



## **City of Dublin, Ohio Strategic Planning Retreat February 27-28, 2014**

### **Norms for the retreat:**

- Listen with respect
  - Let others finish before you start talking
  - Be attentive to the speaker
  - Disagree agreeably
- Be:
  - positive and realistic
  - candid and honest
  - patient and respectful
  - engaged and fully present
- Look for opportunities to agree
- Strive for consensus
- Practice “yes, and” rather than “yes/no, but”
- Have fun!

### **Retreat Goals:**

- Update goals for 2014-2015 and affirm/amend Strategic Focus Areas
- Clarify Roles of Mayor and Vice Mayor
- Provide clear direction to staff on key Bridge Street issues
  - Traffic
  - Variety of housing
  - Timing of projects
- Develop consensus on parking demand policy
- Evaluations of City Council employees (City Manager and Clerk)

### **Preparation**

- Each Councilmember should review the 2012-2013 goal progress and Strategic Focus Areas
- Review the materials provided in advance from staff

## **Thursday, February 27, 2014, LaScala Restaurant**

### **Dinner and Introductions**

**6:30 – 7 pm**

- Welcome and Introductions
- Agenda Review
- Norms and Expectations for the retreat

Agenda Item Outcome: Create a safe environment for honest exchange of ideas.

### **The Current Environment: 2013 Accomplishments**

**7:00 pm - 7:45 pm**

- Review an update on the Council's goals from 2013-2014
- Each Councilmember will be given an opportunity to share what they are most proud of that the Council accomplished in 2013
- Each Councilmember will also share their biggest hope for 2014

Agenda Item Outcome: Develop an understanding of the various perspectives of individual members of the governing body.

### **Roles of the Mayor and Vice Mayor**

**7:45 pm – 8:45 pm**

- Review current roles
- Identify if any changes are warranted or desired by the Council

Agenda Item Outcome: Clarify expectations of the roles of the mayor and vice mayor. Identify if roles need to be further memorialized for future reference.

**Adjourn for the Evening**

## **Friday, February 28, 2014, Corazon**

### **Check-in**

**8:30 am – 8:45 am**

- Process day one and Confirm Agenda for the day

Agenda Item Outcome: Adjust the agenda as needed to better serve the Council.

### **Determine the City Council's Priorities**

**8:45 am – 9:45 am**

- What priority policy issues ensure the City moves in the right direction
- Review the existing 2013-2014 goals and affirm or modify, as appropriate
- Generate and agree on what this City Council would like to accomplish in the next 18 to 24 months - including a clear understanding of "what success looks like" and what resources will be necessary to accomplish the priority objectives.

Agenda Item Outcome: Identify the Council's goals for 2014-2015.

## **Break, 9:45 am – 10 am**

### **Provide Staff Direction on Bridge Street in three key areas (traffic, housing, project timing and diversity)**

#### **10:00 am - Noon**

- What is the Council's role?
- What is Staff's role?
- Who else is a decision-maker?
- How can we clarify what our vision is for the decision-makers?

Agenda Item Outcome: Clear direction on Bridge Street for staff and decision-makers, ready to share.

## **Lunch, noon – 1 pm**

### **Provide Staff Direction on Parking Demand**

#### **1 pm -2 pm**

- What is the Council's role?
- What is Staff's role?
- Who else is a decision-maker?
- How can we clarify what our vision is for the decision-makers?

Agenda Item Outcome: Parking demand policy direction for staff and decision-makers, ready to share.

## **Next Steps**

#### **2 pm – 2:15 pm**

- Discuss how to communicate the results of the retreat with staff and the public
- Identify what other actions support the City Council needs from staff to maintain focus on their priority issues.

Agenda Item Outcome: Clarity regarding the path forward

## **Parting Thoughts**

#### **2:15 pm – 2:45 pm**

- As the retreat comes to a close, each participant will be asked to share a parting thought on how they feel about the work done during the retreat.

## **Executive Session for Personnel Matters**

#### **3 pm**

## **Adjourn**

# RECORD OF RESOLUTIONS

Dayton Legal Blank, Inc., Form No. 30045

**31-13**

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

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, 6 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 and strategic market initiatives. Tell and

# RECORD OF RESOLUTIONS

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 10th day of June, 2013.

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

ATTEST:

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

**Council Goals  
Progress**

**Update as of February 2014**

**Business Climate**

*Goal 1:  
Facilitate increased partnerships between leaders of business, government and education systems to better understand business needs, challenges and opportunities to optimize Dublin’s business climate.*

*Create an educational environment in partnership 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 attract new businesses to the City.*

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

The City continues to actively engage in meaningful interaction with as many Dublin companies as possible, always building relationships. Engagement occurs through: 1-on-1 meetings, tours, conversations to discuss and solve issues, and public recognitions. Each visit is usually followed by several more “touches” or interactions, for example, to make decisions on project advancement, gather information, solve problems, advance a request or issue to the appropriate group, etc. Staff tracked these company touches and, in 2013, 383 meetings/visits totaling 957 business interactions occurred.

In April, Economic Development held six breakfast seminars hosting more than 100 businesses. Surveys were conducted to understand future trends of Dublin businesses. Some findings included:

- 80% of the companies plan to hire 1 to 10 employees in the next 12 months
- 72% would like assistance with workforce recruiting efforts to find the “right” employees
- 66% stated retaining current employees to a Dublin location is easy
- 86% are in favor of working with the City on joint marketing/business promotion efforts
- 62% stated its current office space met its growth needs for the next 2 years

**Educational Partnerships:**

Staff regularly attended the Dublin Schools Business Advisory Taskforce (BAC); conducted meetings with Tolles Technical Career Center, helped support new programs and initiatives with the Dublin Schools STEM coordinator, helped launch Cool Tech Girls at the DEC, and participated with lining up interns at the DEC through TechColumbus. Additionally, staff participated in the Dublin Chamber’s HR roundtables to better assess employment/workforce needs and staff continues to expand free training at the DEC.

The City continues to strengthen our relationship with Ohio University (OU), working to create lasting partnerships between the University and Dublin business community. OU also has strong ties to Chubu University in Japan. Because of this link staff has been able to conduct several meetings with Japanese businesses interested in learning more about Dublin. Also, the City’s participation in an overseas trip to Japan in 2012 continues to provide positive traction as staff met, on several occasions, with international leads coming from Columbus2020. City staff continues to build relationships and coordinate local programming with TiE Ohio, JASCO, and the Asian-Indian American Business Association.

In the effort to continually strengthen and improve relations with the business, government, development and real estate communities, staff regularly participated in training, development and networking events offered by groups such as the Ohio Chamber, Columbus 2020, Mid-Ohio Development Exchange (MODE), Ohio Economic Development Association, International Economic Development Council, Dublin Chamber, Dublin NextGen, Leadership Dublin, Dublin City Schools Business Advisory Council, Dublin Convention & Visitors Bureau, Dublin Rotary, National Association of Industrial & Office Properties, and the Dublin Methodist Hospital Foundation Board.

**Council Goals  
Progress**

**Update as of February 2014**

**Business Climate**

*Goal 2:  
Attract new businesses to  
Dublin by identifying,  
nurturing and building upon  
the intangible elements that  
bond residents and  
businesses to our  
community.*

Several events are unique and special to Dublin. Economic Development aims to capitalize on those days/times to show-off the community's assets. The team conducted four business appreciation/affinity programs: Business Appreciation Day (which takes on a St. Patrick's Day theme), Memorial Tournament villa hospitality (May), Small Business Day at the Irish Festival (August), and The Presidents Cup (October). Over 400 business contacts received interaction on these occasions.

Additionally, several businesses engage in the community through corporate volunteering efforts and sponsorships at the city's key events.

Staff continues to bring attention to the city's attributes through formal presentations, media interviews and social media outlets, particularly about the changing landscape of Dublin with the addition of Bridge Street District zoning, Ohio University campus creation and West Innovation District projects, and the infrastructure improvements like the final phase of Emerald Parkway and the southern Emerald Parkway roundabouts.

The City sponsored the annual NAIOP "Lunch with Legends" event in December at Wendy's Thomas Conference Center. This luncheon was attended by 200 area commercial developers and real estate brokers.

For the third consecutive year, Dublin was named "Best Community for Business" by the readers of Columbus CEO magazine in its "Best in Business" awards.

Council Goals Progress	Update as of February 2014
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**21<sup>st</sup> Century Learning**

*Goal 3: Develop a 21st 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.*

Staff has continued to have discussions with the Columbus Metropolitan Library (CML) leadership over the past year in support of the Library's efforts to retain professional planning and design services for a new Dublin Library branch.

While the initial design team selection process began in spring 2013, the Library is required to follow a specific statutory process for the procurement of professional design services that requires a somewhat lengthier timeline. As one possible way to help expedite the process, in May 2013 the City offered to engage professional site selection services on the Library's behalf prior to the CML's formal engagement of a design team if the CML felt that would assist them in moving the site selection process forward. The CML considered the City's offer, but preferred that the design team (once selected) should lead the site selection process informed in part by their library facility programming and site design process.

In summer 2013, the CML believed it was close to finalizing its selection of a project design team; however, some concerns were raised within the vetting process of the preferred firm. The CML reinitiated the interview process in fall 2013, and a new preferred design team was identified in December 2013.

The CML expects the Library Board to take formal action regarding its selection of a design team for the new Dublin Library branch at its February 2014 meeting.

Among the design team's first tasks will be to immediately begin working cooperatively with the CML and the City of Dublin to evaluate potential sites for the new facility. The City expects that this will include establishing criteria that will drive site selection and developing an understanding of the timing considerations. Additionally, as part of the early programming efforts, the City of Dublin will need to determine what (if any) programmatic space should be included as part of the new library facility (or a potential future expansion thereof).

Staff will work with CML and its design team to establish the timeframes within which both location and programmatic decisions need to be made. In recognition of the importance of community participation in this initiative, Staff will immediately communicate this information to City Council so that it can review and affirm the City's decision-making process on this matter.

Staff will provide City Council ongoing updates on this initiative as more information becomes available and once the official design team selection is finalized.

Council Goals Progress	Update as of February 2014
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Bridge Street District  
 Bridge Street District

*Goal 4: 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, 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.*

The City made substantial progress in advancing the Bridge Street District Vision in 2013, and engaged many public and private partners in these efforts.

After deciding to focus its initial efforts on the Scioto River Corridor portion of the District as the most transformational and highly visible part of the Bridge Street District, the City engaged MKSK Studios to lead a team to complete an urban design framework plan to study the critical relationships between the key public and private improvements in the Scioto River Corridor. The study, which serves as a guide for the further planning, design and development of this critical portion of the District, was completed in early 2013. Key planning ideas that emerged from this effort were shared with the public at the City's State of the City address in March 2013.

*Scioto River Corridor*  
 Based upon that planning effort and with the continued assistance of a consultant team led by MKSK Studios, the City performed the preliminary engineering and next stage project planning for most of the key public improvements within the Scioto River Corridor portion of the Bridge Street District.

*Capital Improvements Program*  
 In September 2013, City Council approved the 2014-2018 Five-Year Capital Improvements Program which includes conceptual level project cost estimates and preliminary timing for the major public improvements in the River Corridor, including; the realignment of Riverside Drive; the Riverside Drive/State Route 161 intersection improvements (roundabout); a pedestrian bridge across the Scioto River; and riverside park. In addition, preliminary engineering has progressed on the roadway system just east of the Riverside Drive relocation, the Tuller Ridge Drive-Dale Drive connector roadway, and related roadway improvements along the west side of the Scioto River.

Preliminary designs for the riverfront park, pedestrian bridge and road improvements were presented at a Community Forum on October 22, 2013. Dublin developer Crawford Hoying presented early concepts for mixed-use development (including a mix of commercial, residential, and hotel uses) anchoring the new riverfront park.

*Land Acquisitions*  
 In addition to preliminary engineering, the City acquired several key properties that represent critical pieces of the greenway and riverfront park, as well as land for future road rights-of-way within the river corridor. The City is currently in the process of evaluating other properties for planned roadway connections which are essential to establishing the Bridge Street District's grid street network. In all, a total of 31.275 acres were acquired in 2013 and the end of 2012, which includes land along both the east and west sides of the Scioto River.

## CONTINUED

### Goal 4:

*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, 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.*

### *Private Development Projects*

While the City focused its Bridge Street District planning efforts on the Scioto River Corridor, conversations with developers and owners of land throughout the Bridge Street District continued throughout the year. After the Bridge Street District zoning regulations and area rezoning were approved by City Council in 2012, private development interest in the Bridge Street District increased. Projects reviewed in 2013 included a plan submitted by the Edwards Communities for a 325-unit podium apartment building and adjacent street network at the Dublin Village Center, as well as the “Bridge Park” mixed-use development proposed by Crawford Hoying along the east side of Riverside Drive.

### *Dublin City School District Partnership*

A prerequisite to the implementation of any significant private development projects within the Bridge Street District is an agreement with the Dublin City School Board that will establish a mutually beneficial incentive framework for the Bridge Street District. During 2013 representatives from the City and the DCS District held a number of work sessions to fully consider, analyze, vet and advance a framework for such an agreement. Substantial progress has been achieved in those discussions, and a partnership arrangement appears increasingly likely in early 2014.

### *Amendments to the Bridge Street District Zoning Regulations and Application Review Procedures*

During the summer of 2013, City Council directed Staff to initiate a review and update to portions of the Bridge Street District zoning regulations, particularly the review and approval procedures for Bridge Street District development applications. The Planning and Zoning Commission recommended an alternative process that was adopted by City Council in November 2013. Additional updates to the Bridge Street District zoning regulations are underway and are expected to be forwarded to City Council by summer 2014.

### *Public Engagement & Communications*

In December 2013, Staff presented a comprehensive report on the Bridge Street District public engagement efforts to City Council, including the public comments received on the public and private projects in the Scioto River Corridor following the Community Forum in October. The presentation included recommendations for maintaining and enhancing ongoing community engagement and communications strategies for the latest public and private development projects throughout the Bridge Street District, as well as for addressing some of the key issues surrounding the many different Bridge Street District planning initiatives. A series of videos and “frequently asked questions” have been initiated and issued and will continue to be made available through the City’s various media and communications outlets through 2014.

### *Looking Forward to 2014*

A number of significant private development projects within the Bridge Street District are positioned to move forward in 2014, subject to development approvals and the execution of development agreements. The City will also evaluate opportunities to establish entertainment districts as private development projects advance. The City also recently engaged a consultant team to evaluate city-wide wayfinding opportunities, which will likely include recommendations for gateways and other features to identify the Bridge Street District and other key areas of the city.

**Council Goals  
Progress**

**Update as of February 2014**

**Dublin Brand Recognition**

*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.*

*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*

City staff continues to provide professional and consistent brand alignment through digital media, collateral material, advertisements, publications, marketing, vehicle identification, city signs and merchandise. In addition to visual alignment, City messaging has been consistent, succinct and audience specific from traditional media, news articles, professional journals, Facebook posts and 140 character tweets. A comprehensive employee style guide is available on DubNet and a citywide photo library is available on Flickr. Specific campaigns throughout the year provided vibrancy and energy to the City of Dublin campaign, with an overarching goal of engagement and third party validation. Examples include – “I Rock Dublin” on Facebook; “Where Champions Reside” featuring Jack and Barbara Nicklaus in print; “Why Dublin” in video. The Presidents Cup 2013 provided a global platform for our branded messages, images and even our hospitality. The degree and quality of our community activation programs were recognized by the PGA TOUR as best practices. A new focus in 2014 will be to further refine the Dublin brand with fellow employees recognizing public service and elevating customer service through our brand channels.

Economic development marketing has been implemented to validate the Dublin experience and increase retention and attraction through the engagement of third parties. The City continues running the “Brands Speak for Themselves” ad campaign, where City staff has identified core messages, strategies and 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. So far, the campaign has featured representatives from Battelle, BMI Credit Union, HealthSpot, and Navidea in print ads featured in Site Selection, CEO Magazine, Business First and Columbus Monthly. In October, the Ohio Economic Development Association (OEDA) named this campaign as the Best Marketing Campaign in Ohio.

The City business brochure and the seven business neighborhood sales sheets have been finalized and are in circulation.

## Council Goals Progress

Update as of February 2014

### Arts and Culture

*Goal 6:  
Research and consider  
community models for  
creating a Performing and  
Cultural Arts Center in  
Dublin.*

Staff has conducted preliminary research of steps taken by other communities to study the potential construction and operation of a cultural and performing arts center. Many communities first invest in a feasibility study. Common components of a feasibility study for this type of facility include the following:

- Market Analysis
  - Review of community and regional demographics
  - Review of existing performing arts centers in the region to determine market absorption and service gaps
  - Interviews with key stakeholders and community input (forums and surveys) to identify potential local, regional and national uses and user groups
  - Analysis of industry trends
- Facility/Site Assessment
  - type of facility, including number of seats, types of spaces, use of spaces and square footage
  - site selection criteria, including footprint square footage and parking considerations
  - preliminary estimate of capital investments
- Business Plan
  - business pro forma that includes projected capital and operating costs and projected revenues
  - initial fundraising plan and endowment plan
  - Identification of all potential revenue streams
  - case studies of similar facilities
  - recommendations of ownership/management options

In addition to this research, staff has had preliminary conversations with Ohio University and their interest in exploring a partnership with the City, and potentially the Columbus Metropolitan Library, to establish a cultural and performing arts center.

PREAMBLE

**ARTICLE I. NAME; BOUNDARIES; FORM OF GOVERNMENT**

- 1.01 NAME AND BOUNDARIES
- 1.02 FORM OF GOVERNMENT

**ARTICLE II. POWERS OF THE CITY**

- 2.01 GENERAL POWERS GRANTED
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- 3.02 COMPOSITION, ELIGIBILITY, NOMINATIONS AND TERMS
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- 3.05 CLERK OF COUNCIL
- 3.06 COUNCIL MEETINGS
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- 4.06 AUTHENTICATION OF LEGISLATION
- 4.07 RECORDING AND CERTIFICATION OF LEGISLATION
- 4.08 AMENDMENT OF LEGISLATION
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- 4.10 ADOPTION OF TECHNICAL CODES
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**ARTICLE V. CITY MANAGER**

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- 6.03 DEPARTMENT DIRECTORS
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- 10.02 SUCCESSION
- 10.03 AMENDMENT OF CHARTER
- 10.03 AMENDMENT OF CHARTER
- 10.04 EFFECT OF PARTIAL INVALIDITY
- 10.05 EFFECTIVE DATE OF ORIGINAL CHARTER
- 10.06 EFFECTIVE DATE OF REVISED CHARTER

**REVISED CHARTER OF DUBLIN, OHIO**

**PREAMBLE**

We, the people of the City of Dublin, Ohio, to secure the benefits of home rule and to exercise the powers of local self-government conferred by the Constitution and the laws of the State of Ohio, adopt this Revised Charter for the governing of our City and as a complete replacement to the original Charter adopted on July 24, 1979.

**Article I.**

**NAME; BOUNDARIES; FORM OF GOVERNMENT**

**1.01. NAME AND BOUNDARIES.**

The municipal corporation existing as the City of Dublin under the laws of the State of Ohio and the Charter adopted on July 24, 1979, shall continue to be a body politic and corporate under the same name under this Revised Charter. The City shall have the same boundaries that exist on the adoption date of this Revised Charter, with power and authority to change its boundaries and annex territory. Territory annexed to the City shall immediately be subject to the provisions of this Revised Charter.

**1.02. FORM OF GOVERNMENT.**

The form of municipal government established by this Revised Charter shall be the Council-Manager plan.

**Article II.**

**POWERS OF THE CITY**

**2.01. GENERAL POWERS GRANTED.**

The City shall have all powers possible for a city to have under the Constitution and laws of the State of Ohio as fully and completely as though they were specifically enumerated in this Revised Charter. Title to all real property shall be taken in the name of the City.

**2.02. EXERCISE OF POWERS.**

All powers shall be exercised in the manner prescribed in this Revised Charter, or if not so prescribed, in the manner provided by legislation of the City. When not prescribed in this Revised Charter or by legislation of the City, then the powers shall be exercised in the manner provided by the laws of the State of Ohio until Council provides a different manner of exercising the powers.

**2.03. CONSTRUCTION OF POWERS.**

The powers of the City under this Revised Charter shall be construed liberally in favor of the City, and the specific mention of particular powers in the Revised Charter shall not be construed as limiting in any way the general powers granted in this Article.

**2.04. COOPERATIVE AUTHORITY.**

The City may exercise any of its powers, perform any of its functions and provide related financing, jointly or in cooperation, by contract or otherwise, with any one or more states, including but not limited to the State of Ohio, and any of their political subdivisions, special districts, instrumentalities, divisions or agencies; the United States or any of its divisions or agencies; or any individual, partnership, corporation or other type of entity, whether for profit or not-for-profit, unless prohibited by the Constitution of the State of Ohio.

**Article III.**

**COUNCIL**

**3.01. POWERS OF COUNCIL.**

All powers of the City permitted by this Revised Charter, the Constitution, and the laws of the State of Ohio, shall be vested in Council. Council shall provide for the exercise of all City powers and for the performance of all duties and obligations imposed on the City by law, through the adoption of legislation. Without limitation of the foregoing, Council shall have the power to:

- (a) establish or authorize the number of positions in the various departments, divisions, offices, bureaus, boards, commissions and committees of the City and to adopt a wage, salary and benefit structure for all positions within the classified and unclassified service;
- (b) create, combine, change and abolish departments, divisions, offices, bureaus, boards, commissions and committees not specifically created by this Revised Charter;
- (c) provide for an independent audit of the accounts and records of the City, which may be in addition to audits by State offices and agencies as may be required under the laws of the State of Ohio; and
- (d) conduct inquiries and investigations regarding the affairs of the City and the conduct of any City department, office or agency and for this purpose subpoena witnesses, administer oaths, take testimony, and require the production of evidence.

**3.02. COMPOSITION, ELIGIBILITY, NOMINATIONS AND TERMS**

(a) *COMPOSITION.*

Council shall be composed of seven members. Three shall be nominated and elected by the electors of the City at large and four shall be nominated and elected by the electors of each of the four Council wards, as provided in Article IX.

(b) *ELIGIBILITY.*

Any elector of the City who has lived in the City of Dublin, or any area annexed to the City of Dublin, for one year prior to filing a petition of candidacy, shall be eligible to hold the office of Council member. All Council members shall be residents of the City of Dublin during their entire term of office. Ward Council members shall also be residents of the ward which they represent at the time they file for office and during their entire term of office.

(c) *NOMINATIONS.*

Nominations for Council members shall be made by petition only and no primary shall be held. Nominating petitions shall be in the form determined by the election authorities of the State of Ohio.

(d) *TERMS.*

The terms of Council members shall be four years beginning on January 1 after their election.

**3.03. PROHIBITIONS.**

(a) *HOLDING OTHER OFFICE.*

Except where authorized by the laws of the State of Ohio or legislation of the City, no Council member shall hold any other elected public office during the term for which the member was elected to Council. No Council member shall hold any other City office or employment with the City during the term for which the member was elected to Council. Except for boards, commissions and committees, no former Council member shall hold any compensated appointive office or employment with the City until one year after the expiration of the term for which the member was elected to Council. Nothing in this Section shall be construed to prohibit Council from selecting any current or former Council member to represent the City on the governing board of any intergovernmental agency or organization.

(b) *CITY EMPLOYEES.*

Except for the purpose of inquiries and investigations under Section 3.01(d), Council or its members shall deal with City employees who are subject to the direction and supervision of the City Manager solely through the City Manager. Neither Council nor any of its members shall in any manner direct or demand the hiring or termination of any City employee whom the City Manager is empowered to hire, but Council may express its views and fully and freely discuss with the City Manager anything pertaining to the hiring and termination of such employees.

### **3.04. MAYOR, VICE MAYOR AND ACTING MAYOR.**

#### *(a) MAYOR.*

At the first regular meeting of Council in each even-numbered year, Council shall elect one of its members as the Mayor for a two-year term of office. The Mayor shall:

- (1) preside at all meetings of Council;
- (2) perform ceremonial duties and functions as necessary;
- (3) exercise all judicial powers and functions granted to mayors of municipal corporations by the laws of the State of Ohio and applicable court rules;
- (4) have authority to appoint a magistrate, at the discretion of the Mayor and with the approval of Council, to hear and determine prosecutions of criminal cases subject to the laws of the State of Ohio;
- (5) exercise military powers and functions granted to mayors of municipal corporations by the laws of the State of Ohio or the laws of the United States; and
- (6) perform or exercise such other powers, duties and functions as provided by this Revised Charter and the Council Rules of Order, to the extent such Council Rules of Order are consistent with this Revised Charter.

#### *(b) VICE MAYOR.*

At the first regular meeting of Council in each even-numbered year, Council shall elect one of its members as the Vice Mayor for a two-year term of office. The Vice Mayor shall serve as the president pro-tempore of Council. In the event of a vacancy in the office of Mayor, the Vice Mayor shall succeed to the office of Mayor to serve for the remainder of the unexpired term and Council shall elect another of its members to the office of Vice Mayor to serve for the unexpired term of office. In the event of the temporary absence or disability of the Mayor, the Vice Mayor shall exercise all powers, duties and functions of the Mayor.

#### *(c) ACTING MAYOR.*

In the event of the temporary absence of both the Mayor and Vice Mayor, the senior Council member, based on length of continuous elected service with the City, shall serve as the Acting Mayor. If two or more Council members have held the same length of continuous elected service with the City, then an Acting Mayor shall be chosen from among those two or more Council members by a vote of Council at the first regular meeting of Council in each even-numbered year.

### **3.05. CLERK OF COUNCIL.**

Council shall appoint a person to serve as Clerk of Council. The Clerk of Council shall be an officer of the City and shall give notice of Council meetings to its members and the public, keep the minutes of Council's proceedings and perform such other duties as are provided by this Revised Charter or by Council. The Clerk of Council shall be subject to the direction of Council and the general supervision of the City Manager. The Clerk of Council shall serve at the pleasure of Council and may be removed without cause by Council.

### **3.06. COUNCIL MEETINGS.**

#### *(a) REGULAR MEETINGS.*

Council shall hold at least one regular meeting each month and shall determine the frequency, dates and times of additional regular meetings in order to properly conduct its business.

#### *(b) SPECIAL MEETINGS.*

Special meetings of Council may be called, for any purpose, by the Mayor or any three Council members upon at least twenty-four hours notice to each Council member, which notice may be served personally or left at the usual place of residence. Council members who attend special meetings of Council or who are present at another regular or special meeting where a special meeting is announced by the presiding officer need not receive notice of the special meeting. Council members may waive receipt of notice of a special meeting either prior or subsequent to the meeting. Attendance at a special meeting constitutes a waiver of receipt of notice of special meeting.

(c) *ADJOURNMENT OR RECESS OF MEETINGS.*

Any regular or special meeting of Council may be adjourned or recessed to another time, date or place without giving the notice required in Section 3.06(b).

(d) *OPEN MEETING.*

All meetings of Council shall be open to the public, except as allowed by the laws of the State of Ohio and as Council may further provide by ordinance for matters declared in such ordinance to require confidentiality.

### **3.07. COUNCIL ORGANIZATION AND RULES.**

Council shall be a continuing body and shall meet for the purpose of organization at its first meeting in January of each year. Council shall adopt its own rules which shall not conflict with this Revised Charter and which shall remain in effect until amended, or repealed by Council. The Council Rules of Order shall not be subject to initiative or referendum. The Council Rules of Order shall provide for such matters as Council shall determine to be necessary for the proper functioning and governance of Council.

### **3.08. COMPENSATION.**

Once in any calendar year and only as a non-emergency ordinance, Council may determine the annual salary and benefits of its members. In the event Council shall fail to establish salaries and benefits as required in this Section, the salaries and benefits in effect shall remain until changed in accordance with this Section.

### **3.09 VACANCIES AND FILLING OF VACANCIES.**

(a) *VACANCIES.*

The office of Council member shall become vacant upon the member's resignation or forfeiture of office as provided in Section 3.10.

A vacancy in Council shall be filled by a majority vote of the remaining Council members. If the vacancy occurs on or after July 1 of the second year of the term, the person elected by Council shall serve for the unexpired term. If the vacancy occurs on or before June 30 of the second year of the term, the person elected by Council shall serve until a successor is elected at the next regular municipal election. The person so elected shall take office on January 1 following such election. If Council fails to fill a vacancy in Council within sixty days after the occurrence of the vacancy, the Mayor shall appoint a person to serve for the time as provided in this Section.

### **3.10. FORFEITURE OF OFFICE.**

(a) *GROUND'S CONSTITUTING FORFEITURE.*

The office of a Council member shall be forfeited upon a determination that the Council member:

(1) has pled to or has been convicted of a felony while in office;

(2) has pled to or has been convicted of any crime involving dereliction of duties while in office;

(3) lacks, or is found to have lacked, at any time prescribed by this Revised Charter, any eligibility requirement of Section 3.02(b);

(4) has violated any prohibition of Section 3.03(a); or

(5) has failed to attend three consecutive regular meetings of Council without being excused by Council.

(b) *JUDGE OF GROUNDS CONSTITUTING FORFEITURE.*

Council shall be the sole judge of the grounds constituting forfeiture of office. Council shall initiate the process to establish grounds for forfeiture of office by motion and shall have the power to subpoena witnesses, administer oaths and require the production of evidence.

(c) *NOTICE AND PUBLIC HEARING.*

Upon finding that grounds exist which subject a Council member to forfeiture of office, Council shall instruct the Clerk of Council to notify the Council member. The Clerk of Council shall notify the Council member by any method which includes written evidence of receipt. A member so notified shall receive a public hearing before Council to be held no earlier than ten days nor later than thirty days after the written evidence of receipt.

(d) *FINAL DETERMINATION.*

Council shall make a final determination by a motion to regard the office of the Council member as forfeited. The Council member subject to forfeiture of office shall be entitled to vote. Upon passage of the motion, the office shall be deemed vacant, and Council shall fill the vacancy as provided in Section 3.09(b).

**Article IV.**

**LEGISLATIVE AND OTHER PROCEDURES**

**4.01. FORM OF ACTION BY COUNCIL.**

Non-legislative action of Council shall be by motion, and legislative action shall be by resolution or ordinance. No action of Council shall be invalidated merely because the form of the action taken fails to comply with the provisions of this Revised Charter. 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.

(a) *MOTIONS.*

Council shall use a motion to determine policy and procedural matters; to conduct elections among and make appointments by Council members; and as otherwise provided in this Revised Charter or by Council.

(b) *RESOLUTIONS.*

Council shall use a resolution, where practicable, for any legislation of a temporary, informal or ceremonial nature and as otherwise provided in this Revised Charter or by Council.

(c) *ORDINANCES.*

Council shall use an ordinance, where practicable, for any legislation of a general or permanent nature and as otherwise provided in this Revised Charter or by Council.

**4.02. FORM AND READING OF LEGISLATION.**

The form of legislation shall be established by the Council Rules of Order. Legislation shall contain only one subject, which shall be clearly expressed in its title; provided that appropriation ordinances may contain the various accounts for which monies are appropriated, and that ordinances which are codified or recodified are not subject to the limitation of containing one subject. The reading of legislation shall be by title only, unless otherwise required by Council.

**4.03. PROCEDURE FOR CONSIDERATION OF LEGISLATION.**

(a) *INTRODUCTION.*

Legislation may be introduced by any member at any regular or special meeting of Council. Prior to the introduction of any legislation, the Clerk of Council shall distribute a copy of the legislation to each Council member and to the City Manager, file a reasonable number of copies in the office of the Clerk of Council and such other public places as Council may designate, and publish the title of the legislation together with a notice setting forth the time and place for its public hearing before Council.

(b) *PUBLIC HEARINGS.*

The procedure for public hearings shall be determined by the Council Rules of Order. The public hearing of any legislation shall follow its publication by no less than seven days; may be held separately or in conjunction with a regular or special Council meeting; may be adjourned or recessed from time to time; and may be dispensed with for an emergency ordinance. The public hearing of a resolution shall be conducted at the time of its introduction. The public hearing of an ordinance shall be conducted at the next designated meeting subsequent to its introduction, unless otherwise specified by Council. Upon closing the public hearing and after discussion by Council, Council may adopt the legislation with or without amendment, reject it, or table it.

(c) *VOTE RECORDATION AND PUBLICATION.*

The vote on legislation shall be entered in the minutes or other record of Council proceedings. As soon as possible after adoption, the Clerk of Council shall have the legislation and a notice of its adoption published and available to the public at a reasonable price.

**4.04. EFFECTIVE DATE OF LEGISLATION.**

(a) *EFFECTIVE IMMEDIATELY.*

All resolutions and the following ordinances shall take effect upon adoption, unless a later time is specified by Council:

- (1) appropriations of money;
- (2) annual tax levies for current expenses;
- (3) improvements petitioned for by owners of the requisite majority of the front footage or of the area of the property benefitted and to be assessed;
- (4) submissions of any questions to the electorate or a determination to proceed with an election;
- (5) approvals of a revision, codification, recodification, rearrangement or publication of ordinances; and
- (6) emergency ordinances.

(b) *EFFECTIVE AFTER THIRTY DAYS.*

Unless otherwise provided in this Revised Charter, all other ordinances shall become effective thirty days after their adoption or at any later date specified by Council.

**4.05. EMERGENCY ORDINANCES.**

(a) *SPECIFICATION REQUIREMENT.*

An emergency ordinance shall be introduced in the form and manner prescribed for legislation generally, except that each emergency ordinance shall declare that it is necessary for the immediate preservation of the public peace, health, safety or welfare, and shall clearly specify the nature of the emergency.

(b) *SUPER MAJORITY REQUIREMENT*

Upon successful motion to treat an ordinance as an emergency, and to dispense with the public hearing when appropriate, an ordinance may be adopted as an emergency ordinance by an affirmative vote of no less than five Council members. If an emergency ordinance fails to receive an affirmative vote of at least five Council members, but receives a vote of at least four Council members, the ordinance shall become effective as non-emergency legislation.

**4.06. AUTHENTICATION OF LEGISLATION.**

Legislation shall be authenticated by the signature of the presiding Council member and the Clerk of Council. The failure or refusal to sign shall not invalidate otherwise properly enacted legislation.

**4.07. RECORDING AND CERTIFICATION OF LEGISLATION.**

Legislation shall be recorded in a book or other record prescribed by Council. The Clerk of Council or designee, upon request of any person and upon the payment of a fee if established by Council, shall certify true copies of any legislation, which certified copies shall be admissible as evidence in any court.

#### **4.08. AMENDMENT OF LEGISLATION.**

(a) *PENDING LEGISLATION.*

Pending legislation may be amended at any time prior to its adoption by Council, and such amendment shall not require an additional public hearing of the legislation.

(b) *EXISTING LEGISLATION.*

Any legislation may be amended by the adoption of subsequent legislation that revises existing sections or parts; enacts new or supplemental sections or parts; or repeals existing sections or parts. This Section does not prevent, prohibit nor preclude repeals by implication.

#### **4.09. ZONING ORDINANCES.**

(a) *PUBLIC HEARING NOTICE.*

As to any zoning ordinance, initiated by an applicant or by Council, the Clerk of Council or designee shall mail written notice of the public hearing to the owners of the property within, contiguous to and directly across the street from the affected parcel or parcels. The failure of delivery of the notice shall not invalidate any zoning ordinance.

(b) *DISPOSITION PROCEDURES.*

Council, by ordinance, shall establish procedures for the disposition of ordinances establishing, amending, revising, changing or repealing zoning classifications, districts, uses or regulations.

(c) *VOTING REQUIREMENTS.*

The following voting requirements shall apply to zoning ordinances:

(1) 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.

(2) an affirmative vote of at least five Council members shall be necessary to adopt a zoning ordinance as to which the Planning and Zoning Commission has recommended against approval.

#### **4.10. ADOPTION OF TECHNICAL CODES.**

(a) *BY REFERENCE.*

Council may, by ordinance, adopt technical codes for the purpose of drawing on the latest scientific and technological advances, including but not limited to construction standards, and such other matters as Council may determine to be appropriate for adoption by reference.

(b) *PUBLICATION NOT REQUIRED.*

An ordinance adopting any technical code shall make reference to the date and source of the technical code without reproducing it at length in the ordinance. In such cases, publication of the technical code shall not be required. A copy of each technical code and a copy of the adopting ordinance shall be authenticated and recorded by the Clerk of Council as provided in Sections 4.06 and 4.07. If the technical code is amended after its adoption by reference, Council may adopt the amendment or change by incorporation by reference under the same procedure established for the adoption of the original technical code.

#### **4.11. CODIFICATION.**

Council shall provide for the preparation of a general codification, a recodification, a revision, or a rearrangement of all City ordinances which shall be adopted by Council by ordinance and shall be published in printed form, together with this Revised Charter. A current service supplementing the City's codified ordinances shall be maintained in the manner prescribed by Council.

#### **4.12. PUBLICATION OF LEGISLATION.**

(a) *PUBLISH DEFINED.*

Unless otherwise provided by this Revised Charter, legislation shall be published after its adoption. As used in this Section, the term "publish" shall mean to post the legislation or a summary of the legislation in at least three public places as designated by Council for a period of at least fifteen days after its adoption, and to take such other actions as provided by Council. Failure to publish legislation as required by this Section shall not invalidate the legislation, and in such event, the Clerk of Council may authorize the legislation to be published at a later date.

(b) *CERTIFICATION.*

The Clerk of Council shall make and retain a certificate as to the times and places by which the legislation is published. The certificate shall be prima facie evidence that the legislation was published as required by Section 4.12(a). Failure to make or retain the certificate required by this Section shall not invalidate any legislation.

**Article V.**

**CITY MANAGER**

**5.01. APPOINTMENT, QUALIFICATIONS, AND COMPENSATION.**

(a) *APPOINTMENT.*

Council shall appoint a City Manager.

(b) *QUALIFICATIONS.*

The City Manager shall be appointed solely on the basis of executive and administrative qualifications. The City Manager need not be a resident of the City at the time of appointment, but shall become a resident of the City within six months after appointment, unless Council approves a longer period of time or residence outside the City.

(c) *COMPENSATION.*

Council shall determine the compensation of the City Manager.

**5.02. PROCEDURE FOR REMOVAL.**

The City Manager may be suspended by resolution of Council which shall set forth the reasons for suspension and proposed removal. A copy of such resolution shall be served immediately upon the City Manager. The City Manager shall have five days in which to reply in writing, and upon request, shall be afforded a public hearing, which shall occur not earlier than ten days nor later than fifteen days after the hearing is requested. After the public hearing, if requested, and after full consideration Council may adopt a final resolution of removal. The decision of Council to suspend or remove the City Manager shall be in the sole discretion of Council and shall not be subject to review by any court. If the City Manager is suspended from duty as provided under this Section, Council shall appoint an Acting City Manager.

**5.03. ACTING CITY MANAGER.**

By letter filed annually with the Clerk of Council by January 31, the City Manager shall designate a City employee to exercise the powers and perform the duties of the City Manager during the Manager's absence or disability. Council may revoke such designation at any time and appoint another employee of the City to serve as Acting City Manager.

**5.04. POWERS AND DUTIES OF THE CITY MANAGER.**

The City Manager shall be the chief administrative and law enforcement officer of the City. The City Manager shall be responsible to Council for the administration of all municipal affairs placed in the City Manager's charge by or under this Revised Charter, the legislation of the City and the laws of the State of Ohio. Without limitation of the foregoing, the City Manager or designee shall:

- (a) appoint, promote, suspend, remove or otherwise discipline any City employee, except as otherwise provided by or under this Revised Charter, subject to the provisions of Section 6.06 pertaining to Personnel Systems;
- (b) direct and supervise the administration of all departments, offices and agencies of the City, except as otherwise provided by this Revised Charter;

- (c) attend all regular and special meetings of Council with the right to participate in discussions but not to vote;
- (d) enforce within the City all laws, provisions of this Revised Charter and legislation of the City;
- (e) prepare and submit budgets and capital programs to Council;
- (f) keep Council fully advised as to the financial condition and future needs of the City;
- (g) submit to Council and make available to the public complete records of the finances and administrative activities of the City;
- (h) make such other reports as Council may require concerning the operations of City departments, divisions, offices, boards, commissions, bureaus, and agencies;
- (i) provide staff support services for Council and the City's boards, commissions and committees;
- (j) execute on behalf of the City all contracts, leases, deeds, easements, conveyances and agreements; and
- (k) perform such other powers, duties and functions as are conferred or required by this Revised Charter or by Council.

**Article VI.**

**CITY DEPARTMENTS AND PERSONNEL SYSTEMS**

**6.01. CREATION AND ALTERATION.**

(a) *CREATION.*

The City shall have a Department of Law, a Department of Finance and such other departments as Council may create.

(b) *ALTERATION.*

Except for the Department of Law and the Department of Finance, Council may abolish, combine, merge, change or alter any department of the City.

**6.02. POWERS, DUTIES AND FUNCTIONS.**

Departments shall have those powers, duties and functions as provided in this Revised Charter or by Council.

**6.03. DEPARTMENT DIRECTORS.**

(a) *DIRECTORS.*

Departments shall be under the supervision of directors.

(b) *APPOINTMENT OF DIRECTORS.*

The Director of Law and the Director of Finance shall be appointed and removed by the City Manager, subject to the consent and approval of Council. The Director of Law and the Director of Finance shall serve at the pleasure of the City Manager and Council. All other directors shall be appointed by the City Manager and shall serve at the pleasure of the City Manager. With the consent of Council, the City Manager may serve as the director of one or more departments or may appoint one person as the director of two or more departments.

(c) *QUALIFICATIONS AND PROHIBITIONS.*

A director need not be an elector or resident of the City. A director shall not hold any other public office, except that the director may hold office in a political party or be a delegate to a political party convention; serve as a notary public; serve as a member or officer in the military reserve or national guard; serve in any office, position or capacity to further intergovernmental cooperation; and hold any office permitted by the laws of the State of Ohio, this Revised Charter, or by Council.

**6.04. DIRECTOR OF LAW.**

(a) *QUALIFICATIONS.*

The Director of Law shall be an attorney-at-law duly authorized and licensed to practice law in the State of Ohio.

(b) *DUTIES.*

The Director of Law shall be the prosecuting attorney and legal counsel for the City, and subject to the direction of Council, shall represent the City in all proceedings in court or before any administrative board or body. The Director of Law shall perform other duties as required by this Revised Charter, by legislation of the City, by Council or by the City Manager. The Director of Law shall not be required to represent any school district or any other unit of government, other than the City.

(c) *ASSISTANTS AND SPECIAL COUNSEL.*

Council may provide for assistants and special counsel to the Director of Law. All assistants shall be appointed by the City Manager upon the advice and recommendation of the Director of Law.

The assistants shall be responsible to the Director of Law and when authorized by the Director of Law, may exercise all or any part of the powers, duties and functions granted to the Director of Law under this Section. Special counsel may be employed by Council to exercise the powers, duties and functions authorized by and in the manner provided by Council.

**6.05. DIRECTOR OF FINANCE.**

The Director of Finance shall be the chief financial officer of the City; shall exercise the powers, duties and functions as required by the laws of the State of Ohio, this Revised Charter, legislation of the City, Council and the City Manager; and shall provide full and complete information concerning the financial affairs and financial status of the City as requested by the City Manager or Council.

**6.06. PERSONNEL SYSTEMS.**

(a) *MERIT PRINCIPLE.*

All appointments and promotions of City employees shall be made on the basis of merit and fitness demonstrated through a competitive selection process to the extent practicable and except as otherwise provided by Council.

(b) *CLASSIFIED AND UNCLASSIFIED SERVICE.*

Council shall establish a classified and unclassified service for employees of the City. Council shall adopt a Code of Personnel Practices and Procedures to define and govern the classified and unclassified service of the City. All original appointments and promotions to full-time positions below the level of Chief within the divisions of police and fire shall be within the classified service.

(c) *ELECTED AND APPOINTED OFFICES.*

Appointments to and removal from all elected and appointed offices, including the City's boards, commissions and committees, shall be made in accordance with the specific applicable provision of this Revised Charter or the specific applicable legislation of the City, and shall not be subject to Sections 6.06(a) and 6.06(b).

(d) *RETIREMENT SYSTEM.*

The laws of the State of Ohio governing the retirement of employees of a city shall be applicable to City employees under this Revised Charter.

**Article VII.**

**BOARDS AND COMMISSIONS**

**7.01. CREATION OF BOARDS AND COMMISSIONS.**

The City shall have a Planning and Zoning Commission, a Board of Zoning Appeals, a Personnel Board of Review and such other boards and commissions as may be created by Council.

## **7.02 GENERAL RULES FOR BOARDS AND COMMISSIONS.**

The following general rules shall govern boards and commissions:

- (a) each board or commission created by Council shall consist of at least three members;
- (b) compositions, terms, appointments and removals shall be determined by Council, unless otherwise provided in this Revised Charter;
- (c) each member of a board or commission shall be and shall remain an elector of the City during the term of appointment unless otherwise provided by Council;
- (d) a vacancy occurring during the term of any member of a board or commission shall be filled for the unexpired term in the same manner as original appointments;
- (e) vacancies shall be filled within sixty days;
- (f) each board and commission shall establish its own rules of order to be approved by Council;
- (g) members of boards and commissions shall serve without compensation unless otherwise provided by Council;
- (h) no member of any board or commission shall serve as a member of the same board or commission for more than two consecutive full terms unless at least one year has elapsed since the member's last full term ended; provided that this rule does not apply to anyone who serves on a board or commission by virtue of holding another office or position with the City; and
- (i) all meetings of boards and commissions shall be open to the public, except as allowed by the laws of the State of Ohio and as Council may further provide by ordinance for matters declared in such ordinance to require confidentiality.

## **7.03. PLANNING AND ZONING COMMISSION.**

### *(a) COMPOSITION AND TERMS.*

The Planning and Zoning Commission shall consist of seven electors of the City who shall serve overlapping four-year terms; one of which may be a Council member who shall serve at the pleasure of Council.

### *(b) POWERS AND DUTIES.*

The Planning and Zoning Commission shall have the power and duty to hear applications for land use, zoning classifications or districts and, as merited, to submit written recommendations for legislative action or to render final determinations for administrative action; to initiate, review and recommend legislation, rules and regulations on all matters of municipal planning, land use, and zoning classification; and to exercise such other powers, duties and functions as provided by Council.

## **7.04. BOARD OF ZONING APPEALS.**

### *(a) COMPOSITION AND TERMS.*

The Board of Zoning Appeals shall consist of five electors of the City who shall serve overlapping three-year terms.

### *(b) POWERS AND DUTIES.*

The Board of Zoning Appeals shall have the power and duty to hear and decide appeals for exceptions to and variances in, the application of resolutions, ordinances, regulations, other legislative measures and administrative determinations governing zoning in the City, as may be required to afford justice and avoid unreasonable hardship. The Board of Zoning Appeals may make advisory recommendations to Council and the Planning and Zoning Commission concerning zoning matters; and shall exercise such other powers, duties and functions as provided by Council.

## **7.05. PERSONNEL BOARD OF REVIEW.**

### *(a) COMPOSITION AND TERMS.*

The Personnel Board of Review shall consist of three electors of the City who shall serve overlapping three-year terms.

### *(b) POWERS AND DUTIES.*

The Personnel Board of Review shall have the power and duty to hear appeals from administrative determinations made pursuant to the Code of Personnel Practices and Procedures, and such other powers, duties and functions as provided by Council.

***Article VIII.***

***BUDGETING AND CONTRACTING PROCEDURES***

**8.01. GENERAL.**

The laws of the State of Ohio relating generally to budgets, appropriations, taxation, debts, bonds, assessments, deposit and investment of funds and other fiscal matters of the City shall be applicable except as otherwise provided by this Revised Charter or by Council.

**8.02. OPERATING BUDGET.**

*(a) PREPARATION AND SUBMISSION.*

The City Manager shall prepare and submit to Council an operating budget ordinance in accordance with the annual budget calendar. *(b) PROVISIONS AND FORM.*

The operating budget shall provide a complete financial plan of all City funds and activities for the ensuing fiscal period, and except to the extent required by law or this Revised Charter, shall be in a form acceptable to Council.

*(c) COUNCIL ACTION.*

Council shall adopt the budget on or before December 31 of every year. To implement the adopted budget, Council shall adopt, prior to the beginning of the ensuing fiscal year, an appropriation ordinance authorizing an appropriation for each program or activity by department or major organizational unit.

**8.03. CAPITAL PROGRAM.**

*(a) PREPARATION AND SUBMISSION.*

The City Manager shall prepare and submit to Council a five-year capital program in accordance with the annual budget calendar as authorized by Council.

*(b) COUNCIL ACTION.*

Council shall adopt the capital program in accordance with the annual budget calendar as authorized by Council.

**8.04. CONTRACTING PROCEDURES.**

*(a) AWARD AND EXECUTION OF CONTRACTS.*

Consistent with Section 5.04(j) of this Revised Charter and except as otherwise provided in this Section, the City Manager shall award and execute all contracts on behalf of the City.

*(b) COMPETITIVE BIDDING.*

Council, by ordinance, shall establish a threshold amount, notice provisions and other procedures for competitive bidding. When any contract for the construction of a public improvement or the purchase of equipment, supplies, or materials is estimated to exceed the threshold established by Council, the contract shall be competitively bid. Council shall award a contract to the lowest and best bidder, provided that Council may reject any and all bids in whole or by items. No contract shall be divided to avoid the requirements of competitive bidding.

*(c) WAIVER OF COMPETITIVE BIDDING.*

By a vote of no less than five members, Council may waive the competitive bidding requirement if the statutory or common law of the State of Ohio does not require competitive bidding; if Council determines that an item is available and can be acquired only from a single source; or if Council determines that a waiver of the competitive bidding requirement is in the best interest of the City.

(d) *PROFESSIONAL SERVICES.*

Contracts for professional services shall not be subject to the competitive bidding requirements of this Section and shall not require authorization by Council if the current operating budget provides sufficient funding for the scope of services in any such contract.

(e) *ALTERATIONS OR MODIFICATIONS OF CONTRACTS.*

Council shall establish procedures for alterations or modifications of contracts. Modifications or alterations of contracts shall not require competitive bidding.

(f) *CERTIFICATION OF FUNDS.*

No contract involving the expenditure of money shall be entered into or authorized by the City Manager unless the Director of Finance or designee shall first certify that:

(1) funds required for the contract are in the City's treasury or in the process of collection; and

(2) funds have been appropriated by Council for the specified purpose and remain unencumbered.

The Director of Finance shall file and record the certification of availability and appropriation of funds in the accounting records of the City and shall furnish a copy to the vendor or contractor. Without the certification, a contractual obligation shall be void and unenforceable against the City unless recognized by Council as a moral obligation.

***Article IX.***

***ELECTIONS, INITIATIVE, REFERENDUM AND RECALL***

**9.01. REGULAR MUNICIPAL ELECTIONS.**

Regular municipal elections shall be held on the dates and at the times fixed by the election laws of the State of Ohio.

**9.02 SPECIAL ELECTIONS.**

Council may, at any time, order a special election by legislation which shall set forth the date and purpose of the election, including but not limited to the referral of pending legislation to the electors for their approval or rejection. Special elections may be held on any date.

**9.03. CONDUCT OF ELECTIONS.**

All regular and special elections shall be conducted by the election officials of the State of Ohio. Elections shall be held in conformity with the provisions of this Revised Charter or as otherwise provided by Council. Where not addressed by this Revised Charter or by Council, the provisions of the election laws of the State of Ohio shall be followed.

**9.04. WARDS AND BOUNDARIES.**

(a) *ESTABLISHMENT OF WARDS.*

No later than July 1, 2001 and no less frequently than every ten years thereafter, Council shall, by legislation, divide or redivide the City into four wards for the purpose of electing four ward Council members at the next regular municipal election. The division or re-division of the City into four wards shall provide for substantially equal population in each ward.

(b) *WARD BOUNDARIES.*

All wards shall be bounded, to the extent possible, by county lines, streets, alleys, avenues, public grounds, canals, water-courses, municipal boundary lines, center lines of platted streets or railroads, or lot lines of platted subdivisions.

(c) *EFFECT OF RE-DIVISION.*

Re-division of the City into wards shall not terminate or otherwise affect the unexpired terms of ward Council members; however, at succeeding elections, ward Council members shall be elected from the wards as reapportioned or re-established under this Section.

(d) *CENSUS.*

Council shall have the power to cause a census of the City to be taken if it determines a census is necessary for the proper apportionment of the City's wards. Council may authorize officials and employees of the City, independent contractors or state or federal government agencies to conduct the census under the control and direction of Council.

**9.05. INITIATIVE AND REFERENDUM.**

Legislation, issues and other measures may be proposed by initiative petition and adopted by election as provided by the Constitution and laws of the State of Ohio. Legislation adopted by Council shall be subject to referendum, as provided by the Constitution and laws of the State of Ohio, except that legislation calling for elections under this Revised Charter shall not be subject to referendum.

**9.06. RECALL.**

(a) *POWER TO RECALL.*

The electors shall have the power to remove from office by a recall election any Council member of the City in the manner provided in this Section.

(b) *RECALL PETITION.*

As to any Council member who has served at least six months of a Council term, an elector or electors of the City may serve written notice upon the Clerk of Council of their intent to circulate petitions for the recall of the Council member. No petitions for the recall of a Council member may be circulated until the written notice of intent is served upon the Clerk of Council. The petition shall contain a verified statement of not more than one hundred words setting forth the specific grounds upon which the removal of the Council member is sought. The petition may be circulated in separate parts, but the separate parts shall be bound together and filed as one instrument. Each part shall contain the name of the Council member whose removal is sought. The petition shall be signed by at least that number of electors equal to fifteen percent of the electors voting at the last preceding regular municipal election. If the petition is filed demanding the removal of a ward Council member, the petition shall be signed by at least that number of electors equal to fifteen percent of the electors voting in the ward at the last preceding regular municipal election.

(c) *FILING OF PETITION.*

No later than thirty days after service of the notice of intent on the Clerk of Council, the petition demanding the removal of a Council member shall be filed with the Clerk of Council. Separate petitions shall be filed for each Council member sought to be removed by recall. The Clerk of Council shall note upon each petition the name and address of the person filing the petition and the date of such filing, deliver to such person a receipt for the filing of the petition and attach a copy of the receipt to the petition. Within ten days after the day on which the petition is filed, the Clerk of Council shall determine whether or not it meets the requirements of this Section. If the Clerk of Council finds the petition insufficient, the Clerk shall promptly certify the particulars in which the petition is insufficient, deliver a copy of the certificate to the person who filed the petition and make a record of the delivery. The person who filed the petition shall be allowed a period of ten days after the day on which delivery of the certificate was made in which to make the petition sufficient. If the Clerk of Council finds the petition sufficient, the Clerk shall promptly certify the petition to Council and shall deliver a copy of the certificate to the person whose removal is sought within five days and make a record of the delivery.

(d) *RECALL ELECTION.*

Unless the Council member whose removal is sought resigns within five days after delivery of the Clerk's certificate, Council shall fix a day for holding a recall election, not less than thirty days nor more than forty-five days after the date of the Clerk's certification of sufficiency to Council, and shall cause notice of the recall election to be published on the same day of each week for two consecutive weeks in a newspaper of general circulation in the City. At the recall election, this question shall be placed upon the ballot: "Shall (name of Council member whose removal is sought) be allowed to continue as a Council member?", with the provisions on the ballot for voting affirmatively or negatively. If a majority of the vote is negative, the Council member shall be removed, the office shall be vacant, and the vacancy shall be filled as provided in Section 3.09. If the Council member is not removed at such recall election, no further recall petitions shall be filed against the Council member for a period of one year following the recall election. If a recall election is ordered for a ward Council member, only the electors of the ward which the Council member represents shall be entitled to vote upon the issue of recall.

**Article X.**

**GENERAL PROVISIONS**

#### **10.01. CONFLICTS OF INTEREST; ETHICS; CAMPAIGN FINANCING.**

Unless otherwise provided in this Charter or by Council, the laws of the State of Ohio pertaining to conflicts of interest, criminal misbehavior, ethics and financial disclosure by municipal officials and employees, and campaign financing and other election practices of candidates for municipal office shall apply under this Revised Charter.

#### **10.02. SUCCESSION.**

The City, as governed by this Revised Charter adopted at an election held on March 19, 1996, is declared to be the legal successor to the Village of Dublin and the City of Dublin as governed by the original Charter adopted at an election held on July 24, 1979. The City, under this Revised Charter, shall have title to all real and personal property owned by the Village of Dublin and the City of Dublin under the original Charter, including all funds on deposit and all taxes or assessments in process of collection, together with all accounts receivable and rights of action. The City, under this Revised Charter, shall be liable for all outstanding orders, contracts and debts of the Village of Dublin and the City of Dublin under the original Charter and any other obligations for which they may be held liable by any court of competent jurisdiction. All contracts entered into by the Village of Dublin and the City of Dublin or for their benefit prior to the effective date of this Revised Charter shall continue in full force and effect. All members of Council, members of all boards and commissions, the City Manager and all appointed officials and employees holding office or position of employment on the effective date of this Revised Charter shall continue in such office or position of employment subject in all respects to the provisions of this Revised Charter and legislation, rules or regulations enacted or promulgated under this Revised Charter.

#### **10.03. AMENDMENT OF CHARTER.**

This Revised Charter may be amended or revised by the electors as provided by the Constitution of the State of Ohio.

#### **10.04. EFFECT OF PARTIAL INVALIDITY.**

A determination that any provision of this Revised Charter is invalid shall not invalidate or impair the force and effect of any other provision, except to the extent that the other provision is wholly dependent for its operation upon the provision declared invalid.

#### **10.05. EFFECTIVE DATE OF ORIGINAL CHARTER.**

The original Charter, as adopted on July 24, 1979, became effective on January 1, 1980.

#### **10.06. EFFECTIVE DATE OF REVISED CHARTER.**

This Revised Charter, as adopted on March 19, 1996, became effective on July 4, 1996.



**To:** Members of Dublin City Council  
**From:** Marsha I. Grigsby, City Manager  
**Date:** February 24, 2014  
**Initiated By:** Terry D. Foegler, Director of Strategic Initiatives/Special Projects  
Paul A. Hammersmith, PE, Director of Engineering/City Engineer  
Jean-Ellen M. Willis, PE, Engineering Manager - Transportation  
**Re:** **Bridge Street District Transportation Review**

## Background

Staff has been asked to provide a brief review of the development of the transportation component of the Bridge Street District (BSD). As the BSD plan has evolved, the transportation system, like all other major infrastructure systems, needed to support the plan has been a key element studied by the City. This report reviews how the transportation and the associated street network planning have advanced during the BSD planning and implementation efforts and includes key findings from that work.

### *Planning Efforts*

The City of Dublin initiated the BSD planning and visioning work in 2009, with the assistance of Goody Clancy and Associates. One of the key recommendations of those early planning and visioning efforts was the need to explore and analyze the transportation component of the plan. Using the future development types/patterns contemplated within the BSD visioning efforts, Nelson/Nygaard was engaged to help the City determine if the proposed grid roadway network would be sufficient to accommodate the planned development of the BSD.

The key conclusions of the Nelson/Nygaard report were:

1. A dense, grid-style street pattern was verified to operate well in the urban core context of the BSD,
2. Multiple grid connections help alleviate congestion so turn lanes are not required except at key locations,
3. A dense, mixed-use development environment (as envisioned for the BSD), supported by a multi-modal transportation system likely results in about a 40 per cent internal capture of vehicle trips in the District,
4. New river bridges improve overall neighborhood connectivity but do not relieve current or projected congestion for the Bridge Street/High Street intersection,
5. "Street Family" classifications are used to better convey the character of the area's streets and the BSD as an urban core, rather than traditional suburban roadway functional classes which convey street hierarchy.

During 2011-2012, the BSD form based code was also being written. The new code incorporated the dense, grid-style street pattern verified during the Nelson/Nygaard study. The BSD zoning code was subsequently adopted by Dublin City Council on March 26, 2012.

A mass rezoning of the parcels within the BSD occurred after the adoption of the BSD code on May 9, 2012. The regulatory process established with the adoption of the code results in a different approach to determine future traffic impacts of individual projects on the adjacent street system. Since the land use, development patterns, and the transportation analyses were all comprehensively performed and verified by the City for the entire BSD, individual Traffic Impact Studies (TIS) are no longer needed for each project within the BSD. This is in contrast to the more traditional, suburban, greenfield development model.

The City of Dublin Community Plan, which includes the BSD Area Plan and Thoroughfare Plan, has been updated to reflect the recommended development patterns and infrastructure plans for the BSD. Dublin City Council adopted the updated Community Plan on July 1, 2013. Proposed development projects are now reviewed and evaluated within the context of these adopted plans.

As a next step, the City hired LJB, Incorporated to study the roadway impacts of the phased development for the full build out of the BSD, and to assess, at five-year intervals, which events will likely trigger needed improvements. Obviously, the assumptions contained in this study are based on the best information available at the start of the work. The actual timing for any of the recommended improvements will be adjusted through the five-year Capital Improvement Program process to align with private development opportunities. Major conclusions of this study are:

1. Turn lanes are needed at key intersections along Bridge Street, Riverside Drive, and Dublin Road,
2. Confirms needed number of lanes previously assumed,
3. The phasing plan must evolve and be further assessed as the actual timing of development projects becomes clearer,
4. Vehicular Levels of Service will improve as mode splits and transit share increases over time,
5. This study serves as a guiding document or framework and not as a specific prescription regarding the precise timeframes or phasing for the recommended improvements,
6. Several projects are needed independently of any impacts from of the BSD development projects, including:
  - a. SR 161/Riverside Drive intersection improvement
  - b. SR 161/Bridge Street/Frantz Road/Post Road intersection improvement
  - c. Tuller Road/Riverside Drive intersection modification to restrict movements to right-in/right-out.

### *Shaping the Grid*

The grid roadway network has been thoroughly reviewed and verified during several studies and supports the urban setting of the BSD. The key transportation features of an urban system in the BSD are:

1. The grid-style road network disperses traffic over many smaller streets,

2. Multiple, redundant connections increases the potential number of travel routes exponentially, thus no need for turn lanes at intersections internal to the BSD
3. Rather than developers submitting individual TISs and identifying mitigating strategies for projects since we know that turn lanes are not needed at intersections internal to the BSD, developers must incorporate and construct the recommended grid network with their project and dedicate the necessary right-of-way,
4. As the grid develops, there will be some growing pains, interim locations of congestion, and periods of less than ideal roadway continuity.

### *Congestion*

A generally understood transportation principle in areas such as the BSD is: some level of congestion is an acceptable trade off for the creation of the high-density, vibrant, walkable urban living environment. Congestion and parking limitations, both off-street and on-street, promotes changes to travel patterns and mode choice. Vehicular level of service alone should not dictate success or failure of a road because:

1. Vibrant streets accommodate on-street parking, provide narrower travel lanes, have lower vehicular speeds, and larger pedestrian, cyclist, and transit spaces,
2. Streets that provide high vehicular levels of service generally contain large expanses of asphalt, higher driving speeds, smaller pedestrian spaces, little to no transit service, and are generally less desirable to live near or walk and bike along.

The Community Plan recommends a balance between maintaining reasonable LOS standards and other quality of life issues. Dublin has already started to embrace the policy that lower levels of service are often acceptable tradeoffs rather than building significantly larger intersections or adding through lanes in certain corridors such as:

1. The future Avery-Muirfield Drive/Perimeter Loop Road/Hospital Drive intersection improvements
2. The future Avery-Muirfield Drive/Perimeter Drive intersection improvements
3. Dublin Road corridor
4. Brand Road corridor
5. Avery Road corridor
6. Emerald Parkway corridor

### *SR 161/Riverside Drive Simulation*

American StructurePoint is preparing a simulation for Dublin that will include a computer generated visualization of future year 2030 traffic moving through the intersection as a roundabout and relocated Riverside Drive during the PM peak hour. A 3-D rendering of the future roundabout will be developed and integrated into an aerial photograph of the existing SR 161/Riverside Drive area. The future traffic simulation, will move through the proposed roundabout, demonstrating how traffic will function. Existing features, such as buildings and parking lots, will remain adjacent to the improvements.

An aerial video of the intersection as it operates today will also be provided. A helicopter will fly over the intersection during peak hour traffic and capture how the intersection currently processes

regular volumes of traffic. This flyover is expected to occur during the week of February 24-28, 2014. Both of these segments will be incorporated into a larger video to highlight the SR 161/Riverside Drive intersection current and future operations. The video is anticipated to be submitted to Dublin staff by March 10, 2014 weather permitting.

## **Recommendation**

In conclusion:

- Staff believes that the transportation system planning and analysis for the planned Bridge Street District have been both comprehensive and appropriately performed.
- Given the goals to create a dense, vibrant and walkable mixed-use environment for the City of Dublin within the BSD, staff believes that the planning and analysis have demonstrated that the City's existing transportation system (supported by the planned BSD grid and recommended improvements) can accommodate the planned development of the BSD, with acceptable levels of service.
- The intended character and uses of the BSD will be reinforced and well served by the recommended transportation system, especially the planned roadway grid and its related improvements.
- The actual timing of the recommended transportation system improvements to the existing roadway system will be ultimately driven by the actual amount and location of implemented BSD private development projects, as well as by transportation system improvement needs unrelated to BSD development.
- The recommended transportation improvements for the BSD will support the City of Dublin's move towards a more balanced, multi-modal transportation system, which considers the needs and service levels all users of the system.



**To:** Members of Dublin City Council  
**From:** Marsha I. Grigsby, City Manager  
**Date:** February 24, 2014  
**Initiated By:** Terry D. Foezler, Director of Strategic Initiatives/Special Projects  
Steve Langworthy, Planning Director  
**Re: Bridge Street District Residential Review**

## Background

Staff has been asked to provide a review of the development of the residential component of the Bridge Street District (BSD). From the early stages of the planning process, the introduction of new and denser housing choices within this portion of the City has been emphasized as a critical element to the success of the BSD as it develops over time. This memo provides a brief overview of the manner in which residential development objectives for new housing types have been addressed during the BSD planning and implementation efforts. A summary of the visioning efforts is attached as exhibit A. This memo also includes an overview of some of the key considerations that are important to consider in assessing the currently proposed and potential future residential development interest in the BSD.

### *Modeling Efforts and Capacity Studies*

Following adoption of the Vision Report in October 2010, staff undertook a number of utility, transportation and fiscal studies to determine what additional efforts would be needed to implement the vision. One of the first tasks was to develop a “build-out” capacity analysis for the entire Bridge Street District. Key observations and considerations are outlined below.

- Although the Vision Plan graphic showed an overall development scenario for the entire BSD, it was primarily intended to illustrate the future character of the area. The development capacity projections in the Vision Report were based on market expectations anticipated at that time. This necessitated the creation of a build-out scenario.
- Consistent with the modeling efforts conducted as part of the Community Plan update for the City as a whole, staff (with Goody Clancy's assistance) developed a more conservative estimate (*i.e.* assumed a greater volume) of potential development to ensure the City's infrastructure and financial resources would be adequate to serve the maximum degree of development that could occur.
- These analyses demonstrated that even under a long-term maximum build-out scenario, the BSD development would not require substantial additional investment in infrastructure than would be required in a less intense development scenario. This is largely because:

1. There is substantial capacity available in the existing sanitary sewer trunk lines within the BSD, sufficient to support new development with only modest system improvements,
2. The walkable, mixed use development pattern of the BSD helps to lessen the amount of traffic created by new development,
3. The planned BSD street grid helps to distribute the traffic that is created, and
4. Some key transportation improvements (such as the SR 161/Riverside Drive roundabout and the Frantz/Post Road intersection) will be necessary regardless of BSD development.

*Housing Build-out Scenario*

The build-out scenario assumes virtually total redevelopment of all non-Bridge Street development types, with the exception of the existing Sycamore Ridge apartments (270) and the Greystone Mews condos (132). Key observations and considerations are outlined below.

- Residential development was modeled throughout the seven character areas originally described in the Vision Plan (and now in the Community Plan). Refer to the table and map below.
- The capacity study indicated that once the BSD has fully redeveloped, it could accommodate approximately 7,150 new residential units.
- This estimate is irrespective of the potential market since these numbers could, and likely will, change as market conditions shift.
- The BSD will need to have been extremely successful for this level of development/redevelopment to occur within a foreseeable planning horizon.
- Current residential development interests represent approximately 25 to 35 percent of the total build-out scenario. More information is provided later in this memo.

Character Areas	New Residential Units
1. Bridge Street Gateway	0
2. Indian Run	1,396
3. Historic Dublin	683
4. Riverside	1,512
5. West Dublin-Granville Road	1,689
6. Tuller/Greenway	872
7. Sawmill	997
<b>TOTAL</b>	<b>7,149</b>



### *Recent Demographic Analyses*

Attached to this report, as Exhibit B, is a copy of "Columbus, Ohio Metropolitan Area Trend, Preferences and Opportunities, 2010 to 2030 and to 2040", by Arthur C. Nelson. Part 1 of this report includes a demographic analysis of the Central Ohio region, including 20- and 30-year projections. The projections for Central Ohio (which are much more similar to the nation than to state as a whole) reinforce earlier information presented during the BSD visioning process regarding the dramatically changing nature of the region's new households in the coming years. Based upon this data, and an analysis of emerging preferences and other housing influencers, Nelson's report reinforces the overwhelming evidence that suggests the development and housing types proposed for the BSD will be very well aligned with the targeted young professional and empty nester market segments envisioned for the area.

### *Going Forward: Housing Policy Considerations*

Housing will be, and needs to be a major part of the total build out of the BSD. To quote the words of Christopher Leinberger, in creating "walkable urbanism", more is better. . . and he went on to further observe that this paradigm is generally the opposite of "suburban driveable" development, where more is worse. Some of the angst felt in pursuing this bold new development model will likely result from such a significant policy change. Nevertheless, significant numbers of people living within the BSD is critical to fostering the local, walkable market that helps create the immediate demand that will support other activating enterprises within the area.

### The Rationale for Targeting the Young Professional Demographic First

To the extent that young professionals are a significant portion of these new residents, the better it will be for helping achieve the vision for the BSD. Key considerations include:

- A critical mass of young professionals will help create the early markets for the types of restaurants and other venues that will better ensure the creation of a vibrant mixed use environment with retail/entertainment nodes that are active and lively well into the late evening hours.
- Most of the evidence suggests that a very significant portion of demand among this targeted demographic (particularly among the younger, childless, more mobile members of this segment), is for a rental housing products located within this type of dense, urban walkable environment.
- One important rationale for the City's pursuit of the BSD has always been to improve the prospects for Dublin's future economic competitiveness. Today, the City lacks the types of vibrant mixed use environments that are increasingly being sought by young, talented professionals. Housing products that are attractive to this demographic will increase the desirability of employers to locate within and near the BSD.
- The Zimmerman/Volk analysis of the BSD Vision Plan concluded that apartments should be the "first-in" projects to create a critical mass of people to support commercial developments and to help drive future demand for additional housing choices.

- Since apartments are the desired “first-in” component, the City is fortunate that such housing represents a significant portion of the current development proposals within the BSD development pipeline. Additionally, apartments represent a development type for which the available incentive tools (needed for the BSD infrastructure) are well aligned.

#### Other Demographic Groups are Important Too

Although urban style apartment products are important in achieving the BSD vision, it is not intended or desired to be the only residential development type within the BSD. Similarly, young professionals are not expected or intended to be the only target market for the BSD housing. A diversity of housing types and residents strengthens the District’s appeal and stability. Key considerations include:

- The largest growing household type in our region (and the nation) will serve the aging empty nesters, and it is clear they will increasingly be seeking walkable urban environments. Arthur Nelson notes that many in this demographic group will desire to live in suburban locations, but with urban amenities.
- There are many predictions as to what housing types this group will seek, but since this is not a monolithic group, most think they will desire a range of product types.
- Even though new condominium developments face significant financing challenges in today’s real estate finance market, most observers expect such financing to eventually improve.
- Despite financing challenges, a portion of the housing in the current BSD development pipeline is proposed to be higher-end condominium housing. Some other proposed housing in the BSD will initially be built as apartments, with the future ability to be converted to condominiums. Other housing product is proposed as apartments, with no plans to accommodate a potential conversion to condos in the future. All of these housing options, including rental units, are expected to appeal to various segments of the empty nester market.

#### Current Development Interests Emphasize Apartments, but also Include a Diversity of Housing Products

Staff will provide an overview of the significant, pending development proposals within the BSD at the Council retreat. Given some of the pending real estate and land acquisition issues associated with these projects, staff requests the use of executive session for portions of this discussion. Key considerations include:

- A number of highly qualified developers have actively sought out the relatively few, substantial development sites within the BSD. These developers are all excited, and were attracted by the City’s vision for a dense, mixed-use walkable environment.

- Currently, there is substantial interest in the development of residential uses, which was both projected and encouraged as part of the original Vision Plan. However, key projects under consideration within Historic Dublin and along Riverside Drive are mixed use developments, including both residential and commercial components.
- As currently identified in early stage development plans that have been formally proposed or informally shared with City staff, a wide range of price points and unit styles are being considered. Many of these are rental apartments in a variety of bedroom configurations and building types, including residential-only and mixed use buildings. However, projects also include townhome condominiums, condo flats, and live/work-style units.
- As noted previously in this memo, current residential development interests represent approximately 25 to 35 percent of the total build-out scenario that was initially modeled for the BSD. This equates to approximately 1,800 to 2,500 residential units currently being considered in various stages of the development planning process. The range noted here represents varying degrees of commitment amongst developers in terms of site control, financing, and development programming.
- Of the approximately 1,800 units that represent a higher level of development commitment, roughly 75% are intended as rental apartment products.
- Generally, these projects are occurring on a relatively small number of potential development sites, which were previously identified for Council (refer to attached map<sup>1</sup>, Exhibit C), and represent those locations that are most likely to accommodate the near term, significant BSD development projects. Even if all of this proposed “pipeline” development occurs in the near term, these sites represent approximately 10 percent of the total BSD area, and the vast majority of District’s future development will continue to occur over the next 30-50 years.
- If these projects successfully “seed” or pioneer the BSD’s initial development with a heavy dose of the desired “first-in” market segments and product types, staff fully expects an increasingly broader range of housing types and population segments to emerge in the many future development and redevelopment projects.

#### Local Government Discretion Remains Central to Implementation

Since these future BSD projects will invariably also require partnerships with the City of Dublin in order to move forward, Dublin will have substantial discretion to choose which projects and residential product types it wishes to help advance. Staff does believe, however, that it is both appropriate and desirable that the first phases of BSD should have a heavy emphasis on higher density apartment development as the preferred residential housing type. Such an emphasis will better facilitate the realization of the BSD vision, and will also help create the critical mass within

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<sup>1</sup> The attached map highlights potential TIF District opportunities identified by staff in July, 2013. This included the OCLC campus and the Dublin Village Center. However, no immediate development is currently being considered for the OCLC. Likewise, with the exception of the Edwards apartment project (325 units proposed in 2013), no additional redevelopment of the Dublin Village Center has since been proposed.

the BSD of the most important targeted clientele (mobile young professionals) in helping the City achieve its long term competitiveness and economic development objectives.

### **Recommendation**

Staff recommends that Council discuss the housing policy considerations outlined in this memo and provide confirmation or clarification of Council's support for the types of residential development currently being considered for the Bridge Street District.

In conclusion:

- Staff believes that the types of housing products currently being contemplated for the BSD are critical to the successful implementation of the City's vision for creating a dense, vibrant and walkable mixed-use district.
- Staff believes that the planning and analysis have demonstrated that the City's existing and planned infrastructure can appropriately accommodate new, higher density residential development types.
- The amount of residential development currently being contemplated by private developers represents only a portion of the total build-out scenario that was modeled for the BSD. The long-term housing build-out, if ever achieved, is expected to occur over many decades.
- The actual timing of new residential development and absorption of various housing types will be driven by a combination of market demand and partnerships between the City and the development community.

### **Bridge Street District Visioning Efforts Related to Housing**

With the initiation of the BSD plan in 2009 the City's consultant, Goody Clancy, engaged Zimmerman/Volk Associates to provide an initial analysis of the housing market potential within the BSD and in Dublin's market area. This analysis was based on current market conditions (at that time), trends from other more densely developed mixed-use environments, and longer-term projections of development, demographic and residential trends throughout the country. All of these factors are key predictors of demand in emerging markets for the walkable mixed-use neighborhoods that were identified through the visioning process. The analysis informed the Vision Plan, which assumed that key locations in the BSD would develop as walkable, mixed-use districts, while other parts would develop as primarily residential neighborhoods with a walkable urban character and connections to the more mixed-use nodes. The analysis determined that, based on information available at the time in 2009:

- There was market opportunity for approximately 1,500 new housing units over the next 5 to 7 year period.
- These units could be absorbed at an annualized rate of approximately 223 units per year (not including turnover).
- A varied mix of unit types, sizes and prices would be needed to generate the strongest market response.

Other key conclusions and observations regarding housing demand from the Vision Report included:

- The housing market is increasingly demanding choices in compact, walkable, mixed-use settings. The aging Baby Boomers and the Millennials have dramatically changed their housing preferences, increasingly preferring compact, walkable urban settings.
- The principal driver of this demand was anticipated to be demographic trends indicating that the number of households with children will fall to as low as 14% of all new households over the next 20 years. A more recent January 2014 NRDC Report for the Columbus Metropolitan Area finds that households without children will represent up to 87% of area growth from 2010 to 2030.
- Rental housing is an important component of housing demand for the BSD, representing over half of the projected housing demand for the district. Rental housing in the Bridge Street District should be the "first-in" projects to create a critical mass of people to support commercial developments and to help drive future demand for additional housing choices.

It is important to note that the housing demand projections developed during the visioning process represent an initial assessment of market conditions as understood at that time, and are thus subject to change as the market evolves. The key message from the study was that there is clear evidence that there exists meaningful demand for housing in this new type of densely developed, mixed use environment in Dublin. It is important to note that the analysis occurred on the heels of a major international recession, when the prospects for real estate development financing were quite poor, and national and regional employment growth projections were rather tenuous. Future development prospects almost everywhere, for all

development types were quite pessimistic. The Zimmerman/Volk analysis also projected market-based demand beyond the initial 5-7 year estimate, when presumably the economy would improve. These future projections were based in part on the consultant's observations that housing demand in walkable environments tends to begin with apartment development, and will accelerate and grow over time, once initial residential development begins to create a critical mass that then drives additional demand for broader housing product types.

The explosive regional growth in the more urban style apartment projects in the Columbus region over the past few years is reflective of local developer and lender perspectives of growing demand. Current challenges with condominium financing have, on the other hand, substantially dampened that element of the housing market in recent years. One of the foundational elements of the Bridge Street District planning and implementation efforts is that market dynamics will, over time, shape the timing and rates of absorption for development within the district.

## Attachment D

Prof. Nelson's report on the Columbus, OH Metropolitan Area trends, Preferences, and opportunities: 2010 to 2030 and to 2040 is available: <http://www.nrdc.org/transportation/files/columbus-metro-area-trends-report.pdf>

# Bridge Street District - Existing and Potential Tax Increment Financing Districts

## Existing TIF Districts

- Non-School TIF
- Straight TIF

Potential TIF District

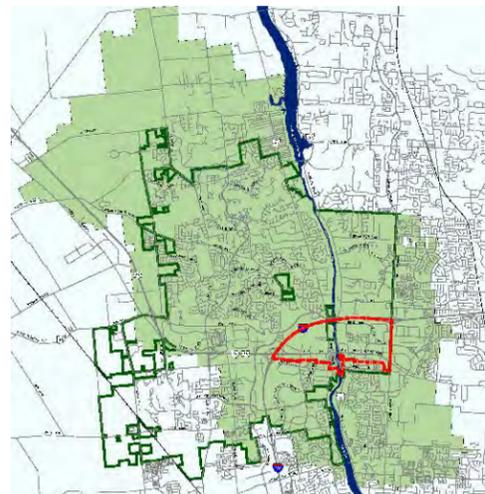
Bridge Street District

**Bridge Street District: +/-1,082 ac**

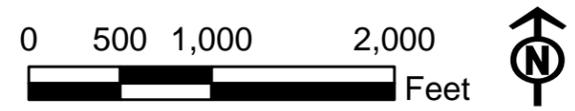
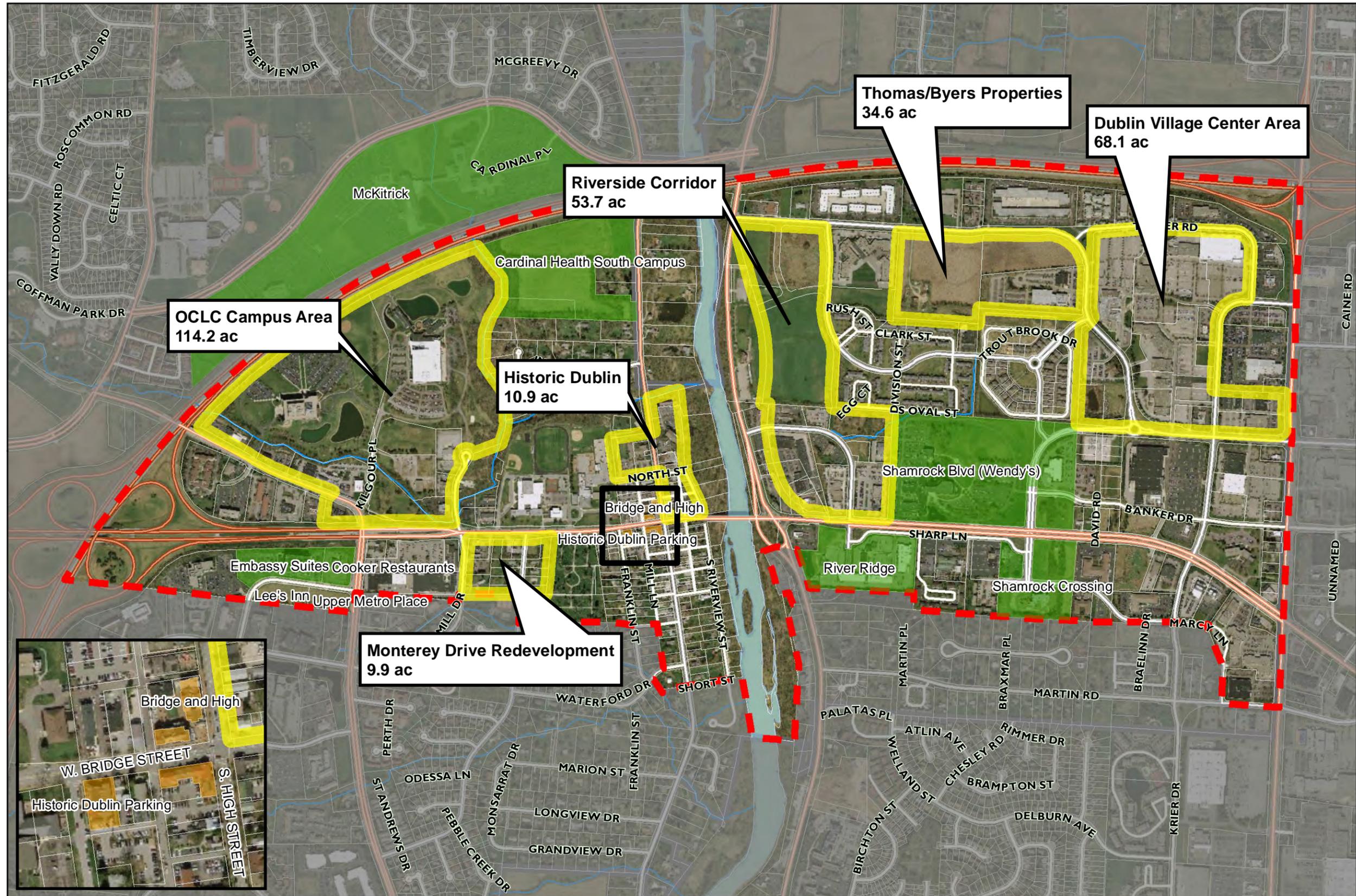
Existing TIF Districts: +/- 109 ac

Key Potential TIF Districts: +/- 292 ac\*

\*Key potential TIF Districts comprise approximately 1% of total Dublin City School District land mass.



Dublin City School District





**To:** Members of Dublin City Council  
**From:** Marsha I. Grigsby, City Manager  
**Date:** February 24, 2014  
**Initiated By:** Dana McDaniel, Director of Development  
**Re: Council Goal Setting Retreat: Office Building Viability and Competitiveness Study**

## Background

Staff appreciates Council's feedback regarding the viability and competitiveness study during your meeting on February 10, 2014 and that you found this study to be informative. Staff also appreciates Council's willingness to have a discussion and to provide direction regarding the future viability and competitiveness of Dublin's legacy office buildings/parks. We realize there is a long and almost overwhelming list of issues requiring discussion and potential policy direction. We wish to re-emphasize that there is no crisis at this time. However, as Council stated, there is a need to move forward on this discussion.

Below is a comprehensive list of key issues identified by both Council and the study. Catherine Tuck Parrish identified parking ratios as the lead issue of interest for Council as a result of her interviews with Council members. Therefore, staff will be prepared to focus its attention on this issue at your upcoming Goal setting session.

Attached, please find a Memo from Colleen Gilger and Steve Langworthy regarding the Verizon Wireless buildings and our attempt to address their issues when they were determining whether to relocate their operations and/or to backfill the building with future operations. Parking ratios were a key issue to be addressed in their decision making process. As the attached Memo explains, we began to analyze the parking ratio issue. We did not complete the analysis in its entirety prior to Verizon Wireless' decision to relocate to the existing Verizon facility in Hilliard. We are anticipating similar scenarios to face the City in the near future regarding the same and additional buildings. A discussion on this key issue is very timely.

Parking ratios: The purpose is determine how parking ratios can or may need to be adjusted based on trends or actual demands. Suggested discussion points may include:

- a. What appears to be the general ratio that businesses are now requiring?
- b. How might the Verizon Wireless building have been addressed in their search for a building?
- c. What are other examples of existing buildings/situations where increased parking ratios may need to be addressed?
- d. What are the implications of parking ratios for new buildings (in-fill projects/Emerald 8, OU development, etc)?
- e. Are changes to code and/or review processes necessary to address the changing trend for existing buildings versus new buildings?

- f. Are there potential trade-offs for increased parking spaces? (For example: mini green parks within the parking area; artwork in lieu of; green roofs; green walls; clustered landscaping/trees; denser perimeter landscaping, etc.)
- g. What impacts of increased parking ratios will Council not accept?
- h. Can parking structures work in areas that can support multiple office buildings? If so, how could they be paid for?
- i. Can buildings or groups of buildings obtain approval in advance of an actual tenant in order to improve parking ratios to better market the building and/or more quickly respond to a tenant opportunity?
- j. Other?

The following provides a list of additional key issues identified by Council and the study. Staff has listed these in a suggested order of priority for discussion. We can certainly discuss these in the future in any manner Council deems appropriate (work sessions, committee, periodic reports, etc). This list may not be exhaustive so please suggest any other key issues you may wish to discuss.

- Transit: The purpose is to determine whether/how transit can better serve and/or improve the competitiveness of office parks. Suggested discussion points may include:
  - a. What are the current transit points within the office parks/Dublin?
  - b. What drives COTA's decisions on when/how to serve and/or extend service?
  - c. What density level starts to determine/increase transit service?
  - d. Should densification be considered?
  - e. What are other jurisdictions in the region and/or beyond doing?
  - f. What might a local circulator look like/cost?
  - g. Where is the potential ridership coming from (survey business' employees' desire to have access to transit)?
  - h. Other?
- Architecture: The purpose is to determine the architectural endurance of the office parks for existing and future buildings. Suggested discussion points may include:
  - a. What are the enduring qualities of the existing architecture?
  - b. Can the architecture of the existing buildings be appreciated or are there ways to better promote it?
  - c. What architectural qualities are desired for future in-fill/new buildings and/or re-development?
  - d. Other?
- Landscaping: The purpose is to discuss the results of past landscape requirements by looking at what is now a mature landscape and to determine if any changes are needed now or in the future. Suggested discussion points may include:
  - a. Is landscape being maintained to standard?
  - b. Have landscape requirements achieved the desired end state looking at the current state of the mature landscape?
  - c. Should any changes to landscape requirements be considered? Should property owners be permitted to modify the existing landscaping to improve visibility/identification (provided that requirements are met)?
  - d. Other?
- Infrastructure: The purpose is to determine the quality of the existing infrastructure and what may be needed into the future. Suggested discussion points may include:
  - a. Are the road systems and connectivity adequate to support the future needs of the office parks?
  - b. What is the quality of the electrical power in the office parks?

- c. What is the quality of the broadband services in the office parks?
- d. Are there any issues of water, sewer and/or storm water that need to be addressed?
- e. What are the key issues facing the aging building stock (HVAC, internal amenities, windows, upgrading finishes, telecommunications distribution systems, roof, etc.)
- f. Other?
- Amenities: The purpose is to discuss what amenities are available in the office parks and how might they be enhanced?
  - a. To what extent do employees want/need amenities and what kind do they need?
  - b. Are the amenities close enough to the office parks?
  - c. Are the amenities accessible/walkable? Do they need to be?
  - d. Are the amenities currently available being promoted properly?
  - e. Are there in-fill opportunities to address the need for amenities?
  - f. To what extent could/should mixed uses be introduced to the office parks?
  - g. Other?
- Sustainability: The purpose is to discuss whether sustainability is a desired trend and if so how might sustainability be achieved within the office parks. Suggested discussion points may include:
  - a. What are the trends, examples and advantages/disadvantages of office buildings leveraging/pursuing sustainability?
  - b. Would building owners be willing to consider pursuing sustainability efforts to improve the efficiency of their buildings or to otherwise undertake LEED/green initiatives?
  - c. What are the trends or technologies to improve the sustainability of aging office buildings?
  - d. What are examples and/or benefits of sustainability?
  - e. Are there incentives or financing mechanisms to assist building owners to become more aggressive in pursuing sustainability practices?
  - f. Other?
- Signage: The purpose is to discuss whether current signage is adequate or if there needs to be adjustment to signage. Suggested discussion points may include:
  - a. What is the inventory of current signage?
  - b. Why might the signage be considered inadequate?
  - c. What are the way-finding issues? (The City is currently conducting a way-finding study that will better inform this issue. The intent is to establish standard sign types, sign and message hierarchy, nomenclature, and preliminary locations to identify the routes of wayfinding and identification to, from and within the City of Dublin. The study is to be completed by June 1, 2014).
  - d. Are there specific signage locations/issues that need to be addressed in the short term.
  - e. Other?
- Economic Development: The purpose is to discuss what tools are available and determine what efforts are being or could be made to help retain, expand, attract and create businesses that will locate in the office parks. The attraction and supply of the appropriate workforce should also be discussed. Suggested discussion points may include:
  - a. What are other similar communities doing to retain, expand, attract and create businesses?
  - b. Review vacancy rates and their implications?
  - c. What incentives are competitor communities offering?

- d. Is the workforce adequate to meet the needs of current and growing industry clusters?
- e. Are there new industry clusters to expand and attract to the area?
- f. Are there any new programs that might drive occupancy?

**Recommendation**

Staff will be prepared to discuss the Verizon Wireless building case in more detail as well as be prepared to assist Council as needed in your discussion of the key issue of parking ratios. We look forward to the discussion any specific actions/direction that may result.



**To:** Members of Dublin City Council  
**From:** Marsha I. Grigsby, City Manager  
**Date:** February 24, 2014  
**Initiated By:** Colleen Gilger, Director of Economic Development  
Steve Langworthy, Director of Planning  
**Re: Verizon Campus Case Study**

## Background

Verizon Wireless will be moving from its 240,000-SF Emerald Parkway campus to Hilliard in the next three to six months (summer 2014). The company had reached capacity issues with the campus parking, and named this as one of its main reasons for beginning a search for new office space within the region. As the company desired to add more employees into increasingly smaller call center workspaces, it also needed expanded parking capabilities. This issue is consistent with many of the findings listed in the Viability and Competitiveness Study for Metro Office District and Blazer Research District.

In order to attempt retaining Verizon, Economic Development staff worked with EMH&T to look into possible parking expansion scenarios on the land-locked campus. This parking expansion analysis was done to see whether parking counts could be increased to the company's desired amount of 1500 spaces (6.2 spaces/1000 SF) from its current conditions of 1279 spaces (5.3 spaces/1000 SF) through several different scenarios: some simple that did not add increase surface area, and some dramatic adding entire new bays and meeting the company's needs.

Verizon inevitably chose to relocate from Dublin to a corporate-owned facility in Hilliard that offered nearly double the square-footage (400,000 SF) and a generous 9:1000 parking ratio. They recently announced its Pennsylvania operations will be shut down and consolidated into the Hilliard location adding more than 500 additional jobs above the nearly 1900 leaving Dublin.

Attached are three exhibits showcasing small to significant site change scenarios to provide the needed parking count. EMH&T was tasked with space-planning only, so other site "triggers" were not addressed through this exercise (such as impacts to lot coverage, setbacks, stormwater, and landscaping that may set the sites into noncompliance).

## Existing Parking Conditions:

- Building 1 (East) has 661 spaces
- Building 2 (West) has 618 spaces
- **Total site:** 1279 spaces and a 5.3/1000 ratio

## Option 1:

Parking stalls have been reduced to code minimum through re-striping the entire site. No new pavement is added. Cost \$109,000.

- Building 1 (East) has 698 spaces
- Building 2 (West) has 655 spaces.
- Parking increases by approximately 74 spaces

- **Total site:** 1353 spaces and a 5.5/1000 ratio

**Option 2:**

Parking stalls have been reduced to code minimum through re-striping the entire site. Some strategic parking islands and light poles have been removed. Cost \$200,000.

- Building 1 (East) has 715 spaces
- Building 2 (West) has 662 spaces.
- Parking increases by approximately 98 spaces
- **Total site:** 1377 spaces and a 5.6/1000 ratio

**Option 3:**

Parking stalls have been reduced to code minimum through re-striping the entire site. Some strategic parking islands and light poles have been removed. Additional rows and bays of parking have been added by building a retaining wall on the West edge of the campus and by building up and paving the storm basin on the SE section of the campus. Cost \$805,000.

- Building 1 (East) has 805 spaces
- Building 2 (West) has 700 spaces.
- Parking increases by approximately 237 spaces
- **Total site:** 1505 spaces and a 6.2/1000 ratio

**Option 4 (not shown):**

EMH&T studied the possibility of keeping the lots as-is while adding a 1-level parking deck to the northeast corner of the campus. This option provided a lesser amount of additional parking spaces +/- 200 than Option 3. The cost to construct a parking structure is the largest obstacle, at \$12,000-\$14,000 per space, taking this option to a cost of approximately \$2.5 million.

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Option 3 provides the parking requested by Verizon, yet also proves to be the most expensive and most disruptive option, and triggers other site concerns like impacts to stormwater, landscaping, setbacks and lot coverage. Below are those issues with potential resolutions as discussion topics.

**Lot Coverage**

Principal Issues:

- Stormwater Management
- Aesthetics

Potential Resolutions:

- Alternative Stormwater Techniques (as described in City 2013 Stormwater Design Manual), such as use of pervious pavement, cisterns, filter strips, bioretention, etc.
- Master/regional/shared stormwater management
- Aesthetic solutions include better design guidance for large parking areas (use of "pods" of parking), strategic internal landscaping/screening (combined with alternative stormwater techniques), improved perimeter landscaping

**Setbacks (Buildings, Parking/Pavement)**

Principal Issues:

- Code/PUD requirements
- Aesthetics
- Decrease in available land for development (level of site improvements taking up developable land)

Potential Resolutions:

- Allow administrative approvals for site related improvements that do not affect other public improvements (transportation impacts, need for public street improvements, etc.)
- Allow reduced parking and pavement setbacks in exchange for landscape/screening improvements
- Aesthetic solutions include better design guidance for large parking areas (use of "pods" of parking), strategic landscaping, perimeter landscaping

**Stormwater**

Principal Issue:

- Stormwater Management/Water Volume and Quality EPA requirements

Potential Resolutions:

- Alternative Stormwater Techniques (as described in City 2013 Stormwater Design Manual), such as use of pervious pavement, cisterns, filter strips, bio-retention, etc.
- Master/regional/shared stormwater management

**Landscaping**

Principal Issues:

- Aesthetics/design
- Environmental (air quality, glare, noise)
- Decrease in available land for development (level of site improvements taking up developable land)

Potential Resolutions:

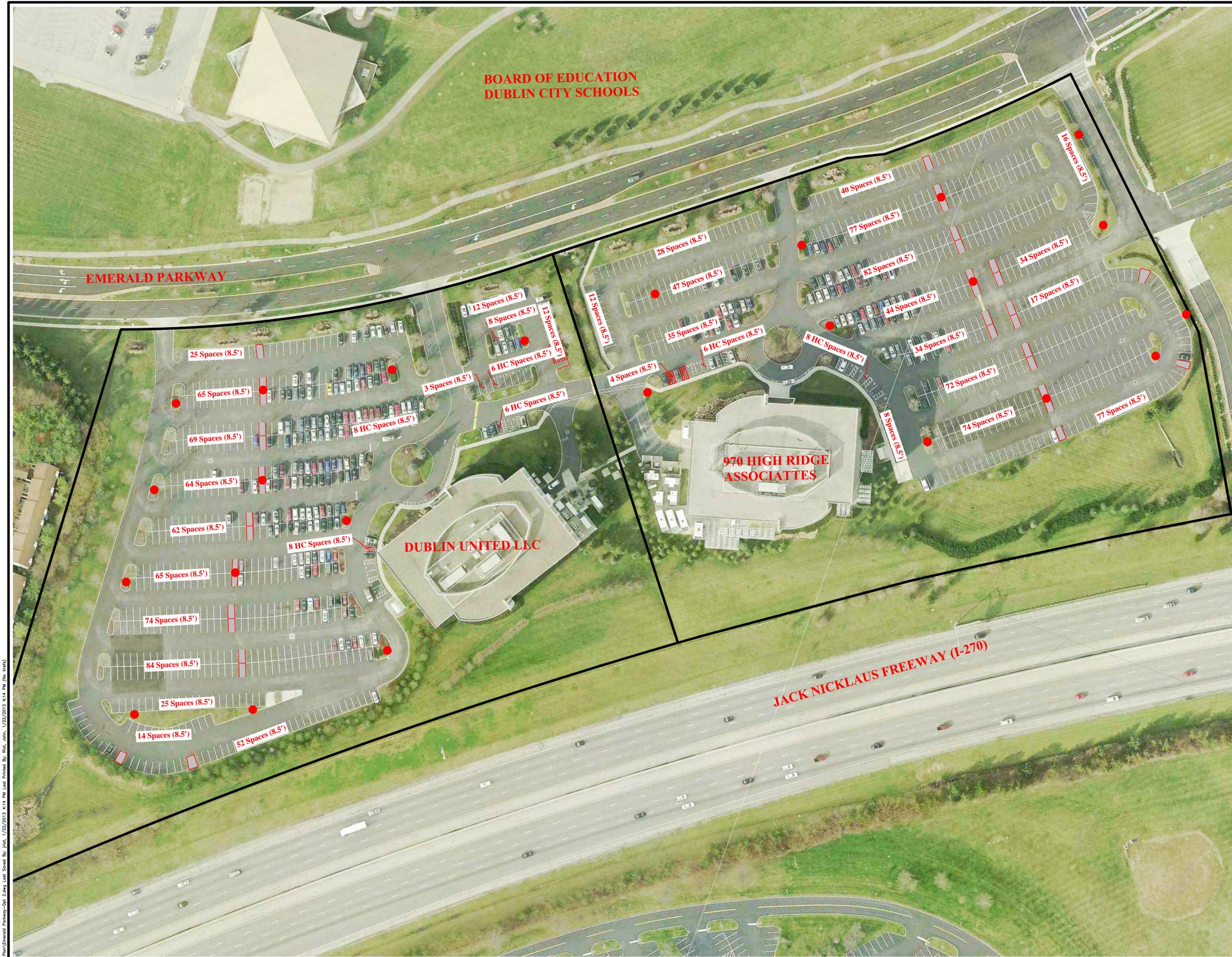
- Allow reduced interior landscaping in exchange for perimeter landscape/screening improvements and/or environmental sustainability improvements
- Aesthetic solutions include better design guidance for large parking areas (use of "pods" of parking), strategic landscaping, improved perimeter landscaping
- Allow administrative approvals for site related improvements that do not affect other public improvements (transportation impacts, need for public street improvements, etc.)

We anticipate similar parking and site issues on the horizon for several other signature office buildings that are land-locked. This could cause a loss in competitiveness for a large portion of our office spaces. We have attached Exhibit 4 to highlight those properties that we anticipate will have challenges with parking rations in the near future.

**Recommendation**

We realize this is a long list of issues with several ways to possibly resolve them. It's also possible that what may work for one site may not work for another, thus our desire for flexibility. We recommend discussion and prioritized resolutions from Council to staff.





**SITE STATISTICS:**

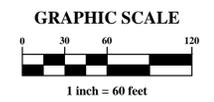
970 HIGH RIDGE ASSOCIATES	
TOTAL EXISTING PARKING SPACES:	661 SPACES
STANDARD SPACE (9' X 18'):	647 SPACES
ADA COMPLIANT SPACE REQUIRED:	16 SPACES
ADA COMPLIANT SPACE PROVIDED:	14 SPACES
BUILDING GROSS AREA:	121,955 SQ. FT.
PARKING PROVIDED:	5.4 SPACES / 1,000 S.F.
TOTAL REVISED PARKING SPACES:	715 SPACES
STANDARD SPACE (8.5' X 18'):	701 SPACES
ADA COMPLIANT SPACE REQUIRED:	19 SPACES
ADA COMPLIANT SPACE PROVIDED:	14 SPACES
BUILDING GROSS AREA:	121,955 SQ. FT.
PARKING PROVIDED:	5.9 SPACES / 1,000 S.F.
TOTAL STANDARD SPACES GAINED:	54 SPACES
TOTAL ADA COMPLIANT SPACES GAINED:	0 SPACES

DUBLIN UNITED LLC.	
TOTAL EXISTING PARKING SPACES:	618 SPACES
STANDARD SPACE (9' X 18'):	590 SPACES
ADA COMPLIANT SPACE REQUIRED:	18 SPACES
ADA COMPLIANT SPACE PROVIDED:	28 SPACES
BUILDING GROSS AREA:	121,955 SQ. FT.
PARKING PROVIDED:	5.1 SPACES / 1,000 S.F.
TOTAL REVISED PARKING SPACES:	662 SPACES
STANDARD SPACE (8.5' X 18'):	634 SPACES
ADA COMPLIANT SPACE REQUIRED:	16 SPACES
ADA COMPLIANT SPACE PROVIDED:	28 SPACES
BUILDING GROSS AREA:	121,955 SQ. FT.
PARKING PROVIDED:	5.4 SPACES / 1,000 S.F.
TOTAL STANDARD SPACES GAINED:	44 SPACES
TOTAL ADA COMPLIANT SPACES GAINED:	0 SPACES

TOTAL SITE	
TOTAL EXISTING PARKING SPACES:	1,279 SPACES
STANDARD SPACE (9' X 18'):	1,237 SPACES
ADA COMPLIANT SPACE REQUIRED:	34 SPACES
ADA COMPLIANT SPACE PROVIDED:	42 SPACES
BUILDING GROSS AREA:	243,910 SQ. FT.
PARKING PROVIDED:	5.2 SPACES / 1,000 S.F.
TOTAL REVISED PARKING SPACES:	1,377 SPACES
STANDARD SPACE (8.5' X 18'):	1,335 SPACES
ADA COMPLIANT SPACE REQUIRED:	35 SPACES
ADA COMPLIANT SPACE PROVIDED:	42 SPACES
BUILDING GROSS AREA:	243,910 SQ. FT.
PARKING PROVIDED:	5.6 SPACES / 1,000 S.F.
TOTAL STANDARD SPACES GAINED:	98 SPACES
TOTAL ADA COMPLIANT SPACES GAINED:	0 SPACES

**OPTION 2**  
 OPTION 2 CONSISTS OF RESTRIPTING THE EXISTING PARKING LOT FROM THE STANDARD WIDTH OF 9' STALLS TO A NEW WIDTH OF 8.5' STALLS. SELECT LANDSCAPE ISLANDS WILL BE REMOVED AND STRIPPED.

● EXISTING LIGHT POLE



Dublin, Franklin County, Ohio  
**Option 2**  
 FOR  
**Dublin United LLC**  
**970 High Ridge Associates**  
 Emerald Parkway

<p>Evans, Mechwart, Hambleton &amp; Tilton, Inc.          Engineers • Surveyors • Planners • Scientists          5500 New Albany Road, Columbus, OH 43254          Phone: 614.775.4500 Toll Free: 888.775.3648          emht.com</p>	DATE: January 22, 2012
	SCALE: 1" = 60'
	JOB NO.:
	SHEET: 1 of 1

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**SITE STATISTICS:**

970 HIGH RIDGE ASSOCIATES	
TOTAL EXISTING PARKING SPACES:	661 SPACES
STANDARD SPACE (9' X 18'):	647 SPACES
ADA COMPLIANT SPACE REQUIRED:	16 SPACES
ADA COMPLIANT SPACE PROVIDED:	14 SPACES
BUILDING GROSS AREA:	121,955 SQ. FT.
PARKING PROVIDED:	5.4 SPACES / 1,000 S.F.
<b>TOTAL REVISED PARKING SPACES:</b> 805 SPACES	
STANDARD SPACE (8.5' X 18'):	781 SPACES
ADA COMPLIANT SPACE REQUIRED:	22 SPACES
ADA COMPLIANT SPACE PROVIDED:	24 SPACES
BUILDING GROSS AREA:	121,955 SQ. FT.
PARKING PROVIDED:	6.6 SPACES / 1,000 S.F.
<b>TOTAL STANDARD SPACES GAINED:</b> 134 SPACES	
<b>TOTAL ADA COMPLIANT SPACES GAINED:</b> 10 SPACES	

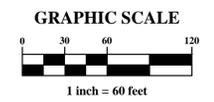
DUBLIN UNITED LLC.	
TOTAL EXISTING PARKING SPACES:	618 SPACES
STANDARD SPACE (9' X 18'):	590 SPACES
ADA COMPLIANT SPACE REQUIRED:	18 SPACES
ADA COMPLIANT SPACE PROVIDED:	28 SPACES
BUILDING GROSS AREA:	121,955 SQ. FT.
PARKING PROVIDED:	5.1 SPACES / 1,000 S.F.
<b>TOTAL REVISED PARKING SPACES:</b> 700 SPACES	
STANDARD SPACE (8.5' X 18'):	682 SPACES
ADA COMPLIANT SPACE REQUIRED:	18 SPACES
ADA COMPLIANT SPACE PROVIDED:	29 SPACES
BUILDING GROSS AREA:	121,955 SQ. FT.
PARKING PROVIDED:	5.7 SPACES / 1,000 S.F.
<b>TOTAL STANDARD SPACES GAINED:</b> 92 SPACES	
<b>TOTAL ADA COMPLIANT SPACES GAINED:</b> 1 SPACES	

TOTAL SITE	
TOTAL EXISTING PARKING SPACES:	1,279 SPACES
STANDARD SPACE (9' X 18'):	1,237 SPACES
ADA COMPLIANT SPACE REQUIRED:	34 SPACES
ADA COMPLIANT SPACE PROVIDED:	42 SPACES
BUILDING GROSS AREA:	243,910 SQ. FT.
PARKING PROVIDED:	5.2 SPACES / 1,000 S.F.
<b>TOTAL REVISED PARKING SPACES:</b> 1,516 SPACES	
STANDARD SPACE (8.5' X 18'):	1,463 SPACES
ADA COMPLIANT SPACE REQUIRED:	40 SPACES
ADA COMPLIANT SPACE PROVIDED:	53 SPACES
BUILDING GROSS AREA:	243,910 SQ. FT.
PARKING PROVIDED:	6.2 SPACES / 1,000 S.F.
<b>TOTAL STANDARD SPACES GAINED:</b> 226 SPACES	
<b>TOTAL ADA COMPLIANT SPACES GAINED:</b> 11 SPACES	

- x EXISTING PARKING STALLS TO BE REMOVED
- EXISTING LIGHT POLE
- PROPOSED LIGHT POLE

**OPTION 3**

OPTION 3 CONSISTS OF RESTRIPING THE EXISTING PARKING LOT FROM THE STANDARD WIDTH OF 9' STALLS TO A NEW WIDTH OF 8.5' STALLS. SELECT LANDSCAPE ISLANDS WILL BE REMOVED AND STRIPED. THE EXISTING PARKING LOT WILL BE REVISED WITH ADDITIONAL PARKING LOTS ADDED.



Dublin, Franklin County, Ohio  
**Option 3**  
 FOR  
**Dublin United LLC**  
**970 High Ridge Associates**  
 Emerald Parkway

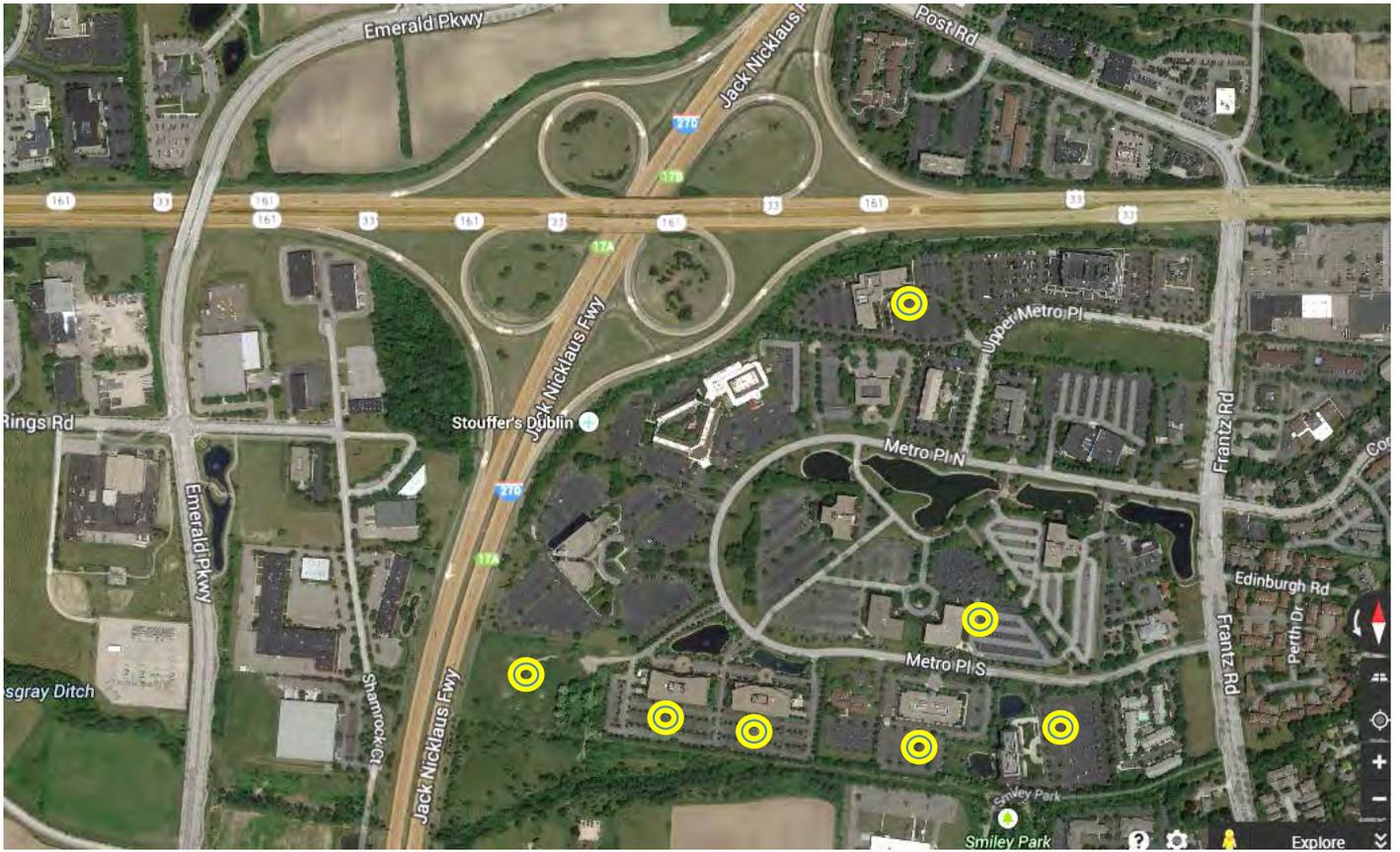
<p>Evans, Mechwart, Hambleton &amp; Tilton, Inc.        Engineers • Surveyors • Planners • Scientists        5500 New Albany Road, Columbus, OH 43054        Phone: 614.775.4500 Toll Free: 888.775.3648        emht.com</p>	DATE: January 22, 2012
	SCALE: 1" = 60'
	JOB NO.:
	SHEET: 1 of 1

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Exhibit 4 – Page 1



Exhibit 4 – Page 2





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:** February 6, 2014  
**Initiated By:** Dana McDaniel, Director of Development  
**Re: Viability and Competitiveness Study –  
Metro Office District & Blazer Research District**

## Background

A key strategic focus area of Dublin City Council has been and continues to be the “fiscal health and vitality” of the City of Dublin. Additionally, the City’s Community Plan emphasizes the need for the City to remain on the leading edge of economic development efforts at regional, national and global levels. In pursuit of these, Planning and Economic Development have undertaken a *Viability and Competitiveness Study* (attached) focusing on two of Dublin’s seven Business Districts -- the Metro Office District and the Blazer Research District. Council may recall that area planning studies for these two were included in the 2013 budget. Staff engaged the assistance of the consultant firm PlanningNEXT (formerly ACP) for their assistance in this analysis.

The study includes input from building owners, tenants and the real estate and development communities. This analysis provides Council with an in depth view of these two office districts as they exist today, a competitiveness analysis, and an assessment of current regional and national trends. This study also includes case studies from other parts of the country demonstrating some of the actions being taken to keep similar suburban office settings competitive. Research by both City staff and the consultant has been extensive, as demonstrated by the links provided to numerous articles and literature. We are providing these to City Council, should you desire to read these. A binder containing copies of the literature will be placed in the City Council Planning room for your convenience. If you desire additional copies, please let us know.

The study’s assessment of these two office districts is not bleak. However, it recognizes that the City must determine how it can best set the conditions and assist in keeping these office districts competitive into the future. These legacy office districts have served as the City’s economic center and have set a high standard by which other office parks in the region had to compete over the years. The office buildings within these districts are now considered aging building stock and must compete with newer office buildings, most of which have been and continue to be built outside of the City of Dublin. The study is intended to start a discussion between Council members and with staff regarding the future of these two important office areas by identifying ways to ensure they remain viable and competitive employment centers into the future. Certainly, there are other legacy office buildings outside of these two districts within Dublin. This discussion will help to inform ways in which to best keep these buildings competitive, as well as inform all of us as to future office developments, such as Emerald 8.

## Summary

A few highlights of the study include:

- The City of Dublin's overall vacancy rate is 12%, right at the average of the overall vacancy rate of 11% for the Columbus market. However, the vacancy rates of these two office districts are higher -- at 22% (Metro Office Center) and 15% (Blazer Research District), respectively.
- Office lease rates in these districts are relatively higher due to higher costs associated with the age of the buildings.
- Nearly 90 acres of developable land remain within these districts that could yield up to one million square feet of additional office space and/or other amenities.
- An assessment of the competition within the region and a context of national office trends.
- Input from building owners, tenants and the real estate and development communities about parking, access to amenities, building age, appearance, identity, way-finding and signs.
- An assessment of external trends to include economic conditions, workforce and needs of building owners/tenants.
- Examples of what others are doing to address the changing trends/conditions affecting the viability and competitiveness of suburban office settings in general.

## Recommendation

Staff's primary goal is to advance its initial findings regarding the issue of these two legacy office parks and their viability and competitiveness. Staff anticipates this will be the first step of a dialogue among and between Council and staff on this topic. Staff recommends Council establish a forum/time to begin a policy discussion regarding this study. Such a policy discussion could begin to address key policy issues such as, but not limited to:

- What are the implications of the trends presented in the study for Dublin?
- Is the information provided enough for Council to determine whether any action is warranted at this time? What other information is needed to advance this discussion?
- What might be some of the key priorities for staff to address relative to this study?
- Can certain amenities be brought closer to the office settings?
- Is densification and/or introducing mixed uses (access to amenities) into the existing office parks an option for Dublin?
- Will the City entertain changes in its code relative to parking ratios, signage/wayfinding, landscaping, etc. in order to best position existing buildings? Is this even necessary?
- Did Council see something others are doing that they would specifically like staff to study?
- What additional information would Council like to have to assist with their discussion?

Staff is not presenting any specific recommendations regarding action items at this time. Staff is prepared to continue this effort with additional research, analysis and potential recommendations based on Council's discussion/direction. At this point, staff's ideas are generally aligned to those items listed on page 7 of the study.

Staff would also appreciate any guidance regarding Planning and Zoning Commission's role in this process/dialogue.

Please address any questions to Dana McDaniel.

## Resources

### National Trends

1. **Emerging Trends in Real Estate, 2014.** Urban Land Institute. <http://bit.ly/1kQayRb>
2. **Emerging Trends in Real Estate, 2013.** Urban Land Institute. <http://www.uli.org/emerging-trends/emerging-trends-in-real-estate-2013/>
3. **Making a Statement with Office Space: Finding Workplaces that Last | Area Development Online Q4 2013** <http://bit.ly/1ig0Vr0>
4. **Why Today's Start-Ups Are Choosing Urban Lofts Over Suburban Office Parks.** Florida, Richard. The Atlantic Cities. 9/4/2013. <http://www.theatlanticcities.com/jobs-and-economy/2013/09/why-todays-startups-are-choosing-urban-lofts-over-suburban-office-parks/6311/>
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# **Viability and Competitiveness Study**

## Metro Office District & Blazer Research District

**BRIEFING FOR CITY COUNCIL / FEBRUARY 6**

Revised 02/04/2014

## ORGANIZATION OF THE DOCUMENT

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### **Data Sources:**

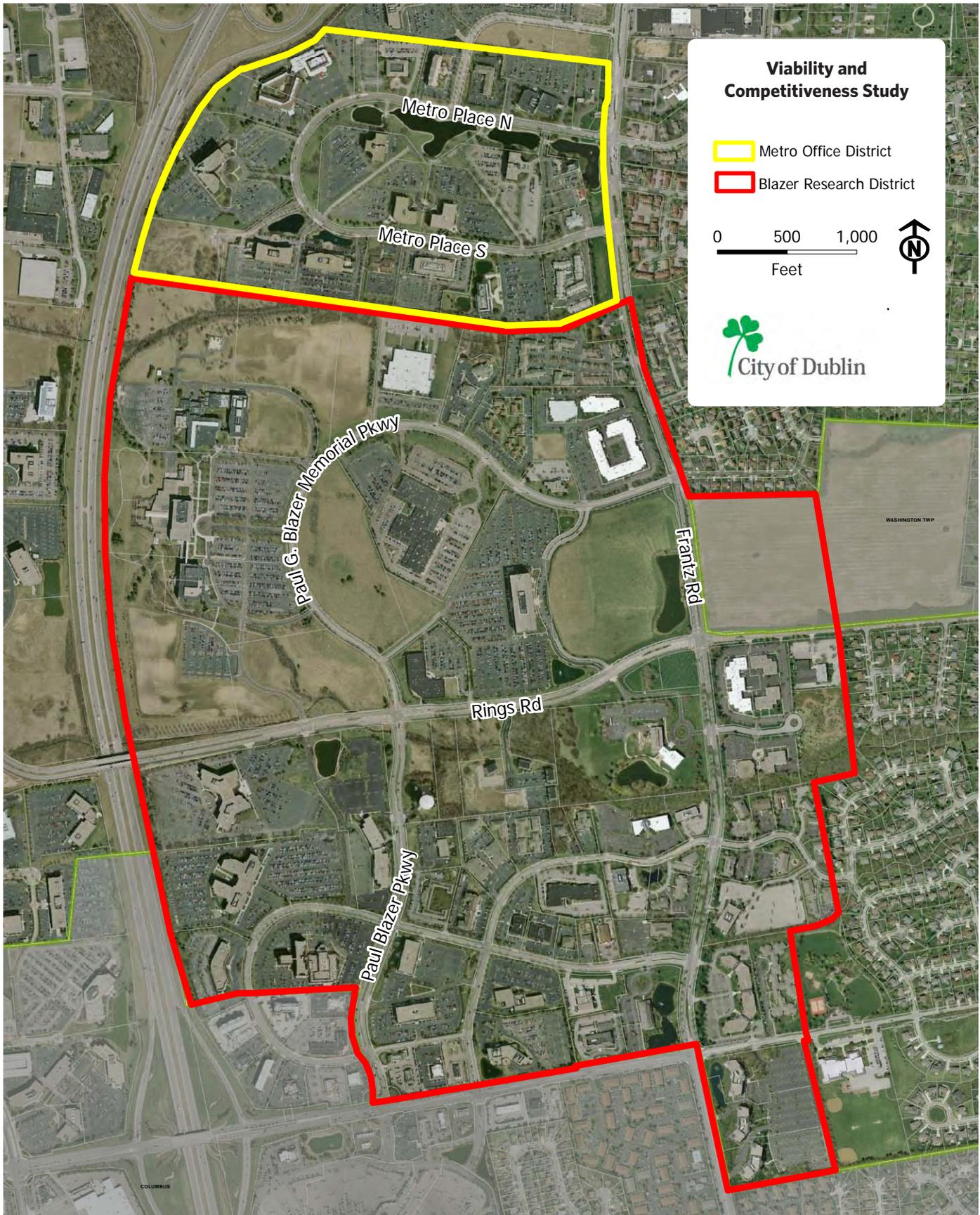
Unless otherwise noted, data on the Columbus Region's office market references Colliers International's Q3 2013 market report.

This report was prepared by City staff and **planning NEXT**.

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# EXECUTIVE SUMMARY



## PURPOSE

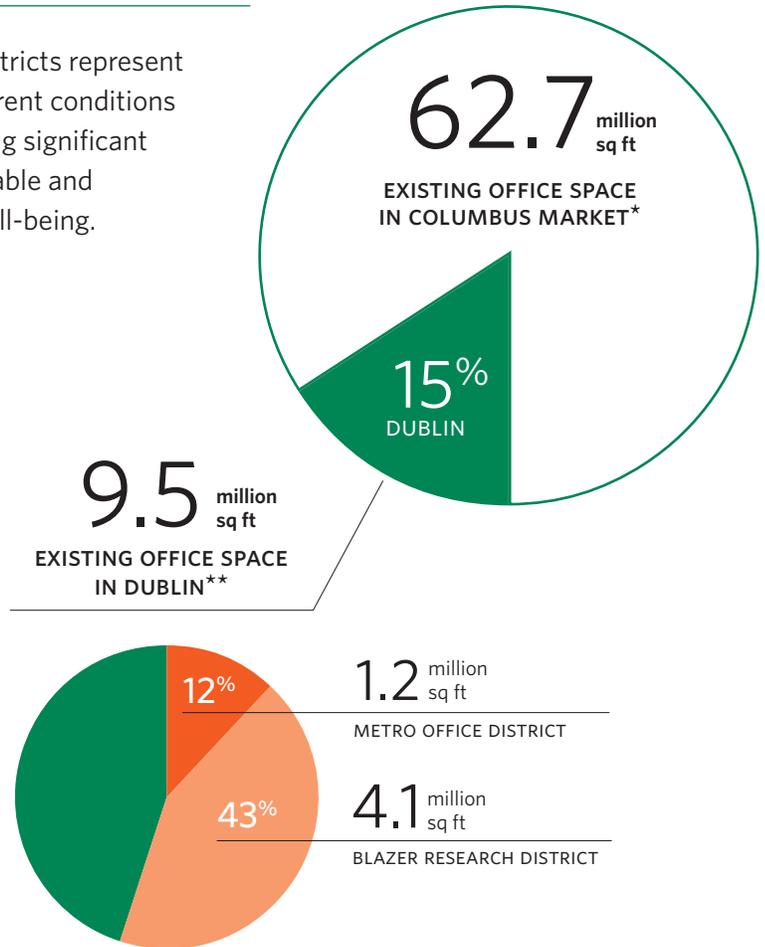
The Viability and Competitiveness Study is an effort to start a discussion regarding the future of two of Dublin's premier office areas, Metro Office District and Blazer Research District by identifying ways to ensure that these places remain viable and competitive employment centers.

## WHY IS THIS IMPORTANT?

Together, Metro Office and Blazer Research Districts represent over half of Dublin's supply of office space. Current conditions and trends suggest that these districts are facing significant competitive challenges. Keeping these areas viable and competitive in the future is vital to the city's well-being.

For nearly three decades, Dublin has defined itself as a premier employment center in central Ohio. The City's emphasis on jobs, particularly higher-wage office jobs, is the foundation of its economic health and high quality of life for residents. Metro Office District and Blazer Research District are two of Dublin's seven defined office neighborhoods and are home to some of the city's largest, oldest, and most visible multi-tenant office buildings.

The Community Plan emphasizes the need for the city to remain on the leading edge of economic development efforts at regional, national and even global levels. Each year, Dublin City Council reviews goals set the previous year and updates priorities, which are then used to guide Council and the Administration in budgeting and programming initiatives. Council has identified Fiscal Health & Economic Vitality as one of five Strategic Focus Areas.



\* 2013 Estimate (Colliers International). Includes Columbus and 15 surrounding suburban areas

\*\* 2013 Estimate. See explanation in the chart on page 11.

### DUBLIN CITY COUNCIL STRATEGIC FOCUS AREA

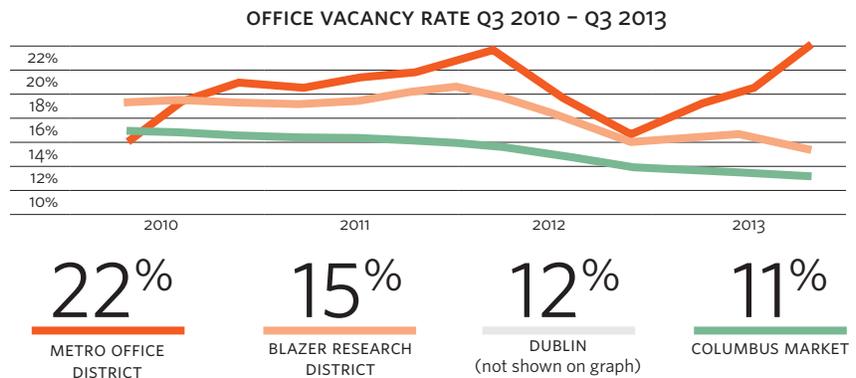
**Fiscal Health and Economic Vitality.** *The City ensures its financial security through the implementation and coordination of sound fiscal policies; carefully balanced land planning reflecting sound land use principles; forward investing in infrastructure development; and a continuous focus on successful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

# WHAT'S HAPPENING HERE?

The following is a summary of key findings from analysis of both districts and input from stakeholders.

## Relatively high office vacancy rates.

While the vacancy rates of office space in Metro Office and Blazer Research Districts are lower than their peaks at the end of 2011, they are still above the city's average and that of the overall Columbus market.



## Relatively high office lease cost due to higher expenses in older buildings.

Several office buildings in the districts, particularly the older Class B buildings, may be less price competitive considering operating expenses.

EXAMPLE COST FOR OFFICES IN METRO / BLAZER DISTRICTS

Building Address	Year Built	Class	Base Rent (net)	Op. Exps. (incl. taxes)	Full-service cost (gross)
425 Metro PI N	1981	B	\$9.75	\$7.42	<b>\$17.17</b>
475 Metro PI N	1981	B	\$9.25	\$7.75	<b>\$17.00</b>
555 Metro PI N	1980	B	\$8.00	\$8.95	<b>\$16.95</b>
545 Metro PI S	1998	A*	\$11.95	\$8.00	<b>\$19.95</b>
565 Metro PI S	2000	A	\$11.00	\$8.75	<b>\$19.75</b>
400 Metro PI N	1997	A*	\$10.00	\$9.50	<b>\$19.50</b>
5515 Parkcenter Cir	1996	A*	\$11.95	\$9.50	<b>\$21.45</b>
5555 Parkcenter Cir	1992	A*	\$9.50	\$9.50	<b>\$19.00</b>

\* Building class is subjective. Although these buildings are marketed as Class A, they could be considered Class B due to age.

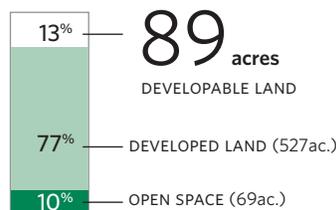
AVERAGE FULL-SERVICE COST FOR OFFICE SPACE IN SUBURBAN COLUMBUS MARKET (SQ FT/YR.)

**\$19.32** CLASS A      **\$15.62** CLASS B

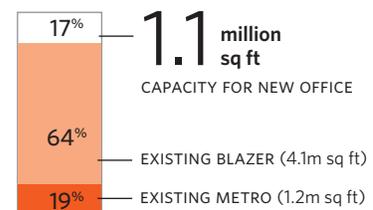
## Land available for new office development, yet little current demand.

Together, these areas contain approximately 89 acres of developable land, most of which is zoned or planned for offices. At current densities, this land could yield over 1 million square feet of new office space. A 2009 study conducted by market research analyst Sarah Woodworth, of W-ZHA, anticipates demand for 100,000 square feet of large format office space within the next ten years. The Community Plan allocates land for approximately 11 million square feet of new office development within the city's seven business districts.

DEVELOPABLE LAND AREA IN METRO/BLAZER DISTRICTS



CAPACITY FOR NEW OFFICE SPACE IN METRO/BLAZER DISTRICTS



CAPACITY FOR NEW OFFICE DEVELOPMENT IN DUBLIN'S BUSINESS DISTRICTS (SQ FT)

Metro Office District	90,000
Blazer Research District <sup>1</sup>	1,064,000
Bridge Street District	3,281,000
Emerald Corporate District	3,250,000
Perimeter Commerce District	1,043,000
Shier Rings Tech Flex District <sup>2</sup>	150,000
West Innovation District <sup>2 3</sup>	2,379,000
<b>TOTAL</b>	<b>11,257,000</b>

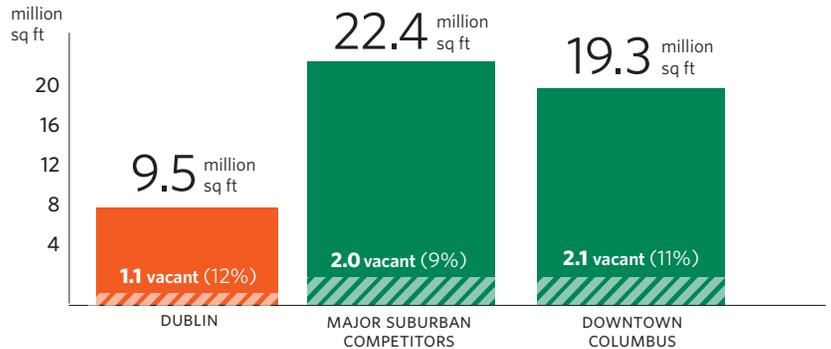
NOTES:

1. Some space in Blazer Research District may develop as industrial/R&D rather than strictly office.
2. Office development in the Shier Rings and West Innovation Districts is expected to occur in conjunction with industrial/flex/R&D uses.
3. All of these figures reflect the long-term development capacity of available land within the city's current boundaries, based on zoning or adopted plans.
4. These capacity estimates do not include land outside of the city's seven identified business districts, or within the city's 'Exclusive Service Area' or 'Negotiated Service Area' that have yet to be annexed.

**Both areas are desirable but competition is increasing.**

Property owners, brokers, and tenants generally say that Metro Office and Blazer Research Districts are desirable areas along with Dublin overall. However, they acknowledge that there is growing competition from other suburban markets and that a Dublin address may be valued less than in the past.

TOTAL OFFICE SPACE AND VACANCY RATES (Q3 2013)



Major suburban competitors include the suburban office markets of Grandview/Upper Arlington, Westerville, Polaris, Hilliard, Easton, and New Albany combined. (See page 11 for detail)

**Concerns about parking, area amenities, building age, appearance, identity and signs.**

Stakeholders shared the following concerns and insights:

**building age:** Some buildings are “old and tired,” relatively expensive to operate and difficult to adapt.

**parking:** The current average parking allocations may not satisfy demands of prospective tenants.

**amenities:** Some suggest that the amenities (dining, recreation, services) available in both areas could be expanded and more convenient to access. There is lack of awareness about some of the amenities that do exist within the existing office and hotel buildings.

**identity and signs:** Blazer is not recognized as a single district. Improved branding and wayfinding signs could be beneficial for both areas.

**appearance:** Mature landscaping is highly valued unless it impedes views of buildings/signs, making wayfinding difficult. There is frustration with code enforcement of decades-old landscaping plans. In these situations, property managers often do not understand what they can and cannot do regarding maintenance of landscaping.



## WHY IS THIS HAPPENING?

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While the age of development and other physical characteristics contribute to the health of these areas, there are a number of external trends at work. These trends include: changing economic conditions, changing workforce and changing needs of building owners and tenants.

---

### Economic Conditions

SEE PAGE 10 FOR DETAIL

#### Lukewarm Suburban Office Outlook

Since the peak of the recession, rents and vacancy rates for suburban office (regionally and nationwide) have made only modest improvements, while many urban areas have begun to rebound. This trend is partly due to shifting market preferences, but also because many suburbs were harder hit by the recession leaving a relatively large supply to absorb.

#### Increasing Regional Competition

While Dublin has long dominated the suburban office market in central Ohio, much of its office product is older than in other markets such as Polaris, Westerville, Hilliard, Easton, and New Albany. Dublin also faces competition from new office development occurring in Downtown Columbus including the Arena District and Grandview Yard.

#### Economic Uncertainty

Due to ongoing uncertainty about the national economy since the Great Recession, tenants are reluctant to sign multi-year leases and want flexibility to increase or reduce their space as their needs change. Uncertainty about lease commitments is an obstacle for building owners to renovate and for new development. Tougher lending standards make it challenging for developers to finance construction.

---

### Workforce

SEE PAGE 13 FOR DETAIL

#### Lifestyle preferences changing work environments

Whether they desire suburban lifestyles or more urban ones, a growing proportion of young people are choosing where they want to live before they begin looking for job opportunities. As a group, younger workers (as well as those approaching retirement) tend to prefer walkable, amenity-rich environments with authentic character.

#### Jobs follow talent

Many high-growth, technology-oriented businesses face strong competition for talented workers and consider lifestyle preferences in their decisions about where to locate. Reflecting those preferences, businesses increasingly seek office settings that are walkable and close to gathering places, recreation, restaurants, entertainment, retail services, transit and housing.

#### Moderate-income workers needed by growing businesses

The moderate-income segment of the workforce, largely college-educated young professionals, are needed by growing business sectors. Compared to older generations, this group tends to prefer living close to their place of work, they drive less, and are more likely to use alternative modes of transportation including cycling, walking, and transit.

---

### Needs of Building Owners/Tenants

SEE PAGE 15 FOR DETAIL

#### Less Space

Tenants tend to need less space overall and per employee than in the past. Companies are getting by (or doing more) with fewer employees, they are consolidating multiple offices to single locations, allowing more telecommuting and flexible time, and adopting cubicle-free open floor plans and shared spaces.

#### Better Differentiation

While there is still a large market for suburban office space, competition for tenants is increasing. Tenants for suburban offices tend to want generous amounts of parking, "environmentally friendly" buildings, nearby amenities (preferably within walking distance), visibility and signs, as well as technology infrastructure.

#### More Flexibility

Buildings with flexible designs that can accommodate many types of users and adapt to changing tenants needs tend to be the most successful over the long-term. In some communities, property owners need regulatory flexibility or technical assistance to help them make changes to their buildings or properties in order to keep them competitive.

## WHAT OTHER COMMUNITIES ARE DOING.

While every community is unique, there are several examples described in this report where similar challenges are being addressed. Here are some strategies that are being tried within districts and in places such as Research Triangle Park, North Carolina; Fairfax County, Virginia; suburban Dallas, Texas, and elsewhere.

### Existing Buildings

- Encouraging retrofit or reuse

### Infill and Redevelopment

- Allowing increases in density and mixed-uses.
- Revising stormwater management (to offset more intense development)

### Walkability and Transit

- Adding pedestrian connections (public/private)
- Using proximity to transit as a catalyst
- Encouraging expansion of transit service

### Connectivity

- Creating new street connections
- Creating new multi-use path connections

### Parking

- Encouraging shared parking
- Revising parking design standards
- Adjusting parking requirements
- Creating structured parking
- Creating a parking authority to manage parking assets

### Open Space

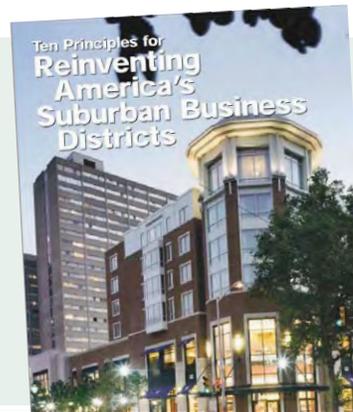
- Creating new open space amenities
- Programming open space

### Landscaping

- Upkeep and maintenance (public)

### Economic Development Policies

- Incentives
- Public/Private Partnerships
- Marketing/Branding



A publication by the Urban Land Institute (ULI) identifies these 10 principles for revitalizing aging suburban business districts.

1. Understand Your Position in the Market
2. Build Community Support
3. Develop a Vision and a Plan
4. Stress Results over Regulation
5. Break Up the Superblocks and Optimize Connectivity
6. Embrace Mixed Use
7. Honor the Human Scale by Creating a Pedestrian-Friendly Place
8. Think Transit—Think Density
9. Create a Public/Private Partnership
10. Share and Manage Parking

*read more*

Ten Principles for Reinventing America's Suburban Business Districts / ULI

<http://bit.ly/1fdNSIT>



Concepts from the Research Triangle Park Master Plan (see page 28)



Legacy Town Center / Plano, TX  
(see page 30)



Novo Nordisk U.S. Headquarters,  
office space retrofit (see page 34)



# TRENDS

This section describes regional and national trends that provide context for the conditions documented in Metro Office and Blazer Research Districts. These trends include changing economic conditions, changing workforce, and changing needs of building owners / tenants.

# TRENDS / CHANGING ECONOMIC CONDITIONS

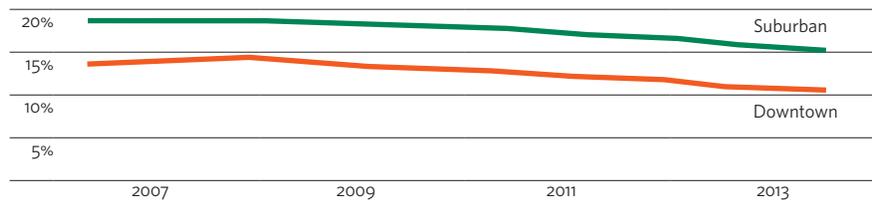
Changing regional dynamics along with structural changes to the national economy since the recent recession (partially driven by changing demographics) have created a new competitive environment for Dublin.

## Suburban office underperforming office space in urban settings, but less so in central Ohio

Since the peak of the recent recession, vacancy rates for suburban office (regionally and nationwide) have improved but are still higher on average than in more urban areas. With high vacancy, suburban office has not seen much improvement in rent prices, while prices in urban areas have begun to rebound. Changing market preferences play a role, but this trend is largely because many suburban markets were harder hit by the recession since there was more building activity in the suburbs prior to the recession and more office space available to absorb.

Fortunately, compared to other metro areas in the midwest and nationwide, the office market in central Ohio is faring relatively well. There is also a smaller gap between urban office and suburban office in the region currently, both in terms of vacancies and in lease prices.

OFFICE VACANCY RATE, U.S. 2007-2013



OFFICE VACANCY RATE MAJOR OHIO MARKETS (Q3 2013)



AVERAGE FULL-SERVICE OFFICE RENT, COLUMBUS MARKET (Q3 2013)



OFFICE SPACE AND VACANCY RATES, COLUMBUS AND COMPARABLE MARKETS

Markets	Suburban Submarkets		Downtown		Market Total	
	Total Sq Ft (millions)	Vacancy rate	Total Sq Ft (millions)	Vacancy Rate	Total Sq Ft (millions)	Vacancy Rate
Columbus	43.5	11.0%	19.3	11.3%	62.8	11.0%
Cleveland	171.4	10.5%	69.4	17.9%	240.8	12.2%
Cincinnati	35.7	18.3%	18.1	17.1%	53.9	17.9%
Nashville	33.0	8.1%	11.1	10.3%	44.0	8.7%
Charlotte	41.0	15.5%	27.3	8.6%	50.1	16.6%
Raleigh*	43.1	17.2%	3.9	11.1%	47.0	16.7%
Austin*	33.4	12.2%	9.1	12.0%	42.4	12.1%
Indianapolis*	22.8	17.7%	11.9	18.9%	34.7	17.5%

read more:

Emerging Trends in Real Estate 2013 / ULI

<http://bit.ly/1aODPPI>

Emerging Trends in Real Estate 2014 / ULI

<http://bit.ly/1kQyRb>

*“Suburban office buildings accounted for 70% of the 135 million square feet of occupied space that has gone vacant [nationally] since the beginning of the recession”*

-REIS INC.

\* This table was compiled from multiple sources. Data for Raleigh, Austin and Indianapolis were reported by CBRE Inc. while other figures were reported by Colliers International. The two sources may have different data collection methodology.

The market area of Columbus includes the City of Columbus and 15 adjacent suburban submarkets extending just outside of Franklin County. The market area of Cleveland includes the counties of Cuyahoga, Carrol Lorrain, Medina, Richland, Stark and Summit. The market area of Cincinnati includes Hamilton, and much of Butler, Warren, Claremont and Brown counties, and parts of northern Kentucky.

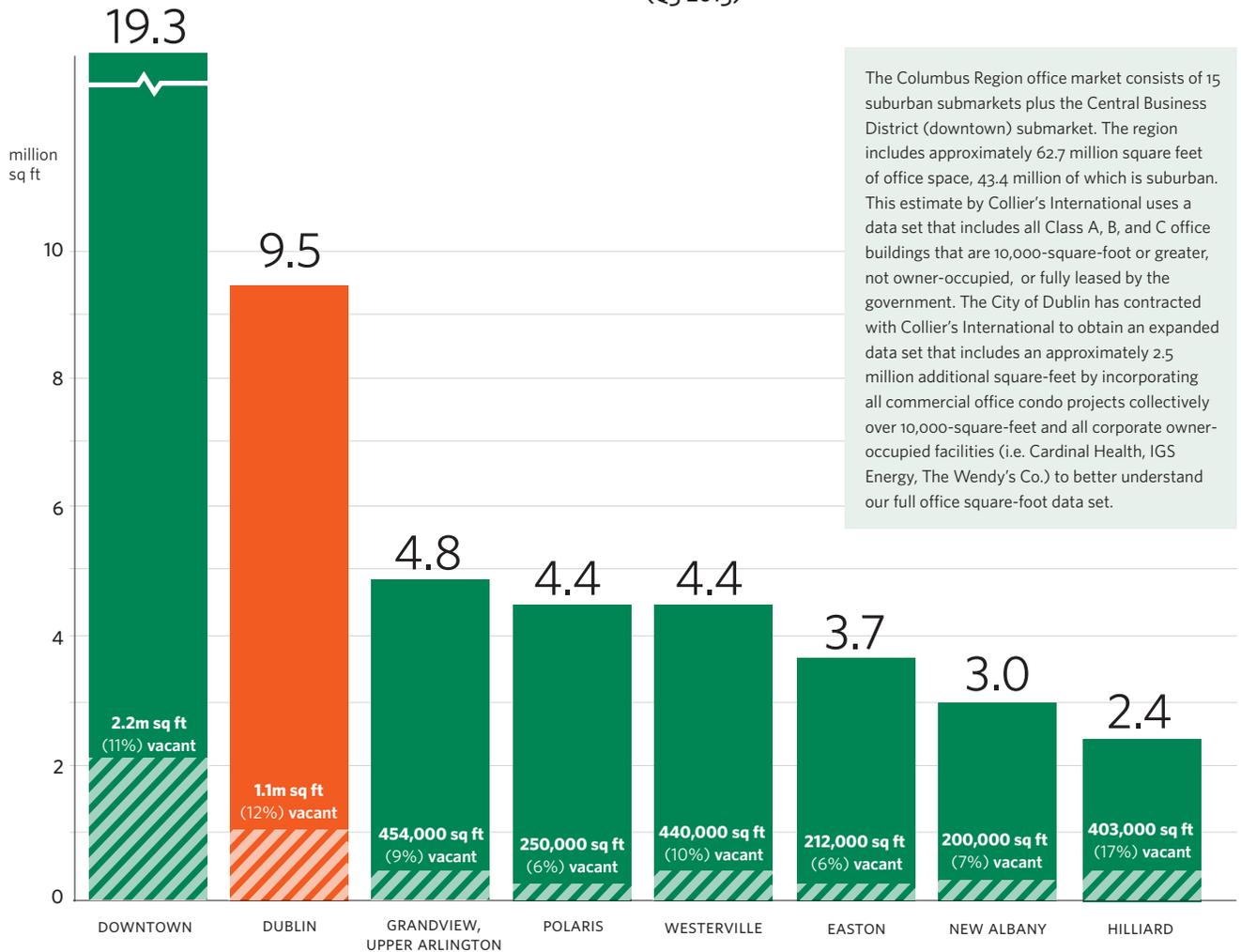
**There is increasing regional competition.**

While Dublin has long dominated the suburban office market in central Ohio, and it remains the single largest suburban office submarket, it is facing increasing competition from newer suburban office areas as well as new development in Downtown Columbus. Much of Dublin's office product is older than in other suburban markets such as Polaris, Westerville, Easton, Hilliard, or New Albany. Some development in Downtown Columbus (such as in the Arena District) and nearby (Grandview Yard) competes directly with options available in Dublin.

OFFICE SPACE ABSORPTION AND AVERAGE RENT FOR MAJOR COLUMBUS SUBMARKETS (Q1-Q3 2013)

Submarket	Average Rent		Net office space absorbed (sq ft)
	class A	class B	
DOWNTOWN	\$19.31	\$16.56	165,955
GRANDVIEW/ARLINGTON	\$23.28	\$16.79	38,321
DUBLIN	\$19.38	\$15.84	99,131
POLARIS	\$19.54	\$18.47	74,789
WESTERVILLE	\$19.35	\$15.65	139,328
EASTON	\$20.22	\$18.00	55,307
NEW ALBANY	\$17.71	-	48,772
HILLIARD	\$20.00	\$16.24	28,984

TOTAL OFFICE SPACE, AND VACANCY RATES FOR MAJOR COLUMBUS SUBMARKETS (Q3 2013)



**Economic uncertainty makes office development very challenging, redevelopment more so.**

Real estate development is high risk. Developers will often not undertake construction on a new project unless much of the space is pre-leased. Tenants are reluctant to sign multi-year leases and want flexibility to increase or reduce their space as their needs change. Uncertainty about lease commitments is an obstacle for building owners to undertake costly renovations. Also, tougher lending standards in place since the Great Recession make it more challenging for developers to finance speculative projects.

Regional and national office development trends reflect that reality. The amount of office development taking place nationwide is near its lowest point in over a decade. The development that is underway is generally high-end class A space often with niche attributes such as LEED certification. Most is occurring in the cores of major cities.

In central Ohio, nearly half of the office space currently under construction is in downtown Columbus, with another 40 percent in New Albany. Most of that space will be occupied by specific large tenants. In all of the central Ohio areas with office buildings under construction, tax abatements are helping to support that development. Speculative office development is unlikely in the near future without such incentives.

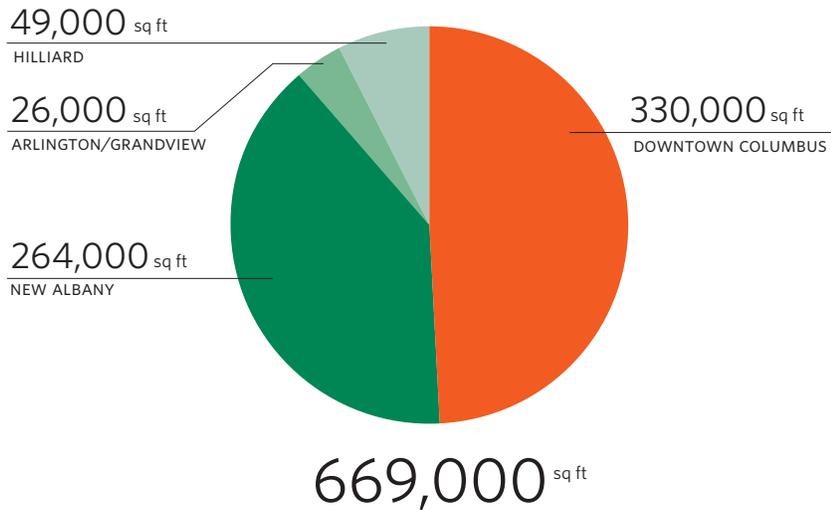
read more:

Office Trends Report / Greater Columbus Region Q3 2013 / Colliers International  
<http://bit.ly/18wSGhv>

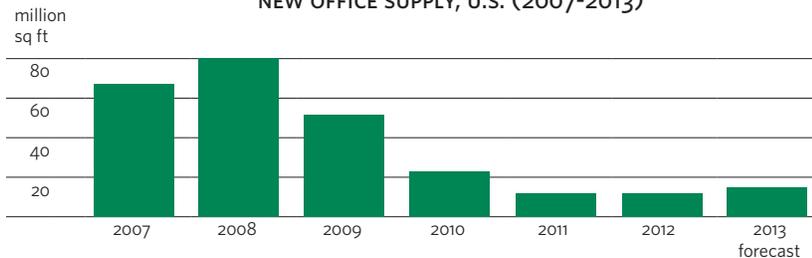
City hopes to encourage downtown projects with more generous tax incentives / Columbus Business First, Nov. 2013

<http://bit.ly/1f5Puog>

OFFICE SPACE UNDER CONSTRUCTION IN COLUMBUS MARKET (Q3 2013)



NEW OFFICE SUPPLY, U.S. (2007-2013)



*“Tenants are uncertain on the long term stability of the economy. [They] still lack the urgency to close deals, due to short term efficiency concerns, unwillingness to sign long term leases, and speculation of lower net rental rates in conjunction with higher operating expenses that we have seen as of late.”*

- COLLIERS OFFICE TRENDS REPORT / GREATER COLUMBUS REGION Q3 2013

*“Developers of residential and commercial projects downtown [Columbus] will get full tax abatement benefits under the city’s community reinvestment area ... The legislation extends a full 15-year, 100 percent tax abatement on all real property improvements downtown and any requirement for payments-in-lieu-of taxes (PILOT) contributions”*

- CITY HOPES TO ENCOURAGE DOWNTOWN PROJECTS WITH MORE GENEROUS TAX INCENTIVES / COLUMBUS BUSINESS FIRST, NOV. 2013

# TRENDS / CHANGING WORKFORCE

The United States is in the midst of the greatest age-structure transformation in history. Baby Boomers, who in their younger years were a major force behind suburban expansion, are now reaching retirement age and beginning to exit the labor force. Many are downsizing and making different choices about where to live. At the same time, the baby boom echo (also labeled echo boomers, Gen Y, or Millennials) is about to enter its period of workforce dominance. They are considerably less suburban-centric than their parents were at the same age in terms of both residential and workplace preferences. This demographic shift has the potential to transform communities nationally:

## Lifestyle preferences changing work environments.

Whether they desire suburban lifestyles or more urban ones, a substantial proportion of American working adults now share a preference for shorter commutes and for living in places where homes, shops, and workplaces are in relative proximity. In a recent survey conducted by the Urban Land Institute\*, 62 percent of “Gen Y” prefer living in proximity to shops, restaurants and offices. At the same time, 72 percent of baby boomers, would prefer a shorter commute and smaller house, over a larger house and longer commute. Nearly half of baby boomers (49%) would prefer to live near shopping, dining and offices.

Workforce lifestyle preferences, particularly those of the younger demographics, are impacting both the places where businesses choose to locate and how their office spaces are designed.

read more:

America in 2013 / ULI

<http://bit.ly/18wUbvS>

\*Based on a nationwide survey of 1,202 adults conducted between January 16 and February 3, 2013. It includes responses from Generation Y (representing 30 percent of the total), born between 1979 and 1995 and numbering near 80 million; Generation X (23 percent), born between 1966 and 1978 and totaling about 50 million; Baby Boomers (31 percent), born between 1947 and 1965 and numbering 75 million; War Babies (12 percent), born between 1932 and 1946; and the Silent Generation (3 percent), born in 1931 or earlier; together War Babies and the Silent Generation number 35 million.

## Increasingly, jobs follow talent.

Compared to previous generations, more young workers today are choosing which region, city or neighborhood they want to live in before they begin looking for job opportunities – even despite the recent weak job market. In response, many successful companies (particularly high-growth, technology-oriented ones) who face strong competition for talent, now consider where their workers want to live when deciding where to locate.

Often the cost of a highly-skilled workforce exceeds the cost of office space (total payroll divided by the square footage the workers occupy), which is an added

*“I’ll admit, the only reason why I moved to the area... was because of the job. There’s not much else for me to do around here. I’m 23, no kids — I have to get on the highway to go Downtown to find something to do.”*

– INTERVIEW PARTICIPANT, WENDY’S YOUNG PROFESSIONALS

incentive to attract and retain good employees. A location’s ability to help attract a company’s desired workforce is a primary focus today while factors such as corporate image, cost, or the preferences of top executives (“where the CEO wants to live”) are often secondary.

In response to the preferences of young, highly-educated workers, businesses are increasingly seeking office space in mixed-use settings with various nearby amenities. This trend has primarily affected office demand and is less significant in suburban retail and industrial formats.

*OCLC, which was recently rated a top company for young workers by WIRED magazine, has reported challenges recruiting talent to their Dublin location, compared to offices in Seattle and Boulder.*

– STAKEHOLDER INTERVIEW NOTES COMPILED BY GOODY CLANCY, 2009

### DEFINITIONS OF U.S. GENERATIONAL GROUPS

#### BORN BETWEEN THE YEARS

<b>1979-1995</b>	<b>1966-1978</b>	<b>1947-1965</b>	<b>1932-1946</b>	<b>1931 or earlier</b>
GENERATION-Y (MILLENNIALS)	GENERATION-X	BABY BOOMERS	WAR BABIES	SILENT GENERATION

#### APPROXIMATE SIZE OF GROUP IN MILLIONS (2010)

<b>80<sub>m</sub></b>	<b>50<sub>m</sub></b>	<b>75<sub>m</sub></b>	<b>35<sub>m</sub></b>
GENERATION-Y (MILLENNIALS)	GENERATION-X	BABY BOOMERS	WAR BABIES + SILENT GENERATION

## Businesses need access to moderate-income workers.

The moderate-income segment of the workforce, largely college-educated workers making near the regional median income, are needed by growing business sectors. These workers include many college-educated young professionals (Millennials/Gen-Y). Compared to older generations, this group tends to prefer living close to their place of work, they drive less, and are more likely to use alternative modes of transportation including cycling, walking, and public transit. Wherever a businesses chooses to locate, nearby living options that are attractive and affordable to these workers, along with public transportation service is valuable in attracting young professionals and other moderate-income workers.

*“Millennials are driving far less than their parents and grandparents did... Unlocking mass transit to some of these suburban sites will add value, and value will spur density, which in turn will bring greater value to municipalities.”*

– MEMO TO MUNICIPALITIES: GET CREATIVE AND FLEXIBLE IF YOU WANT THOSE OFFICE PARKS REDEVELOPED, JULY 2013, NEW JERSEY FUTURE

*“Whether or not gen-Y’s preferences and habits will endure is an interesting question that no one can answer definitively right now. An important question is: Will they be able to afford the lifestyle they want, in the locations they want? This will be determined by the ability of metropolitan areas to provide a range of affordable, appealing, and high-quality options—not just for gen-Y, but for other generations as well.”*

– EMERGING TRENDS IN REAL ESTATE, 2014, URBAN LAND INSTITUTE

**Battelle’s 2011 Economic Development Cluster Analysis** for Dublin indicated that key industry growth opportunities for the city – clusters such as “business support services,” “healthcare,” “residential healthcare services,” “tourism/entertainment” and “corporate HQ operations” – rely on moderate-income workers (those making near the regional median income of \$44,780) for a significant portion of their workforce.

While housing that is affordable to this demographic exists in nearby areas of Dublin and Columbus, the supply is very limited. The Cluster Analysis states that, “Dublin’s current housing stock is largely unaffordable for moderate-income workers and their families... New and high quality rental housing cannot be supported by a lower-income market, but can be by moderate incomes in professional fields, which range from \$44,016 to \$88,100.”

For those business clusters that have average wages near the regional median, access to workers is constrained by limited public transportation service, which is important for moderate-income workers for whom rising gasoline prices limit commuting.

# TRENDS / CHANGING NEEDS OF BUILDING OWNERS / TENANTS

The needs of building owners and tenants are changing along with (and in response to) market conditions.

## Office ecosystems are changing, less space is needed.

The ubiquitous cubicle inhabited by the baby boomer workforce is giving way to more flexible collaborative spaces desired by Gen Y. Through technology, these young people are more connected than any previous generation, they seem to place less value on privacy, and they tend to prefer the collaboration and spontaneity promoted by open, cubicle-free office layouts. Meanwhile, technological advances such as cloud computing reduce the space needed to physically store data on-site; and digitalization has allowed some professionals such as lawyers to eliminate libraries of printed books.

Along with the changing trends in office design, a general emphasis on efficiency since the recent recession means that companies are getting by (or doing more) with fewer employees, they are consolidating multiple offices to single locations, allowing more telecommuting and flexible time, and adopting cubicle-free open floor plans and shared spaces. These factors mean that many businesses can be successful with less office space than in the past, which is great for their bottom-line.

It also means that on average, buildings can hold many more employees in a given amount of floor area. In suburban areas with limited transportation alternatives, more people in a building means that more parking is required to serve that building. While parking ratios of 4 spaces per 1,000 sq ft of floor area was standard for suburban office just a few years ago (and is the minimum requirement of Dublin's Code), today, general office tenants tend to demand 5-6 spaces per 1,000 sq ft. Some large tenants such as call centers may require more than 7/1,000.

read more:

In *New Office Designs, Room to Roam and to Think* / *New York Times*, Mar. 2012  
<http://nyti.ms/1cwtNa5>

What's Next, *Getting Ahead of Change*, 2012 / ULI  
<http://bit.ly/1f2os77>



Reflecting the preferences of their younger workforce and corporate values, Google's offices (Milan, Italy) provide an open collaborative work environment for employees that may or may not be in the office on any given day.



At the new offices of Russell Investments, an asset management firm in Seattle, there are no private office spaces. Even the chief executive occupies an ordinary desk in a row (above). Small conference rooms and enclosed lounges offer privacy when needed (right).



*"According to research by [the global development firm] Gensler, square foot/person has dropped about 325 square feet since the 1970s. This essentially allows a hypothetical company to move from 100,000 square feet at Class B office rates to 70,000 square feet of Class A office rates without affecting their bottom line — housing the same number of employees and significantly upgrading their office environment."*

— MAKING A STATEMENT WITH OFFICE SPACE: FINDING WORKPLACES THAT LAST, AREA DEVELOPMENT SITE AND FACILITY PLANNING, 2013

### Flexibility and adaptability.

Buildings with flexible designs (rectangular floorplates) can accommodate many types of users and adapt to changing tenants needs, much better than buildings with irregular or narrow floorplates commonly found in older buildings. In some communities, property owners need regulatory flexibility to help or allow them to make changes to their buildings or properties to keep them competitive.

### Environments that Improve Work-Life Integration

The concept of work-life balance is giving way to work-life integration. Due to advances in technology and cultural/generational shifts, workdays have become more flexible, and interaction within the area where one spends the most time has become increasingly important. Tenants seek work environments (both external setting, and internal design) that promote worker satisfaction, health, and productivity, as well as company values.

*read more:*

**Suburban Office: It's Not Dead Yet, June 2013, National Association of Real Estate Investment Mangers (NAREIM)**

<http://bit.ly/1e76pNU>

**Making a Statement with Office Space: Finding Workplaces that Last, Area Development Site and Facility Planning, 2013**

<http://bit.ly/1igoVro>

**Emerging Trends in Real Estate, 2014 / ULI**

<http://bit.ly/1kQyRb>

**What's Next, Getting Ahead of Change, 2012 / ULI**

<http://bit.ly/1f2os77>

### Nearby amenities, preferably within walking distance.

Offices that are near amenities such as restaurants, coffee shops, office support services, or recreation facilities are typically at an advantage over locations without such amenities. In line with workforce preferences, workers appreciate the ability to walk from their office to get lunch or coffee, and increasingly use recreational facilities for exercise during their workday.

### Generous amounts of parking in suburban areas.

While the average vehicle miles traveled per person in the U.S. has declined in recent years, most trips, particularly to and from employment areas in the suburbs are still made by people driving alone. With office configurations putting more workers per square foot, tenants in suburban office areas are likewise demanding more parking per square foot of office space.

### "Environmentally friendly" buildings.

So-called "green buildings" that are energy efficient (often LEED certified) and have abundant natural light are increasingly desirable and becoming the norm in new construction. Not only do green buildings reinforce positive messages about a company's brand values, energy efficiency reduces costs and is good for a company's bottom line.

### Visibility.

While large national tenants expect a highly visible building location along a major street or highway, tenants of all types place a high value on having their name displayed on signs.

### Technology Infrastructure.

High speed and reliable data transmission, such as that provided by Dublin's fiber optic infrastructure, is a desirable amenity, as are secure data storage facilities and services such as that provided by Metro Data Center.

*"Having the correct work-life integration is not only attractive to employees but could also be a huge cost savings [for businesses] by lowering ... employee turnover. Work-life integration, very much driven by the office location and surrounding environment, is typically a top-five 'most important value to employees' in today's market."*

— MAKING A STATEMENT WITH OFFICE SPACE: FINDING WORKPLACES THAT LAST, AREA DEVELOPMENT SITE AND FACILITY PLANNING, 2013

# CONDITIONS

This section provides a detailed summary of key findings from quantitative and qualitative research for both Metro Office District and Blazer Research District.

# METRO OFFICE DISTRICT / WHAT THE ANALYSIS SHOWS:

## High amount of vacant office space.

250,000<sup>\*</sup> sq ft

VACANT OFFICE SPACE

22%

OFFICE VACANCY RATE

The overall office vacancy in Dublin is 12% while that of the Columbus market is 11%.

\* includes 75,000 square feet in one vacant building.

## Parking may not meet tenant expectations.

4.0

PARKING SPACES PER 1,000 SQ FT OF OFFICE SPACE IN DISTRICT (AVERAGE)

A few years ago, 4 parking spaces per 1,000 sq ft was typical for suburban office, and the minimum Dublin code requires. Today, however, many office tenants demand 5-6 spaces or more.

## Buildings are relatively old.

27

MEDIAN AGE IN YEARS FOR OFFICE BUILDINGS IN DISTRICT

Four of the 13 office buildings were built between 1995-1999, while the other nine were built in the 1980s. Often these older buildings need costly updates to remain marketable.

## Land for new office development.

6

ACRES OF DEVELOPABLE LAND ON ONE SITE

If this six-acre site were to be developed under current zoning, it could yield a 90,000 sq ft office building with a parking ratio of 4 spaces per 1,000 sq ft

## High operating expenses, higher office cost.

Several office buildings, particularly the older Class B buildings, may be less price competitive when considering operating expenses.

\$19.32    \$15.62

CLASS A                  CLASS B

AVERAGE FULL-SERVICE COST FOR OFFICE SPACE IN SUBURBAN COLUMBUS MARKET (SQ FT/YR.)

Building Address	Year Built	Class	Base Rent (net)	Op. Exps. (incl. taxes)	Full-service cost (gross)
425 Metro PI N	1981	B	\$9.75	\$7.42	<b>\$17.17</b>
475 Metro PI N	1981	B	\$9.25	\$7.75	<b>\$17.00</b>
555 Metro PI N	1980	B	\$8.00	\$8.95	<b>\$16.95</b>
545 Metro PI S	1998	A**	\$11.95	\$8.00	<b>\$19.95</b>
565 Metro PI S	2000	A**	\$11.00	\$8.75	<b>\$19.75</b>
400 Metro PI N	1997	A**	\$10.00	\$9.50	<b>\$19.50</b>

\*\* Building class is subjective. Although these buildings are marketed as Class A, they could be considered Class B due to age.



## Limited nearby amenities.

Considering the number of office workers and hotels, the district's amenities are limited; there are a few dining options nearby, but most amenities are beyond the distance that people will walk.

## Limited transit service.

COTA provides express bus service to the district during the morning and evening peak periods only.

## Limited street/path connectivity

Limited street connections contribute to p.m. congestion. There are few designated crosswalks, or connection between paths and buildings.



## Prime location, mature landscaping.

Mature landscaping, access and visibility to I-270, and proximity to Bridge Street are valuable assets for the district.



# METRO OFFICE DISTRICT / EXISTING CONDITIONS



- office buildings >90% occupied
- office buildings 70-90% occupied
- office buildings <70% occupied
- office buildings vacant
- ⬡ hotel
- built before 1986
- built 1986-1995
- no yellow dot: built post-1995

- service (retail, other)
- \$ bank
- 🍴 food / restaurant
- + medical
- multi-use path
- developable vacant parcels
- open space / environmental constraints
- COTA Bus Stops

Land Uses	Existing		Existing	
	land area		floor area	
	ac.	%	sq ft.	%
Office	75	61%	1,184,700	79%
Commercial	5	4%	12,600	1%
Hotel	20	17%	296,700	20%
Residential	0	0%	-	-
Open Space	17	13%	-	-
Undeveloped	6	5%	-	-
<b>TOTAL</b>	<b>123</b>		<b>1,494,000</b>	<b>100%</b>

## METRO OFFICE DISTRICT / WHAT STAKEHOLDERS SAID:

**Parking:** Partially due to vacancies and the current mix of small and mid-size office tenants in multi-tenant buildings (large tenants tend to need more parking per person), parking is not seen as a significant issue for Metro today. However, parking is considered as a growing issue for office buildings generally, particularly by brokers who say many prospective tenants expect more parking.

**Image/Identification:** Metro Center has great name recognition and is generally seen as a premier office location within the central Ohio market. However, the central portion of the Metro Loop is increasingly perceived as 'old and tired,' these buildings have dated architecture and are difficult to renovate.



**Signs and Wayfinding:** There are mixed views on the appearance of existing Metro Center signs; some view them as outdated, others think they look fine. Yet there is agreement that the center of Metro Loop is difficult to navigate and that the wayfinding signs are not very effective. Building signs for large tenants and/or increased multi-tenant panels would be desirable.

**Amenities/Diversification:** The existing hotels are beneficial for business support but access to more dining options within walking distance would be desirable for both hotel guests and office workers. Few people are aware of the public dining options at the Crowne Plaza and Metro V. The new multi-use path is also viewed as a desirable amenity. The existing fitness facility is less of an amenity due to age.



*"...one of Dublin's biggest problems is that if you have a conference in Dublin at one of our hotels there's nowhere that's within walking distance if you want to get out of the hotel for awhile and do something on your own... Easton has that and their hotels are really successful and always booked."*

– INTERVIEW PARTICIPANT, DUBLIN CHAMBER OF COMMERCE LEADERSHIP ACADEMY

**Landscaping/Open Space:** Existing ponds and mature landscaping are generally seen as desirable amenities. There are some concerns with mature landscaping blocking signs and frustration that landscape code enforcement relies on original landscape plans that may not reasonably reflect current conditions. There is a general lack of awareness about what should or should not be done to maintain landscaping.

**General Observations:** There is some concern with incompatibility between different types of tenants within multi-tenant buildings. Traffic could always be better, but is tolerable (especially compared to other submarkets). Community events held in Metro Center parking lots viewed as desirable.



# BLAZER RESEARCH DISTRICT / WHAT THE ANALYSIS SHOWS:

High amount of vacant office space, mostly Class A\*.

500,000<sup>sq ft</sup>  
VACANT OFFICE SPACE

15%

OFFICE VACANCY RATE

The overall office vacancy in Dublin is 12% while that of the Columbus market is 11%.

19% CLASS A VACANCY RATE      7% CLASS B VACANCY RATE

There is a significant difference in the vacancy between Class A and B office space in Blazer. Much of the Class A\* space is in large buildings where a change with a single tenant could significantly alter the overall vacancy rate.

Many of the district's large floorplate buildings (such as the Atriums) were intended to be multi-tenant, but were initially occupied by several large single tenants.

\* Building class is subjective and is relative to the market at a given time. Some buildings that are currently marketed as Class A could be considered Class B due to age.

Parking may not meet tenant expectations.

4.0

PARKING SPACES PER 1,000 SQ FT OF OFFICE SPACE IN DISTRICT (AVERAGE)

Dublin code requires a minimum of 4 parking spaces per 1,000 sq ft of office space. Today, however, many office tenants demand 5-6 spaces or more.

Building age varies widely.

21

MEDIAN AGE IN YEARS FOR OFFICE BUILDINGS IN DISTRICT

Of the 86 office buildings, 42 were built before 1990, 21 were built between 1990-1999, and 20 were built since the year 2000.

Land for new office development.

83

ACRES OF DEVELOPABLE LAND ON MULTIPLE SITES

If this land were to be developed per current zoning or adopted plans, it could yield over 1 million sq ft of new office space.

Limited path connectivity.

While there are pedestrian paths along major streets, there are few path connections directly to buildings. The length of blocks, distance between buildings and limited amenities mean that walking in the area is mostly done for recreation or to get between a COTA bus stop and an employment destination.

Limited transit service.

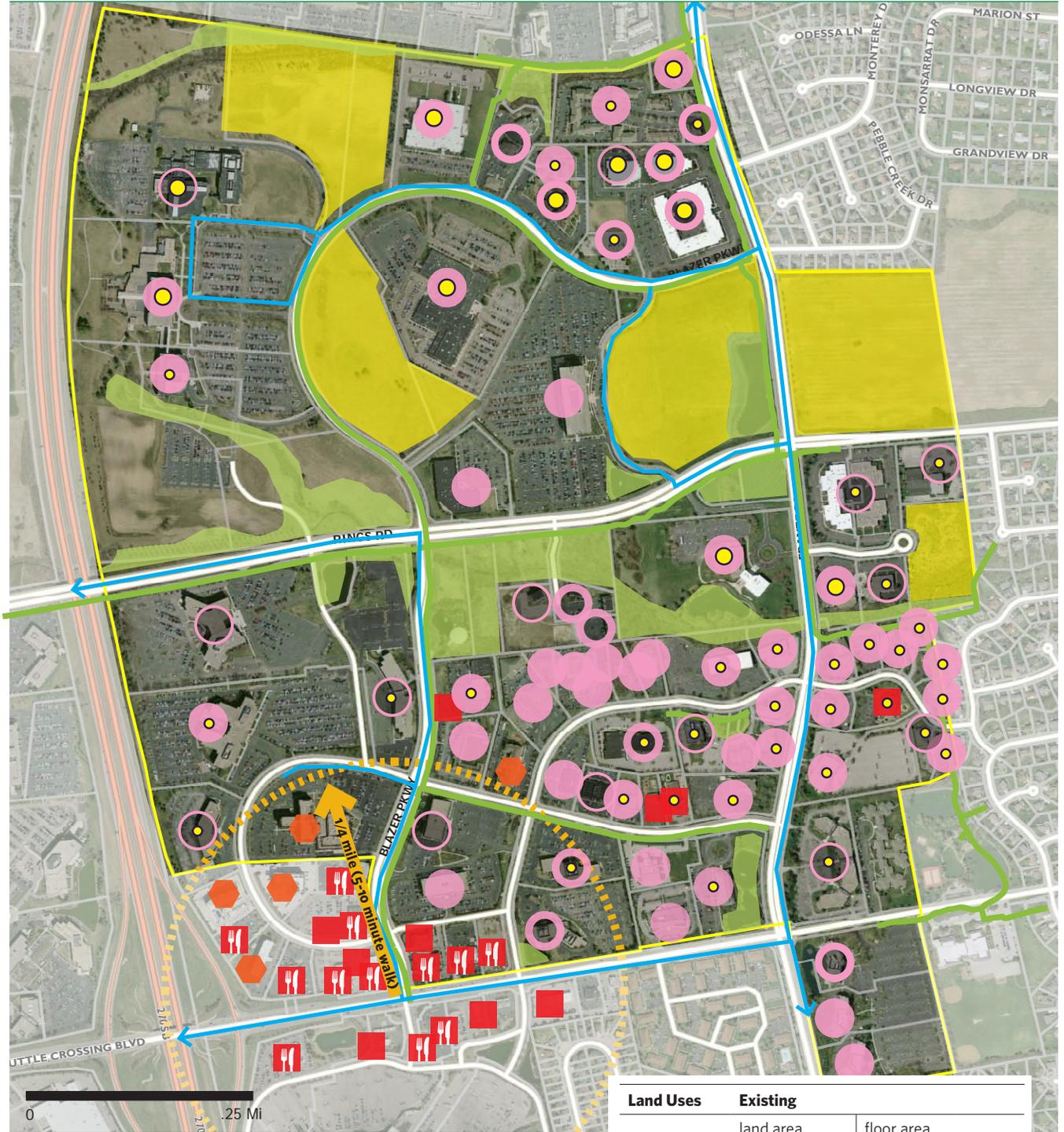
COTA provides express and local bus service to the district during the morning and evening peak periods only. Workers at several of the area's employers utilize COTA for their commute.

Limited nearby amenities.

Given the size of the area, it is notable that most of the amenities are limited to cluster of restaurants and services near Tuttle Crossing Blvd. Beyond that area, amenities are limited to a few childcare facilities; all are south of Rings Rd.



# BLAZER RESEARCH DISTRICT / EXISTING CONDITIONS



- office buildings >90% occupied
- office buildings 70-90% occupied
- office buildings <70% occupied
- ◆ hotel
- built before 1986
- built 1986-1995
- no yellow dot: built post-1995
- service (retail, other)
- \$ bank
- 🍴 food / restaurant
- COTA Routes
- multi-use path
- developable vacant parcels
- open space / environmental constraints

Land Uses	Existing			
	land area		floor area	
	acres	%	sq ft	%
Office/flex	340	63%	4,188,200	90%
Commercial	5	<1%	15,400	<1%
Hotel	13	2%	347,200	5%
Residential	0	0%	-	-
Other	51	9%	167,900	4%
Open Space	48	9%	-	-
Undeveloped	83	15%	-	-
<b>TOTAL</b>	<b>539</b>		<b>4,718,700</b>	<b>100%</b>

## BLAZER RESEARCH DISTRICT / WHAT STAKEHOLDERS SAID:

**Image/Identification:** There is no recognition of 'Blazer Research District,' most identified the 'Blazer' area as north of Rings only. Some stakeholders feel that increased district branding would help the area (or couldn't hurt), while others think the area is too big to treat as one district.

**Parking:** Parking is a concern in Blazer District due to large floorplate buildings targeted for single users or large multi-tenant users. Often large and/or national corporate tenants have strict standards. Parking ratios of 5-6 spaces/1,000 sq ft are being expected by many general office users (7/1,000 for customer service; 10/1,000 for call centers).



**Amenities/Diversification:** There are mixed views of amenities; some felt that sufficient options are already available within reasonable driving distance; others felt that more dining or business support could be helpful if centrally located between Tuttle and Metro Center.

**Signs and Wayfinding:** Building signs for large tenants and/or increased multi-tenant panels would be desirable.

**Landscaping/Open Space:** Existing open space is not mentioned as a significant amenity by brokers; Command Alkon noted that Smiley Park and walking paths are desirable amenities. There are some concerns with mature landscaping blocking signs and frustration with code enforcement of original landscape plans.



**General Observations:** There is some concern with incompatibility between different types of tenants within multi-tenant buildings. There is little demand for new office development in the foreseeable future. Brokers say that speculative office development is unlikely without tax abatements (which are offered in competing submarkets). However, there is perceived demand for "Class A Flex Buildings," to serve users that want the Class A image but need warehouse space. Finally, traffic and access are not seen as significant issues.



## STAKEHOLDERS INVOLVED

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Planning and Economic Development staff met with brokers, property managers and tenants in both Metro Office and Blazer Research districts to gain their insight into the health and challenges in these areas. Here is a list of those who they met with:

### Involved specifically for this study

#### Brokers / Representatives / Property Managers

- Cassidy Turley – Randy Stephens, Brian Douglas
- NAI Ohio Equities – Matt Gregory, Robert Sutton
- Colliers International – Andrew Jameson
- CBRE – Todd Greiner
- Continental Realty – Brent Stamm
- Cassidy Turley\* – Kelly Tamulonis
- Colliers International\* – Holly Leonard
- Continental Realty\* – Cathy Frederick
- Smith Realty\* – Conni Hale, Jack Hoopes
- Smith and Hale – Ben Hale
- Dupler Office – Brandon Dupler and Doug Burton

#### Tenants

(includes Metro/Blazer Outreach Session and individual interviews)

- Command Alkon
- Crawford Hoying Development
- Ohio Society of CPAs
- Graeter’s Ice Cream
- Humana
- Alcatel-Lucent
- Possitivity
- Clarion
- Battelle
- Chase
- 3SG
- Nexeo Solutions
- Netch Corp
- American Cancer Society
- Metro Data Center
- JASCO
- Pepper Construction
- AWH
- BCD Travel
- United Retirement
- Butler Schein

### Other recent, relevant community input

#### Community Attitudes Survey, 2012 and Community Interviews for the Riverside Park Program as summarized by MKSK

(Primarily related to city-wide themes and economic and workforce issues)

- Wendy’s Young Professionals
- Dublin Chamber of Commerce Leadership Academy

#### Stakeholder input compiled by Goody Clancy as part of the Bridge Street Corridor Vision, September 2009

(Primarily related to city-wide themes and economic issues)

### Ongoing Economic Development engagement

In addition to these outreach efforts, Economic Development engages Dublin businesses on a regular basis and tracks these company “touches” or interactions. In the last two years, Economic Development staff recorded an average of 355 initial meetings/visits, totaling 885 corporate interactions, many of them involving businesses in the Metro Office and Blazer Research Districts.

Business retention visits include one-on-one meetings, tours, and conversations to discuss and solve issues, and to maintain relationships. Each visit is usually followed by several more interactions, whether to advance a project, gather information requested, solve a problem, advance a request or issue to the appropriate group, etc.

# CASE STUDIES

As the trends imply, Dublin is not alone in experiencing these challenges with its important office districts. This section summarizes a few cases in other parts of the country that are attempting to deal with similar challenges.

CASE STUDY

# RESEARCH TRIANGLE PARK, NC

The Research Triangle Park northwest of Raleigh, North Carolina was developed in the late 1950's as retention tool for the region's major educational institutions. Developers, governments, and the institutions themselves noticed that the talent being developed in the state was relocating after graduation due to a lack of jobs. The Park was developed on thousands of acres of woods and farmland into an extremely low-density set of office campuses. As a result of shifting trends in office demand, the RTP organization re-examined their park in 2010 with the Research Triangle Park Master Plan.

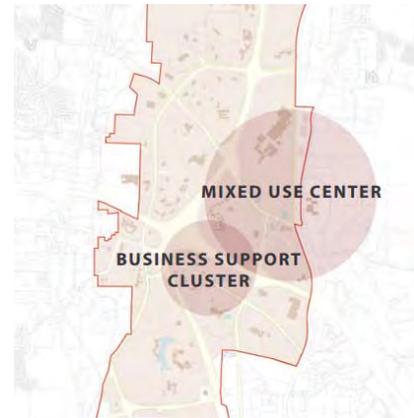
The Plan calls for a number of departures from the original RTP vision: Better connections to transit, housing opportunities within the park, greater density at strategic points, allocations for walkable retail, and many other amenity introductions. The aim of the plan is to maintain the promise of the park while introducing the characteristics sought by 21st century research workers.

**Similarities:**

- Primarily office-only district built in very low density, suburban pattern
- Very limited to no walkability between even adjacent office uses
- Realization by property owners / Government that spaces were becoming extraordinarily antiquated and were not meeting the demand. Especially for the types of firms the area is known for attracting ie. Tech, IT, Research, so on
- Competition between the park and more urban environments in Downtown Raleigh, the rest of the region, nationally and internationally
- Tenants include super-employers such as IBM that employ more than 40,000 at the park

**Differences:**

- RTP is a much larger planning area than either Blazer or Metro
- Buildings are, in general, much older; Most built in the 1950's, 60's
- Size of the area relies on greater economies of scale
- RTP is multi-jurisdictional (split between two counties) and not an issue of a single municipality or its economic development
- North Carolina's municipal tax structure is based on property tax not income tax



*read more:*

**Research Triangle Park Master Plan**

<http://bit.ly/1dUSuQP>

[www.rtp.org](http://www.rtp.org)

CASE STUDY

# TYSON'S CORNER / FAIRFAX COUNTY, VA

Tyson's Corner initial development pattern was typical of most suburban interchanges or "Edge Cities." A radical re-think began in the late 1990's and has been further emphasized with the near completion of DC Metro's Silver Subway line. The plan calls for increased densities, greater connection to transit, better identification and cohesion of its sub-areas, and appropriate transitions from transit oriented areas to more car-oriented edges.

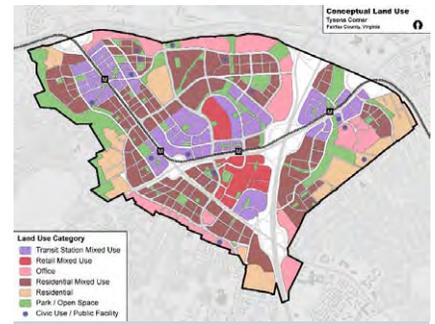
Nestled within these recommendations are specific plans for office uses. The area has attracted a number of large corporate employers and to meet their changing demands they've developed the Tysons Corner plan to urbanize the area and develop a full suite of amenities and living options. The area's densification will create a number of challenges for office employers, not least of which is accommodation for parking. It's anticipated that the completion of the Silver Metro line and introduction of housing within Tysons will alter commuting patterns and reduce parking demand.

**Similarities:**

- The scale of Tyson's Corner's subareas is very similar to Dublin's districts
- The pattern within the district is very similar to Metro and Blazer including major boundaries formed by the Interstate
- A willingness to consider planning solutions that defy the status quo
- Top employers in the district who are footloose

**Differences:**

- Tyson's Corner, while suburban by pattern, has far more competition from urban DC. Its proximity to the downtown makes direct comparisons difficult
- The plan calls for a radical shift from suburban to urban in terms of density, which is enabled by the extension of DC's metro rail into Tysons



*read more:*

**Transforming Tysons**

<http://1.usa.gov/1gTgnG9>

**Tysons Corner, on the verge of a do-over / Washington Post, Jan. 2013**

<http://bit.ly/IMi6Rg>

CASE STUDY

## LEGACY TOWN CENTER / PLANO, TX

The Legacy Town Center development of Plano, Texas is one of the few national examples of a complete mixed-use redevelopment within a formerly office-only suburban district. The area has an extremely large regional share of high skilled employers including the HP Telecommunication headquarters and Electronic Data Systems. The two combined employ thousands of workers, including many younger professionals. Each company was interested in a development that could provide greater opportunities for its employees to eat, shop, run errands and relax all within walking distance of their office.

In an effort to encourage a 24-hour district the development also included some 2,700 apartment units. These along with retail and office uses are built up to the street with structured or on-street parking. The 150-acre district can be experienced as a whole entirely on foot. In addition to the urban amenities, the residents also have five acres of public parks and a four-acre lake to enjoy.

**Similarities:**

- The suburban context of Legacy Town Center development is quite similar to Dublin's Metro and Blazer park office districts.
- The Legacy Town Center exists just east of a major highway with access to downtown Dallas.
- There is very limited transit connectivity within the district.

**Differences:**

- The HP and EDS employ thousands of workers and create a much larger market than exists in either the Metro or Blazer office district.
- The re-development within Legacy was accomplished through large land acquisitions that may be unfeasible in the Dublin context.



*read more:*  
[www.legacyinplano.com](http://www.legacyinplano.com)

## CASE STUDY

**MAKERS QUARTER / SAN DIEGO, CA**

Maker's Quarter in San Diego's Downtown represents a growing trend in development away from single-use office buildings or parks and toward a calculated mix of uses with a significant residential component. The District seeks to attract employment by creating an authentic, dense and sustainable urban space. As the neighborhood matures the developers believe this will help to foster a walkability and promote healthier lifestyles.

"What our master plan does is prioritizes open space and public realm from the very beginning, and that's a really unique thing. You don't see development teams think about open space and quality-of-life issues, usually."

The Maker's Quarter Development will include:

- 1,250 apartments and condos, averaging 800 square feet each
- 800,000 square feet of offices
- 200,000 square feet of retail and cultural space,
- 65,000 square feet for a 100-150-room hotel
- 750,000 square of above- and below-grade parking

**Similarities:**

- The Quarter's development has been prompted by the shifting preferences of young talented workers.
- The development exists in a defined district and is being anchored by office uses.

**Differences:**

- The scale of the Quarter's redevelopment is much larger than either the Metro or Blazer districts.
- The parcels within the Quarter have been assembled for development by a single developer.



*read more:*

[www.makersquarter.com](http://www.makersquarter.com)

CASE STUDY

## ECONOMIC STRATEGIC PLAN / INDEPENDENCE, OHIO

Independence, Ohio is an inner ring suburb of the city of Cleveland. The community is land-locked by its surrounding municipalities and home to around 7,000 residents. With the completion of the I-480 / I-77 interchange in the late 70's, Independence became one of the region's most accessible office locations, at 15 minutes to the airport and 15 minutes to downtown. This access started a boom in office construction that would last through the 1990's and fuel other retail, accommodation and restaurant developments along its main office corridor.

Given Ohio's tax structure, where municipalities derive a significant amount of their revenue from the income taxes, roughly 95 percent of Independence's annual revenue comes directly from the taxes of non-residents. This has allowed the city to invest in infrastructure, recreation and parks and other community improvements all while maintaining exceedingly low property taxes for its residents. This prosperous trend, however, has changed. Offices in the community have begun to see heavy competition from districts that offer spaces within amenity rich, vibrant districts such as downtown or Westlake's Crocker Park. This competition and the general aging of the community's office stock has driven vacancy up and rents down.

The city has begun to proactively address these issues with the initiation of the Economic Development Strategic Plan. The plan includes an assessment of the inventory and condition of the community's office stock. It also includes the insight and support of business leaders and residents. The final recommendations of the adopted plan are diverse, but ultimately call for a greater investment in walkable amenities that appeal to not only bedroom residents, but to those contributing members of the workforce. As a result of the plan, the community is considering preparation of a series of site plans to address the limitations and potential identified in the recommendations.

**Similarities:**

- Independence has a suburban context and is a submarket of Cleveland.
- The city's office district has good highway access.
- The office districts are auto-oriented with few, if any walkable amenities.
- A majority of the office stock was constructed in the 1980's and 90's.

**Differences:**

- Independence's overall population is a fourth that of Dublin and its overall tax base is much smaller.
- The community is land-locked and has little room to develop.
- The community has completed very few planning projects and does not maintain a comprehensive plan.



*read more:*

**Economic Development Strategic Plan**

<http://bit.ly/1mw6Qsi>

CASE STUDY

## TRENDS IN NEW OFFICE DEVELOPMENT

### 615 South College Office Development / Charlotte, NC

The 615 South College Office Development will take advantage of the recently completed and highly successful light rail line in Uptown Charlotte, to develop a centrally located office use in an amenity packed downtown district. As Charlotte's Uptown continues to add density and residential options, there is an increased demand for walkable office uses at its center. The completion of the light rail line extends access to buildings such as 615 South College from the south where significant residential development around transit is underway. The building itself tries to meet the shifting demand of young workers by providing both on-site amenities such as access to gyms and restaurants with neighborhood amenities provided from the increasingly vibrant Uptown District.



**read more:**  
**Workplace Trends Help Attract Talent**  
<http://bit.ly/1g0Vr0>

### American Greetings Planned Relocation to Crocker Park Development in Westlake, Ohio

The Crocker Park development of Westlake, Ohio is a mix of retail, high-end apartments and class A office uses. The development has successfully attracted and filled 100% of its retail opportunities along with low vacancies for its office and residential rentals. This success and the vibrancy it's created within the district helped the city of Westlake recruit American Greetings who has committed to moving their headquarters from Brooklyn, Ohio, bringing close to 1,600 employees to the city.



**read more:**  
**American Greetings resumes plans to move HQ to Crocker Park**  
<http://bit.ly/1mwGW4U>

*"We remain committed to building and relocating to Crocker Park in Westlake, Ohio... to have a work environment that more accurately reflects and effectively supports our creative and innovative culture, and to have a headquarters that reflects who we are now and where we want to be in the future."*

-AMERICAN GREETINGS

### Grandview Yard, Grandview Heights, Ohio

The city of Grandview Heights, a first-ring suburb of Columbus, is undertaking a massive redevelopment of a 100-acre warehouse site as a dense mixed-use district offering residential, retail, and office uses. The city and its investors are attempting to foster a development that has greater long-term adaptability and can attract a younger demographic in search of amenity-rich environments.



**read more:**  
[www.grandviewyard.com](http://www.grandviewyard.com)

Grandview Yard will eventually encompass more than 1.5 million square feet of retail and restaurants, office and more than 600 apartments and condominium-style residences. The growth of the Yard development is taking place over several phases with the first office, retail, and residential components completed in 2012.

CASE STUDY

## RETROFITS

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The three previous case studies are examples where plans to improve the viability of suburban office districts focus on infill and redevelopment. However, there are some cases where the viability of existing office buildings involve retrofitting them to meet modern office standards or to serve a use other than office. Here are two examples of innovative reuse of older, obsolete office buildings.

### **Novo Nordisk Headquarters, Plainsboro, NJ**

After considering a new custom building for their U.S. headquarters, Danish pharmaceutical company Novo Nordisk, determined that they could renovate a building for significantly lower cost. They found an older building in a park-like setting with mature landscaping and undertook one of the most ambitious office retrofits in recent history.

*read more:*

**Drab Office in New Jersey Gets the Cinderella Treatment / New York Times, May 2013**

<http://nyti.ms/1jEyodu>

*related projects:*

**In Stamford, Gambling on an Office Complex Makeover / New York Times, Feb. 2013**

<http://nyti.ms/1bRX1St>



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### **Cloud 9 Skyflats, Minnetonka, MN**

While urban warehouses and office buildings are have long been popular retrofits for residential condominiums, residential conversion of suburban office buildings is a more recent phenomenon. Cloud 9 Skyflats is a conversion of a 1980s-era suburban office building that was no longer competitive as offices. The building's narrow floorplate was well-suited to converting the space to high-end loft-like residences.

*read more:*

**Retrofitting Suburbia, Urban Design Solutions for Redesigning Suburbs / Dunham-Jones and Williamson**

