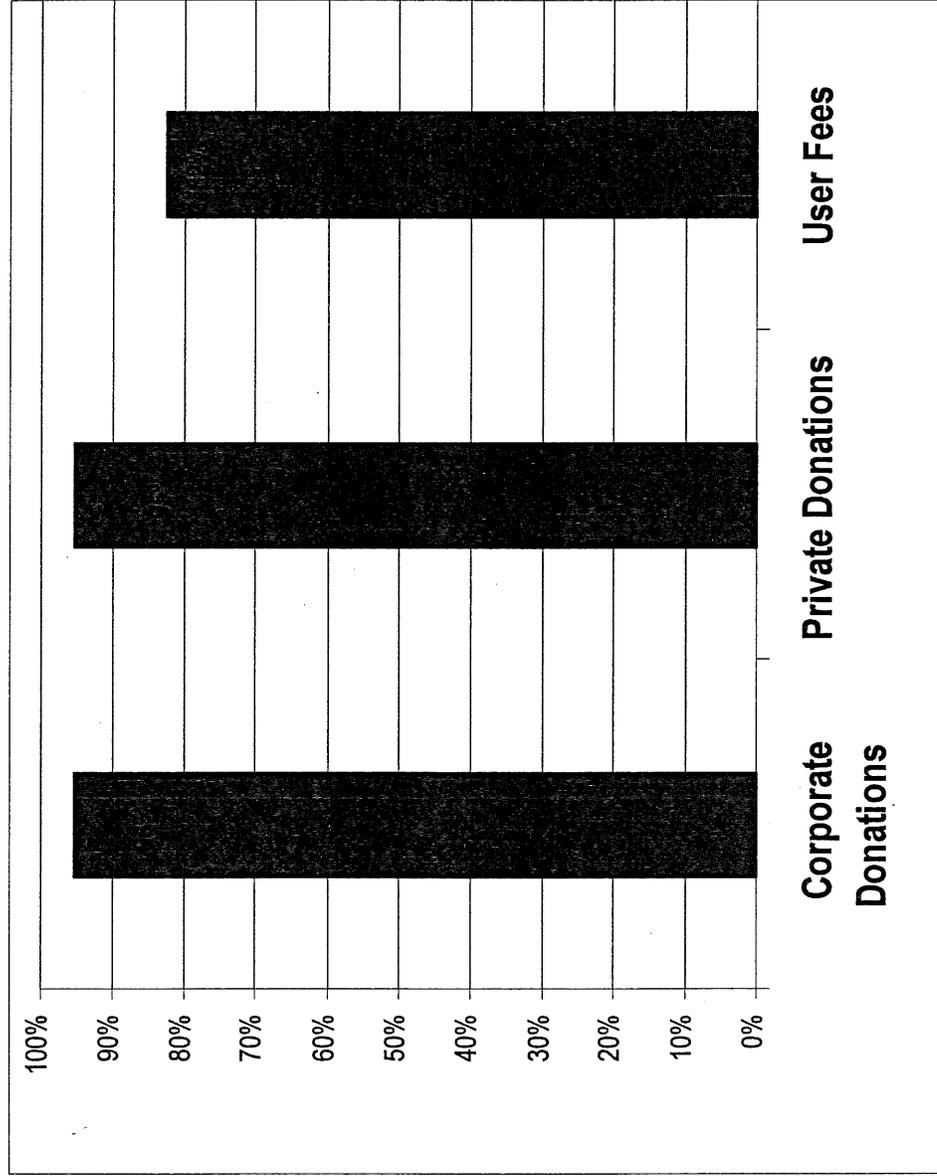


- Strong support for using tax dollars for arts and culture
  - The retired population is less likely to support tax dollars going toward the arts

# Preferences, use of tax dollars

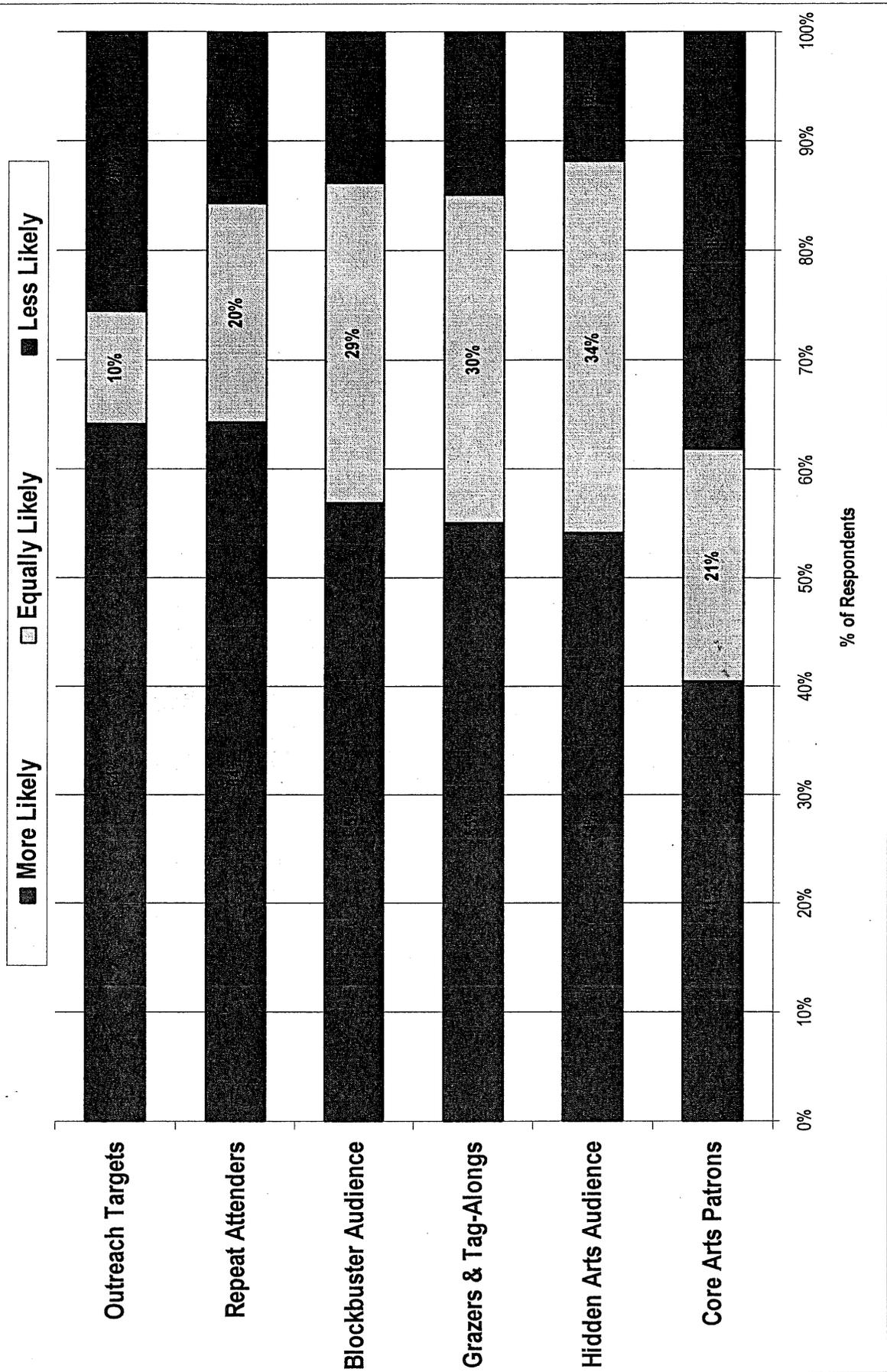


Preferences - funding, if tax dollars unavailable



- 82% of the residents were likely to fund arts and culture with user fees

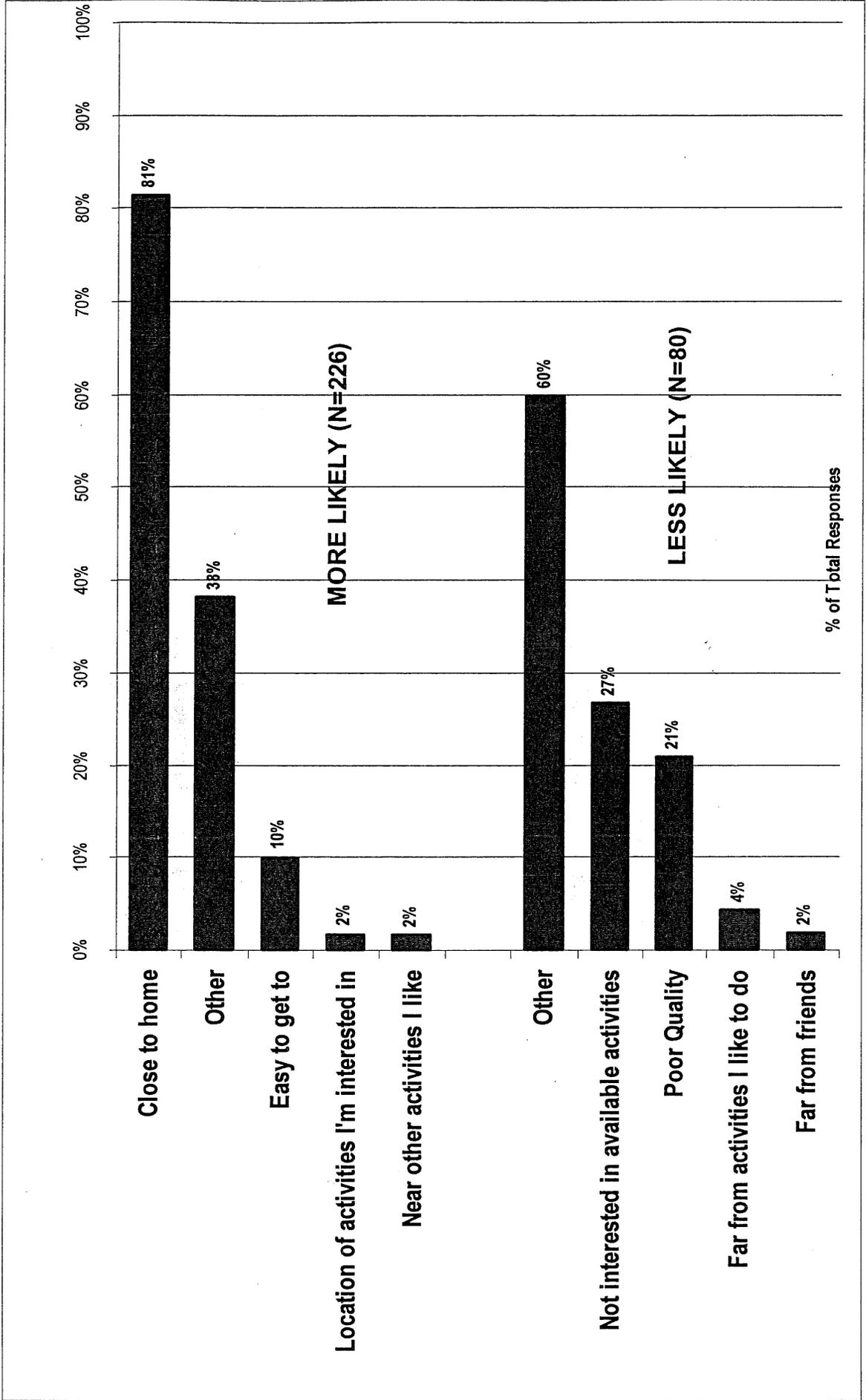
# Likelihood of attending arts activity by arts consumer segment



## Likelihood of attending arts activity by arts consumer segment

- **CORE AUDIENCE** will go where the art is, so it is not as important to them if there are arts opportunities in Dublin
- **REPEAT ATTENDERS** (interested in the arts but get out less than Core Audience) would be influenced to attend more arts activities if they were available in Dublin
- **OUTREACH TARGETS** (who have no established interest/frequency of attending) are influenced by location, and would be more likely to attend if more programs were available in Dublin

# Why More or Less Likely to Attend in Dublin



## “Other” Reasons

- “OTHER” reasons MORE likely to attend events if they were in Dublin
  - to support my city/civic pride - 66 comments
  - convenience - 17 comments
  
- “OTHER” reasons LESS likely to attend events if they were in Dublin
  - I like to go elsewhere/perception better events outside the city - 26 comments
  - I don’t hear about the events - 10 comments

Sampling Margin of error  $\pm 5\%$   
 Analysis sample weighted for actual  
 1999 education levels for Dublin

| KEY DEMOGRAPHIC VARIABLES             | WEIGHTED DATA $\pm$ |   |       |
|---------------------------------------|---------------------|---|-------|
| <b>SEX:</b> Male                      | 49.0%               |   |       |
| Female                                | 51.0%               |   |       |
| <b>MARITAL:</b> Married               | 70.0%               |   |       |
| Single/Never Married                  | 15.9%               | <b>AGE:</b> 18 - 24 years                     | 7.8%  |
| Divorced or separated                 | 9.7%                | 25 - 34 years                                 | 10.0% |
| Widowed                               | 4.5%                | 35 - 44 years                                 | 26.5% |
| <b>HOUSEHOLD:</b> 1 Person            | 12.0%               | 45 - 54 years                                 | 20.6% |
| 2 Persons                             | 32.3%               | 55 - 64 years                                 | 20.2% |
| 3+ Persons                            | 55.7%               | 65+ years                                     | 15.0% |
| <b>EDUCATION:</b> High School or Less | 30.4%               | <b>RACE/ETHNICITY:</b> Asian/Pacific Islander | 4.4%  |
| Vocational School after High School   | 7.3%                | Black/African American                        | 1.3%  |
| Some College                          | 26.7%               | Hispanic/Latino Origin                        | 5.1%  |
| Associates Degree                     | 9.4%                | White/Anglo                                   | 82.4% |
| Bachelors Degree                      | 19.9%               | Other   | 6.9%  |
| Post-Graduate Study                   | 6.3%                | <b>HOUSEHOLD INCOME:</b> < \$15,000           | 2.2%  |
|                                       |                     | \$15,000 to \$24,999                          | 5.9%  |
|                                       |                     | \$25,000 to \$34,999                          | 6.9%  |
|                                       |                     | \$35,000 to \$49,999                          | 12.3% |
|                                       |                     | \$50,000 to \$74,999                          | 21.2% |
|                                       |                     | \$75,000 to \$99,999                          | 23.4% |
|                                       |                     | \$100,000 to \$149,999                        | 21.4% |
|                                       |                     | \$150,000 +                                   | 6.8%  |

# Heritage & Cultural Arts Assessment City of Dublin

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ADDENDA  
MAY 2000



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AMS Planning & Research  
915 D Street  
Petaluma, CA 94952  
707 778 8445

## **Contents**

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| <b>C: Verbatim Responses</b>  |       |              |
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## DUBLIN HERITAGE & CULTURAL ARTS ASSESSMENT FOCUS GROUPS SUMMARY

### YOUTH

What's it like (what do you do) when you're young in Dublin?

- Movies
- Heavy, organized schedule, sports mostly
- Saturday – museum closed
- “isn't anything to do”
- Places to do things are close by
- Mall
- Soccer (in San Ramon)
- Theater at school
- Scouting, Brownies

Culture/heritage activities in Dublin?

Outside school:

- Martial arts
- Very little arts
- Private classes are swamped
- Dance through the rec. center
- Hula classes – rec. center
- Tumbling
- Summer concerts – City Hall
- Theater classes – summer camp, winter classes
- “Don't see a lot of arts and culture”
- St. Patrick's Day Parade
- Car show
- Pasta festival
- Teen concerts
- Farmers Market

Inside School:

- Heritage Center/cemetery – 3<sup>rd</sup> grade
- Chorus – after school
- Arts auction
- No art classrooms
- Music class – 1 hour/week
- Middle school – elective art
- 6<sup>th</sup> grade “wheel” – sample all arts
- 7<sup>th</sup> grade – selectives
- 4<sup>th</sup> grade band (twice/week)
- FAME – parent/volunteer led program, at some schools, lessons in art history, music, 6 lessons/year; some teachers do follow up
- Monart Program – teacher led drawing lesson
- High School – a lot of choices in the arts, from entry level to advanced, arts are electives
- Fine Arts Day – showcase of various arts by parents and other community members
- Theater Co. gets lots of calls from parents

What's not available in Dublin, but should be?

- Should extend school day and add arts classes
- CA frameworks for art used, but not consistently
- For music lessons, up to 5 classes are assembled in one room
- Parent volunteers provide a lot of the arts in the schools
- Arts/music are skipped in favor of math and reading
- Question: Is there a Chataqua program in the schools?

Who are potential partners in arts education?

- High school students (mentors -> for younger students)
- Arts Commission
- Heritage Center
- Businesses – (e.g.: People Soft, Commerce One, KLA Tencor)
- Dublin Theater Co.
- Library
- Senior Center
- YAC
- City Council
- Parks/Community Service (Shannon)

Do families know about programs?

- Shannon booklet is not looked at by the kids
- Flyers are distributed in classes, what about home schooled kids

Idea –

- Marquee at Shannon and the parks
- Banner above San Ramon Blvd.
- Kiosk at the mall
- Billboards
- Internet
- Movie theater kiosk
- Sports grounds banner
- Travelling kiosk
- Farmers Market signs
- Car show
- Info at Valley Christian School's Friday Night Live program

Why do young people attend arts/culture/heritage events and programs (likes/dislikes)?

- “My parents make me.”
- Unifies people

*Dublin Heritage & Cultural Arts Assessment  
Focus Groups Summary*

- It is not cool (especially for guys)
- Like it (cultural programs) and I want to learn
- Makes a good gift
- Good party outing

Where do young people attend programs?

- Schools
- Shannon
- Valley Christian
- City Hall and Plaza
- Fosters Freeze
- Farmers Market
- Ice Rink
- Midnight Bowl
- Private Homes

Future event locations?

- Parks – Mapes, Emerald, Dolan
- Heritage Center
- Schools

Nearby programs of interest?

- San Leandro – schools come together for a choral concert
- San Ramon – wind festival
- Mountain View – hands on arts festival
- Pend.(??) – painting festival

What should be in Dublin?

- Astronomy Program
- Ethnic celebration (Scottish, Japanes, Chinese, Hispanic, etc.)
- Storytelling – with senior center folks
- Communtiy concers
- Community arts center
- Indoor soccerr
- City polity to encourage new businesses that support/bring in arts
- YMCA
- Places for kids

## PROGRAMS

What is the range of programs available in Dublin (arts, culture and heritage)

- Dublin Heritage Center offerings
- Arts in the Parks – was built around a lot of thought
- A & C shows
- Civic Center – art work displays and concerts
- Plaques in old Dublin identifying historic sites
- There are good exhibits and sculpture here (we need education and interpretation)
- The art is “kind of” hidden
- Theater in Dublin focuses on children, privately held theater group
- Festivals
  - St. Patrick’s
  - Pasta Festival
  - Pride Week
- Summer Music program
- Ice Rink – Olympic starts practice there

Where are the arts, culture, heritage programs in Dublin?

- Heritage Center
- Civic Center
- CA Theater (in strip mall)
- Along Regional Rd. (festivals there)
- HS
- “old Dublin”
- Camp Parks Military

Why attend culture/heritage programs in Dublin?

- Enjoyment
- To learn
- Heightens “humanness of the community”
- To support the city
- Builds community
- Curiosity
- Outlet to utilize your own talents
- To get out of the house
- Economical/affordable

Like/don’t like about cultural programs?

- Don’t know about the cultural programs
- Lack of focused publicity
- Not enough
- Commercialism of St. P festival, could be more traditional, events our ancestors did...could be more unique
- Pioneer Festival (no longer done) was unique
- Publicity is lacking

How do you hear about things?

- Mailers
- Newspapers (*Herald, Valley Times* – Friday section and Tim Sabroni’s column)
- Banners, San Ramon Blvd.
- “It’s accidental [finding out], there are so many things going on”
- Activity guide
- A lot of times I don’t find out
- I just know, from living here
- Cable TV
- KKIQ
- Through the schools
- “Dublin 500,” people in town who just see to it to know what’s going on
- Word of mouth

How should things be marketed?

- Network TV
- Activities pages in newspapers
- Websites – newspapers
- In the mall/kiosk
- Should be a town newspaper
- PSAs
- Formally organized “welcome wagon” - PGE knows who’s new in town
- Through the neighborhood associations to encourage people to get involved
- Use the town web page more, it’s very static

Is the Dublin Fine Arts Foundation known?

- Known from Art in the Parks
- Aware of [it] when the Heritage Center was developed

What’s not here, but should be?

- Irish flavor/Irish dancers
- We need to work on what we have
- Walking tour
- Pioneer history programs
- Community theater
- Series of speakers
- A place where we can all come together
- A themed shopping district
- How about the Transit Village becoming a destination spot/village
- A lot needs to be done with what we have

Which populations are not well served?

- Teens – need a place, a coffeehouse, where they can play music

*Dublin Heritage & Cultural Arts Assessment  
Focus Groups Summary*

- Young marrieds
- Elderly/seniors
- Adults interested in arts, emerging artists
- Computer novices

Programs in region you admire?

- Scottish festival – Pleasanton
- Wine tasting tours – Livermore
- History festivals – up and down the coast
- Heritage Days
- Sausalito Art Fair
- Wind and art festival – San Ramon
- 10K run
- Livermore Symphony
- Art in the Vineyard

Niche?

- Capitalize on the Dublin name
- Don't duplicate other places

What's in the way?

- Volunteers and city staff need to join together
- No central place
- Money
- Ideas need to be subsidized and promoted by the city
- A lot of ppl feel power isn't in their hands
- Huge corporations need to be tapped
- Could collaborate with other communities in the tri-Valley area
- Could bring in major functions from SF

## HERITAGE CENTER

### Experience with the Heritage Center?

- Docent at the Church – would have liked more information to give people
- Would like to go back – judging scarecrow, classroom experience – 3<sup>rd</sup> and 4<sup>th</sup> graders, tombstone rubbings
- Found museum rigid, not engaging
- 7<sup>th</sup> graders don't know about the Her. Center b/c of population changes in D.
- Center had touchable artifacts
- Participated in its development, want more hours
- It's one of D's best kept secrets
- Generally good experience
- Pleased with the change
- Some meetings were held there in the past
- Bridal exhibit/fashion show – first major show
- Barbeque, arts and crafts, scarecrow exhibit
- Weddings in the church
- Tours of the cemetery

### Image of the Heritage Center?

- People don't attend
- Not enough publicity
- Considered hokey
- There are a lot of new families in town and a museum about local history is not on their agenda
- What do you do there...it's not interactive
- "Run down and not open"
- Unchanging image, nothing changes
- Scary at night; nighttime place for teens to hang out

### How do you hear about the center?

S'Brante column

Other news stories

Rec brochure

Flyers in the community

Festivals bring crowds

Cable TV – ch. 30

KKIQ

### What are potential partnerships for the center?

At the Crossroads – show by the Dublin Theater

Company

Link to Las Positas

Facilitate historical classes

Church – venue for concerts

Valley Service Clubs could use

Teachers' scholarship to borrow objects

Ardenwood farms contacts

### Other community historical associations

Genealogical societies

Scouts

Day camps

Dublin Fine Arts Foundation

Quilters

### Best use of the center?

Continuing to provide inventive and engaging exhibits, professionally done

Remodel schoolhouse to reestablish the bell tower

More small events – once/ mos. – concerts, picnics

Heritage Festival, St. Patrick's celebration

Convert shopping center to match the center, create a focus for Dublin

Arts shows and local exhibits, multi-ethnic

Older car show

Series of shows on development of Valley

Collect art and artifacts – new storage facility, allows collections to be cared for/not damaged

Fund raisers for the center

Get back the Green store

### Is public/private mix okay?

Seems fine

### What is the competition?

Blackhawk

Amador Valley in Pleasanton

Oakland Museum

Ardenwood

Ravenswood

Sonol

Wineries

### Marketing?

Need a sign on Dublin Blvd. With hours

Banners over San Ramon Road with messages

Church would make a good logo, but not really part of the Heritage Center

Need campaign on something new

Direct marketing to service groups

Postcards

Flyers for churches

Lots of small events

Something for youth – flyers in the schools

Blanket mailing

Pat Zahn at library has photos

## **SUPPORT FOR THE ARTS**

What do you know about it?

Mr. Nahas – arm twister, guru, sole person for fundraising

City has designated \$ - budget

\$10 K year in the budget

DFAF – does a good job working in the schools

Not a lot of public awareness of need for support

It's a secret

Good news gets buried

Appropriate (the support)?

Poor, pathetic, for a city of this size

DFA has to beg for \$; City Manager is conservative

There can never be too much, not enough, should be more

Don't know how it relates to other cities

Support is not just money...there's a good start

here...support comes in many ways

Art gives identity to the community

Public awareness?

Where there's Art in the Park – heightened awareness of the arts in that neighborhood

New developers – pressure of them to contribute.

They have awareness

Arts not a priority

Other things the city could do besides give \$

Don't think the public is naturally aware of

arts...people don't notice art until magic moment, they see, hear, etc. If you provide high quality arts, you can educate people

Dublin struggles with identity, people don't have time for art..working. But, can get kids at school

Obstacles

Lack of interest

People want to know what benefit it brings

Community doesn't appreciate the value of arts and heritage

Dealing with the developers

Fear, mistrust – is that art? Nude pieces

Commitment by the city council, priorities

No pressure, few people involved

How do we address the obstacles?

Through education

Capitalize on what we have (like Art in the Park)

Incl. Information in recreation newsletter, expand space dedicated to...

Offer free events, bring to life, broaden image

Need facility

Hold events around the community

Take art to the people; rent the library

Where should the support come from?

City

Fee assessed on new construction

Transit Village developers

Indiv. – planned giving

City match

Gov't – CA, NEA

Public displays at businesses

Banner – San R Blvd – free banner space

Up and coming artists could perform

Arts orgs. To use facilities

Newspaper profiles

Other communities?

San Ramon – Shakespeare festival (San Francisco)

Sausalito – chamber of commerce

Walnut Creek – downtown association

Livermore – art in the parks/sculpture

San Leandro, Oakland – Heritage festivals

Carmel – displays in parks; weekend events

Voter support for the arts?

Would depend on how you asked and the pre-publicity

Don't think they would support a work of art, but would support a facility

Ppl. Say "how will this benefit me?"

What about in the new library – if people can see themselves having benefit

Not a program

An outdoor area for events

Amount of \$ is key

Where to get the \$?

Foat board

Sales tax \$

More sense to do a facility regionally

Gaps/opportunities

Tapping wealthy individuals

Development fee

Big corporations coming in (Sybase, Peoplesoft, etc.)

New developmnt fee

Alumni who have "made it"

Barter with other communities for performances, exhibits, etc.

## PUBLIC ART

What is/is not public art?  
Reflection of the community  
Any form – etchings, mosaic, free standing  
Doesn't please everyone  
Not commercial  
Meaningful, important to the community  
Paid for, exhibited in public, commemorative and reflective  
Displays by local artists  
Community expressing selves, what they think of community  
Not up upon by the city; get feel for what ppl. Accept  
Funded by public citizens  
Sculpture  
Theater  
Children doing arts  
Choral, concerts, plays  
Architecture – what we want the city to look like –  
(e.g. San Pedro Town, San Jose)  
Art that is public v. public art (paid by tax payers v. privately funded)

Enhances the community?  
Adds something for ppl to enjoy  
Better picture of entire city  
Makes city come to life, notice buildings  
Can have a negative impact...controversial, can't be too big city  
Draws ppl together  
Exposes ppl to see new different things  
How it is executed is important  
Can be the subject of jokes  
Broaden thinking, expands minds

Dublin's Public Art  
Art in the Parks is reflective of the community  
Civic center art is confusing  
Generally positive  
Outdoor events – fun, positive  
Lack of good theater  
Need plaques to help understand  
Need place to just sit and look  
Art in city hall is ok  
"Plane Wreck" sculpture – not good image for the city

Friends and neighbors feel?  
It should be "soft" and pleasing  
More art relating to children  
Abstract art is a problem for some  
Dublin architecture stinks  
Public art at the heritage center is great  
Mosaic murals at Walgreens good, would be a good theme

Parameters for selection?  
Vote/flyer to all citizens of what people are looking for  
Start with community input  
Seek out local talent  
Commission should get ideas from DFAF, DHC and from the public  
Art in the Parks is a model – public opinion  
Vote  
Permanent art – need consensus  
Location – neighborhoods, streets  
Cost  
Material  
Size  
Theme  
Rating – not too out there  
Involve – artists, arts educators, businesses, funders, donors, community leaders, children, mayor, city planners, historians, outsiders, professionals

Role of the DFAF?  
Don't know  
Advocates  
Stupid not to use them  
Initiators  
Liaison  
Consultant  
Can be an out for the commission  
Source of \$

Public involvement?  
Vote  
Opinions solicited  
Meetings in neighborhoods

Obstacles?  
Money  
Apathy  
Timing  
Action  
Agreement  
Room, location  
Potential controversy  
Deciding  
Definition

Advantages?  
Brings community together  
Improving look of the town  
Image  
More attractive place  
Community pride  
Publicity, attention to town  
More color to town

*Dublin Heritage & Cultural Arts Assessment  
Focus Groups Summary*

Trends?

Good sculpture is out there  
Consider anti social themes  
Multiple themes  
Historical subjects  
Community involvement in creation  
Durability, resist vandalism

Locations?

Safe place  
Well lit  
Visible  
Entry to city downtown mall  
Village Prk  
Near church  
In schools  
Village Parkway  
SR Blvd.  
Shannon Park  
Iron Horse Trail  
Water towers  
Underpasses  
Open spaces  
Abandoned locations

Competing forces?

Developers compete for space  
Lack of public support  
Other needs for \$ - rec programs, sports,  
infrastructure, public safety  
Businesses  
Apathy, lack of political support  
Bureaucracy - e.g. Cal Trans

Business view of public art?

Don't know  
Stoneridge supports

Developers views?

Don't care  
Don't live here  
Haven't considered  
City has to set standards, tell them to do it  
Can be persuaded for PR reasons  
Commission/City responsibility

**CITY OF DUBLIN  
PUBLIC TELEPHONE SURVEY**

**SAMPLING FRAME**

SAMPLE N=400 City of Dublin Residents

SOURCE OF SAMPLE RDD Sample from Survey Sampling, Inc.

ELIGIBILITY: Adults, Age 18+

**SURVEY INSTRUMENT**

[INTRODUCTION] Hello, my name is \_\_\_\_\_ and I'm conducting a short public opinion survey for the City of Dublin about arts, culture and heritage activities in the City. We would like to ask for your cooperation with a bona fide survey. This call is for research purposes only and does not involve sales or fund-raising of any kind. May I speak with someone over 18 years of age? [REPEAT INTRODUCTION, IF NECESSARY.]

The survey takes about 15 minutes, and I can assure you that your answers will remain confidential. May I please ask you some questions? Thank you!

1. Arts and cultural activities include attending live performances of music, dance or theater, visiting museums and galleries, or creating art yourself, such as painting, writing poetry or playing a musical instrument. Would you say that you are \_\_\_\_\_ [READ LIST AND RECORD ANSWER] in arts and cultural activities?

Extremely interested ----- 1  
 Very interested ----- 2  
 Somewhat interested ----- 3  
 Not too interested ----- 4  
 Not at all interested ----- 5  
 DK/Refused ----- 99

[VOLUNTEERED]

2. Would you say that arts and cultural activities play a major role, minor role, or no role at all in your life?

Major role ----- 1  
 Minor role ----- 2  
 No role at all ----- 3  
 DK/Refused ----- 99

[VOLUNTEERED]

3. With the exception of elementary, middle, or high school performances, did YOU go to a \_\_\_\_\_ [READ AND ROTATE] during the last 12 months?

|   | YES | NO | DK/<br>Ref. |
|---|-----|----|-------------|
| A. Live jazz performance -----  | 1   | 2  | 99          |
| B. Live country or popular music concert -----                            | 1   | 2  | 99          |
| C. Live classical music concert such as a symphony or recital -----       | 1   | 2  | 99          |
| D. Live concert of folk, gospel or traditional music of any culture ----- | 1   | 2  | 99          |
| E. Live opera performance -----   | 1   | 2  | 99          |
| F. Musical theater performance such as a Broadway show -----              | 1   | 2  | 99          |
| G. Performance of folk or traditional dance from any culture -----        | 1   | 2  | 99          |
| H. Stage play (without music) -----                                       | 1   | 2  | 99          |
| I. Dance performance of any kind -----                                    | 1   | 2  | 99          |
| J. Children's theater or special family program -----                     | 1   | 2  | 99          |

4. Altogether, about how many live professional performing arts events did you attend in the last 12 months? [A ROUGH ESTIMATE IS OK - DO NOT COUNT SCHOOL PERFORMANCES]

[VOLUNTEERED] Number -----  
 DK/Refused ----- 99

5. During the last 12 months, did YOU visit \_\_\_\_\_? [READ LIST AND RECORD ANSWER]

|   | YES | NO | DK/Ref. |
|---|-----|----|---------|
| A. A science center or technology museum                        | 1   | 2  | 99      |
| B. A natural history museum                                     | 1   | 2  | 99      |
| C. A history museum   | 1   | 2  | 99      |
| D. An art fair or festival                                      | 1   | 2  | 99      |
| E. A craft fair, exhibit or festival                            | 1   | 2  | 99      |
| F. A historic park or monument                                  | 1   | 2  | 99      |
| G. An exhibit of modern art at an art museum or gallery         | 1   | 2  | 99      |
| H. A festival or exhibit of ethnic or folk art                  | 1   | 2  | 99      |
| I. An exhibit of traditional or historical art at an art museum | 1   | 2  | 99      |
| J. An outdoor nature center or zoo                              | 1   | 2  | 99      |
| K. A children's museum  | 1   | 2  | 99      |

6. Altogether, about how many museums and arts and cultural attractions did you attend in the last 12 months? [A ROUGH ESTIMATE IS OK - DO NOT COUNT SCHOOL EVENTS]

[VOLUNTEERED] Number \_\_\_\_\_  
DK/Refused \_\_\_\_\_99

7. Have you ever \_\_\_\_\_? [READ AND ROTATE LIST AND RECORD ANSWER]

|   | YES | NO | DK/Ref. |
|---|-----|----|---------|
| A. Visited the Dublin Heritage Center                           | 1   | 2  | 99      |
| B. Attended a summer outdoor concert at the Dublin Civic Center | 1   | 2  | 99      |
| C. Looked at an art exhibit at the Dublin Civic Center          | 1   | 2  | 99      |
| D. Spent time looking at Dublin's art in public places          | 1   | 2  | 99      |
| E. Attended a performance of the Dublin Theater Company         | 1   | 2  | 99      |
| F. Attended an arts program at the Shannon Community Center     | 1   | 2  | 99      |
| G. Attended the Dublin St. Patrick's Day festival               | 1   | 2  | 99      |
| H. Attended the Pasta Festival in Dublin                        | 1   | 2  | 99      |
| I. Attended the Dublin Heritage Fall Festival                   | 1   | 2  | 99      |

[IF Q7A THROUGH Q7F = "YES" - PROCEED WITH Q8. IF "NO" - SKIP TO EVENT ON THE LIST]

8. About how many times in the past 12 months \_\_\_\_\_?

|   | FREQUENCY (write #) |
|---|---------------------|
| A. Visited the Dublin Heritage Center                           | _____               |
| B. Attended a summer outdoor concert at the Dublin Civic Center | _____               |
| C. Looked at an art exhibit at the Dublin Civic Center          | _____               |
| D. Spent time looking at Dublin's art in public places          | _____               |
| E. Attended a performance of the Dublin Theater Company         | _____               |
| F. Attended an arts program at the Shannon Community Center     | _____               |

9. How are you most likely to learn about arts and heritage programs in the City of Dublin? [DO NOT READ, RECORD FIRST THREE ANSWERS]

[PROBE] Any other sources of information about arts and heritage programs?

|                                | 1ST ANSWER | 2ND ANSWER | 3RD ANSWER |
|--------------------------------|------------|------------|------------|
| Brochure or other mailing      | _____      | _____      | _____      |
| Word of Mouth - Friends        | _____      | _____      | _____      |
| Word of Mouth - Family         | _____      | _____      | _____      |
| Business contact or coworker   | _____      | _____      | _____      |
| Specific source                | _____      | _____      | _____      |
| Other Publication [Specify]    | _____      | _____      | _____      |
| Subscription                   | _____      | _____      | _____      |
| Television story or commercial | _____      | _____      | _____      |

|                                   |       |       |       |
|-----------------------------------|-------|-------|-------|
| Radio Advertisement               | _____ | _____ | _____ |
| Billboard or poster (outdoor/bus) | _____ | _____ | _____ |
| Telephone sales call              | _____ | _____ | _____ |
| School Group                      | _____ | _____ | _____ |
| Church Group                      | _____ | _____ | _____ |
| Other Group [Specify]             | _____ | _____ | _____ |
| Other [Specify]                   | _____ | _____ | _____ |
| Don't Know/Refused                | _____ | _____ | 99    |

10. We're interested in learning about your likes and dislikes for different types of activities, independent of what is actually offered in your area. Using a scale of 0 to 10, where 0 is **strongly dislike** and 10 is **strongly like**, how much do you like to attend \_\_\_\_\_? [READ AND ROTATE]

|   | STRONGLY<br>DISLIKE | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9  | 10 | DK/<br>REF. |
|---|---------------------|---|---|---|---|---|---|---|---|---|----|----|-------------|
| A. Live jazz performances   | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| B. Live country or popular music concerts                               | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| C. Live classical music concerts such as<br>a symphony or recital       | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| D. Live concerts of folk, gospel or traditional<br>music of any culture | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| E. Live opera performances  | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| F. Musical theater performances such as<br>a Broadway show              | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| G. Stage plays (without music)  | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| H. Dance performances of any kind                                       | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| I. Children's theater or special<br>family programs                     | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |

11. Again, we're interested in learning about your likes and dislikes for different types of activities, independent of what is actually offered in your area. Using a scale of 0 to 10, where 0 is **strongly dislike** and 10 is **strongly like**, how much do you like to attend \_\_\_\_\_? [READ AND ROTATE, REPEAT SCALE AS NECESSARY]

|   | STRONGLY<br>DISLIKE | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9  | 10 | DK/<br>REF. |
|---|---------------------|---|---|---|---|---|---|---|---|---|----|----|-------------|
| A. Science centers or technology museums                                    | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| B. Natural history museums  | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| C. History museums  | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| D. Art fairs or festivals   | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| E. Craft fairs, exhibits or festivals                                       | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| F. Historic parks or monuments  | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| G. Exhibits of modern art at an art museum<br>or gallery                    | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| H. Exhibits of traditional or historical art at<br>an art museum or gallery | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| I. Outdoor nature centers or zoos   | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |
| J. Children's museums   | 0                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 99 |             |

12. Other than arts and cultural activities, how do you spend your free time? [DO NOT READ, RECORD FIRST TWO RESPONSES]

|   |       |    |
|---|-------|----|
| A. Attend sporting events                                       | _____ | 1  |
| B. Going out to dinner  | _____ | 2  |
| C. Read books or poetry for pleasure                            | _____ | 3  |
| D. Visit an amusement or theme park                             | _____ | 4  |
| E. Church or religious activities                               | _____ | 5  |
| F. Exercise or play sports                                      | _____ | 6  |
| G. Do volunteer or charity work                                 | _____ | 7  |
| H. Home improvement activities                                  | _____ | 8  |
| I. Take adult education classes                                 | _____ | 9  |
| J. Watch an evening entertainment TV show or a movie on the VCR | _____ | 10 |

- K. Go to the movies ..... 11
- L. Other ..... 12

For your information, the Dublin Heritage Center is a City-owned historical park which comprises Old St Raymond's Church, the Old Murray Schoolhouse and the Pioneer Cemetery on Donlon Way. It is open for public visits and tours.

13. Before today, were you aware of the Dublin Heritage Center?

- Yes ..... 1
- No ..... 2
- [VOLUNTEERED] DK/Refused ..... 99

For your information, the Dublin Fine Arts Foundation is a private non-profit foundation that supports the arts in Dublin by placing public art and temporary exhibitions in the Civic Center and other places in the community and arts projects in the schools.

14. Before today, were you aware of the Dublin Fine Arts Foundation?

- Yes ..... 1
- No ..... 2
- No Opinion ..... 3
- [VOLUNTEERED] Refused ..... 99

15. We would like to know your likelihood of attending some potential activities at the Dublin Heritage Center. Using a scale where 1 is Least Likely and 5 is Most Likely, how likely would you be to attend \_\_\_\_\_? [ROTATE THROUGH LIST BELOW, REPEAT SCALE AS NECESSARY]

|  | LEAST      |   |   |   |   | MOST       | DK  |
|--|------------|---|---|---|---|------------|-----|
|  | INTERESTED |   |   |   |   | INTERESTED | REF |
| A. Local historical exhibits.....                    | 1          | 2 | 3 | 4 | 5 |            | 99  |
| B. Re-creation of an historic school room.....       | 1          | 2 | 3 | 4 | 5 |            | 99  |
| C. Guided tours by interpreters in period dress..... | 1          | 2 | 3 | 4 | 5 |            | 99  |
| D. Chamber concerts or music recitals.....           | 1          | 2 | 3 | 4 | 5 |            | 99  |
| E. Play readings.....                                | 1          | 2 | 3 | 4 | 5 |            | 99  |
| F. Lectures on historic topics.....                  | 1          | 2 | 3 | 4 | 5 |            | 99  |
| G. Art exhibits.....                                 | 1          | 2 | 3 | 4 | 5 |            | 99  |
| H. Historical reenactments.....                      | 1          | 2 | 3 | 4 | 5 |            | 99  |
| I. Weddings and Special Events.....                  | 1          | 2 | 3 | 4 | 5 |            | 99  |
| J. Art classes.....                                  | 1          | 2 | 3 | 4 | 5 |            | 99  |

16. The Dublin Heritage Center is open to the public Tuesday through Thursday from 1PM to 4PM. We would like to know if you would be more likely to visit the Heritage Center if the open hours were changed to include evenings and weekends. For each set of hours, tell me if you would be more likely, less likely, or equally likely to visit the Center?

|                                     | More Likely | Less Likely | Equally Likely | DK/Ref. |
|-------------------------------------|-------------|-------------|----------------|---------|
| A. Weekday mornings.....            | 1           | 2           | 3              | 99      |
| B. Weekdays in the afternoon.....   | 1           | 2           | 3              | 99      |
| C. Weekday evenings.....            | 1           | 2           | 3              | 99      |
| D. Weekends during the morning..... | 1           | 2           | 3              | 99      |
| E. Weekends in the afternoon.....   | 1           | 2           | 3              | 99      |
| F. Weekend evenings.....            | 1           | 2           | 3              | 99      |

17. Some people have made the following statements. For each one I read, tell me if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree. [ROTATE ORDER]

|   | Strongly AGREE | Somewhat AGREE | Somewhat DISAGREE | Strongly DISAGREE | DK/Ref. |
|---|----------------|----------------|-------------------|-------------------|---------|
| A. Dublin schools should offer additional arts education in the curriculum..... | 1              | 2              | 3                 | 4                 | 99      |
| B. I would attend arts and cultural events more often if they cost less.....    | 1              | 2              | 3                 | 4                 | 99      |

- C. I would attend more cultural events if they were available in Dublin ..... 1 ----- 2 ----- 3 ----- 4 99
- D. Dublin's arts and cultural offerings are a source of pride for our community ..... 1 ----- 2 ----- 3 ----- 4 99
- E. Dublin needs to have more cultural events for my family to attend ..... 1 ----- 2 ----- 3 ----- 4 99
- F. It is difficult to find out about arts and culture in Dublin..... 1 ----- 2 ----- 3 ----- 4 99
- G. Nobody really cares about the public art in Dublin..... 1 ----- 2 ----- 3 ----- 4 99
- H. The Civic Center is a great location for outdoor concerts..... 1 ----- 2 ----- 3 ----- 4 99
- I. I would attend more concerts if they were held indoors ..... 1 ----- 2 ----- 3 ----- 4 99
- J. There should be more public art throughout Dublin such as on boulevards and parkways ..... 1 ----- 2 ----- 3 ----- 4 99
- K. There should be more public participation in choosing public art for Dublin ..... 1 ----- 2 ----- 3 ----- 4 99
- L. The City of Dublin should provide a more varied art and cultural experience ..... 1 ----- 2 ----- 3 ----- 4 99

18. Do you think a portion of the existing local tax dollars should or should not be used to fund local arts and cultural programs?

Should ----- 1  
Should not ----- 2  
DK/Refused ----- 99

[VOLUNTEERED]

19. If you knew that these tax dollars for arts and cultural activities would be spent on \_\_\_\_\_ [READ AND ROTATE EACH] would you be more likely, less likely, or equally likely to support the expenditure? [ROTATE ORDER]

- |   | More<br>Likely | Less<br>Likely | Equally<br>Likely | DK/<br>Ref. |
|---|----------------|----------------|-------------------|-------------|
| A. Children's art education in the schools -----            | 1              | 2              | 3                 | 99          |
| B. Children's art education outside the schools -----       | 1              | 2              | 3                 | 99          |
| C. Adult art education programs -----                       | 1              | 2              | 3                 | 99          |
| D. Community festivals and celebrations -----               | 1              | 2              | 3                 | 99          |
| E. Public art -----   | 1              | 2              | 3                 | 99          |
| F. Heritage and historical programming -----                | 1              | 2              | 3                 | 99          |
| G. Improving the Museum at the Dublin Heritage Center ----- | 1              | 2              | 3                 | 99          |
| H. Concerts and other live performances -----               | 1              | 2              | 3                 | 99          |

20. If tax dollars were not available for arts and cultural activities, how should local arts and culture be funded? [ROTATE ORDER]

- |                                       | Yes | No | DK/<br>Ref. |
|---------------------------------------|-----|----|-------------|
| A. Corporate donations -----          | 1   | 2  | 99          |
| B. Private donations and grants ----- | 1   | 2  | 99          |
| C. User fees -----                    | 1   | 2  | 99          |

21. Are you more likely, less likely, or equally likely to attend arts and cultural activities in the city of Dublin than other areas of the region?

more likely ----- 1  
equally likely ----- 2  
less likely ----- 3  
DK/Refused ----- 99

[VOLUNTEERED]

[IF 1 OR 3 PROCEED TO 22; IF 2 OR 99 SKIP TO QA.]

22. Why is that? [DO NOT READ - RECORD FIRST TWO RESPONSES]

|               |   |    |
|---------------|---|----|
|               | <b>More Likely</b>                                  |    |
|               | Close to home-----                                  | 1  |
|               | Near relatives-----                                 | 2  |
|               | Easy to get to-----                                 | 3  |
|               | Ease of parking-----                                | 4  |
|               | Near work-----                                      | 5  |
|               | Safe area-----                                      | 6  |
|               | Location of activities I'm interested in-----       | 7  |
|               | Near friends-----                                   | 8  |
|               | Near other activities I like to do-----             | 9  |
|               | Good restaurants in area-----                       | 10 |
|               | Other [SPECIFY]-----                                | 11 |
|               | Quality of the programs and exhibits-----           | 12 |
| [VOLUNTEERED] | DK/Refused-----                                     | 99 |
|               | <b>Less Likely</b>                                  |    |
|               | Far from home-----                                  | 1  |
|               | Unfamiliar with the area-----                       | 2  |
|               | Hard to get to-----                                 | 3  |
|               | Difficulty of parking-----                          | 4  |
|               | Far from work-----                                  | 5  |
|               | Unsafe area-----                                    | 6  |
|               | I'm not interested in activities located there----- | 7  |
|               | Far from friends-----                               | 8  |
|               | Far away from other activities I like to do-----    | 9  |
|               | No good restaurants in area-----                    | 10 |
|               | Other [SPECIFY]-----                                | 11 |
|               | Quality of the programs and exhibits-----           | 12 |
| [VOLUNTEERED] | DK/Refused-----                                     | 99 |

And finally, we'd like a few facts about you. This information is strictly confidential.

A. Are you: [READ]

|               |   |    |
|---------------|---|----|
|               | Married or with a lifetime partner----- | 4  |
|               | Single/never married-----               | 3  |
|               | Divorced or separated-----              | 2  |
|               | Widowed-----                            | 1  |
| [VOLUNTEERED] | DK/Refused-----                         | 99 |

B. Which of the following best describes your cultural or ethnic background? [READ]

|               |                                      |   |
|---------------|--------------------------------------|---|
|               | Middle Eastern extraction-----       | 8 |
|               | Alaska Native-----                   | 7 |
|               | Asian/Pacific Islander-----          | 6 |
|               | Black/African American-----          | 5 |
|               | Hispanic/Latino origin-----          | 4 |
|               | White, not Hispanic-----             | 3 |
|               | American Indian/Native American----- | 2 |
|               | Other-----                           | 1 |
| [VOLUNTEERED] | DK/Refused-----                      | 0 |

C. Altogether, how many people live in your household, including yourself, and all other adults as well as children? [READ]

|                           |                        |    |
|---------------------------|------------------------|----|
| [WRITE IN NUMBER, ASK QC] | If more than one:----- |    |
| [SKIP TO QD]              | One/self only-----     | 1  |
| [VOLUNTEERED]             | DK/Refused-----        | 99 |

D. Of these other people, how many are children ages \_\_\_\_\_?

[WRITE IN NUMBER]

6 and under: \_\_\_\_\_  
7 to 12 \_\_\_\_\_  
13 to 17 \_\_\_\_\_  
DK/Refused \_\_\_\_\_99

[VOLUNTEERED]

E. What is the last level of school you completed? [READ]

High school graduate (or less) \_\_\_\_\_6  
Vocational school after high school \_\_\_\_\_5  
Some college \_\_\_\_\_4  
Associates Degree \_\_\_\_\_3  
Bachelors Degree \_\_\_\_\_2  
Post graduate study \_\_\_\_\_1  
DK/Refused \_\_\_\_\_99

[VOLUNTEERED]

F. Are you retired?

Yes \_\_\_\_\_1  
No \_\_\_\_\_2  
DK/Refused \_\_\_\_\_99

[VOLUNTEERED]

G. What year were you born? [RECORD ANSWER]

Year \_\_\_\_\_  
DK/Refused \_\_\_\_\_99

[VOLUNTEERED]

H. Stop me when I reach the category that includes your total annual household income. [READ] (Includes employment and other sources of income, before taxes, for all members of your household)

Less than \$15,000 ..... 1  
\$15,000 to \$24,999 ..... 2  
\$25,000 to \$34,999 ..... 3  
\$35,000 to \$49,999 ..... 4  
\$50,000 to \$74,999 ..... 5  
\$75,000 to \$99,999 ..... 6  
\$100,000 to \$149,999 ..... 7  
\$150,000 or more ..... 8  
DK/Refused ..... 99

[VOLUNTEERED]

I. What is your home ZIP Code? \_\_\_\_\_

J. [GENDER - BY OBSERVATION ONLY]

Male \_\_\_\_\_ 1  
Female \_\_\_\_\_ 2  
DK/Refused \_\_\_\_\_ 99

K. Do you have any additional comments regarding arts and culture in Dublin? [RECORD VERBATUM ANSWER]

Thank you very much for your cooperation.

Respondent # \_\_\_\_\_ Date: \_\_\_\_\_ Phone #: \_\_\_\_\_

Time Started: \_\_\_\_\_ Time Ended: \_\_\_\_\_ Length of Interview: \_\_\_\_\_

Interviewer: \_\_\_\_\_ Supervisor/Editor: \_\_\_\_\_

**Question 9:**

**How are you most likely to hear about arts and culture?**

*Responses other than listed choices*

**Word of mouth**

word of mouth, from heritage commission  
hearsay...people talking in general  
by mistake  
my wife  
public interaction

**Banners or Posters**

posters in local stores  
Historical marking, signs, or scenic route  
signs  
banners  
street banners  
Advertisements in stores  
Bulletins at my gym  
roadside banners  
Local signs  
Banners on San Ramon Road  
Advertisement in a store window

**Through the community/civic center**

At the community center  
community center  
By observing the art at the Dublin Civic  
Center  
the Civic Center  
by visiting the Civic Center  
City Hall for the listing  
they mail from the Civic Community Center

**Through the recreation center**

classes and stuff[c]adult school that's taught  
at Shannon  
Dublin Recreational Services  
The bulletin board outside Shannon  
Community Center, it is a handy location)  
Shannon Center Community Bulletin  
the recreation department with the classes  
they offer at the Shannon Center  
Handout from Shannon Center that gets  
mailed 4 times a year

**Through the senior center**

At the senior center  
At my senior center  
Senior center  
Senior citizens bulletins, and flyers

**Newspaper**

newspaper (P) Tribune or the Chronicle  
Tri-Valley newspaper - Herald  
newspaper  
newspaper  
newspaper  
newspaper  
Bay area parent  
The Tri-Valley Paper  
newspapers  
newspaper  
Newspaper  
local newspapers

**TV, Radio**

Public TV  
KYCY Radio  
TV  
Discovery Channel  
on the radio (P) on 93.3 or 97.3  
maybe on channel 32  
Through my guitar lessons (c) my music  
teacher tells me  
Las Positas College  
flyer brought home from school(C)by child

**Through school**

school from kids  
buses

**Through attending events**

events such as parades and Dublin Theatre  
Center  
Go to the event or source to find out.  
Attending all the art exhibits you can fit in  
your own schedule time wise.  
by going to things  
Through the festivals  
just visiting the place  
just by going to the museums  
passing by.  
going to point of interest in Dublin

**At the Heritage Center**

the heritage center  
heritage center

*Dublin Heritage & Cultural Arts Assessment  
Verbatim Responses*

heritage center  
heritage center.  
heritage program

**Library**

library and start asking questions  
library  
Library  
library  
library  
local library\*

**Internet**

internet  
internet  
Internet  
internet  
internet  
internet

**Other**

I founded the Fine Arts Foundation of  
Dublin.  
phone book  
Chamber of Commerce publication  
Telephone book  
go to the Dublin City Council.  
yellow pages  
watch the city council meetings  
anything that I pick up at the city council  
meeting  
I'm also a Rotary Club member  
Dublin Lions Club

**Question 21:**

**LESS/MORE LIKELY TO ATTEND EVENTS IN DUBLIN, OTHER RESPONSES**

**21A. LESS LIKELY TO ATTEND CULTURAL EVENTS IN DUBLIN**

**I prefer to go outside the city**

I like to go elsewhere to do these activities.  
San Ramon has a better record  
Many of the things we do are outside the area  
everything seems to be somewhere else

It's not known for any of this stuff, you go to San Francisco

more available in the cities like San Francisco

Don't think of Dublin as a place for arts and culture

Dublin's not known as a cultural hotspot, I'd go to San Francisco or Oakland

I don't like Dublin The people here are racist

I attend some in San Francisco and some in Walnut Creek more so than in Dublin

There is no atmosphere, it is not appealing like other cities in the area; there is too much emphasis on building houses programs that I want are not in Dublin

more to do outside of Dublin

I usually travel outside the community for my cultural activities because there is very little here

I prefer to go to Broadway type shows and ballet and opera that are offered in San Francisco, these are not offered in Dublin

We are so close to other places that have more to offer

Dublin is a small town and other towns like Pleasanton & Danville have nicer downtowns and activities

San Francisco offers much greater variety and quality

more available in other areas

There are things that match my interest in reasonable driving distance from Dublin

lack of a downtown area atmosphere

Arts do not come to mind when I think of Dublin

Better places close by i.e. San Francisco.

never really look for it here - I just go to the city where they announce it more

If it is something that I am interested in I will just go  
not enough activities happening...more in surrounding towns

**Not aware, not informed**

not aware of activities offered in Dublin tend to go into the city to attend these things\*  
not informed of when the evening events are

We don't get the recreation guide, we're in the new development in East Dublin not aware of activities.

I would be more likely to hear about it, through the activity guide in the mail

Because I don't hear about it

tend not to know about that stuff here lack of historical significance lack of awareness

awareness

I don't know about them

I'm not aware

because I travel a lot

Does not matter where it is

Have physical problems that make it difficult to get there

Husband has the car most of the time

I just don't go out amongst these people, we sit in at home

Planning to move in a couple of years so it really doesn't matter to me, I don't get involved in that

I think it's a waste of time. Some of the art you see these days isn't work seeing.

Transportation should be local since I'm 80 yrs old Time of performance - morning or afternoon or evening

size of the facility

no interest in art activates

don't have time

Not that interested so I won't travel that far.

they don't have any, I don't have children so the activities for children

## 21B. MORE LIKELY TO ATTEND EVENT IN DUBLIN

### Support the city, civic pride

we support the city in which we live  
part of my local community, I want to see  
Dublin grow  
I want to support my city  
We should support our cities It's our tax  
dollars  
It's my city where I live and I want to  
support that  
To support my city, local support.  
Part of our city, we'd want to support it  
I like to know of historic things of where I  
live.  
more affordable that the city I would imagine  
and more community based, and would  
see people from the community  
nice to be part of the community to  
contribute to the growth  
to support our city  
meet more people and create camaraderie  
and more of a community sense in doing  
things in your area  
like to support our own community  
I love Dublin Dublin is a family friendly place  
support my own city.  
nice thing for Dublin, very good to get  
people involved  
It's important to get Dublin people interested  
in Dublin activities  
I like Dublin  
to show support to the city  
learning more about your own community  
local pride  
being loyal to Dublin  
like to see the group in my community at  
these events and be with them  
city pride  
  
It's where I live  
I feel I should support things in Dublin  
I like my community and I like to see what  
other creative minds are doing and are  
interested in.  
Supporting my own city  
Should support local arts  
If all this is offered in town why go  
somewhere else, support for the  
community  
civic pride

Gives people opportunity to know their  
community and their neighbors  
The closeness of the community  
near people you know. did not specify  
friends and families  
the things that are displayed are more of a  
community thing  
I like Dublin  
My children are here and it's more  
education for them  
Support things in Dublin  
I'd like to support my own community  
Nice to know the history and art of the  
community  
I live hereto support the City of Dublin  
If it's put on by people in Dublin it should be  
supported by people in Dublin  
Source of pride  
I want to support Dublin.  
We're tired of being the poor-sister to San  
Ramon  
Support the area  
Because we live here we should support our  
city, the activities  
support your own community  
feels good not to go to other cities to do  
something meaning cultural activities and  
festivals.  
it would be a pride of the town.  
like the city of Dublin and don't drive  
good thing to support community events  
Support local community  
like to support local activities  
I like the town  
Community pride.  
support local community  
Support city  
convenient hope they get more activities  
You should support your city  
locality of activities important to me-Dublin  
Like to support the neighborhood  
supports community  
I live here, and it's important for my kids to  
know what's happening here rather than  
what's out and about.  
I like Dublin  
support the community

*Dublin Heritage & Cultural Arts Assessment  
Verbatim Responses*

**Convenience**

more convenient

Less driving and less time to get to and from.

convenient because this is where I live do not like travelling

Convenience

Available it's interesting

I know about them

Convenient

because it's local

now I know about them, I'll go

time constraints convenience

I don't like going to other places at nighttime. Time to get there.

In a convenient location.

availability

Key, Question 12

- 1 – Gardening
- 2 – Sports
- 3 – Outdoors, Hiking, Fishing
- 4 – Drive, Sightseeing
- 5 – Computer
- 6 – Time with family or friends
- 7 – Crafts or dancing
- 8 – Traveling or camping
- 9 – Going out
- 10 – Playing or listening to music
- 11 – Shopping
- 12 – Other

Key, Question 22K

- 1 – More information is needed/more marketing
- 2 – Programs
- 3 – Funding, support
- 4 – Facility
- 5 – Comments related to the City
- 6 – Heritage Center
- 7 – Arts and Education
- 8 – I would like to participate more in arts and culture
- 9 – General comment on the research
- 10 – Other

Dublin Heritage & Cultural Arts Assessment  
Verbatim Responses

Question 12: Other Activities

1st response  
2nd response  
3rd response

Time With Family (46)

|   |   |    |   |
|---|---|----|---|
| playing with my children, activities with my children, hiking, going to the beach, being in the back yard | 6 | 1  |   |
| Taking care of grandkids, read, fly fish and play guitar  | 6 | 1  | 7 |
| spend time with my family, my [c] immediate family, childrenaerobic kick boxing                           | 6 | 2  |   |
| I have three kids, The Iron Horse trail   | 6 | 3  |   |
| family activities, and computer   | 6 | 5  |   |
| Take care of my husbandarts and crafts  | 6 | 7  |   |
| chasing my children, sewing   | 6 | 7  |   |
| going to different towns, visiting my grandkids   | 6 | 8  |   |
| working on my sign language and spending time with my son   | 6 | 12 |   |
| family activities, visit relativesvisit local attractions   | 6 | 12 |   |
| family stuff, like watching the kids play   | 6 |    |   |
| doing whatever my kids like doing [c] little league, soccer , basketball, bowling                         | 6 |    |   |
| visiting with friends   | 6 |    |   |
| shuttling kids to sports activities, recreational activities[c], swimming, baseball                       | 6 |    |   |
| with my husband and children doing family things, or chasing them   | 6 |    |   |
| with kids   | 6 |    |   |
| visit friends and family  | 6 |    |   |
| spend time with friends and family  | 6 |    |   |
| Dublin High School Marching Band...he drives their equipment truck  | 6 |    |   |
| working, raising my child   | 6 |    |   |
| I have 5 kids   | 6 |    |   |
| Visiting with friends   | 6 |    |   |
| friends and family  | 6 |    |   |
| I spend time with my children   | 6 |    |   |
| Playing with the kids   | 6 |    |   |
| with my children (c) in general, have 5 children  | 6 |    |   |
| Children's school events  | 6 |    |   |
| with my grandchildren   | 6 |    |   |
| Visit with family   | 6 |    |   |
| Spend time with my kids   | 6 |    |   |
| With my children  | 6 |    |   |
| going to playgrounds with children  | 6 |    |   |
| family gatherings   | 6 |    |   |
| With wife and friends   | 6 |    |   |
| With my kids  | 6 |    |   |
| Excursions with grandchildren and other children  | 6 |    |   |
| family  | 6 |    |   |
| various indoor/outdoor activities with whole family   | 6 |    |   |
| with family   | 6 |    |   |
| Spend time with the family.   | 6 |    |   |
| we take our girls to parks and do things with the family.   | 6 |    |   |
| take care of family   | 6 |    |   |
| with the kids out in the back or going to parks.  | 6 |    |   |
| hang out with the family  | 6 |    |   |
| family and children   | 6 |    |   |
| being with my kids  | 6 |    |   |

Dublin Heritage & Cultural Arts Assessment  
 Verbatim Responses

| Question 12: Other Activities   | 1st response | 2nd response | 3rd response |
|---|--------------|--------------|--------------|
| watching the kids   | 6            |              |              |
| <b>Gardening (43)</b>   |              |              |              |
| I like gardens and I'm a fly-fisherman.   | 1            | 3            |              |
| gardening, fishing, playing on the computer, travel                             | 1            | 3            | 5            |
| hiking local nature trails with my children educational games on home computer  | 1            | 5            |              |
| go the park with 18 month old daughtergymboree classes                          | 1            | 6            |              |
| gardening or drawing  | 1            | 7            |              |
| gardeningarts and crafts  | 1            | 7            |              |
| gardeningsewing   | 1            | 7            |              |
| boating and camping   | 1            | 8            |              |
| outdoor recreationtravel  | 1            | 8            |              |
| gardeningtravelling   | 1            | 8            |              |
| yard work, going to band rehearsals, reading                                    | 1            | 10           | 12           |
| Park & shopping with kids   | 1            | 11           |              |
| gardeningshopping   | 1            | 11           |              |
| Gardening and shopping  | 1            | 11           |              |
| Gardeningrelaxing   | 1            | 12           |              |
| gardening, meditating   | 1            | 12           |              |
| Camping with Boy ScoutsAttending regular AA meetings.                           | 1            | 12           |              |
| Outdoor parks   | 1            |              |              |
| gardening   | 1            |              |              |
| parks   | 1            |              |              |
| gardening   | 1            |              |              |
| gardening   | 1            |              |              |
| go to gardens.  | 1            |              |              |
| Gardening   | 1            |              |              |
| Gardening   | 1            |              |              |
| Going to parks  | 1            |              |              |
| gardening   | 1            |              |              |
| Go to the park  | 1            |              |              |
| eating and working, am a realtor and you sell on you spare time, also gardening | 1            |              |              |
| work in garden, baby sit  | 1            |              |              |
| the outdoors[c], just being in the outdoors in the country                      | 1            |              |              |
| gardeningGoing to the mountains   | 1            |              |              |
| Gardening (P)   | 1            |              |              |
| gardening   | 1            |              |              |
| Going to the mountains and outdoor stuff  | 1            |              |              |
| doing outdoor things  | 1            |              |              |
| gardening   | 1            |              |              |
| gardening   | 1            |              |              |
| general outdoor activities  | 1            |              |              |
| <b>Traveling or camping (37)</b>  |              |              |              |
| travel, working in our yard   | 8            | 1            |              |
| traveling, outdoor outings  | 8            | 1            |              |
| travelling overseashiking   | 8            | 3            |              |

Dublin Heritage & Cultural Arts Assessment  
Verbatim Responses

| Question 12: Other Activities                                       | 1st response | 2nd response | 3rd response |
|---|--------------|--------------|--------------|
| travelling, and fishing   | 8            | 3            |              |
| TravellingPlaying with computer                                     | 8            | 5            |              |
| TravelEat   | 8            | 12           |              |
| camping   | 8            |              |              |
| CampingTravelling   | 8            |              |              |
| travelling  | 8            |              |              |
| Travelling  | 8            |              |              |
| travelling.   | 8            |              |              |
| travelling  | 8            |              |              |
| camping   | 8            |              |              |
| visit places in the Bay area  | 8            |              |              |
| Travel  | 8            |              |              |
| travelling  | 8            |              |              |
| camping etc...  | 8            |              |              |
| travel on day-trips or for weekends to sight-see or to visit people | 8            |              |              |
| short travel  | 8            |              |              |
| sightseeing and going to the park with kids.                        | 8            |              |              |
| travel  | 8            |              |              |
| travel [c] take cruise [c] to Hawaii, Europe                        | 8            |              |              |
| travelling  | 8            |              |              |
| travel  | 8            |              |              |
| travelling  | 8            |              |              |
| travelling  | 8            |              |              |
| take our dog placestravelling                                       | 8            |              |              |
| travel  | 8            |              |              |
| sightseeing   | 8            |              |              |
| Travel  | 8            |              |              |
| travelling  | 8            |              |              |
| Day trips in the Bay area   | 8            |              |              |
| travel  | 8            |              |              |
| travelling  | 8            |              |              |
| camping   | 8            |              |              |
| outside activities  | 8            |              |              |
| travel  | 8            |              |              |
| <b>Crafts (32)</b>  |              |              |              |
| painting and gardening  | 7            | 1            |              |
| sewing and gardening  | 7            | 1            |              |
| carpentry . Desert racing.  | 7            | 2            |              |
| Needlecraft   | 7            |              |              |
| needlework  | 7            |              |              |
| ceramics.   | 7            |              |              |
| sewing  | 7            |              |              |
| quilttingart work/ crafts   | 7            |              |              |
| do crafts at home and/or take classes in same*                      | 7            |              |              |
| crafts  | 7            |              |              |
| knitting, quilting  | 7            |              |              |
| instructional music   | 7            |              |              |
| actingwriting   | 7            |              |              |
| art   | 7            |              |              |

Dublin Heritage & Cultural Arts Assessment  
Verbatim Responses

| Question 12: Other Activities   |              |              |              |
|---|--------------|--------------|--------------|
|   | 1st response | 2nd response | 3rd response |
| Square dancing  | 7            |              |              |
| Go to trade shows and sell at trade shows   | 7            |              |              |
| writing books   | 7            |              |              |
| craftingsewing, quilting  | 7            |              |              |
| Like to write, I play music in a band   | 7            |              |              |
| arts and crafts   | 7            |              |              |
| country line dancing  | 7            |              |              |
| sewing  | 7            |              |              |
| sewing  | 7            |              |              |
| Water colours   | 7            |              |              |
| quilting, cooking   | 7            |              |              |
| arts and crafts   | 7            |              |              |
| go dancing  | 7            |              |              |
| dancing   | 7            |              |              |
| crochet   | 7            |              |              |
| knitting  | 7            |              |              |
| dancing   | 7            |              |              |
| I read, write and act   | 7            |              |              |
| painting  | 7            |              |              |
| wood working  | 7            |              |              |
| <b>Computer (14)</b>  |              |              |              |
| internet, music, with friends. Driving about, looking at nature.  | 5            | 10           | 4            |
| Computer  | 5            |              |              |
| on the computer   | 5            |              |              |
| I'm on the computer   | 5            |              |              |
| on the computer   | 5            |              |              |
| Working and computers and reading   | 5            |              |              |
| Online designer engineer  | 5            |              |              |
| technical art comps   | 5            |              |              |
| working on my computer  | 5            |              |              |
| perusing the Web  | 5            |              |              |
| creative things on computer   | 5            |              |              |
| on the computer   | 5            |              |              |
| computer games and research   | 5            |              |              |
| computer activities   | 5            |              |              |
| computers   | 5            |              |              |
| <b>Sports (13)</b>  |              |              |              |
| Outdoors (P)dirt bike riding, snow skiing, waterskiing, tennis, hiking, camping   | 2            | 1            |              |
| Motorcycle racing, fishing and other outdoor activities   | 2            | 3            | 1            |
| Drag racing, bowling , dancing (P)movies  | 2            | 7            |              |
| teach and practice self defenseteach and practice reike, which is a healing art, hands on, healing art passes energy onto people needing it | 2            | 12           |              |
| Attending sporting events for adults as well as children  | 2            |              |              |
| cycling   | 2            |              |              |
| I rollerblade   | 2            |              |              |
| Auto racing on TV and attend racing events at tracks and be outdoors  | 2            |              |              |
| working out   | 2            |              |              |
| watching sports   | 2            |              |              |
| golf  | 2            |              |              |
| watch kids sports. watch my kid's sports.   | 2            |              |              |

Dublin Heritage & Cultural Arts Assessment  
Verbatim Responses

Question 12: Other Activities

1st response  
2nd response  
3rd response

**Playing/listening to music (10)**

|   |    |   |
|---|----|---|
| I'm a musician, I play music take care of my daughter | 10 | 6 |
| listen to music                                       | 10 |   |
| concerts  | 10 |   |
| Music-I play and listen                               | 10 |   |
| doing music (P) piano                                 | 10 |   |
| playing music outdoor recreation in general           | 10 |   |
| I make music  | 10 |   |
| direct in small choral group play piano               | 10 |   |
| Listening to music                                    | 10 |   |
| listen to music and play music.                       | 10 |   |

**Outdoors (9)**

|  |   |   |
|--|---|---|
| hiking biking  | 3 | 2 |
| family nature walks                                    | 3 | 6 |
| Fishing  | 3 |   |
| Fishing  | 3 |   |
| Going for walks  | 3 |   |
| walking, visiting different areas and different things | 3 |   |
| hiking and fishing                                     | 3 |   |
| Fishing  | 3 |   |
| fishing  | 3 |   |

**Drive/sightsee (8)**

|  |   |   |
|--|---|---|
| Hiking Skiing                              | 4 | 2 |
| Motor cycles or taking care of grandkids   | 4 | 6 |
| camp/fish travel (C) sightseeing in Calif. | 4 | 8 |
| go out and drive                           | 4 |   |
| Ride motor bike                            | 4 |   |
| go for drives.                             | 4 |   |
| riding motorcycle                          | 4 |   |
| on my motorcycle                           | 4 |   |

**Shopping (4)**

|                                  |    |   |
|----------------------------------|----|---|
| Shopping and computers computers | 11 | 5 |
| shop                             | 11 |   |
| shopping                         | 11 |   |
| shopping                         | 11 |   |

**Going out (2)**

|  |   |  |
|--|---|--|
| go out and see comedy                        | 9 |  |
| studying with school, go to the bar, dancing | 9 |  |

**Other (40)**

|  |    |    |
|--|----|----|
| composing music and desktop publishing of that music gardening | 12 | 1  |
| working on cars, learning about high technology stuff          | 12 | 5  |
| Work on my education Spend time with family.                   | 12 | 6  |
| attend the Seniors Centre Western Line Dancing                 | 12 | 7  |
| Activities at the senior centre take short trips               | 12 | 8  |
| Playing relaxing. Playing... playing music                     | 12 | 10 |
| I work in the area of waste disposal...                        | 12 |    |
| trying to take part in as many of these programs as possible   | 12 |    |
| Write books  | 12 |    |
| Teaching Dance   | 12 |    |

Dublin Heritage & Cultural Arts Assessment  
 Verbatim Responses

| Question 12: Other Activities                  | 1st response | 2nd response | 3rd response |
|--|--------------|--------------|--------------|
| working and doing things at home               | 12           |              |              |
| ethnic foods                                   | 12           |              |              |
| work around the house                          | 12           |              |              |
| crossword puzzles                              | 12           |              |              |
| Dance  | 12           |              |              |
| watching TV                                    | 12           |              |              |
| ordinarily do not do much outside of home (cP) | 12           |              |              |
| no free time                                   | 12           |              |              |
| Taking care of my dogs                         | 12           |              |              |
| library activities                             | 12           |              |              |
| going to the beach                             | 12           |              |              |
| Lions club- civic involvement                  | 12           |              |              |
| Government related                             | 12           |              |              |
| I'm a member of the Eastern Stars              | 12           |              |              |
| working on my own geneology.                   | 12           |              |              |
| playing bingo                                  | 12           |              |              |
| Go to dog shows                                | 12           |              |              |
| cleaning the house                             | 12           |              |              |
| winetasting                                    | 12           |              |              |
| Working  | 12           |              |              |
| rock huntinglooking for old artifacts          | 12           |              |              |
| play bridge and seniors events                 | 12           |              |              |
| social gatherings                              | 12           |              |              |
| work and school                                | 12           |              |              |
| Don't have any free time                       | 12           |              |              |
| I work   | 12           |              |              |
| animal rescue groups                           | 12           |              |              |
| party, clubs, work                             | 12           |              |              |
| senior's meetings                              | 12           |              |              |
| stay at home                                   | 12           |              |              |
| local festivals                                | 12           |              |              |

Question 22K: Other comments at this time

|   | 1st response | 2nd response | 3rd response |
|---|--------------|--------------|--------------|
| <b>1 - More information is needed/more marketing</b>  |              |              |              |
| I just believe that we need more arts and culture, to make it more accessible rather than a banner on San Ramone Blvd. That's the only way we get info on these things. I'd like to get more info on these things so I could get more involved.   | 1            | 2            |              |
| Just that if they had a better way of communicating things and more variety. [p]  | 1            | 2            |              |
| The city could do more to promote it. San Ramon does more. They need a meeting place for local artists and they need a place for exhibits.  | 1            | 4            |              |
| I'd like to know more about what's going on. And also it's neat to know that the Heritage Center is owned by the city and is open to the public. I always felt I was trespassing when I walked around it.   | 1            | 6            |              |
| the publicity for them should be better as far as newspaper, I get my information from the newspaper, since it's a real strong school age population somehow enlisting support from the schools, interest the kids and they drag their parents  | 1            | 7            |              |
| I would like to see more information and advertising about the activities.  | 1            |              |              |
| Advertise it more and make it more available  | 1            |              |              |
| I am unaware of what is going on in this area. I didn't know they had an arts centre. They need to have more info on this for example a city wide mail out or something. I love living in Dublin it's a great town and I am happy to be a resident here.  | 1            |              |              |
| I just didn't know there was much there   | 1            |              |              |
| I like to hear more through mailings and ads about the arts in the city.  | 1            |              |              |
| we need to be more aware of what's going on, brochures need to be more eye catching   | 1            |              |              |
| think they should do more PR on it because I wasn't aware some of these things were happening in the city.  | 1            |              |              |
| think we need to have a better way of conveying what's currently going on, whether it's in the newspaper or radio. Some media exposure as well as a flyer. Concerts last summer were very good. We went to a few and they were a very good thing.   | 1            |              |              |
| would go to more things if I knew about them, I didn't even know about the Civic Center or Heritage Center, I like getting the activity guide that comes, that is the only way I find out about things  | 1            |              |              |
| would like to be able to receive more information on availability of music programs and different festivals and craft fairs   | 1            |              |              |
| would like to be sent more information  | 1            |              |              |
| would like to see more advertisements.  | 1            |              |              |
| I'd like to see more information given to the residents of Dublin. I only see two or three informational banners a year. I would like to see 12 informational banners a year so I could attend an event at least once a month. A bigger, more descriptive sign on Dublin Boulevard. It's at the side of the road and difficult to see. It would be nice to have them and to be more aware of them | 1            |              |              |
| I've seen them make some improvements, getting the word out either a poster or the activity guide, we just need to get pounded with the information   | 1            |              |              |
| Make it easier to find out what is going on.  | 1            |              |              |
| More advertising, I've seen the newspaper ads and flyers but I wish they'd make a bigger deal of it on visual level. One of those marquees at the Civic Center, not a tacky one but at that location because it's pretty busy.  | 1            |              |              |
| more publicity...disseminate, hand out more info (flyers) about arts and programs...San Ramone valley...use the banner space. right now it shows bad stuff  | 1            |              |              |
| need to be informed more  | 1            |              |              |
| so I guess I would just like to know more   | 1            |              |              |
| don't know any of these places were here*   | 1            |              |              |
| Not enough advertising, unaware of activities going on. They should take a different approach as far as advertising.  | 1            |              |              |

Dublin Heritage Cultural Arts Assessment  
 Verbatim Responses

|   |   |  |  |
|---|---|--|--|
|   | 1 |  |  |
| They should have more information about the activities in Dublin on the internet, such as web pages.  |   |  |  |
| They should put more emphasis on arts and culture. They need better promotion.  | 1 |  |  |
|   | 1 |  |  |
| We are not aware of the activities at the community center...I have been to a class once at the center.   |   |  |  |
| We don't get enough information on it.  | 1 |  |  |
|   | 1 |  |  |
| When outdoor evening concert days were changed I didn't pay attention to if they were on a better night for me. The Guide gives a lot of info in advance and its hard to keep it where it's always available and when the outdoor concerts are announced on radio or in the paper it's too short notice and I usually miss them |   |  |  |
| You gotta let people know about it better; You gotta have a consistent schedule; Civic Center is nice but the   | 1 |  |  |

**2 - Programs**

|  |   |   |  |
|--|---|---|--|
| It appears that everything we do is St. Patrick's Day - or Irish. It's time to explore other cultures: African, other western cultures, Asian. Advertise more - banners with visibility, more banners. Ads in local newspaper, Local schools have flyers to bring home, web site to inform everything about the city with upcoming events of all kinds   | 2 | 1 |  |
| If you want to get it started then put on a good show and don't put the burden the tax payers  | 2 | 3 |  |
|  | 2 | 3 |  |
| Just that I think that they should have more but I don't think that it should be taken out of the tax dollars looking forward to it improving, it would be nice since the city is growing for arts to grow as well, Bard is nearby and a lot of people would come in for that, we have enough money for centers and stuff we should have money for the arts, we don't have anything on in this area people are tired of driving, think of the people in Tracey and surrounding areas                           | 2 | 3 |  |
| This is a great idea, have more of it is great for the community, look towards Danville and Walnut Creek as examples of arts and culture being brought into the community, use the Civic Center for indoor activities, have an indoor facility for concerts, it would be great, perhaps with the city of Alameda or other cities in the region they could combine their resources for an indoor art theatre space. One location, look towards the Regional Centre for the Arts in Walnut Creek for an example. | 2 | 4 |  |
| They should have more things available for seniors like entertainment and cultural activities.   | 2 |   |  |
| Generally I like it and the more activities available to people  | 2 |   |  |
| Have some really high quality shows rather than lots of mediocre performances  | 2 |   |  |
| appreciate the jazzercise at the Shannon Community Center.   | 2 |   |  |
| go to Livermore or Walnut Creek. I attend the Dublin Festivals. There aren't that many things that I am interested in. The Dublin Theater Company closed and I had Season Tickets!!!   | 2 |   |  |
| haven't really heard very much about it. If there were more concerts for Black people, more events of that kind.   | 2 |   |  |
| hope that they do the outdoor concerts in the summer for ALL age groups  | 2 |   |  |
| just think it is great that they do some for arts and culture and they should do as much or more   | 2 |   |  |
| love photography. I would love to take an oil painting class, I would love to take an acting class. If I were available to get with these things, I would do more of these things.   | 2 |   |  |
| really hadn't given it that much thought, I used to go into the city, I enjoy classical music and if there were something here I would go, I do not like going to the city much anymore so if there was something here I would go. I do like history, especially local history. I go the cemetery about 3 times a year to look around at the markers.  | 2 |   |  |
| really think we need more of it, the arts, and culture programs etc.   | 2 |   |  |
| seem to pick up from this there were many questions about the art. My interest is in instrumental, piano and choral  | 2 |   |  |
| think art is great but the stuff they put out isn't worth it. I wouldn't even look at the stuff.   | 2 |   |  |
| think it's a good idea. I see more involvement. I like the St. Patrick's Day celebration growing and growing awareness in community.   | 2 |   |  |
| think it's a good thing they are trying to develop this and I hope they do more  | 2 |   |  |
| think that this year's St. Patrick's Day Fair was the best we've had so far, and I'd like to see more development in that area (St. Patrick's Day Festival and other festivals and fairs in general).  | 2 |   |  |

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|   |   |  |  |
|---|---|--|--|
| think the city should have a small wall for people to paint legally anywhere so people in general could paint<br>reely and that would stop vandalism  | 2 |  |  |
| think there should be more plays and theatrical productions, I'm not very big on public art or art being<br>taught in schools in place of academics   | 2 |  |  |
| think they should have more festivals - I think those are fun   | 2 |  |  |
| was looking for a class, but there was only one applicant, water colors. They cancelled the class. Not even<br>or children, they don't have much painting classes.  | 2 |  |  |
| would be supportive if cultural programs expanded [p]   | 2 |  |  |
| would like to see more productions being offered in our own city...community theater would be a nice plus.  | 2 |  |  |
| would love a Bluegrass concert, Cajun concert   | 2 |  |  |
| 'd like to see more diversity in the types of cultural events in arts. Especially more jazz things. Art classes<br>and things for both adults and children.   | 2 |  |  |
| 'd like to see more local theater type things and more local heritage and history and science type things.no.<br>t would be nice if they had a play ensemble in Dublin.   | 2 |  |  |
| t'd be nice if we do see more around especially when I retire and I have more time  | 2 |  |  |
| more things - arts and culture - closer to the West End(C)  | 2 |  |  |
| more variety, for Adults in the evening something different   | 2 |  |  |
| most of the stuff they've had lately I wouldn't pay to go see, some of the talent that they've had the St.<br>Patrick's Day thing where volume seemed to be the biggest talent. I'd like some programs which they had a<br>few years ago. I enjoyed the Jazz singing, band and dancing.   | 2 |  |  |
| do just that we like to see more  | 2 |  |  |
| do This year's St. Patricks Festival was one of the best.   | 2 |  |  |
| do, do you know of any education that would help us learn more?   | 2 |  |  |
| do, i just wish we had more, because they are always fun to go to   | 2 |  |  |
| do not large enough to support all the arts and culture, town size, but try and bring some culture to everyone.   | 2 |  |  |
| do People should take more interest in it and help support it and the Hispanic art should be exploited as much<br>as possible   | 2 |  |  |
| do The exhibits are picked by a committee and they should be picked by the general public...some art exhibits,<br>like some of the exhibits, some I don't understand.   | 2 |  |  |
| do There should be more locally. Usually for the Arts you have to travel to San Francisco, or Oakland. More<br>local arts I would definately attend. We went to the Van Goghs in the city, I wish they had something locally.<br>already said that.   | 2 |  |  |
| do They should have more activities for young people... they should have more activities for young people..they<br>should also have more activities for seniors... They should have more activites for young people..things like<br>dancing where they can go and have a good time. It would also be nice if they had more activities for<br>seniors to get together and socialize... | 2 |  |  |
| do They should have more stuff, more in Dublin  | 2 |  |  |
| do They should start a book club  | 2 |  |  |
| do we don't have enough   | 2 |  |  |
| do we like to see more, we'd like to see a variety of a nice diversity of different ethnic backgrounds  | 2 |  |  |
| do We need a lot more   | 2 |  |  |
| do We need more arts and culture and I do not mean the graffiti on the freeway..  | 2 |  |  |
| do We've been around Dublin so long. I enjoy the St Patrick's Day and Pasta Festivals.  | 2 |  |  |
| do What we have seen we have enjoyed  | 2 |  |  |

**- Funding/Support**

|   |   |   |   |
|---|---|---|---|
| think it will be supported without the need of tax dollars if the information is gotten to the public.  | 3 | 1 |   |
| collect more taxes to spend more on it, also get schools more involved, catch up with other cities, other<br>cities have more activities, need to have a town center.   | 3 | 2 | 4 |
| believe that the way we are expanding we should have more tax dollars, and we should be spending them<br>this way Referring to more live concerts and shows of a large scale, so we would need a facility to put them<br>in, so we need a new theater | 3 | 2 |   |

Dublin Heritage Cultural Arts Assessment  
Verbatim Responses

|  |   |    |  |
|--|---|----|--|
| I'm glad that they're doing this survey. It would be nice if more people wanted to serve on the committee. I don't think that city tax money should go for school programs.  | 3 | 10 |  |
| Arts and culture in Dublin is very important. However, the funding they get was supposed to go to the children and their activities instead.   | 3 |    |  |
| I don't think the arts should be publicly funded.  | 3 |    |  |
| I don't want any of our tax dollars from the city going to the schools to support arts and culture. They should stay away from the schools. We have a mayor who sticks his nose where it doesn't belong.   | 3 |    |  |
| I would say that it is basically okay the way it is and doesn't need a lot of attention other than what it is getting now, also say rather see money spent on landscaping  | 3 |    |  |
| I'd be nice if more people were interested. I don't see the interest coming forth. I don't think they should have to tax us, it should be funded with grants. That's why they need more people interested. Yes, funded with grants, and fundraising. | 3 |    |  |
| Just more money for cultural programs and less for public arts displays, more interested in activities and events and sculptures and modern art  | 3 |    |  |
| stay out of the taxpayer's pocket  | 3 |    |  |

4 - Facility

|   |   |  |  |
|---|---|--|--|
| Instead of making all these new people soft buildings, corporations that are out there, I'd like to see something dedicated to theater arts. In comparison to the Concord Pavillion.  | 4 |  |  |
| Since we're growing it would be wonderful if they would take a little bit of their land and money and see a Theater Arts Center where we could have live indoor plays and theater and get a little bit of indoor concerts. Our highschool room is just not adequate, I really think it would be a jewel. I think a lot of people would agree with me. | 4 |  |  |
| There should be more of it, instead of building fast food chains they should have more things that people could attend like a Community Center or theatre   | 4 |  |  |
| They need a stadium for live shows..maybe a skate park..if Dublin wants to get young people involved they need activites that young people will like..  | 4 |  |  |

5 - Comments related to the city

|   |   |   |  |
|---|---|---|--|
| Everybody here needs to help bring all of the reputation of Dublin, it has a terrible reputation with other cities around it, if arts and culture helps I would be in favour to help it, first of all we need to educate the people that we are not less that other areas, I don't like what people say about Dublin, we should all work to make that better, maybe what this industry might help that. We need to publicize more what we have, not a good picture here, other cities don't like that we are growing and they are not, they don't like growth, but i think it is wonderful, get the transportation solved somewhat. | 5 | 1 |  |
| I don't think every city can have a great art and culture centre, I don't think every city needs it.  | 5 |   |  |
| I only would really support it if it makes the city look prettier and if it helped property values, I would support to the extent that it helps the appearance and attracts people to live here   | 5 |   |  |
| I think Dublin is a great city to live in. I've lived here for 12 years and I'd recommend it to anybody. They do a great job of putting on things and in some respects we're the envy of towns around us.   | 5 |   |  |
| I think for the size of the community we have, the city has done a pretty job for getting art into the community.   | 5 |   |  |
| I think it's an important development for Dublin's growth   | 5 |   |  |
| I think you're covering a lot that could be available. We've lived here 30 yrs and like it a lot. My only concern is there is some serious thought in updating the old Dublin. We're getting vacant lots off Village Parkway and things are getting rundown. There needs to be real emphasis on that.   | 5 |   |  |
| I'm totally amazed that coming into this community in '76, there was nothing. They offered soccer to girls, and broadened our spectrum. Now it's starting to come into its own and really becoming a town. This guy Houston and with the backing and people he's had, he's trying to make it a city and more than that. I'm behind it 100 percent. Things are trying to change and I support that. I think it's wonder ful.   | 5 |   |  |

*Dublin Heritage Cultural Arts Assessment  
Verbatim Responses*

|  |   |  |  |
|--|---|--|--|
| n being the long time native of Dublin for going on 34 years, and seeing the city change dramatically I believe the people that are making the request that the heritage, the art are short time natives and not long time and don't really know the history of dublin. They're new to the area and trying to make change, and that goes at the school level and into the community. | 5 |  |  |
| Not really. I am happy with this new lmax theatre going in in east Dublin, and the whole complex with 20 additional theatres. I like living in Dublin, I've lived here for years and the mayor is a progressive mayor, I like the way the city is upgrading its image. It's gradually going to get more like its neighbors, Pleasanton and San Ramone.                               | 5 |  |  |
| Nothing Dublin just doesn't have a city presence like other cities around. It would be nice if Dublin aesthetically could get it together and then the arts would follow.  | 5 |  |  |
| The more Dublin has to offer the better everyone will be, so I say go for it.  | 5 |  |  |
| There is a feeling that they have to copy cat what Pleasanton does with fesitvals, concerts. Efforts should be used elsewhere. They just started to help the schools get it together.  | 5 |  |  |
| They don't have good culture in Dublin. The mayor is racist.   | 5 |  |  |

**3 - Heritage Center**

|  |   |  |  |
|--|---|--|--|
| I am really fond of the Heritage Center, those old buildings, they should extend the hours. I live close, and every time I try to go in, it is locked.(C)  | 6 |  |  |
| I just hope they keep moving with the Heritage Centre and it's just great, Mrs. Miller remembered me and shared that with my kids and that meant a lot to me. Having the generations mix is excellent.   | 6 |  |  |
| I suggest the Heritage Center be promoted more; the times I have gone there, I have found it very interesting. (C)   | 6 |  |  |
| I think where the heritage center is, it would be an excellent spot for more museums and no commercial development.  | 6 |  |  |
| I would like this to get to the Arts Council. The deeding of St. Raymond's church was under the agreement that there would be no ceremonies that would happen in the church. I would like the city to get a lawyer to check the deed and make sure the contract is upheld.         | 6 |  |  |
| In the last couple of years there has been a lot more offered for the adults than in previous years, encouraging participation more, nice job on Dublin Center, and appreciate the use of St Raymond's for a memorial service with no noise or disruptions from the street repairs | 6 |  |  |
| School field should include the historical park, the graveyard, the church   | 6 |  |  |

**4 - Arts and Education**

|  |   |  |  |
|--|---|--|--|
| I feel strongly about the art in the schools for the children and being able to experience that outside the schools. Kids should be able to see art. I think it's really important for people to have art and culture in their life.   | 7 |  |  |
| I really believe that they need to get really good art programs back in schools, I was very fortunate when I went to schools to have full art programs   | 7 |  |  |
| I think it's important to keep the kids informed of Dublin's heritage and history; they should get more interactive with the kids, that would keep them more interested.   | 7 |  |  |
| I think we need more things for the young kids, the teenagers. A swimming pool, a place to dance with no alcohol.  | 7 |  |  |
| I would love to see classical music more in the schools because it is not in the schools.[p]   | 7 |  |  |
| I'd like to see more of it in the children's schools, especially music and art.  | 7 |  |  |
| I'm looking forward to seeing the new library or new room. We have so many children and not enough programs for them. Last year was a disaster, so many children in a small little room. For art. They do a great job with the swimming, we need a bigger place for the children in the library. | 7 |  |  |
| It's important especially for children, schools should have more activities regardless of funding.   | 7 |  |  |
| More programs for kids.  | 7 |  |  |
| They should get more arts and culture into schools   | 7 |  |  |

**5 - I would like to participate more in arts and culture**

|   |   |  |  |
|---|---|--|--|
| don't, I just hope to participate in them more after I retireI don't have any others to add | 8 |  |  |
| I enjoy arts and cultural activities and I should spend more time with them than I do       | 8 |  |  |
| I'd like to do it more.   | 8 |  |  |

Dublin Heritage Cultural Arts Assessment  
Verbatim Responses

|   |   |  |  |
|---|---|--|--|
| I'd like to have more time to go, I need to explore and see what is out there, the survey has opened doors to what is out there and I am very interested in history | 8 |  |  |
| if it's good I'll attend.   | 8 |  |  |
| if the weather improves, I'll be looking into it.   | 8 |  |  |
| I'm not interested in it.   | 8 |  |  |
| Just that you've made me ashamed that I don't go to enough cultural events  | 8 |  |  |
| like to see more of arts and culture, I am tired of being called a Neanderthal  | 8 |  |  |

9 - General comment on research

|   |   |  |  |
|---|---|--|--|
| I am glad to say that they are looking at with all the new businesses that have been occupying the new eastern Dublin development and I would like to see more development in the arts.[p] Having been a resident of Dublin since 1969 I am very glad this issue is being looked at [p] | 9 |  |  |
| no I think we covered everything...I don't care for their choice of statues especially the one in front of City Hall.   | 9 |  |  |
| good survey   | 9 |  |  |
| I think the survey is a great start to see what people want. want=want  | 9 |  |  |
| I'm glad the city is taking on the Commission and is moving forward with arts and culture   | 9 |  |  |
| I'm glad you guys are taking an active look, and trying to improve it.  | 9 |  |  |
| No I am happy the survey is being done  | 9 |  |  |
| No, I do think this survey is a good thing, in terms of awareness.  | 9 |  |  |
| Survey was too long   | 9 |  |  |

10 - Other

|   |    |  |  |
|---|----|--|--|
| Actually, Not really I guess my interests are more wine or beer, something to do with food. I'm don't really like arts and crafty stuff.  | 10 |  |  |
| did not know much about it until now. I travel a lot, it's hard to be in Dublin   | 10 |  |  |
| like science and art museums.   | 10 |  |  |
| I think arts and culture are great for any city but I have concerns that art is on the fringes on the basis of morality. Arts and culture sometimes pushes beyond what society brings into play | 10 |  |  |
| I think that they are making great progress   | 10 |  |  |
| wish they'd have a better, get it going   | 10 |  |  |
| would like to see the campaign promises come to be.   | 10 |  |  |
| it would be a good idea to do a survey to get things going  | 10 |  |  |
| it's great no   | 10 |  |  |
| no but they need a golf course in Dublin  | 10 |  |  |
| no I am learning about them since just moved here in Dec.(C)1999  | 10 |  |  |
| nope not right now  | 10 |  |  |
| not at the present time   | 10 |  |  |
| Not too interested in the arts and culture in Dublin. I enjoy more sports activities  | 10 |  |  |
| nothing When you're completely disabled it puts a note on things.   | 10 |  |  |
| Once I get to know the area I presume that I will be interested in finding out what's around here   | 10 |  |  |

**AGENDA STATEMENT**  
**CITY COUNCIL MEETING DATE: August 21, 2001**

**SUBJECT:** Heritage and Cultural Arts Long-Range Plan  
*Report by Bonnie Leonard, Recreation Supervisor*

**ATTACHMENTS:** 1) Long-Range Plan

**RECOMMENDATION:** *RWD* 1) Review and approve Long-Range Plan or provide alternate direction  
*B.*

**FINANCIAL STATEMENT:** None

**DESCRIPTION:** In 1999-2000 the Dublin City Council rated as a high priority goal: *"Undertake an assessment of community interest in arts and heritage programming."* In October 1999, the City Council approved a proposal for design of a community-wide assessment of art and heritage programming. AMS Planning and Research was commissioned to conduct focus group meetings and research to identify the interests and attitudes of the community regarding heritage and arts issues.

In consultation with the project art consultant, City Staff and the Heritage and Cultural Arts Commission, AMS developed a telephone survey tool designed to measure residents' participation in and preferences for performing arts, visual arts and heritage activities; interests in heritage and arts programs in Dublin; and awareness of and support for the City's heritage and cultural efforts.

A City Council high priority rated goal for 2000-2001 was to analyze the data from the community assessment and *"Develop a long-range plan for heritage and cultural arts."*

The Dublin Heritage and Cultural Arts Long-Range Plan (the Plan) is the result of a yearlong process. The Plan reflects recurrent themes that manifested themselves throughout the information-gathering phase of the process. Using the data gathered during the assessment process, the Heritage and Cultural Arts Commission and Staff developed five basic goals and corresponding objectives, which reflected the identified themes.

The goals are:

- Goal 1: Create more art in the public spaces in Dublin.
- Goal 2: Develop programs and partnerships to support a broad spectrum of cultural arts and historical interests within the community.
- Goal 3: Advance the historical and cultural aspects of the Dublin Heritage Center.
- Goal 4: Provide consistent and ongoing arts education, activities and programs for the youth of Dublin.
- Goal 5: Promote and market Dublin's heritage and cultural arts.

**COPIES TO:**

Heritage and Cultural Arts Commission  
Dublin Fine Arts Foundation  
Dublin Historical Preservation Association

ITEM NO. **8.1**

Once the goals and objectives of the plan were developed the Plan was presented to a Community Workshop on Heritage and Cultural Arts. Workshop attendees discussed each aspect of the Plan and prioritized the Plan's goals. The prioritized set of goals was then re-evaluated by the Heritage and Cultural Arts Commission and a final prioritization was established.

The next step in the Long-Range Plan development was for Staff to incorporate the goals and objectives into a written document and to identify an implementation process.

The Heritage and Cultural Arts Long-Range Plan is Attachment 1. The Plan begins with the five broad goals. Following each goal is a rationale for the focus of the goal, an overview of the existing conditions pertaining to that goal and then a listing of proposed objectives. The last section pertains to recommendations for implementation of the Plan.

Many aspects of the Plan are already being explored through existing planning processes, i.e., City Special Events (St. Patrick's Day Celebration, Day on the Glen, Classical Affair at the Civic), Heritage Center programming. Some strategic objectives are long-range in nature and will require extensive planning and decision making as opportunities arise. Other objectives are more short-term, where the objectives can be funded through normal budget process.

The Fiscal Year 2001-2002 Budget includes additional funding to begin implementation of the plan. Staffing for heritage and cultural arts has been increased in the Fiscal Year 2001-2002 Budget. Previously 75% of a Recreation Supervisor was assigned to heritage and cultural arts. Under the Fiscal Year 2001-2002 Budget, 100% of the Recreation Supervisors time is assigned to Heritage and Cultural Arts. Additionally, a part-time Heritage Center Director (20 hours per week) has been added to the Budget. Recruitment for the position is underway. With the addition of the part-time Heritage Center Director, Staff believes that many of the objectives related to the goal "Advance the historical and cultural aspects of the Dublin Heritage Center" could be accomplished. The addition a Heritage Center Director position would also realign the responsibilities of the Recreation Supervisor in charge of Heritage and Cultural Arts. This realignment would provide additional Staff time for cultural arts allowing Staff to concentrate on the Capital Improvement Projects and Goals and Objectives that relate to cultural arts.

Funding for additional consultant services is also included in the Fiscal Year 2001-2002 Budget. Under the direction of the Recreation Supervisor, a consultant will be retained to prepare a Public Art Master Plan, advise the City on public art projects for private development and oversee the art-related aspects of specified capital projects.

The 2000-2005 Capital Improvement Program Projects directly related to heritage and cultural arts include 1) Freeway Underpass Art Project; 2) Street Banner Art Project; 3) Bus Shelters; 4) Community Theater; 5) Heritage Center Storage Building; 6) Murray School Bell Tower; and 5) Murray Schoolhouse Floor Improvements (floor renovation). In addition to the City-funded art projects, several privately funded public art projects are currently being processed. Additional projects will come on-line as development continues in Dublin.

To assure that the Plan document would not become static and obsolete, the Heritage and Cultural Arts Long-Range Plan will be reviewed on an annual basis prior to the City's goal setting process.

It is the recommendation of Staff that the City Council review and approve the Heritage and Cultural Arts Long-Range Plan or provide alternate direction.

# City of Dublin Heritage and Cultural Arts Long-Range Plan

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August 2001



# HERITAGE AND CULTURAL ARTS LONG-RANGE PLAN

## BACKGROUND

In the City of Dublin, responsibility for heritage and cultural arts falls under the auspices of the Parks and Community Services Department. The Department oversees operations of the Dublin Heritage Center, administers the City's public art program, programs special events, and offers a wide variety of arts and cultural classes for children, youth and adults.

The City Council-appointed Heritage and Cultural Arts Commission was established in 1999 and consists of seven members who are appointed for four-year terms. The Commission acts in an advisory role to the City Council and City Staff on matters pertaining to:

- The restoration, maintenance and operation of the Heritage Center. Such recommendations would include, but are not limited to the following: recommendations for the development, improvement and/or modification of Heritage Center facilities or programs; recommendations for policies on heritage preservation, artifact acquisition, conduct of persons using the Heritage Center facilities; and rules for the use of the Heritage Center by the public.
- The promotion and support of the arts within the community. Such recommendations would include, but are not limited to the following: recommendations on art in public places including City facilities and new developments within the City; exhibits at the Civic Center, Heritage Center and Dublin Sculpture Park; and recommendations for policies on art, cultural activities and facilities.

In 1999-2000 the Dublin City Council rated as a high priority goal: "*Undertake an assessment of community interest in arts and heritage programming.*" In October 1999, the City Council approved a proposal for design of a community-wide assessment of art and heritage programming. AMS Planning and Research was commissioned to conduct focus group meetings and research to identify the interests and attitudes of the community regarding heritage and arts issues.

In consultation with the project art consultant, City Staff and the Heritage and Cultural Arts Commission, AMS developed a telephone survey tool designed to measure residents' participation in and preferences for performing arts, visual arts and heritage activities; interests in heritage and arts programs in Dublin; and awareness of and support for the City's heritage and cultural efforts.

A City Council high priority rated goal for 2000-2001 was to analyze the data from the community assessment and "*Develop a long-range plan for heritage and cultural arts.*"

Resulting from a yearlong process, the Dublin Heritage and Cultural Arts Long-Range Plan (the Plan) included substantial public input. Repeated themes became apparent throughout

the assessment phase of the process. Five specific goals and corresponding objectives were developed. The City's existing planning process currently addresses a number of the objectives, i.e., City Special Events, Heritage Center programming and 2000-2005 Capital Improvement Program. The long-range objectives will require additional planning and decision making as opportunities present themselves. The objectives that are more short-term in nature can be funded through the normal budget process. The fiscal impact of the long-range goals and objectives will need to be determined and coordinated within the context of the City's overall long-term planning and decision-making process.

## LONG-RANGE PLAN

The Heritage and Cultural Arts Long-Range Plan outlines goals and objectives for the development of the City's historical and cultural arts environment. The Plan also outlines general procedures necessary for implementation. As with the City's Capital Improvement Program, the Long-Range Plan is initially intended to cover a period of five-years. It is anticipated, however, that the plan will be updated on an annual basis to reflect changing conditions.

### *Goals and Objectives Derived from Public Input*

A series of focused group meetings to which supporters of arts and the City's heritage were invited and a randomly dialed telephone survey resulted in the identification of five goals and attendant objectives.

The goals are:

- Goal I: Create more art in the public spaces in Dublin.
- Goal II: Develop programs and partnerships to support a broad spectrum of cultural arts and historical interests within the community.
- Goal III: Advance the historical and cultural aspects of the Dublin Heritage Center.
- Goal IV: Provide consistent and ongoing arts education, activities and programs for the youth of Dublin.
- Goal V: Promote and market Dublin's heritage and cultural arts.

### *Working Draft Developed*

The data obtained from the focused group meetings and from the survey was analyzed and a working draft of the Heritage and Cultural Arts Long-Range Plan was developed. In order to provide for further community input, the consulting firm, Royleen White and Associates, conducted a heritage and cultural arts community workshop. The focus of the workshop was to review and discuss the draft Plan. Arts and heritage organizations, community leaders, educators, interested individuals, and supporters of the arts and the City's heritage were invited to attend. At the conclusion of the daylong workshop, the participants prioritized the working goals and objectives of the draft Plan.

The Heritage and Cultural Arts Commission reviewed the prioritized goals and objectives and provided additional clarification on prioritization.

### ***Plan Format***

The Heritage and Cultural Arts Long-Range Plan begins with the five broad goals. Following each goal is a rationale for the focus of the goal, an overview of the existing conditions pertaining to that goal and then a listing of proposed objectives. The last section pertains to recommendations for implementation of the Plan.

## **PURPOSE OF THE PLAN**

The Heritage and Cultural Arts Long-Range Plan is intended to serve as a blueprint for future development of Dublin's heritage and cultural arts. The Plan is the result of input from multiple community leaders, members of organizations, and residents of Dublin. With this in mind, the Plan reflects the collective direction of the City's heritage and cultural arts communities and key leaders representing other sectors of the City, such as the Dublin Unified School District.

City Staff and the Heritage and Cultural Arts Commission, who crafted this document, have attempted to reflect and respond to those needs and visions identified by the community. Based upon the City's past successful partnerships, the Plan is based upon the principle that partnerships and coalitions will be important to successful implementation. The Dublin City Council, the Heritage and Cultural Arts Commission and Staff in cooperation with non-profit organizations, such as Dublin Fine Arts Foundation and Dublin Historical Preservation Association, and the Dublin schools will oversee the ultimate success of the Plan.

## **GOALS**

### ***I. Create more art in the public spaces in Dublin.***

#### **Rationale**

Art in public places adds color, texture and humanity to the community. Artwork enlivens public spaces, serves as a catalyst for growth, enriches community and civic pride, and depicts meaning and historical links to the past and present community. To be considered public art, artwork must be accessible or visible to the public. Therefore, artwork may be either publicly or privately owned. Research data indicates that residents acknowledge the value of fine artwork and feel there should be more public art in Dublin.

## Current Environment

The following aspects of art in public spaces currently exist in Dublin.

### City Owned/Approved Artworks

- 1) Civic Center public art pieces: Gaia, Gail, and new commission for courtyard.
- 2) Artworks at Stagecoach, Alamo Creek, Mape Memorial and Kolb Parks through the Art in the Parks program.
- 3) The 2000-2005 Capital Improvement Program includes three significant art in public spaces projects: Freeway Underpass Art Project, Street Banner Art Project and Bus Shelter Art Project.
- 4) The new Dublin Library includes three works of art: stained glass built into the rotunda, two metal sculptures flanking the entrance and a mural in the children's area.

### Art in Private Developments

- 1) Four private developments have included public art as part of development design and it is anticipated that other developers will follow suit.

### Other Opportunities for Viewing of Art in the City of Dublin

- 1) Loaned artwork located on the Civic Center grounds include two large metal sculptures: Sisyphus and Steel Water Color #99.
- 2) Display cases and wall display areas are available for exhibitions at the Civic Center, Dublin Heritage Center, Dublin Senior Center and the Dublin Library.
- 3) Dublin Unified School District displays student art at the District Offices and the High School.
- 4) Several local businesses arrange privately to show artwork of local artists.

## Objectives

- 1) Encourage design of development projects to include art into the public buildings and public spaces of the community.
  - a. Revise/amend the Public Art Policy to identify alternate funding sources and approval processes for public art.
- 2) Develop a Public Art Master Plan to identify opportunities and funding sources for art throughout the City.
- 3) Complete the public art projects included in the 2000-2005 Capital Improvement Program.
- 4) Work with the Dublin Fine Arts Foundation to further the Art in the Parks program.

- a. Expand the Art in the Parks program into Shannon, Emerald Glen and Ted Fairfield Parks.
  - b. For future City Parks, include an art consultant in the initial planning stages to insure that art is incorporated in the park design and that funding is available.
- 5) Provide opportunities for temporary displays of public art.
- a. Pursue development of secure display areas.
  - b. Encourage cooperative efforts with Dublin Schools, Dublin Library, Dublin Fine Arts Foundation, Dublin Partners in Education (DPIE) and other interested parties to create and display temporary exhibitions of public art.

**II. *Develop programs and partnerships to support a broad spectrum of cultural arts and historical interests within the community.***

**Rationale**

Participation in the City's festivals, leisure classes and data from the Heritage and Cultural Arts Assessment indicate that Dublin residents have an interest in a broad spectrum of cultural arts activities. Research identified residents' perceived need for additional programs and events within the community. Traditionally the City has participated in partnerships to provide several aspects of heritage and cultural arts programming and services. One aspect of this goal is that those partnerships continue and that new partnerships and collaborations be established to meet future needs.

**Current Environment**

Programs and partnerships currently in place include the following.

- 1) Community-wide special events include the St. Patrick's Celebration and a new event, Day on the Glen.
- 2) A summer concert series on five consecutive Friday evenings and in 2001 included a new event, A Classical Affair at the Civic. The Classical Affair event consisted of classical music, refreshments, and an art exhibition spotlighting local artists.
- 3) Art in the Parks program partners the City with Dublin Fine Arts Foundation in providing quality art in the City's parks.
- 4) Dublin Fine Arts Foundation provides for long-term loaned art at the Civic Center.
- 5) Programs and services at the Dublin Heritage Center include tours provided by Staff and volunteers for area school children (DUSD and the private schools) and exhibitions featuring artifacts on loan from Dublin Historical Preservation Association and others.
- 6) Classes for adults and children in dance, drama, and music through Dublin Parks and Community Services Department Leisure Classes.

- 7) Art and dance classes at the Dublin Senior Center.
- 8) Classes offered by private enterprises such as the Dublin Theater Company and private dance studios.

### **Objectives**

- 1) In conjunction with the Parks and Community Services and Community Development Departments, continue to explore opportunities for enhancement of performance facilities in parks, recreation facilities and public places.
  - a. Investigate the feasibility of a Performing Arts Center.
  - b. Pursue construction of an outdoor amphitheater in Emerald Glen Park.
- 2) Continue to enhance and expand successful special events in the City.
  - a. Expand the cultural events of the City's existing festivals to include juried exhibitions, temporary installations of sculpture or "call to artists" to create theme-based works.
  - b. In conjunction with Concerts at the Civic, pursue workshops with musicians or before concert "talk with artists".
  - c. Assess and evaluate cultural events within the City.
  - d. Work with area art associations to enhance "Classical Affair at the Civic" exhibition (or similar events).
- 3) Explore partnerships with the Dublin business community in promoting and/or sponsoring programs and special events.
- 4) Explore new opportunities for cultural arts and historical programming.
  - a. Develop traveling exhibitions.
  - b. Investigate opportunities for providing a variety of culturally based performances.
  - c. Investigate opportunities for performance sponsorships.

### **III. *Advance the historical and cultural aspects of the Dublin Heritage Center.***

#### **Rationale**

Focusing on the maintenance and dissemination of Dublin's history, the Dublin Heritage Center serves as a repository for historically significant artifacts as well as a venue for exhibitions. In addition, the Old St. Raymond's Church provides the community with a rental facility for family and community gatherings. Research indicates that although residents acknowledge that the Heritage Center should be a museum with history and art exhibitions and is an appropriate place for people to gather for special events, there is interest in seeing history-related activities in the Heritage Center.

## Current Environment

Current programs and services at the Dublin Heritage Center consist of the following.

- 1) Docent led tours of the facility highlighting Dublin history.
- 2) Use of Old St. Raymond's Church for private rentals.
- 3) Permanent museum exhibition featuring artifacts from Dublin's history in the Murray Schoolhouse.
- 4) Periodic themed exhibitions in the small room of the Murray Schoolhouse.
- 5) City partnership with Dublin Historical Preservation Association to provide artifacts for the Schoolhouse Museum.
- 6) Burials in Dublin Pioneer Cemetery.
- 7) Repository for historic files and photographs.

## Objectives

- 1) Enhance and expand the exhibitions at the Heritage Center museum.
  - a. Pursue quarterly exhibitions in the small room of the Murray Schoolhouse.
  - b. Support the upgrading and restoration of the Heritage Center collection.
  - c. Complete construction of a permanent storage building on the Heritage Center grounds.
  - d. Develop plans for documentation, certification and cataloging of City collections.
- 2) Develop plans for Historical District designation of Donlon Way making certain Alamilla Springs and Green Store are included.
- 3) Continue with restoration and preservation of the Dublin Heritage Center.
  - a. Pursue installation of a fire suppression system in Murray Schoolhouse and Old St. Raymond's Church.
  - b. Renovate the floor and ceiling of the main room of the Murray Schoolhouse.
  - c. Investigate opportunities for grant funding, e.g. National Park Service Historic Preservation Grant, American Express, National Trust for Historic Preservation.
  - d. Complete the Murray Schoolhouse Bell Tower Replacement Project and encourage and support Dublin Historical Preservation Association and Dublin Rotary Club in their fundraising efforts.
- 4) Continue to encourage use of the Heritage Center for historical and cultural events/activities.
  - a. Host an annual historically based special event.
  - b. Promote the use of Old St. Raymond's Church as a venue for cultural arts performances.
  - c. Develop cultural history classes and workshops.

- 5) Continue to work with Dublin schools to augment the history curriculum for the K-12 student population.
  - a. Support and encourage tours of the Heritage Center by school groups.
  - b. Collaborate with Dublin Library to develop a resource library on Dublin history.
  - c. Provide the Heritage Center as a venue for student art exhibitions.

**IV. Provide consistent and ongoing arts education, activities and programs for the youth of Dublin.**

**Rationale**

The City of Dublin acknowledges the importance of its youth as evidenced by the concentration of recreation planning for children and youth and family-oriented special events. During the research conducted for the Plan, residents indicated that a high priority is placed upon providing arts and culture for children. A significant number agreed that quality cultural activities for children should take place both in and out of the school setting. Enabling partnerships and collaborations between Dublin schools and the City's arts, cultural and heritage organizations is one focus of meeting this goal.

**Current Environment**

There is a long list of programs and events presently provided for youth in Dublin. Some are City based, some school based and some provided by non-profit organizations or for-profit businesses. Below is a partial listing of these opportunities.

- 1) Parks and Community Services Department Leisure Classes which include dance camps and dance classes, musical theater, photography, cartooning and drawing.
- 2) Dublin Unified School District and private school programs including art, drama and photography classes, FAME program (Fine Arts Mini Experience, a program of fine arts and music conducted by volunteers in Dublin elementary schools), school band and music classes and activities.
- 3) Youth activities sponsored by the City's Youth Advisory Committee: Dub Town Jam, Youth Music Showcase, and Karaoke Nights.
- 4) Past partnerships with Dublin Unified School District and Dublin Fine Arts Foundation to provide artist in residence programs.
- 5) Church choirs and choruses.
- 6) Lion's Club student speech contest.
- 7) Dublin Library story time.
- 8) Dublin Theater Company classes and productions.
- 9) Private dance studios.

- 10) Student art displays at the DUSD district office and the schools.
- 11) Women's Club of Dublin annual student art contest.

### **Objectives**

- 1) Support the development of performing arts for youth and teens.
  - a. Provide venues for youth and teens to perform and participate.
- 2) Explore opportunities for exhibition space for youth artworks.
  - a. Work with Dublin schools, Dublin Library and other interested parties to identify exhibition space for youth artworks.
- 3) Create partnerships and collaborations to explore opportunities to enhance arts and programming.
  - a. Work with Dublin schools, Dublin Fine Arts Foundation and other partners to ensure and provide professional quality art education.
  - b. Investigate and create opportunities for grant funding, e.g. Tri-Valley Community Fund, California Arts Council, National Endowment for the Humanities, Lila Wallace-Readers Digest Funds.
  - c. Encourage opportunities for exchange of art and cultural education resources through partnership with Dublin Sister City Association.
- 4) Continue to enhance the City of Dublin arts and cultural recreation classes and programs.
  - a. Investigate opportunities for expanded after school and summer arts and cultural programming.
  - b. Investigate opportunities for a grant program for youth in cultural arts by identifying and disseminating information on available grant resources.

## **V. *Promote and market Dublin's heritage and cultural arts.***

### **Rationale**

Although data from the Heritage and Cultural Arts Assessment indicated that Dublin residents learn about the cultural arts activities in the community through the printed media, specifically from direct mailing (the Recreation Activity Guide) and the newspapers, twenty-six percent indicated that they found it difficult to find out about cultural events. Since research indicated that residents also receive information from broadcast media and the Internet, in order to reach a broad segment of the community, a variety of media should be used to promote heritage and cultural arts activities.

### **Current Environment**

The current heritage and cultural arts marketing and promotional environment includes the following.

- 1) Dublin Parks and Community Services Department Activity Guide, which is mailed quarterly to every Dublin household.
- 2) City of Dublin website.
- 3) Newspaper coverage.
- 4) "Here Comes the Guide" website advertising Old St. Raymond's Church.
- 5) Cable television coverage.
- 6) Heritage Center listing in "Places to Go", Pacific Bell SMART pages.
- 7) Heritage and Cultural Arts Brochure.
- 8) Direct Mailing.
- 9) Word of mouth.
- 10) Flyers.
- 11) Street Banner across San Ramon Road.

### Objectives

- 1) Promote heritage and cultural arts through print media.
  - a. Work with local and regional newspapers to increase local/regional coverage of heritage and cultural arts.
  - b. Increase coverage in the Parks and Community Services Department Activity Guide.
  - c. Maintain the Heritage and Cultural Arts Brochure.
  - d. Develop a self-tour map of art and history in Dublin.
- 2) Promote heritage and cultural arts through the Internet.
  - a. Maintain a calendar of heritage and cultural arts activities and information on the city's website.
  - b. Work with other area websites (Dublin Chamber of Commerce, Tri-Valley Convention and Visitors Bureau, Dublin Unified School District, etc.) to incorporate heritage and cultural arts activities.
  - c. Investigate the possibility of developing a heritage and cultural arts multimedia web page.
- 3) Promote heritage and cultural arts through broadcast media.
  - a. Work with Community Television (CTV) to expand coverage of heritage and cultural arts activities.
  - b. Identify other opportunities to promote heritage and cultural arts activities through the broadcast media.
- 4) Explore additional promotional and marketing opportunities.
  - a. Work with Dublin Chamber of Commerce, Tri-Valley Convention and Visitors Bureau, Dublin Unified School District and other civic/social association newsletters to promote heritage and cultural arts activities.

- 5) Develop a recognizable heritage and cultural arts logo.

## IMPLEMENTATION OF THE PLAN

The Heritage and Cultural Arts Long-Range Plan represents an ambitious plan. The Plan however, reflects the desire of the residents of Dublin to maintain the historical resources in the community and expand upon the cultural resources and opportunities available to the community. The successful implementation of the Plan is contingent upon ongoing funding as well as support from the Dublin City Council, the Heritage and Cultural Arts Commission and Staff in cooperation with non-profit organizations, such as Dublin Fine Arts Foundation and Dublin Historical Preservation Association, and the Dublin schools. The support of Dublin residents and the development community will also be necessary to implement the Plan.

The first step in the implementation of the plan was accomplished with the adoption of the Fiscal Year 2001-2002 Budget and Financial Plan. As part of the budget, funding was included for additional staff, consultant services, capital projects, and requests from community groups (Dublin Fine Arts Foundation, Tri-Válley Philharmonic). With a full-time Recreation Supervisor devoted to heritage and cultural arts, and with the addition of a part-time Heritage Center Director and the services of a contract art consultant, it is anticipated that the objectives related to the following goals can be implemented during Fiscal Year 2001-2002.

- I. Create more art in the public spaces in Dublin.
  - 1) Encourage design of development projects to include art into the public buildings and public spaces of the community.
    - a. Revise/amend the Public Art Policy to identify alternate funding sources and approval processes for public art.
  - 2) Develop a Public Art Master Plan to identify opportunities and funding sources for art throughout the City.
  - 3) Complete the public art projects included in the 2000-2005 Capital Improvement Program.
  - 4) Work with the Dublin Fine Arts Foundation to further the Art in the Parks program.
    - a. Expand the Art in the Parks program into Shannon, Emerald Glen and Ted Fairfield Parks.
  - 5) Provide opportunities for temporary displays of public art.
    - a. Encourage cooperative efforts with Dublin Schools, Dublin Library, Dublin Fine Arts Foundation, Dublin Partners in Education (DPIE) and other interested parties to create and display temporary exhibitions of public art.
- II. Develop programs and partnerships to support a broad spectrum of cultural arts and historical interest within the community.

- 1) In conjunction with the Parks and Community Services and Community development Departments, continue to explore opportunities for enhancement of performance facilities in parks, recreation facilities and public places.
  - a. Investigate the feasibility of a Performing Arts Center.
- 2) Continue to enhance and expand successful special events in the City.
  - c. Assess and evaluate cultural events within the City.
  - d. Work with area art associations to enhance "Classical Affair at the Civic" exhibition (or similar events).
- 3) Explore partnerships with the Dublin business community in promoting and/or sponsoring programs and special events.
- 4) Explore new opportunities for cultural arts and historical programming.
  - a. Develop traveling exhibitions.

III. Advance the historical and cultural aspects of the Dublin Heritage Center.

- 1) Enhance and expand the exhibitions at the Heritage Center museum.
  - a. Pursue quarterly exhibitions in the small room of the Murray schoolhouse.
  - b. Support the upgrading and restoration of the Heritage Center collection.
  - c. Complete construction of a permanent storage building on the Heritage Center grounds.
  - d. Develop plans for documentation, certification and cataloging of City collections.
- 2) Develop plans for Historical district designation of Donlon Way making certain Alamilla Springs and Green Store are included.
- 3) Continue with restoration and preservation of the Dublin Heritage Center.
  - b. Renovate the floor and ceiling of the main room of the Murray Schoolhouse.
  - d. Complete the Murray Schoolhouse Bell Tower Replacement Project and encourage and support Dublin Historical Preservation Association and Dublin Rotary Club in their fundraising efforts.
- 4) Continue to encourage use of the Heritage Center for historical and cultural events/activities.
  - b. Promote the use of Old St. Raymond's Church as a venue for cultural arts performances.
- 5) Continue to work with Dublin Schools to augment the history curriculum for the K-12 student population.
  - a. Support and encourage tours of the Heritage Center by school groups.
  - c. Provide the Heritage Center as a venue for student art exhibitions.

IV. Provide consistent and ongoing arts education, activities and programs for the youth of Dublin.

- 1) Support the development of performing arts for youth and teens.
  - a. Provide venues for youth and teens to perform and participate.

- 2) Explore opportunities for exhibition space for youth artworks.
- 3) Create partnerships and collaborations to explore opportunities to enhance arts and programming.
  - a. Work with Dublin schools, Dublin Fine Arts Foundation and other partners to ensure and provide professional quality art education.
  - c. Encourage opportunities for exchange of art and cultural education resources through partnership with Dublin Sister City Association.
- 4) Continue to enhance the City of Dublin arts and cultural recreation classes and programs.
  - a. Investigate opportunities for expanded after school and summer arts and cultural programming.

V. Promote and market Dublin's heritage and cultural arts.

- 1) Promote heritage and cultural arts through print media.
  - a. Work with local and regional newspapers to increase local/regional coverage of heritage and cultural arts.
  - b. Increase coverage in the Parks and Community Services Department Activity Guide.
  - c. Maintain the Heritage and Cultural Arts Brochure
- 2) Promote heritage and cultural arts through broadcast media.
  - a. Work with Community Television (CTV) to expand coverage of heritage and cultural arts activities.

It is anticipated that a number of the remaining goals and objectives will be pursued as opportunities arise. For example, as development proposals come forth, they will be reviewed to determine if there is an appropriate location for public art. New opportunities for cultural arts and historical programming and enhancement of arts and cultural recreation classes and programs for youth will be regularly pursued. Further, additional promotional and marketing opportunities for heritage and cultural arts will be continually explored.

The Heritage and Cultural Arts Long-Range Plan is a multi-year plan, which will be reviewed annually and updated to reflect changing conditions. The outcome of a number of the objectives undertaken in Fiscal Year 2001-2002, in particular the Public Art Policy, Public Art Master Plan, Donlon Way Historic District and Performing Arts Center Study, may have an effect on implementation of the plan for future years. Community response to the plan will also be a key factor in the implementation of the plan in future years. Thus, the Implementation Plan included as part of the Heritage and Cultural Arts Long-Range Plan only addresses implementation strategies for the first year. As part of the annual goals and objectives and budget process, implementation strategies for the upcoming year will be developed.



**CITY CLERK**

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**AGENDA STATEMENT**  
**CITY COUNCIL MEETING DATE: November 18, 2008**

**SUBJECT:** Draft Parks and Community Services Strategic Plan  
*Report by Paul McCreary, Assistant Director of Parks and Community Services*

**ATTACHMENTS:** 1) Draft Strategic Plan

**RECOMMENDATION:** Receive report and adopt Strategic Plan, or provide direction on modifications

**FINANCIAL STATEMENT:** None

**DESCRIPTION:** The Council has a high-priority objective (Objective III-A-1) to conduct an in-depth needs assessment and opinion survey of Department programs and services, and develop a Strategic Plan for Department programs and services. In April 2007, the National Research Center began working with City Staff to identify the key components of the Needs Assessment process. The primary purpose of the needs assessment was to provide a community-based appraisal of the current recreation programs and recommendations for future programs and services. The multi-component assessment was completed in August 2008 and presented to the Department's Commissions and the City Council.

Following the completion of the needs assessment the Department Staff met to discuss the results and other trend data to determine potential implications on park and facility development as well as service delivery. Using the data and results from the needs assessment, Staff has prepared a Draft Parks and Community Services Strategic Plan (Plan), which is included as Attachment 1.

The Plan will be used to focus the development and delivery of Department parks, facilities and programs over the next ten years. This will ensure the Department focuses its resources on the programs and

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**COPY TO:**

projects that best meet the needs of residents. It will allow the Department to continue to schedule and operate programs and services in a customer-focused manner.

The Strategic Plan includes an overview of the findings from the needs assessment. The plan defines the strategies, or direction, the Department will focus on over the next ten years. There are seven proposed strategies; each includes potential goals to achieve the strategy. Following is a summary of the strategies.

- STRATEGY #1:** Develop unique, aesthetically appealing parks and facilities that provide flexible spaces and safe environments to recreate.
- STRATEGY #2** Promote and support environmental stewardship and protect environmental resources.
- STRATEGY #3** Implement programs that are popular with the core customer market segments and are responsive to community and industry trends.
- STRATEGY #4** Position programs and service delivery to be unique, competitive and responsive to customer needs and expectations.
- STRATEGY #5** Reduce barriers to participation in Department programs and services.
- STRATEGY #6** Maximize effectiveness of communication with existing and potential customers.
- STRATEGY #7** Create social connections and strong sense of community within neighborhoods.

In addition to these strategies, it was determined that the Department should promote and support programs that meet the *specific needs* of the following market segments:

- i. Families (parents and children)
- ii. Young Adults, 25-44 years, without children
- iii. Adults, 45-64 years
- iv. Older Adults, 65 years and better

Based on the results of the assessment and industry trends it is recommended the Department realign existing programs and create new offerings to promote and support the following:

- i. Effective communications with residents and marketing strategies that consider product, positioning, place, price and targeted promotion.
- ii. Positive youth development and strong families.
- iii. Healthy lifestyles and wellness.
- iv. Active lifestyles involving sports and fitness.
- v. Events to celebrate community milestones, enhance community pride, encourage sharing of cultural traditions and contribute to economic development.
- vi. Fun and safe enjoyment of water activities.
- vii. Personal enrichment and participation in hobbies, leisure pursuits, and self-help activities.
- viii. Sense of community and strong neighborhood social connections.
- ix. Appreciation of nature and participation in unique and adventurous outdoor recreational activities.
- x. Appreciation of fine arts, performing arts, dance and music.
- xi. Preservation and interpretation of Dublin's culture and heritage.

More detailed information about the recommended strategies and goals can be found on pages 24 to 43 of the attached draft Strategic Plan document.

In order to garner resident input, Staff presented the draft Strategic Plan at four public meetings including the Youth Advisory Committee, Senior Center Advisory Committee, Heritage and Cultural Arts Commission and the Parks and Community Services Commission meetings. Invitations to the meetings and copies of the draft document were sent to participants from the Needs Assessment, as well as hundreds of households in the Department's customer database.

The draft Strategic Plan was well received and recommended for approval by all of the Advisory Committees and Commissions. The input received during the public meetings will be helpful as Staff begins to identify objectives to accomplish the strategic goals identified in the Strategic Plan.

**RECOMMENDATION:** Staff recommends the City Council receive the report and adopt the Strategic Plan, or provide direction on modifications.

# PARKS & COMMUNITY SERVICES STRATEGIC PLAN 2008-2018



11/18/2008

City of Dublin, California

*The City of Dublin promotes and supports a high quality of life that ensures a safe and secure environment, fosters new opportunities and provides responsive fair treatment to our diverse community.*

## ACKNOWLEDGMENTS

### City Council

Janet Lockhart, Mayor  
Tim Sbranti, Vice Mayor  
Kasie Hildenbrand  
Tony Oravetz  
Kate Ann Scholz

### Parks and Community Services Commission

Sue Flores, Chairperson  
Steve Jones, Vice Chairperson  
Alan Elias  
Rich Guarienti  
Angela Muetterties  
Joseph Van Loon, Student Commissioner

### Heritage and Cultural Arts Commission

Eric Swalwell, Chairperson  
Anita Carr, Vice Chairperson  
Mary Beth Acuff  
Kim Halket  
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Connie Mack  
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*Written by Paul McCreary, Assistant Director of Parks and Community Services*

### **The following Consultants prepared the studies related to the Needs Assessment:**

National Research Center Inc., Research Consulting Firm  
Nancy Kaiser, Executive Consultant/Staff Retreat Facilitator

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# Parks & Community Services Strategic Plan 2008-2018

CREATING COMMUNITY

## EXECUTIVE SUMMARY

### Overview

In 2007 the City Council undertook a comprehensive needs assessment to better understand the parks and recreation needs of the community. The primary purpose of the needs assessment was to provide a community-based assessment of the recreation programs currently offered and recommendations for future programs that should be designed and implemented. The data and information received from the needs assessment was used to develop this strategic plan to focus the development and delivery of Department parks, facilities and programs over the next ten years to best meet resident interests in recreation, heritage and cultural arts.

Dublin has a current population of over 42,000 and is one of the top-five fastest growing communities in California. This rapid growth mode is expected to last at least another 15 years at which time the population at build-out of the City is expected to exceed 70,000. With this fast growing population have come significant demographic and cultural changes. Dublin is a more diverse, affluent and well-educated community than it was 20 years ago when the Parks and Community Services Department was formed.

Dublin is a relatively young community, with primary market segments including adults without children, families, baby boomers and older adults. Recent residential development has increased the number of households living in high-density attached housing. With less personal outdoor space, residents living in higher density housing may have different types of demands related to parks and recreation. Additionally the City has been successful at meeting State requirements for provision of housing for residents of lower income. As the City grows it will be important the Department balances its program offerings and service delivery to meet the needs of residents of all backgrounds, abilities and economic status.

## Research Methodologies

The research was conducted by the National Research Center, which since 1981 has been conducting survey research for government. All of the consultants assigned to the project have graduate or doctorate degrees in fields that make them experts in quantitative and qualitative data collection and measurement.

Data was collected using several different methods. The first step in the needs assessment was to conduct 30 one-on-one interviews with a wide variety of stakeholders including the Mayor and City Council Members; the Chairpersons of the Department's Commissions and Advisory Committees; City of Dublin executive, supervisory and line employees; Community Leaders such as the School District Superintendent and Chamber of Commerce President; Dublin employers and citizens at large. The script was designed to gain an understanding of the current and future needs of the City, as well as feedback on current programs, services and facilities provided by the Parks and Community Services Department.

The second step in the needs assessment process was conducting a mail-in survey. The purpose of the survey was to understand resident perception of current and potential features of Dublin's Parks and Community Services Department. The survey allowed residents to rate the quality of life in Dublin, as well as parks and recreation amenities and service delivery. Respondents were able to provide feedback on what parks and recreation services they would like to see offered in the future, current leisure activities and general barriers to participation. The survey was created using ideas generated from the Key Informant Interviews and City staff.

Approximately 3,000 households within the City limits were selected to participate in the survey using a stratified, systematic sampling method on addresses within carrier routes. About 9% of the surveys were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 2,726 eligible households, 452 completed the survey, providing a response rate of 17% and a margin of error of +/- 5%.

While the mail-in survey provided a glimpse at what residents think about parks and community services, it did not explain why they think it. Three focus groups made up the next stage of the needs assessment to gain a better understanding of residents' reasons behind their ratings and priorities, the factors influencing people's decisions to participate and sources of residents' information about parks and recreation in Dublin. Three resident groups were identified as target participants for the three focus groups. The first group was composed of residents who lived around Bray Commons Park and were between the ages of 25 and 40. This group was selected to determine if there were differences in the needs of those living in higher density housing. The second group contained parents who were new customers with the Parks and Community Services Department since January 2007. The final focus group was dedicated to adults between the ages of 45 and 60, referred to as "Boomers" in this report. A total of 21 residents participated in the focus group phase of the assessment.

## Key Findings

In all three phases of the needs assessment, there was an overwhelming sense the Department is doing a good job of meeting resident expectations and promoting and supporting a high quality of life in the community. Perceived strengths included the variety of programs, quality facilities and park maintenance, and responsive customer service.

Overall, residents were pleased with the community and the City's parks and recreation offerings. Quality of life ratings were positive and higher than average compared to comparative ratings for other cities. Customer service and communications were also viewed favorably. Seven in 10 felt the City's customer service was excellent or good. Respondents consistently reported the parks and facilities were well-maintained, accessible and clean. Activities and events were perceived as well organized with quality instruction offered at a reasonable cost. It was generally reported that Dublin's recreation offerings were on par with the private sector and neighboring communities. Several respondents indicated the Department has developed strong partnerships, which provides quality instruction at a much lower cost than the private sector.

Residents placed high value on parks, open space and multi-use trails. When asked about spending levels on City services there were only two areas respondents were interested in expanding spending including open space preservation, and park acquisition and development. Respondents' top priority for park amenities was multiple-use trails, with 89% indicating trails are "essential" or "very important." This was consistent across subgroups, including different ages and geographic location of residence in Dublin. Other top priorities for park amenities included passive areas such as lakes and open space meadows, lighted sports fields, group picnic areas and shade structures. The least important park amenities included cricket fields, lacrosse fields, bocce ball courts and volleyball courts.

At least half of the respondents indicated that a gymnasium, outdoor water park, community theatre or a social hall/ rental space were "essential" or "very important". A fitness center with exercise and weight machines, a game room, a community theatre and an outdoor water park were most frequently rated as a number one priority. The least important facilities among respondents were a café/juice bar, indoor running track, rock climbing wall and dance studio. There was a common theme in all three assessments that the existing Dublin Swim Center was outdated and in need of modernization.

Respondents to the mail-in survey were asked to rate the classes and activities that were most essential for the Department to offer. The area rated as the most essential or very important was cultural festivals and events (56%). This was followed by adventure trips/outdoor recreation (54%), science/math/engineering classes (47%), student academic tutoring (47%), nutrition/weight loss training (47%), cooking classes and culinary events (44%), hobby/special interest and social clubs (44%), and nature programs (43%).

Programs deemed as least essential and rated by the greatest number of respondents as not at all important include synchronized swimming (74%), cricket (73%), lacrosse (69%), flag football (62%), and water polo (60%).

Across all three assessments common barriers to participation included being too busy working and not having enough time. This correlates to the fact that 71% of respondents to the mail-in survey are working full-time, and 31% are commuting at least one hour each day. This coupled with the fact that 33% of respondents indicated the days or times of activities are inconvenient, underscores the challenge of providing programs for dual career households. When asked about scheduling preferences, 70% of respondents indicated that Saturday mornings were the most convenient to participate in a class or activity. This was followed by Saturday afternoon (68%) and weekday evenings (67%).

For parents of school aged children, having childcare available, especially during the summer was important. Currently most of the camps offered are only half-day programs which don't meet the needs of working households. Location was also an important factor in deciding to participate in parks and recreation activities. For some, east to west travel seems difficult. For others, neighborhood proximity was most important. Some still felt Dublin was small enough to get around for recreational classes and activities.

Interestingly there were 42% of respondents indicating they never participate in any of the Department's activities or facilities, even outside of Dublin. This means that it is likely over 40% of residents will never be customers of the Department.

Top customer expectations and essential program characteristics appear to be quality of instruction/teaching, having fun, safety, cleanliness of facility and competitive price. It is interesting to note that quality instruction is more important than competitive price. This may indicate that customers would be willing to pay more for higher quality. Other important customer expectations included flexible scheduling and the ability to drop in, ease of registration and responsive customer service.

Across all the assessments residents are very likely to get their information from the quarterly edition of "The Guide". Other popular methods included direct mail (78%), City of Dublin website (74%), and the DublinRecGuide.com website (66%). The least likely sources included Community Television (22%), other television stations (24%), flyers from schools (34%), and SFGate.com/BayInsider.com and other what-to-do websites (34%).

## Proposed Strategies

The Department employees met for a retreat to review the results of the needs assessment and discuss potential strategies to move the Department forward over the next ten years. The results of the assessment, staff insights, and empirical research were used to develop seven broad strategies to guide the provision of programs and services, which are as follows:

- STRATEGY #1** Develop unique, aesthetically appealing parks and facilities that provide flexible spaces and safe environments to recreate.
- STRATEGY #2** Promote and support environmental stewardship and protect environmental resources.
- STRATEGY #3** Implement programs that are popular with the core customer market segments and are responsive to community and industry trends.
- STRATEGY #4** Position programs and service delivery to be unique, competitive and responsive to customer needs and expectations.
- STRATEGY #5** Reduce barriers to participation in Department programs and services.
- STRATEGY #6** Maximize effectiveness of communication with existing and potential customers.
- STRATEGY #7** Create social connections and strong sense of community within neighborhoods.

In addition to these strategies, it was determined that the Department would promote and support programs that meet the specific needs of the following market segments:

- i. Families (parents and children)
- ii. Young Adults, 25-44 years, without children
- iii. Adults, 45-64 years
- iv. Older Adults, 65 years and better

Based on the results of the assessment and industry trends it is recommended the Department re-align existing programs and create new offerings to promote and support:

- i. Effective communications with residents and marketing strategies that consider product, positioning, place, price and targeted promotion.
- ii. Positive youth development and strong families.
- iii. Healthy lifestyles and wellness.
- iv. Active lifestyles involving sports and fitness.
- v. Events to celebrate community milestones, enhance community pride, encourage sharing of cultural traditions and contribute to economic development.
- vi. Fun and safe enjoyment of water activities.
- vii. Personal enrichment and participation in hobbies, leisure pursuits, and self-help activities.
- viii. Sense of community and strong neighborhood social connections.
- ix. Appreciation of nature and participation in unique and adventurous outdoor recreational activities.
- x. Appreciation of fine arts, performing arts, dance and music.
- xi. Preservation and interpretation of Dublin's culture and heritage.

## Implementation and Evaluation

Implementation of the strategic plan will require re-allocating some existing Department resources to better align programs and operational procedures to support the seven broad strategies identified in the plan. Additional resources such as staffing, contracted services, facilities, and equipment may also be necessary to support the implementation of portions the plan. Based on the City's existing process for allocation of new resources, it is recommended that implementation of the strategic plan be folded into the City Council's annual Goals and Objectives Program.

It is recommended the Department create an annual report for the public showing its progress on the implementation of the plan. The annual report should be made available in print and on the web, as well as presented to the City Council and the Department's various Commissions and Advisory Committees.

Although this is a ten-year plan, it is recommended the Department undertake a process every five years to obtain feedback on how the Department is meeting citizen needs and provide data to update the plan as needed.

## COMMUNITY ANALYSIS

This section provides an overview of the community and how it has changed since the 2000 census. These changes can affect Department planning, programming and management.

### Demographic Profile of Dublin

According to the Census, in 2000 Dublin had a total population 29,633 (including group quarters such as the correctional facility). At the time Dublin was the smallest City in the Tri-Valley region, including the neighboring cities of San Ramon and Pleasanton, as well as Danville and Livermore. According to 2008 California Department of Finance estimates, Dublin's population has surged to 46,934 (including group quarters) which is a 58% increase since 2000.

The growth in population has dramatically changed the community's demographics. One of the key changes has been the expanded diversity of races and ethnic backgrounds within the community. According to the 1990 Census, Dublin's population was primarily blue collar and Caucasian (70%). Based on estimates for 2008 provided by ESRI Community Data, Caucasians now account for 55% of the population (ESRI website). From 2000 to 2008, Dublin has become an increasingly diverse community. In particular the Asian and Pacific Islander population grew 2,440 (78%), while the Hispanic population grew by 2,830 (71%) and African Americans by 918 (30%). This added diversity is valued by the City and supports the Council's vision of Dublin becoming, "a distinctive place in the region, highlighting culture, diversity and civic stewardship to create a broad mosaic. This mosaic is enriched by the integrating of cultures, races and economic diversity into neighborhoods - forming a common network that welcomes both residents and businesses alike; supporting the efforts and achievements of all".

The population in 2000 had higher levels of educational attainment than in 1990. While in 1990 only 21% of the population had a college degree, by 2000 that had grown to 48%. In fact, the number of residents with college degrees grew by over 77% during that period, while the number of residents that had solely attained a high school diploma grew by only 2.5% percent. In addition the percent of the population that had executive, management or professional occupations increased from 31% in 1990, to 58.4% in 2000, which is higher than the national average of 27%. This has lead to increases in the median household income and per capita income. These changes in educational level, occupation and income can lead to changes in program demand and the service delivery needs of the community.

Dublin is a relatively young City with a median age of 34.3 years in 2000, making it the youngest population in the Tri-Valley, and beating the national average which is 36.4. The largest age group in Dublin is those 35 to 44 years (22.8%), followed closely by those 25 to 34 years (21.3%).

## Psycho Demographic Profiles

ESRI ([www.esri.com](http://www.esri.com)) has developed a market segmentation system classifying U.S. neighborhoods based on socioeconomic and demographic composition. This helps explain customer diversity, describes lifestyles and life-stages, and incorporates other data such as demographic, business, and market potential data. This helps profile customers, better understand consumer behavior, determine the most successful customer markets and product mixes, and reveal underserved markets. The following are the top three market segments in Dublin. This can influence Department program planning, marketing and service delivery options.

- “Enterprising Professionals”

*This fast-growing market is home to young, educated, working professionals, with a median age of 32.4 years. Single or married, they prefer newer neighborhoods with townhomes or apartments. This segment is ranked second of all the Community Tapestry markets for labor force participation, at 75 percent. Their lifestyle reflects their youth, mobility, and growing consumer clout. Residents rely on cell phones and PCs to stay in touch. They use the Internet to find their next job or home, track their investments, and shop. They own the latest electronic gadgets. Leisure activities include yoga, playing Frisbee and football, jogging, going to the movies, and attending sporting events. These residents also travel frequently, both domestically and overseas (ESRI, 2008).*

- “Boomburbs”

*The newest additions to the suburbs, Boomburbs communities are home to younger families who live a busy, upscale lifestyle. The median age is 33.7 years. This market has the highest population growth at 5.3 percent annually – more than four and one-half times the national figure. Most households have two earners and two vehicles. This is the top market for households to own projection TVs, MP3 players, scanners, and laser printers as well as owning or leasing full-sized SUVs. It is the second-ranked market for owning flat-screen or plasma TVs, video game systems, and digital camcorders as well as owning or leasing minivans. Family vacations are a top priority. Popular vacation destinations are Disney World and Universal Studios, Florida. For exercise, residents play tennis and golf, ski, and jog (ESRI, 2008)*

- “Urban Chic”

*Urban Chic residents are well-educated professionals living an urban, exclusive lifestyle. Most own expensive single-family homes. Married-couple families and singles comprise most of these households. The median age is 42 years. Urban Chic residents travel extensively, visit museums, attend dance performances, play golf, and go hiking. They use the Internet frequently to trade or track investments or to shop, buying concert and sports tickets, clothes, flowers, and books. They appreciate a good cup of coffee while reading a book or newspaper and prefer to listen to classical music, all-talk, or public radio programs. Civic minded residents are likely to volunteer in their communities (ESRI, 2008).*

## NEEDS ASSESSMENT

The primary purpose of the needs assessment was to provide a community-based assessment of the recreation programs currently offered and recommendations for future programs that should be designed and implemented. Engaging residents in focus groups and conducting a statistically valid survey provided a comprehensive community-based description of recreation program issues, needs and recommendations. The *expected outcomes* of the assessment were to:

- Assess satisfaction levels with the quality, quantity, and management of existing programs, services, parks and facilities.
- Determine current resident usage levels of programs and facilities and appropriateness of when and where these services are offered.
- Identify the community's interest in the addition of future facilities.
- Identify future interests regarding the implementation of new programs and services that meet the needs of the community and respond to new trends in the leisure services industry.
- Determine how effective the City of Dublin is at communicating its products and services and disseminating relevant information to current and potential customers.
- Obtain general demographic characteristics of both users and non-users, and identify perceptions of the various market segments and cultural/ethnic groups of Dublin's programs, parks and facilities.
- Identify what prohibits non-users from taking advantage of the City of Dublin's services, and if they participate in other similar activities not sponsored by the City of Dublin.
- Investigate how citizens wish to use their discretionary time and how the City may provide recreational opportunities that takes into account the economic and time constraints of the community.
- Provide residents the opportunity to offer suggestions, comments, and concerns about the opportunities provided to them by the City of Dublin.

## Key Informant Interviews

The first step in the needs assessment was to conduct 30 one-on-one interviews with a wide variety of stakeholders including the Mayor and City Council Members; the Chairpersons of the Department's Commissions and Advisory Committees; City of Dublin executive, supervisory and line employees; Community Leaders such as the School District Superintendent and Chamber of Commerce President; Dublin employers and citizens at large. The script was designed to gain an understanding of the current and future needs of the city, as well as feedback on current programs, services and facilities provided by the Parks and Community Services Department.

## Methodology

City staff in collaboration with the National Research Center, Inc. (NRC) developed an interview script. The City staff selected the interviewees, all stakeholders in the community, and NRC conducted the telephone interviews. Interviewees were encouraged to provide honest feedback and received assurance that their responses would be completely confidential. Results were analyzed using quantitative and qualitative techniques.

## Key Findings

- Dublin's Parks and Community Services Department appears to be doing well in the eyes of community stakeholders.
- City of Dublin employees, local employers and residents all spoke highly of the Department, the staff, program offerings, festivals, events and facilities.
- Perceived strengths included the variety of programs, quality facilities and park maintenance, excellent customer service, and responsiveness to citizen input.
- Respondents were generally unfamiliar with Dublin Parks and Community Services' efforts to reach the "harder to reach" populations, especially people that speak languages other than English.
- Stakeholders generally believed efforts to reach the harder to reach populations may become increasingly necessary as the community becomes more diverse.

Respondents consistently reported the parks and facilities were well-maintained, accessible and clean. Activities and events were perceived as well organized with quality instruction offered at a reasonable cost. It was generally reported that Dublin's recreation offerings were on par with the private sector and neighboring communities. Several respondents indicated the Department has developed strong partnerships, which provides quality instruction at a much lower cost than the private sector.

Key Informants collectively described customer service as responsive. The recent addition of the dog park, skate park and cricket pitch were all mentioned as evidence of the Department's responsiveness and willingness to expand facilities based on community input and need.

Areas of improvement often mentioned by interviewees included the need to add more facilities and meeting space, and expand teen programming. Additional gym facilities and a new sports park were desired. Many interviewees felt the existing Dublin Swim Center was outdated and in need of modernization.

In the area of arts and cultural opportunities, respondents reported that Dublin did not have as much to offer as surrounding communities. Several respondents suggested that Dublin create its own niche, some kind of arts and cultural opportunity not available in surrounding communities.

Half of the key informants felt it was important to make promotional materials available in multiple languages.

## Mail-In Survey

The second step in the needs assessment process was conducting a mail-in survey. The purpose of the survey was to understand resident perception of current and potential features of Dublin's Parks and Community Services Department. The survey allowed residents to rate the quality of life in Dublin, as well as parks and recreation amenities and service delivery. Respondents were able to provide feedback on what parks and recreation services they would like to see offered in the future, current leisure activities and general barriers to participation. The survey was created using ideas generated from the Key Informant Interviews and City staff.

### Methodology

Approximately 3,000 households within the City limits were selected to participate in the survey using a stratified, systematic sampling method on addresses within carrier routes. Attached housing units were over-sampled to compensate for detached housing unit residents' tendency to return surveys at a higher rate. An individual within each household was randomly selected to complete the survey. Households received three mailings of the survey. Completed surveys were collected for eight weeks.

About 9% of the surveys were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 2,726 eligible households, 452 completed the survey, providing a response rate of 17%.

National Research Center, Inc. (NRC) maintains a database of comparative resident opinion data comprised of perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. NRC quantitatively integrated the results of Dublin's survey with those that others have conducted. This provided normative comparisons when similar questions on the Dublin survey were included in NRC's database and there are at least five other jurisdictions in which the question was asked.

### Confidence Intervals

The mail-in survey had a 95 percent confidence level, which is no greater than plus or minus five percentage points around any given percent reported for the entire sample (452 completed surveys). As part of the analysis, subgroups were defined, such as location of residence (east or west of Dougherty Road). Other examples of subgroups created for analysis were respondent age groups (18 to 34, 35 to 54 and 55+) and primary language spoken in the household (English or a non-English language).

Results for subgroups are less precise than for the total sample of the survey. For each specific demographic subgroup the margin of error rises to as much as plus or minus 15% for a sample size of 44 (in smallest – households whose primary language was not English) to plus or minus 7% for 207 completed surveys (in largest – residents living on the east side of Dublin).

## **Respondent Demographics**

There were 452 households that participated in the mail-in survey. The largest group of respondents were ages 25 to 34 (34%), followed by ages 35 to 44 (29%) then ages 45-54 (18%). It is interesting to note that although those respondents of possible child rearing years made up 81% of the sample, only about 20% have children or teens in the household. Approximately one in four respondents was of the baby-boomer age, while 6% were 65 and older.

In regards to length of residency, 55% of respondents had lived in Dublin five or less years, with 14% of respondents moving here within the past year. On the other end of the spectrum, 26% of respondents had lived in Dublin for 11 or more years. For housing type, 53% of respondents lived in detached single family homes, while 47% lived in attached higher density units such as apartments and condominiums. This higher percentage of attached housing is unique in the suburban Tri-Valley region.

When asked about the total household income before taxes 27% of respondents earn \$150,000 or more, and 28% of respondents earn between \$100,000 and \$149,999. Another one-third of respondents earned between \$50,000 and \$99,000, while 12% earned under \$50,000.

The two major respondent races in the sample were White/European American/Caucasian (69%) and Asian or Pacific Islander (26%). There were 4% of respondents indicating they are Hispanic/Spanish/Latino. In 91% of households, English is the primary language spoken. Other languages include Cantonese, Mandarin, Spanish, and Tagalog.

A significant proportion of the respondents are working full time (71%) and part time (10%). Of those who are not working 8% are homemakers, 8% are retired, 2% are students, and 1% are unemployed and looking for work. Only 13% of respondents worked in Dublin, and 6% work from home.

## **Key Findings**

### **QUALITY OF LIFE AND CITY SERVICES**

Overall, residents were pleased with the community and the City's parks and recreation offerings. Quality of life ratings were positive and higher than average compared to comparative ratings for other cities. Customer service and communications were also viewed favorably. Seven in 10 felt the City's customer service was excellent or good, and two-thirds felt the City communicated parks and recreation information effectively.

In general, respondents felt that Dublin should continue the current level of spending for each of the services they were asked to rate, which may be attributable to resident satisfaction with City services. There were two areas respondents were interested in expanding spending including open space preservation, and park acquisition and development.

## EXISTING PARKS AND FACILITIES

Respondents were also asked to rate various recreation facilities. The quality of the parks and the quality of the sports fields were rated higher than the national benchmark. The Dublin Senior Center had the highest quality ratings, and received a higher rating than the average of other communities across the country. The Dublin Public Library had the highest percentage of use by respondents with 95% of respondents rating it as excellent or good.

The Dublin Swim Center received the lowest ratings, but was still considered excellent or good by the majority of respondents. Residents in western Dublin were more likely to give positive quality ratings to the Swim Center than those living in eastern Dublin.

## EXISTING DEPARTMENT PROGRAMS

Programs in which the most respondents had participated included the Summer Concert Series (83), Winter Concert Series (83), Youth Sports Programs (62), Swim Lessons (60), and Heritage Center Event/Program (42). Programs with the least amount of participation by respondents included Shamrock Preschool (10), Student Union (10), Senior Center Lunch Program (14), Teen Special Events (14) and Junior Warriors Youth Basketball (17). Therefore, when assessing the quality ratings, it is important to consider the number of respondents providing that opinion.

For the programs with the most participation, there is a much higher ratio of good rather than excellent responses. This indicates that although customers value existing programs and services, there is still room for improvement, which could be tied back to customer expectations.

Programs that received the most favorable ratings included the Shamrock Preschool, Dublin Heritage Center, Concert Series, Senior Center activities, trips and the lunch program.

The Dublin Swim Center swimming lesson program had the highest percentage of respondents (12%) rating the program as poor. However, the swim lesson program was rated as excellent or good by 63% of those who had taken lessons during the past twelve months.

## FUTURE PARK AMENITY PRIORITIES

Respondents' top priority for park amenities was multiple-use trails, with 89% indicating trails are "essential" or "very important." This was consistent across subgroups, including different ages and geographic location of residence in Dublin. Other top priorities for park amenities included passive areas such as lakes and open space meadows, lighted sports fields, group picnic areas and shade structures. The least important park amenities included cricket fields, lacrosse fields, bocce ball courts and volleyball courts.

### FUTURE FACILITY PRIORITIES

At least half of the respondents indicated that a gymnasium, outdoor water park, community theatre or a social hall/ rental space were “essential” or “very important.” The least important facilities among respondents were a café/juice bar, indoor running track, rock climbing wall and dance studio.

Respondents were also asked to indicate their top three priorities for facilities. A fitness center with exercise and weight machines, a game room, a community theatre and an outdoor water park were most frequently rated as a number one priority. Residents living in western Dublin were more likely to give a higher importance rating to a community theatre.

### CURRENT RECREATIONAL HABITS OF RESPONDENTS

The activities in which residents already most frequently participate in at a City of Dublin park or facility rather than another facility include hiking/walking (66%) and running (40%). It is likely the high level of participation in hiking/walking and running is why residents place such high value on multi-use trails.

Fitness training such exercise classes and weight training were more likely to have been done at a private facility than at either a City of Dublin facility or other public facility. This is likely because there are no municipal fitness/wellness centers in the Tri-Valley. However, developing a fitness center was ranked by the highest number of respondents as a number one priority.

Another key finding was that attending a play or concert, touring a museum or historic site, and visiting an art gallery or exhibition was done more frequently at other public facilities rather than those operated by the City of Dublin. This correlates to the low priority ranking for an art gallery facility, as these needs are being met elsewhere. However a community theatre is considered essential or very important by 52% of respondents.

### ESSENTIAL CLASSES AND ACTIVITIES

Respondents were asked to rate the classes and activities that were most essential for the Department to offer. The area rated as the most essential or very important was cultural festivals and events (56%). This was followed by adventure trips/outdoor recreation (54%), science/math/engineering classes (47%), student academic tutoring (47%), nutrition/weight loss training (47%), cooking classes and culinary events (44%), hobby/special interest and social clubs (44%), and nature programs (43%).

Programs deemed as least essential and rated by the greatest number of respondents as not at all important include synchronized swimming (74%), cricket (73%), lacrosse (69%), flag football (62%), and water polo (60%).

When comparing responses by location, residents on the eastern side of the City placed higher importance on activities such as adult soccer, cricket, cycling/spin classes, foreign language classes, cultural festivals/events, and music lessons. This may be due to the higher level of diverse

racers and ethnic backgrounds in eastern Dublin. The higher demand for festivals may be due to the higher proportion of new residents living in eastern Dublin, who may be moving to the community seeking these types of events that create a sense of community and help them make connections to others in the City.

#### REASONS FOR NON-PARTICIPATION

Respondents were asked to indicate the frequency of use in the past twelve months of various City programs and facilities. For households that are not using City facilities or programs, most respondents (48%) indicated they are too busy and do not have enough time. This may correlate to the fact that 71% of respondents are working full-time, and 31% are commuting at least 30 minutes each way. In addition 33% of respondents indicated the days or times of activities are inconvenient, which underscores the challenge of providing programs for dual career households. When asked about scheduling preferences, 70% of respondents indicated that Saturday mornings were the most convenient to participate in a class or activity. This was followed by Saturday afternoon (68%) and weekday evenings (67%).

There were 42% of respondents indicating they never participate in any of these types of activities or facilities, even outside of Dublin. This means that it is likely over 40% of residents will never be customers of the Department.

#### CUSTOMER EXPECTATIONS

Respondents were asked about their top expectations for Department programs. Essential program characteristics included quality of instruction/teaching, having fun, safety, cleanliness of facility and competitive price. It is interesting to note that quality instruction is more important than competitive price. This may indicate that customers would be willing to pay more for higher quality. Other important customer expectations included flexible scheduling and the ability to drop in, ease of registration and responsive customer service. The least important expectation was availability of private lessons; however 67% still valued individualized attention from the instructor.

#### INFORMATION SOURCES

Residents were asked which sources of information they were most likely to use for information and parks, recreation and cultural arts activities provided by the City. Three in five respondents were very likely to get their information from the quarterly edition of "The Guide", while 90% indicated they were very likely or somewhat likely to use The Guide. Other popular methods included direct mail (78%), City of Dublin website (74%), and the DublinRecGuide.com website (66%). The least likely sources included Community Television (22%), other television stations (24%), flyers from schools (34%), and SFGate.com/BayInsider.com and other what-to-do websites (34%).

## Focus Groups

While the mail-in survey provides a glimpse at what residents think about parks and community services, it does not explain why they think it. Three focus groups made up the next stage of the needs assessment to gain a better understanding of residents' reasons behind their ratings and priorities. Other outcomes were to understand more fully the types of activities in which people participated; the types of programs and facilities residents would like to see in Dublin, the factors influencing people's decisions to participate and sources of residents' information about parks and recreation in Dublin.

### Methodology

Three resident groups were identified as target participants for the three focus groups. The first group was composed of residents who lived around Bray Commons Park and were between the ages of 25 and 40. This group was selected to assess the needs of those living in higher density housing. The second group contained parents who were new customers with the Parks and Community Services Department since January 2007. The final focus group was dedicated to adults between the ages of 45 and 60, referred to as "Boomers" in this report.

Residents living near the Bray Commons Park neighborhood were mailed postcards to alert them to the upcoming focus group. Additionally, flyers were posted throughout the neighborhood, focusing on high visibility areas, such as grouped mailboxes at apartment complexes. The Boomer group, consisting of adults who were between 45 and 60 years of age, was recruited through flyers posted around the city, at community centers, and through an advertisement in the City's quarterly activity guide. Approximately 125 parents were randomly selected from a database of new customers. Participants for the parent focus group were recruited through email.

Residents could call or email to schedule participation in the focus groups. Focus groups were scheduled for approximately 90 minutes each and a thank you gift of \$40 was given to each participant. NRC worked with City staff to develop three focus group scripts. The focus group scripts shared many common themes with a few unique questions and probes designed for each group. The Bray Commons Park group had four participants, the Boomer group had 12 participants and the Parent group had five. Participation was less than anticipated due to several no-shows. Groups were lead by a facilitator; and all groups were audio recorded and later transcribed. The transcripts were then analyzed qualitatively.

### Key Findings

The focus groups were asked about the types of recreational activities they participate in, including those provided by the City, by private companies or activities they did on their own. Adults in all three groups currently participate in walking, running, biking, basketball, softball, yoga, tennis and weight lifting. Children participated in soccer, dance, basketball, judo, Spanish classes and swimming.

There were some perceived barriers to participation in Department activities identified by the focus groups. Cost was discussed by both the Boomers and Parents groups. There were some of the boomers that felt the City activities were more expensive than activities offered by the private sector, while people in the other groups felt that classes offered by private entities were more expensive than the City.

Scheduling was an obstacle to participation for all three demographics. Adults mentioned it can be difficult to find the time to commit to an eight-week long class. When asked if the commitment of time required inhibited them from enrolling, most participants felt commitment was less of an issue than cost. Participants suggested timing programs to fit with work schedules, and coordinate parents' programs so that corresponding kids' activities are held at the same time. Most participants in all groups wanted additional wellness activities unrelated to exercise, such as cooking, meditation, massage, gardening and lectures. Most Boomers preferred to be active in the morning, noting that the temperature is too hot later in the day to enjoy outdoor activities.

For parents of school aged children, having childcare available, especially during the summer was important. Currently most of the camps offered are only half-day programs which don't meet the needs of working households. One participant mentioned a problem with classes being cancelled on a regular basis due to lack of enrollment. Another participant mentioned safety and the need to provide responsible adult supervision for the after school recreation program.

Location was an important factor in deciding to participate in parks and recreation activities. For some, east to west travel seems difficult. For others, neighborhood proximity was most important. Some still felt Dublin was small enough to get around for recreational classes and activities.

Nearly all focus group participants knew about or had attended the St. Patrick's Day and Day on the Glen festivals. Residents appreciated the entertainment and wide variety of activities. There was a perception by some focus group participants that there was not enough parking available for the St. Patrick's Day Festival. Participants had attended several festivals and activities in other cities, including summer concerts, antique fairs, street festivals and farmer's markets.

When discussing new recreation facilities and where to deliver services, most Boomers were in favor of a single, upscale facility, centrally-located with state-of-the-art amenities. On the other hand, residents in the other two groups would prefer having programs and facilities scattered throughout Dublin with basic amenities, such as bathrooms, lighting and competent instructors.

Some residents noted that the new Shannon Community Center will be more convenient for those living in western Dublin. Boomers preferred the Shannon Community Center to the Senior Center, as there seemed to be a stigma associated with the word "senior," and it was unclear as to which programs at the Senior Center were for the general public as opposed to the senior population. When classes were for the general public but offered at the Senior Center, extra effort should be taken to let everyone know that the class is not age restricted.

For recreation information a majority of the participants used *The Guide* and felt it was an extremely useful tool. It was considered easy to read, well-organized and focused. The City’s website was mentioned by many others. Other sources included local newspapers, newsletters, word-of-mouth, the library and the Senior Center.

At the end of each focus group meeting, participants were asked to name one thing, regardless of cost that Dublin must have. Following is a summary of the responses.

| Boomers  | Parents   | Adults by Bray Commons  |
|--|---|---|
| <ul style="list-style-type: none"> <li>▪ A single, upscale facility</li> <li>▪ Olympic pool</li> <li>▪ Farmer’s market</li> <li>▪ New location for the St. Patrick’s Day festival</li> <li>▪ More parking for activities and festivals</li> <li>▪ Cultural center that includes a stage for plays and theater</li> <li>▪ Transit-oriented development</li> </ul> | <ul style="list-style-type: none"> <li>▪ Telephone registration</li> <li>▪ Better supervision</li> <li>▪ Full-day schedules during summer</li> <li>▪ More structured programs (i.e., playing soccer games instead of just the kicking ball)</li> <li>▪ Timing of classes (i.e., to facilitate parent-child schedule coordination)</li> <li>▪ Different cancellation policies</li> </ul> | <ul style="list-style-type: none"> <li>▪ A labyrinth</li> <li>▪ Racquetball courts</li> <li>▪ A bigger dog park, separate from the playgrounds</li> <li>▪ Trails for people with disabilities</li> <li>▪ Better lighting around the city</li> </ul> |

## PARK AND RECREATION FACILITY INVENTORY AND DEVELOPMENT PLAN

The City has adopted several documents that guide the development of parks, trails, open space, and community facilities. These plans include the General Plan, Eastern Dublin Specific Plan, Parks and Recreation Master Plan, Citywide Bikeways Master Plan, Heritage and Cultural Arts Long Range Plan, Emerald Glen Park Master Plan, Fallon Sports Park Master Plan, and the Historic Park Master Plan. Following is a summary of the existing parks and community facilities, those planned for development over the next five years, and those planned for the eventual build-out of the City to the estimated population of 71,000 residents.

### Park System

The City's current park system includes 122 acres of open space areas, 16 City parks and six School parks totaling 165.9 acres. At the build-out of the City the total amount of developed park land will increase to over 360 acres. Implementation of the Eastern Dublin Specific Plan and Parks and Recreation Master Plan will significantly increase the amount of public and privately held open space.

The Parks and Community Services Department manages park planning, development and operations. The Public Works Department coordinates park maintenance. Several desirable features of the park system include new playground equipment that meets safety and accessibility requirements, group picnic areas, a skate park, numerous soccer fields and baseball diamonds, a cricket field, concession stands, lighted tennis and basketball courts, and two parks with areas for dogs to run off leash.

During the next five years the Department will be planning for the opening of the following parks:

- Dublin Historic Park – Phase I
- Fallon Sports Park – Phase I
- Schaefer Ranch Neighborhood Park
- Passatempo Neighborhood Park
- Eastern Dublin Planning Area Neighborhood Park
- Wallis Ranch Park

Development of these new parks and others planned for eastern Dublin will be dependent on pace of development and collection of park development impact fees. Based on the Parks and Recreation Master Plan there will be two more community parks, nine more neighborhood parks, and three neighborhood squares. Acquisition and development of the Western Hills Regional Park and Open Space is planned in partnership with the East Bay Regional Park District. The timing of acquisition of this large swath of acreage is dependent on the interest in the land owners to sell the property, or provide access via an easement.

## Community Facilities

The Parks and Community Services Department currently manages the operations of several community facilities including:

- Dublin Civic Center Regional Meeting Room
- Dublin Heritage Center
- Dublin Public Library Community Room
- Dublin Senior Center
- Dublin Swim Center
- Emerald Glen Activity Center
- Stager Community Gymnasium (in partnership with Dublin Unified School District)

In addition to providing programs and services at these City facilities, the Department also utilizes School District facilities to deliver programs and services, and coordinates scheduling of community use of School District facilities and fields.

Based on the 2008-2013 Capital Improvement Program, the following City facilities will be developed during the next five years:

- Shannon Community Center
- Kolb Ranch House and Barn
- Emerald Glen Recreation and Aquatic Complex

According to the Parks and Recreation Master Plan other facilities needed to serve the recreational and cultural needs of the City at build-out include:

- Emerald Glen Community Center
- Cultural and Performing Arts Center

The City plans to use development impact fees to fund the construction of the Emerald Glen Community Center. A funding source has not been identified for the Cultural and Performing Arts Center.

The School District is using bond funds and development impact fees to renovate existing schools and construct new schools in eastern Dublin. Although the School District's primary purpose is education, the District views these as community facilities. This may provide opportunities for joint-use projects between the City and School District.

## Private Recreation Facilities

During the past few years there has been a noticeable expansion in the number of private providers of recreational programs in Dublin and neighboring market areas. The Department partners with some of these companies to provide classes such as Dublin Iceland, Earl Anthony's Dublin Bowl, Dublin Ranch Golf Course and Chords and Notes Music Studio. Other private recreational providers currently serving the Dublin market include the American Swim Academy (indoor swim lesson facility), private cabana clubs and pools, children's entertainment/party venues, martial arts and dance studios, and several health clubs including Fitness 2000, 24 Hour Fitness, and Club Sport Pleasanton.

There are a variety of home-based and commercially operated child care facilities in Dublin. However demand continues to be more than the available supply of spaces. This includes the Extended Day Child Care (EDCC) program which is located on each elementary school campus and provides before and after school care.

It is anticipated the increase of private recreation providers will continue in the future. Club Sport will be developing a health club as part of the Grafton Square development. Other recreational facilities have been proposed for the possible Towers development at Tassajara and Interstate 580.

The Health Care industry also has interest in developing hospitals and medical facilities in Dublin. Kaiser has purchased a large parcel adjacent to interstate 580, just east of Tassajara. There is also the potential for another hospital adjacent to the Palo Alto Medical Foundation. These facilities could provide additional opportunities for partnerships on health and wellness programs.

## RECOMMENDED STRATEGIES AND GOALS

Following the completion of the Needs Assessment, a consultant was retained to conduct a Department Staff Retreat to review the assessment results, discuss the vision of community and Parks and Community Services in 2018, and identify strategies for achieving that vision. The results of the assessment, staff insights, and empirical research were used to develop seven broad strategies to guide the provision of programs and services, which are as follows:

|                    |   |
|--------------------|---|
| <b>STRATEGY #1</b> | Develop unique, aesthetically appealing parks and facilities that provide flexible spaces and safe environments to recreate.    |
| <b>STRATEGY #2</b> | Promote and support environmental stewardship and protect environmental resources.  |
| <b>STRATEGY #3</b> | Implement programs that are popular with the core customer market segments and are responsive to community and industry trends. |
| <b>STRATEGY #4</b> | Position programs and service delivery to be unique, competitive and responsive to customer needs and expectations.             |
| <b>STRATEGY #5</b> | Reduce barriers to participation in Department programs and services.   |
| <b>STRATEGY #6</b> | Maximize effectiveness of communication with existing and potential customers.  |
| <b>STRATEGY #7</b> | Create social connections and strong sense of community within neighborhoods.   |

An overview of these recommended strategies and goals are covered in the following pages.

## STRATEGY #1

*Develop and maintain unique, aesthetically appealing parks and facilities that provide flexible spaces and safe environments to recreate and bring peace and re-creation*

### RECOMMENDED STRATEGIC GOALS

- a. Support opportunities to develop trails and passive park amenities, and when feasible provide public access to privately held open space areas.
- b. Encourage use of parks for fitness and provide pathways, trails and exercise equipment where feasible.
- c. Provide lighting for outdoor park facilities where appropriate to expand access and use.
- d. Provide group picnic areas for rental by the community.
- e. Incorporate shade structures into existing and new parks.
- f. Continue to implement Parks and Recreation Master Plan to ensure the proper balance of sports fields and recreation facilities to meet the needs of the community at build-out.
- g. Complete construction of the Shannon Community Center and plan for the re-use of the Emerald Glen Activity Center.
- h. Develop the Dublin Historic Park and relocate the historic Kolb ranch buildings to the site.
- i. Develop a state-of-the-art Recreation and Aquatic Complex at Emerald Glen Park with core community amenities including a gymnasium, outdoor instructional pool with water park features, competitive swimming pool, and flexible spaces initially used to accommodate a game lounge, fitness equipment, aerobics, fitness and wellness classes, babysitting, birthday party rentals, and food/beverage concessions.
- j. Evaluate need to develop a Cultural Center and Theater
- k. Plan for the ongoing renovation and modernization of existing parks and facilities, and identify funding sources to make improvements.
- l. Monitor opportunities that would be beneficial for the City to develop and/or operate facilities in partnership with other public or private organizations.

The results of the needs assessment clearly indicate that residents are interested in the development of parks, open space and recreation facilities. According to the National Research Center, this is similar to nationwide trends for similar communities. The results of the mail-in survey which demonstrates residents place high value on multiple use trails, and passive park amenities such as lakes, meadows and open space areas. This strategy and related goals will help support the City Council's Strategy #4 to create an open space network that ensures environmental protection and provides public access where appropriate. It also supports City Council Strategic Goal #4B to create open space connections and trails where appropriate; #3B to ensure a wide range of transportation options for the community; and, #4C to implement the open space policies of the Eastern Dublin General Plan Amendment and Specific Plan.

Parks need to be planned and managed for the intersecting goals of preservation, recreation, education, and economic development and revitalization (Bray, 1994). Parks play an integral part in the development of positive social values among residents. Residents' interest in group picnic areas serves as a method to stimulate socialization and outdoor recreation. Cultural parks such as the Dublin Historic Park become a vehicle for sharing cultural heritage and telling the story of the City for future generations (Bray, 1994). Development of the Historic Park will also help accomplish Council Strategic Goal #6A to expand and enhance the Dublin Historic Park.

Additionally, parks contribute positively to economic vitality. In particular studies have shown that prices of high density units such as condos and townhomes increase with additional proximity to parks (Dehring and Dunse, 2006). However there are generally no price effects from park proximity for lower density housing, suggesting the City should consider the scale and density of surrounding development when planning the locations of future parks and open space areas (Dehring and Dunse, 2006).

According to the mail in survey provision of shade in parks is considered essential or very important by two-thirds of respondents. This is congruent with a growing national trend for of people who will do almost anything and spend large amounts of money to protect themselves from the sun (O'Sullivan, 2008).

Residents are also seeking indoor facilities where they can develop and support active and healthy lifestyles, celebrate special occasions, and enjoy performing arts. As a developing city, Dublin has an opportunity to use state-of-the-art design and construction to create unique and sustainable facilities. This strategy and related goals help support City Council Strategy #6 to develop dynamic community facilities that provide unique recreational and cultural experiences in the region. It also supports City Council Strategic Goal #6B to develop a state-of-the-art Recreation and Aquatic Complex.

Selection of highly qualified architectural teams will be critical to effectively seize this opportunity. Facilities that are poorly planned, designed, or constructed may limit the programs that can be offered; make the facility harder to operate, maintain, and supervise; and significantly increase the exposure to risk (Seidler, 2006). Communities are beginning to use public buildings in more ways than their original designers intended (Pierce, 1996). Therefore it will be important that future facilities are designed with flexible spaces that can be adapted to changes over time.

The strategic goals reflect the park and facility development projects currently in process, and those outlined in various City planning documents for the future. These include the Shannon Community Center, Emerald Glen Recreation and Aquatic Center, Dublin Historic Park, Fallon Sports Park and various neighborhood parks and squares.

Another facility identified in the needs assessment as a high priority was a community theater. Currently the City does not have funding for this project, and it is not anticipated to begin in the next ten years. With the opening of the Shannon Community Center and the Barn at the Dublin

Historic Park, the Department will have opportunities to expand City operated performing arts classes and programs. Within the next five years the School District will also be constructing a new theater at Dublin High School, which may provide community theater groups with another venue to host performances.

## STRATEGY #2

*Promote and support environmental stewardship and protect natural resources.*

### RECOMMENDED STRATEGIC GOALS

- a. Closely monitor opportunities to acquire and preserve open space.
- b. Implement the City's Green Building Ordinance in relation to facility development.
- c. Expand use of renewable energy sources.
- d. Model best practices in how to best manage facilities and programs in areas such as waste reduction, recycling, water and energy conservation, indoor air quality, green cleaning practices and environmentally friendly supply and equipment requisition.
- e. Support implementation of the City's Bikeways Master Plan.
- f. Facilitate carpooling to city sponsored programs, classes and events.
- g. Facilitate learning about the environment and invite the public to be active participants in stewardship programs.

Sustainability is becoming the prominent social and economic movement of the decade. "Meeting the needs of the present without compromising the ability of future generations to meet their own needs" will permeate every aspect of resident lifestyles, business infrastructures, and other societal constituencies (French, 2008). According to research by Nielsen, across all American demographic segments there is a common cultural belief that government needs to adopt long-term plans for sustainability (French, 2008). Lots of companies have become green-oriented leading consumers to become more skeptical and demand proof that a company is actively reducing its carbon foot print. This could lead to questions from Department customers about the content of foods served at camp, recycling at events, and air quality in recreation facilities (O'Sullivan, 2008).

Conservation and renewable resources should be carefully evaluated for all park and recreation facility development. As sustainability continues to move into the mainstream, the incremental cost difference of a premium green facility is now minimal (Carels, 2008). Many green facilities actually deliver long-term savings due to reduced energy consumption and operating costs; green schools can save \$100,000 per year on average (Carels, 2008). The end result is that the additional up front capital outlay for a green component will often pay for itself sooner. Other benefits include reduced operating and maintenance costs, reduced energy and water use, reduced pollution and reduced landfill waste (Carels, 2008).

Another area for focus should be efficient use of water. Increasing population and changing climate conditions are creating water shortages (Halal, 2006). The State of California is trying to determine how to renovate and expand the water system, and is even building 13 desalination plants. However expansion alone will not be enough to ensure an adequate water supply. This should be considered for park and facility design, as well as operations.

Solar is becoming one of the most viable and effective sources of renewable energy. It is also the most applicable to park and facility development. What is boosting solar as an effective source is the use of new hybrid photovoltaic and thermal solar systems, which create electricity and heat for air and water. This could provide recreation buildings with hot water or air depending on the season and the building temperature (Tripanagnostopoulos, 2007). However effective cost benefit analysis should be done for any proposed solar project. If determined feasible, yet capital outlay is a problem, the City should research other options for acquisition and installation of solar equipment. At a minimum, when designing new parks and facilities infrastructure should be included for future expansion of solar to structures that have conspicuous spaces that would be effective for collecting solar power.

The Department can help protect the environment in many simple low cost ways by implementing the best practices of other public agencies. A thorough review of organizational policies and practices could identify areas that need further research. Another way the Department can help protect the environment is by reducing vehicular trips to programs, classes and events. Goals to support this strategy include partnering with public transit for events, supporting the implementation of the Bikeways Master Plan to develop trail connections to parks and facilities, and establishing a means to facilitate carpooling by program participants.

Another way to support environmental stewardship is to make equipment readily available at parks and facilities for residents who want to try new recreational activities. The Department could rent or loan recreation equipment so residents don't have to buy more stuff to store in over-crowded closets and garages (O'Sullivan, 2008).

## STRATEGY #3

*Implement programs that are popular with the core customer market segments and are responsive to community and industry trends.*

### RECOMMENDED STRATEGIC GOALS

- a. Promote and support programs that meet the specific needs of the following market segments:
  - i. Families with children
  - ii. Adults, 25-44 years, without children
  - iii. Boomer Adults, 45-64 years
  - iv. Older Adults, 65 years and better
- b. Re-align existing programs and create new offerings to promote and support:
  - i. Effective communications with residents and marketing strategies that consider product, positioning, place, price and targeted promotion.
  - ii. Positive youth development and strong families
  - iii. Healthy lifestyles and wellness
  - iv. Active lifestyles involving sports and fitness
  - v. Events to celebrate community milestones, enhance community pride, encourage sharing of cultural traditions and contribute to economic development.
  - vi. Fun and safety in and about the water
  - vii. Personal enrichment and participation in hobbies, leisure pursuits, and self-help activities.
  - viii. Sense of community, strong neighborhood social connections and effective communications with residents.
  - ix. Appreciation of nature and participation in unique and adventurous outdoor recreational activities.
  - x. Appreciation of fine arts, performing arts, dance and music.
  - xi. Preservation and interpretation of Dublin's culture and heritage.
- c. Actively seek venues and partnerships to expand community festivals and events.
- d. Expand activities available for teens.

Based on the Department's current customer base, community demographics, and anticipated growth patterns, four primary market segments have been identified. The Department's current customer base is primarily comprised of families with children, and the majority of programs and marketing focus on this market segment. While the Department's focus is primarily on families with children, only 35% of Dublin households had children at the time of the 2000 Census. In fact of the 452 households responding to the mail in survey, only 28% had children under age six, and merely 20% had youth or teens ages six to seventeen.

Focus groups indicated this percentage appears to be declining and neighborhoods are not “turning over” anymore because older residents are staying in their homes due to the high cost of housing. This trend is demonstrated by the recent closure of Nielsen Elementary due to lack of student population in that older established neighborhood. The high cost of housing may also be preventing some families from residing in Dublin, and forcing them to lower cost areas. With a much greater percentage of households without children, it will be important for the Department to adapt to these changes and provide more balance serving the needs of adults without children.

### **Family Market Segment**

However as the City grows, the Department should still plan for an increase in the number of children in the community. In fact Federal statistics indicated that 2007 was a record breaking year for births in the United States. The 2007 birth rate rivals the record set in 1957 during the original post World War II baby boom (O’Sullivan, 2008). The Department should follow this boom closely and plan for program capacity accordingly.

Based on the needs assessment data, it appears that in a significant majority of Dublin families, both parents are working. Therefore recreation programs for children that support the needs of working parents are a necessity. Many focus group participants noted the need for more full-day camp options when school is not in session. Additionally with 50% of the mail-in survey respondents indicating they commute, flexible hours and registration options are important.

The University of Michigan conducts annual polls to determine what parent concerns about children. According to the July 2008 poll childhood obesity was the #1 concern among adults surveyed; last year obesity ranked in the number three spot. Obesity ranked higher than both drug abuse and smoking. Other serious parent concerns included bullying, internet safety, chemicals in the environment and not enough opportunities for physical activity (University of Michigan, 2008).

According to the New York Times, discussion about the importance of play has become prevalent among parents. Parents are concerned children are not playing like they did. This is due to increased academic demands, and reduction in recess and physical education in schools (Henig, 2008). In fact according to the *Journal of Physical Education, Recreation & Dance* demand for high school sports participation is increasing while available spots decrease due to funding constraints. This could be an underserved teen market the City could further pursue. A concern voiced by psychologists is over-scheduling of children with homework and other commitments (Henig, 2008). Parents want their children to have playtime but balance that with the notion that additional education in science, math, music, and language provide an edge for college (Henig, 2008).

Another trend is that fathers today spend a great deal more time with their kids than in the 1970’s. This is a great opportunity to further develop the Department’s family-oriented programs and events (O’Sullivan, 2008). This could partially explain the high success rate of the new family special event series the Department created in 2007.

### **Adults without Children Market Segment**

This market segment is comprised of 25 to 44 year olds and is the smallest group of existing Department customers. This may be due to the fact that currently more programs and promotions focus on youth and families. This market segment appears to be a good target customer for the Department. According to ESRI it is a fast growing market of young, educated, working professionals, with a median age of 32.4 years. Single or married, they prefer newer neighborhoods with townhomes or apartments, and therefore are most likely clustered in the eastern part of Dublin near Emerald Glen Park. It is estimated that 75% are in the workforce (ESRI, 2008).

Members of this market segment expect quality experiences and have a keen interest in health, fitness and self help classes. The Department should focus on planning programs for this segment such as yoga, Pilates, playing frisbee and football, jogging, and fitness training (ESRI, 2008). Based on the needs assessment data, it appears this market is more likely to go to a private facility for these types of activities. However, after the Emerald Glen Recreation and Aquatic Complex is open, it will provide a viable alternative to the high-end fitness clubs. Based on the qualities of this generation compared to boomers, the Department needs to substantially change current programs and service offerings to address the new world view of adults younger than Boomers (O'Sullivan, 2008). For example many cities have shifted from traditional adult sports leagues in basketball and softball, to less traditional offerings such as dodge ball, kick ball, and other pickup games (O'Sullivan, 2008). This may be a great strategy to start connecting with this market segment.

### **Baby Boomer Market Segment**

Based on the 2000 census the baby boomers make up approximately 20% of the Dublin population. According to ESRI, currently about 30% of the population within one-mile of Shannon Park are baby boomers, while about 21% of the population surrounding Emerald Glen Park are boomers (ESRI, 2008). This market segment is primarily made up of married-couple households with a median age of 42. This group travels extensively, visits museums, attends dance performances, plays golf, and goes hiking.

For the past three years the Department has been offering more programs at the Senior Center targeted toward the older boomers. However, as was confirmed by the boomer focus group, this market segment does not have interest in attending programs at the Senior Center. However many are serving as caregivers and may need the Senior Center for a parent. Another trend is the increasing number of boomers that are providing care for dependents including children and elderly parents, which is expected to increase 20% by 2050 (Passel and D'Vera Cohn, 2008). Additionally, more boomers, especially women are continuing to work past age 55 (O'Sullivan, 2008). When the Shannon Community Center opens, the Department has an opportunity to better serve this segment than with just the existing Senior Center.

One of the interesting trends with current boomers is the fact that married couples are participating in recreation and leisure activities more independently than previous generations. Spouses are now more likely to have different hobbies, recreational interests and even vacations. This is somewhat generational, but also due to the fact that women have started earning more money (Chatzky, 2006). In the past it would have been dinner and movie for a married couple of this age. The Department should consider this opportunity to develop programs that support personal enrichment, socialization and participation in hobbies and leisure pursuits by groups of men and women.

### **Older Adult Market**

The older adult market is the currently the smallest market segment in the community. When aging the 2000 Census data by eight years, this market segment makes up approximately 11% of Dublin's population. However over the next ten years this market segment will continue to expand since the 80+ generation is the fastest growing demographic group in the United States (O'Sullivan, 2008).

This market segment is living different lifestyles than prior generations as they have greater choice and freedom. Older adults are working and living at home independently longer than previous groups (O'Sullivan, 2008). With this group working longer and having less financially secure retirements than their parents, there are some recent trends related to the health and wellness of older adults. According to a 2008 report on the well being of older Americans, the Federal Interagency Forum on Aging-Related Statistics indicates that the proportion of time spent with sports, exercise, recreation, socialization and travel declines with age. Americans age 75 and older spent a higher proportion of their leisure time reading, relaxing and thinking than did those ages 55 to 64. On an average day, most Americans age 65 and older spent at least half of their leisure time watching television. Over the past ten years, this has contributed to a 9% increase in the percentage of people age 65 and older who are obese.

Another problem facing older adults is the rising cost of healthcare and prescriptions. One potential solution is to increase physical activity levels among older residents. "Physical activity provides a proven, non-drug intervention that improves health" (Blair et al., 1995; Gregg, Pereira, & Casperson, 2000). Research also shows that physical activity has great potential to help decrease healthcare costs by improving overall health (Pate et al., 1995). However research has shown that older adults tend to drop out of physical activity programs (Dishman & Sallis, 1994). The City has an opportunity to provide programs for older adults that target health risks such as osteoporosis and cardiovascular disease (Orsega-Smith et al., 2008).

## STRATEGY #4

*Position programs and service delivery to be unique, competitive and responsive to customer needs and expectations.*

### RECOMMENDED STRATEGIC GOALS

- a. Develop programs, staff and Department policies to satisfy core customer expectations including:
  - i. Quality instruction
  - ii. Having Fun
  - iii. Safety
  - iv. Clean facility
  - v. Competitive Price
- b. Provide high-quality, experienced staffing and independent contractors to provide first rate instruction, supervision and customer service.
- c. Educate public that Parks and Community Services activities are the most fun, effective way to improved health and wellness.
- d. Become a resource for finding other residents with similar recreational interests to form social groups for walking, hiking, biking and playing sports.
- e. Package Department programs to serve as wellness programs for local employers.
- f. Develop a cost recovery policy to provide a method for determining appropriate pricing for programs based on market comparison, qualifications of instructor, estimated registration and revenue, overhead costs, and community benefit.
- g. Position the Shannon Community Center as a premier regional rental facility for social events.
- h. Position the Fallon Sports Park as a premier tournament facility.

This strategy is intended to align programs and services with the needs, wants, desires and problems of residents. These strategic goals will help guide the development of unique programs and service delivery methods that satisfy core customer expectations and are competitive in the market. It will be critical to keep on top of trends to ensure programs, packaging and delivery remain consistent with changing customer needs.

According to the mail in survey, the top expectation of respondents is high quality staffing and instruction. Fun, safety and clean facilities were the next set of top expectations. Rounding out the top five was competitive price. Based on this data it appears the quality of the experience is more important than the cost. Therefore promotional messages should focus on these elements of quality and when appropriate affordability. The focus on the quality of the experience may be particularly effective for adults without children and the baby boomer market segments.

The key to the success of any Department program is the leadership provided at each site, class and event. This leadership is sometimes provided by employees and other times by independent contractors with specialized skills. In some instances volunteers provide the leadership. The Department needs to place an emphasis on recruiting and retaining high quality employees, independent contractors and volunteers to provide programs and services.

The older boomer segment is an excellent base for employment and volunteer opportunities. Because many are moving on to a new life-stage they are more interested in making a contribution to the community (O'Sullivan, 2008). Many are looking for an "encore career" after retirement, seeking an income and jobs where they can make a positive contribution. (O'Sullivan, 2008). For volunteers the Department has to better promote the benefits of the meaningful volunteer opportunities available.

Another key will be to expand employee orientation and training programs to enhance employees' knowledge, skills and abilities as it relates to their assigned program and position, and ensure they understand the City's high standards related to the provision of friendly and responsive customer service. This should be extended to independent contractors to prepare them to be also effective representatives of the Department.

In addition to preparing people for duty, the Department needs to actively audit and monitor programs and classes for quality assurance. Research has proven the value of knowing more about customer expectations, as well as the importance of constantly evaluating those expectations to be able to respond to changes (Robinson, 2003). There is little doubt that quality management and its associated techniques have become an integral part of the management of public services. Public park and recreation agencies understand the need to improve the quality of their service provision to meet increasing customer expectations and mitigate increased competition from private service providers (Robinson, 2003). Research has provided evidence of the positive effect of quality management on the delivery of recreation programs and facilities (Robinson, 2003).

The International Organization for Standardization (ISO) also recognizes this need to have a customer-focused approach to the provision of programs and services. The ISO outlines best practices as, "researching and understanding customer needs and expectations, ensuring that the objectives of the organization are linked to customer needs and expectations, communicating customer needs and expectations throughout the organization, measuring customer satisfaction and acting on the results, systematically managing customer relationships, and ensuring a balanced approach between satisfying customers and other stakeholders" (ISO, n.d.).

Currently to evaluate customer satisfaction, the Department primarily uses a lengthy two-page customer satisfaction survey. The survey needs to be shortened to focus on customers' satisfaction in the areas of their top expectations. Department supervisory employees also need to visit classes and programs for quality assurance, in particular focusing on newer programs.

The Department should annually assess the satisfaction of new customers from each of the market segments. Research has shown that many long held maxims in customer service are not necessarily true. The first is that "given two equally-priced options, the customer will choose the one with the higher expected quality" (Rust et al, 1999). Perceived risk is what discounts this theory, as a "higher expected quality can be outweighed by greater perceived variability" (Rust et al, 1999). Therefore the City should pay more attention to its newer and potential less loyal customers, because differences in quality will have the greatest impact on this group (Rust et al, 1999). Additionally it may be more effective to give new customers trial experiences, rather than trying to advertise (Rust et al, 1999). Another evaluation technique could be a Mystery Shopper Program. Since the City is most concerned with the opinions of new customers, a group of about 30 households (or 10% of the new customers in 2007), would be invited to serve as mystery shoppers.

Program pricing is an important decision factor for households. It will be crucial the Department's programs are priced competitively and position the Department as an organization that can help households have affordable fun locally.

Based on the needs assessment results, customers place a high value on fun experiences. Fun is fundamental to health and the Department should take advantage of the edge it holds in that arena (O'Sullivan, 2008). People are no longer interested in being told what they should or should not do, and are already stressed by the demands of daily living, so programs and services should be positioned and promoted as "pleasure positive" (O'Sullivan, 2008). It will be a challenge to create and promote this message among the distractions of modern life.

In several of the previous strategies there is a focus on healthy lifestyles and environments. Therefore Department programs and services need to be positioned and packaged around healthy living. Earlier there was reference to rising health care costs, and more and more Americans without health insurance, or forgoing expensive prescriptions for self-help cures. This concept of "Heal Yourself Healthcare" is potentially an area the Department could provide unique solutions as people shift back to people being responsible for keeping themselves healthy (Celente, 2008).

The growing realization that physical inactivity is a serious health crisis for children is resulting in the acceptance of new approaches (O'Sullivan, 2008). For example the addition of skateboarding into school PE curriculums demonstrates the shift from competitive team sports to a variety of alternative wellness activities such as yoga, martial arts, rope climbing that are more appealing to today's youth (MSNBC, 2006). Children's beliefs and practices are also shifting which is an opportunity for the Department. According to the NPD Group, cookies are no longer the number one snack for youth having been replaced by fruit. Youth are now less apt to have soft drinks, ice cream, candy, cake, and fruit juice than the youth of 20 years ago. Parents are now more likely to give snacks such as fruit rolls, gummy pieces, crackers, granola bars, and bottled water. (Source: NPD Group). The Department should ensure programs are positioned to promote healthy eating, by changing vending machine offerings and snacks for youth programs (O'Sullivan, 2008).

The Department should also position its sports, fitness, and health and wellness programs to serve the needs of employees working in Dublin. The Department has recently utilized this concept to expand participation in adult sports programs by forming teams of City employees. This has been well received, particularly by the 25 to 45 adult market segment.

Over the next five years the City will be planning for the opening of several new parks and facilities including the Shannon Community Center, Dublin Historic Park, Emerald Glen Recreation and Aquatic Complex and the Fallon Sports Park. The facilities will all be unique, state-of-the-art, green and aesthetically pleasing. It will be important the Department properly position and promote these facilities to take advantage of their unique characteristics and amenities. If done properly, these facilities all have the potential to increase revenue for the Department. The City's Green Building Ordinance requires that City facilities be constructed to earn a silver level certification from the U.S. Green Building Council's "Leadership in Energy and Environmental Design" (LEED) program. The LEED certification should be utilized to position the Department as a green organization and consider those qualities in program and service delivery.

## STRATEGY #5

*Reduce barriers to participation in Department programs and services.*

### RECOMMENDED STRATEGIC GOALS

- a. Provide flexible participation options such as ability to drop in, purchase a pass, or commit to a longer session.
- b. Expand the number of full-day programs when school is not in session.
- c. Provide youth programs or child care in tandem with adult classes to increase participation by parents.
- d. Provide fee assistance for youth programs for households with lower income.
- e. Strategically schedule facility spaces during primetime hours to ensure working households have access to popular programs and services.
- f. Provide health, wellness and fitness programs during early morning and late evening hours to improve access for working adults.
- g. When feasible provide programs in two or more locations to provide easier neighborhood access to programs and reduce vehicular trips and traffic.

The needs assessment identified time as one of the largest barriers to participation in recreational activities. With dual income households and long commutes, households have limited discretionary time available for recreation and leisure. This is consistent with national trends that show time remains a high priority for making the most of leisure experiences particularly among more affluent consumers (O'Sullivan, 2008). The Department needs to consider how time affects each of the target market segments to more effectively schedule programs and services. Because time is a limited resource for households, the Department needs to consider ease of registration, limited amount of time needed for preparation, and flexible participation options. When feasible, program packages should include the necessary supplies and equipment rental to make it easier for people to participate (O'Sullivan, 2008).

Childcare was another common barrier to participation for family households. It was clear that providing children's activities or babysitting in tandem with adult classes would increase the likelihood of participation. This not only affects the traditional market of mothers, but also fathers and grandparents. For boomers and older adults many are struggling with the demands of being a caregiver for a parent or spouse. As noted earlier, this trend is expected to grow significantly as the boomers age.

During the next ten years it will be critical for the Department to establish funding for a youth fee assistance program. Initially the fee assistance should be focused on quality of life programs. The first priority should include programs that make it easier for parents of lower income families to go to work and earn a living, such as after school recreation programs and day camps. The second priority should be for swimming lessons. According to the Centers for Disease Control, youth are

at high risk for drowning, which remains the second-leading cause of unintentional injury-related death for children ages 1 to 14 years. Additionally the rate of drowning among low income and ethnic minority groups is alarmingly higher. If the amount of the donations to fee assistance program grows, then consideration could be given to adding programs that meet other youth development needs.

Finally another barrier to participation for some residents is location. Although there is not a clear majority of residents leaning one way or the other on the issue, a large segment of the population view travel from east to west in the City as a potential barrier to service, depending on the time of day. The Department needs to carefully plan the time and place(s) in which programs will take place. It will be important to promote both convenient times and locations whenever possible. These decisions should take into account the attributes of each market segment.

## STRATEGY #6

*Maximize effectiveness of communication with existing and potential customers.*

### RECOMMENDED STRATEGIC GOALS

- a. Develop and implement an annual Department marketing plan based on the core market segments and products.
- b. Evaluate methods for maximizing the effectiveness of reaching current and potential customers with promotional messages.
- c. Closely monitor trends in consumer adaptation of technology and expand use of electronic promotions when feasible.
- d. Expand Department outreach and promotions at City events to gain new customers.
- e. Produce Department introductory pamphlets in key languages to help new community members better understand the programs and services offered by the Department; monitor the need for other bi-lingual materials.
- f. Develop customer appreciation programs to retain existing customers.
- g. Continue to monitor effectiveness of techniques used to promote programs, events and services, and make adjustments in the annual promotions plan.

The results of the needs assessment show that the Department's Activity Guide is the most commonly used method for finding out information about recreation and cultural activities. The Guide was found to be user-friendly and informative. The next most popular source of information is the City website and DublinRecGuide.com website. These three promotional methods were currently by far the most utilized by residents. However in the Key Informant Interviews, Focus Groups and Public Input Workshop, there was still the sense the Department needs to expand its breadth and penetration of promotional techniques. Many respondents indicated there are a lot of great programs but not enough people know about them. In fact only about 20% of respondents to the survey had actually used Department programs and facilities. Granted about 40% of respondents indicated they would never participate in programs, but there are still a lot of other residents that have not been reached.

Although the Activity Guide was rated highly by participants in the needs assessment, the Department needs expand promotions beyond the Guide. It will be important to become more targeted with promotions to ensure key messages are reaching the various market segments. For example, as noted in previous sections the Department's promotional materials are primarily geared towards families and children. It may be beneficial to have two different quarterly publications with unique covers and promotional messages that speak to different market segments. This would make a young adult without children more likely to pick up The Guide and quickly find programs to satisfy their needs.

The Department needs to keep up with trends in electronic communication and customer preferences. During the past few years there has been a mobile technology explosion, which has provided reasonably priced and effective online advertising, making it is easy for consumers to access products and services locally (O'Sullivan, 2008). Recent development of targeted e-mail distribution lists to customers with specific interests has also proven to be an effective tool to increase awareness and participation.

In order to achieve this strategy the Department needs to focus more of its resources on promotion and improved coordination among Department staff. The Department has made enhancements in this area over the past two years with successful results. Although there is a graphics technician that has enhanced the appeal of the Department's visual communications, more of the Department's resources need to be focused on enhancing marketing efforts to better target and penetrate customer markets.

## STRATEGY #7

*Create neighborhood social connections and a strong sense of community.*

### RECOMMENDED STRATEGIC GOALS

- a. Develop ability to find others in the community with similar recreational interests.
- b. Conduct programs and events in neighborhood parks.
- c. Develop mobile recreation programs to deliver services in a variety of locations throughout the community.

The focus of this strategy on creating neighborhood social connections indirectly supports the City Council Strategic Goal #1C to strengthen the identity of “villages” in the community. Corporate America has embraced the importance and potential power of sense of community upon people (O’Sullivan, 2008). Examples include Applebee’s and Starbuck’s who claim to be the best in the neighborhood. The term “neighborhood” is endearing because it gives people a sense of place (Horovitz, 2008). According to advertising psychologists, times of global stress cause people to yearn for a sense of community. Belonging to a neighborhood becomes an important value for residents (Horovitz, 2008). It is noted that if organizations position themselves as part of the neighborhood they need to actually get involved in neighborhood activities or will turn off customers (Horovitz, 2008). Therefore the Department needs to make an effort to help people who are constantly plugged into technology, and those spending most of their day commuting and working, to become connected with the community and their neighbors.

The results of the mail-in survey show that over 85% of respondents rated safety in parks as excellent or good. The Department needs to capitalize on this strength and promote its parks as safe and serene places to facilitate these neighborhood connections (O’Sullivan, 2008). The widespread involvement in mobile recreation by many California communities has been one technique that has help connect children, parents and neighborhoods. Other techniques for using parks and facilities as places to create community include quarterly neighborhood special events, creation of a park watch program as an addition the Police Department’s neighborhood watch. The Department should also consider distributing summer camp programs held at community parks to more of the neighborhood parks.

Another focus could be expanding the Department’s role in leisure facilitation. This could be accomplished using online services that promote leisure education, support people in acquiring new activity skills and a greater appreciation for the importance of leisure (O’Sullivan, 2008).

As people have become more connected with technology, there has been a trend in the development of online social network communities, which connects people with similar interests (Hopkins, et al., 2004). The Department should apply this technology in its operations to help residents meet new friends and like-minded people in the community. This can help them join

and form groups to participate in a variety of recreational and leisure activities at City parks and facilities, and other locations. For example someone who is new to the community could find someone else near Emerald Glen Park to start playing tennis with on Sunday evenings. A social network community is a powerful tool for organizations to target customers in a stimulating and effective way (Bernoff and Li, 2008).

Social network communities often grow through viral marketing. The members of the community will invite their friends, and hence you can reach a large number of people with a very limited marketing budget (Bernoff and Li, 2008). Typically once members connect within a social network community they will stay there (Hopkins, et al., 2004). This would help the Department more effectively recruit and retain customers.

The success of social network communities has demonstrated the enormous demand of Internet users for this kind of service such as LinkedIn (professional networking), e-Harmony (dating), and FaceBook (social). However, lots of people have found existing social network communities to be too general, broad and unfocused (Bernoff and Li, 2008). Therefore many people are looking for a niche social network community built around a specific topic, industry or interest. Top areas of interest include sports (e.g. soccer, golf basketball, sailing, etc.), hobbies and interests (horses, dogs, gardening, handicrafts, etc.), and health related support (patients, caregivers, etc.) (Bernoff and Li, 2008). The more focused a social network community is on a particular niche, the higher the rate of success (Bernoff and Li, 2008).

The Department needs to explore how to implement this technology to help accomplish many of the strategies and goals identified in this Strategic Plan. Not only could it be used to facilitate interest-based connections in the community, it could be used for certain program implementation. For example the Department has a traditional model for conducting adult sports leagues (i.e. ten week season, you play every Tuesday at 8:00 p.m.). For some people their schedules may be varied and some weeks Tuesdays would work, but sometimes Thursdays may be better. Using this technology with tennis as a model, individuals or teams could sign up for a quarterly tennis league, enter their availability and preferred location(s) for play. They would then have ten weeks to schedule eight matches with others in the online league. They could search for others that had similar schedules and facility preferences. Following the match the score could be posted online to the bracket.

This technology would be a great way to offer services to several of the Department's market segments and be beneficial to the community. It would increase socialization with other people in general, increase use of parks and facilities, and help residents form groups and organize group events.

## IMPLEMENTATION AND EVALUATION

Implementation of the strategic plan will require re-allocating some existing Department resources to better align programs and operational procedures to support the seven broad strategies identified in the plan. Additional resources such as staffing, contracted services, facilities, and equipment will also be necessary to support the implementation of the plan over the next ten years.

Based on the City's existing process for allocation of new resources, it is recommended that implementation of the strategic plan be folded into the City Council's annual Goals and Objectives Program. In November of each year, the Department Staff should meet to review the Strategic Plan and determine objectives to accomplish over the next two years that will help accomplish the various strategic goals. Although the City adopts a one-year budget, it is recommended that the Department always look at least two years out when considering objectives for the upcoming Fiscal Year. This approach, rather than developing a ten year list of specific dates for accomplishment of each goal, will provide the Department more flexibility in responding to environmental conditions, resident needs and political and policy changes. This is the same way the City Council's strategic plan has been implemented.

However without established dates for accomplishment, the Strategic Plan could be in danger of sitting on a shelf and collecting dust. Therefore it is recommended the Department create an annual report for the Department's Advisory Committees and Commissions showing its progress on the implementation of the plan. The annual report should be made available in print and on the web, as well as presented to the City Council and the Department's various Commissions and Advisory Committees. This will add an element of accountability, along with the opportunity to hear from residents each year about their satisfaction with the progress, and if there is a need to make some modifications to the implementation.

Although this is a ten-year plan, the Department should undertake a process every five years to update the plan. The update should include some form of needs assessment and public input process to reconfirm the Department priorities and strategies.

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