

**PROPOSED AGENDA**  
(Revised 04-24-13)  
**Dublin City Council Goal Setting Retreat**  
**8 a.m. – 4 p.m.**  
The Venue at Corazon  
7155 Corazon Drive  
Dublin, OH 43015

(Breakfast available at 7:30 a.m.)

**8:00 a.m.**

**City Charter Review and Discussion**

**Review of previous goals and accomplishments**

**Parks and Recreation Amenities and Programming Trends**

**10:00 a.m.**

**Global Economic Development**

- Panel session with Simon Tripp, Battelle and Kenny McDonald, Columbus 2020
- Roundtable conversation

(Lunch) Discussion regarding the “Next Big Thing” for Dublin

**1:15 p.m.**

**Goal Update for 2013-2014**

**Adjourn to Executive Session - Personnel Matters**

**4:00 p.m.**

**Reconvene and adjourn**



City of Dublin

**Office of the City Manager**

5200 Emerald Parkway • Dublin, OH 43017-1090  
Phone: 614-410-4400 • Fax: 614-410-4490

# Memo

**To:** Members of Dublin City Council  
**From:** Amy Salay, Vice Mayor  
**Date:** April 19, 2013  
**Initiated By:** Sara Ott, Sr. Project Manager  
**Re:** City Council Goal Setting Retreat Materials

In preparation for City Council's 2013 Goal Setting Retreat, the following background information has been assembled for your review.

1. Memo regarding City charter review process and a list of interpretation concerns from the past several years
2. Update report regarding existing City Council goals
3. Memo regarding park and recreation amenities and programming trends
4. Memo regarding global economic development with executive summary of the Battelle Study
5. Purpose and instructions for the "This I Believe Exercise" in preparation for establishing any new or revised goals

Julia Novak will serve as facilitator. Ms. Novak is happy to discuss anything about the retreat with members of Council prior April 26<sup>th</sup>. She can be reached at 513-309-0444 or [jnovak@thenovakconsultinggroup.com](mailto:jnovak@thenovakconsultinggroup.com)

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**MEMORANDUM**

TO: Dublin City Council  
Marsha Grigsby, City Manager

FROM: Stephen J. Smith, Law Director  
Jennifer D. Readler, Assistant Law Director

DATE: April 9, 2013

RE: Charter Review Process

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**I. DUBLIN CHARTER REVIEW LANGUAGE**

Section 10.3 of the Dublin Charter provides that it “may be amended or revised by the electors as provided by the Constitution of the State of Ohio.” This memorandum will discuss the mechanics of this amendment process.

**II. CHARTER AMENDMENT PROCESS**

- A. The procedure for amending a charter is governed by Sections 8 and 9, Article XVIII of the Ohio Constitution. Amendments may be proposed by a two-thirds vote of City Council or by a petition signed by ten percent of the City’s electors.
- B. If Council pursues the Charter Amendment, the ordinance must state that the proposed amendments shall be submitted to the voters at the next regular municipal election if the election is to be held between 60 and 120 days from the date of passage of the ordinance. (If a regular municipal election is not held within that time frame, a special election must be scheduled).
- C. The Clerk of Council must submit 1 (one) copy of the ordinance setting forth the proposed charter amendments to the Franklin County Board of Elections at least 75 days prior to the election.
- D. Dublin must notify the voters of the proposed amendments by either mailing a copy of the proposed amendments to the voters or publishing the proposed amendments in a local newspaper at least once a week for two consecutive weeks.
  - 1. Notification by Mail:
    - a. The Clerk must "mail a copy of the proposed charter amendment to each voter whose name appears on the poll or registration books of the last regular or general election held therein." R.C. 731.211(A).

- b. It is not sufficient to label the mailings to "Resident." *Oppenheimer v. Madeira* (Hamilton App. 1981), 1 App. 3d 44, 439 N.E.2d 440.
- c. The deadline for mailing is 30 days prior to the date of elections.

2. Notification by Publication:

- a. The full text of the proposed charter amendment may be published once a week for not less than two consecutive weeks in a newspaper published in the municipal corporation or as provided in Section 7.16 of the Revised Code, with the first publication being at least fifteen days prior to the election at which the amendment is to be submitted to the electors. R.C. 731.211(B). Ohio Revised Code Section 7.16 requires the first publication of the charter amendment to include the full text of the charter amendment, but authorizes the second publication to be in an abbreviated form provided that it is also included on the newspaper's internet website, if the paper has one.

- E. If the voters approve the charter amendments, the board of elections must certify a copy of the charter amendments to the Secretary of State of Ohio within 30 days after the election.

### III. CHARTER COMMISSION

There is no requirement to appoint a Charter Commission for the review of Charter amendments. Such a Commission is only necessary when a Charter is being considered for initial adoption. During the last review of the Charter (1994-96), Dublin did create a Commission to review the amendments because substantial amendments were being considered. If substantial amendments are contemplated once again, we would recommend the formation of a Commission or some type of committee to review the revisions. If, however, the contemplated revisions are minor, such review may be better handled by Council itself.

Additionally, if Council believes any sections of the Charter are vague and require some clarification to guide interpretation, there are other ways to address such concerns short of a charter amendment. Council could revise its Rules of Order or pass legislation that addresses the issues presented by the relevant charter section. As long as the new legislation or rule does not directly conflict with the Charter section, the legislation or rule would be valid.

Please do not hesitate to contact our office if you have any questions regarding this process.

## REVISED CHARTER – INTERPRETATION ISSUES

### Article IV, Section 4.01 Form of Action by Council

*“Unless otherwise provided in this Revised Charter, all action taken by Council shall be by a vote of no less than four members of Council.”*

Based on this language, questions have been raised in the past about the number of votes required to approve a motion, resolution or ordinance. The language does not make it clear that four votes in favor (or four votes of “no”) are required to take an action. A simple majority of those present (in a case where only 4 or 5 members are present, or in a case where members abstain and cannot vote) would not be sufficient to carry out an action. There have been some situations where the interpretation (by Legal staff) has been that a simple majority (perhaps 3 of 5) could approve a motion and a meeting on February 7, 2005 where two ordinances were approved with only 3 members voting in favor of them.

#### **Ordinance 06-05 (Amended)**

Amending Certain Sections of Ordinance No. 98-96(Compensation Plan).  
*PASSED 3-2*

#### **Ordinance 07-05**

Amending Chapters 51 and 52 of the Codified Ordinances Establishing Capacity Charges for the Water and Sanitary Sewer Systems.  
*PASSED 3-2*

### Article IV, Section 4.09(c)(1) Voting Requirements

Later in the Revised Charter in the section related to **zoning** ordinances, Section 4.09(c)(1) indicates:

*“An **affirmative vote of at least four Council members** shall be necessary to adopt or defeat a zoning ordinance as to which the Planning and Zoning Commission has recommended approval or has made no recommendation.”*

This language clearly indicates that an affirmative vote of at least four is necessary, versus the language in Section 4.01 “a vote of no less than four members of Council.”

Clearly, the intent of the Revised Charter is that four votes of the Council are required to take any action. For example, if three members could take action, on a given night when only a quorum was present, they could vote to fire the City Manager. The Charter Commission surely did not intend to empower three members of a seven-member body to this degree.

### Article VIII, Section 8.04 Contracting Procedures

In Section 8.04 - Contracting Procedures - the same issue about votes is in the language in (c) - Waiver of Competitive Bidding

*“By a vote on no less than five members ...”*

Once again, this could be debated, since it does not say an **affirmative** vote of no less than five members.

[1] MR. BANCHEFSKY: Yeah.  
 [2] MS. BEALL: Okay.  
 [3] MR. BANCHEFSKY: There's no reason to  
 [4] have to keep repeating that.  
 [5] MR. ZAWALY: Maybe that section  
 [6] should be entitled Council Voting — Council  
 [7] Organization Rules and Voting or Voting and Rules or  
 [8] something like that, and then we just have a  
 [9] subsection. I see we didn't even really subsection  
 [10] 3.07, did we? We might want to look into that  
 [11] subsectioning it A, B and C so it would speak to  
 [12] organization, speak to rules and then speak to voting.  
 [13] MR. BANCHEFSKY: Under 3.07?  
 [14] MR. ZAWALY: Yes. I don't know  
 [15] whether it will fit or not. I'm not taking the time to  
 [16] determine that at this point.  
 [17] MS. BEALL: Or should it go under  
 [18] Legislative Procedures in IV?  
 [19] MR. ZAWALY: Maybe.  
 [20] MS. BEALL: Legislative  
 [21] Procedures was 4.01 and 4.02.  
 [22] MR. ZAWALY: Form of action by  
 [23] Council is 4.01.  
 [24] MS. BEALL: I guess is that more  
 [25] of a legislative thing than a rule thing? We did have

[1] throughout by majority of Council, do you want it to  
 [2] say by action of Council once we have that definition,  
 [3] is that what you want where it always say by a majority  
 [4] vote of Council?  
 [5] MR. ZAWALY: Let me take an  
 [6] example right here because it kind of — in 5.01, it  
 [7] says "Council, by a majority vote of its members."  
 [8] Instead of by a majority vote of its members, it would  
 [9] just say Council shall adopt. I don't think it needs  
 [10] to say by action. Shall adopt a preliminary  
 [11] resolution. And that way we get rid of all that  
 [12] verbiage because — and if it's to be adopted in any  
 [13] other way than by a majority, it would have to be  
 [14] specifically spelled out here that it would be a super  
 [15] majority that would be required. Everyone agree with  
 [16] that?  
 [17] MR. BOSTON: Uhm-hmm  
 [18] MR. PARKHILL: Uhm-hmm.  
 [19] MR. ZAWALY: So I wouldn't  
 [20] substitute with by action of Council. I would just  
 [21] take out that wording entirely by a majority vote of  
 [22] its members because we see that constantly.  
 [23] Okay. Has everyone had a chance to  
 [24] review? I know ideally we should have all done this  
 [25] the three or four days before this meeting, but in the

[1] vote required for passage, 4.05, but that all got  
 [2] struck.  
 [3] MR. ZAWALY: Well, I guess we are  
 [4] also talking in terms or at least we did at one point  
 [5] about actions of Council and that all actions of  
 [6] Council would require a majority. And I believe we  
 [7] felt that the definition of majority would be four  
 [8] members of Council, that it would never be a majority  
 [9] of a quorum of less than the whole Council.  
 [10] MR. BANCHEFSKY: There would be rare  
 [11] occasions where you would call out a super majority for  
 [12] zoning override or something like that.  
 [13] MR. ZAWALY: Right. And obviously  
 [14] our language would say unless otherwise specified.  
 [15] MS. CRANDALL: Peter.  
 [16] MR. ZAWALY: I guess what we'll  
 [17] just say to you, Mitch, if you made make a  
 [18] recommendation to us as to whether or not it should  
 [19] fall under 3.07 or under —  
 [20] MR. BANCHEFSKY: We will have that  
 [21] before the next meeting.  
 [22] MR. ZAWALY: — or under Article  
 [23] IV somewhere there in the beginning, subparts 4.01 or  
 [24] someplace thereabouts. Yes, Michelle.  
 [25] MS. CRANDALL: When it says

[1] real world of our busy lives, I would be surprised if  
 [2] more than one or two of us actually had that  
 [3] opportunity. And I tell you what while I'm on this  
 [4] point, I think because we're having three meetings this  
 [5] month and we're kind of designating March the month to  
 [6] push substantially forward, that we really ought to  
 [7] discipline ourselves to review this two or three days  
 [8] before our meeting and make our little notes on the  
 [9] side. So that when I ask, for instance, or any of us  
 [10] ask each other whether or not there are any changes or  
 [11] thoughts that we need to discuss, if you don't have any  
 [12] notations on the side, that pretty much means that  
 [13] we're going to keep flipping pages here and that you're  
 [14] buying into it so that we don't really have to take  
 [15] time reviewing it here.  
 [16] MR. PARKHILL: This seems fine as  
 [17] corrected and changed.  
 [18] MS. STILLWELL: The model charter is  
 [19] very much more succinct.  
 [20] MR. ZAWALY: Can I just ask what  
 [21] is the philosophical thinking — and not to get heavy  
 [22] on this at all or even to take a whole lot of time, but  
 [23] what is the philosophical thinking behind having a  
 [24] public hearing for the removal of a City Manager?  
 [25] MR. BANCHEFSKY: I was going to talk

otions shall be adopted by a majority vote of the  
embers of the Council. Why wouldn't that be something  
so that would be in the rules of Council? Why does  
at have to be in the Charter?

MR. BANCHEFSKY: I think for the same  
ason that we are talking about the disciplinary  
ctions, so that the rules of the game can't be  
anged if Council becomes fashionalized or whatever,  
ou start changing what you need to do to conduct  
usiness or pass legislation. This is a level playing  
eld.

MR. ZAWALY: Okay. Is there any  
tility then in saying a motion shall be adopted by a  
majority vote of the members of the Council after a  
uorum has been established?

MS. BEALL: They wouldn't be  
oting if there wasn't a quorum, would they? I'm  
orry.

MR. ZAWALY: It's all right.

MS. BEALL: I didn't mean it to  
ome out like that. It sounded kind of — you can hit  
e if you want.

MR. BOSTON: Did you hold a  
meeting without a quorum?

MR. ZAWALY: No.

MS. BEALL: That's what I said.

MR. BANCHEFSKY: The question is still  
out there for interpretation possibly that once you  
ave a quorum to hold the meeting, what number of votes  
lo you need to pass something. That's what we're  
struggling with. And I think that we need to put  
anguage in here at one spot so we don't have to keep  
epeating, assuming everybody here agrees with a simple  
majority of quorum is all that's needed to conduct  
usiness.

MR. GUY: What constitutes a  
quorum then?

MR. BANCHEFSKY: Majority of the  
otal.

MR. PARKHILL: Four.

MR. BANCHEFSKY: You would need three.

MR. ZAWALY: Did I misunderstand  
you, did you say that that's to start the meeting to  
need a quorum, but if you were to go below a quorum,  
could you still conduct business?

MR. BANCHEFSKY: No.

MR. ZAWALY: I thought that's what  
you were saying. That's what I thought I heard.

MR. BANCHEFSKY: If I was unclear, I  
apologize. What I meant was if you have a minimum

[1] quorum of four, then the next question is how many  
[2] votes do you need to pass, let's use an ordinance, for  
[3] example. If you need a majority of the total number of  
[4] Council not present, but the total elected Council  
[5] members, which is four, then you need a unanimous vote,  
[6] which to me is unworkable.

[7] MR. ZAWALY: Right. That's the  
[8] same exact issue we addressed at BZA, right?

[9] MR. BANCHEFSKY: We do have a problem  
[10] with the existing language. We will get to that, as I  
[11] said, with regard to planning commission, as I said,  
[12] because we're suffering under that now. But if that's  
[13] not clear, if anyone has a question, I think we need to  
[14] put the language in here that leaves no doubt that a  
[15] simple majority of the quorum present is all that's  
[16] necessary to conduct business.

[17] MS. STILLWELL: Do we want to do  
[18] that? I mean, you have three people then —

[19] MR. BANCHEFSKY: That's our decision.

[20] MS. STILLWELL: — theoretically, are  
[21] conducting business and passing.

[22] MR. BANCHEFSKY: It also gives one  
[23] person a veto.

[24] MS. STILLWELL: You could do rezoning  
[25] or something like that. Do you want a sort of an under

[1] majority of Council to be able to do that? I don't  
[2] know whether that's true or not. That's something we  
[3] need to —

[4] MR. BANCHEFSKY: The flip side is do  
[5] you want one person to be able to veto.

[6] MS. STILLWELL: Right.

[7] MR. BANCHEFSKY: The practical answer  
[8] is how many times have you ever had a Council meeting  
[9] with four members present.

[10] MS. STILLWELL: How many times have  
[11] we removed someone and how many times are our Council  
[12] members not showing up.

[13] MS. SAYLOR: Can you present a  
[14] motion again if it's vetoed?

[15] MS. BEALL: The current one  
[16] says —

[17] MS. SAYLOR: Can it be brought  
[18] back at the next Council meeting?

[19] MS. BEALL: — majority of  
[20] members. We say majority of members.

[21] MS. STILLWELL: You wouldn't have a  
[22] meeting if you couldn't get more than four Council  
[23] members together, the practicality of the nature. If  
[24] you have something that came up on the emergency basis  
[25] and we could only get four —

February 18, 1995

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[1] MS. SAYLOR: Now, on BZA we  
[2] caution them you need three out of the four voting, do  
[3] you want them to do it now or would you rather wait  
[4] until they're all here.  
[5] MR. BANCHEFSKY: You can tell the  
[6] applicant members here we need a unanimous vote and if  
[7] you want, we will continue it to the next meeting.  
[8] MR. ZAWALY: Yeah. The other part  
[9] of this is that you end up in a situation where you can  
[10] have a quorum, but you lack the ability to conduct  
[11] business and they're just incongruous. So what we're  
[12] trying to establish here is once you've got a quorum,  
[13] you can certainly conduct business and business still  
[14] is conducted by way of majority.  
[15] MS. BEALL: In the current  
[16] Charter, do a roll call of members and none shall be  
[17] passed without concurrence of a majority of the members  
[18] of Council. Emergency ordinance shall require the  
[19] affirmative vote of at least two-thirds of the members  
[20] of Council before it's enacted. So it really doesn't  
[21] address whether it's the total members of the Council  
[22] being seven or members of Council being present.  
[23] MR. BANCHEFSKY: I read that that's  
[24] the seven.  
[25] MS. BEALL: Members of Council.

[1] and the members of Council shall constitute a quor  
[2] but a smaller number may adjourn from time to tim  
[3] may compel the attendance of absent members in t  
[4] manner and subject to the penalties prescribed by t  
[5] rules of Council. So if they don't feel comfortable  
[6] voting on something with only four people there, th  
[7] have the option to adjourn and say we can't vote or  
[8] this until we get all seven people here.  
[9] MS. STILLWELL: Or you call people in  
[10] from Europe and whatever and say, you are due to b  
[11] here because we need to take a vote on this.  
[12] MS. BEALL: Right. If you know  
[13] something is coming up for a vote.  
[14] MS. STILLWELL: Or someone from the  
[15] hospital.  
[16] MS. BEALL: That kind of  
[17] addresses it nicely on Page 13 of the model.  
[18] MS. STILLWELL: It's been my  
[19] experience if you have people leave, you still starte  
[20] off with a quorum; so, theoretically, you could have  
[21] someone just there for the vote and then leave and t  
[22] you're really getting down to your numbers. I thoug  
[23] that was how I interpreted Roberts Rules in some of  
[24] other organizations I've been at. So I think that  
[25] that's something we also really need to deal with, to

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[1] There's seven members of Council?  
[2] MR. BANCHEFSKY: Right. So you need  
[3] four votes to pass anything. You could never do  
[4] anything with three. And then you have — if you have  
[5] an emergency, you need five or an override of the  
[6] planning commission or something.  
[7] MR. ZAWALY: That's what this  
[8] language says is the motion shall be adopted by a  
[9] majority vote of the members of Council. That was my  
[10] original concern.  
[11] MR. BOSTON: Maybe you need a  
[12] paragraph defining voting similar to what they do in  
[13] the model, then you got it confined.  
[14] MS. BEALL: We did that.  
[15] MR. ZAWALY: And where is that in  
[16] the model?  
[17] MS. BEALL: We have done it on  
[18] Page 15 of our old Charter. Voting required for  
[19] passage, 4.05 in our current Charter.  
[20] MS. STILLWELL: So it just  
[21] standardizes at four in the model charter. You need  
[22] four votes to do anything. I see. I think you need to  
[23] have four there.  
[24] MS. BEALL: It defines members of  
[25] Council in the model because it says, do a roll call

[1] MS. BEALL: It also goes on to  
[2] say no action of the Council, except as otherwise  
[3] provided in the preceding sentence and in Section 2  
[4] shall be valid or binding unless adopted by the  
[5] affirmative vote of blank or more members of the  
[6] Council. So that gives you the option to say none of  
[7] these are going to pass unless we have five or  
[8] whatever, you know.  
[9] MS. STILLWELL: I think you need a  
[10] minimum of four to pass.  
[11] MR. ZAWALY: Okay.  
[12] MR. GUY: It kind of eliminates  
[13] what you're trying to do with the quorum then. If y  
[14] try to do any business with the quorum, you're not  
[15] going to do any business if you need four to pass, I  
[16] mean, they all got to love each other.  
[17] MS. STILLWELL: And a quorum is four.  
[18] MR. GUY: Yes. You're  
[19] eliminating any kind of business you could transact.  
[20] MR. BANCHEFSKY: There may be some  
[21] routine housekeeping measures to keep the City  
[22] operating until the next meeting that could be done  
[23] but if there's a controversial item and you don't hav  
[24] unanimous vote, it's tabled or doesn't get passed.  
[25] MS. BEALL: Do you know in

advance of your meetings what things will come up for  
votes?

MS. STILLWELL: There's an agenda,  
right.

MR. ZAWALY: It doesn't mean that  
we get them in time sometimes to adjust our schedules  
if, indeed, there would be a conflict and you had  
inability to attend the meeting. We usually get our  
packets the Thursday before the meeting.

MS. STILLWELL: Do we have a  
provision for like proxy votes or anything like that in  
there?

MR. BANCHEFSKY: In other words, where  
you don't have to be present?

MS. STILLWELL: Uhm-hmm.

MR. BANCHEFSKY: I don't believe so.

MS. STILLWELL: Or like a telephone  
vote or something like that?

MS. BEALL: Or they could bring  
it to the clerk's office ahead of time in a sealed  
envelope or whatever or notarize it or whatever we felt  
comfortable with.

MR. BANCHEFSKY: Then that person  
doesn't get involved with the deliberations or  
presentations or changes or anything.

MR. ZAWALY: There's a lot of  
ramifications to that.

MS. BEALL: Because if you  
change — Can you change something before you vote on  
it; is that how you do that?

MS. STILLWELL: You amend it.

MR. BANCHEFSKY: That's the essence of  
our system.

MS. BEALL: I need to go to some  
of these meetings. The only way that would work is if  
you put a disclaimer in your proxy saying if there are  
no changes, I vote aye or nay and I don't vote or nay  
if there are changes, I abstain to voting.

MR. BANCHEFSKY: I think that would be  
very subject to challenge.

MR. ZAWALY: Let's dispose of the  
philosophical question first. I think really we need  
to send this back and work up some wording that is kind  
of consistent with this general discussion that we've  
been having, but back to the philosophical question.  
What's the thinking or do we have consensus as to  
whether or not all business should be conducted by a  
majority of the members of Council, which would mean  
that you always have to have at least four votes of  
Council? And in those instances where you only have

[1] four members in attendance, they must all vote in  
[2] concurrence, otherwise, you're not conducting business  
[3] or do we go to the quorum established majority rules?  
[4] Those are the two separate philosophies here. And that  
[5] means then if you had four, you just barely made your  
[6] quorum, three affirmative votes or negative votes or  
[7] whatever, three votes would rule because that would be  
[8] the majority of the four in attendance.

[9] MS. BEALL: I don't feel  
[10] comfortable with that because what you're saying is of  
[11] all the elected officials representing the whole  
[12] population, three out of the seven, which is less than  
[13] a majority of the population of the City are making  
[14] rules.

[15] MR. ZAWALY: The discomfort on the  
[16] other side is what Mitch brought up, you're allowing  
[17] one member to veto the will of the other three at the  
[18] meeting of the quorum.

[19] MR. BOSTON: I agree.

[20] MR. ZAWALY: You see the converse?

[21] MR. BOSTON: Sure. I still think  
[22] you need four. I vote four and business comes to a  
[23] screaching halt if we can't get four members to agree  
[24] on something.

[25] MR. BANCHEFSKY: It would get tabled.

[1] The three would be able to table it.

[2] MS. BEALL: Now, see, they put a  
[3] disclaimer in here voting except on procedural motions.  
[4] I mean, how could you feel like you're representing  
[5] your total population fairly if three people are making  
[6] a decision that effects the whole population.

[7] MR. BOSTON: How would the other  
[8] four members that are not there feel if something got  
[9] passed that they're totally against.

[10] MS. BEALL: And their  
[11] constituents found out.

[12] MS. STILLWELL: They ought to be back  
[13] for the meeting.

[14] MR. BOSTON: You would allow them  
[15] to be excused for certain reasons.

[16] MR. ZAWALY: I'm only playing  
[17] devil's advocate here. This is good.

[18] MR. BOSTON: I can concur if four  
[19] people agree with it.

[20] MR. ZAWALY: I got two for four,  
[21] five for four, six, seven. We're in agreement. I  
[22] don't know. Well, maybe I'm — I don't know. I'll  
[23] hold out.

[24] MR. PARKHILL: Too bad.

[25] MS. STILLWELL: Theoretically, the

[1] practical nature when you've got the minority of the  
 [2] electorates that's electing elected officials. I mean,  
 [3] that's the way that you have the system right now. I  
 [4] don't think that that should — I think that with  
 [5] Council you need to have the majority doing it, then  
 [6] you need to have the Mayor or —  
 [7] MR. ZAWALY: I guess what I need  
 [8] to be convinced is maybe at Council level this applies,  
 [9] but I know I was very frustrated at the BZA level this  
 [10] happened a lot. We end up with barely a quorum, and we  
 [11] would have to tell people you've got to convince all of  
 [12] us or you're walking out of here without any business  
 [13] being conducted. I thought that was awful. Here the  
 [14] people prepared, came in. I thought, gee, if they had  
 [15] to convince two of us, two out of three then they got a  
 [16] majority of those there. And they conducted their  
 [17] business, we conducted business and we did what the  
 [18] City wanted us to do and we all go home happy.  
 [19] MS. STILLWELL: There may be a  
 [20] different set of rules that may apply to boards and  
 [21] commissions. We have also got that removal deal there,  
 [22] too, but maybe there's a difference.  
 [23] MR. ZAWALY: What I'm saying is  
 [24] when we come to councilmatic matters, we're saying we  
 [25] want to have four people saying the same thing,

[1] straight to the court and there is no appeal back to  
 [2] Council.  
 [3] MR. BANCHEFSKY: I think there is.  
 [4] MR. GUY: I'm sure there was  
 [5] because when we made a recommendation whether a  
 [6] person could build a building there or whatever and h  
 [7] came to us and we said, okay, go ahead, they could go  
 [8] back to Council. And I think by a vote of Council they  
 [9] could override what — I think that you will find that  
 [10] true in here. But I think that was one of the most  
 [11] powerful committees or boards that you have in this  
 [12] City as far as regulating what's going to be built and  
 [13] what isn't. Very, very — you know, people lobby and  
 [14] mess with you and everything else. Very powerful  
 [15] committee; so it has to be watched very closely I  
 [16] think.  
 [17] MS. STILLWELL: Now, with P&Z it  
 [18] requires a super majority of Council to overturn a  
 [19] recommendation of the planning commission. If they  
 [20] come with a recommended rezoning or something lik  
 [21] that, it takes five of us to overturn that rather than  
 [22] the four, but it seems to me that there is an appeals  
 [23] process.  
 [24] MR. ZAWALY: I'm sorry. I think  
 [25] that needs better definition.

[1] otherwise, the business of the City will not be  
 [2] conducted. Yeah, I think that's good.  
 [3] MS. STILLWELL: And, theoretically,  
 [4] with BZA and ARB or whatever if something would happen  
 [5] to be acted on by, you know, a smaller number of the  
 [6] BZA, isn't there an appeals process to Council?  
 [7] MR. BANCHEFSKY: I think most with  
 [8] BZA, I think, there is an appeal.  
 [9] MS. STILLWELL: And ARB?  
 [10] MR. ZAWALY: There is an appeal to  
 [11] Council?  
 [12] MR. BANCHEFSKY: There is an appeal to  
 [13] Council.  
 [14] MR. ZAWALY: I think it's just the  
 [15] opposite.  
 [16] MS. STILLWELL: The procedural kinds  
 [17] of things. Not — not what — I thought there was.  
 [18] MR. ZAWALY: Boards of Zoning  
 [19] Appeals is quasi-judicial. In most instances there is  
 [20] no appeal except to the court, not to Council. That's  
 [21] my understanding.  
 [22] MR. GUY: When I was on the  
 [23] Board of Zoning Appeals, I always thought and I still  
 [24] think it's the most powerful board in this City.  
 [25] MS. STILLWELL: Because it goes

[1] MS. STILLWELL: Probably. But there  
 [2] is an appeals — Number 1, I think maybe we want to  
 [3] deal with boards and commissions separately as Cour  
 [4] but there is right now an existing appeals process th  
 [5] should an applicant not receive a favorable reading o  
 [6] you know, whatever it is.  
 [7] MR. BANCHEFSKY: You're talking BZA?  
 [8] MS. STILLWELL: I think there is.  
 [9] MR. BANCHEFSKY: I think there are  
 [10] some that go straight to court.  
 [11] MS. SAYLOR: What happened to the  
 [12] Clock Tower, was that an appeal to Council?  
 [13] MR. BANCHEFSKY: That was a mess.  
 [14] MS. SAYLOR: Yeah, it was.  
 [15] MR. ZAWALY: That was threatened  
 [16] litigation. Remember?  
 [17] MS. SAYLOR: Didn't it go back to  
 [18] Council and Council passed something or whatever.  
 [19] don't know.  
 [20] MR. BANCHEFSKY: In one form it did go  
 [21] back to Council.  
 [22] MS. SAYLOR: Was it an appeal sort  
 [23] of thing?  
 [24] MS. STILLWELL: We probably ought to  
 [25] deal with Council here and I —

[1] resolution or motion, but it's never been a problem  
[2] conceptually. This is how you analyze it.

[3] MS. BEALL: Maybe we should work  
[4] on that page. Can we use your no action of Council  
[5] shall be invalidated merely because and use the Tipp  
[6] City sentence?

[7] MR. BANCHEFSKY: That's totally —

[8] MS. BEALL: That no action of the  
[9] Council shall be invalidated then we can agree on  
[10] Page 20, and then go on.

[11] MR. ZAWALY: Okay. Let's make  
[12] sure we've got it in the record. The second sentence  
[13] of 4.01(a) will now read, no action of Council shall be  
[14] invalidated because of the form of the action taken if  
[15] the procedures for taking the action —

[16] MS. BEALL: I think when you're  
[17] talking about procedures, you need to reference what  
[18] procedures. I think it is too kind of vague of a term  
[19] without saying where these procedures are. Whose  
[20] procedures?

[21] MR. ZAWALY: Okay. Let's leave  
[22] it. I mean, we have right down here see procedure, so  
[23] it just kind of begs the issue to me, but taking the  
[24] end, if the procedures for taking the action as  
[25] provided in this Charter will be substantially

[1] throughout the entire Charter.

[2] MR. PARKHILL: I understand why  
[3] we're trying to specify.

[4] MR. BANCHEFSKY: I don't know if (a)  
[5] is getting too loaded up. Maybe you want to design  
[6] it a separate letter to this or not. I don't have any  
[7] strong feeling anyway.

[8] MR. BOSTON: You're going to make  
[9] it the second sentence, aren't you, of (a)?

[10] MS. STILLWELL: Actually (a) is — is  
[11] it procedural anyway?

[12] MS. BEALL: It's a general  
[13] statement. And can we name 4.01 just Action by C  
[14] or Actions by Council rather than Form of Actions  
[15] Council?

[16] MR. ZAWALY: Tipp City had Form of  
[17] Council Action, which — Form of Action by Coun  
[18] Form of Council Action.

[19] MS. STILLWELL: I bet you this is  
[20] under their City Council section because it says  
[21] Section 4.13.

[22] MR. ZAWALY: Or it's under their  
[23] legislative procedures.

[24] MS. STILLWELL: Could be we just  
[25] don't know what it is.

[1] followed. That's what we will throw in our next  
[2] version.

[3] MR. BANCHEFSKY: Before we leave, I've  
[4] got —

[5] MS. STILLWELL: Did you decide to  
[6] leave it this way and not do the Tipp City form?

[7] MR. ZAWALY: No. We're going back  
[8] to Page 20 now. You said before we leave (a), Mitch.

[9] MR. BANCHEFSKY: That's where we  
[10] proposed the language in terms of what Council action  
[11] is so we don't have to keep repeating it.

[12] MS. BEALL: Majority of vote you  
[13] mean?

[14] MR. BANCHEFSKY: Yeah. We've got that  
[15] language. I can circulate that.

[16] MR. ZAWALY: Okay. Then it's  
[17] being recommended that under (a) we add as a second  
[18] sentence unless otherwise provided in this Charter, all  
[19] action taken by Council shall be adopted by a vote of  
[20] at least four members of Council.

[21] MR. PARKHILL: As it presently  
[22] stands, if Council for some reason has only five  
[23] members show up, what constitutes still —

[24] MR. BANCHEFSKY: Four. This is just  
[25] to avoid to have to repeat it a zillion times

*This shows the language Mitch recommended.*

[1] MS. STILLWELL: Fairfield calls it  
[2] Legislative Procedure, entitled the article Legislati  
[3] Procedure and Form of Action by Council.

[4] MS. BEALL: Leave it.

[5] MR. ZAWALY: Okay. Actually this  
[6] sentence could be are — Do we have a procedure  
[7] section?

[8] MS. STILLWELL: Yes.

[9] MR. ZAWALY: It really is more  
[10] procedure of and consideration of ordinances and  
[11] resolutions. It is 4.03.

[12] MS. BEALL: We even talk about  
[13] the vote on Page 22, under (e) we talk about the v

[14] MR. ZAWALY: Then maybe that's  
[15] where it ought to go. It just doesn't seem to fit  
[16] under (a).

[17] MR. BANCHEFSKY: I agree.

[18] MR. ZAWALY: Okay. So 4.03(e) as  
[19] proposed is the vote on each ordinance and resol  
[20] shall be entered in the minutes or other record of  
[21] proceedings of Council and none shall be passed  
[22] concurrence of a majority — Well, then maybe th  
[23] should be — and none shall be passed without  
[24] concurrence of four members of Council. Maybe  
[25] what we should say.

# RECORD OF RESOLUTIONS

Dayton Legal Blank, Inc., Form No 30045

Resolution No. 31-12

Passed \_\_\_\_\_, 20\_\_\_\_

## A RESOLUTION ADOPTING THE CITY OF DUBLIN'S GOALS FOR 2012-2013

**WHEREAS**, the City of Dublin has a rich history of engaging in an annual goal setting process to establish its near term priorities for the community; and

**WHEREAS**, many of the goals of Council from previous years continue to remain active and guide the actions of both Council and the Administration in their budgeting and programming initiatives; and

**WHEREAS**, City Council endeavors to be strategic in its deliberations regarding these goals so that the current opportunities, needs and challenges facing the community are fully considered; and

**WHEREAS**, City Council desires to formally adopt its 2012-2013 goals to help guide the City in shaping its future.

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Dublin, State of Ohio, 4 of the elected members concurring, that:

**Section 1.** As a result of the annual goal-setting process, Dublin City Council hereby reaffirms the following Strategic Focus Areas and their associated policy statements, which represent those major areas of emphasis upon which the City's existing and new goals will continue to focus.

### STRATEGIC FOCUS AREAS

- **Fiscal Health & Economic Vitality**

*Policy:* The City ensures its financial security through the implementation and coordination of sound fiscal policies; carefully balanced land planning reflecting sound land use principles; forward investing in infrastructure development; and a continuous focus on successful economic development programs

- **Liveable, Sustainable and Safe**

*Policy:* The City supports a Liveable, Sustainable and Safe community by encouraging community pride and facilitating a high level of quality of life for citizens by planning and emphasizing public safety, innovative programs, community wellness and extraordinary amenities.

- **Civic Engagement**

*Policy:* The City creates a participatory environment for the active engagement of residents and community stakeholders by promoting proactive and ongoing communication; providing opportunities for citizens to utilize their talents and skills to benefit the community; encouraging citizen education and interactions with the City and other organizations in order to foster pride and ownership in the community.

- **Public Services and Infrastructure**

*Policy:* The City provides appropriately designed, well maintained and robust public infrastructure systems. Additionally, the City provides exemplary public services delivered in a manner to ensure an extraordinary quality of life. Infrastructure and services are provided in a cost-effective manner to meet the

# RECORD OF RESOLUTIONS

Dayton Legal Blank, Inc. Form No 30045

Resolution No. 31-12

Page 2 of 3  
Passed \_\_\_\_\_, 20\_\_\_\_

needs and expectations of residents, businesses, visitors and other stakeholders. These systems and services are created and implemented through a process of thoughtful prioritization with broad community input.

- **Smart, Customer-focused Government**

*Policy:* The City maximizes its financial and human resources to execute the responsibilities of local government and to achieve established goals. The City is accountable and responsive to the needs and the desires of the community by employing performance-based management systems; evaluating best practices of other high-performing organizations; and working collaboratively with other public entities to provide efficient, responsive and innovative local government.

**Section 2.** As a result of the annual goal-setting process, Dublin City Council hereby adopts the following goals for 2012-2013:

## **2012-2013 CITY COUNCIL GOALS**

**Goal 1.** Facilitate increased networking between business and government to better understand business needs, challenges and opportunities to optimize Dublin's business climate. Continue to focus on and pursue international opportunities that support the attraction, growth and development of businesses.

**Goal 2.** Develop a 21<sup>st</sup> century learning environment, combining library and educational facilities, which will provide opportunities for lifelong learning, educational synergies and support the City's economic development, while advancing the community's quality of life. The City will initiate a site selection process for the facility(ies) and establish a plan for acquisition.

**Goal 3.** Realize the vision of true mixed-use, walkable neighborhoods in the Bridge Street District by working with our public and private partners to create a sustainable, vibrant and dynamic mix of land uses, creative open spaces, and signature architecture that attract a diverse population of residents and visitors. Begin implementation of the vision by cooperating in the development of charter projects, establishing gateways at major District entries, and evaluating the creation of entertainment districts.

**Goal 4.** Develop brand recognition locally, nationally and internationally through key stakeholders and strategic market initiatives. Tell and validate the Dublin experience through engagement of third parties who champion the brand for the advancement of Dublin.

**Goal 5.** Create a community culture of health, wellness and work/life balance for those who work and live in Dublin using innovative, collaborative, community-based educational and motivational initiatives

**Goal 6.** Build on the City's existing practice of shared services by continuing to explore new partnerships with private, non-profit, and governmental entities, with a focus on service improvement and/or cost reduction.

**Goal 7.** Design and implement a city-wide training and professional development program that reinforces the Dublin brand by ensuring employees have access to the right resources, training and skill improvement opportunities that maximize employee talents, foster a culture of innovation, and promote excellence in customer service through a coordinated, multi-year employee development strategy.

# RECORD OF RESOLUTIONS

Dayton Legal Blank, Inc. Form No. 30045

Resolution No. 31-12 Page 3 of 3  
Passed \_\_\_\_\_, 20\_\_\_\_

Section 3. This Resolution shall take effect and be in force upon passage in accordance with Section 4.04(a) of the Revised Charter.

Passed this 18th day of June, 2012.

Timothy A. Lechler  
Mayor – Presiding Officer

ATTEST:

Anne C. Clark  
Clerk of Council

Council Goals Progress	Update as of April 2013
<p><b>Business Climate</b></p> <p><i>Facilitate increased networking between business and government to better understand business needs, challenges and opportunities to optimize Dublin's business climate.</i></p>	<p>The City continues to actively engage Dublin businesses/real estate/development community and many others to develop relationships, understand needs and gain insights on future plans. The venues created to accomplish this include: one-on-one visits; leveraging relationships and activities of the Chambers of Commerce (Dublin and Columbus); Business Appreciation Week; The Memorial Tournament and Villa; evening at the Dublin Irish Festival; co-sponsoring and hosting economic development forums (i.e. DEC, TechDEC, JASCO, ICF, etc.); real estate/developer engagements; Columbus2020 events; TechColumbus events; new business ground breakings/openings; and workforce engagements. Dublin is conducting business neighborhood meetings to engage and understand businesses' needs geographically. Economic Development staff is working with private sector, regional and state partners to leverage the Presidents Cup.</p> <p>The Dublin International Business Assistance Center (DIBAC) was established to provide networking and education events to support those interested in pursuing international business. So far, the DIBAC events have generated more than 700 attendees. Dublin representatives have engaged Consul Generals, representatives, individuals and delegations representing 16 nations along with engaging Japanese companies in Japan in partnership with Columbus2020. Additional engagements will occur in 2013 and we will continue to attract delegations and trade mission visits. City staff continues to seek global recognition and support international events in the community.</p> <p>The City has identified and begun the formulation of industry cluster advisory groups for health/medical; IT and entrepreneurial industry clusters.</p> <p>Currently staff is evaluating a possible new broadband initiative and will provide an update to City Council in the future.</p> <p>Economic Development continues to actively attract development and re-development projects, respond to opportunities presented by Columbus2020/Jobs Ohio/realtors/ developers and to seek investors for potential projects. Economic Development is intricately involved in attracting development opportunities and supporting the Bridge Street District implementation.</p> <p>Additionally, Dublin is seeking development and development partnerships for the West Innovation District/Houchard properties. As these opportunities present, Dublin will evaluate these new partnerships and provide updated information. Staff recognizes the many demands on Council Members' time and appreciates Council's involvement and presence in many of these activities. The City will continue to make Council aware of opportunities to attend and/or engage businesses in these activities through direct invitation and/or by placing events on Council Calendar.</p> <p>Finally, included in the Council Retreat packet is a memo that specifically addresses five economic development strategies identified in the Battelle Study.</p>

Council Goals Progress		Update as of April 2013
21st Century Learning	<p><i>Develop a 21<sup>st</sup> century learning environment, combining library and educational facilities, which will provide opportunities for lifelong learning, educational synergies and support the City's economic development, while advancing the community's quality of life.</i></p>	<p>A strategic input session was held on November 3, 2011 with key Columbus Metropolitan Library and City of Dublin representatives, as well as other potential partners. Information gathered during this session is valuable as the City and Library move forward with site identification, programming, design and fundraising. The next step is to identify a preferred location that will accommodate a new library and possible workforce development center and/or other civic uses. Staff continues to look at the broader perspective of community "life-long learning" that currently exists and that could potentially exist in Dublin. City staff has discussed with the Columbus Metropolitan Library how a new library would be best located within the Bridge Street District. Based on discussions, the library has established an internal committee to identify and evaluate their facility and location needs. Also, the Library asked for several City Staff members to participate in the selection of an architectural firm.</p>

Council Goals Progress	Update as of April 2013
<p><b>Bridge Street Corridor</b></p> <p><i>Complete the Bridge Street corridor plan to provide a vision for the corridor, which will reinforce the City's long-term competitiveness, create a vibrant and walkable environment with a dynamic mix of land uses and housing types, and that enhances the City's long-term sustainability.</i></p>	<p>The Bridge Street District planning efforts are well into the implementation phase. City Council, Planning &amp; Zoning Commission and City staff have completed a significant number of activities to set the conditions for implementation. These conditions for implementation include a demographics study; housing study; speakers series; transportation study; utilities study; storm water study; fiscal impact analysis; development of a form-based development code; and an area rezoning. Much of the preparation took place during joint sessions between City Council and the Planning &amp; Zoning Commission. These Joint Sessions took place on October 29th, 2012, January 17th, 2013, and March 4, 2013. A draft report on the Bridge Street District is expected in the next few weeks.</p> <p>City staff have been marketing the changes to the Bridge Street District to the development community and have actively engaged land owners throughout all phases of the process. Certain large tracts of land have been assembled and/or are otherwise planned to take advantage of the new Bridge Street District development regulations and rezoning. On December 10, 2012, Dublin City Council approved the purchase of 12.3 acres along Riverside Drive for the potential relocation of Riverside Drive and a future riverside park serving as a community focal point and centerpiece of the Bridge Street District.</p> <p>At the 2013 State of the City Address, exciting concepts for the Scioto River area were unveiled to the public following three months of study, coordination with private development interests, and concept development by the consultant team, MKSK. The Historic District and the Scioto River corridor are currently the heart of the Dublin community, and opportunities to enhance the public realm with a new riverside park, relocated Riverside Drive, and pedestrian bridge will inform the City's capital planning efforts beginning spring 2013.</p> <p>While the City is focusing Bridge Street District planning efforts on the Scioto River corridor and the Historic District given the area's high visibility and catalytic potential, conversations with developers and owners of land throughout the Bridge Street District continue.</p>

<b>Council Goals Progress</b>		<b>Update as of April 2013</b>
<b>Dublin Brand Recognition</b>	<i>Develop brand recognition locally, nationally and internationally through key stakeholders and strategic market initiatives. Tell and validate the Dublin experience through engagement of third parties who champion the brand for the advancement of Dublin.</i>	<p>Developing brand recognition has included various initiatives through key stakeholders to gain the necessary recognition locally and internationally. City staff continues to provide professional and consistent brand alignment through digital media, collateral material, advertisements, publication, marketing, vehicle identification, city signs, and merchandise. The citywide photo library continues to evolve and showcase a visual catalog of the City of Dublin. Dublin employees will continue to participate in the customer service development program to improve upon all aspects of the customer service experience and to further showcase the Dublin brand. A comprehensive employee style guide is available on DubNet (The City's intranet site). The style guide includes writing tips; City, community and technology terminology; Dublin geographic references and listings of words that speak the Dublin brand.</p> <p>Economic development marketing has been implemented to validate the Dublin experience through the engagement of third parties. City staff has identified core messages and strategies to market the Dublin business community for economic development retention and attraction. The focus has been on identifying companies that represent a desired business cluster and feature their Dublin story on all digital outlets, print advertisements, Dublin TV and collateral sales and marketing materials. The testimonial brand champion approach yields higher credibility and engages the business and the City in a mutually beneficial promotional partnership. The City business brochure and the seven business neighborhood sales sheets have been finalized and are in circulation. A memo providing an update was included in the Council meeting packet for the April 22, 2013 meeting.</p>

Council Goals Progress	Update as of April 2013
<p><b>Community Culture of Health and Wellness</b></p> <p><i>Create a community culture of health, wellness and work/life balance for those who work and live in Dublin using innovative, collaborative, community-based educational and motivational initiatives.</i></p>	<p>Healthy Dublin was created as a community-based health and wellness initiative designed to improve the well-being of those who live and work in Dublin by partnering with eight community partners to provide the tools, resources, and support necessary to improve their overall health and well-being. These partners include the City of Dublin, Dublin City Schools, the Dublin Chamber of Commerce, Ohio Health/Dublin Methodist Hospital, Dublin Counseling Center, Columbus Library (Dublin Branch), and 411Fit.</p> <p>In late 2012, Nationwide Children’s Hospital joined as a partner with the group. Each partner offers a variety of programs, expertise and resources on their own, but through Healthy Dublin is able to leverage their offerings under one common brand and increase awareness of the various events happening in the City.</p> <p>During 2012, Healthy Dublin registrations and numbers of businesses involved continued to increase. Through targeted efforts by the Chamber of Commerce, a number of small businesses have engaged in using the program as part of their employee wellness program. The 2012 Healthy Dublin Fair was highly successful and included a new partnership with M3Sports which helped increase the number of attendees by more than 600 people. Throughout 2012, a total of 18 free programs were offered to the community, including education sessions, speaker series, classes and more, with over 590 total participants. The Healthy Dublin partners continue to evaluate goals and program effectiveness and to consider ways to strengthen the program’s success while providing an even broader range of opportunities for building a healthier community. In recognition of the success of this initiative, the program was awarded 1st place by the Ohio Parks and Recreation Association’s Awards of Excellence for Community Wellness Programs.</p>

Council Goals Progress	Update as of April 2013
<p style="text-align: center;"><b>Shared Services</b></p> <p><i>Build on the City's existing practice of shared services by continuing to explore new partnerships with private, non-profit, and governmental entities, with a focus on service improvement and/or cost reduction.</i></p>	<p>City staff has continued to focus on service improvement and/or cost reduction by building upon existing shared services and exploring new partnerships. During 2012, the City implemented a partnership with the Dublin City Schools (DCS) that created opportunities for Recreation Services and DCS to more efficiently develop, administer and deliver programming and enrichment to the community. The partnership was fully implemented in time to deliver the 2012-2013 Winter/Spring program offerings in mid-December 2012.</p> <p>Dublin and several other local jurisdictions adopted a Fleet Maintenance and Repair Services Memo of Understanding (MOU) (Res. 05-12, passed January 23, 2012). Dublin furthered this initiative by establishing an agreement with Washington Township for the City to provide services for the Township's light-duty vehicles under Resolution No. 03-13 adopted January 28, 2013.</p> <p>Additionally, Dublin has worked with MORPC and several other partners on funding opportunities available through Local Government Innovation Fund Grants from the Ohio Department of Development (ODOD). The first application is for \$100,000 and, if awarded, would be used to further study the application of CNG in the central Ohio area. The City continues to work closely with IGS to market and attract new residential and commercial CNG users. The City was awarded a Local Government Innovation Fund grant for a study to identify possible emergency dispatch partners. The study began on February 4, 2013, and results will be available within 90 to 120 days. Work continues with the City of Hilliard and Norwich Township on the issue of providing dispatching services for police and fire. All three entities have been met, agreed in concept, and have now entered into the contract negotiation phase.</p> <p>Volunteer Resources continues to work closely with all of the City's non-profit organizations, providing them with opportunities to share resources and to understand each others' current challenges and needs. Additionally, the volunteer needs of each of the non-profit organizations is forwarded to the City on a routine basis and e-mailed to the City's volunteer database as part of a monthly City update.</p> <p>Events Administration began working more closely with the Dublin Convention and Visitors Bureau on the Bureau's "Irish is an Attitude" campaign. City Staff also partnered with the Bureau and the Dublin City Schools to attract the Top Gun football camp. Additionally, the City is partnering with the Visitors Bureau to create a more comprehensive wayfinding project which has been allocated in the 2013 budget.</p> <p>Additionally in March 2013, a major renovation of the Dublin Division of Police Firearms Range was completed and legislation is under consideration at the April 22, 2013 City Council meeting to allow other law enforcement agencies to rent the facility.</p>

**Council Goals  
Progress**

**Update as of April 2013**

**Employee Training and Development**

*Design and implement a city-wide training and professional development program that reinforces the Dublin brand by ensuring employees have access to the right resources, training and skill improvement opportunities that maximize employee talents, foster a culture of innovation, and promote excellence in customer service through a coordinated, multi-year employee development strategy.*

The City began a new customer service training program in 2012 that focused on promoting excellence in customer service as well as reinforcing the Dublin brand. To initiate the program, the City engaged the services of Dr. Patricia Hicks, The Outcomes Management Group, Ltd. (OMG), to conduct customer service training sessions Dr. Hicks successfully facilitated the development of core customer service standards for our front desk group and established a city-wide measurement system to consistently measure our customer service and determine if our customers are satisfied. The City has also established a mystery shopper program comprised community volunteers that is currently evaluating the front desk staff for the quality of the customer service being delivered to residents. The information can help assist the City in making continuous improvements to the program. The second wave of training with the Recreations Services staff is also completed, and they have established their core customer service standards. The City plans has also identified two other groups, Finance and the project inspectors, for 2013 that will go through customer service training and establish their standards.

A second program that has been introduced in 2013 is the Staff Technology Development program. This program is designed to address the needed technology competency levels based upon the staff position type through online technology training. Staff members can assess the on-line training programs at any time once they are enrolled in a class. The City will begin the program in 2013 by allowing employees to voluntarily enroll in technology classes with the intent of all employees meeting minimal technical competency levels beginning in 2014.



**To:** Members of Dublin City Council  
**From:** Marsha I. Grigsby, City Manager  
**Date:** April 19, 2013  
**Initiated By:** Michelle L. Crandall, Director of Administrative Services  
Fred Hahn, Director of Parks and Open Space  
**Re:** Active Park Design, Recreation Programming and Community Events

## Summary

Attached is a summary of design elements, recreation programming and community events that would provide for additional "active" opportunities in Dublin. While these elements could accommodate all ages and abilities, some thought has been given to those that might be more attractive to Dublin's "young professionals." Much of the following is based upon trends being noted in the parks and recreation industry and their associated best practices.

Also attached is a previous memorandum dated April 4, 2013 in response to suggestions brought forward by resident Eric Krause. This document contains additional information regarding bouldering walls, climbing walls and obstacle courses, with cost estimates and recommended locations.

Staff will have a PowerPoint prepared for the Council goal setting retreat in order to show pictures and graphics of some of the noted concepts.

## Recommendation

For information only. Staff will be requesting discussion and feedback from Council regarding the park design elements. Should you have any questions regarding any of these concepts prior to the retreat, please contact Michelle Crandall at 410-4403 or 206-4886.

## **Park Development**

### **Off-Road Bicycling**

The various forms of off-road bicycling continue to gain in popularity. These facilities can be designed in a manner that are family friendly and cater to active adults as well. The development costs of such facilities are not yet known. However, staff is currently in discussions with a design firm to obtain preliminary estimates prior to Council's retreat. Dublin's experience with cycle cross events has been positive and an expansion of such activities may be well received.

Darree Fields would be an excellent location for such a facility. The southwestern most edge, along the railroad tracks and south of the potential Shier-Rings Road extension has not been planned for any park components. This facility could be planned in a manner that would allow for Shier-Rings Road extension to be constructed with minimal impact to the bicycle facility.

### **Tree Climbing**

Programmed tree climbing (yes, tree climbing) could be experimented. Clubs exist that focus on this activity. The infrastructure already exists within the park system. This activity, if conducted properly, does not harm the trees, has minimal risks and typically appeals to active adults.

### **Natural Environment Fitness Course**

Dublin currently has private fitness-focused business(es) that utilize City parks to program courses using the natural environment as a means to add interest to fitness activities. Low tree branches, fallen logs and trails serve as fitness 'apparatus' for the participants. This type of informal course could be expanded upon and possibly incorporated with a designed obstacle course. If pursued, staff would include representatives from such businesses in the user input sessions.

### **Canoe/Kayaking**

The City is in the process of making canoeing/kayaking in the Scioto River more accessible. An access point in Amberleigh Community Park is being designed this year with construction scheduled for 2014. Another access point on the east side of the river under I-270 is planned for construction this year. Scioto Park currently has an access point.

Long-range plans include exploring the feasibility of an access point within the Historic District of Dublin. It is conceivable, but not yet explored, that Dublin could work with the City of Columbus to establish an access point close to O'Shaughnessy Dam and, potentially, an access point in the Hayden Run area.

### **Bouldering Field**

Having synthetic boulders of various sizes designed for climbing has been previously discussed. Climbing boulders that require various levels of skills and abilities could encourage both active adults and children to explore a different way of pursuing physically challenging activities. The costs would be based upon the complexity of design, but is expected to cost approximately \$150,000 – not including adjacent supporting development (i.e. parking lot, restrooms, etc).

### **Outdoor Fitness Equipment**

Several companies now manufacture outdoor fitness equipment that is well made and durable. An installation of several pieces of fitness equipment could be a popular addition to the Dublin Community Recreation Center. A possible location would be adjacent to the Bocce Ball Courts.

### **Hard Courts**

Both platform tennis and pickle ball have been discussed as possible organized activities. However, interest levels have not been determined, other than the one tennis court at Coffman Park that has regulation pickle ball court lines and has not received much play.

### **Regional Shared-Use Path Connections**

Several of the Central Ohio Greenways are situated just beyond Dublin borders. Making connections to those systems and other local municipal trails will result in longer ride lengths and will help facilitate transportation mode shifts. Potential connections and their associated destinations are:

- Scioto Greenway- Continuing to construct shared use paths to the north will allow users to bike to the Columbus Zoo, Zoombezi Bay, the Preservation Parks system, and, in the future, to Delaware. Constructing shared-use path will eventually result in a path to downtown Columbus.
- Heritage Trail- Connections to this corridor by means of Rings and/or Plain City-Dublin Roads will connect users with the Darby Creek Greenway, Plain City, Millford Center, Woodstock, Hilliard, the Scioto Greenway, downtown Columbus, Prairie Oak Metro Park, Battelle Darby Creek Metro Park, London, the Camp Chase/I-670 trail, and Big Walnut Greenway.
- Liberty Township and Preservation Parks- Last year, the shared-use path in Wedgewood Hills was extended to the Hutchins property. Working with Liberty Township and Preservation Parks, this pathway could lead users to the Columbus Zoo, Zoombezi Bay, and downtown Powell.
- State Route 161- The City of Columbus is currently working to connect both Worthington and Dublin along 161 through Linworth using OSU airport property. Staff is working to ensure that the connector aligns with Dublin's path already in existence at SR161 and Sawmill Road.

### **Bouldering Wall, Climbing Wall, Obstacle Course**

Attached is a memorandum previously provided to Council detailing these elements, along with cost estimates and proposed locations.

## **Recreational Programming**

Beyond the exploration of park development components, staff also plans to examine opportunities for varied recreational programming based on current trends. During 2011, in order to better gauge and design programming for baby boomers, the City conducted several focus groups with members of this particular generation. Those focus groups proved extremely valuable and programs designed based on the feedback received have been popular. Staff plans to initiate similar focus groups with the City's 'young professionals' (Millennials and Gen Xers) to determine the types of active programming this segment of the City's population would find appealing. Possible programming could include, but is not limited to, the following:

- Kayaking/Canoeing
- Rock Climbing
- Tree Climbing
- Backpacking
- Horseback Riding
- Geocaching in Dublin Parks
- Parkour
- Skiing/Cross Country Skiing
- Bike Rides
- Gardening Classes (as part of establishing City's community garden)
- Outdoor Yoga/Fitness/Bootcamps
- Adventure Travel (national and international)
- Volunteer Travel (national and international)

In addition to these types of 'active' programming ideas, feedback from the focus groups regarding other activities and classes would also be obtained, as well as feedback on the park development ideas noted previously in this document.

### **Community Events**

Dublin continues to serve as a popular location for outdoor activities, including many sporting events. In addition to soccer, baseball/softball and tennis, the community is home to numerous running events each year, including 5Ks, fun runs and a half and quarter marathon.

Most recently, the City has focused on attracting several bike events to the City. Those events include the following:

- Cyclocross – With the assistance of a member of the City's Bicycle Advisory Task Force and Cap City Cross, the City held its first cyclocross event in Coffman Park in 2011. In 2012, the City worked with Cap City to develop a cyclocross course in Daree Fields to serve as a year-round site for active off-road cyclists and to serve as a permanent site for cyclocross events.
- Race Across America (RAAM) – In September 2012, Coffman Park served as the start and end point for several Race Across America cycling rides. Dublin was the 6<sup>th</sup> event in an eight-event RAAM Challenge Series held in various locations throughout the United States. Rides included shorter rides of 30, 60 and 120 miles, along with two endurance rides of 200 and 400 miles. This event is expected to return in 2013.
- criterium – Initiated and run by a 17-year old Dublin resident, the City will be the site for the first Barbesol Criterium in June of this year. A criterium is an on-road, short course (usually less than 1 mile long), closed-loop bike race consisting of a specified number of laps around the same course. These races generally last between one to two hours.

In addition to these biking events, staff is interested in considering other varied sporting events, including "mob runs" (mud runs, adventure runs, costume runs) and other forms of on and off-road cycling events. Community event programming could also be included as part of the focus group sessions to best gauge the type of events Dublin may desire to pursue in the coming years. As a final note, this year, Events Administration will be examining the community events process

Memo re. Active Park Design, Recreation and Events

April 18, 2013

Page 5 of 5

and taking a closer look at what the City may want to encourage/discourage, subsidize/not subsidize and rates/cost recovery. Later in the year, staff plans to bring recommendations to Council regarding these items.



City of Dublin

Office of the City Manager  
5200 Emerald Parkway • Dublin, OH 43017-1090  
Phone: 614-410-4400 • Fax: 614-410-4490

# Memo

**To:** Members of Dublin City Council  
**From:** Marsha I. Grigsby, City Manager  
**Date:** April 4, 2013  
**Initiated By:** Fred Hahn, Director of Parks & Open Space  
**Re:** Park Development Suggestions from Resident Eric Krause

## **Background**

At the February 25, 2013 Council meeting, Council asked staff to respond to the various suggestions presented by Eric Krause regarding potential park development ideas and to give Council an update on currently funded park projects. The park development projects with their updates are as follows:

### **Park Development Project Updates**

***Amberleigh Community Park*** – 2013 budget of \$40,000 is being utilized to prepare construction documents for 2014 park additions. Currently, no funds have been encumbered for the design work. The 2014 additions will include a path and stair access to the river, overlook, stone piers, fencing, bike racks and landscaping. \$320,000 is programmed in the 2014 CIP for construction of this project.

***Coffman Park Expansion Phase I*** – Plans are currently under review by Review Services and are scheduled for Planning and Zoning Review at the April 4<sup>th</sup> meeting. The plans include three bridges (two pedestrian bridges and one service bridge), overhead utility line burial, realigned entrance to the Community Recreation Center, paths and landscaping. Implementation of the plans is anticipated to follow the 2013 Dublin Irish Festival and continue into the spring of 2014. The entire construction budget of \$3,570,000 is anticipated to be needed.

***Cramer Crossing Reserve E*** – The homeowners-requested improvements to Reserve E, including a small shelter house, are under plan development. The concept plans have been presented to the neighborhood leaders and approved. The project construction will commence later this year and the entire allocation of \$75,000 will be needed.

***Darree Fields Development*** – The construction of the storage building for the Miracle League is currently under contract in the amount of \$62,760. Additional shade for the site is being evaluated.

***Dublin Arts Center Site Renovations*** – The \$35,000 allocated for 2013 is to provide overall site design options. A firm has been selected and the planning process is currently underway.

***Dublin Community Pool North Renovations*** – The budget amount of \$160,000 is being utilized to install shade structures, provide additional landscaping, fence repairs and a cohesive on-site sign package.

***Holder-Wright Earthworks*** – The \$370,000 allocated in 2013 includes major renovations of the Holder house. Asbestos removal of the house has been completed as well as demolition of the garage and oil tank. House renovation plans are in the final stages of completion and staff plans to bid this project in April. In addition, seeding of the Native American constructed mounds will be initiated this spring. Currently, plans call for the entire budget to be utilized. Once bids are received for the house renovations, a more accurate budget update will be available.

***Scioto Park Restrooms*** – Construction drawings are currently being reviewed by Review Services. Once the permit is received, the project will be bid with construction of new restrooms and the extension of public water and sewer commencing this summer. The budget allocation of \$435,000 is anticipated to be needed.

***Park Renovations/Improvements*** – This line item is heavily itemized with several of the projects underway. Renovations and improvements are budgeted for Avery, Darree Fields, Emerald Fields, Lewellyn Farms, Scioto, Wellington and Wyndham Park. Currently, staff believes the entire budget amount of \$460,000 will be needed.

**The following is information regarding three of the ideas presented by Eric Krause.**

***Bouldering Wall*** – Mr. Krause has provided an actual quote of \$195,000 for a bouldering wall from the same manufacturer as that of the Scioto Audubon climbing wall. Based on information from this vendor, the 12" concrete base required for this design is estimated to cost an additional \$195,000. The resilient rubber surfacing to surround the boulder adds another \$135,000, bringing the total costs associated directly with the bouldering wall to approximately \$ 525,000. Additional site improvements, including a seating plaza, landscaping, picnic tables, benches, trash cans, grading, and storm water piping, etc., could add an additional \$150,000 to the costs. A quote received from another vendor reduced the costs associated with the bouldering wall by approximately \$50,000.

Mr. Krause suggested Avery Park as the preferred location. Given the amount of user congestion experienced at Avery Park during the warm weather months, including parking concerns, staff would not recommend this location. The Coffman Park expansion provides for a more appropriate location for this type of park development. The future park plans call for a parking lot to be constructed along Commerce Parkway and this parking lot could also be utilized by the users of a bouldering wall. This parking lot, planned for approximately 100 cars, could be done in phases if the boulder wall predated other area park developments. A 30-car lot for the boulder wall is anticipated to cost approximately \$125,000.

Staff anticipates the costs of constructing Mr. Krause's suggested design of a bouldering wall with parking at Coffman Park at approximately \$800,000.

***Climbing Wall*** – Mr. Krause has suggested that the City of Dublin work with the Metro Parks to have a climbing wall similar to the one at Scioto Audubon constructed at Glacier Ridge Metro Park. This idea has been informally presented to the Metro Parks with the intent of gauging their level of interest and financial ability. Based upon conversations, staff has no reason to believe this idea will be pursued by the Metro Parks, due to their prior commitments and financial position. An idea that has been expressed is whether Metro Parks would be amenable to the construction of a climbing wall within Glacier Ridge if the City were to contribute or even solely fund the project.

Before such a proposal is formally presented to Metro Parks, staff would need to understand Council's willingness to pursue such an idea and, if interested in pursuing it, to what level.

***Obstacle Course*** – Mr. Krause presented the concept of a multi-tiered obstacle course that would allow people of differing ages and abilities to participate. Staff believes this idea could well have merit and should be pursued. Given the potential complexities of design and need for input from potential users, staff would want to budget for a consultant to lead the design development. Based upon the results of this process, a preferred location and appropriate budget estimate would be realized. Costs for these consulting services are expected to be approximately \$15,000.

**Recommendation**

Information only.

## All About TCI

Tree Climbers International<sup>®</sup>, Inc. (TCI<sup>®</sup>) is a worldwide organization of people who love to climb trees. We do this safely and with utmost care for the trees we climb. TCI is also the world's first school for recreational tree climbers. We want the sport of "rope and saddle" tree climbing available everywhere so that everyone can experience the joy and wonder of seeing the world from the heights of the treetops!



Peter and Patty (with amazing help) at the top of a Douglas fir. Portland, Oregon, 2012. (Photo courtesy August Schilling)

TCI was started by Peter "Treeman" Jenkins, a retired rock and mountain climber-turned tree surgeon (now an ISA-certified arborist). Peter found that the equipment used in rock climbing did not always fit the needs of climbing something alive and fragile as a tree, and many of the rock climbers' techniques were downright dangerous in the treetops!

It became clear to Peter that an organization was needed which could bring together people who love tree climbing, as well as train them in the techniques necessary to ensure that they climb safely and responsibly. In 1983, he founded Tree Climbers International and opened the world's first tree climbing school in Atlanta with two big white oak trees, Nimrod and Dianna, and a Mission Statement.

Through the years TCI has written safety and training rules that have become standard for recreational tree climbers. Many of our protocols have been adopted by tree climbing schools around the world. Our organization's practices have made it possible for tens of thousands of people to adventure high in the treetops without injuring themselves or the trees being climbed. In fact, to this day there has never been an injury where climbers use TCI techniques and safety protocols for recreational tree climbing activities.

In 2005, Peter's wife Patty took over the "operations end" of TCI. While he teaches and is the climbing expert, she runs virtually every other aspect of our operations, maintains our website, and is usually on site at our events. Patty is not a climber (she had polio as a child), but she loves what she does and the people she meets as Executive Director of TCI.

Click the links at right to read some of the articles that have been written about us, look through our early publications, and see some of the videos that have been created about tree climbing. There is a great deal of valuable information in those materials, and alot that will make you laugh!

### TCI Mission Statement

Tree Climbers International, Inc. promotes tree climbing as a safe recreational activity suitable for people of all ages.

Our goals are to:

- Discover and promote technical tree climbing techniques that are safe for people and do no harm to trees.
- Provide qualified tree climbing instruction by highly-trained instructors.
- Produce and distribute educational and inspiring publications to promote safe recreational tree climbing.
- Create climbing chapters (or "groves" ) in every city, town, or hamlet worldwide.
- Hold periodic regional, national, and international tree climbing gatherings.
- Create a communication network of tree climbing enthusiasts through our website and publications.
- Locate and secure access to climbing trees suitable for recreational climbing.
- Promote respect and responsibility towards trees and the natural environment.
- Have fun exploring the high canopy while sharing adventures with like-minded people.



### Get Our eMails

Email address:

First Name:

Last Name:

### Be Inspired

*It is not so much for its beauty  
that the forest makes a claim  
upon men's hearts, as for that  
subtle something, that quality  
of air that emanation from old  
trees, that so wonderfully  
changes and renews a weary  
spirit.*  
-- Robert Louis Stevenson

### Branch Out

-  +1 (404) 377-3150
  -  [tci@treeclimbing.com](mailto:tci@treeclimbing.com)
  -  Atlanta, GA, USA
-    

TCI follows and advocates for ethics and practices which show our love for the natural world and the plants and animals which inhabit it. These include "Leave No Trace" principles, responsible and considerate use of public areas, and care of the trees we climb.

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## Bike parks are the wheel deal for all ages

By Douglas Brown *The Denver Post* *The Denver Post*

Posted:

DenverPost.com

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The big guy on the bike held up his arm: a long swath of scabs; skin turned to hamburger. Still, he was smiling. "He convinced me to go off the bigger jump," said Mike Davis, 37, gesturing toward his 5-year-old son, Braedyn. "And here's the result."

Davis' meeting of flesh and dirt doesn't make him so unusual at Valmont Bike Park, a 40-acre sprawl of jumps, bumps and meandering trails that opened in east Boulder this summer. Nor does the fact that he's a grown-up playing a kid's game.

Bike pilgrims from across the region, hundreds of them, travel to the hilly outpost every day: cool, skinny teens with shaggy hair; little girls on pink two-wheelers with upright handlebars.

But the most striking demographic? Scores of middle-age guys, flashing clenched-teeth grins and wild-eyed stares as they bomb down the dual-slalom course alongside 10-year-olds. They catch bits of air over the jumps and angle their bikes sideways around banked turns. And every so often — and sometimes still grinning — they limp back to the parking lot while the pliable 10-year-olds get ready for another go down the track.

"You have these young kids out here. Why not feed off their energy and go for it?" said James Harris, 46, who was sharing trails with riders one-quarter his age on a recent Saturday.

Bike parks are where skate-parks were 15 years ago, when city planners around the country decided young people needed distractions other than trouble, and so they began erecting flowing concrete worlds for people on four small wheels.

Now, the big thing is creating dirt spaces for much larger tires — and not just for lads who are ditching biology homework.

"This makes you feel like you just started riding again," said Chris Siebe, 40, of Erie. Siebe spent years competing in downhill races, where the riders are so swaddled in armor that they look like action heroes. But he's taking a break, and spending time instead at Valmont.

"I'll be out here with a group of my friends, who are all my age," he said. "We'll pitch a tent, put in six hours."

It's a bit of a dare, mixed with a dose of nostalgia.

"My best times when I was a kid were on my Schwinn Sting-Ray, going out, building trails and jumps. A lot of us grew up like that, when you could actually play outside," said Lee McCormack, 42, an author of books about mountain biking. He also designs bike parks and teaches biking classes and clinics, many of them at Valmont.

"We want to ride," he said. "We want to have fun. You can't go on a six-hour ride by yourself all the time when you have kids. But you can go to Valmont and hang out (with the family)."

Davis, who moved to Boulder from California this summer, said his son comes to the park with his mom most days; Davis tries to join him whenever he can.

"It's so much fun," he said. "You can be a little kid again."

To become even more adept at playing a young'un, Davis hired McCormack to teach him, his cycling-loving father, Bill Davis, 68, and Braedyn how to work different areas of the park, like the dirt jumps and the "pump tracks," which are loops of trail undulating with ups and downs. Skilled pump-track riders can go around and around the loops without pedaling. They use their bodies and physics to leverage the tracks for speed.

Hours after giving the Davis clan private lessons, McCormack was back at it on a Saturday morning, leading six cyclists — none of them youngsters — through a three-hour clinic on how to get the most out of the park. He began in a parking lot, demonstrating how to find proper balance and how to stop in a manner where riders dip so far over back seats that rear ends nearly graze tires.

And then they were off, to the park itself and its landscape of fun and fright. Close by them: a mom on a cruiser bike, three kids following her like ducks along a dirt path; in the middle distance, a pair of teens sheathed in chest and leg armor dashing down a steep, curvaceous, dual-slalom course; on the periphery, a 20-something on a small BMX bike 15 feet in the air above a wooden ramp bent like a boom erang. He spins the bike 360 degrees before landing.

The people who grew up before cellphones sometimes stop and watch the texting-age crowd — and shake their heads in disbelief.

In June and July, the park was averaging about 250 people on weekdays and 500 on weekends. The numbers have started to taper off slightly, but the park was designed with cyclocross racers in mind, and their season — autumn through early winter — has nearly arrived; several September competitions are planned. Cyclocross involves road-style bikes with knobbier tires, and competitors frequently haul their cycles over obstacles and plow through sand and mud.

Meantime, the park is full of families, and groups such as Berthoud's Boy Scout Troop 6 — 10 teenagers working on their cycling merit badges and accompanied by their fathers — were getting their first taste of the park on a recent Saturday afternoon.

The dads seemed to be having the most fun.

"I'm getting schooled all over again," said Joe Vittetoe, 45.

Another dad sat beaming on his bike, a bloody paper towel taped to his elbow — he had taken a spill.

"The adrenaline!" said Tom Dunne, 54, who was at the park with son Isaac, 14. "You are going down and you are like, 'I'm scared to death!' And then you get to the bottom and you say, 'I'm doing that again!' "

Douglas Brown: 303-954-1395 or [djbrown@denverpost.com](mailto:djbrown@denverpost.com)

## **How to get around**

### **THE DETAILS**

#### **Valmont Bike Park**

Valmont and Airport roads, Boulder

Open daily from sunrise to sunset, year-round.

Four miles of trails. More than two dozen terrain-park features.

Other bike parks in Colorado:

- Trestle Bike Skills Park, in Denver at Barnum North Park, which is northwest of Federal Boulevard and Sixth Avenue
- Lyons Dirt Jump Bike Park, at Bohn Park in Lyons.
- Rhyolite Bike Park, 1701 Crystal Valley Pkwy., Castle Rock.
- Golden Bike Park, 4471 Salvia St., Golden
- Spring Canyon Park Mountain Bike Skills Area, 2626 W. Horsetooth Road, Fort Collins.
- Corral Center Mountain Bike Park, within Lory State Park, 708 Lodgepole Drive, Bellvue (near Fort Collins).
- Trestle Bike Park, in Winter Park ski resort, during summer
- Sol Vista Bike Park, at Sol Vista ski resort
- Breckenridge Fun Park, at Breckenridge ski resort
- Evolution Bike Park, at Crested Butte ski resort
- Keystone Bike Park, at Keystone ski resort

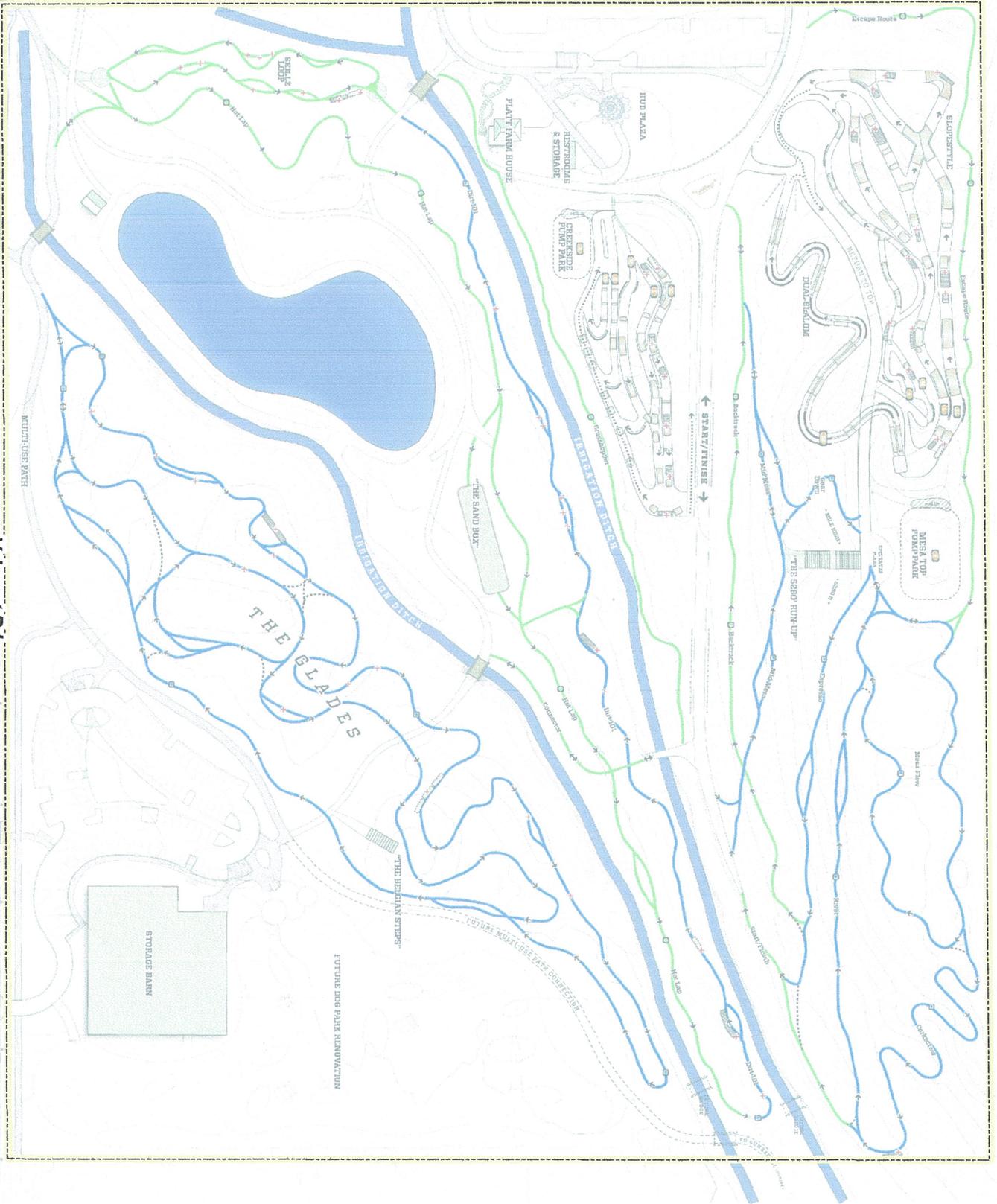
Douglas Brown, The Denver Post

Airport Rd

VA L M O N T R D

Vailmont Rd

V A L M O N T R D





**To:** Members of Dublin City Council  
**From:** Marsha I. Grigsby, City Manager  
**Date:** April 19, 2013  
**Initiated By:** Dana McDaniel, Deputy City Manager/Director of Economic Development  
**Re:** Progress Report: Battelle Recommended Strategies & Actions

## Background

Battelle Technology Partners issued its final *Cluster-based Economic Development Strategy and Action Plan for the City of Dublin* in February 2012. Attached is the executive summary portion of the report. Below is an update on staff's efforts relative to each strategy.

Strategy 1: Undertake focused cluster-based marketing and business development

- Formed partnership with Columbus 2020 for access to specialized cluster/industry expertise (data centers, call centers, HQs, international)
- Developed marketing program to cultivate relationships from cluster businesses in Dublin (new ad campaign recently photographed and recorded w/ medical, IT, HQ and start-ups to be distributed Q2 2013).
- Perform gap analysis to determine what our existing businesses are missing in supply chain and service needs (began stakeholder surveying April 2013)
- Form cluster advisory task forces for each cluster (began soft-sell to recruit members for medical and IT advisory groups)

Strategy 2: Encourage the development of start-up and entrepreneurial businesses

- Continue to support entrepreneurship (expanded and relocated DEC to Metro Office District. Current business count: 90)

Strategy 3: Ensure that new development facilitates cluster innovation and sustainability practices

- Ensure full adoption of Bridge Street plan. (complete)
- Highlight the river corridor in Bridge Street District; create view-shed developments. (underway)
- Evaluate best practices to ensure development appeal to target audiences. (underway)

Strategy 4: Improve housing and transportation options for moderate pay-scale workforce

- Encourage development of higher density apartment/townhome real estate product to accommodate young professionals. (underway)
- Ensure continuity of walking/bike paths safely through high-traffic areas (BAT Force)

Strategy 5: Evaluate policies, regulations and products pertaining to business retention and expansion

- Build in expedited approval/development processes for business. (complete: West Innovation, Shier Rings TechFlex, Bridge Street districts)
- Maintain an inventory of commercial properties and become experts in our product (use Xceligent real estate tool, Colliers vacancy tracking occurs quarterly, improved communications w/ local brokers and building owners to better understand how building marketing/positioning)
- Communicate development process updates/changes to relevant audiences (Effectively marketed the Bridge Street District vision to numerous developers, real estate interests and to land/business owners within the district; Council adopted changes to sign code in response to business interests; completed 6 business district meetings w/ more than 100 companies attending; recently developed marketing materials which include language re: development processes by district.)

**Recommendation**

Information only.





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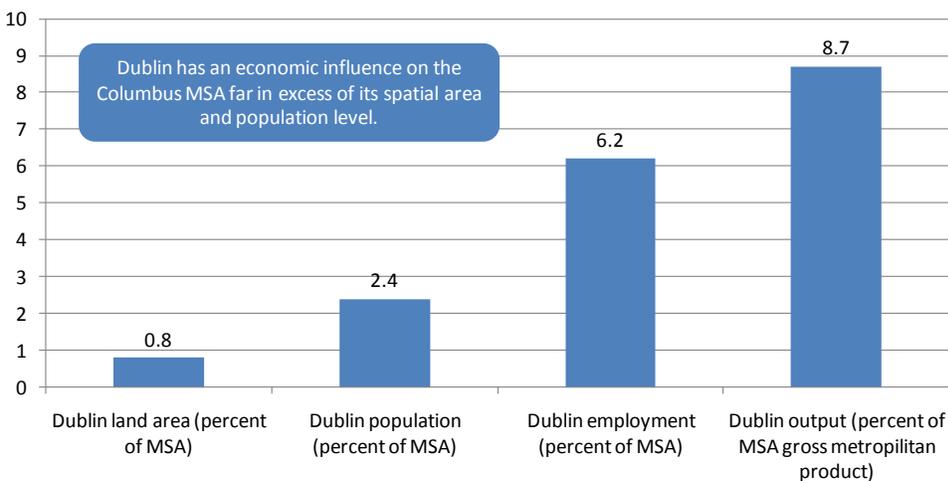
# Cluster-Based Economic Development for the City of Dublin

## Executive Summary

Competition in the global economy does not only occur between nations. The competition is felt at far smaller spatial scales—individual states, metropolitan areas, counties and towns. The U.S. has become a patchwork of economies—some competing well within the new global economy, others failing to adapt and experiencing economic decline. The harsh reality of the modern economy is that there are, and will continue to be, winners and losers.

The City of Dublin Ohio has a track record of being a “winner”. While Dublin contains 2.4% of the Columbus MSA’s population, its economic contribution to the region is considerably higher (Figure ES-1). Dublin has experienced strong levels of growth. The City’s population in 1970 was just 681 but by 2010 this had increased to 41,751 (a growth of over 6,000 percent). There were 17 members of the Dublin Chamber of Commerce in 1975, compared to over 1,200 in 2010, and a total of 2,895 businesses are currently registered in the City. Today, Dublin stands as a relatively affluent and successful City, enjoying a diverse base of economic activity and a high standard-of-living and quality-of-life for its residents.

**Figure ES-1: The City of Dublin’s Regional Context**



While Dublin has been successful, it is recognized that economies and operating environments are dynamic. Global and national trends affect local economies, and the regional and local competitive environment is far from static. The changing operational environment will have an impact on Dublin’s future and community leadership needs to anticipate these changes and chart a course for economic success. To this end, the City of Dublin retained the Battelle Technology Partnership Practice (Battelle’s economic development consulting arm) to evaluate the present economy of Dublin, the presence of clusters of industry activity upon which future growth may be sustained, and to outline a series of recommended strategies and actions to help Dublin sustain its competitiveness moving forward.

## Cluster Based Economic Development

Today, economic development observers note that the places that are competing well are those that have identified and built upon specialized niches in the production of goods and services. Michael Porter notes that economic development is the “long-term process of building a number of interdependent microeconomic capabilities and incentives that support more advanced forms of competition”<sup>1</sup> The key term here is “interdependent”—indicating the importance of internal regional business interactions, transactions and supply chain relationships (business clusters) that provide the internal sophistication and capabilities to compete in the global economy.

The City of Dublin has recognized the benefits of cluster-based economic development and is seeking to secure future growth and economic prosperity by developing a plan and strategy to leverage its existing industry base and core assets, and to become the preferred location for business growth within Central Ohio’s broader regional clusters. Already a successful and prosperous community, Dublin’s leadership is being forward thinking—seeking to assure that the community is positioned to succeed in the increasingly competitive regional, national and global economies.

The Battelle project seeks to advise Dublin’s professional economic development team and City leadership in regards to options for Dublin’s further economic development. The project accomplishes this through analysis aimed at determining Dublin’s competitive advantages within the region and core strengths to build upon and weaknesses to address. The project identifies strategic economic development options in regards to clusters to target, assets to develop and gaps to address.

## Greater Columbus and City of Dublin Industry Clusters and Targeting Analysis

Analysis of the Columbus region indicates that there are 12 primary clusters of economic activity evident. In examining Dublin within this regional economic context it is apparent that the City of maintains a strong presence across many of the key regional clusters. There are some clusters, however, in which the City can and perhaps should make further inroads.

The overall regional cluster situation and Battelle’s assessment of Dublin’s position vis-à-vis these clusters are shown on Table ES-1:

**Table ES-1: Columbus Regional Clusters and the Dublin Position.**

Industry Cluster	Example Products; Key Components	Example Dublin Companies
Ag Products & Food Production	Food/beverage products & processing; Crop & animal production; Ag chemicals	Nestle USA Lancaster Colony Corp Wendy’s
Automotive Mfg.	Auto mfg including parts, components, systems	Honda of America (Marysville) Hidaka USA (US HQ) Sutphen Corp
Business Support Services	Office admin services; Consulting services; Telemarketing, call centers; Collection agencies; PR and marketing services/consulting	OCLC Cellco Partnership (Verizon) 3SG Corp Employee Benefit Management

<sup>1</sup> U.S. Economic Development Administration. Accessed online at: <http://www.eda.gov/Research/ClusterBased.xml>

Industry Cluster	Example Products; Key Components	Example Dublin Companies
Corporate HQs/Managing Offices *Note several companies from other clusters also represented in HQs	Corporate, subsidiary, regional managing offices	Stanley Steemer International IGS Energy
Creative & Design Industries	Architectural services; Interior/graphic/industrial design; Advertising	WD Partners (HQ) Fanning Howey Associates
Finance & Insurance	Finance, banking, insurance	Nationwide Mutual Insurance Colonial Life & Accident Ins. CareWorks Consultants
Freight Transportation, Distrib., & Logistics	All wholesale trade; Packaging; Freight transport (trucking, rail, air); Warehousing and storage	Cardinal Health (HQ) Pacer Transportation Solutions (HQ) Sygma Network
Internet Commerce & Computer Services	Computer programming; Systems design; Computer facilities mgmt; Data processing/hosting; B2B electronic markets; Electronic shopping	Fiserv Medco Health Solutions Sterling Commerce (HQ) Garden City Group
Medical Biosciences & Healthcare Services	Hospitals; Pharmaceuticals; Medical Devices; Medical wholesale (Cardinal); Bio R&D; Medical Labs  **Does not include offices of doctors, dentists, other	Laboratory Corp of America Dublin Methodist Hospital Cardinal Health Smith Medical
R&D & Engineering Services	Engineering Services; Environmental Consulting; Physical/Eng R&D	Nestle Science Applications International Hull & Associates Battelle
Residential Healthcare Services	Nursing care; Home healthcare; Mental retardation and mental health facilities;	Friendship Village NCS Healthcare Viaquest Behavioral Health
Tourism, Entertainment, & Arts	Golf courses/country clubs; theater/dance/musical companies; Sports teams; Racetracks; Museums; Zoos; Historical sites  **Does not include hotels and restaurants	Muirfield Village Golf Club Tartan Fields Golf Club Golf Club of Dublin Everris/Scotts Roto Group LLC (Exhibition design)

As the above table illustrates, Dublin has a demonstrable presence within each of the key Central Ohio clusters.

Table ES-2 summarizes the intersection of current and emerging regional cluster strengths with the existing presence of key companies in the City of Dublin. Also included is a gauge of recent patent activity among companies and/or key patent classes related to the cluster. Note, however, that a greater weight has been placed on the current regional position of the cluster and its overall presence in Dublin relative to the innovation context which helps to inform but is not given an equal weight. Clusters identified with a “Very Strong” or “Strong” opportunity are recommended as high priority clusters to target.

**Table ES-2: Industry Cluster Targeting: Priority Assessment for the City of Dublin**

<b>Current &amp; Emerging Strengths</b>	<b>Current Presence in Dublin among Key Companies</b> (Rating scale of 3 checks—modest, moderate, strong)	<b>Innovation Context/Patent Strengths</b> (Rating scale of 3 checks—modest, moderate, strong)	<b>Summary Targeting &amp; Market Opportunity</b>
<b>Internet Commerce &amp; Computer Services</b>	✓✓✓	✓✓	Very Strong; Not incredibly large existing base in Dublin but varied applications and expertise with end users in other key clusters
<b>Business Support Services</b>	✓✓	n/a	Strong; Opportunity to leverage existing Corp HQs and other clusters in the City to expand related services
<b>Freight Transportation, Distribution, &amp; Logistics</b>	✓✓	n/a	Moderate due to some regional weakness; Opportunity to leverage both strengths within the City and region though some caution due to rather steep regional decline in recession
<b>Corporate HQs/Managing Offices</b>	✓✓✓	✓✓	Very Strong; Obvious historic strength for the City with varied set of existing HQs across several clusters; patent strengths in regional HQs including Ashland, Cardinal Health
<b>Creative &amp; Design Industries</b>	✓	n/a	Moderate due to some lack of presence in Dublin and regional contraction in recession
<b>Medical Biosciences &amp; Healthcare Services</b>	✓✓✓	✓✓	Very Strong; with regional strengths, Cardinal Health HQs, and addition of new Hospital City is in position of strength to add Bioscience firms and health services
<b>Residential Healthcare Services</b>	✓✓	n/a	Strong; Rapid regional growth and existing presence in Dublin
<b>R&amp;D &amp; Engineering Services</b>	✓✓	✓	Moderate; Opportunities around R&D with Nestle, Battelle already in the City; Some opportunity to expand engineering services with proximity to Honda
<b>Tourism, Entertainment, &amp; Arts</b>	✓✓✓	n/a	Strong; Though weakness in the region. City has unique exposure and asset in Memorial Golf Tournament/Muirfield Village and the Irish Festival; opportunity to expand branding effort specifically on Dublin

Each of the 12 clusters are key drivers of the Greater Columbus economy; however, given Battelle’s analysis in combination with local intelligence on their presence in Dublin, key priorities and

opportunities for targeting economic development emerge and should be elevated as priorities for business expansion and attraction efforts by the City.

A varied set of cluster priorities emerges for the City of Dublin among current and emerging strengths with Battelle recommending the following as priorities:

- **Internet Commerce & Computer Services (IT)**
- **Business Support Services**
- **Corporate Headquarters/Managing Offices**
- **Medical Biosciences & Healthcare**
- **Residential Healthcare Services**
- **Tourism, Entertainment, & Arts.**

### Developing the City of Dublin: Topline Findings of SWOT Analysis

Battelle’s Strengths, Weaknesses, Opportunities and threats (SWOT) assessment indicates that Dublin is a community blessed with significant strengths—a diverse business base, a high-quality-of life in a desirable and well serviced community, and has the space available to further expand its business sector. Some of what once were strengths, however, are starting to diverge into weaknesses—the community’s business real estate is starting to age and be less than competitive with new construction in surrounding communities, and Dublin’s overreliance on private automobile transportation is making it difficult for Dublin companies to access more moderate income workers needed to sustain growth. Also, because Dublin has matured and planned its growth carefully, it has developed a bit of a reputation among developers as being somewhat difficult to work with and inflexible.

On the opportunities front, there is much to work with. A base of strong business clusters provides a platform for cluster-based economic development, and the community has the infrastructure and sites (if not currently developed properties) needed to provide the type of modern operating environment that businesses seek. Dublin has opportunities for further growing its industry base and for new business attraction and start-up activity. Threats are primarily presented in terms of expanding inside-the-region competition for projects—with surrounding communities looking to attract Dublin companies to relocate with the lure of tax abatements and new business premises. Still, most of these competing communities do not enjoy the complete suite of amenities that Dublin has developed over time.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>● Advantageous geographic location with generally good access</li> <li>● Forward-thinking and planning-oriented community</li> <li>● Capacity to invest</li> <li>● Strong quality of life and community infrastructure compliments the business environment</li> <li>● Robust and diverse company mix</li> <li>● Significant broadband infrastructure</li> <li>● Substantial volume of land available for</li> </ul>	<ul style="list-style-type: none"> <li>● Aging commercial building stock</li> <li>● Almost exclusively auto-centered transportation</li> <li>● Zoning can exclude some emerging industries that are opportunities</li> <li>● Image gap between being developer friendly and “difficult” partner</li> <li>● Staff lacks detailed industry-specific (cluster) expertise</li> <li>● Region characterized by communities outside of Dublin competing to move</li> </ul>

further development	businesses inside the region, rather than concerted effort to attract and build new businesses
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Adaptation of existing aging commercial building stock</li> <li>• Attract businesses and talent with the planned Bridge St. development to generate a more vibrant live/work/play environment</li> <li>• Building upon strength as a desirable residential location, there is an opportunity to tie environment, health living, and social vitality to economic development</li> <li>• Broadening company networks to proactively find business opportunities</li> <li>• Digital operations make a broader range of businesses compatible with Dublin</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Potential loss of Dublin companies to other central Ohio municipalities offering tax abatements</li> <li>• Dublin’s success is tied to regional economic growth and is not completely in the hands of Dublin leaders</li> <li>• Fuel price increases may move residential preferences to a higher density, non-commute oriented environment.</li> <li>• Changing demographics will result in many more sellers than buyers</li> <li>• Other communities in the Columbus region are building major developments, including attempts at live/work environments (e.g. Easton)</li> </ul>

**Strategic Sites in Dublin**

The City of Dublin benefits from having significant land “banked” in two primary contiguous locations, the Bridge Street Corridor (BSC) and the Economic Advancement Zone (EAZ), with substantial acreage available for strategic site development. There are also opportunities in ancillary areas north and south of the east-west spine created by the EAZ and Bridge Street Corridor along US 33 and SR 161. The EAZ is roughly indicated in the [City of Dublin 2007 Community Plan](#) as the southern half of the “US-33 Corridor” and in later documents as the “Central Ohio Innovation Corridor (COIC) and West Perimeter” south of US-33 and including the current “Shier-Rings” study area.

In addition to land suited to a broad range of developments Dublin also has over 1.8 million square feet of non-residential real estate space vacant and available for lease or purchase. Overall it is evident that Dublin has the necessary space available to accommodate potential growth in the current economic climate. Detailed information on the current sites and premises market in Dublin is included within the report.

While Dublin has achieved extraordinary growth in recent decades, it now faces competition from other edge-city communities developing around the Columbus MSA and the I-270 beltway. To continue to grow and compete for development, the Dublin real estate product needs to evolve to reflect current and emerging market preferences—preferences that have started to evolve in directions different from the traditional suburban office and flex park model. Certainly light industry, warehousing and multiple additional commercial uses will still favor the type of business locations that Dublin offers. However, market trends in other successful communities across the nation indicate a growing preference among technology-companies, creative companies and creative-class residents for mixed-use, high density live/work/play environments—often with a “transit village” type of orientation. Dublin lacks this type of

project and real estate product. Plans for the Bridge Street Corridor incorporate such development, and it is recommended herein that this be considered a high priority undertaking from an economic development perspective.

Into the future, emerging market preferences suggest that the Bridge Street Corridor will be an important place-making initiative in Dublin, building on the strength of the historic downtown area and creating the type of higher-density live/work/play environment that younger professionals, the “creative class” and technology-oriented workers prefer. Some of its intangible assets are a walkable environment, civic activity, vibrant social interaction, and an atmosphere attractive to all generations. City leaders and residents rightly see the Bridge Street Corridor as the core of an urban remaking of the fabric of Dublin. They have recognized the changing preferences in housing, commuting, and work life. According to developer Christopher Leininger, Visiting Fellow at the Brookings Institution and a researcher on new urbanist trends, 77% of those born between 1977 and 1994 intend to live in an urban core.<sup>2</sup> The Bridge Street Urban Core Plan sets the stage for an urban environment and experience appealing to coming generations.

### **Recommended Strategies and Actions**

Based on the analysis of the regional economy, Dublin’s position within it, the SWOT analysis, and property review, Battelle recommends five key strategies with 25 accompanying actions for consideration by the City of Dublin Economic Development Department. These strategies work towards achieving multiple goals:

- Reinforcing and building upon Dublin’s existing business sector strengths, within the regional context, to enable Dublin to generate jobs and revenues in specific economic clusters. The cluster-based economic development approach embraces business attraction, retention, expansion and new business formation.
- Fostering the development of Dublin’s next generation of start-up businesses through supports for entrepreneurship and new business development.
- Diversifying and upgrading Dublin’s business, commercial and residential real estate with selected developments focused on emerging market preferences.
- Improving access to the moderate pay-level workforce needed to meet the needs of Dublin cluster companies, in addition to high-skill, high-wage personnel.
- Aligning Dublin’s policies, regulations and procedures to sustain an attractive environment for business growth and development.

The specific strategies and actions recommended are outlined in Table ES-3.

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<sup>2</sup> Doherty and Leininger, “The Next Real Estate Boom”, Washington Monthly, November/December 2010.

**Table ES-3: Recommended Strategies and Actions**

Strategy	Actions
<p><b>STRATEGY ONE:</b></p> <p>Undertake focused cluster-based marketing and business development</p>	<ul style="list-style-type: none"> <li>• Form cluster advisory task forces for each target cluster, comprising representatives of the industry within City governing/advisory boards similar to the Council Commissions. Together, these will form the entire “Dublin Innovation Task Force”</li> <li>• Form teaming agreements with Columbus 2020 and other regional bodies for access to specialized cluster expertise</li> <li>• Develop direct marketing program to cultivate strategic relationships stemming from cluster businesses within Dublin, providing a consistent message, leveraging business networks, and engaging targeted groups</li> <li>• Perform a detailed gap analysis to determine what resident businesses are missing in their supply chains and service needs so that the gaps can be filled by local companies or in priority development projects.</li> <li>• Add one staff member, Innovation Economy Development Coordinator, whose duties are to coordinate cluster networking, advisory task forces, and other cluster-oriented activities.</li> </ul>
<p><b>STRATEGY TWO:</b></p> <p>Encourage the development of start-up and entrepreneurial businesses</p>	<ul style="list-style-type: none"> <li>• Create a Dublin Technology Investment Tax Credit to leverage the Ohio Technology Investment Tax Credit.</li> <li>• Create a Dublin Cluster Opportunity Revolving Loan Fund to help address emerging opportunities within targeted clusters such as “re-shoring” production operations and supply-chain cluster network gaps while leveraging the State’s risk capital investments.</li> <li>• Within the Dublin Innovation Task Force, create an Entrepreneurship and Risk Capital Commission.</li> <li>• Develop a start-up accelerator along the Bridge Street Corridor to stimulate Dublin’s IT cluster.</li> </ul>
<p><b>STRATEGY THREE:</b></p> <p>Ensure that Dublin development facilitates cluster innovation and sustainability practices</p>	<ul style="list-style-type: none"> <li>• Ensure the full adoption of the BSC plan.</li> <li>• Focus initial development efforts on BSC core area as per the Site Analysis.</li> <li>• Highlight the Scioto River in BSC development through direct access or viewshed features.</li> <li>• Continue to evaluate best practices to ensure that the development of BSC incorporates into the product features that appeal to the 25-35 age demographic and technology companies in target clusters such as internet commerce and business support services.</li> <li>• Consider an “Economic Eco-system” approach to Dublin development practices to integrate the natural, architectural, economic, and social environments to maximize efficiency,</li> </ul>

quality of life, and economic impact.

**STRATEGY FOUR:**

Improve housing and transportation options for moderate pay-scale workforce

- Encourage the development of apartment and townhome real estate product for appeal to younger professionals and moderate income workers that accommodates the transitional lifestyles of early career professionals but balances urban scale and interaction with neighborhood stability.
- Enhance public transit options between regional residential areas with clusters of moderate income residents and key business locations in Dublin.
- Ensure the continuity of walking and bicycle paths safely through high traffic areas.

**STRATEGY FIVE:**

Evaluate policies, regulations and product as they pertain to business retention and expansion

- Formalize a method to assess company needs in anticipation of their timely resolution.
- Build in “Stage Two” approvals to expedite the development process for resident companies that plan to adapt or expand their space.
- Formalize a method to maintain an inventory of Dublin commercial property for best timely knowledge of the Dublin product.
- Consider establishing the “Dublin Community Redevelopment Corporation” or other entity tasked with quickly adapting the underutilized and more problematic older buildings.
- Effectively and consistently communicate Dublin’s recently adopted development process to relevant audiences.

## **“This I Believe” Visioning Exercise**

“This I Believe” Visioning Exercise is designed to provide a framework for individuals and collective groups to discuss the future of the City of Dublin. The purpose is to hear each person’s perspective on the future – and reflect on what is common and what is unique. From understanding how people see the future, participants learn context for specific goals or actions they may wish to initiate as a member of the governing body.

### **Preparation**

Each member of the City Council will be given 5 to 7 minutes to share "what they believe" about the future of the City and generally use the following guidelines.

- This exercise is loosely based on the "This I Believe" 1950s radio program of the same name, hosted by acclaimed journalist Edward R. Murrow the This I Believe format was reinvigorated by National Public Radio who regularly ran contemporary essays from 2005 to 2009. In reviving This I Believe, executive producer Dan Gediman said, “The goal is not to persuade Americans to agree on the same beliefs. Rather, the hope is to encourage people to begin the much more difficult task of developing respect for beliefs different from their own.” You are invited to share what you personally believe to be true about the future of the City.
  - Tell a story: Be specific. Take your belief from the events of your life that have shaped how you look at and experience "community".
  - Name your belief: Focus on a core belief - and talk about why it is true.
  - Be positive: This is what you DO believe, not what you DON'T believe - avoid speaking in the editorial "we" and make sure this is about what you believe - speak in the first person.
  - Be personal: Write in words and phrases that are comfortable for you to speak.