

**DUBLIN CITY COUNCIL
WORK SESSION
Monday, January 31, 2022**

Meeting Minutes

Mayor Fox called the meeting to order at 6:00 p.m. in Council Chamber.

Council members: Mayor Fox, Mr. Reiner, Mr. Keeler, Ms. Amorose Groomes, Vice Mayor De Rosa, Ms. Alutto, Ms. Kramb.

Staff: Mr. McDaniel, Mr. Rogers, Ms. O'Callaghan, Mr. Ranc, Ms. Rauch, Ms. Weisenauer, Mr. Brown, Mr. Fagrell, Mr. Dirth, Ms. Newberry.

Consultant: Martin Saperstein, Saperstein Associates, 4942 Reed Road, Columbus, OH 43220.

Ms. Kramb led the Pledge of Allegiance.

- **Community Attitudes Survey**

Ms. Weisenauer stated that she would provide Council members a brief overview of the proposed Community Attitudes Survey. The intent of tonight's presentation is to gain members' feedback on the optional questions that could be included in the survey. This survey gives Dublin residents a voice, offering them the opportunity to express opinions on a variety of issues. It will provide important data to aid City officials in planning for the future. Similar surveys were conducted in 2013 and 2016 by Mr. Saperstein. The survey is just one of the ways in which Dublin seeks formal input from its residents, but there are several factors that set the Community Attitudes Survey apart from the others, including:

1. Methodology – Telephone interviews of a random sample of 400 registered City voters. The data collection is weighted to reflect population parameters: gender, age, ward, home ownership and race.
2. Ability to benchmark over time: The Community Attitude Surveys collected in 2013 and 2016 provide opportunity to compare the 2022 results with the data from previous years.
3. Opportunity to gauge community perspective on emerging issues.

Standard questions were provided in Council packets for review, which measure resident satisfaction with the City of Dublin as a place to live, work and retire, as well as its services and officials. Optional questions for emerging issues have yet to be determined. The earlier surveys included questions regarding the Bridge Street District. This year, several options have been posed for Council's consideration, including a repeat of the Bridge Street District questions. Proposed questions include: the Covid 19 pandemic; diversity, equity and inclusion; and selection of the next City Manager. [Reviewed questions in detail.] Once Council has given direction on which questions to pursue, Saperstein & Associates will program the questionnaire. After the research has been concluded and analyzed, a formal survey report will be provided to Council.

Council Questions/Discussion

Vice Mayor De Rosa inquired if some of the questions would be updated to reflect recent changes, such as the library.

Ms. Weisenauer responded that the questions have been updated, including the library. However, the standard questions are not adjusted significantly in order to maintain ability to benchmark the topic over time.

Vice Mayor De Rosa inquired if the questions included in the packet were pre or post review.

Ms. Weisenauer responded that the questions included are from the 2013 and 2016 surveys.

Vice Mayor De Rosa inquired if the questions provided would not be used in the new survey. Ms. Weisenauer responded affirmatively.

Ms. Alutto inquired if the consultant had looked at other methods for surveying the residents.; phone surveys do not seem to be a particularly useful method.

Ms. Weisenauer responded that Mr. Saperstein may respond further, but phone surveys do take a much longer time than in years past. However, phone surveys allow them to collect a truly random sample of the citizenry; other platforms tend to reach the engaged body of residents.

Ms. Kramb inquired if they have considered sending out postcards, similar to the census. Citizens then could respond with a paper version or complete an online version.

Ms. Weisenauer responded that methodology has been used by the City with other surveys, and it could be used as part of this survey, as well. However, Saperstein has used the phone methodology for a number of years, utilizing voter rolls.

Ms. Amorose Groomes stated that in regard to the Covid 19 questions, it would be problematic for the City to use any reports regarding numbers of household members testing positive that might not mesh with that of the state health department. She does not believe those questions would be the best use of the questioner's time. Perhaps the Covid 19 questions related to mental health and stress could be included in a mental health category, and the responses could be used to strategize services that might be promoted to meet that need. The question regarding trusted sources would be similar -- it should not be associated specifically with Covid 19. She would not recommend any questions related specifically to Covid19.

Ms. Alutto expressed agreement. The only useful question related to Covid 19 concerns transitioning from pandemic to endemic, and if the location from which a resident works has changed -- at home, in the office, or a hybrid of both. What is the reason the survey is conducted only of registered voters? Many City residents may not be registered voters. We could be missing part of the City's population, making it less random.

Ms. Weisenauer responded that census data is also used to determine the survey parameters.

Mr. Saperstein stated that the census data is used to weight the phone interview data. For every demographic found in the census, there is a parallel question on the survey.

Ms. Alutto responded that the answers to some questions might be different from a demographic of residents not being surveyed.

Mr. Saperstein responded that it is difficult to get a random set of phone numbers for people that are not identified in some way.

Ms. Alutto inquired if the availability of contact information was the reason for using registered voters.

Mr. Saperstein responded affirmatively. The wide use of cell phones has limited the ability to use phone books for this purpose. The best source of email addresses for a local community is now registered voter lists.

Ms. Amorose Groomes inquired about the possibility of using City volunteer records to obtain contact information.

Mr. Saperstein responded that it is easy to supplement the data, but what makes this survey valuable is the ability to conduct a comparison over time. Using the same methodology over a period of time will reflect changes that are real. If the methodology is changed, there is no confidence that any change in the answers to a question are real.

Ms. Alutto stated in regard to the Bridge Street questions, she would be interested in how residents are using that District and if it has affected their exploration of the historic side of the river, as well.

Ms. Krumb stated that the questions should be worded very specifically in order to obtain data that can be used. Broad questions are not particularly useful.

Mr. Reiner stated that he likes question 25b related to the Bridge Street District. He would be interested in knowing if residents would like the City to provide more housing within that District, and also if they would like to see more public activities and exhibits provided in the River Crossing Park.

Vice Mayor De Rosa stated that this is an opinion survey, not a "to do list" survey. The point of this survey is to understand the general attitude and perceptions of residents about their community and its services, not to obtain actionable ideas. That would be a different type of survey. In this case, we are looking at attitudes and feelings. In regard to the City Manager question, many residents may not be aware that a new City Manager will be selected. Rather than a specific question about the next City Manager, it may be better to request the priorities for City management.

Mr. Reiner stated that questions #10 - #12 are direct questions related to specific City functions. Should a question about DORA be included? Question #23 regarding library improvements is interesting, specifically the reference to a potential need for additional funding. In regard to the Dublin Arts Council, he would suggest a question regarding their interest in seeing the Dublin Arts museum expanded to allow for larger exhibits. The present exhibit space is limited, which has also limited the type of exhibits and the scope of cultural services that can be provided to the community. A follow-up question could inquire their willingness to contribute funding.

Mr. Keeler stated that if the purpose of the survey is to gauge the attitude, perception and mood of the residents, he questions whether using a registered voters list will provide the most diverse universe of residents. He understands that using that list provides ability to target the information in regard to age, race, etc., but its diversity is limited to the voters. In regard to the City Manager question, he would word the question as, "What do you consider the single most important attribute of an effective City Manager?" Looking wider than the Bridge Street District, he would like to see a question inquiring what residents believe is missing in Dublin. One of the items he believes is missing is a Performing Arts Center (PAC). Carmel, Indiana and New Albany, Ohio are competitors of Dublin, and they both have PACs. The City of Marysville now has a theater that seats more people than Dublin's Abbey Theater. He would like to see a new study commissioned on that question. Components of that topic fall within the 2035 Framework discussion. Similar to Mr. Reiner's question related to the Dublin Arts Center (DAC), perhaps an associated question could be if the respondent would use the Performing Arts Center (PAC) and be willing to support it.

Potential corporate partners interested in locating to the City look for walking paths, schools, police and fire services and performing arts centers.

Mr. Reiner noted that Dublin actually has a large sloped parcel of land, excellent for development of an amphitheater. Including questions such as, are you aware that Dublin was voted the best small city in Ohio, the #10 best small city in the nation, etc....is actually a means of educating the residents about the awards and recognitions the City has received.

Mr. Saperstein responded that the danger in asking a question with an obvious answer is that residents typically would not admit they were not aware of it. It is very different from asking for their evaluation of something.

Mr. Keeler stated that in reference to his previous suggestion about the PAC, he would phrase a question such as, "Several other communities in central Ohio, such as New Albany and Worthington, have PACs, is this something the resident would be interested in supporting?" There is a competitive spirit in Dublin.

Mayor Fox stated that she would agree that that the survey should not ask questions with which the City would do nothing. Although the first half of the questions are requesting opinions, the optional questions are attempting to gauge interest on specifics. Because the City will not be doing anything additional with the Library or the Pedestrian Bridge, there is no reason for including those questions. We might be interested in obtaining more specific information related to remote work and how the Bridge Street District is being utilized by residents.

Mr. McDaniel stated that the survey questions provided are examples of previous survey questions. Those questions will not be included in the new survey. The questions related to Covid 19 are examples of open-ended questions. He would point out that in the past, Council has used this survey for future actions. If the responses to the questions reflect a trend in a service, it could indicate a call to action. The information provided was to make Council aware of how past surveys looked. Much of it will not be included in the new survey. The discussion is helpful in identifying what Council is interested in knowing. Past surveys have included questions about the Arts Center and a PAC. If Council would like to re-visit those topics, perhaps questions could be included to check back to see if the attitudes have changed. He would suggest that Council consider a three-year window and identify the items Council would like to gauge residents' perception of within that more limited window. The 2035 Framework is looking at a much wider window. The intent of this survey is to focus on a shorter window of time.

Ms. Fox responded that clarification is helpful. She would agree with the previous comment that a telephone survey is an outdated method. It does not provide a good representation when there are so many other available methods for surveying our residents. She would like to gain the residents' perception on the following: the Bridge Street District on the west side of the river; remote work; the Dublin Arts Council; and how Bridge Street is being used. She inquired Council consensus on inclusion of questions related to DEI, the City Manager, and mental health. Council expressed consensus.

Mr. Saperstein stated that he understands the thoughts that there are better methods than telephone surveys. The problem with most of those methods is that they are strictly opt-in, which tend to draw responses from those strongly supportive or strongly opposed, not those in the

middle. While it is more difficult to get someone willing to be surveyed on the phone, the data obtained is better than it once was and is better than any other source of data collection. It is the only source that allows comparison with previous surveys.

Ms. Amorose Groomes stated that she does not believe anyone today answers a phone call from an unidentified number. Would it be worth considering the use of two methods of survey? The phone survey could be continued to offer the ability to conduct the comparison. If a parallel survey method, however – another widely-respected method that yields good data -- is also conducted, it would provide comparable data in the future.

Mr. Saperstein responded that it is a good idea, if a comparable sampling frame could be identified. If a list of registered voters is not used, what list would be used?

Ms. Amorose Groomes stated that the registered voters list could be used, but the survey could be conducted in a different format, i.e. email, than phone.

Vice Mayor De Rosa inquired if research shows that phone surveys are an effective method.

Mr. Saperstein responded affirmatively. For instance, Pugh continues to conduct phone surveys.

Vice Mayor De Rosa responded that Pugh is a well-known pollster. If that method continues to work, she sees no reason to change the polling method. If not working, it should be changed.

Mr. Reiner stated that he often is more engaged in a personal phone interview than a computerized survey. It is lacking in emotion.

Mayor Fox stated that there are concerns about the method of surveying; however, the same method will be continued, unless another option is identified. She encouraged Council members to contact Ms. Weisenauer with any suggestions for questions that were not discussed.

Mr. Saperstein noted that questions that are asked within a context and not limited to one idea provide better data.

Mr. McDaniel stated Council's direction is to continue with the proposed methodology for the sake of consistency. It is important to have confidence in the data and the methodology.

- **Performance Measurement Update**

Mr. McDaniel stated that Mr. Brown would provide an update on the process to date. That will be followed by a report from department directors on the previously adopted performance measures, which are primarily economic development, planning, building standards and finance. Those will be shown from the perspective of Clearpoint, the software that tracks live performance measures.

Mr. Brown stated that Clearpoint is the solution used to capture all the information and track it for Council, department directors and the public, as well. The task began with Council's Goal #3, Innovating Enhanced City Services Using Big Data and Better Analytics. Previously, their efforts were more exploratory. As staff shared their vision for the future data platform, Council identified the Development and Finance areas as desirable areas in which they would like to see measures and metrics in a different format than typically seen. Subsequently, the directors demonstrated the types of information they typically share during the City Manager briefs. Staff validated some of those measurements with Council and identified additional measures City Council thought would be important. As the platform was developed, additional updates were provided to Council.

Tonight, directors will be reporting on the areas of Finance, Economic Development, Planning and Building Standards, showing how that data is reflected within Clearpoint.

Finance

Mr. Stiffler presented an overview of the Finance measures captured in Clearpoint. The Finance measures focus primarily on income tax and policy compliance. The data is displayed with more refinement than is possible in a printed report. The data reflects the budget versus the actual, prior year history, the monthly expectation and if the target budget is met. Various income tax revenue graphs reflect the data differently. This information is related to Council Goal #1, which is a 3% Annual Income Tax Growth. That goal was met in 2021. The General Fund balance and adherence to the reserves policy is also tracked in Clearpoint. Finance has been in compliance with that General Fund policy. The General Fund balance variation is reflected by month. There is also a measure related to Treasury and Investment Management, showing whether the City is meeting policy compliance goals. The policy addresses liquidity concerns and loss of principal. There have been no issues in either area, so the top two policy objectives are being met. Investment returns is the third policy objective. Finance Department is also tracking information that is not a Council measure. The advantage of this application is its ability to contain commentary. In the example shown, the budget variance – going negative in 2021, is concerning. However, there is ability to provide a deeper level of description and related comments. In this case, the General Fund is negative \$13.8 million next year; however, there is an explanation of the one-time capital expenditures made last year. Those non-recurring decisions totaled \$26 million from the General Fund. It is possible to see that the decisions of 2021 were unique to that year and will not re-occur. Therefore, the City remains in compliance with its policy. That type of information is available monthly.

Ms. Fox inquired if Clearpoint is the software chosen for housing this data in a readily available format, not only for staff, but for Council to be able to track. Will this also become a publicly transparent opportunity?

Mr. Brown responded affirmatively. Not only is there ability to gather data and information about hard measures and metrics, but it will also capture information and provide status reports. This will provide the City the ability to track the progress on large projects or initiatives. There will be many ways, many of which will be embedded in web pages, by which to share this information with the public. By the end of March 2022, the goal is for all City divisions to have a baseline of their measures and initiatives being tracked in Clearpoint.

Mr. McDaniel stated that City divisions have had performance measures for many years, but that information draws from disparate databases or legacy databases, including spreadsheets. In the future, that will become an automated process.

Economic Development

Ms. O'Callaghan introduced Jenna Goehring, who joined the City team as an Economic Development Administrator four months ago. She has approximately 10 years of experience in the area of Economic Development. Ms. Goehring will present the Economic Development measures.

Ms. Goehring stated that their tracking begins with the Business Expansion and Retention meetings, the purpose of which is to establish and strengthen relationships with Dublin businesses.

The Economic Development team's goal for 2021 was 300 visits, which was not met because the City did not have a full staff; 219 visits occurred in 2021. The 2022 goal has been adjusted to 225. Also tracked are jobs created or retained as a result of incentive agreements approved by City Council. Incentive agreements are used in competitive situations to help the City retain existing jobs, support expansion of existing companies, and attract new jobs to the City. Tracking the City's return on investment enables the City to see the value of that expenditure. In 2021, four economic development agreements were approved; 110 jobs were retained; 210 new jobs and \$3.8 million in payroll were committed per those agreements. Companies that do not meet their new payroll projections will not receive the incentive.

Also tracked are measures related to the City's Rev1 contract, including: the City's investment versus the revenue generated from the Rev1 investment; Dublin leads tracked through funding, if funded; and the different business sectors those startups represent. Also tracked are the unemployment numbers received from the Ohio Department of Jobs and Family Services. There is ability to compare Dublin's numbers with those of the City of Columbus, the state and the nation. Office vacancies also are tracked. Those numbers are provided by the quarterly report generated by Colliers. The City's vacancy rate is 17.35%; ideally, the vacancy rate would be between 8-15%. These numbers can indicate potential issues with aging buildings, lack of amenities, etc. A chart is included that compares Dublin with other neighborhoods within the region. Currently, Dublin continues to be the second most desired area for offices, trailing only behind the central business district in the City of Columbus. Additional economic development data tracked includes: office rental rates versus other neighborhoods; growth within specific job codes; location quotients for top industry clusters; office square footage, number of companies; vacancy rates in various business sectors; and City construction projects by building type.

Mr. Brown noted that on the upper left corner of the measures, there are red or green status icons that depict a positive or negative trend. As Council has requested in the past, the source of the information is also included.

Mr. McDaniel stated that when a measurement is trending red, the next step is for that department director to provide a strategy. The Collier's report will no longer be provided separately to City Council, as that information will be included in Clearpoint. This real-time application will replace the many memos/reports that have been provided to Council.

Mr. Brown noted that in the upper right corner, there are indicators of the time period reflected, such as Quarter 4. Different data within the different departments is provided with a different reporting frequency.

Planning Department

Ms. Rauch stated the measures that are tracked for their department include, first, the eight (8) Council-approved measures. The first measures reflect Board and Commission caseload over time. There is also a metric for Certificates of Zoning Plan approvals, which are an administrative process. Those are typically residential or commercial property owners who have minor modifications that need to be made. The numbers can vary seasonally. In addition, the Excella software provides opportunity to track the number of days and time needed to complete the project reviews. A new project completion target of 7 days has been set. Also included are Zoning Compliance inspections. Excella also provides ability for Code violations to be tracked by type and

the trends and totals of those violations over time. A new measurement, Planning Initiatives, has been included, which will provide a snapshot of how that initiative or project is progressing. With every initiative, 5 stages are reflected: project initiation; staff or consultant drafting/revisions; board/commission review and adoption; Council review and adoption (if associated); public engagement opportunities. Additional internal department measurements also are included. This year, they will begin to measure the time involved from submission to decision.

Mayor Fox stated that Clearpoint will provide Council the ability to see these measurements in one place; however, will this application make staff's work easier or more difficult? Will it provide any benefit to staff?

Ms. Rauch responded that it would provide an opportunity for everyone to see the purpose, challenges and status of projects, which would be very beneficial for Planning.

Mr. Brown noted that Clearpoint would track the data that has been provided monthly in the CIP status reports re. Study, Design and Construction. All that data can be pulled from the system and provided in a report form.

Building Standards

Mr. Fagrell described the metrics reflected for the Building Division, including:

1. Plan review turnaround times. The State permits 30 days, but Building's target is 14 days. As reflected in the numbers provided, their average turnaround time for commercial projects is 10 calendar days.
2. New building permits issued for both residential and commercial development. In addition to the base permits, most projects have supplemental permits.
3. The data reflects square feet of the projects and dollar values of the construction projects.
4. Total plan review cycles.
5. Historical number of plan review cycles per month.
6. Historic number of inspections over a time period. This is helpful to him in ensuring targets are met and the staff size is correct.

Mr. Brown noted that as a starting point for Clearpoint, the data incorporated begins with 2018. City Departments have data reaching back over a much larger time period, however. The main launch page of Clearpoint reflects Council's goals. A significant value of this software is its connectivity ability. It provides a method to pull together measures and initiatives across the City and display them for different purposes. There will be ability to show the activity occurring aligned with the City's strategic focus areas and Council goals.

Mr. McDaniel stated that some Committee time will be set aside for Council member training on use of the software.

Ms. Fox inquired if there is ability to submit a question with the software.

Mr. Brown responded that there is a Comment and Discussion functionality with the software, but those functions have not been incorporated at this time. They will be exploring how those might work best.

Mr. Rogers stated that the intent is to provide training at the March 1 Administrative Committee. In the meantime, if Council is attempting to use the program and has questions, contact Mr. Brown.

- **2035 Framework Update**

Ms. Rauch provided an overview of the 2035 Framework effort. At their November 1, 2021 work session, City Council reviewed and provided feedback on the Big Ideas generated through the public and expert engagement phase of the Dublin 2035 Framework. An action plan has been developed and staff requests Council feedback on the direction that will be outlined. This effort was initiated in August 2020, beginning at the Council committee level. Those discussions were followed by an engagement process; the framework discussion is now in a refinement period. The 800+ ideas arising from the engagement efforts have been narrowed to a smaller number by staff and the consultant, looking at themes and overlapping ideas, and 15 Big Ideas were identified. At its previous work session, Council feedback provided further ability to clarify and reduce the number to 12 Big Ideas, sorted within the four themes of Land Use, Quality of Life, Economics, and Infrastructure. Each big idea will inform future updates to the Community Plan and be incorporated in other City plans or policies. The most relevant Community Plan chapters and supporting City plans are identified for each big idea, defining pathways towards implementing the 2035 Framework. Staff and the consultant team have outlined three next steps to finalize the Dublin 2035 Framework and to identify how the Big Ideas would be incorporated and implemented with the Community Plan and other City plans, policies and projects. The proposed action plan includes acceptance of the 2035 Framework outcome, then definition of a scope for each of the 12 ideas, and a path forward for the incorporation of the ideas into the City's plans and policies. The Big Ideas will require distinct actions that the City and community partners can implement over the next 15 years. Staff recommends that City Council consider the acceptance of the 12 Big Ideas to bring closure to the 2035 visioning process before proceeding to the next steps. Following City Council's acceptance of the Big Ideas, staff and the consultant team will develop a scope sheet for each idea, recommending an approach for integrating the ideas into the Community Plan and other City plans and policies. That effort will ensure that the ideas align with planned investments, efforts and resources across the City. The scope sheets will be shared with City Council for feedback to ensure alignment with the policy direction.

Council Discussion

Mr. Keeler stated that he understands the reason for segregating the ideas into the four categories. He would group the following ideas together: Ideas #1 and #8 could be combined; #2 would be where the Performing Arts Center should be located; the last sentence states "integrate into the City's neighborhoods and employment centers and shopping districts" the Metro Center visioning. The PAC would fit there, across the street from a neighborhood within an employment center. Hopefully, there will be shopping in that area, as well. He is supportive of the mini City districts. He would recommend combining Ideas #9 and #10. One all-encompassing infrastructure idea is sufficient. He would combine #11 and #12, as well. The City already has partnerships with Rev1, Tolles, Emerald Campus, Ohio University and Columbus State; they simply need to be leveraged. Tolles, OU and Columbus State are already engaging in workforce development and adult professional development.

Mayor Fox requested clarification of staff's discussion questions.

Ms. Rauch responded that they have requested Council's feedback on the proposed Big Ideas and, if Council is satisfied with them, a recommendation for Council's acceptance of those. They attempted to consolidate the ideas, which resulted in the proposed list.

Ms. Kramb stated that she had no objection to the list of 12 ideas. These ideas have come up repeatedly, and she believes it does not matter how they are packaged. Her recommendation would be for Council to approve them and move to the next step.

Vice Mayor De Rosa stated that the proposed ideas appear similar to sections of a Community Plan update. With some of the ideas, the larger goal is clear, but others seem to identify a direction, but it is difficult to see the overarching goal. All are correct and should be worked into the Community Plan. She does not object to moving ahead, but is concerned that the big idea component is missing.

Mayor Fox stated that in some areas, the advice has been conflicting. Council indicated it was not possible to do all of the original 15 Big Ideas, yet now is saying we are missing those items. There are two components of this endeavor. The Community Plan is a wonderful guiding document for the City, but there are aspects of it that need an update. There now is also the Big Idea Framework, but some of the Big Ideas are not clear. We cannot put those ideas into the Community Plan until there is consensus on the Big Ideas we wish to pursue. Without that direction, the ideas will go nowhere. There is need to finalize where we would like to take these Big Ideas.

Mr. McDaniel stated that the proposed ideas are a result of public and Council input. Perhaps Council could take some of these ideas and identify a larger idea. The intent is that they will be incorporated into the Community Plan.

Ms. Kramb inquired if the scope sheets mentioned in the staff presentation would cover what is being requested. That is the next step. Tonight, staff is asking if these 12 general ideas are the correct direction.

Ms. Rauch responded that they have attempted to consolidate the big ideas in a thematic manner. Some of the big ideas were particularly broad and general, so other ideas could be positioned under them. If Council approves the proposed ideas, staff can recommend the specific path forward.

Mr. Keeler inquired if the concern is that the many big ideas initially brought to Council have become lost or forgotten. They did not make the final list for some reason; however, staff still has that list, and many of those ideas would probably fit within these general ideas.

Mayor Fox stated that during our discussions of the major initiatives for 2035, they fell into these 15 categories. In order to update the Community Plan, staff is asking Council to adopt the initiatives, not necessarily the projects. The particular details will be added later. How do we incorporate these initiatives into the Community Plan, however, before fully vetting them?

Mr. McDaniel recommended that Council not focus on the Community Plan at this point.

Ms. Kramb stated that these big ideas have nothing to do with the Community Plan. After the goals are established and the specific projects associated with them, then the Community Plan would be updated accordingly.

Mr. McDaniel stated that the 2035 intent was to think strategically and long-term. The 2035 framework would be the vision that would drive the City into the future. It will also inform the revision of the Community Plan, but at this point, there is a need to verify the ideas in that vision.

Ms. Alutto stated she has no objection to the ideas, as presented. She believes the development of the scope sheets will suggest direction for each initiative.

Mayor Fox requested a consensus of members.

Mr. Reiner stated he has no objection to the proposed initiatives, but is concerned that one may be missing. The initiatives address community character, environment, facilities, recreation, parks and CIP initiatives, but the health and welfare of the residents is not included. Health is comprised of recreation and nutrition. In the past, the City has provided some health-related education and incentives. In regard to recreation, the City has provided residents with a recreation center. Should we also provide nutrition-related opportunities? Should Dublin try to establish some of the factors of a Blue Zone community, in which residents are healthier? He recognizes there is some debate on whether cities should be engaged in such efforts.

Mr. McDaniel responded that, along with becoming a connected and carbon neutral city, another initiative could be to become a Blue Zone city, or something equivalent, by 2035. Without the "blue zone community" description, however, it might be difficult to define.

Vice Mayor De Rosa stated that the individual pieces of the proposed 2035 Framework are correct, but they are not necessarily audacious goals for a city. The summary of the big initiatives is missing.

Ms. Rauch stated that the scopes, which will be the next step, could add specificity to the big idea.

Ms. Amorose Groomes stated that when the 2035 Framework initiative began, it was at a stage similar to this. Council recognized the need to identify the core big ideas, then identify the individual components important to those ideas. Similar to writing a college paper, it is essential to state the theme before discussing the content thereof. The question tonight is if the proposed 12 themes or big ideas are correct. She believes they are.

Mayor Fox expressed agreement. The proposed ideas capture Council's intent with the 2035 Framework Plan. The next step will be to identify where the emphasis should be placed for actions. She inquired if an additional work session on the topic would be needed.

Mr. Rauch responded that this discussion was both helpful and sufficient.

The meeting was adjourned at 8:10 p.m.