



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 *MIG*

**Date:** June 6, 2013

**Initiated By:** Sara Ott, Sr. Project Manager

**Re:** City Council Goals for 2013-2014

## Background

Attached is a resolution presenting the goals of the Dublin City Council for 2013-2014 based upon Council's discussion at its annual goal setting retreat held April 26, 2013.

The resolution reaffirms City Council's support of the strategic focus areas and accompanying policy statements for operations of the City. The only addition was to the Smart, Customer-focused Government area, which now reflects City Council's ongoing commitment to exploring shared services and strategic partnerships.

Goals 1 and 2 were expanded to further articulate City Council's vision in fostering an educational environment through partnerships, thereby strengthening the community bond and attracting new growth and business. Goals 3 and 4 (formerly Goals 2 and 3) have been renumbered, but the language is primarily unchanged from 2012-2013. Engaging local executives to promote Dublin became an important addition to Goal 5 (formerly Goal 4). The 2012-2013 Goals 5-7 were stricken. Finally, Goal 6 has been added to articulate City Council's desire to enhance quality of life amenities in Dublin.

## Recommendation

Staff recommends approval.

Attachment

# RECORD OF RESOLUTIONS

Dayton Legal Blank, Inc., Form No. 30045

Resolution No. **31-13** Passed \_\_\_\_\_, 20\_\_\_\_

## A RESOLUTION ADOPTING CITY COUNCIL GOALS FOR 2013-2014

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

**WHEREAS**, many of the goals of Council from previous years continue to 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 in order that current opportunities, needs and challenges facing the community are fully considered; and

**WHEREAS**, City Council desires to formally adopt its 2013-2014 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, \_\_\_\_\_ 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; and 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

# RECORD OF RESOLUTIONS

manner to meet the 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 outcome-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, including, when appropriate, a focus on shared-service delivery and strategic partnerships.

**Section 2.** As a result of the annual goal-setting process, Dublin City Council hereby adopts the following goals for 2013-2014:

## **2013-2014 CITY COUNCIL GOALS**

**Goal 1.** Engage leaders of business, government and education systems to better understand business needs, challenges and opportunities to optimize Dublin's business climate. Collaborate with public schools, vocational schools, higher education, and private learning centers to provide local and prospective business and industry clusters with a relevant and ready workforce. Partner with local education and business leaders to develop programs to meet the needs of industry, with the objective of growing existing businesses as well as attracting new businesses to the City.

Continue to focus on and pursue international opportunities that support the attraction, growth and development of businesses.

**Goal 2.** Identify, nurture and build upon the qualities of Dublin that attract, retain, create a sense of pride and bond residents and businesses to the community.

**Goal 3.** 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/facilities and establish a plan for acquisition.

**Goal 4.** Embrace 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, safe, vibrant and dynamic mix of land uses, creative open spaces, residential options 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 5.** Develop brand recognition locally, nationally and internationally through key stakeholders land strategic market initiatives. Tell and

# RECORD OF RESOLUTIONS

Dayton Legal Blank, Inc., Form No. 30045

31-13

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Resolution No. \_\_\_\_\_

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

validate the Dublin experience through engagement of third parties who champion the brand for the advancement of Dublin.

Identify and engage local senior executives in an effort to utilize their influence to promote Dublin as the ideal environment in which to live, work and create.

**Goal 6.** Create a gathering place where the Dublin community can celebrate creativity in both personal and shared experiences of the arts. Review and consider community models for creating a cultural arts center in Dublin, envisioning a multi-disciplinary complex, an educational resources, a space for popular an innovative performing arts, and an exhibit space for visual artists.

**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 \_\_\_\_\_ day of \_\_\_\_\_, 2013.

\_\_\_\_\_  
Mayor – Presiding Officer

ATTEST:

\_\_\_\_\_  
Clerk of Council

**A RESOLUTION ADOPTING CITY COUNCIL  
GOALS FOR ~~2012-2013~~-2014**

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**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

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**STRATEGIC FOCUS AREAS**

- **Fiscal Health & Economic Vitality**

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- **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 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.

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**Section 2.** As a result of the annual goal-setting process, Dublin City Council hereby adopts the following goals for 2012-2013-2014:

**2012-2013-2014 CITY COUNCIL GOALS**

Goal 1. —Facilitate increased networking between Engage leaders of business and government and education systems to better understand business needs, challenges and opportunities to optimize Dublin’s business climate. Collaborate with public schools, vocational schools, higher education, and private learning centers to provide local and prospective business and industry clusters with a relevant and ready workforce. Partner with local education and business leaders to develop programs to meet the needs of industry, with the objective of growing existing businesses as well as attracting new businesses to the City.

Continue to focus on and pursue international opportunities that support the attraction, growth and development of businesses.

Goal 2. Identify, nurture and build upon the qualities of Dublin that attract, retain and create a sense of pride and bond residents and businesses to the community.

Goal 3. 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.

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Goal 5. 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.~~

Identify and engage local senior executives in an effort to utilize their influence to promote Dublin as the ideal environment in which to live, work and create.

Goal 6. Create a gathering place where the community can celebrate creativity in both personal and shared experiences of the arts. Review and consider community models for creating a cultural arts center in Dublin, envisioning a multi-disciplinary complex, an education resource, a space for popular and innovative performing arts, and an exhibit space for visual artists.

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\_\_\_\_\_  
Mayor – Presiding Officer

ATTEST:

\_\_\_\_\_  
Clerk of Council

**City of Dublin, Ohio**

**City Council Retreat**

**April 26, 2013**



The Dublin City Council met on April 26, 2013 to conduct their annual planning retreat. Topics for discussion included:

- City Charter Review
- Prior Goals & Accomplishments
- Active Park and Recreation Amenities
- Global Economic Development
- Update Council Goals

## Expectations

At the beginning of the retreat each person had a chance to share their expectations for the retreat.

- Stay focused and think BIG!
- Analyze the current situation and develop a program for the future
- Provide strategic guidance and set expectations for staff
- Parks – any special things we should pursue
- Looking forward to learning new things about Global Economic Development
- Staff – here to be a resource for Council
- What is the NEXT BIG THING?
- Affirm what we are doing and identifying what is next?
- Provide a clear understanding of Council priorities
- Get feedback from Council

## City Charter Review Process

The City Attorney's Office presented an overview of the Charter Amendment process and identified specific housekeeping items that could be incorporated into a future Charter Review or clarified by ordinance or in City Council's Rules of Order.

- Council discussed clarifying what constitutes a "majority" of City Council for the purpose of approving action as a body. The current practice and understanding is that there must be four affirmative votes – regardless of the number of members present. The Council felt it would be appropriate to provide clarifying language.
- Staff had previously reviewed the Charter and Council discussed having the Administrative Committee review proposed changes to the Charter before the proposed changes would come to the full Council for consideration and/or identify areas where clarification could be provided in Council's Rules of Order. The sense of the group was that the discussion could be held at a regular City Council meeting to provide the appropriate transparency for the public about any potential changes.
- Staff will provide a review and update for Council in an upcoming packet.

## Prior Goals and Accomplishments

The City Manager referenced a report that was provided to City Council with an update on the existing goals. She then provided an overview of existing goals.

- **Economic Development:** Part of the 10 AM discussion is to look at strategies for economic development. The city has been working to develop specific relationships in international arenas to open new doors for economic development. City branding is an important part of this initiative as well.
- **21<sup>st</sup> Century Learning Environment:** Within the last year there have been several meetings with various interested parties to discuss elements of the new library. City has focused on how the library may fit into Bridge Street. The Library is looking at facility sites – they expect to have an architect on board by June of 2013 and will work with the City to identify the appropriate site. Bridge Street District is under consideration for a site. The library hopes to have the site identified by the end of summer – and then acquisition will move forward. The City has affirmed its interest in having a signature building, not a typical suburban library. Financial and fundraising roles have yet to be discussed in detail. While the Library Foundation Board is beginning some discussions, there is not a clear plan identified, but it could involve a specific Dublin Foundation to raise funds for the facility. Somehow the fundraising plan needs to engage the community so that the library belongs to everyone. There have been some discussions with Walsh University about a possible branch campus in Dublin.
- **Bridge Street District:** Council has been consistently updated and they can expect a draft report within the month of May.
- **The Dublin Brand:** This will tie in with the Economic Development discussion – new marketing pieces have been shared.
- **Health and Wellness:** A local grocer has expressed an interest in showing some of the City's wellness videos at their store. Staff said they would look at the contract and see how this can work. The City was provided approximately \$125,000 for Wellness initiatives from Medical Mutual. The Healthy Dublin initiative has been very cost effective and a significant sum of this money remains to fund future programs.
- **Shared Services:** A recap memo provided an overview of the City's efforts on Shared Services. The City's success in this area could be shared to remind people of the City's ongoing efforts in this area. The City needs to remind local representatives to State government that Dublin is doing this. The Council has expressed an interest in learning more about the School District's community engagement initiative and how they perceive the interface with the City.
- **Training and Professional Development:** City has been focusing on customer service during the past year, viewing every interaction with the public as an important opportunity. Technology training is also part of this initiative. Supervisory experience is another focus for the City. Council mentioned the need for providing meeting management training to Board & Commission members.

## Parks & Recreation Amenities and Programming Trends

Staff presented an overview of Active Park Design, Recreational Programming and Community Events.

- The City has been considering installing outdoor fitness equipment in Parks that mimics the types of equipment you might see inside a recreation center
- Washington Township recently installed this type of equipment in two parks
- Obstacle courses are another popular new amenity - these can be for small children, teens and adults with the idea of getting people out in the parks. Cost will vary depending on whether design is customized or if you purchase something "out of the box"
- Bike Parks are another park amenity there is demand for today. These are becoming more and more popular. Designed bike parks take a variety of skill levels into consideration – from small children to skilled adults.
- Climbing Walls are another popular amenity - price could be as much as \$1M
- Bouldering Walls is another concept that doesn't require ropes and harnesses- they can be technical or easy, and a single rock can accommodate both. This can be expanded to be a Boulder field with multiple boulders
- River Access and Water Trail – the City is providing some formalized access points on the Scioto River for Canoes and Kayaks – these include steps and a slide to get your canoe/kayak down the embankment. Signage will also be considered as part of a water trail

Staff asked Council what their interest was in providing these types of amenities in Dublin Parks.

- Cathy noted that some of the more expensive items (Climbing Wall at Glacier Ridge) may not be a good fit for Dublin at this time, especially given the price tag – though the concept is interesting. The Bouldering Wall and Obstacle Courses are interesting – how should they be prioritized within our long term plan for Parks.
- Tim expressed an interest in some of the bicycling amenities – and suggested that may be Dublin's niche. Cycling in all forms seems like something which could be accessible for Dublin residents.
- Marilee mentioned the need to add to our parks to provide some active amenities – our parks are primarily passive at this time, and it is time to invest in active recreation. We should look carefully at not duplicating what already exists in the region. The bike park is something that could be attractive for Dublin. Whatever we do we need to implement now – five years from now there will be other new things.
- Michelle noted that some planned investments could be done with alternative equipment – replace traditional play structures with the Bouldering concepts, etc. Neighborhood park structures are expensive and have a life cycle and we could incorporate new and more active amenities in the capital improvement program.
- John noted it would be good to have an understanding of a dollar investment we want to make and then prioritize. It would be good to emphasize our relationship with Metro Parks – while

some things may be duplicated elsewhere we should look at the distance required and decide what we need in Dublin vs. what people can realistically access elsewhere. What money could Metro Parks invest? A Bouldering field seems like a good new idea to invest in. River access is also a priority.

- Amy expressed an interest in making the river accessible, especially if it can be done simply. Like the idea of a bouldering field that would really distinguish Dublin – also like the idea of replacing traditional equipment with different and unique objects like the boulders. Outdoor fitness equipment could be good to locate somewhere besides the Recreation Center – provide this in a different part of Coffman Park or in other parks.

## Global Economic Development

Simon Tripp, Deborah Cummings from Battelle; Kenny McDonald of Columbus Partnership and Columbus 2020; and Kristi Tanner from JobsOhio joined the Council to participate in a Roundtable conversation on Global Economic Development.

Developing economies around technology is a niche for Battelle as they work in Jordan, Indonesia, China, etc. and they have also been active in economies like Dublin. Economies are not thinking well if they are not thinking globally. Communities that help their companies think globally are helping their economy. The global economy is innovation driven – developed nations are no longer interested in being low cost producers and rely on the US and Japan for innovation – these countries are investing heavily in research and development. Innovation is a driver for economic development.

While the economy is becoming more global, place matters, and regions need to identify their comparative advantage to leverage in global economic development. Niche opportunities – comparative advantage – create synergies and scales that leverage investments. Communities that are growing strongly and consistently are growing from within. Retention and expansion is critical. Successful regions build the business climate around that – workforce development initiatives that support industries that risk capital will support and live/work/play environments that support those industries. In addition, research industry partnerships allow industry to stay on the cutting edge.

Trends in Ohio job growth were identified.

Interacting with local businesses requires Economic Development professionals to do the work. Economic Development is something local jurisdictions can invest in and actually get a real return on that investment. Dublin has a unique advantage because of the professional approach to economic development. Community, industry and education must work together to create successful business climates

- Starting businesses aligned with our educational system is an emerging opportunity that could work in a community like Dublin.
- 3D Manufacturing is a revolutionary concept that could open up new economic development markets.

- Affordable Care Act is something people do not understand in terms of how it will impact business.
- Immigration Reform could have a positive impact on economic development.

This region has the scale to be involved in major initiatives, but we will have to “compete like crazy” to keep our place in the market.

Following an initial review of trends and opportunities, the Council engaged in discussion with the panel of experts.

- Council raised the issue of how curriculum at branch universities can support business innovation and growth.
  - Branch campuses have tremendous potential for the types of industry in Dublin
  - Conversation with community colleges is also important in tailoring skill sets for industry needs
  - The panel identified core global skills that include:
    - valuing work
    - global fluency
    - skill mastery (vs. a specific curriculum)
  - Industries are willing to invest in training skilled, ready workers - not all jobs require college education and not all kids are going to succeed in college – need to encourage people to be open to skilled jobs as a viable and necessary part of our economy.
    - Career ladders are a best practice – helping people understand what types of skills and training are necessary for the variety of jobs in local industries.
  - Education has a significant role to play – but the proliferation of education has started to raise the question of the value of education. In looking at partnerships, be looking at the value of the education to the local industry.
  - Statistics show that only 25% of college degrees are relevant to careers. Career pathways are real important, especially for at-risk youth. We can create a new way for these children to articulate and pursue success. Curriculums need to be designed to be relevant. We have to reframe how we viewed vo-tech in the 1970’s.
- What specific advice would the panel have for Dublin, knowing the investment that has been made in economic development? The City wants to sustain and grow our economy – and sustain and pay for City services.
  - Dublin has made good progress on its economic development plan. The strategy of clusters is very specific to Dublin. Information Technology and Bio Medical are the two that make sense for Dublin.
  - The workforce conversation would lead to the next specific initiative for Dublin
  - Dublin has beautiful developments and housing stock – growing business means a different type of housing may be necessary in Dublin for different types of workers. This could be a difficult decision for suburbs like Dublin.

- Dublin doesn't do tax abatements– what is the future of this type of local government incentives? There really is not an even playing field for economic development.
  - Communities make independent decisions about this – and some will continue to offer incentives.
  - Important to know your return on investment and break-even point.
  - Growth is typically not restricted to tax abatement areas (California, East Coast) but rather companies stay and grow because of the interrelationship of industry, workforce and innovation. What “stickiness factor” can Dublin support and create to keep CEOs from even considering moving to Hilliard or the East side of Columbus?
  - Ask yourself – will companies want to do their next deal with you?
  - Stickiness –what we see where this stickiness factor exists is highly collaborative and networking that is facilitated between industry, and government, etc. This is why we believe in Cluster strategy.
- Does using retired and existing CEOs who live/work in Dublin to market Dublin have merit?
  - This could be a highly effective strategy in attracting global development
  - Especially attractive with Japanese companies – the attraction to golf is one thing, but Japanese companies want to know they are welcome.
- Small Businesses – are an important part of Dublin's economy. We think about the big employers, but these smaller companies are important to our future – what can we do for them?
  - This is true in the IT industry in particular – there is lots of small business. Any small business is valuable – but investing in companies that wish to become scalable is where you will get a return on investment. Being a sole proprietor of 1 or 2 is good, but companies that want to start based on intellectual property or comparative advantage – that is where you get job creation and job growth. Focusing here pays off for local communities. Could Dublin become the entrepreneurial center for Central Ohio? There is a difference between entrepreneurs and small business. Entrepreneurs are set up for growth, with an exit strategy ... vs. small business. Small business with a growth strategy in retail is to move to other communities. Need to pay attention to communities with an entrepreneurial mindset.

Dublin should keep doing what it is doing – Dublin has the right foundation and is looking ahead to figure out how to make the City even better. The next step is to focus on workforce development – to figure out how to create the employees to support the jobs in Dublin. Don't disregard Ohio State University – they are thinking beyond traditional academia and moving forward and looking at tackling global issues in the future. Each of those issues represent big markets in the future. Dublin is a great partner – commend the City for their strategic planning efforts. The self-awareness of the challenges the City faces is a big advantage.

## The Next “Big Thing”

Key “next big things” identified included the following:

- Cultural Arts Center
- Convention Center
- Community Gardens – the City is prepping land for a space this year; Washington Township has one that they have expanded and the City’s intent is to get one up and running.
- We need to give thought to the future of Dublin when we are no longer an edge City
- Alternative Transportation Modes – when we reach a certain density this is a possibility.
- Relationship with Dublin Schools
- Innovative Service Delivery
- Ethnic Festivals (Asia and India Festivals) – in conversation with both organizations, India Festival is currently an indoor event and we don’t have the proper venue for it. Caution about taking on the expense of events such as this.
- Housing diversity for various age groups and income levels. What would this look like in Dublin? How does it fit with our vision of quality?

### Staff Thoughts on Next Big Thing

- 33 Corridor is a big opportunity for the future of Dublin. Would open up commercial property corridors.
- The concept of “stickiness” – how do we make our community itself the biggest economic development tool we have. Keeping it beautiful – doing things differently – growing quality of life amenities that will keep people looking to Dublin and staying in Dublin.
- OU Campus is a unique opportunity that has potential we don’t even understand yet. OU is excited about Dublin – and they are prioritizing what should be here and figuring out what should be on the campus.
- We have a significant Asian population in the community – how do we appeal to them, celebrate them as part of Dublin and our cultural diversity. Japanese festival which took place at Dublin Arts Council in the past has been eliminated – is this an opportunity? The Indian Community has a big celebration that they are interested in coming to Dublin (both Asia and India festivals may be interested in Dublin events).
- Need to take our broadband to the next level. We have fiber to the curb at our businesses. What about fiber to the home? Telecomm industries are not delivering this – there is an opportunity to look at doing this in Dublin.
- From a public safety perspective there is a concern for consolidation of government services which presents some problems in public safety. Communities should be able to decide what their public safety decisions are – glad to see that Dublin is in control of its own destiny in this regard and is driving these decisions. Do not want public safety to become consolidated in a single agency – might be good regionally but not good for a community like Dublin.

- Quality of development is key – when it deteriorates it becomes hot spots for crime and vandalism. Poor quality construction is not good for public safety.

## Council Priorities/Goals Update

The group reviewed the existing goals and determined that Goal 6 and 7 were accomplished and the value appropriately cared for in the focus area statements for Smart, Customer Focused Government. Goal 5 has become part of the corporate culture, and the value is appropriately cared for in the focus area for Livable, Sustainable and Safe.

New ideas were brainstormed and included:

- Identify and define Dublin's "stickiness" factor
- Community Gardens
- Senior Executive Spokespersons for Economic Development
- Grow the Dublin Foundation
- Incorporate education and workforce development into our economic development priorities
- Relations with Dublin Schools
- Our identity as a built out community
- Housing diversity (including housing for all stages of life and a variety of socio economic levels)
- Ethnic festivals
- Convention Center
- Cultural Arts Center
- Reevaluate park amenities
- Corporate Wellness
- Benchmark community wellness
- Alternative Transportation
- Innovative Service Delivery

The list was then prioritized and the following items remained as new goals for the coming year.

### *Identify & Define Dublin's Stickiness Factor*

Identify the intangible elements that unify our business community in order to build on those strengths.

What problem are we trying to solve/opportunity are we trying to seize?

- Need to better promote the value of Dublin in order to acquire long-term commitment from the business community.

What does success look like?

- Identify factors to knit business together
- Identify factors that keep people living in Dublin

- Attract new business and residents that are attracted to similar factors

### ***Senior Executive Spokespersons for Economic Development***

Identify local senior executives in an effort to utilize their influence to promote Dublin as the ideal environment in which to live, work and create.

What problem are we trying to solve/Opportunity are we trying to seize?

- Availability of local resources to promote our community in the economic development environment.

What does success look like?

- Securing the individuals to represent us.

### ***Incorporate Education/Work Force Development in Economic Development, Relations with Dublin Schools***

Endeavor to create an educational environment in concert with public schools, vocational schools, higher education, and private learning centers, to provide local and prospective businesses and industry clusters with a relevant and readily available workforce. Partner with the local educational leaders to develop programs to meet the needs of industry, with the objective of growing existing businesses as well as attracting new business to Dublin.

What problem are we trying to solve/Opportunity are we trying to seize?

- New school superintendent

What does success look like?

- Companies have the workforce they need and new companies come to Dublin.

### ***Cultural Arts Center***

Research community models for Cultural Arts Center and bring recommendations to City Council for consideration.

What problem are we trying to solve/Opportunity are we trying to seize?

- This is an opportunity to provide quality of life amenities for our community. This idea came from the community survey.

What does success look like?

- How are centers funded

- How are they operated
- Include location in Bridge Street corridor
- Include an outdoor Amphitheatre

## **Dublin City Council Focus Areas, Goals and Strategic Initiatives**

### **Fiscal Health & Economic Vitality**

*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.*

### **Livable, Sustainable and Safe**

*The City supports a Livable, 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 wellens and extraordinary amenities.*

### **Civic Engagement**

*The City creates a participatory environment for the active engagement of residents and community stakeholders by promoting proactive and on-going 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**

*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 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**

*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.*