

## Dayton Legal Blank, Inc., Form No. 30045

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

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

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

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

**NOW, THEREFORE, BE IT RESOLVED** by the Council of the City of Dublin, State of Ohio, 7 of the elected members concurring, that:

**1. Goal 1. Ensure Fiscal Strength and Sustainability.** Execute on the recently completed 2019 Economic Development Strategy to spur growth and raise income tax revenue by 3% or more annually.

**3. Goal 3. Innovate and Enhance City Services Using Big Data and Better Analytics.** Leverage 2019 investments in data platforms, new staffing, and resources to capture the economic and operational improvement opportunities now possible through data and data analytics. Ensure privacy, security, and transparency.

**Goal 4. Dublin 2035 Framework.** The beginning of a meaningful movement of mindful consideration in the planning, navigating, and establishment of long-term future direction organized around four overarching themes: Infrastructure, Land Use, Economics and Quality of Life.

**Section 4.** This Resolution shall take effect and be in force upon passage in accordance with Section 4.04(a) of the Revised Charter.

Clas

ATTEST:

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Clerk of Council

**To:** Members of Dublin City Council  
**From:** Vice Mayor De Rosa, Administrative Committee Chair  
**Date:** May 5, 2020  
**Re:** Resolution 25-20 and Council Retreat Report

## Background

Attached are two documents related to Council's February retreat for your consideration and adoption:

- Resolution 25-20  
This resolution adopts Dublin City Council's 2020-2021 goals. City Council reaffirmed the three 2019-2020 goals and added a fourth goal, related to the Dublin 2035 Framework.
- 2020 Council Retreat Report

Staff intends to provide updates to Council regarding the visionary goals, policy topics and goal follow-ups discussed during the retreat.

## Recommendation

Adoption of both Resolution 25-20 and the 2020 Council Retreat Report at the May 11 Council meeting.



# 2020 City Council Retreat

*Reflecting, Connecting,  
Forward-Thinking*

**Report**

February 2020

the **SPARK** Creative

# 2020 City Council Retreat

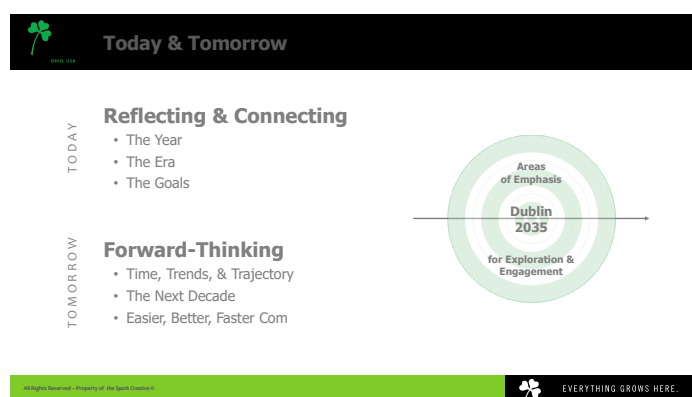
## Reflecting, Connecting, Forward-Thinking

### Dublin Integrated Education Center

### February 20<sup>th</sup>-21<sup>st</sup>, 2020

## Context & Background

On February 20-21, 2020 the annual Dublin City Council retreat was held at the Dublin Integrated Education Center with a central purpose of goal review, goal setting, and taking specified time for future based forward-thinking. Participants in this year's retreat included the Mayor, Vice Mayor, Council Members, City Manager, Law Director and staff department heads as outlined below. The retreat was facilitated by Jeff Sturm from the Spark Creative and the agenda was outlined as follows:



## Retreat Participants

Participants invited to attend the 2020 annual retreat included the following:

CITY COUNCIL	CITY STAFF
<ol style="list-style-type: none"> <li>1. Mayor Chris Amorose Groomes (At Large) – 2016</li> <li>2. Vice Mayor Cathy De Rosa (Ward 4) - 2018</li> <li>3. Christina Alutto (At Large) - 2016</li> <li>4. Jane Fox (Ward 2) – 2018</li> <li>5. Andy Keeler (At Large) – 2020</li> <li>6. Greg Peterson (Ward 1) – 1998-2001; 2014</li> <li>7. John Reiner (Ward 3) – 1997 (unable to attend)</li> </ol>	<ol style="list-style-type: none"> <li>8. Dana McDaniel, City Manager</li> <li>9. Jennifer Readler, Law Director</li> <li>10. Megan O’Callahan, Deputy City Manager</li> <li>11. Homer Rogers, Assistant City Manager</li> <li>12. Sue Burness, Director of Communications and Public Information</li> <li>13. Justin Paez, Chief of Police</li> <li>14. Doug McCollough, CIO</li> <li>15. Matt Stiffler, Interim Director of Finance</li> <li>16. Jenny Rauch, Interim Director of Planning</li> </ol>

## Day One: February 20<sup>th</sup> 5:30pm – 8:30pm

The retreat began with an environment of reflection and connection as participants joined for dinner, informal discussion, setup, and an exercise grounding us in our rich history as we continue to plan for and help navigate towards an even better tomorrow.

### Part I – Breathing Room

Jeff Sturm facilitated a short opening setting up the agenda, the approach, and how the retreat would flow. Jeff outlined how the brain and emotions work under conditions of focused productivity, stress and/or tight timelines – that while productivity and accomplishment can soar during times of extreme focus and drive, the parts of the brain that function to create empathy, creativity, forward-thinking, and access to remote ideas and memory (the DMN) essentially shuts down. We are the healthiest and provide the best human condition for connection and leadership when we make time to oscillate between high-functioning focus and reflective resourceful mindfulness.

Great leadership will manifest when taking the time to breathe, reflect, think creatively, and see through someone else's eyes. Jeff reinforced the importance of setting time aside daily, monthly, and annually to create space to be mindful, breathe, and engage in broad thinking – both as individuals and as a group. While there were a couple of time-driven matters to discuss on this retreat, the approach would mainly be to create an environment for this kind of connectedness and forward-thinking.



### Part II – Observations & Opportunity

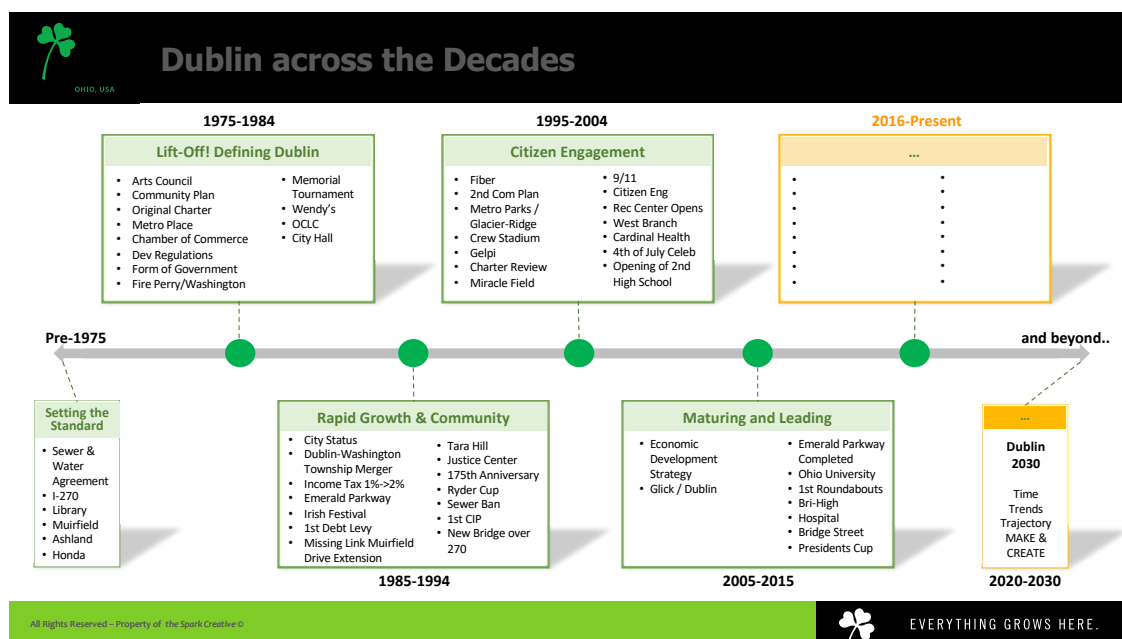
After having spent more than 20 hours meeting 1on1 and in small group settings with Council and Staff members over the past 3 weeks, Jeff shared his collective observations on the key ingredients that he sees existing within the group. He also challenged the group to mix and connect these ingredients well while avoiding the natural tension that this collection can also create if not purposefully mixed and managed.



### Part III – Dublin through the Decades

The group spent time discussing and adding updates to an exercise from the 2016 Council Retreat which created an era-based timeline of Dublin through the decades. Through this exercise the group had two core reflective outcomes for purposeful forward application:

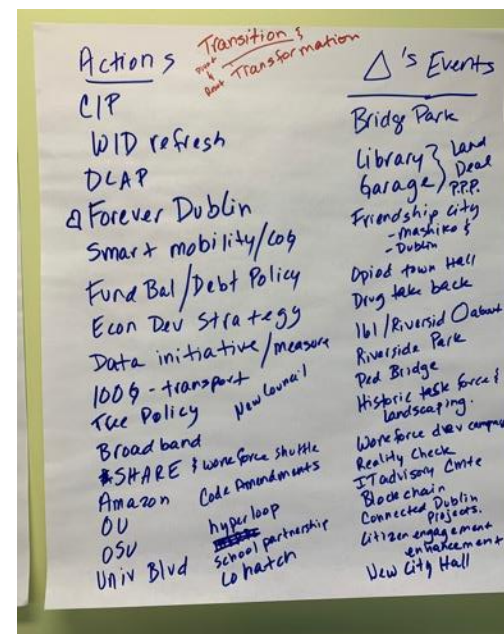
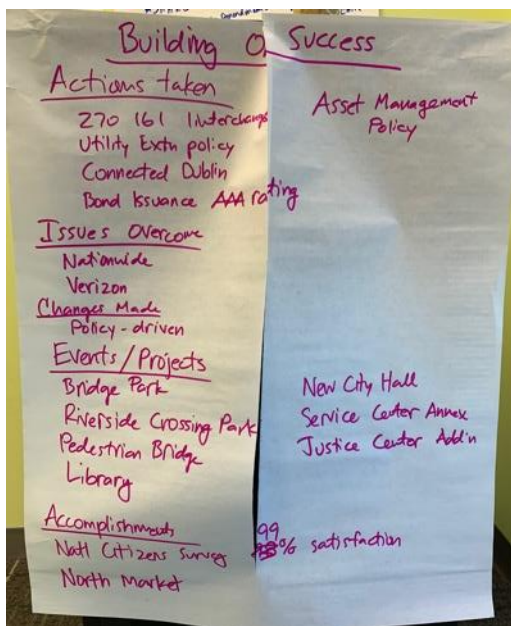
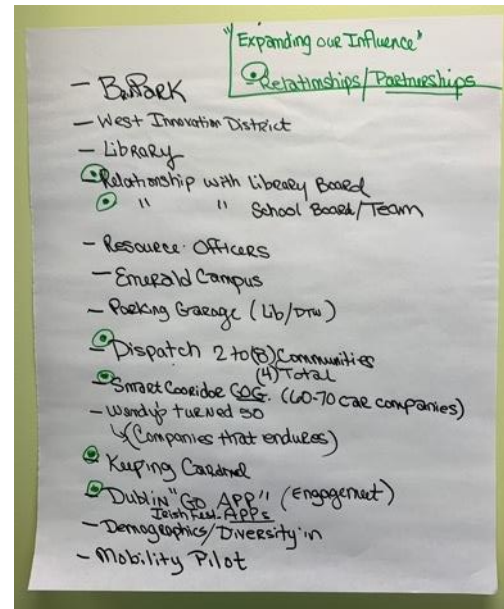
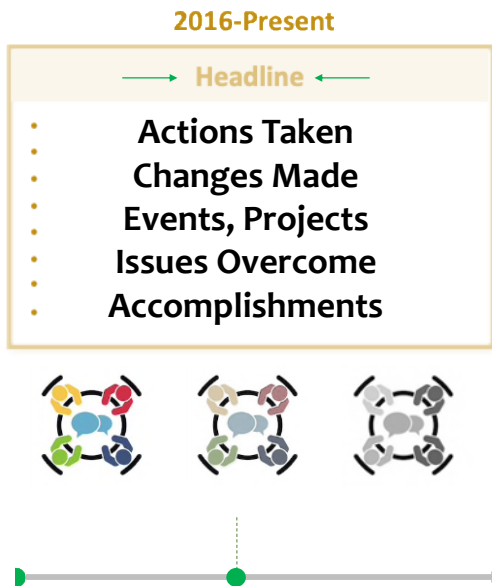
- 1) **Those that came before us:** The group had a reinforced sense of pride for the hard work and forward-looking fortitude from all those that have lived, served, worked, and contributed to making Dublin what it is today. For their work through the years, serving with a richness of purpose, engagement, and lives well lived. Thankfulness for those that have come before us, with an intent to now become those people for all who will come after us.
- 2) **Steadfast Courage:** A reinforcement of appreciation from past councils and a responsibility of this council to remain steadfast in vision and intent and to have courage in purpose and in policy through their application in development and execution.





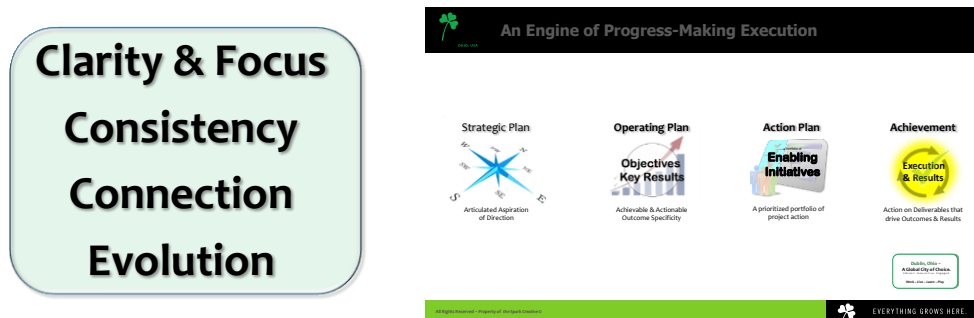
## Part IV – An Era in the making: Dublin 2016 – 2020

The group then moved into three smaller working teams to reflect and consider the past four years – actions taken, changes made, events, projects, issues overcome and accomplishments completed. The groups captured their thoughts and then gave that portion of this era a *headline name* to capture the essence of the era in the making. Raw outputs are as follows:



## Part V – 2007 -2019 Goal Review, Consideration, Clarification & Direction.

The group transitioned into a deep dive consideration of past and present council annual goals. A detailed and summary level view of annual goals from past retreats covering the periods 2007-2019 had been included in pre-read material. The summary level goal review construct was discussed with ideas presented on how to adjust it for greater value moving forward. In addition, a number of questions and clarifications were made regarding past goals – with a realization that there would be good value in continuing to reference and better understand the purpose and intent of goals established by previous councils in order to help maintain continuity of intent and execution while enabling improved evolution based on time and environment changes. Several outcomes, outlined below, were concluded as action steps:



- 1) **Goal Summary Format & Updates:** Adjust the goal summary into four parts and update information as appropriate (then combine this output with our 2020 objectives).
  - Completed & Done, no more attention required.
  - Accomplished & Institutionalized as part of ongoing operations.
  - In-Progress with accomplishments occurring. Purposeful attention, energy, and project-level resourcing still required to fully complete.
  - In-Focus priority with decisive energy and project-level attention required (and/or) scope and path are evolving, changing, or not yet fully established.
- 2) **Goal Summary Usage:** Determine a process and launch a way to get value in leveraging a summary level view of past and present goals in both onboarding and ongoing reference for Council and Staff navigation and execution. This would help with Clarity, Focus, Continuity, Capacity, and general workload balancing.


## Part VI – Fieldhouse Financial Framework Update

Staff provided an update on various financial framework models for the potential development of the Fieldhouse.




## Day TWO: February 21<sup>st</sup> 8:30am – 4:30pm

The group began day two of the retreat with a brief reflection on the previous day's learnings, accomplishments, and discoveries then quickly turned attention to the day's main purpose.

**Yesterday's Outcomes**

- Grounded in our story.
- Context of goals and past councils.
- An action item of organization for clarity & focus.
- An update & feedback on Union Center financial framework.
- A sense of perspective & posture to shape the lens you see thru.
  - Critical Thinking for Discovery & Confidence
  - Steadfast Vision Focus for Future Generations

©2019 Spark Creative - Property of the Spark Creative **EVERYTHING GROWS HERE.**

## Today

### • Forward Thinking

Dublin, Our Next Decade: Exploration grounded in Time, Trends, & Trajectory. Identifying Areas of Emphasis for the next decade... and beyond.

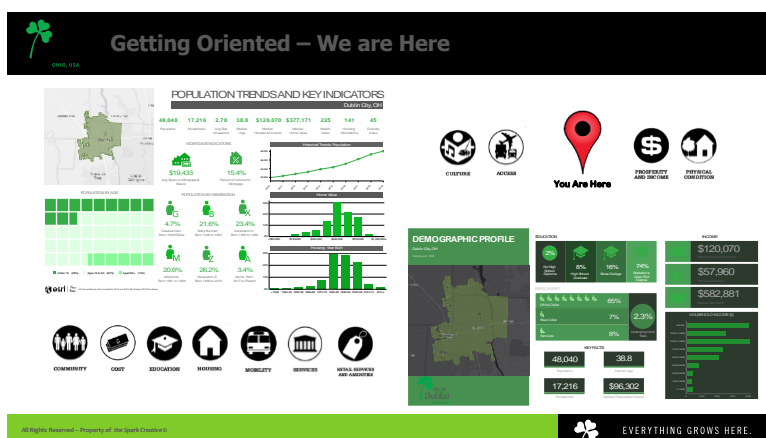


## Forward Thinking – Our Next Decade and Beyond...

Jeff outlined a three-part process for forward planning that enables groups to be grounded in today while engaging thinking that is forward looking. The goal of the session is to identify priority areas of emphasis for discovery & exploration to help guide and shape Dublin's future.

### Part I – We Are Here

The group leveraged demographic, economic, geographic, experiential, and observational data to discuss and develop a situational point of view of who we are today, what we look like, and where we have come from.



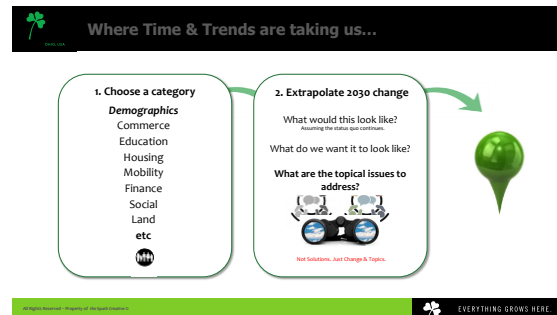
### Part II – Time, Trends and Trajectory

This part of the exercise centered on moving forward. The group moved into three teams to begin considering the effects of time, trends, and the current trajectory over the next decade. Considering what aspects of the city would change, are changing, or may need help or support based on who we are today and where time is leading.



## Part II – (continued)

The team exercise included choosing a category of focus and thinking through what this category of focus would look like (or what we might want it to look like) assuming current momentum would continue. The outcome was focused on identifying priority categories\topics of focus for discovery and exploration that would to help shape Dublin in the next decade.

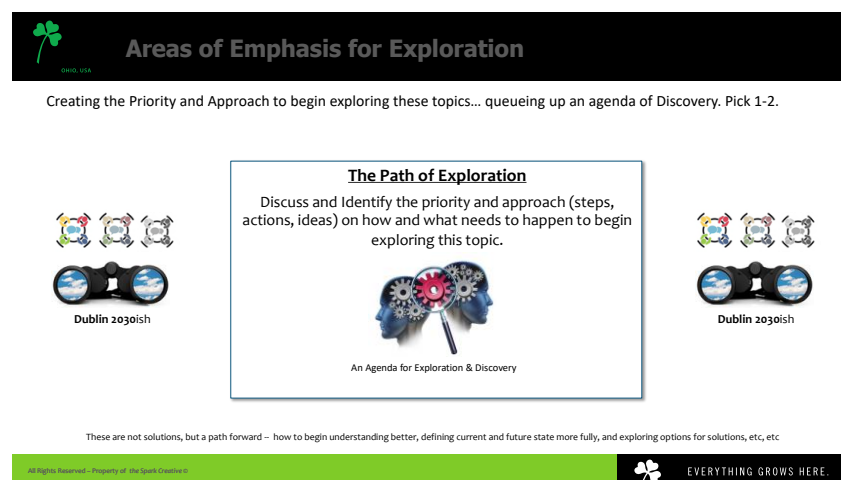


Eleven Categories were explored – these included:

Commerce	Education	Housing
Mobility	Land	Social
Finance	Demographics	Services
Technology	Culture	

## Part III – The Path of Exploration

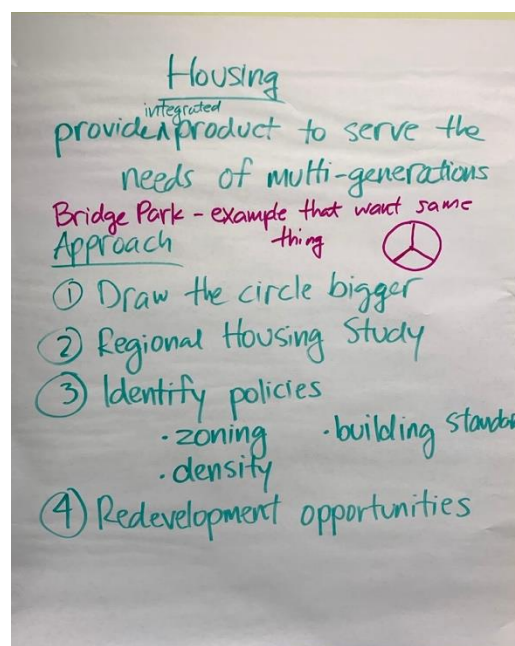
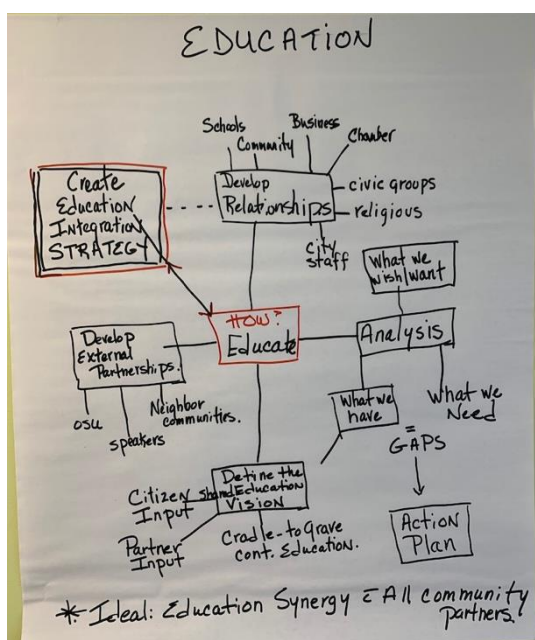
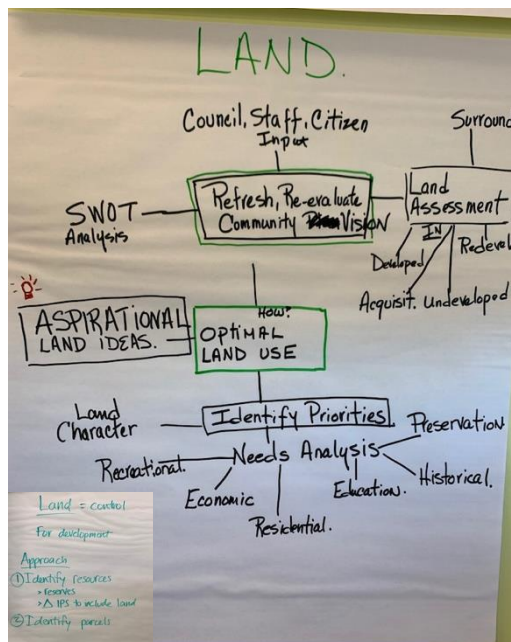
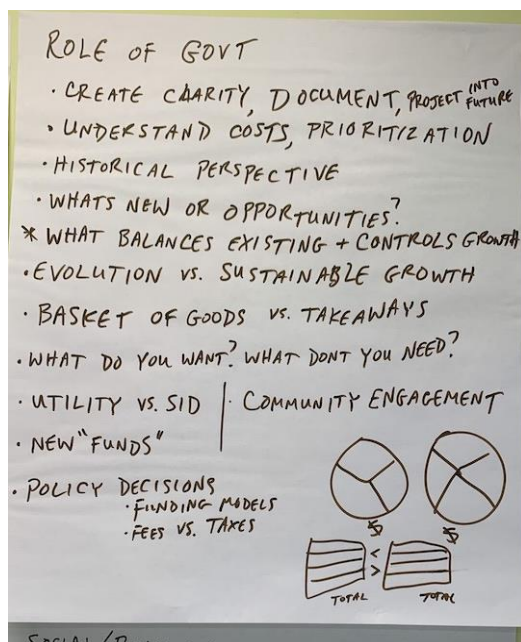
After a brief discussion and report out from each team on the topics they considered and why they selected them for consideration, the group returned to their teams with the tasks of prioritizing and then selecting one or two categories as their recommendation for exploration and potential design. Groups were tasked to select a priority and define a high-level approach on steps required to understand their topic and its implications for Dublin 2035.



### Part III – (continued)

The groups identified four primary themes for future focus. Each theme included details on an exploration approach:

Role of Gov't	Land	Housing	Education
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## Wrap-Up – Reflecting, Connecting, & Forward-Thinking

As the retreat concluded, the group considered the previous days 2007-2019 Goals Summary along with dialogue, discussion, and topical outcomes of the current day's forward-thinking exercises. Two goal-setting decisions were made: 1) Reaffirmation of the ongoing advancement of the 2019 goals; and 2) The need to establish a long-range framework to aid in the planning for Dublin 2035.

### Goal I – Reaffirmation and Continuation

With a sensitivity that capacity, clarity and focus needs to be well managed and considered before adding more goals to the plate, the group affirmed the great progress on last year's goals and then reaffirmed their criticality for focus and continued execution throughout 2020:

1. **Ensure Fiscal Strength and Sustainability.** *Execute on the recently completed 2019 Economic Development Strategy to spur growth and raise income tax revenue by 3% or more annually.*
2. **Become the Most Connected Community in the U.S.** *Continue pilots and explore partnerships and possible economic models to find viable solutions to deliver broadband access and smart city capabilities to all our businesses and residents.*
3. **Innovate and Enhance City Services Using Big Data and Better Analytics.** *Leverage 2019 investments in data platforms, new staffing, and resources to capture the economic and operational improvement opportunities now possible through data and data analytics. Ensure privacy, security, and transparency.*

### Goal II – DUBLIN 2035

As an outcome of the interaction, team dynamic, and thoughtful exploration of topics throughout the retreat, the group established direction in setting a **“Dublin 2035” annual goal**.

This 2020 goal centers on the creation and mobilization of a Dublin 2035 framework – the beginning of a meaningful movement of mindful consideration in the planning, navigating, and establishment of long-term future direction. The goal will pick-up the topics and output from this retreat (included herein) and will organize around four overarching themes:

Infrastructure	Land Use	Economics	Quality of Life
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### Next Steps – Taking Action

Cathy De Rosa took the action to integrate these decisions into the overall action plan from all retreat outcomes to help move these decisions forward. Council and staff will conduct working sessions in 2020 to advance these goals.

### Part III – the Bridge

As the day wrapped the team gathered to discuss and decide how to refer to the new bridge during the upcoming festivities. Names from residential submissions had been reviewed and two referenceable names were proposed to choose from.



#### **Part IV – A walk into the future...**

On a sunny day in late February in the City of Dublin, for the first time, City Council and City Staff left the retreat, gathered together, and took a unifying walk into the future...

