



To: Members of Dublin City Council

From: Dana L. McDaniel, City Manager

Date: December 29, 2020

Initiated By: Homer Rogers, Assistant City Manager/Chief Strategy and Innovation Officer
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Re: Dublin 2035 Framework Work Session Follow-up and Next Steps

Summary

A first work session to initiate the Dublin 2035 Framework was held on November 2, 2020. City Council and staff members participated in the interactive virtual session. This Memo summarizes the Guiding Principles developed during the work session, proposed process, and timeline for Council's consideration.

Background

The addition of the Dublin 2035 Framework to City Council's 2020 goal centers on the creation and meaningful movement of mindful consideration in the planning, navigating, and establishment of long-term direction for the community. The overarching themes identified for this goal include: Quality of Life, Land Use, Infrastructure, and Economics. The current Community Plan adopted on July 1, 2013 lays a foundation for the work of the Dublin 2035 Framework and the intent of this process is not to reinvent the Community Plan but to:

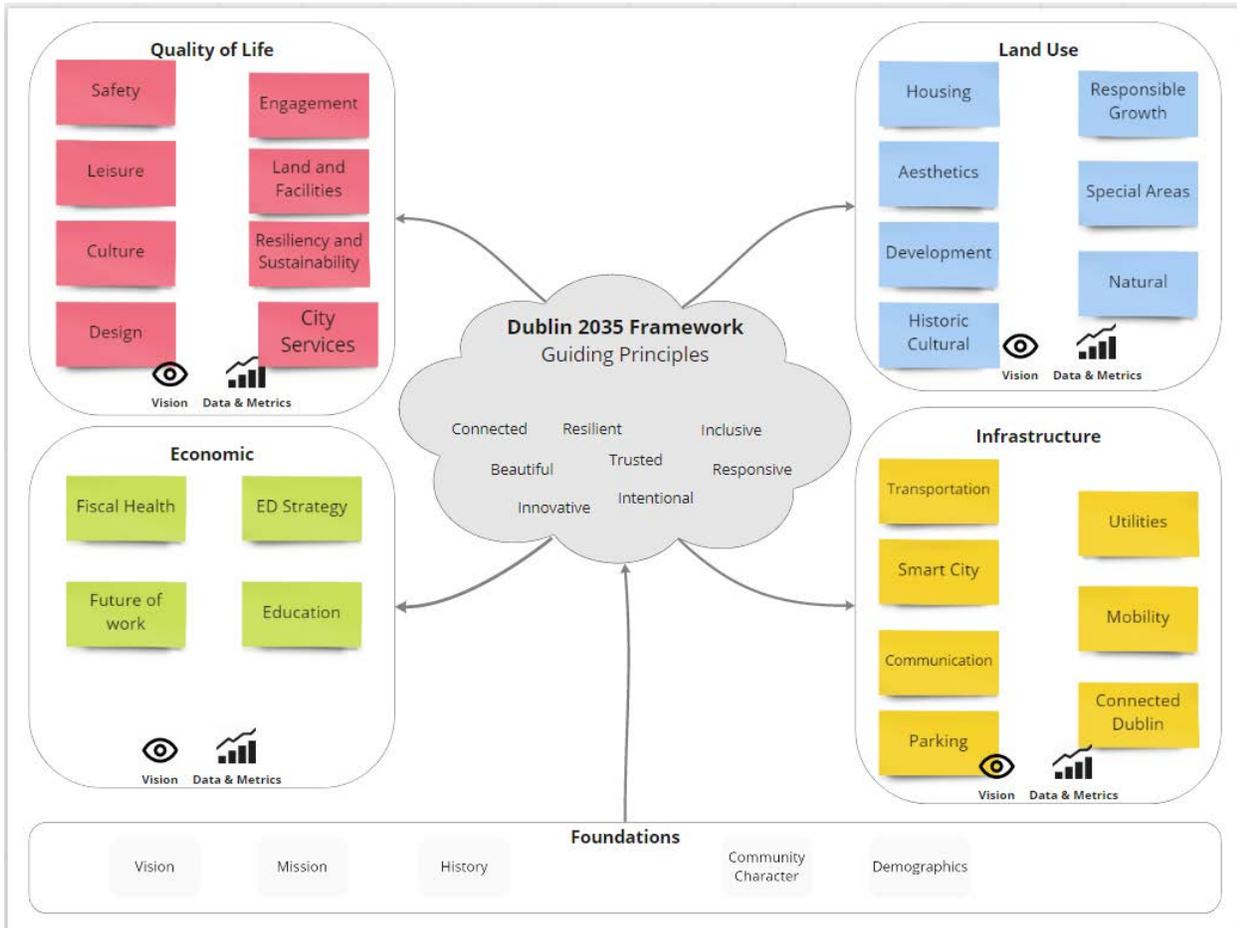
- Modernize and update the existing structure of the current Plan to make it precise, usable/actionable, and measurable
- Reorganize Plan to match Framework (chapters to themes)
- Update Facts (Demographics, existing land use)
- Update Elements (referencing Guiding Principles, Building Blocks, Themes' visionary aspirations)
- Fill in gaps (i.e. mobility)
- Add metrics/performance indicators

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 Framework

Based on the previous discussions at the City Council retreat in February 2020, the elements identified from the WorldCity 2020 speakers, and benchmarking with other municipalities community plans, the following structure is proposed for the Dublin 2035 Framework. The cloud in the center represents the "Guiding Principles" for this initiative as a first step of the strategic planning process. Several of the elements under each theme are already part of the Community Plan and will be updated to reflect the changed conditions.



Work Session Discussion on November 2, 2020

Any strategic planning process begins with defining Vision, Mission, and Guiding Principles. The City's Vision and Mission have been updated since the 2013 Community Plan.

Vision

A global city of choice. Vibrant. Innovative. Engaged.

Mission

We are and always have been a proud local democracy. In our service, we strive to provide the best quality of life and environment in which our residents and business can thrive. We seek to ally our proud traditions with the best innovations of the future.

DRAFT Guiding Principles

The first work session for the Dublin 2035 Framework focused on developing the Guiding Principles as a first step for the strategic planning process. Guiding Principles are overarching, action-oriented statements that provide the grounding for an organization regardless of specific changes around it. They are typically phrased as a value with associated behaviors. The Guiding Principles will act as a wider lens to look through when evaluating the Themes, Elements, Objectives, Measures, and Strategies.

An exercise called "Describe Dublin" was held in which participants were asked to complete this statement "Dublin is successful because it is a _____ City." Participants shared their words which

served as the basis for the development the Guiding Principles.



Below is the first iteration of the Guiding Principles. You will find the value (and its synonyms) in the left column and the associated behaviors in the right column. This is intended to be a “working” draft to be put to use by the various working groups and can be updated/modified as needed.

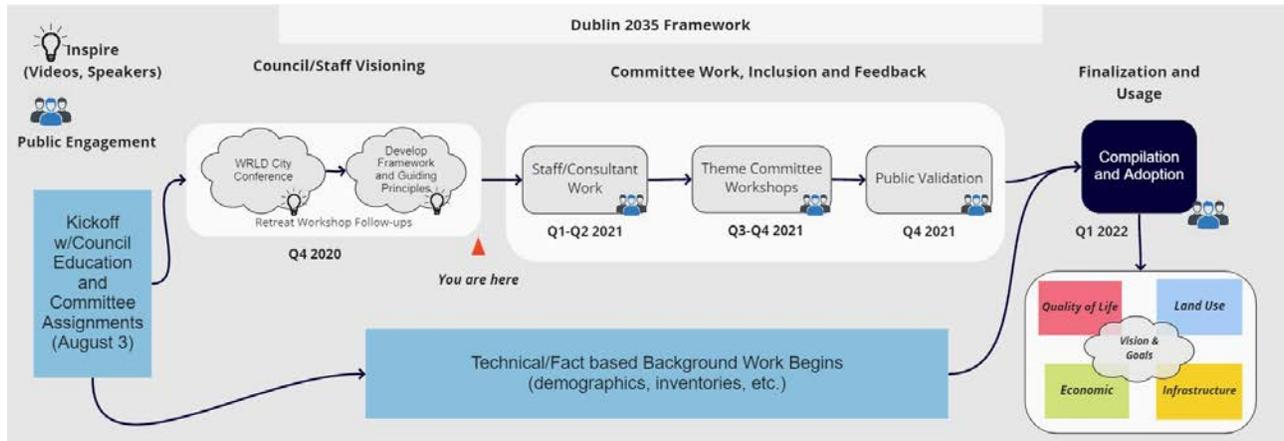
Guiding Principles

Principle Name	Action
<p>Beautiful</p> <p><i>(Vibrant, Unique, Authentic, Well-Maintained, Designed for People, Intentional Design)</i></p>	consider aesthetics and character as hallmarks of our community
<p>Connected</p> <p><i>(Broadband, Virtual Presence, Neighborhoods, Mobility, Multi-channel)</i></p>	connect people and places physically and virtually
<p>Inclusive</p> <p><i>(Engaged, Transparent, Conscientious, Participatory, Diverse, Equitable)</i></p>	ensure fairness, dignity and respect for all people
<p>Innovative</p> <p><i>(Bold, Visionary, Aspirational, Progressive, Forward Thinking, Opportunistic)</i></p>	courageous and exploratory, refusing to accept the status quo
<p>Intentional</p> <p><i>(Strategic, Well Planned, Astute, Steadfast)</i></p>	purpose driven in planning, designing and executing our goals
<p>Resilient</p> <p><i>(Steadfast, Stable, Sustainable, Enduring)</i></p>	prepared to absorb, withstand and recover from challenges as a stronger community
<p>Responsive</p> <p><i>(Flexible, Adaptable, Agile)</i></p>	adapt to changing future conditions
<p>Trusted</p> <p><i>(Engaged, Participatory, Transparent, Measurable, Fiscally Responsible)</i></p>	practice stewardship, build and maintain strong bonds of trust

Recommended Dublin 2035 Framework Process

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

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



The anticipated process for the detailed work for the Themes will be an iterative process of Analyzing-Visioning-Recommending-Validating. The Committees, with representatives from Council, Boards and Commissions, and Staff, will be formed to develop recommendations, goals, objectives, and metrics for each Theme. Staff recommends aligning these Themes to Council's Committee structure (Theme Committees referenced below) and schedule, which will include Board and Commission members and public engagement as reflected in the graphic above. Staff is also exploring possibilities to engage with ESRI, MORPC, and planning firm/s to assist with the envisioned deliverable and regional collaboration. Staff recommends the following process and tentative timeline for the Dublin 2035 Framework development.

First Quarter 2021

An extended Council workshop and visioning session to provide a high-level overview of the Community Plan relevant to the Themes and to gather Council input on key considerations and priorities for the Theme Committees.

First and Second Quarters 2021

Staff and consultant work to analyze the Theme elements, existing conditions, identify gaps in the Community plan, and develop key items for consideration and discussion, based on Council input, for the Theme Committees.

Third and Fourth Quarters 2021

The Theme Committees will develop a set of recommendations, goals, objectives, and metrics based on the analysis through surveys and a series of virtual or in-person facilitated workshops. Public input will be solicited.

Fourth Quarter 2021

The recommendations developed by the Theme Committees will be validated with the public through surveys and facilitated sessions.

First Quarter 2022
Compilation and adoption of the Dublin 2035 Framework.

Recommendation

Staff requests City Council provide direction on the recommended process and Guiding Principles included in this Memo in order to prepare for Council retreat and aligning work schedules for each of the Theme Committees.