

Visioning 2064 Program

FINAL REPORT



February 2015

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Visioning 2064 Program

The City launched the community-led Visioning 2064 Program to develop a general road map with guiding principles for the City to implement over the next 50 years. Five focus area committees were each chaired by a City Councilmember. Six committee meetings were held April through October 2014, at various locations in the City.

A final group session was held on Saturday, December 6, 2014, at the Grant R. Brimhall Library Community Room where approximately 100 people attended. Mayor Fox served as the moderator during the meeting. Each committee was asked to rank their guiding principles in order of importance. The priorities were categorized into Priority A to be implemented in the next 5-10 years, then Priority B in the next 10-20 years, and lastly Priority C principles were for 20 plus years. The following report is a collection of data gathered from the five committees, including groups themes and prioritized guiding principles.

The City of Thousand Oaks would like to thank community members for their participation in the visioning exercise. Your involvement will help guide the City to better prepare for the future.

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OVERALL RESULTS

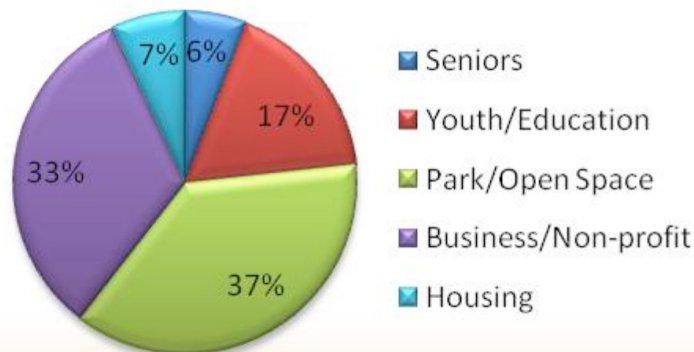
TOP TEN GUIDING PRINCIPLES RANKED BY ALL COMMITTEES

The following ten priorities were based on collective voting from all committees at the December 6 Group Session.

1. Support the development of various mentoring relationships between business, adults, and youth to develop job skills, life skills, and social development
2. Foster an environment that allows students to pursue academic excellence in a safe, healthy (physical and mental), and drug and crime-free atmosphere
3. The City, and its partners, strive to maintain a strong quality life including public safety, education, cultural affairs, health care, open space, and recreation to promote economic vitality
4. Secure additional long-term funding sources to complete the planned ring of open space and trail system around the City
5. Continue commitment to being an environmental leader on topics such as climate change adaptation and reduction, zero waste, zero net energy, water use, and green house gas reduction and develop a Climate Action Plan, including allocation of necessary resources
6. Promote residential responsibility for water conservation
7. Create a pedestrian friendly downtown
8. Continue to promote water conservation in the maintenance of City parks and landscaping
9. Ensure police officers are trained and focused on the need for improved communication skills over physical strength development
10. Continue to protect the City's data and enhance public awareness of privacy and security issues

86 TOTAL GUIDING PRINCIPLES GROUPED INTO COMMON THEMES

All Committees Guiding Principle Themes



General Themes

- Senior Services
- Non-profits
- Civic Engagement/Community Outreach
- Youth
- Education

Guiding Principles by Priority Group

Priority A (5-10 Years)

- Participate in building a unified network of local government, business, schools, and “for profit” and “non-profit organizations” to execute a shared vision to address the needs of an aging population, including collaboration of resources, leveraging of strengths, and encouragement of cohesive partnerships in the most efficient and effective way possible
- Support development of a culture where volunteerism is expected and rewarding and promoting volunteerism within the education, business, and municipal community
- Foster an environment that allows students to pursue academic excellence in a safe, healthy (physical and mental), and drug and crime-free atmosphere
- Support the development of various mentoring relationships between businesses, adults and youth to develop job skills, life skills and social development

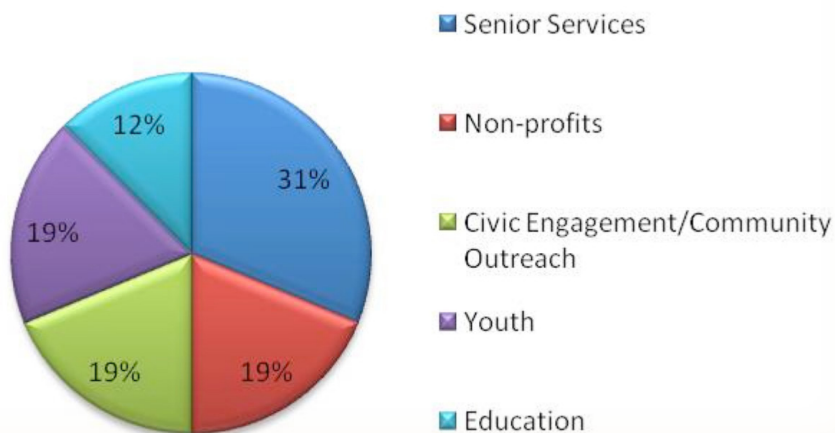
Priority B (10-20 Years)

- While making policy decisions, consider quality of life values to support seniors throughout the aging process (i.e., health, well-being, respect, valued contributions)
- Continue to build upon extraordinary service provided to the senior community by recognizing that a sustained senior community requires an overall sustainable community
- Support efforts, including the use of technology and a clearinghouse of relevant information to effectively communicate and inform all segments of the senior community of services, resources, and opportunities in the community
- Encourage an environment where non-profits can thrive
- Encourage a “Network of Resources” that connects non-profits, businesses and residents (e.g., Community Volunteer Day, Non-Profit Summit, School Introduction to non-profits/service clubs, etc.)
- Through education and the use of technology, promote volunteerism and build a network of collaboration among non-profits for them to assess community needs, address gaps in services, reduce duplication, and effectively allocate services and resources
- Encourage ongoing review of communication methods and resources to engage all segments of the population; review, revise and seek to evolve on a regular basis
- Foster an environment of civic engagement that unites generations to interact in a way that brings forth mutual understanding and respect

Priority B (10-20 Years)

- Continue to engage citizens through face-to-face communication at City locations and community events
- Encourage community collaboration to provide paid employment and volunteer opportunities to the youth population
- Continue to seek opportunities for publicizing youth program availability to both public and private educational institutes, including awareness of public transportation opportunities for greater participation
- Encourage educational institutes to prepare our youth to contribute to society by requiring students to volunteer as part of their curriculum and continuing their academic studies at a University or add value through employment or other contributions to our community

Civic & Community Guiding Principle Themes



Civic & Community's 16 guiding principles were grouped into themes, indicating the most common topic areas of the committee.

General Themes

- Economic Development
- Land Use
- Business Support
- Application Processing
- Quality of Life
- City Infrastructure and Technology
- Housing
- Labor Force and Employment
- Tourism
- Stewardship
- Transparency
- Public and Community Engagement
- Fiscal Sustainability

Guiding Principles by Priority Group

Priority A (5-10 Years)

- Retain current businesses and attract new businesses
- The City, and its partners, strive to maintain a strong quality of life including public safety, education, health care, cultural arts, open space, and recreation to promote economic vitality
- Maintain and improve the City's infrastructure and technological infrastructure to promote economic vitality
- Maintain City assets in a fiscally prudent manner
- Operate in an open and transparent manner to maintain public trust and promote accountability to enhance effectiveness of City operations

Priority B (10-20 Years)

- Be responsive and adaptable to the changing uses of properties within the City
- Provide a seamless application process in order to prevent delays and uncertainties for businesses
- Support businesses to be successful based on changing trends and demographics
- Encourage housing that fulfills the needs of the workforce in the City
- Maintain a strong employment base and anticipate changes in future workforce needs
- Develop annual attractions that celebrate the arts and the cultural characteristics and facilities of the community
- Utilize tourism to enhance the economic and cultural vitality of the greater Conejo Valley
- Educate and engage the community to ensure spending priorities are consistent with the community's expectations
- Develop strategies to continue to provide existing or greater levels of service by achieving fiscal sustainability

Priority C (20+ Years)

- Promote the greater Conejo Valley as a leisure and travel destination

Economy developed action items to execute the above guiding principles.

Action Items

- Develop an economic development strategic plan
- Develop an image for the City to market it as a desirable place to locate a business
- Conduct a survey of all commercial property and business owners and ask about their needs to move forward
- Develop a business-friendly culture within the Conejo Valley
- Respond to current and changing demographic groups
- Survey the community and document the wants and needs of the community members
- Consider amending Measure E to allow additional housing units to be built within the City to promote mixed use
- Expedite the processing of applications requesting changes in zoning of properties
- Hold community meetings to educate community members on land use opinions
- Hire and/or train customer service oriented, knowledgeable, and helpful City staff to assist during the application on process
- Provide clarity on City fees and timing of services up front, so businesses understand the costs and timeline to limit uncertainty
- Survey neighboring and similar sized cities to compare application on process
- Create a fast-track system to expedite the applications on process
- Create an ecosystem to support businesses
- Continue to strengthen collaboration with the Chamber of Commerce
- Develop a marketing plan promoting the quality of life of the citizens living within the City
- Acquire more open space
- Provide variety of recreational activity for all ages
- Strengthen and enhance the cultural arts within the community
- Continue to maintain the high level of public safety
- Continue the funding for future capital improvement projects to maintain the quality of the City's infrastructure
- Survey businesses and companies and ask them about their technological infrastructure needs
- Explore public-private partnerships between the City and utility providers to enhance and strengthen infrastructure
- Survey the business community to measure current and future housing needs
- Support mixed-use housing (e.g., Thousand Oaks Boulevard Specific Plan)
- Consider amending Measure E to allow additional housing units to be built within the City to promote mixed use
- Develop a strategy to maintain a strong employment base
- Proactively lobby the State legislature to promote business in California

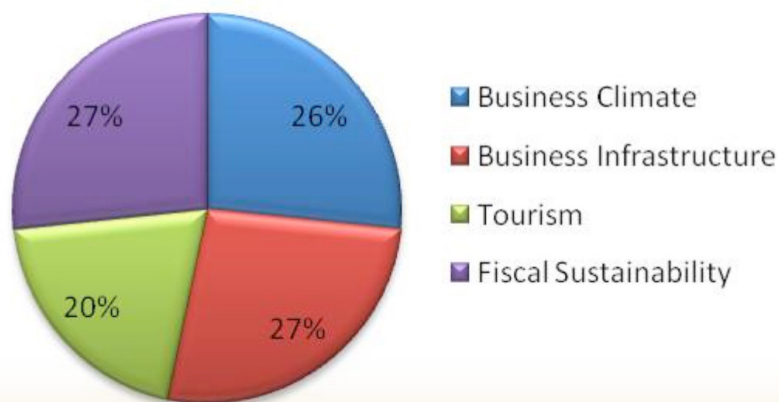
Action Items

- Survey the business community to determine current and future labor force requirements
- Leverage relationships with local universities to retain graduates and local businesses and increase the skills of the City workforce
- Use social media to promote the City
- Continue promoting the greater Conejo Valley as a leisure and travel on in partnership with Conejo Valley Tourism Improvement District (www.conejo.com)
- Partner with businesses to host additional events and tournaments (e.g., marathons, community festivals, and sporting events)
- Promote the Kavli Theatre and Scherr Forum Theatre
- Develop annual attractions based on the cultural characteristics and facilities that are unique to the community (e.g., movie shoot locale, wine tasting, Wildwood Waterfall, art galleries, Chumash center, Conejo Valley Days, Santa Monica Mountains, McCrea Ranch, Reagan Library, and cultural festivals)
- Promote the dining opportunities that are unique to the community through the Conejo Valley Tourism Improvement District (www.conejo.com)
- Support the Conejo Valley Tourism Improvement District (www.conejo.com) in promoting hotel occupancy throughout the year
- Create a master calendar of planned events throughout the year
- Work with the Conejo Valley Tourism Improvement District (www.conejo.com) and local businesses to offer travel packages to visitors that include hotel rooms, events, and dining
- Adopt structurally balanced operating and capital improvement program budgets
- Prepare long-term financial forecasting
- Maintain prudent investment of City funds
- Provide education and community engagement regarding City finances and services
- Apply process improvement methodologies such as “lean” to improve productivity and efficiencies of City services
- Continue to utilize OpenGov and other resources that allow the public to view the City’s financial information and other City service information that is of importance to the community
- Survey the community to find what types of information is important to them
- Provide education and community engagement regarding City finances and services
- Connect with the public through social media and public outreach
- Implement new Governmental Accounting Standards Board (GASB) reporting requirements to promote a better understanding of City’s long-term liabilities
- Provide education and community engagement regarding City finances and services
- Prepare long-term financial forecasting and educate the community on future needs of the City
- Survey the community to determine spending priorities
- Connect with the public through social media and public outreach
- Survey the community to better understand what services received/provided are most important to the community to determine funding priority

Action Items

- Educate residents on the need for an increase in revenue sources to pay for current service levels to continue and the necessity of fiscal sustainability
- Survey the community to their receptiveness of a possible tax initiative
- Provide outreach to the community on the financial benefits of using
- City facilities and capital assets to market and support City events and services
- Develop revenue generating strategies

Economy Guiding Principle Themes



Economy's 15 guiding principles were grouped into themes, indicating the most common topic areas of the committee.

General Themes

- Open Space Preservation
- Open Space Recreation
- Urban Forest Management
- Environmental Sustainability

Guiding Principles by Priority Group

Priority A (5-10 Years)

- Secure additional long-term funding sources to complete the planned ring of open space and trail system around the City
- Create regional open space connections, including wildlife corridors
- Keep development in urban areas
- Continue to monitor and sustain the urban forest, including open space and oak trees, for potential impacts from climate change and destructive insects
- Continue commitment to being an environmental leader on topics such as climate change adaptation and reduction, zero waste, zero net energy, water use, and greenhouse gas reduction and develop a Climate Action Plan in coordination with community partners, including allocation of necessary resources

Priority B (10-20 Years)

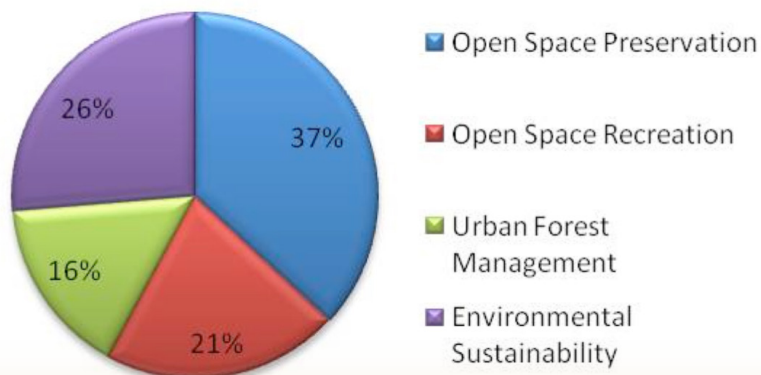
- Restore habitats to their natural condition, including riparian corridors
- Continue to employ a variety of legislative measures to conserve open space
- Evaluate the extension of Measure E and the Thousand Oaks City Urban Restriction Boundary beyond their current sunset dates
- Encourage a sense of public stewardship by connecting people with open space, with special attention to youth and those living adjacent to open space
- Create regional trail linkages
- Enhance trail accessibility, consistent with protection of natural and cultural resources
- Continue to allow multiple-use of public trails by hikers, bicyclists, joggers, equestrians, and other trail users consistent with open space policies and guidelines
- Construct bike paths, including multi-use paths where appropriate, between parks, open space, and urban areas where feasible
- Continue to plant oak trees and other native trees on public property, including Conejo Recreation and Park District and Conejo Open Space Conservation Agency land where appropriate, throughout the City
- Increase community outreach, provide guidance and promote sustainable activities and programs in the community
- Include youth representation and look for opportunities to engage youth, schools, and related organizations on sustainability topics and program implementation

Priority C (20+ Years)

- Encourage planting of oaks and other native trees and plants on private property
- Encourage and promote public/private partnerships and take advantage of the expertise of our residents, businesses, non-profits, and educational partners

- Provide tools or interfaces for the public to easily find information on city and community environmental top

Environment Guiding Principle Themes



Environment's 19 guiding principles were grouped into themes, indicating the most common topic areas of the committee.

INFRASTRUCTURE

Councilmember Jacqui Irwin

General Themes

- Housing
- Water Resources
- Transportation
- Streetscape
- Utilities

Guiding Principles by Priority Group

Priority A (5-10 Years)

- Provide a balance of future housing
- Promote residential responsibility for water conservation
- Consider revisions to City infrastructure/private development standards related to water use and conservation
- Improve traffic flow and monitoring
- Create a pedestrian friendly downtown

Priority B (10-20 Years)

- Consider increasing Measure E cap
- Allow innovative housing options
- Integrate housing with infrastructure and open space
- City to provide water conservation resources and examples
- Promote water education
- Reconfigure roadway infrastructure for more efficient transportation
- Increase City transit services with more accessibility and affordability
- Expand safe bike and pedestrian path options throughout the City
- Move towards becoming a “smart” and wireless-connected city, with complete wireless coverage
- Promote energy conservation and the use of clean energy processes, including more local power generation; mandate solar energy installation
- Design future utilities that are safe, affordable, reliable, and environmentally sustainable

Priority C (20+ Years)

- Focus on ecologically-minded pavement
- Provide for citywide uniformity in streetscape and street tree canopies, while reflecting unique area needs
- Less signage in roadways
- Adequately managed lighting in streets
- Eliminate overhead wires

INFRASTRUCTURE

Councilmember Jacqui Irwin

Infrastructure developed action items to execute the above guiding principles.

Action Items

- Need to define what is “affordable”
- Diversity of housing types needed
- Provide housing for all income ranges
- Retain a dynamic city with balanced employment and economic base that will keep and attract business
- Keep diversity in community: cultural, ethnicity, architecture
- Consider more housing than allowed under Measure E but within the limits of existing infrastructure (emphasis on not doing away with the cap, but reassessing the cap)
- Remove obstacles and streamline the permitting process for future development
- Need transparency in the process with community input and outreach when pursuing specific recommendations, need campaign to explain the “plan” to educate the residents
- Allow for creative and innovative solutions
- Look at housing opportunities in under-utilized areas such as existing vacant properties, in-fill, and non-residential areas
- Find non-monetary ways to incentivize the building of affordable housing
- Use commercial spaces and unused parking areas for additional housing
- Use a variety of methods to create housing and use creative approaches
- More emphasis on landlord code compliance of rental properties
- Allow for “granny flats” in single family residential areas
- Allow for higher density residential when older residential areas are redeveloped
- Consider more housing than allowed under Measure E but within the limits of existing infrastructure
- Look at the issue of housing holistically with other infrastructure issues
- Link public transportation with increased housing density (more mass transit)
- Need to keep the community beautiful and be ecologically sensitive with open spaces and greenbelts
- Housing designed with environmental sustainability and best practices in mind
- Residents of City have a responsibility to conserve water
- Village Homes of Davis, CA are a good example
- Efficient residential landscaping, involving water digesters and rain collectors
- Mulching and reuse of waste for yard
- Onsite residential rainwater cisterns, example at Ave de los Arboles and Mountclef Blvd
- Visit bewaterwise.com for rebates and ideas
- Education and training to residents about using water resources wisely
- Create water conservation and reuse campaign with a committee of citizen advisors
- City advertizing on water conservation and best practices examples

Action Items

- Promote Master Gardener information
- Empower individuals to maximize water resources
- Reconfigure concrete storm channels to recharge water
- Require gray water systems in new construction
- Revise building codes to encourage storm water capture and reuse
- Reconstruct City landscape to conserve water, decrease grassy areas
- Irrigation with reused water
- Teaching children better ways to use and conserve water

Involve school district

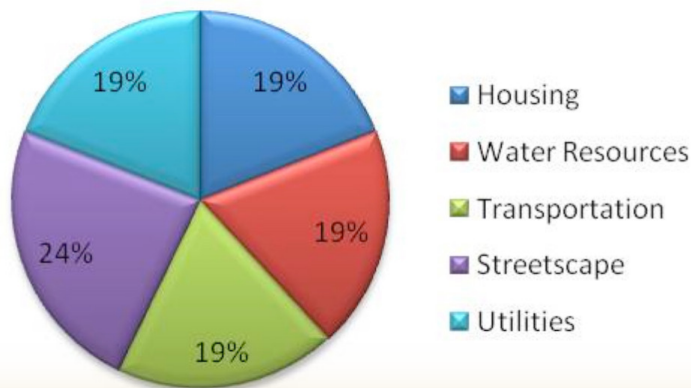
- Repurpose overbuilt roadway by incorporating bike lanes, wider sidewalks, and other transportation modes
- Fill in missing sidewalk segments
- Expand sidewalks on Thousand Oaks Boulevard, remove street parking and add municipal lots
- Central parking areas to encourage mass transit
- Increase bus schedules, including Sunday service with better connections
- Smaller buses with more frequent connections into neighborhoods
- Lobby for transit tax or add fee to property tax to increase services
- More affordable services for lower income
- More service for schools, decreasing congestion in school zones

- Trolley system on main streets, connecting to transit center
- Incorporate a light rail system, with connections to regional systems
- More frequent bus service
- Promote existing services with more publicity
- Change posted bus stop schedules to only include times pertaining to stop, keep big picture of transit routes
- More accessible stops for residents
- Be fiscally and environmentally responsible with transportation funding
- Find ways to get people out of cars, see what other cities are doing
- Lower speed limits to increase safety in populated areas
- Expand signal synchronization to increase flow
- Review and increase bike lane widths
- Expand the bike lane network Citywide
- Make roadways more bike and pedestrian friendly
- Attract businesses that benefit from bike users
- More "smart crosswalks" (flashing beacons)
- More class-one bike paths
- Funding for bike accessibility and facilities, through an adopt-a-bike lane or corporate bike sponsorships
- Crosswalks on all legs of intersections, in populated areas
- Move towards more "local" power generation using "clean" technology
- More complete wireless coverage

Action Items

- “Wire” free community (removing overhead wires)
- Affordable, reliable, and environmentally sustainable utility service
- Safe (in design and maintenance) utilities
- Wire-free City (remove all over-head)
- Mandate solar energy installation
- City to promote energy conservation & future energy generation through clean energy processes
- Future utilities designed with safety in mind

Infrastructure Guiding Principle Themes



Infrastructure's 21 guiding principles were grouped into themes, indicating the most common topic areas of the committee.

MUNICIPAL SERVICES

Councilmember Joel Price

General Themes

- CRPD Programming
- CRPD Facilities Utilization & Maintenance
- Recruitment of Police Officers
- Police Privacy and Security Concerns
- The Number, Location and Size of Fire Stations
- Adjusting to New Crime Trends
- Recruitment of Fire Personnel
- Need for Newer Technology for Fire Services
- Redefine Library Roles to Meet Community Needs
- Adjust Library Roles to Support the Needs of Community Members Involved with Education, Literacy and Lifelong Learning
- Access to Library Materials and Resources
- Increasing Internet Access
- City Communication
- Privacy and Security

Guiding Principles by Priority Group

Priority A (5-10 Years)

- Continue to adjust current programming to the needs and changing demographics of the City
- Continue to promote water conservation in the maintenance of City parks and landscaping
- Ensure police officers are trained and focused on the need for improved communication skills over physical strength development
- Foster strengthened relationship with education system, educators, parents and students of all ages to meet their needs and overcome their challenges through library services
- Enhance the City's communication with residents through multiple methods
- Continue to protect the City's data and enhance public awareness of privacy and security issues

MUNICIPAL SERVICES

Councilmember Joel Price

Priority B (10-20 Years)

- Continue to improve the utilization of existing CRPD facilities
- Ensure the recruitment of new police officers changes with the new needed skills of the 21st Century Police Department
- Balance the use of new technology by police officers with growing public concerns over Privacy and Security
- Continue to evaluate the number and location of fire stations to adequately serve the needs of Thousand Oaks
- Ensure the recruitment of new Fire Personnel change with the newly needed skills of a 21st Century Fire Department
- Continue to evaluate the improved efficiencies and safety that can be obtained through the introduction of new technology
- Listen, learn, and connect with community members to create responsive solutions and focus library changes to meet the needs of community members
- Provide a broad selection of library materials and resources in formats that ensure they are readily and easily accessible to community members

Priority C (20+ Years)

- Find ways to enhance internet availability throughout the community

Action Items

Municipal Services developed action times to execute the above guiding principles.

Conejo Recreation & Park District

- Develop additional programming
- Develop and use surveys to gauge and balance CRPD Programming
- Respond to current and changing demographic groups
- Explore establishing reoccurring City events like a soap box derby, HAM radio events, and City parade with a possible fixed parade route
- Explore ideas to improve use and utilization of existing buildings and parks
- Consider the growing demand for internet access at City Parks
- Ensure water programs at the parks balance the need for water conservation with providing a park environment that promotes its use
- Look for areas where turf can be minimized
- Explore cost effective technology that can help in monitoring park water needs and watering schedules
- Carefully consider corporate sponsorship and signage at parks

Police/TOPD

- Recognize the need for strong communication skills during recruitment and through ongoing training
- Utilize growing pool of candidates with bachelors and master degrees
- Adjust to reduction of "traditional" crime from fewer robberies to more domestic disturbances
- Increased emphasis on education and need for strong communication skills training

MUNICIPAL SERVICES

Councilmember Joel Price

Action Items

- Enhance officers' abilities to deal with citizens with mental health issues
- Recognize with increased police access to surveillance technology, the public has growing privacy concerns
- With the growing amount of data collected about individuals, that protecting this data from outside hackers or attacks becomes an increasing responsibility
- As tracking technology increases, how this data is used is another growing concern as GPS, cameras and videos can be used to find violations without human intervention

Fire

- Recognize that to accommodate bigger fire trucks and to ensure easy ingress and egress some fire stations may need to be upgraded
- Regularly review emergency response times to check service levels are being met with changes in housing density
- Continue to evaluate the makeup of fire vehicles at each location to provide optimum coverage across the City. Include an increase use of small vehicles to provide easier and quicker emergency medical services
- Recognize the reduction in fires and increase in medical emergencies results in the need for strong medical skills during recruitment and through ongoing training
- Evaluate the balance between use of fire personnel or private ambulance services to provide emergency medical coverage

- As the City's population ages, is there going to be a continual need for more emergency medical services
- Need to evaluate newer technology and newer equipment including more helicopters, cameras, drones and night flying for fire fighting
- Evaluate providing more medical training, use of robots, thermal imaging and better face masks and heat resistant uniforms, etc.

Library

- The best use of open spaces and desks
- Better internet access and high speed wifi
- More rooms to meet for non-profits and social groups
- Balancing social vs quiet spaces
- Maintaining a safe, open and friendly environment for all
- Consider addition of electric charging station at libraries
- Discuss the use of a bus service or dial-a-ride to pick students up after school for transportation to the nearest library
- May need to collaborate with youth and school district to make sure that services offered by City and school libraries better complement each other
- How can we support student needs to collaborate and make physical changes accordingly
- Try to fulfill students greater demands for better internet access and high speed wifi
- Balancing social vs quiet spaces
- Maintaining a safe, open and friendly environment for all

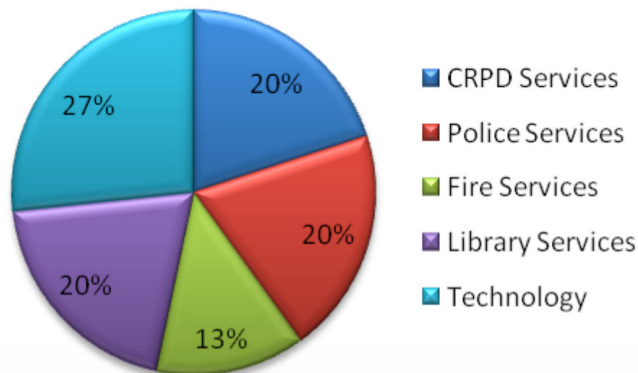
MUNICIPAL SERVICES

Councilmember Joel Price

Action Items

- In what formats should materials be provided onsite and online
- How many copies of material are made available at the library and online
- A Public/municipal wifi network throughout the City and at parks
- Looking toward ways to expand the use of fiber through City streets, including the possibility of the City's installation of conduit to ease vendors' installation of fiber throughout the City.
- Support local companies providing fiber to City schools to increase internet access for our students
- Expanding the use of newer technology for communication without abandoning the desire of some residents who rely on print media.
- Allow for more remote access for residents to participate in Council meetings and discussions
- Evaluate the use of a City mobile application that may better tie together the information that residents most readily want access to
- Ensure any public wifi or applications are secure and the data they store do not compromise the public's privacy
- Consider the City offering some form of public education classes that highlight Privacy and security concerns by becoming "Tech Safer"

Municipal Services Guiding Principle Themes



Municipal Services' 15 guiding principles were grouped into themes, indicating the most common topic areas of the committee.

VISIONING 2064 COMMITTEE STAFF

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