

**To:** Members of Dublin City Council

**From:** Dana L. McDaniel, City Manager

**Date:** June 22, 2020

**Initiated By:** Homer Rogers, Assistant City Manager/Chief Strategy and Innovation Officer  
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**Re:** Dublin 2035 Framework and Community Plan Update

## Summary

As part of City Council's goal setting retreat in February 2020, a new goal of "Dublin 2035 Framework" was included in addition to the previous three goals. The Dublin 2035 Framework will focus on planning for long-term future of the City of Dublin. Concurrently, staff conducted an audit of the City's current Community Plan. A summary of updates over the past six years, new updates, proposed timeframe, cost, staff capacity, and review process for each chapter was presented for Council consideration at the November 4, 2019 meeting. Since the Dublin 2035 Framework and the Community Plan update have similar intent of developing long term vision for the City of Dublin, it is a great opportunity to identify connections between both for comprehensive Citywide policies moving forward. In addition, the City has developed several strategies and participated in relevant studies that can also be the foundation for development of the Dublin 2035 Framework.

This Memo summarizes potential alignment between the Dublin 2035 Framework, Community Plan chapters, other relevant strategies and studies, and provides potential steps to undertake these initiatives. Staff has also researched a few case studies for 2035 Vision Plans for other cities and included these examples as attachments to this Memo.

## Background

### *Dublin 2035 Framework*

This 2020 Council 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 overarching themes identified for this goal include:

- Quality of Life
- Land Use
- Infrastructure
- Economics

### *Community Plan*

The current Community Plan adopted on July 1, 2013 can be found on the City's website in a digital version: <http://communityplan.dublinohiousa.gov/>. The goal of the Community Plan is to act as the overarching policy guide for the natural and built environment throughout the City. The Plan is divided into a series of topic specific chapters related to foundation, community character and environment, land use, transportation, community facilities, historic preservation,

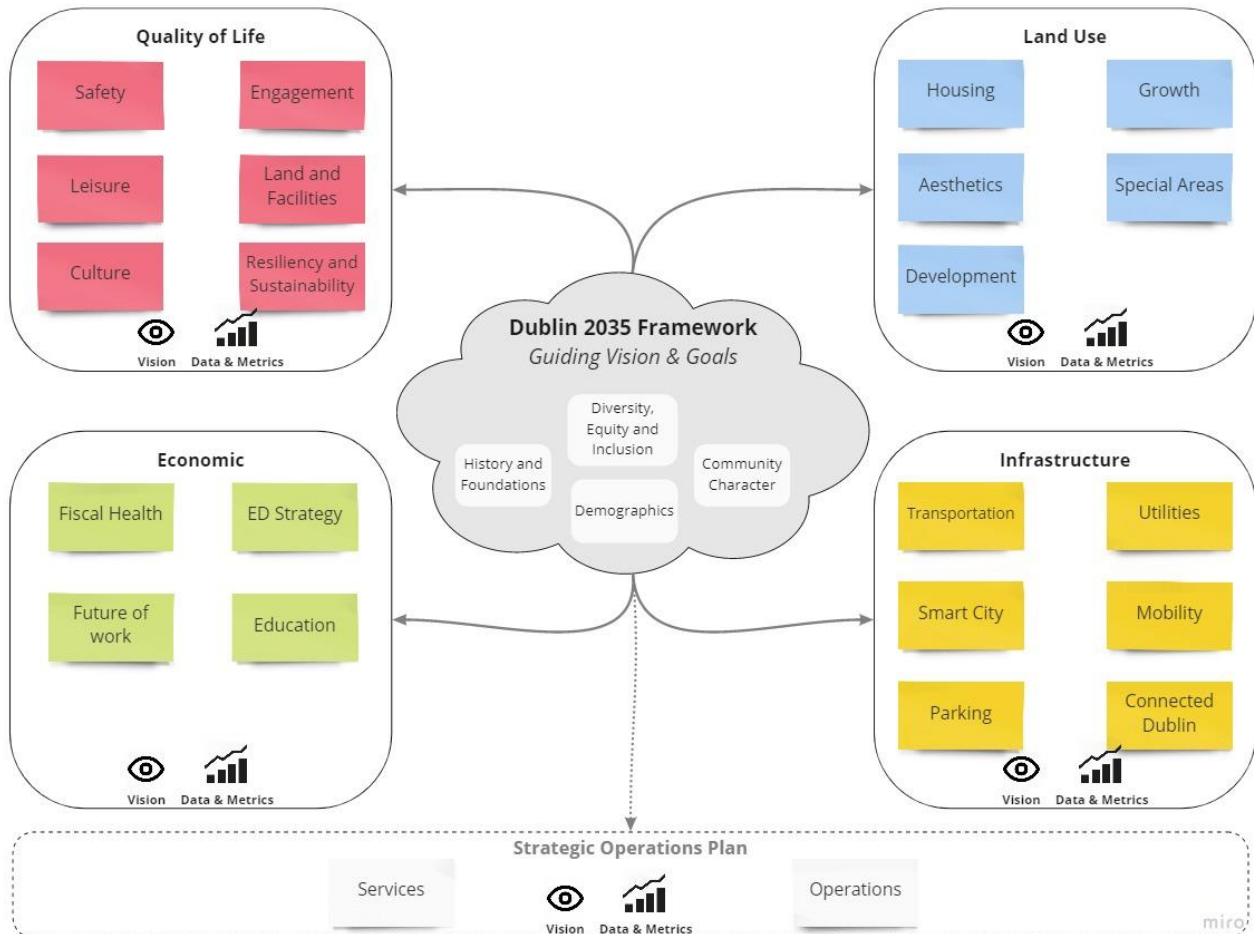
fiscal health, demographics, utilities, and implementation. Each of these chapters includes an analysis of the existing conditions and future opportunities that translate to implementation strategies. The Land Use Plan, Thoroughfare Plan, and the Special Area Plans are key components that guide decision-making regarding the appropriateness of development and infrastructure improvements.

*Other supporting strategies and studies*

The City has developed and participated in several strategies and studies that can be referenced in the Dublin 2035 Framework process in addition to the Community Plan for comprehensive vision and future planning.

**Dublin 2035, Community Plan, and other supporting Strategies and Studies**

Below is the summary of each Community Plan chapter, or group of chapters, as they relate to the identified themes of Dublin 2035. Each theme of Dublin 2035 will require a vision statement and defined elements with revised text and graphics of the Community Plan chapters, as well as a review of the existing strategies and objectives for implementation, and references to other supporting strategies and plans. In addition, every theme and chapter will have to incorporate clear measures to analyze the success of the vision and plan implementation.



<b>Dublin 2035: Guiding Vision and Principles</b>	<b>Community Plan and Other Supporting Strategies and Studies</b>
<p><b>Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Vision for 2035</li> <li>• Community Foundation</li> <li>• Diversity, Equity and Inclusion*</li> <li>• Leisure*</li> <li>• Culture*</li> <li>• Community Facilities</li> <li>• Parks and Recreation</li> <li>• Resiliency and sustainability</li> <li>• Public Engagement*</li> <li>• Safety</li> </ul>	<p><b>Community Plan Chapters</b>  <i>Chapters 1-3: Introduction, Foundations, and Community Character and Environment</i>            The first three chapters of the Plan provide an introduction the Community Plan, outlining its purpose and structure, as well as providing the building blocks to guide the vision of the community, and the defining community character and environment qualities. These introductory chapters set the foundation for the policies within the Community Plan.</p> <p><i>Chapters 6 and 7: Community Facilities and Historic Preservation</i>            Chapters 6 focus on Community Facilities including parks, recreation, and open space, schools, education, libraries, postal services, religious institutions, cemeteries, and health and human services, and Chapter 7 focus on Historic Preservation citywide.</p> <p><i>Chapter 9: Demographics</i>            The demographics chapter provides a profile of the City highlighting population, education, housing, employment data to project future needs and trends.</p> <p><b>Other Supporting Strategies and Studies</b></p> <ul style="list-style-type: none"> <li>• Parks and Recreation Master Plan</li> <li>• Sustainability Framework</li> <li>• Historic and Cultural Assessment</li> <li>• Public Safety Plan</li> </ul>
<p><b>Land Use</b></p> <ul style="list-style-type: none"> <li>• Vision for 2035</li> <li>• Building on our strengths (eg. Employment Center)</li> <li>• Framing our future (eg. Future of work*, walkable amenities, housing, integrated commercial uses)</li> <li>• Growth*</li> <li>• Aesthetics</li> </ul>	<p><b>Community Plan Chapter</b>  <i>Chapter 4: Land Use</i>            Chapter 4 focuses on all details related to the City’s land uses, including existing and future land uses, ten land use principles for development, special area plans, and future land use plan.</p> <p><b>Other Supporting Strategies and Studies</b></p> <ul style="list-style-type: none"> <li>• <i>MORPC Housing Study</i></li> <li>• <i>MORPC Insight 2050 Corridor Study</i></li> </ul>
<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Vision for 2035</li> <li>• Connected Dublin</li> <li>• Smart City*</li> <li>• Comprehensive thoroughfare plan</li> </ul>	<p><b>Community Plan Chapters</b>  <i>Chapter 5: Transportation</i>            The transportation chapter focuses on traffic movement and capacity, planning and programmed roadway improvements, roadway character, bikeway connectivity, public transportation, and the Thoroughfare Plan.</p>

<ul style="list-style-type: none"> <li>• Mobility</li> <li>• Other infrastructure</li> </ul>	<p><i>Chapter 10: Utilities</i></p> <p>The Utility chapter focuses on the existing conditions and future needs of the City’s utility system. The utility system is modeled and analyzed to understand what upgrades to the system will be needed to accommodate future growth.</p> <p><b>Other Supporting Strategies and Studies</b></p> <ul style="list-style-type: none"> <li>• Mobility Study</li> <li>• Parking Study</li> <li>• Connected Dublin</li> <li>• Smart City Pilots</li> <li>• Travel Demand Modeling</li> <li>• Traffic Studies</li> <li>• Regional studies (eg. Snouffer Rd, Sawmill Rd, I-270 Study in collaboration with City of Columbus)</li> </ul>
<p><b>Economics</b></p> <ul style="list-style-type: none"> <li>• Vision for 2035</li> <li>• Fiscal impact of the revised vision and other Council goals including broadband infrastructure</li> <li>• Future of work*</li> </ul>	<p><b>Community Plan Chapter</b></p> <p><i>Chapter 8: Fiscal Health</i></p> <p>Fiscal chapter focus on the financial conditions of the city and includes an analysis of the fiscal impact based on the proposed land use scenarios to determine whether revenues generated by new growth would be sufficient to cover the costs to the city generated by that growth.</p> <p><b>Other Supporting Strategies and Studies</b></p> <ul style="list-style-type: none"> <li>• City of Dublin Strategic Plan- Economic Development</li> </ul>
<p><b>Implementation</b></p>	<p><b>Community Plan Chapter</b></p> <p><i>Chapter 11: Implementation</i></p> <p>The final chapter focus on the implementation of the strategies and objectives outlined in each chapter. This section will need to be updated based on the modifications in the various chapters and would be the last chapter addressed with the refresh.</p>
<p><b>Strategic Operations Plan*</b></p> <p>Based on the overall vision of the Dublin 2035 Framework, strategic and operational plans can be developed to formalize the City’s operations and business units to improve organizational capability and effectiveness and implement leading-edge and innovative practices that drive performance excellence and quality improvements across all service Areas.</p>	
<p><b>Data and Measures*</b></p> <p>As part of measuring implementation, a dashboard that reinforces City’s commitment to accountability and continuous improvement can be created. Within the last decade, the organization has undergone transformational change and deliberately moving toward an open, data-driven organization focused on results will help with future planning. Tracking and reporting progress toward community goals through the Community Dashboard and other performance measurement initiatives will be more important than before. Every measure on the dashboard can have a target by which performance can be evaluated. The Dashboard can be</p>	

updated quarterly and reviewed by the City’s leadership team and Council. The purpose is to understand the performance of each outcome and determine where actions are necessary to improve results. Targets can be updated annually and finalized and published.

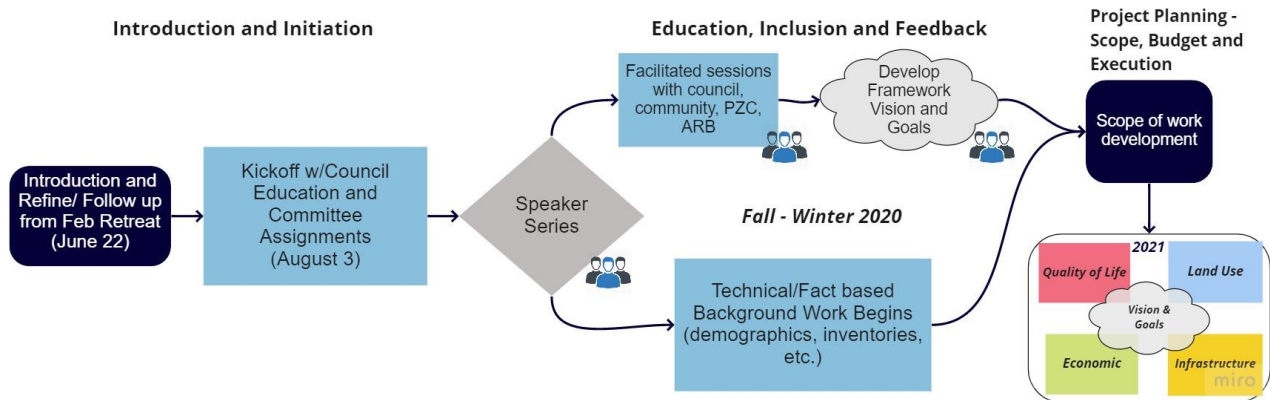
\*: These elements are not included in Community Plan or other supporting strategies and studies and will be developed during Dublin 2035 vision process.

**Dublin 2035 Framework Process**

Data gathering, education, framework development, and a public review process are important components of the Dublin 2035 Framework process. While there are multiple elements of the Dublin 2035 Framework, the process can be in motion on parallel tracks.

The Dublin 2035 Framework elements including a potential list expert speakers will be presented at the Council retreat on August 3, 2020 for Council consideration. Following Council direction, speaker series will be hosted to initiate education and involvement of the public followed by framework development and iterative review cycle in various phases. A series of City Council work sessions, as well as a series of joint work sessions with the Planning and Zoning Commission and the Architectural Review Board are anticipated for the review cycle. There would be several opportunities for public engagement and input throughout the process.

The process map below image summarizes high-level timeline and phases for this initiative.



*Budget*

Initiatives like the Dublin 2035 Framework can be a multi-million dollar multi-year process depending on the scope of the process. The current CIP and department finances have not budgeted for any amount for this initiative yet. Once Council provides guidance on general outline and goals for this initiative, staff will finalize the scope and budget as shown under “Project Planning Scope and Budget” phase and update Council accordingly.

**Recommendation**

Staff recommends that as the Dublin 2035 Framework and the Community Plan are aligned in their goals, it would be efficient to combine these as a single initiative. Staff requests City Council provide direction on the proposed approach summarized in this Memo.

**Attachments- Case Studies**

1. [Chesapeake, VA 2035 Plan](#)
2. [Philadelphia, PA 2035 Plan](#)
3. [Hamilton, OH Plan \(Comprehensive Plan with 15 year planning window\)](#)

# MOVING FORWARD: CHESAPEAKE 2035

## CHESAPEAKE 2035 OVERVIEW

In 2014, the city of Chesapeake, Virginia adopted a new comprehensive plan, "Moving Forward – Chesapeake 2035". The plan aims to serve as a blueprint to guide the City's future growth and land use. The 2035 plan serves as a reorganization and update to the City's 2026 plan to improve readability and user-friendliness, increase economic vitality references, and create a supporting technical document for key plans, studies and policies.

## PLAN ELEMENTS

"Moving Forward – Chesapeake 2035" Plan elements:

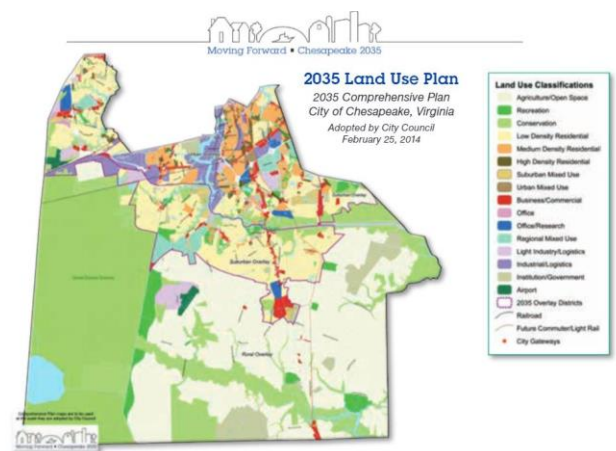
1. Plan Vision and Statement
  - a. Brief history of Chesapeake
  - b. Population and growth trends
  - c. Future development patterns
  - d. Vision statement
2. Responsible Growth Framework
  - a. Economy
  - b. Land Use
  - c. Growth Management
  - d. Natural Resources
  - e. Housing
3. Infrastructure Vision
  - a. Transportation
  - b. Water and Sewer
  - c. Solid Waste Management
  - d. Stormwater Management
  - e. Franchise Utilities – Power and Communications
4. Quality of Life
  - a. Design
  - b. Education
  - c. Public Facilities and Services
  - d. Parks and Recreation
  - e. Historic Resources
  - f. Cultural Facilities

## PUBLIC ENGAGEMENT

Public engagement was broken into three phases – each phase allowed opportunities for citizen participation. The City's Planning Department also called on the participation of businesses and development representatives, special interests, government officials, department heads, and staff of other nearby jurisdictions or government agencies that would affect the physical development of the City.

## PUBLIC ENGAGEMENT PHASES

1. Citizen/community input
  - a. Planning Staff held six community meetings throughout the City and created a dedicated web page for citizen input.
2. Development of the 2035 Plan
  - a. Using input received in Phase 1, Planning Staff began the development of the 2035 Comprehensive Plan Update policy document, the 2035 Land Use Plan, and the 2050 Transportation Plan.
  - b. Planning Staff held 10 informal community meetings throughout the City during this step of the process.
3. Presentation of the Plan to Planning Commission and City Council





## PHILADELPHIA 2035 OVERVIEW

In 2010, the city of Philadelphia began working on *Philadelphia2035*, a multi-year comprehensive planning effort led by the Philadelphia City Planning Commission (PCPC). In 2011, the *Citywide Vision*, a broad yet detailed long-range aspirational plan for the future was adopted. Since 2011, the PCPC has continued to work on a number of area plans, tailored to the needs of those specific communities.

## PLAN ELEMENTS

"Philadelphia 2035" plan elements:

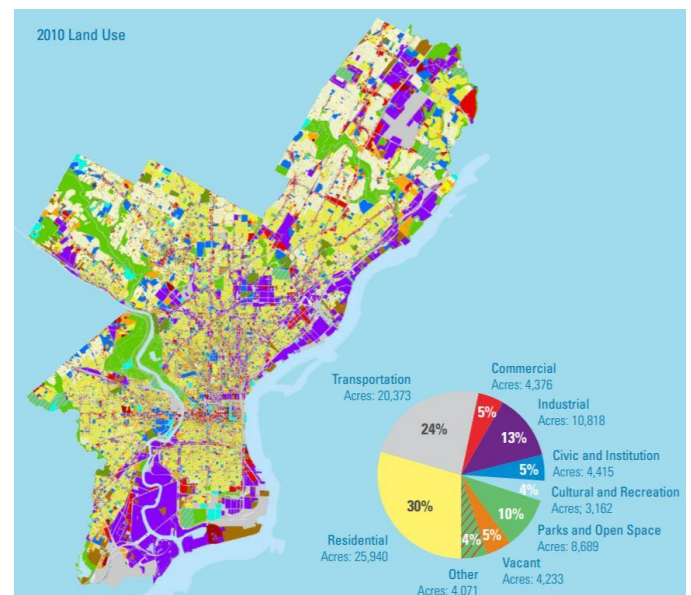
1. Citywide Vision
  - a. Defining context
  - b. City strengths
  - c. Framing the future
    - i. Thrive – Neighborhoods, Economic Development, Land Management
    - ii. Connect – Transportation, Utilities
    - iii. Renew – Open Space, Environmental Resources, Historic Preservation, Public Realm
  - d. Making it happen
2. District Plans focus in on specific needs for their neighborhoods. This can vary significantly depending on what area of the city you live in. Each District Plan has the following elements:
  - a. Neighborhood context and history
  - b. Existing land use and zoning
  - c. Focus areas
  - d. Recommendations
    - i. Thrive, Connect, Renew
  - e. Implementation
    - i. Short term
    - ii. Long term
  - f. Appendix

## PUBLIC ENGAGEMENT

Citizens, community leaders, and elected officials guide the priorities outlined in *Philadelphia2035*. Each plan includes at least three community meetings. PCPC designed the meetings to enable ordinary citizens to join the planning process.

In addition to community meetings, there are numerous Steering Committee meetings as well as several presentations to the Philadelphia City Planning Commission.

In order to maintain a consistent engagement process, the PCPC utilizes the same public engagement tools for each district plan. When the PCPC completes all 18 district plans, the public engagement process will be analyzed and revised for future planning efforts.





## PLAN HAMILTON OVERVIEW

In 2019, the city of Hamilton, Ohio adopted a new comprehensive plan, "Plan Hamilton – A Generational Roadmap for Our City". The plan aims to serve as a guide to the City's future growth for the next 15 years.

## PLAN ELEMENTS

"Plan Hamilton – A Generational Roadmap for Our City"  
Plan elements:

1. Priorities
  - a. Grow businesses and jobs
  - b. Improve local connections
  - c. Connect Hamilton to the region
  - d. Enhance well-being for residents and neighborhoods
  - e. Encourage development and redevelopment
  
2. Policy Topics
  - a. Residents, housing and neighborhoods
  - b. Cooperation and collaboration
  - c. Music, arts and culture
  - d. Utilities
  - e. Parks, recreation and open space
  - f. Economic development
  - g. Land use and development
  - h. Mobility

## PUBLIC ENGAGEMENT

City staff and volunteers put fliers up throughout all of Hamilton's neighborhoods, utilized the school district and other community networks to connect with people via email, ensured there was coverage in local news outlets, and used the City's weekly e-newsletter and social media to communicate.

A Policy Committee comprised of 23 community leaders was created. The committee included representatives from City Council, residents, business leaders, community organizations, Butler

County, non-profit organizations, and community members who came together to provide input and general feedback on the broadest policy recommendations of the plan.

## PUBLIC ENGAGEMENT TOOLS

1. Focus Group
  - a. 104 participants helped refine original 9 topics down to 8
2. Online Surveys
  - a. 13 online surveys were utilized to gather feedback
3. Public Meetings and Workshops
  - a. Over 250 people attended 6 public meetings and a workshop
4. Website
  - a. Dedicated website for Planning updates

