

**DUBLIN CITY COUNCIL
GOAL SETTING RETREAT**

March 26 and 27, 2015

OCLC Conference Center – 6600 Kilgour Place, Dublin

AGENDA

Thursday, March 26

5:30 p.m. – 6:00 p.m.	Dinner
6:00 p.m. – 7:00 p.m.	Presentations Insight 2050 – William Murdock, MORPC
7:00 p.m. – 8:00 p.m.	Columbus 2020 – Kenny McDonald Global Engagement Discussion
8:00 p.m. – 9:00 p.m.	Compensation Survey
Adjourn	

Friday, March 27

7:45 a.m. – 8:30 a.m.	(Breakfast available)
8:30 a.m. – 9:00 a.m.	Timeline exercise with Facilitator
9:30 a.m. – 11:00 a.m.	Bridge Street District Update
11:00 a.m. – noon	Future of low density and single family development
12:00 p.m. – 1:30 p.m.	City Manager dialogue with Council (portion is Executive Session – personnel matters related to the appointment of a public employee)
1:30 p.m. – 3:00 p.m.	National Citizen Survey and communication
3:00 p.m. – 4:30 p.m.	Goal review and discussion
4:30 p.m. – 5:00 p.m.	Closing discussion
Adjourn	

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: Dana L. McDaniel, City Manager 
Date: March 20, 2015

Re: Council Goal Setting Retreat 2015

I look forward to your upcoming Council Goal Setting Retreat scheduled for the evening of Thursday, March 26th and Friday, March 27th. As you know, the retreat will be held at the Lakeside Room on the OCLC campus (Attachment 1, map). My personal goal is to assist you in having a productive and successful retreat. Vice Mayor Gerber, Anne Clarke, Ginny Barney (facilitator) and I have been working together to finalize the agenda, based on your guidance, and to prepare the logistics for the retreat. I have prepared this packet of information to help support your retreat. Not every topic of discussion has supporting documentation. However, I am providing a brief overview of the topic areas in the following and attaching information that we have assembled that may help you prepare. If there is something missing from the agenda or if I can assemble additional information to better prepare for you in advance, please let me know. I'll do the best I can to get that information for you.

1. **Agenda.** Attachment 2 provides a detailed agenda for the retreat.
2. **Facilitator.** Virginia (Ginny) Barney, Collective Genius, has agreed to be our facilitator for the retreat. Many of you may already know Ginny. She brings a great background and skill set to the role having been a former Council Member, Mayor and City Manager in Upper Arlington. She has served in other public leadership capacities. (Attachment 3)
3. **Insight2050.** Mr. William Murdock, Executive Director, MORPC, will present the Insight2050 findings. Council discussion and questions will run concurrent and/or after the presentation. (Attachment 4)
4. **Columbus2020, Global Engagement.** Mr. Matt McCollister, Vice President Economic Development, Columbus2020 will present an overview of Columbus2020 focus areas with an emphasis on their global engagement efforts. Council discussion and questions will run concurrent with and/or after the presentation. Council expressed an interest to discuss your and staff's engagement in this effort. (No Attachment)
5. **Compensation.** Council will discuss Council, Board and Commission compensation. Staff conducted an informal survey of communities to try to get a sense of other communities'

compensation programs. If you have other communities you wish for us to compare to, please send me an email and we will get the information for the retreat. (Attachment 5)

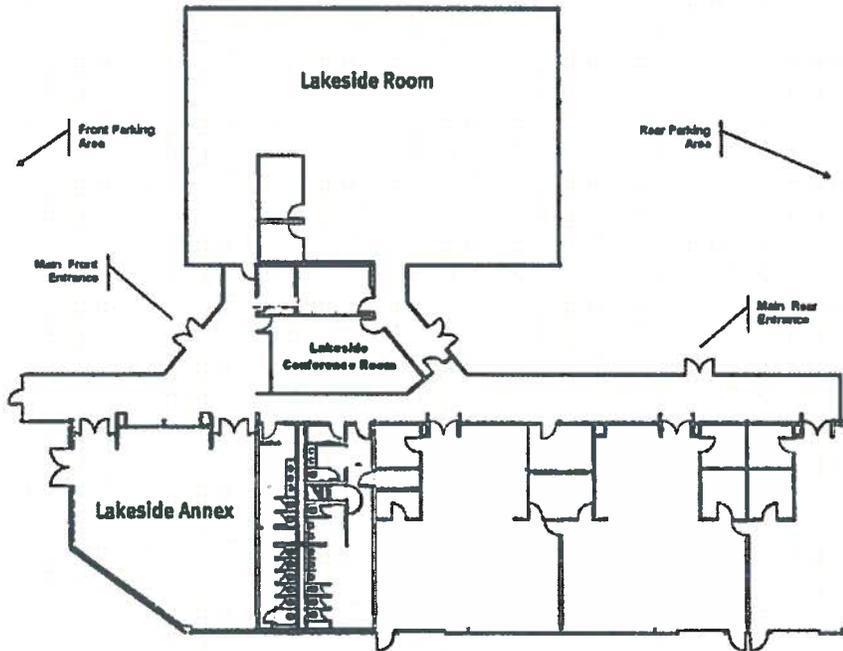
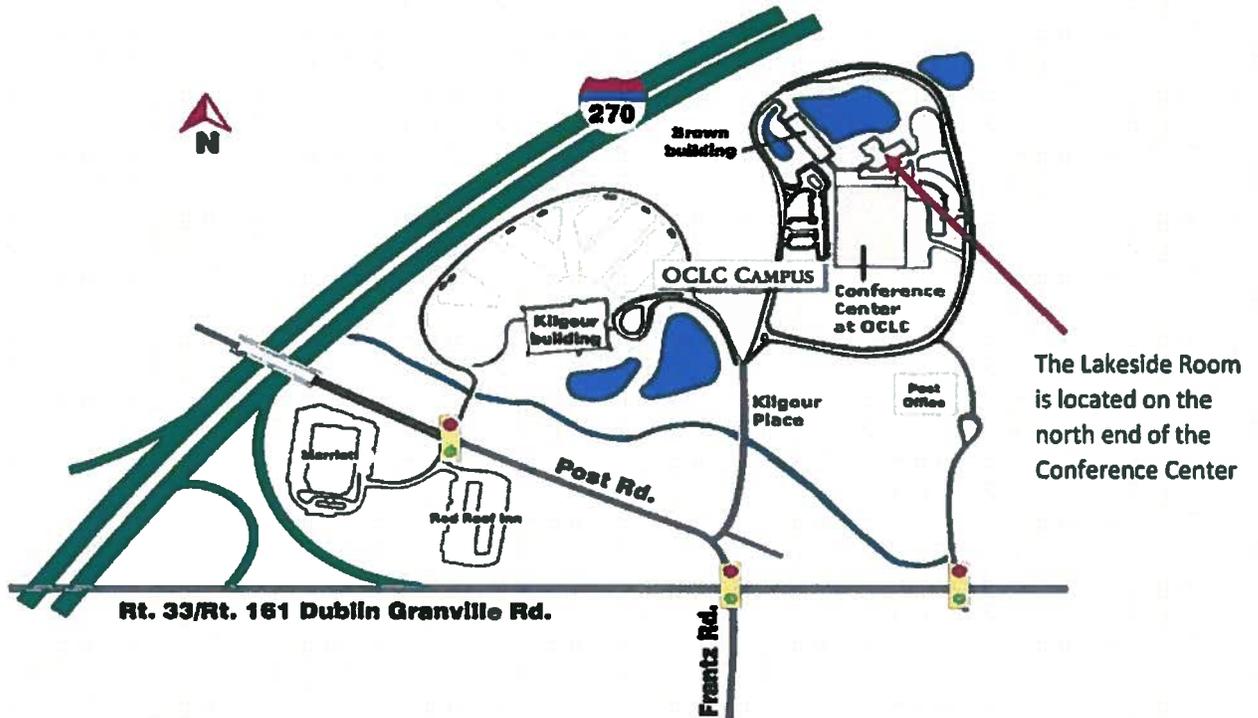
6. **Timeline/gallery walk exercise**. This is a facilitator driven exercise. (No Attachment)
7. **Bridge Street District Update**. Staff will be prepared to walk Council through a series of high level updates on the items listed on the agenda. Staff will provide graphics as needed via power point to help provide visuals to support the update and discussion. If there is anything specific Council desires to add, see or hear more about please let me know. (No Attachment)
8. **Future of Low density/single family homes**. Staff has performed a map exercise of remaining available land within the City for single family housing to determine remaining capacity. The map and data will be presented at the retreat. I would also recommend a discussion regarding any need for a Community Plan update and other strategic planning efforts Council may desire. (Attachment 6)
9. **City Manager Discussion**. Council expressed interest in conducting a discussion regarding what I see on the horizon, leadership style, goals and objectives and a general dialogue with Council. I am completely open to anything you would like to discuss. I have a list of items I'd like to go over with you as listed on the agenda. Information regarding a few of these items are included in Attachment 7. These items don't have to be resolved at the retreat. I thought it would be an opportunity to tie together what I think are key issues to address in the near term.
10. **Communications**. Marty Sapperstein will be presenting an overview of key findings of the most recent National Citizen Survey. Annie Gallagher of Gallagher Consulting Group will discuss her findings and recommendations to date regarding communications. (No Attachment)
11. **Goal Review and Discussion**. Attachment 8 provides an update to Council's 2014-2015 Goals. Please note that a new format has been developed to convey the status of these Goals. Just a reminder that the vision and mission statements are currently being reviewed by City Staff as a result of their discussion at a recent leadership retreat. Staff desires to advance to Council for your review new language for these. Strategic Focus Areas and associated definitions are provided. I recommend Council spend time reviewing these and consider whether they are still relevant. I personally believe they are very enduring, but may need to be refreshed/updated. Following the Strategic Focus Areas are each of the ten Council Goals. Rather than just reporting status, we have attempted to identify tactics and provide a status and update for each. The status is reflected with red (*needs attention*), yellow (*on track*), green (*complete*). If a goal is red, we should ask what is/are the obstacles to its progress and whether the tactics are appropriate. If it is yellow we know it is moving forward. If it is green, we should ask ourselves whether it is institutionalized or finished and the goal removed and/or reset with different tactics. We have added recommendations at the end of each goal for your discussion/consideration. I'd like to have a discussion with Council about your philosophy regarding Strategic Focus Areas and goals relative to operational level tactics. For example, who is responsible to develop which and is a communication tool like this appropriate to report back? I'd also like to see the Strategic

Memo For Dublin City Council re: Council Goal Setting Retreat 2015
March 20, 2015

Focus Areas translate to operational tactics and then into performance measurement and process review/improvement efforts.

12. **How can I be a better colleague?** This will be a facilitator-led discussion on our reflections on the day, our interactions and how/what each of us can do better to work together. (No Attachment)

ATTACHMENT 1
RETREAT LOCATION MAP



ATTACHMENT 2

AGENDA

Thursday, March 26th

5:30-6:00 Dinner

6:00-7:00 Insight2050

- **Presentation by William Murdock, MORPC**
- **Discussion**

7:00-8:00 Columbus2020

- **Presentation by Matt McCollister, Columbus2020**
- **Discussion regarding global engagement and Council's role**

8:00-9:00 Council, board and commission compensation

- **Review survey**
- **Discussion**

9:00 – Adjourn

Friday, March 27th

7:45–8:30 Breakfast available

8:30 – 9:00 – Timeline/gallery walk exercise by Ginny Barney, Facilitator

9:30 – 11:00 – Bridge Street District update – Terry Foegler, Angel Mumma, Dana McDaniel
(Note: Staff will present information/updates and be prepared for dialogue with Council. The following are suggested topics)

- **Project statuses (Tuller Flats, Crawford/Hoying, Wagenbrenner, Edwards, other)**
- **Crawford Hoying Council decisions points and status**
- **Infrastructure update**

(Riverside Drive and Roundabout, Ped Bridge, John Shields Alignment, Snouffer Rd intersection, other?)

- **Park Plan update**
- **Library update**
- **Cultural Art/Performing Arts Center**
- **Wayfinding**
- **Art spaces**
- **Dublin Village Center**

11:00-12:00 – Future of low density and single family homes

- Map and calculations of undeveloped single family housing areas
- Strategic planning initiatives

12:00-1:30 – City Manager discussion

(Note: Dana will present information/updates and be prepared for dialogue with Council. The following are topics he desires to cover)

- Leadership style
- Goals and objectives
 - Current priorities
 - Future focus
 - Organizational structure
 - Personnel
 - Employee development program
 - Facilities
 - Economic development
 - City Manager's communications with Council
- Goals for the City Manager
- City Manager evaluation

1:30-3:00 The Citizen Voice

- Marty Sapperstein presentation – NCS results
- Annie Gallagher – update

3:00-4:30 Goal review and discussion

- Review status of goals
- Discussion
- Revise/new goals

4:30-5:00 How can I be a better colleague?

ATTACHMENT 3

**Ginny Barney
Collective Genius**

the COLLECTIVE genius

The Collective Genius, LLC, is a distinctive and entrepreneurial research, marketing and business strategy firm. Serving both the public and private sector, we specialize in stimulating innovation, driving transformation and fostering two-way productive conversations. Our goal? Help organizations grow and deepen and incite true commitment from those you most need to reach.

Founded in 2011, the Collective Genius pulls together a wide-ranging team of professionals in data-driven research, unique engagement approaches, effective content development and a commitment to the greater common good. We're inspired by anthropology, molded by marketing psychology, and continuously evolving to keep pace with a new world of thinking. We pull together diverse groups of experts based upon client's challenges and needs. We offer big thinking without the overhead and with the best and brightest talent we can find.

Based in Columbus, the Collective Genius is truly a virtual team of industry expert partners in various niches. Inclusive. Dedicated. Nimble, scalable and national with talent and clients across the U.S., our team has the capacity to identify and foster the innovative solutions your organization needs to thrive today and into the future.

the COLLECTIVEgenius

Virginia Barney

Virginia Barney joined The Collective Genius as a senior collaborator early in 2012. A skilled administrator, public servant, innovator and facilitator, Ginny brings with her over 30 years of leadership experience in both the private and public sectors.

Prior to joining the Collective Genius, Ginny served as City Manager for the City of Upper Arlington for eleven years. During her tenure, the City achieved and maintained a Triple A bond rating, strengthened its financial sustainability, developed and implemented economic incentive programs and worked with private businesses to reinvest in the City.

In early 2006, Ginny became trained as a facilitator in The Art of Hosting. Using techniques such as Circle, World Café, Appreciative Inquiry, and Open Space Technology, she created an environment that was civil, effective, fun, and efficient. Whether in weekly staff meetings or annual staff and council retreats, Ginny understands the importance of hearing diverse opinions, believes in civil conversations, and helps achieve collaborative outcomes.

During her city manager tenure, Ginny led two Master Plan efforts, a Parks and Recreations Strategic Plan, a neighborhood park community design effort, as well as numerous road project discussions. In addition, the community has sought her help in hosting discussions for the business community, the library, the Chamber of Commerce and area churches.

In 2009, Ginny joined the Central Ohio Performance Measurements Consortium and implemented ICMA's Center for Performance Measurements across all departments in the City of Upper Arlington. In October, 2011, the City of Upper Arlington received nine Voice of the People awards of excellence from ICMA for outstanding services, the highest award given to communities. In addition, her work to give aging seniors the ability to stay self-sufficient earned her an ICMA Award for public/private partnerships in 2011.

Ginny also served as a public official for more than 11 years. In 1998, She was sought out to restore confidence and integrity to the role of Clerk of the Court of Common Pleas. While her predecessor resigned following accusations of theft in office, she pulled together a team of community volunteer experts to build a new strategic plan and involved her staff and key stakeholders in the decision-making process. She achieved greater staff productivity, restored fiscal stability and security and won election on her own. She also served as Mayor and City Council member of Upper Arlington for nine years, planning and participating in many council retreats.

A community leader for decades, Ginny has chaired the Solid Waste Authority, the Mid-Ohio Regional Planning Commission, the Franklin County Emergency Management and Homeland Security Agency, the Upper Arlington Rotary Club and the Governing Board of her church to name a few. In all her

community positions, she has been called upon to plan strategically and facilitated many discussions among diverse constituencies.

Currently, Ginny serves on the Board of the ALIA Institute, an international leadership institute headquartered in Nova Scotia, National Church Residences, OSU Star House, a drop-in center for homeless youth, Franklin County Community Improvement Corporation and the Upper Arlington Community Foundation.

ATTACHMENT 4
insight2050
EXECUTIVE SUMMARY



Scenario Results Report:
Executive Summary

COLUMBUS⁺
2020

morpc
Mid-Ohio Regional
Planning Commission

ULI Urban Land
Institute
Columbus

Intro

insight2050 is a collaborative initiative among public and private partners designed to help communities proactively plan for development and population growth in Central Ohio over the next 30+ years that is expected to be dramatically different from the past.

**COLUMBUS
2020**

morpc

Mid Ohio Regional
Planning Commission

ULI Urban Land
Institute
Columbus



Communities



Development



Population
Growth

“ The report is helping us to unearth the challenges we will need to overcome at both political and legislative levels to continue our region’s success. Developers, local officials, and business leaders have a great opportunity to work together to shape the way we grow our communities.”

— Yaromir Steiner, insight2050 Chair & CEO/Founder, Steiner + Associates

Growth

An unprecedented 81 percent of our region’s future household growth will be households without children. While this includes Millennials, this growth will be driven substantially by the increasing numbers of “empty nesters” (one and two person households) as the Baby Boomers reach later stages of life in numbers greater than any previous generation.

Growth through 2050



+ 300,000
new residences



+ 300,000
new jobs

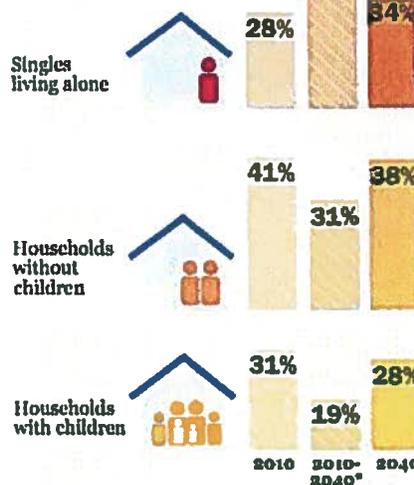


+ 1 billion
square feet of new or
redeveloped non-residential
building space



+ 500,000
people

Household Growth by Type

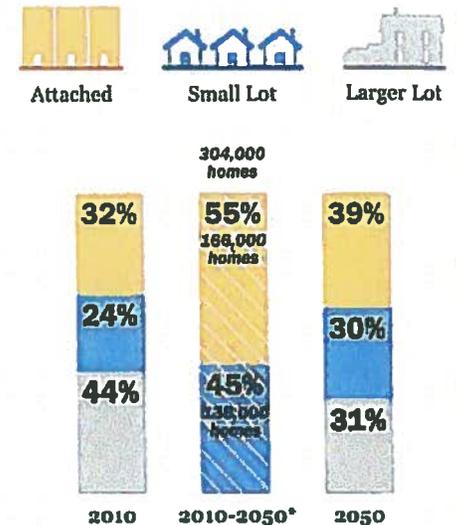


Market Demands

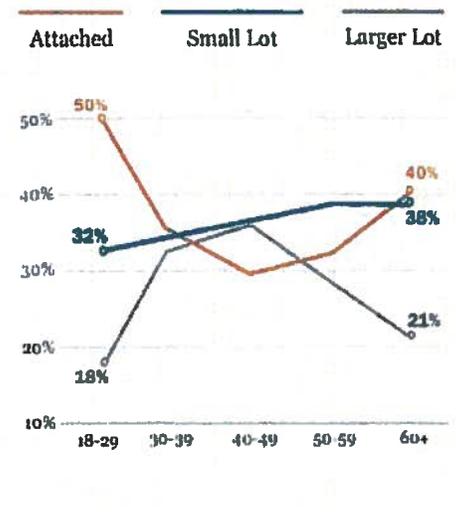
Looking ahead to the next 30 years, projections and other emerging trends suggest that the market demand will be very different:

- ➔ More walkable neighborhoods
- ➔ More mixed use environments
- ➔ More mixed age, mixed income communities
- ➔ Smaller residences
- ➔ More transportation choices

Housing Needs by Home Type

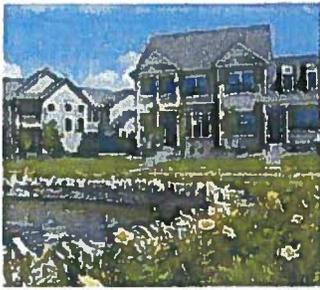


Housing Type Preferences by Age



Consequences

How communities respond to growth and changes in market demand will have far reaching consequences:



Housing

With less growth in demand for large, single family homes, communities will need more attached, smaller residences and mixed-use environments to attract and retain residents.



Jobs

Businesses are locating where the skilled workforce wants to live and work, affecting economic development opportunities.



Commercial

With shorter life spans than homes, communities need to develop strategies to address revitalization of non-residential areas and redevelop these properties.



Infrastructure

How communities choose to grow impacts everything from traffic congestion to public safety, factors that also affect a community's attractiveness to residents and businesses.

Scenarios

insight2050 developed four scenarios that represent a different way of accommodating projected housing and job growth in Central Ohio to the year 2050. Each includes the same total number of people, homes, and jobs, but varies in where and how they are located across the region.

Scenario A

Past Trends
Continuing with policies and plans of the past



Scenario B

Planned Future
Continuing with communities' existing plans



Scenario C

Focused Growth
Following market demands with some infill & redevelopment



Scenario D

Maximum Infill
Following market demands with maximum infill & redevelopment



Metrics



LAND CONSUMPTION



LOCAL FISCAL IMPACTS



TRANSPORTATION



PUBLIC HEALTH COSTS



BUILDING ENERGY USE



BUILDING WATER USE



GREENHOUSE GAS EMISSIONS

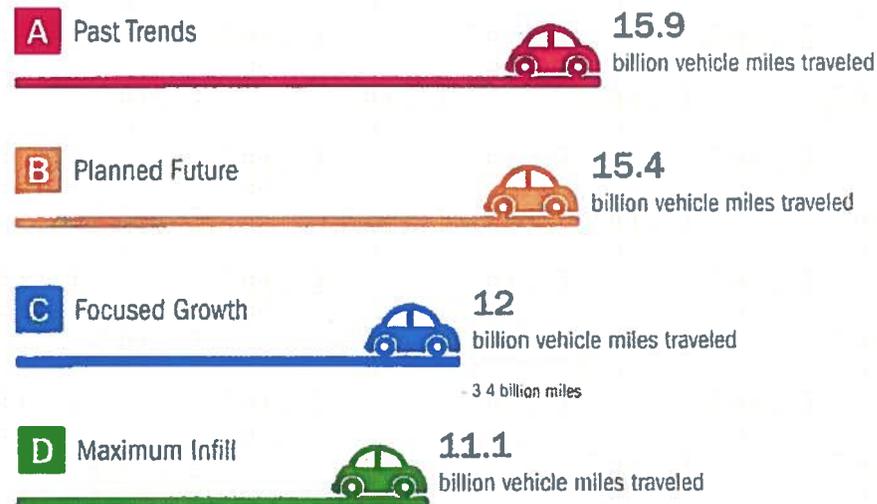


HOUSEHOLD COSTS

Takeaways

More beneficial outcomes are expected when we focus on infill and re-development by responding to market demand for smaller residences in walkable, mixed use environments.

Sample Metrics



insight2050 points towards the need to **update policies and regulations** in anticipation of changing demographics and housing preferences so that communities are better prepared to manage these shifts in growth.

See the full report at www.getinsight2050.org

Notes

Household Growth by Type

*Refers to households added from 2010-2040, excluding households that existed prior to 2010.

Source: US Census Bureau, American Community Survey 2012

Housing Needs by Home Type

*Refers to households added from 2010-2040, excluding households that existed prior to 2010.

Source: Arthur C. Nelson, COLUMBUS, OHIO Metropolitan Area trends, Preferences, and opportunities: 2010 to 2030 and to 2040 (NRDC)

Housing Type Preferences by Age

Source: National Association of Realtors (2011)



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ATTACHMENT 5

Council, Board and Commission Compensation

	DUBLIN, OH	ARLINGTON, OH	ASHEVILLE, NC	AUSTIN, TX	BEAVERCREEK, OH	CAREY, NC	CARLEIL, IN	DAYTON, OH	GREENVILLE, OH	Hudson, OH	MALSON, OH	MENTOR, OH	WESTERVILLE, OH
DO YOU COMPENSATE YOUR MAYOR?	YES		YES	YES	YES	YES	YES	YES	YES	YES	YES	N/A	
HOW MUCH PER MTG / MO./ YR.?	ANNUALLY		ANNUALLY	ANNUALLY	ANNUALLY	ANNUALLY	ANNUALLY	ANNUALLY	ANNUALLY	MONTHLY	MONTHLY		MONTHLY
AMOUNT PAID?	\$15,750.00		\$25,938.38	\$1,387.80 MAYOR HAS WAIVED HIS PAY & RECEIVES ZERO	\$6,000.00	\$12,995.00 W/ADDITIONAL \$10,490.00 FOR CAR/TRAVEL	\$124,215.00	\$44,470.00 W/ADDITIONAL CAR ALLOWANCE OF \$30,000.00 IS AVAILABLE	\$18,097.02	\$775.00	\$11,000.00		\$300.00
DO YOU COMPENSATE YOUR PRESIDENT OF COUNCIL?	N/A					MAJOR PRO ZERU \$11,980.00 W/ADDITIONAL \$9,660.00 FOR CAR/TRAVEL	N/A						
HOW MUCH PER MTG / MO./ YR.?	N/A												
AMOUNT PAID?													
DO YOU COMPENSATE YOUR COUNCIL MEMBERS?	YES		YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
HOW MUCH PER MTG / MO./ YR.?	ANNUALLY		ANNUALLY	ANNUALLY	ANNUALLY	ANNUALLY	ANNUALLY	ANNUALLY	ANNUALLY	MONTHLY	MONTHLY	ANNUALLY	MONTHLY
AMOUNT PAID:	\$12,250.00 (VICE MAYOR) \$ 11,250.00 (COUNCIL MEMBERS)		\$18,980.26	\$70,074.00 9 COUNCIL MEMBERS RECEIVE FULL ANNUAL PAY AND 1 COUNCIL MEMBER HAS OPTED TO RECEIVE A REDUCED ANNUAL PAY OF \$4,222.00	\$6,000.00	\$10,459.00 W/ADDITIONAL \$9,626.00 FOR CAR/TRAVEL	\$16,744.00	\$36,608.00 W/ADDITIONAL CAR ALLOWANCE OF \$30,000.00 IS AVAILABLE	\$11,236.16	\$10.00	\$700.00	\$12,000.00	\$750.00
DO YOU COMPENSATE ANY COUNCIL BOARDS OR COMMISSIONS?	YES P&Z MEMBERS & COUNCIL REP TO P&Z		NO	NO POSITIONS ARE CURRENTLY VOLUNTARY/UNPAID	NO	NO VOLUNTEER POSITIONS	YES	YES CIVIL SERVICE BOARDS MEMBERS ONLY	NO VOLUNTEER POSITIONS	NO	YES	YES	YES ONLY THE COUNCIL-REP TO PLANNING COMMISSION
HOW MUCH PER MTG / MO./ YR.?	YEARLY						PER MEETING	ANNUALLY			PER MEETING	PER MEETING SCHEDULED ATTENDED	MONTHLY
AMOUNT PAID?	\$100.00/MONTH						\$75.00	\$5,000.00			\$25.00	\$50.00	\$100.00
ADDITIONAL EXPENSES?	ADDITIONAL \$2,500 FOR RELAYMENT TRAINING EXPENSES					MAY ALSO PARTICIPATE IN HEALTH COVERAGE (AND)							

ATTACHMENT 6

Future of Low Density/Single Family Homes



City of Dublin

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

Memo

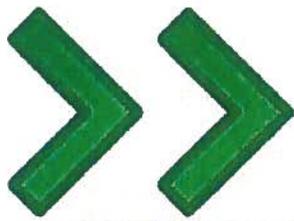
To: Members of Dublin City Council
From: Dana L. McDaniel, City Manager
Date: March 20, 2015
Re: **Future of low density/single family housing**

While Dublin has been and will remain a highly desirable residential destination for many families, we know that fewer opportunities will exist for the future development of single family housing compared to the past due to the build out of the City. At the same time our neighborhoods will continue to age and, as we have studied, demographics will shift potentially altering the demand for single family housing. Attachment 6 provides may look familiar. This information was developed in 2013 as we were considering walkable urbanism and aging in place. I thought this information might be helpful as you discuss the future of low density, single family housing in Dublin. The attached information suggests the need to examine the future of our existing neighborhoods, and to devise cutting edge amenities for our new ones, that will keep our housing values high and maintain our outstanding quality of life. This information also includes a map and assessment of vacant acreage with dwelling unit potential within the City.

With strategic planning capacity being added to our planning staff, perhaps the study/analysis effort should begin in earnest this year. Staff is suggesting a long range effort to build and maintain quality living environments for our residents that will keep our neighborhoods a regional and national destination.

This effort would be a significant undertaking. It will involve multiple divisions of the City and tap the knowledge and resources available to us through city and area agencies and involving our neighborhood associations. These will likely be long-term solutions, some of which may take planning, patience, and persistence to implement.

I hope this information is helpful for your discussion.



The Next Dublin

BACKGROUND

Consider these opposing views:

"The subprime crisis is just the tip of the iceberg. Fundamental changes in American life may turn today's McMansions into tomorrow's tenements... If gasoline and heating costs continue to rise, conventional suburban living may not be much of a bargain in the future. And as more Americans, particularly affluent Americans, move into urban communities, families may find that some of the suburbs' other big advantages—better schools and safer communities—have eroded. Schooling and safety are likely to improve in urban areas, as those areas continue to gentrify; they may worsen in many suburbs if the tax base—often highly dependent on house values and new development—deteriorates."

The Next Slum? Chris Leinberger, The Atlantic, 2008



"Suburbs are the nexus of American life, have been for decades, and will certainly remain so (because, like, where else are we going to put the next 100 million Americans). Suburbs are where the majority of Americans today, and in the future, live, work, shop, create, consume, recreate, educate and, perhaps most importantly, procreate... Repeat after me again: "mixed-use." OK? I'm not talking

about New Urbanism or smart growth, which are concepts whose utility and desirability are debatable. I'm talking about the availability, in a suburban setting, to access services and amenities, or what Wally Siembab calls "smart sprawl" – retrofitting suburbs of any density so that residents can shop, obtain services and work all within a mile or two of their home."

The Future of Suburbs? Suburbs are the Future, Roger Selbert, 2008

Whichever of these views is correct (and, in some respects, both may be), the *Next Dublin* will be different from that which exists today. In large part this is due to demographics; the same demographics that are changing the face of the country.

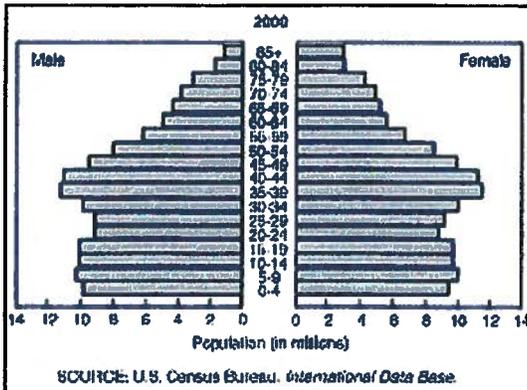
SUSTAINABLE NEIGHBORHOODS

A changing landscape...demographic shifts

On one end of the age spectrum, America and its communities are aging and aging rapidly. As the Baby Boom generation—born between 1946 and 1964—reaches retirement age, the number of Americans over age 65 is expected to reach 71.5 million by 2030 - twice their number in the year 2000. At that point, one out of every five people in the nation will be an older adult. The fastest growing segment of America's aging population are those people over the age of 85 who are most likely to need the support of family, friends and the community to remain living independently.

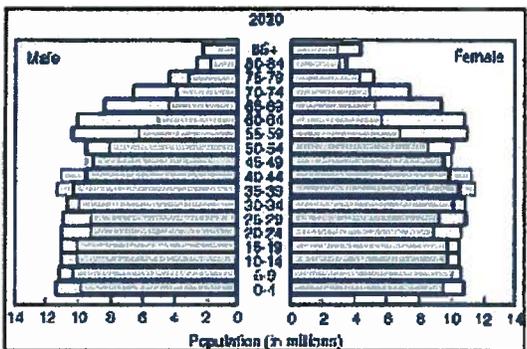
...the number of Americans over age 65 is expected to reach 71.5 million by 2030 - twice their number in the year 2000

Toward the other end of the spectrum lie the "Millennials," born between 1980 and 1995. There are almost as many Millennials as there are Baby Boomers; 75 million. As reported by the Pew Foundation:



“The types of communities where Millennials live, compared with earlier generations, flow from the nation’s changing geography, which has become less rural and more suburban-metropolitan in recent decades.

Millennials are markedly less likely to live in rural areas than older Americans were at comparable ages. Only 14% of Millennials live in rural areas, compared with more than a quarter of Boomers (29%) and a third of the Silent Generation (36%) at the same ages.



The rise of the suburbs also can be seen when the share of Millennials now living in them (54%) is compared with the share of Boomers who lived in a suburb in 1978 (41%) and the share of Silents who lived in a suburb in 1963 (31%). Millennials also are more likely to live today in central cities than are older generations—32% of them do, compared with 23% of the Silent generation.” *Pew Foundation; Millennials: A Portrait of Generation Next*, February, 2010

The future of suburbs

National trends, based on demographic projections and professional observations, indicate that housing demands and neighborhood preferences are shifting from conventional suburban development patterns (which currently dominate Dublin’s residential development) to alternative housing types and walkable urban development patterns. Projections suggest that the single-family detached housing inventory currently available nationally, will be sufficient to meet the demands for this product type for the next 20 years.

These trends may have significant implications for the future of Dublin’s existing (and aging) residential neighborhoods:

“As conventional suburban lifestyles fall out of fashion and walkable urban alternatives proliferate, what will happen to obsolete large-lot houses? One might imagine culs-de-sac being converted to faux Main Streets, or McMansion developments being bulldozed and reforested or turned into parks. But these sorts of transformations are likely to be rare. Suburbia’s many small parcels of land, held by different owners with different motivations, make the purchase of whole neighborhoods almost unheard-of. Condemnation of single-family housing for “higher and better use” is politically difficult, and in most states it has become

almost legally impossible in recent years. In any case, the infrastructure supporting large-lot suburban residential areas—roads, sewer and water lines—cannot support the dense development that urbanization would require, and is not easy to upgrade. Once large-lot, suburban residential landscapes are built, they are hard to unbuild.

The experience of cities during the 1950s through the '80s suggests that the fate of many single-family homes on the metropolitan fringes will be resale, at rock-bottom prices, to lower-income families—and in all likelihood, eventual conversion to apartments.

This future is not likely to wear well on suburban housing.

. . . Of course, not all suburbs will suffer this fate."

-Christopher Leinberger, from *"The Next Slum?"*, The Atlantic, March 2008



Despite this pessimistic view, Dublin has a strong core of suburban neighborhoods that will continue to attract families that desire to live in the city. One author, strongly dismissing Leinberger's argument has a solution, as we quoted in the Background:

"Repeat after me again: "mixed-use." OK? I'm not talking about New Urbanism or smart growth, which are concepts whose utility and desirability are debatable. I'm talking about the availability, in a suburban setting, to access services and amenities, or what Wally Siembab calls "smart sprawl" – retrofitting suburbs of any density so that residents can shop, obtain services and work all within a mile or two of their home.

One last point: Telecommuting, small home-based businesses and self-employment make suburban living all the more plausible and sustainable. If you add the number of part-time and full-time telecommuters plus home-based businesses, you're talking about 36 million Americans, more than a fourth of the workforce.

Welcome to the future: suburbia."

-Roger Selbert, *The Future of Suburbs? Suburbs Are the Future*, 2008

Dublin's great neighborhoods came about through attention to details of design, from integrated parks, multi-use paths, water features, and other amenities. At the same time there are long term concerns that must be addressed, such as:

- Many neighborhoods are isolated from everyday services (and, just as often from adjacent neighborhoods) that require long trips to get those services.
- Over time, the homes may begin to lose their ability to attract new buyers that are looking for convenient services within walking distance.
- As these neighborhoods begin to age there will need to be increased attention to maintenance, both for public infrastructure as well as individual homes.

There are some recognized characteristics of sustainable neighborhoods, many of which may be applicable to Dublin (chart).

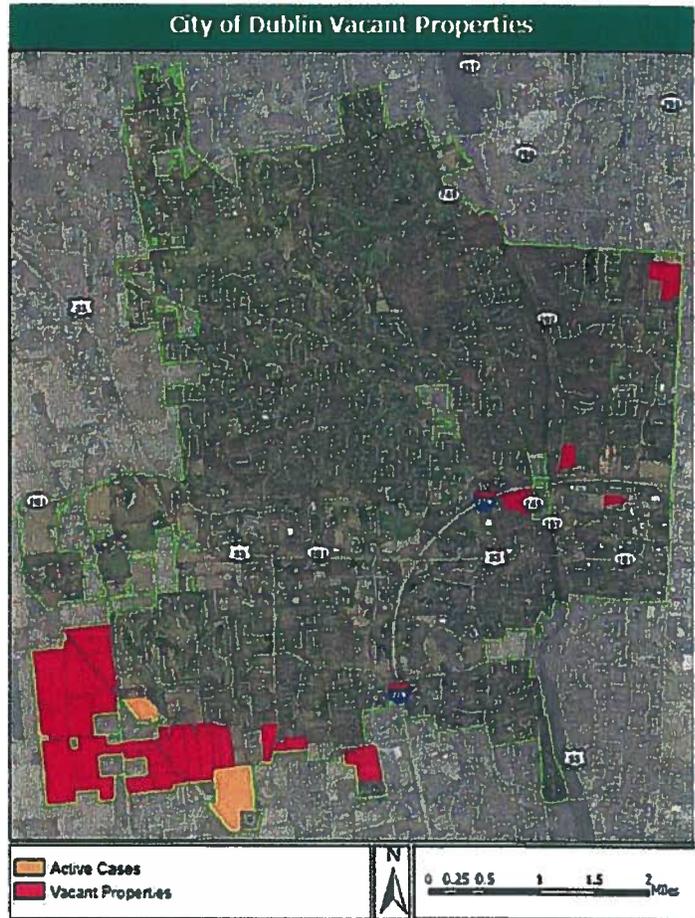
Sustainable Neighborhood Characteristics		
Density	Appropriate Neighborhood Commercial Establishments	Preservation and Integration of Natural Features
Village Character	Support Services	Flexible Zoning
Internal Street Network	Strong Neighborhood Association	Flexible Utility Standards
Open Space	Coordinating Utilities with Existing System	Environmental Programs
Pedestrian Links	Preservation of Views to Natural and Cultural Features	Transit Service
Walkability	Cultural and Historical Preservation	Neighborhood Safety and Security

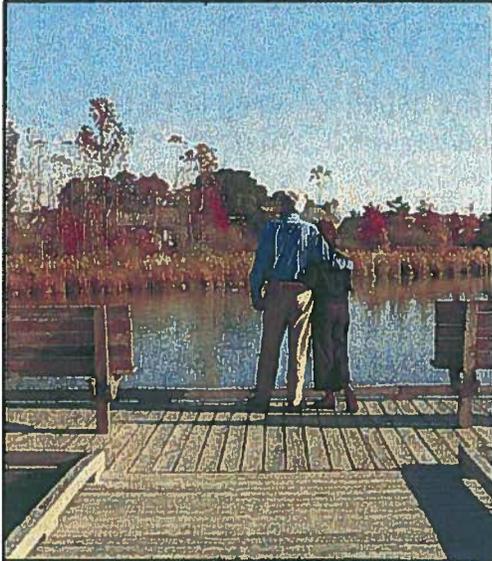
Future neighborhoods

Dublin still has a significant development potential for additional single family homes. The Vacant Properties map indicates land (5 acres and above) that is undeveloped planned residential. The map includes the Bridge Street District higher density uses as well.

The bulk of the likely single family neighborhood development is in southwest Dublin. While infrastructure issues limit the potential for immediate development, these lands will eventually be occupied. If all of this property was developed with single family homes, there would be a potential for a range of between 1,500 and 3,000 homes (based on the Community Plan range of permissible densities – Attachment 1).

Accordingly, it will be important to ensure that the lessons learned through setting the stage for sustainable neighborhoods are applied to those that will be developed in the future.





More senior recreation, medical care facilities, and housing options will be necessary as Dublin's population

AGING IN PLACE

A second, related component of sustainable neighborhoods is the need to address the needs of an aging population. The vast majority of Americans want to remain in their communities, and in many cases their homes, as they age. Contrary to popular belief, only a small minority actually move to warmer climates upon retirement. Fewer than 5 percent of the 65 and over population reside in nursing homes. And although 89 percent of baby-boomers claim they want to grow old in their own homes, many American communities cannot support appropriate housing, social services, and transportation needs for older adults living in their own homes. Further, most Americans choose to live in the same communities where they have long lived.

As a result, every community, from fast-growing suburbs to more stable rural areas, will have to adapt to a maturing population. This will create the need to address a wide range of issues related to a changing population.

- A need for affordable and appropriate housing options;
- Providing opportunities for walking, bicycling, or other forms of physical activity to make it easier to remain healthy and engaged;
- Ensuring mobility options;
- Providing adequate information about available health and supportive services;
- Addressing concerns about safety and security; and
- Ensuring opportunities for meaningful, challenging volunteer service.

Rigidly separated land uses can place businesses and services far from residential areas, making it difficult for many older adults to participate in social or recreational activities, unless they have someone else to drive them back and forth.

Affordable housing options for older adults, such as adding accessory units for a parent or elderly relative, can help keep families together and perhaps even enable grandparents to provide help with child care for younger families.

The structure of zoning can create obstacles for those trying to remain in their neighborhoods as they age. In addition to isolating residential neighborhoods from everyday commercial services, most housing developments built in the last 50 years exclude by law any housing form except single family. When a home or town home becomes difficult to maintain, older adults cannot "downsize" and remain in their community. Zoning regulations prevent older adults from converting a garage or

basement into apartment space for a caregiver. Children of older adults face the same barriers trying to convert their homes or locate their parents close by.

A comprehensive approach used by communities across the nation is "Aging in Place," a diverse range of programs that addresses these impediments, seeking to retain senior citizens as integral and productive members of their communities. By providing appropriate neighborhood based health and housing alternatives, Aging in Place initiatives increase the personal dignity and functional independence of older adults. Many small changes can work together to allow an individual to stay in their community as they age. These can include a range of actions from altering the length of a stop light to re-imagining healthcare delivery. Just as individual seniors have different needs, the communities that serve them will find that some of the ideas expressed here are applicable to their situation and others are not.

The demands placed on localities to support seniors in the community can also provide an opportunity to advance quality growth objectives. Structuring community design, housing and healthcare to meet the needs of seniors creates multiple social and economic benefits for the entire community. Pedestrian accessibility, efficient public transportation, housing type diversity, commercial/residential integration are quality growth goals and aging in place necessities.



Given the significant component of adults age 35 to 49, however, Dublin's population will continue to age similarly to regional and national trends. As the Dublin population ages, there will be an increased shift in need for senior recreation activities, medical facilities and alternative housing.
Dublin 2007 Community Plan



NEXT DUBLIN STUDY OBJECTIVES

Objective #1: Create and support "sustainable neighborhoods" by:

- Investigating those elements that will continue to provide for stable neighborhoods that maintain their value and attractiveness to a shrinking pool of potential buyers; and
- Developing land use plans, zoning and other appropriate plans and regulations to support sustainable neighborhoods.

Objective #2: Develop an Aging in Place Program for the City of Dublin to:

- Establish a process that convenes stakeholders from diverse fields and encourage collaboration;
- Identify opportunities to integrate aging in place issues with existing plans, programs, and initiatives;
- Provide guidelines that will enable City departments and programs to develop, support and implement innovative strategies to advance aging in place;
- Identify sustainable funding streams from private and public sources to support community-wide collaborations;
- Encourage public support for creative new approaches that will enable Dublin to remain a quality, livable community for all residents; and
- Provide a forum for young and senior adults to share their concerns, needs, and talents.

Key Questions for Analysis

What are the regional and national trends in housing market conditions that apply to Dublin?

What trends do not apply, or how do they differ in the Dublin context?

What are the challenges facing Dublin neighborhoods as they age?

What strategies are available to mitigate potential threats?

What opportunities might be presented by capitalizing on challenges and threats?

What policies should the City adopt to promote neighborhood sustainability?

Sources

Zimmerman/Volk Housing Demand Analysis

2007 Dublin Community Plan land use type/fiscal impact analysis

U.S. Census Data

City of Dublin Building Permits

County Auditor Valuation data

Local Real Estate Valuation data

Project Phasing

Trends Research – National and Regional

Local Analysis – Existing Conditions Inventory, City-wide Trends, Regional Market Conditions

SWOT Analysis –

Public Input

Because the concept of “neighborhood decline” is a particularly sensitive topic, and because this phenomenon is not readily associated with the Dublin experience, direct public involvement in this project (at least within the initial phases of analysis) may not be especially productive. Instead, incorporating “indirect” public input will be used, in

the form of issues and preferences identified as part of other City projects, including: the 2007 Community Plan, recent Community Surveys, the My Neighborhood Project, and the Bridge Street District studies, as well as neighborhood input provided for various development proposals. This information will be used to supplement quantitative data. Of this list of sources, the My Neighborhood Project is likely to provide a significant amount of relevant information.

Spatial Analysis

GIS will be a significant element for analysis for this project. GIS can be used to develop a thorough inventory of neighborhood characteristics, and can also be used to analyze spatial relationships between these variables (i.e. property values to neighborhood amenities). It will also provide a means to develop location-specific demographic estimates that can be used to develop robust projections. GIS can be used to develop precise walkability and bikeability measures at the neighborhood level, which will be key variables in the assessment of neighborhood viability. Finally, GIS mapping will provide a means to effectively communicate observed patterns and trends.

PARTICIPANTS - INTERNAL

Planning
Parks & Open Space
Recreation
Building Standards
Volunteer Resources

RESOURCES - EXTERNAL

NextGen Dublin (and similar)
ElderLife Solutions (and similar)
Franklin County Taskforce on Aging
Central Ohio Area Agency on Aging

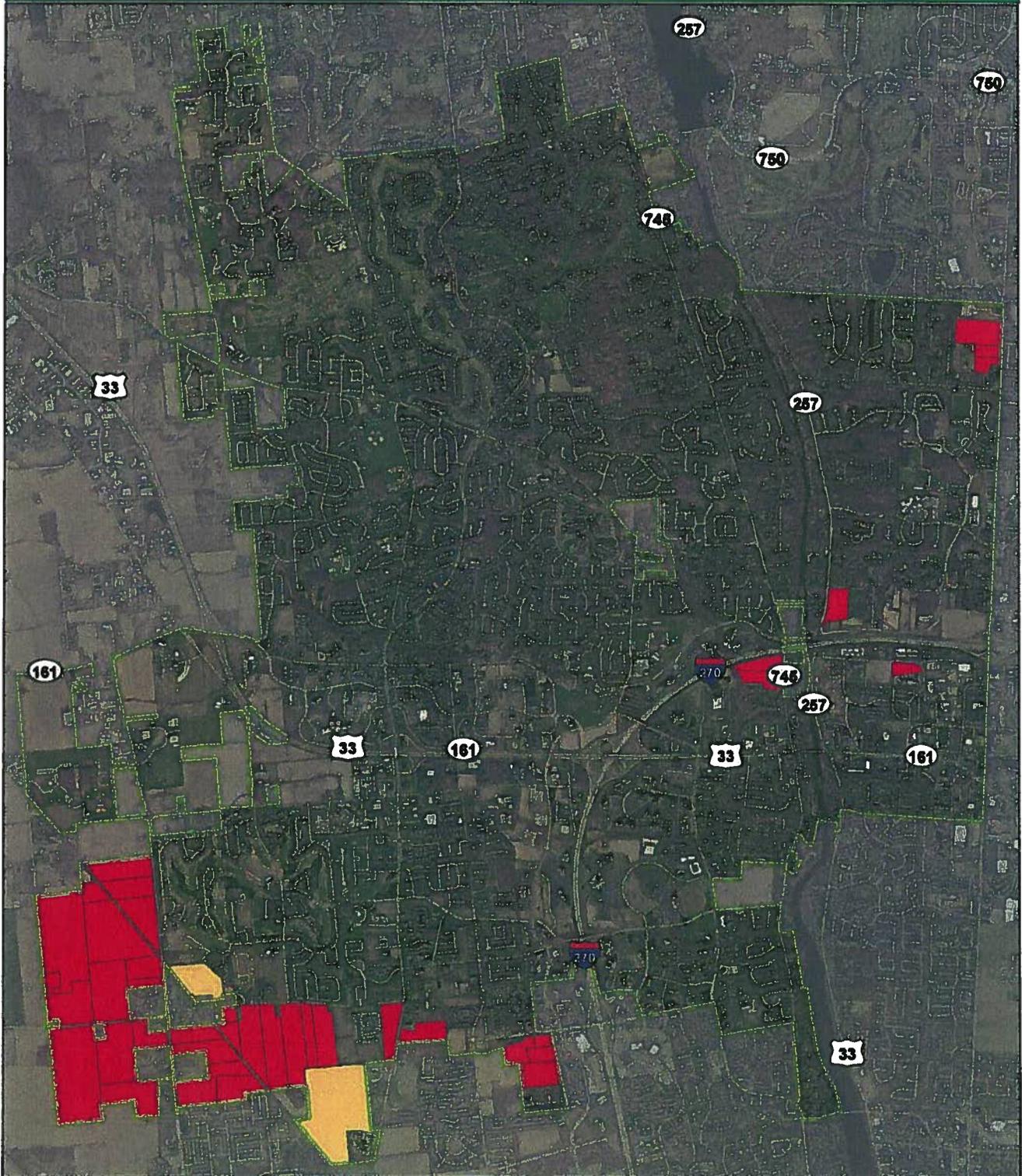
SCHEDULE

Project Start: January, 2013
Project Completion: October, 2013

Attachment 1: Vacant Acreage/Dwelling Unit Potential

ACRES	FUTURE LAND USE	UNIT RANGE (FUTURE)	
		LOW	HIGH
23.77	Mixed Residential Medium Density	71.31	118.85
21.38	Suburban Residential Low Density	21.38	42.76
8.79	Mixed Residential Medium Density	26.37	43.95
14.12	Mixed Residential Medium Density	42.36	70.60
4.46	Mixed Residential Medium Density	13.38	22.30
7.21	Mixed Residential Low Density	10.82	21.63
7.96	Mixed Residential Low Density	11.94	23.88
27.51	Mixed Residential Low Density	41.27	82.53
39.68	Mixed Residential Low Density	59.52	119.04
35.60	Mixed Residential Low Density	53.40	106.80
16.46	Mixed Residential Low Density	24.69	49.38
38.18	Mixed Residential Low Density	57.27	114.54
27.88	Mixed Residential Low Density	41.82	83.64
120.25	Mixed Residential Low Density	180.38	360.75
29.83	Mixed Residential Medium Density	89.49	149.15
18.00	Mixed Residential Medium Density	54.00	90.00
8.82	Mixed Residential Medium Density	26.46	44.10
10.00	Mixed Residential Medium Density	30.00	50.00
6.00	Mixed Residential Medium Density	18.00	30.00
24.45	Mixed Residential Medium Density	73.35	122.25
60.42	Mixed Residential Medium Density	181.26	302.10
32.44	Mixed Residential Rural Transition	16.22	48.66
28.10	Mixed Residential Rural Transition	14.05	42.15
20.24	Mixed Residential Medium Density	60.72	101.20
19.12	Mixed Residential Medium Density	57.36	95.60
50.79	Mixed Residential Rural Transition	25.40	76.19
100.00	Mixed Residential Rural Transition	50.00	150.00
36.86	Mixed Residential Rural Transition	18.43	55.29
38.45	Mixed Residential Rural Transition	19.23	57.68
50.45	Mixed Residential Rural Transition	25.23	75.68
98.71	Mixed Residential Rural Transition	49.36	148.07
93.82	Mixed Residential Rural Transition	46.91	140.73
5.55	Mixed Residential Rural Transition	2.78	8.33
1125.3	TOTAL	1514.16	3047.83

City of Dublin Vacant Properties



-  Active Cases
-  Vacant Properties



0 0.25 0.5 1 1.5 2 Miles

ATTACHMENT 7
City Manager Material



City Council asked to hear about my leadership/management style , goals, objectives, general direction.

This presentation provides those insights.

I also used this presentation at our leadership retreat on February 9th to orient the leadership team as to who I am, my thoughts and focus.

While I have worked with these folks all these years, they never really had the chance to hear this perspective of me – interesting. They were very appreciative and seemed excited that I would do this and as quickly as I did.

I am pleased to share this with you.

Council Retreat

My Personal Journey

All In,
All the time!



I shared this story with staff at leadership retreat and the staff state of the City.

“All in, all the time!” is a statement about my personal commitment to public service and my commitment to serve with all of them to serve Dublin. I shared a story of asking myself where am I in my career, where am I in my life, where am I in my level of energy, commitment and desire to continue to serve. After soul searching I concluded I can bring new energy, excitement, commitment to my new position as City Manager and that I am “all in, all the time!” in my public service. At the end of this, I asked the leadership team and our employees to take the same journey and ask themselves if they are “all in, all the time!”

Council Retreat

Leadership Philosophy

The success of our organization depends on

our people



This is my leadership philosophy. I

Its about the people.

We can have all the resources, time, money, equipment, facilities, etc. but without dedicated, motivated, talented, values-driven people, especially in our business, nothing happens well.

Council Retreat

Leadership Philosophy (cont'd)

Right People

Right Places

Right Development

Right Guidance

Right Resources

Get out of the way and trust



I've learned this along the way from several mentors, coaches and teachers:

These speak for themselves. It's as much about the investment we make in these things as leaders as it is about the outcome.

I fundamentally believe that to have a successful organization we need to put the right people in the right places; ensuring they are trained and continually developed in the right way; they are given the right guidance or focus; and that they are given the right resources to do what we expect of them. If we do these things right, the next most important thing we can, as leaders, is get out of THEIR way and let them do their jobs. This doesn't mean we don't lead and manage. It means we empower, trust and promote innovation. The right things will happen if we do this.

What is an "All in" philosophy



- Step 1 Define your burning platform
- Step 2 Create a customer focus
- Step 3 Develop agility
- Step 4 Share everything
- Step 5 Partner with your talent
- Step 6 Root for each other
- Step 7 Establish clear accountability

Source: [All in](#)
Adrian Gostick and Chester Elton

This is the "all in" model by Adrian Gostick and Chester Elton. I read a lot of books on organizational theory and leadership. John Maxwell is one of my favorites.

This book is about how the best managers create a culture of belief and drive big results. It does a nice job of creating a how-to type approach and/or overview on driving organizational culture.

Recently, the Novak group completed an Employee Work Experience survey/assessment. The results pointed out several things we as a leadership team need to work on:

- Employees want to be challenged
- Desire positive environment – physically and in attitude
- Want to feel supported
- Desire informal interactions
- Desire opportunities to grow, learn and develop
- Desire engaged leadership
- Communications in all forms (email, newsletters, face to face preferred)

This model could help address a lot of what was found in the Novak study of employee needs and concerns? Some of our leader teams have bought the book.

Council Retreat

Organizational philosophy

Our “center of gravity”, what makes or breaks us as an organization, is our division heads.



All of our employees are important and make a difference every day.

However, I have always felt that the “center of gravity” for the City of Dublin, on a day-to-day basis, is our division heads. This is the level of operational leadership that most influences day-to-day operations and provides the most influential leadership to our front line employees. They impact the customer the most by their example, the environment and culture they create, the resources they administer and the people they lead and influence. The division head is the closest leadership/management level to direct accountability and service delivery.

This doesn't excuse me or department heads from leadership and management. Instead our challenge is how do we best support our division heads and their operations.

What is Dana's leadership style?

Adaptive

No one style of leadership fits all the needs that come up in an organization of this size and with the scope of services we have.



My leadership style is adaptive. I am experienced enough and mature enough to know that not one style of leadership fits all needs or situations. Instead, with different experiences, challenges and requirements, I've learned and unlearned leadership styles. Over the years I have learned and applied styles that I have on the shelf and can pull them off and use them depending on the circumstance, challenge or situation. It's not to say I am the perfect leader, but I have worked, observed, studied and experienced leadership styles enough to know some differences.

There are several leadership styles across the spectrum:

Charismatic, innovative, directive, laissez-faire, pace setter, servant, situational and transformational – depending on who you read.

These can be applied day-to-day or strategically

I am sensitive to the need to adapt myself and my style to get the best outcome. I can certainly misjudge these from time to time.

What are the key Leadership styles needed right now?

Servant leadership

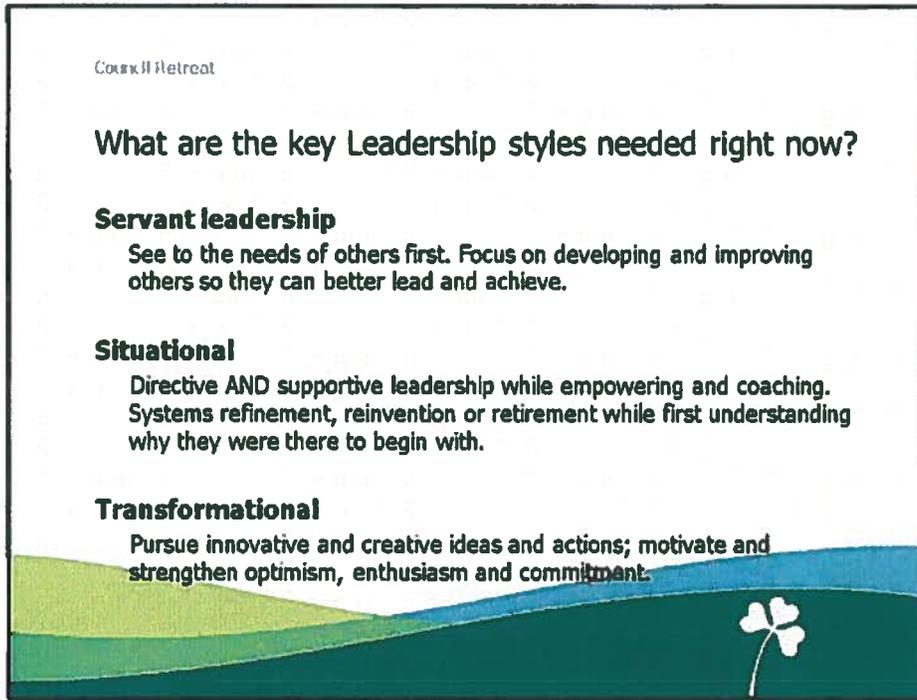
See to the needs of others first. Focus on developing and improving others so they can better lead and achieve.

Situational

Directive AND supportive leadership while empowering and coaching. Systems refinement, reinvention or retirement while first understanding why they were there to begin with.

Transformational

Pursue innovative and creative ideas and actions; motivate and strengthen optimism, enthusiasm and commitment.



An organization evolves. Many of us have been a part of that evolution. I see Dublin in a transformational state at the organizational level.

Organizationally, we are experiencing more turn over than before due to retirements and an improved economy. How do we make up for the loss? If and where we can't, how to we plug the hole? We have newer people in key roles. Are we building depth on the bench?

Overall, I see these three leadership styles as key to my support to our leadership team and employees and organizationally.

This also applies to my support to Council and our public.

Council Retreat

Who is Dana?

MBTI – ENTP – Extravert, Intuitive (big picture focus on future); Thinking (logic and objective analysis of cause and effect); Perceiving (like flexible and spontaneous approach to life and keep options open?) (historically ESTJ)

Keirsey Temperament Sorter – Guardian (ESTJ) – results oriented; right thing, right place, right time; traditions oriented; rules; people must prove themselves; regularly check on people to meet expectations; direct in communications; weighs risks; live up to standards; willing to discuss to obtain agreed upon actions; take charge mentality (40-45% are Guardians)

360 Evaluation – Peers more towards execution, Direct reports and others effective leader



My Meyers Brigg Type Indicator has evolved and fluctuated over the years. I am an ENTP as explained in the slide, but I have traditionally an ESTJ.

My Keirsey Temperament Sorter ranked me as a ESTJ. This instrument is a different spin on the MBTI.

I am sensitive to the MBTI and Keirsey results. I realize that these traits need to be balanced. I review them routinely and keep them in the front of my mind in my daily actions.

I recently did a 360 degree evaluation – I was a high scorer on “people” – sincere and straight forward, set a positive example, encourage open dialogue, open to feedback and criticism, recognize and reward people’s contributions; motivate and inspire

High scorer on execution – focus on achieving results; decisive; follow through on commitments; hold others accountable; demand excellence; understand business

Effective leader achieves balance between working with people and achieving bottom line results

Strengths

- Experience with organization building, proven track record of high performance organizations
- Know the Dublin way
- Relationships within and outside community
- Lead and manage by walking around – build trust
- Sincere and straight forward
- Set a positive example – walk the talk
- Innovative and create vision
- Communicator
- Results oriented
- Open to feedback and criticism



This is my list my strengths. This is a combination of my own assessments and feedback from assessment tools.

Weaknesses

- Passionate – wear my emotions on my sleeve
- Impatient – especially with systems and processes – people too
- Loyal to a fault
- Defensive when pushed (tied to passion)
- Give people chances, maybe too many, lenient (I'd rather work to get the best out of people)
- Over commit myself and the team
- Listening – jump to the answer or conclusion
- Don't know how to have fun



This is my list of what I see as my weaknesses. This is a combination of my own assessment and feedback from assessment tools.

I am “tuned in” to these and work hard to improve and be aware of them enough to try to counter them and surround myself with people who will balance these out.

Leader expectations

- Model and promote our leadership philosophy, mission, core values and customer service guidelines
- Our people are our most precious resource!!!
- Leaders must be qualified and committed to personal development
- Safety is our highest priority!
- Respect and honor our elected leadership, their appointees and our public



These are the leadership expectations I set out for our leadership team:

Model: personally own it!

People: know your people (are there issues?); listen and hear what they say; know there are two sides to everything; give them vision; keep them informed; take care of them; provide them honest and timely feedback; show appreciation; EARN their trust, demand their professionalism.

Leaders: Are you where you are to stay or to move on? Either way, invest in yourself. If you are not investing in and developing yourself you're not setting an example, you're telling others not to do it, and your cheating everyone, including the City of Dublin. Stay out there and on the edge, learn and grow, participate in other environments.

Safety: everyone must be qualified, certified, licensed and otherwise trained, as required, to do their jobs. Leaders must conduct risk assessments on an ongoing basis prior to operations and events and mitigate the risks.

Public: We're in the business of democracy!! That means the community owns the community - not us. We advise, counsel and suggest – they get to make the decisions. Don't be jaded! Be culturally sensitive (20% Asian, 61 languages in our schools), customer focused, and responsive.

Dana's expectations generally

1. No surprises!
2. You're the leader of your department or division – lead!
3. If you bring me a problem, bring some solutions. I am happy to help – always.
4. Develop and analyze courses of action/options.
5. Bad news doesn't get better with time.
6. It's ok to talk to Council Members. Make me aware of the conversation/issue so I am aware if there are trending issues.



These are my expectations of our leadership team

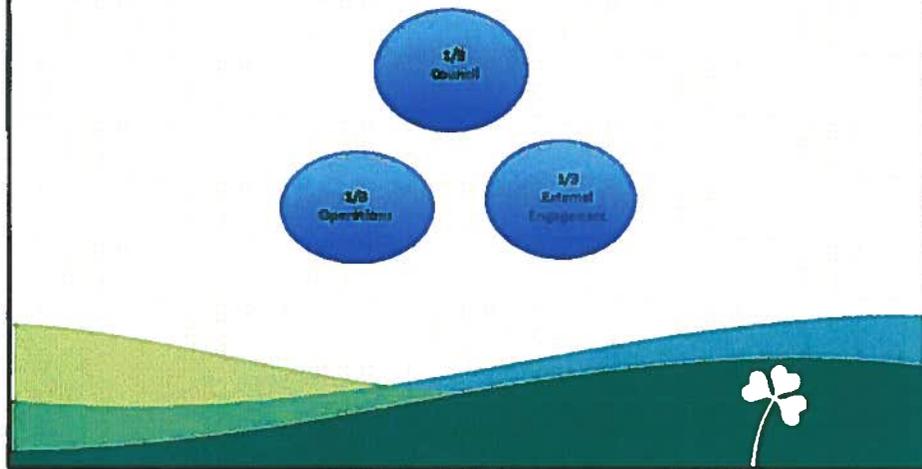
Dana's expectations generally (cont'd)

7. Promote our accomplishments and reward the team.
8. Be responsive to Council requests for info. Respond to residents in a timely fashion.
9. Make me aware of the following: employee injury of a serious nature; serious illness, major surgery or death of an employee or employee's immediate family member; employee accident of a serious nature involving property damage or injury; employee accident involving non-Dublin property or persons; fatalities within the City; major crime event that will make the news; news worthy events, major utility disruption.
10. Dress professionally, especially at Council and external meetings.
11. If you have something on the agenda for Council – be there – or have a knowledgeable representative there. Coordinate with me otherwise.



These are my expectations of our leadership team (cont'd)

City Manager's Time Allocation



This is how I hope to distribute my time. I feel with the right department heads in the right places and an Assistant City Manager focused in the right direction, I can allocate my time in this manner. Obviously, this will eb and flow, but hopefully a balance can be maintained.

Short term focus & initiatives

- **Maintain momentum!!!**
- Public and employee safety
- Quality program delivery – customer focus
- Move development/economic development projects forward
- Complete capital projects on time and on budget
- Meeting types and schedules revised
- Work on focus and staff synchronization
- Issues communication plan
- Communication with Council
- Council goal setting (my priorities and direction)
- Organization, facilities and leader/employee development

These are my short term focus and initiatives.

These are mostly self explanatory.

I have been re-organizing our internal meeting rhythm, types and internal planning tools.

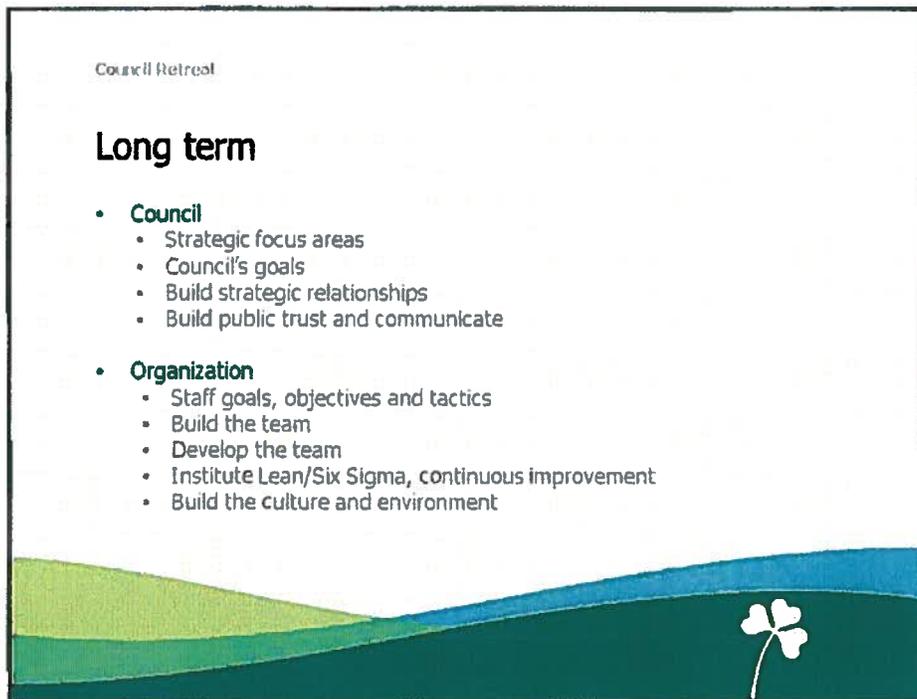
I am very focused on staff synchronization and coordination. While I want our departments and divisions to maintain individuality, creativity and initiative, there is always the need to synchronize effort and focus. We need improvement in this area.

Communication is high on my list. We have a broad area of services, programs and activities that need communications support. However, we have key issues and activities that need a lot of attention and focused messaging. Staying out ahead and telling our message is key at every level.

I want to develop a communication tool to best communicate my activities to Council to ensure you are aware of my focus and ensure I am working on the goals you set for me.

I'd like a deep conversation on Council goals. Strategic direction to operational tactics to measures.

I am focused on employee retention and attraction with engagement, development, wellness and environment. I will be asking for a change to organizational structure and investment in our facilities to improve environment and build sense of pride , brand, professionalism and comfort.



This is my suggested long term focus regarding City Council. These area in need of discussion and, of course, I will support Council with your long term vision.

Organizationally, I see these as long term efforts.

Staff goals, objectives and tactic will be those in support of Council strategic focus areas and goals.

Build the team is a focus on building the team once key vacancies are filled (short term).

Develop the team speaks to the implementation of a sustained leadership and employee development program over the long run.

Instituting quality improvement efforts using lean/six sigma techniques and philosophies.

Building the culture and environment will be implemented in the short run but it will take a longer period of time to develop and sustain. We have an honored tradition of professionalism and creativity that I want to keep, but I think we can build on this with our employees. Build and sustain the "all in, all the time" culture. I want to change the organizational structure and align the building environment for the Service Center and 5800 Building to support the change.

Key Development Initiatives

Legacy Office

- Electric upgrades
- Wayfinding
- 100G
- Parking analysis
- ESID

Bridge Street District

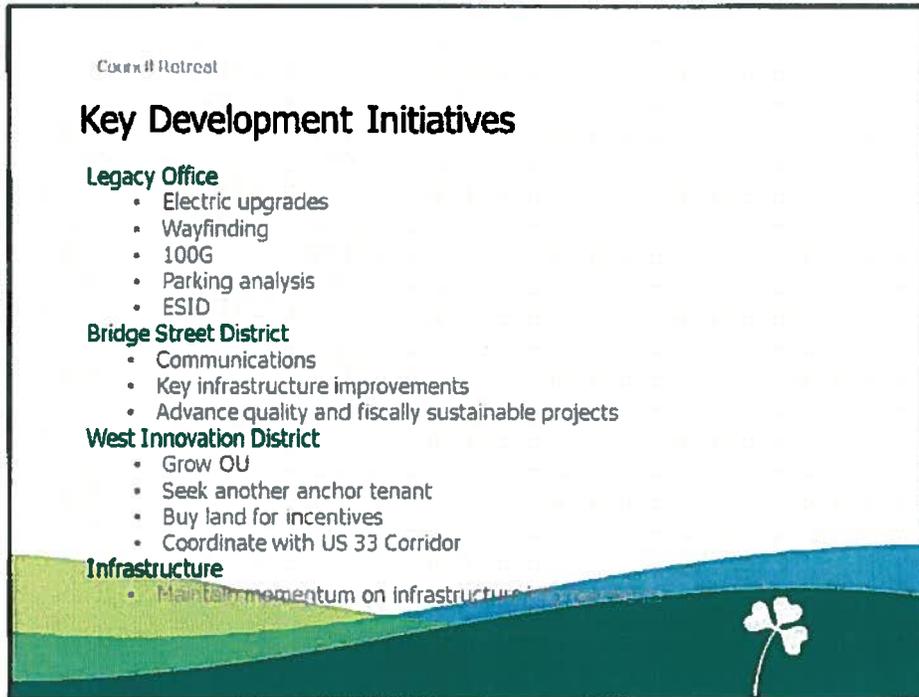
- Communications
- Key infrastructure improvements
- Advance quality and fiscally sustainable projects

West Innovation District

- Grow OU
- Seek another anchor tenant
- Buy land for incentives
- Coordinate with US 33 Corridor

Infrastructure

- Maintain momentum on infrastructure projects



These are the same themes I have been speaking to since taking the role. We need to stay very focused on these.

Council Retreat

Other items

- City Manager's evaluation tools
- Goals for the City Manager
- Communication methods with Council

These are topics we can discuss at the retreat.

Evaluation: I am including an idea for an evaluation tool and I am willing to do a 360 evaluation.

Goals: These will probably become evident in our discussion.

Communication: Being new to this role, I would like to hear from Council the methods and types of communication you would like to have from me. Also, it would be helpful to know what kinds of things are most important for you to know and/or hear about and by when: ie, immediately, can wait until Council meeting, or in a weekly communication, as an example.

Thank you!!!!

Dana McDaniel
Dublin, Ohio, USA
(614) 410-4420
(614) 206-3311
dmcDaniel@dublin.oh.us
www.dublinohiousa.gov



I look forward to our discussion at your retreat.

ATTACHMENT 8

COUNCIL GOALS

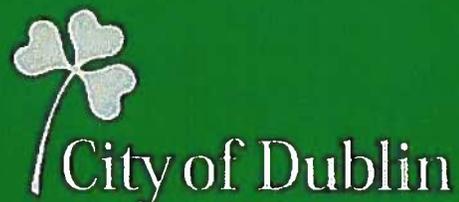
Mission:

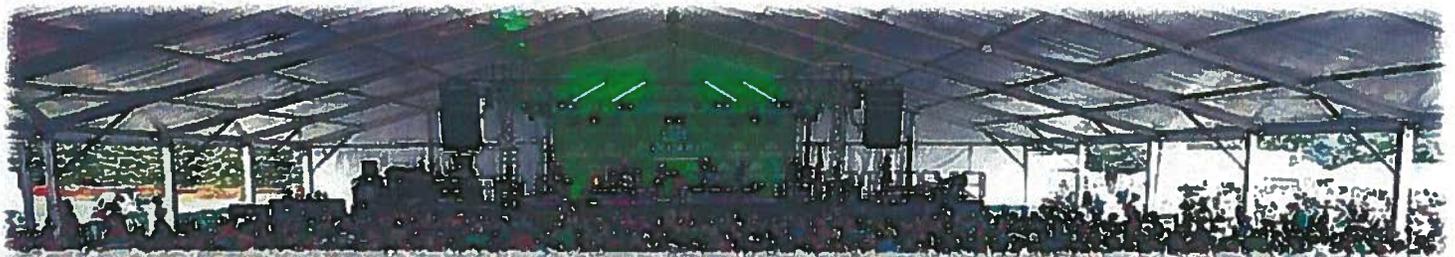
The City of Dublin strives to preserve and enhance the unique high quality of life offered to those who live or work in our community by providing the vision, leadership and performance standards which allow for managed growth and development. We endeavor to deliver our services cost-effectively, with an emphasis on quality and innovation. The City of Dublin seeks recognition in the field of local government as being responsive, cooperative, and culturally and environmentally sensitive, while embracing the highest standards of integrity and accountability to those we serve.

Core Values:

- Integrity
- Respect
- Communication
- Team Work
- Accountability
- Positive Attitude
- Dedication to Service

2014-2015 City Council Goals Status Update





Dublin Strategic Focus Areas

STRATEGIC FOCUS AREAS:

Fiscal Health & Economic Vitality

Policies:

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

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

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

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

Smart, Customer-focused Government

The City maximized 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.



Economic Development

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 workforce. Partner with local education and business leaders to develop programs to meet the need 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.



TACTICS:

STATUS/UPDATE:

Business Engagement

Initiatives Completed

- In 2014, 466 meetings/visits totaling in 1,165 business interactions
- Engagement includes 1-on-1 meetings, tours, conversations to discuss and solve issues, and public recognition.
- Staff provided Council with recommended list of businesses to engage
- Council engagement with businesses has increased

Educational Partnerships

Initiatives Completed

- Staff regularly attended Dublin Schools Business Advisory Taskforce (BAC), met with Tolles Technical Career Center, helped launch K-To-Career initial through \$1 million Straight-A Grant with the Dublin Schools STEM coordinator
- Strengthened relationship with Ohio University (OU)

Business & Government Relations

Initiatives Completed

- City staff continues to sponsor and host business related events.
- Continuously growing partnerships internationally, ie JASCO, Korean Chamber, Asian-Indian ABA, Counsel Generals, hosting delegations, RIE Ohio, international engagement w/Columbus 2020, celebrate international businesses
- Participated in training, development and networking events with Ohio Chamber, Columbus 2020, Mid-Ohio Development Exchange (MODE), Ohio Economic Development Association, Dublin Chamber and many other local partners

Staff Recommendations:

- Hire new Development Director and Planning Director
- Improve 5800 Building
- Maintain momentum on all retain/expand, attract, create and workforce programs.



Sense of Pride in Dublin

GOAL 2:

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

TACTICS:

STATUS/UPDATE:

Volunteerism

Initiatives Completed

- Over 1,400 volunteers at DIF in 2014 (Largest ever)
- Volunteer Resources continues to increase resident, corporate and central Ohio engagement
- Corporate Volunteerism involved service projects with Morgan Stanley, Ohio University College of Medicine, Wendy's Ashland, Tim Hortons, Cardinal Health, Smith Medical, IGS and Verizon Wireless
- The Giving Garden produced nearly 300 pounds of product for The Dublin Food Pantry, staffed by volunteers
- MLK Day of Service: co-sponsored a service project

Signature & Community Events

Initiatives Completed

- Record breaking attendance at 2014 Independence Day Celebration
- Dublin Irish Festival gives nearly \$115,000 back to the community through Sharing O' the Green opportunities and raised more than \$10,000 for Dublin Food Pantry and 8.7 tons of food
- DIF Corporate Sponsors include Wendy's, Chevrolet of Dublin, IGS Energy, Premier Allergy, Dublin Methodist, OSU Veterinary Medical Center in Dublin, Giant Eagle Market District, Cardinal Health, Allstate Dean Insurance, Nationwide Children's Hospital and Crowne Plaza
- More than 90 community events, highlights include the new Australian Rules Football Tournament, the Frog Jump, Arthritis Foundation Car Show, Sundays at Scioto and Jig Thursdays



Goal Continued on Next Page



Civic Engagement

Sense of Pride in Dublin

GOAL 2 Continued:

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

TACTICS:

STATUS/UPDATE:

Sense of Pride

Initiatives Completed

- #dublinishome Social Media Campaign kicked off at the 2014 State of the City and is used 216 times/month
- State of the City Address maintains a reputation for quality content, location, presentations and media coverage
- Neighborhood Leadership Initiative – includes HOAs, civic associations and condo associations to increase communication with the City of Dublin
- Memorial Tournament – Government Affairs Day, Leaderboard Breakfast with Columbus 2020 and re-introduction for The Presidents Cup golf ball art sculptures
- Annual Leadership Briefing – Partnership with ODOT and MORPC, primary focus on infrastructure, clear education, networking and nurtured relationships

Staff Recommendations:

- Expand the “Where Champions Reside” and “Why Dublin?” campaign through age, diversity and purpose of business
- Develop multi-year, strategic effort that recognizes the contributions of residents, volunteers and corporate citizens
- Implement Citizen’s University to engage and educate citizens
- Identify community champions and thought leaders for messaging and support of city-wide initiatives, programs and events
- Reinforce benefits of the CTA – Certified Tourism Ambassador program
- Continue efforts with “third-party validation” council goal
- Emphasize pride and satisfaction of residents as evidenced in survey results





21st Century Learning Center

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/facilities and establish a plan for acquisition.



TACTICS:

STATUS/UPDATE:

Site Location

Initiatives Completed

- City has worked with Columbus Metropolitan Library (CML) to determine site location for a new 40,000+ square foot Dublin Library Branch
- CML determined the current site provided best opportunities within the Bridge Street District

Site Layout & Parking Needs

Initiatives Completed

- City staff and CML are looking at the potential for both Dublin Convention & Visitors Bureau (DCVB) and the Dublin Arts Council (DAC) to occupy public space and office space at new facility.

Next Steps

On Track

- Development of a conceptual design for the site that includes building placement, massing, entry points and potential locating of DAC and DCVB within the building.
- Development of conceptual design options for a joint parking strategy for the City and CML.
- Completion of an agreement between the City and CML for the construction and occupancy of the building and parking infrastructure

Staff Recommendations:

- Continue to develop ideas with CML regarding new library
- Update City Council at upcoming work session
- Develop MOU/development agreement with CML
- Promote the OU campus and leverage partnership with community and community groups



Liveable, Sustainable & Safe

Bridge Street District

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 architectures 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 entities, and evaluating the creation of entertainment districts.



TACTICS:

Bridge Street District (BSD) Development

STATUS/UPDATE:

Initiatives Completed

- City Council adopted a new BSD zoning district, Scioto River Neighborhood District, and associated zoning amendments to ensure the Scioto River Corridor develops in a cohesive manner consistent with the Bridge Street District Area Plan in the Community Plan (August 2014).
- City Council adopted comprehensive amendments to the BSD zoning regulations. The amendments included adjustments to many of the regulations to ensure the zoning requirements are consistent with the intent of the Bridge Street District Area Plan in the Community Plan (December 2014).
- In addition to ongoing weekly staff meetings to coordinate BSD planning efforts, staff has engaged in weekly coordination meetings with developers of Bridge Street District projects (Crawford Hoying, Casto) to ensure projects meet the BSD zoning regulations and are coordinated with City's public projects.
- Continue to attract new development opportunities.

Initiatives Completed

BSD Planning

- Staff began planning for the BSD streetscape designs and character of the public realm in March 2014, which was affirmed by City Council in June 2014.
- Advanced the Citywide and Bridge Street District wayfinding plans.
- Staff has begun to advance transit planning for the BSD.
- Continuously update BSD code to reflect lessons learned.

Goal Continued on Next Page



Bridge Street District (Continued)

GOAL 4 Continued:

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 architectures 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 entities, and evaluating the creation of entertainment districts.



TACTICS:

BSD Street Network & Public Improvement

STATUS/UPDATE:

On Track

- Design and construction plans advanced for the SR 161/Riverside Drive roundabout, Riverside Drive realignment.
- Preliminary designs for the Scioto Riverfront park were completed in 2014.
- The City acquired 19 acres of land for right-of-way for the Bridge Street District street network
- A new roadway connecting S.R. 161 and Tuller Road (via Dale Drive) was completed in fall 2014 as one of the first segments of the Bridge Street District street network.
- John Shields Parkway Phase 1 (between the new Dale-Tuller connector, south of Tuller Road) construction began in summer 2014, and will be the first example of a new Bridge Street District street with the Council approved street character elements including granite curbs, brick sidewalks, and on-street parking with permeable pavers for stormwater management.

Staff Recommendations:

- Continuously update BSD code
- Ensure plan and building review capacity
- Continue attracting potential development opportunities
- Execute communications plan
- Study future John Shield Parkway alignment
- Study Snouffer/Sawmill Road intersection
- Promote master plan for DVC
- Continually assess housing mix/types



Liveable, Sustainable & Safe

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.



TACTICS:

STATUS/UPDATE:

Initiatives Completed

Brand Initiatives

- Where Champions Reside ad series
- Why Dublin? Video series
- #dublinishome
- Business First Power Breakfast

Initiatives Completed

Recognition Awards

- Movoto – Dublin named Happiest Suburb in America (picked up by international media during the Memorial Tournament)
 - Ongoing recognition and promotion of awards:
 - “America’s Best Cities for Global Trade” -Global Trade Magazine
 - “Best in Business” – Columbus CEO
 - #22 in “50 Best Suburbs in America” -Business Insider
 - #1 Digital City – Center for Digital Government
 - 2014 World Festival and Event City Award by IFEA
 - Distinguished Budget Presentation Award –GFOA
 - 3 Best of ‘Bus Awards – City Scene Magazine
- ***Many more awards and recognitions

Staff Recommendations:

- Leverage the power and passion of City employees to serve as brand champions
- Strengthen global engagement through international visits both hosting and traveling; Memorial Tournament week is a focus
- Be a partner of the Columbus 2020 Trust Belt Conference, June 2015, touting our brand and amenities to regional and national site selectors, commercial brokers; host a session in Dublin
- Continue engagement of Dublin senior business executives through “our brands speak for themselves” ad campaign and speakers series



Cultural Arts Center

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, and educational resources, a space for popular and innovative performing arts, and an exhibit space for visual artists.



City of Dublin

TACTICS:

STATUS/UPDATE:

Feasibility Study

Initiatives Completed

- In November, 2014 the City engaged Webb Management Services to complete a two-part feasibility study. The first part of the study is a market analysis and facility/site assessment to determine the market viability of a cultural/performing arts center and, if viable, what type of facility could be supported in the current market. This report is nearly complete and will be brought forward to Council in March for consideration of the recommendations.

Business Plan

Initiatives Completed

- The second part of the study is for the completion of a business plan for the facility, including projected capital and operating costs, projected revenues, initial fundraising and endowment plan, recommendations for ownership and management and case studies of similar facilities. The completion of the second part of this study is contingent upon Council's decision to move forward with any and/or all of the recommendations presented in the first part of the study.

Ohio University Theater Program

On Track

- In tandem with the completion of this study, City Staff has been participating as members of an Ohio University Theater Steering Committee aimed at developing a professional theater company associated with but separate from Ohio University (OU). This steering committee includes representatives from OU, City of Dublin, DAC and Dublin City Schools. The theater would be established as a 501c3 and would be funded in part by the University but would also rely on ticket sales and donor funding for its operations. Ohio University is interested in this professional theater company being a major tenant of a Dublin-based cultural/performing arts center, suggesting a 25+ week occupancy of the facility.

Staff Recommendations:

- Move forward with the second part of the feasibility study which will provide the business plan and on-going financial resources needed to sustain such a center
- The cost of this second portion could be funded entirely by the City or a cost sharing could be established with Crawford Hoying



Public Engagement & Education

GOAL 7:

Explore and implement initiatives that result in a larger, more diverse number of residents being engaged in and knowledgeable about the community and our local government. This would include the development of a communications plan that clearly explains revenue sources related to all services provided to City residents and the development of new methods of engaging residents, including town hall meetings and interactive technologies.



City of Dublin

TACTICS:

STATUS/UPDATE:

Understanding Local Taxes

- During the past year, periodic social media posts have highlighted the sources and benefits of taxes in Dublin.
- City has updated "A Resident's Guide to Understanding Local Taxes" to reflect 2014 revenue and expenditures
 - 16,000 Distributed through Dublin Life Magazine, 25,000 via Healthy Dublin, also available at community meetings
- Feb/March edition of Dublin Life features an in-depth look at taxes in Dublin, including income, property and hotel/motel

Initiatives Completed

Engaging Residents

- Town Hall Meetings In 2014, HOA Meetings became known as Neighborhood Association Leadership Town Hall Meetings in response to this goal.
- 2015 National Citizen's Survey was conducted in January and during the 3rd Quarter of 2015, staff will begin preparing the 2016 Community Attitude Survey.
- Annual Leadership Briefings including 270/33 interchange and the Riverside Drive improvement project
- Interactive technologies have allowed for real-time citizen engagement on an ongoing basis including MindMixer, NextDoor and other social media tools

Initiatives Completed

Resident Involvement

- Dublin Bicycle Ambassadors (DBAs) increased total number to 50 in 2015
- Community Services Officers (CSOs) continue to oversee and advise on use of trained citizen volunteers who contribute to Dublin's safety goals.
- Leadership Dublin 'A Day in the City' continues to educate participants along with Senior Citizen Outreach day
- Citizen U is an 8 week program where 18 residents will receive a behind the scenes tour of City Operations

On Track

Staff Recommendations:

- Implement MindMixer – an online engagement tool to develop connections that jump neighborhood lines, spark interest and enthusiasm among more locals and capture feedback that brings resident priorities into focus.
- Launch an educational speaker series – live and online – covering topics such as social media for relevant engagement, cultivating neighborhood leadership boards, etc...
- Create an eight part video series on local government including history, form of government, taxes and revenue sources, city services, among other topics



Competitive Office Space

GOAL 8:

Develop strategies to ensure the City's corporate office space remains competitive. These strategies will ensure that development and redevelopment processes are agile to quickly adapt to changes in the marketplace. Immediate emphasis should be placed on the recommendations included in the recently completed building viability and competitiveness study.

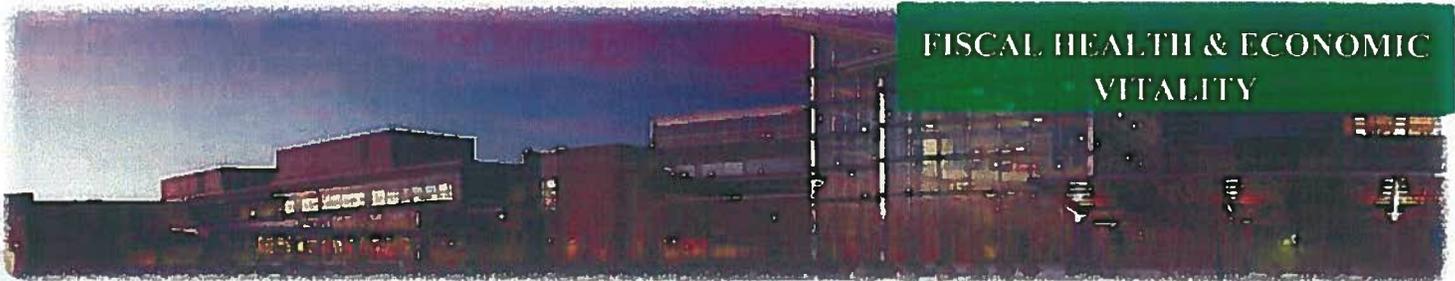


TACTICS:

STATUS/UPDATE:

<p>100 Gigabit Project</p>	<p style="text-align: center;">Needs Attention</p> <ul style="list-style-type: none"> • 2014-2019 CIPs provide funding to overbuild existing optical fiber within office parks, provide 100 gigabit capable routers and laterals to provide "fiber to the building" within office parks. • The over build of the existing backbone is anticipated to be complete in the first quarter of 2015. Once complete, the extension of "fiber to the building" to connect Dublin businesses to the backbone and router infrastructure will begin in partnership with a third party administrator. • Obtained State funding. • Obtained funding from OARnet • In discussion with Dublin Schools • Engineering of future routes in progress
<p>Energy/ Environmental Special Improvement District ("ESID")</p>	<p style="text-align: center;">Initiatives Completed</p> <ul style="list-style-type: none"> • City Finance Department and Economic Development have been engaging the Franklin County Finance Authority regarding the possibility of the implementation of an ESID. • An ESID may offer attractive commercial financing at competitive interest rates with terms up to 15 years for projects that focus on conserving energy and generating savings through equipment retrofits to existing buildings.

Goal Continued on Next Page



Competitive Office Space (Continued)

GOAL 8 Continued:

Develop strategies to ensure the City’s corporate office space remains competitive. These strategies will ensure that development and redevelopment processes are agile to quickly adapt to changes in the marketplace. Immediate emphasis should be placed on the recommendations included in the recently completed building viability and competitiveness study.



TACTICS:

STATUS/UPDATE:

On Track

Parking Analysis

- Planning and Economic Development have undertaken a study tasked with proposing comprehensive solutions and recommendations to address parking challenges. Staff has engaged the assistance of POD Group, DDA, and Sidestreet Planning to assist with the study with estimated Completion date of mid-2015
- The initial findings of Phase I include a correlation between lower parking ratios and higher vacancy rates within the office buildings.
- Phase II of the project will focus on short-term solutions to improve the existing parking lots and long-term aspects including geographic comparisons, sustainability, transit, and potential zoning code (landscape code) updates as a result of findings from Phase I of the study.

On Track

Wayfinding

- Staff from several areas of the City has been working with a consultant on a citywide wayfinding plan. The purpose of the wayfinding project is to identify those various permanent and temporary civic, educational, cultural, recreational and institutional places that attract visitors to the city.
- The consultants are providing options for sign design and location, including coordination with the Bridge Street District’s planning and design efforts. Gateway features are also being explored, including design elements and locations.
- A presentation for Council is expected early in 2015.

Staff Recommendations:

- Continue implementation of all initiatives
- Explore infill opportunities (mixed uses)
- Present economic development incentive leveraging data center space
- Create sense of place and vibrancy (wayfinding)
- Increased engagement
- Reinstitute telecommunications working group

Aging in Place

GOAL 9:

Create a strategic plan that examines the current and potential future needs of residents that would provide an environment for them to remain in Dublin as they age and to remain active and engaged community members. Areas that may be considered include recreational programming, health/wellness, housing, transportation and infrastructure needs.



TACTICS:

STATUS/UPDATE:

	On Track
Kick-Off Meeting & Time Line	<ul style="list-style-type: none"> In December, 2014, staff held a kick-off meeting of an internal cross-divisional employee team focused on the creation of an “aging in place” strategic plan. After review of numerous examples of similar strategic plans from other communities, three categories of services/topics were established and assigned to three separate subcommittees to begin research and drafting of the plan. Below are the three groups and associated services/topics assigned to each. Staff plans to bring forward to City Council a draft strategic plan in September/October of 2015

	On Track
Social Life	<ul style="list-style-type: none"> Social Life – Team Lead: Christine Nardecchia <ul style="list-style-type: none"> Cultural/Educational Enrichment Social Interaction Engagement/Participation Employment/Encore Careers

	On Track
Health & Wellness	<ul style="list-style-type: none"> Health & Wellness – Team Leads: Michelle Crandall and Carla Doty <ul style="list-style-type: none"> Health/Wellness/Health Care Recreation Social Services

	On Track
Daily Living	<ul style="list-style-type: none"> Daily Living – Team Leads: Steve Langworthy and Tammy Nobel-Flading <ul style="list-style-type: none"> Housing Public Safety Transportation Commercial Services Neighborhood Design

<u>Staff Recommendations:</u>
<ul style="list-style-type: none"> Council to review and adopt a finalized plan once completed and direct Staff to begin implementing the plan



U.S. 33 Corridor

GOAL 10:

In partnership with Jerome Township, Mill Creek Township, Union County and the City of Marysville, develop a shared vision and master plan for the US 33 Corridor that ensures well-planned future development of this important corridor.

TACTICS:

STATUS/UPDATE:

	Needs Attention
Build Relationships	<ul style="list-style-type: none"> • Monthly meeting with elected officials and staff • Bi-monthly meeting between staff of Dublin, Union county, Marysville and Jerome Township sharing development updates • Ongoing development meetings between staff of Dublin, Union County, Marysville, Jerome Township focused on proposed developments generally on Post Rd/SR 161 and Hyland Croy areas. • Bi-monthly lunch meetings between City Managers of Dublin and Marysville • Dublin invited to participate in Union council of Governments' broadband subcommittee • MORPC and LUC engagements

	Initiatives Completed
Plan the Corridor	<ul style="list-style-type: none"> • Early stages of discussion to share plans regarding Jerome Master Plan • Sharing Dublin's West Innovation District and OU Master Plan • US 42 Planning Process

	On Track
Develop Infrastructure	<ul style="list-style-type: none"> • Sharing information on thoroughfare planning in the corridor • Encouraging infrastructure analysis prior to development decisions • Dublin and Union County cooperating on traffic studies

<u>Staff Recommendations:</u>
<ul style="list-style-type: none"> • Continue to build relationships and trust through engagement and proactive communication with others in the corridor • Proactively communicate • Promote comprehensive and joint planning along adjoining corridors with Jerome Township (Hyland Croy, Post Rd/SR 161) • Openly and proactively inform others in the corridor of Dublin plans and pending projects

