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City of Dublin

Memo

To:	Committee Members
From:	Dana L. McDaniel, City Manager
Date:	April 29, 2021
Initiated By:	Homer Rogers, Assistant City Manager/Chief Strategy and Innovation Officer
	Jennifer M. Rauch, AICP, Director of Planning
	Tammy Noble, Senior Planner
	Brandon Brown, Director of Performance Analytics
Re:	Dublin 2035 Framework – Milestone 1, Meeting Two

Summary

Each Council committee has completed their initial theme work and generated several dozen big ideas that are detailed in the initial attached list. Each idea has a simple statement and description to help shape their intent; however, these are not finalized ideas. Additional ideas may be added, revised, or elevated based on the committee discussions and insight from experts or the public. These will be developed to inspire excitement around each big idea within the formatted Dublin 2035 Framework.

Meeting Two Focus

The focus of the next discussion is to establish context for the list of initial ideas and their intent by answering the following three questions:

1. Which initial ideas do you think should be elevated for the Dublin 2035 Framework?

2. Why are these elevated ideas expected to lead to a more successful Dublin in 2035?

3. As you continue to consider big ideas for Dublin 2035, what kind of community will be created? What will Dublin be like with the implementation of big ideas?

In preparation for our next meeting, we would like participants to review the attached materials and come prepared to discuss an idea in greater detail.

Participants can share thoughts for strengthening the initial ideas with any of our project coordinators (Jenny, Tammy, Brandon, & Homer) prior to the meeting. This can include additional details, images, videos, examples, or other supporting information that enhances the intent behind the idea. Please share these through one of the four ways listed below:

› **Email the project coordinators.** Share larger files or detailed links through an email to any of the project coordinators and they will make sure it gets included.

› **Leave a comment on the initial ideas outline.** Make comments to the initial ideas outline – LINK HERE – from revising the intent to adding examples or resources to consider.

› **Share hard copies with the project coordinators.** Maybe you already have printed materials or found a great example in a book, feel free to send copies of them to any of the project coordinators.

› **Share during our next committee discussion.** You do not need to share your screen, feel free to hold up a paper copy or share as a comment at our next meeting.

We are looking forward to continuing our discussion on the Dublin 2035 Framework and further developing the initial big ideas.

BIG IDEAS: THEME RELATIONSHIP MATRIX

The following represents the initial list of "big ideas" identified by committee members during the first Milestone 1: Initial Big Ideas discussions. This list organizes each distinct idea by the source committee, ideas shared by multiple committees, and the relationship of the idea to the four Dublin 2035 Framework themes. Both primary and secondary themes are identified for each. This list is a working set that will be reviewed, refined, and prioritized by the Council Committees.

LEGEND
- ● PRIMARY
- ◐ SECONDARY
- ♻ RECURRING IDEA

Legend note: In the table below — P = Primary, S = Secondary. The "Shared" column lists recurring-idea icons; the color code for recurring committees is: (QL)=Quality of Life, (LU)=Land Use, (IN)=Infrastructure, (EC)=Economics.

QUALITY OF LIFE (QL) SHARED BY THE ADMINISTRATIVE COMMITTEE

Idea	Also Shared By	Quality of Life	Land Use	Infra.	Economics
QL.1 A cultural civic center for engaging and celebrating the diversity of Dublin.		P	S		S
QL.2 A "smart campus" supporting learning opportunities for all generations.	♻(LU)	P			P
QL.3 Dublin is a shining example of diversity, equity, and inclusion*.		P			S
QL.4 City services offered as both in-person and digital experiences.	♻(EC)	P		S	S
QL.5 A leadership institution to prepare citizens for becoming the leaders of tomorrow.		P			S
QL.6 A regional partnership / complex for supporting community sport services.	♻(EC) ♻(LU)	P	S		
QL.7 A "mini" mass-transit system accessible to the entire community.	♻(EC) ♻(LU)	P		P	
QL.8 Safest and most welcoming city through procedural just practices*.		P			S
QL.9 Infrastructure capable of converting half of all Dublin's vehicles to electric.	♻(LU)	P		P	
QL.10 A "pedestrian only" district in the City.		P	S	S	
QL.11 Dublin is a robustly multi-lingual community.		P		S	
QL.12 A nonautomotive "super greenway" traversing the entire City.	♻(LU)	P	S	S	
QL.13 Housing options for all income levels and lifestyles*.	♻(IN) ♻(EC) ♻(LU)	P	P		S
QL.14 A city health and social services department.		P		S	S

INFRASTRUCTURE (IN) SHARED BY THE PUBLIC SERVICES COMMITTEE

Idea	Also Shared By	Quality of Life	Land Use	Infra.	Economics
IN.1 Designated, protected bicycle lanes along every major roadway.		S		P	
IN.2 An investment fund for proactively maintaining Dublin's greenways.		S	S		
IN.3 A platform leveraging laser / lidar scanning to analyze infrastructure needs.				P	S
IN.4 An interface analyzing resident requests / services to project future demand.		P		S	
IN.5 A resident ID card connecting personal information to city services.		S		P	S
IN.6 A high-speed, multi-modal mobility terminal.			S	P	S
IN.7 Infrastructure funding for smart city monitoring.			S	P	
IN.8 A "natural" wildlife bridge crossing.			S	P	
IN.9 A sustainable energy, self-sufficient city.	♻(LU)	S		P	S
IN.10 A living / learning lab to pilot emerging technologies in the community.	♻(EC)			P	S
IN.11 "Mini cities" in key locations throughout Dublin.	♻(QL) ♻(EC) ♻(LU)	S	S	P	S
IN.12 All public gathering spaces to invoke social interaction.		P	S		
IN.13 Interactive digital events in public gathering spaces.	♻(EC)	S	S	P	

ECONOMICS (EC) SHARED BY THE FINANCE COMMITTEE

Idea	Also Shared By	Quality of Life	Land Use	Infra.	Economics
EC.1 An Economic Toolkit supporting investment and revitalization.			S		P
EC.2 Dublin is a complete community of services.	♻(QL)	P			S
EC.3 An evolved economic model for the City's future*.	♻(LU)	S			P
EC.4 A diverse industry and employment portfolio.		S			P

LAND USE (LU) SHARED BY THE COMMUNITY DEVELOPMENT COMMITTEE

Idea	Also Shared By	Quality of Life	Land Use	Infra.	Economics
LU.1 Achieve a Gold Status with the Bicycle Friendly Community program.	♻(IN)	P	S	S	
LU.2 A sustainability strategy for land development and conservation.	♻(QL) ♻(IN)	S	P		
LU.3 A land aquisition and annexation growth tactic.			P		S
LU.4 City services delivered through leveraging drone technology.		S		P	
LU.5 A marketability approach for office building investment and reuse.	♻(EC)		S		S
LU.6 Dublin's history shared through augmented reality experiences.	♻(QL) ♻(IN)	S	S	P	
LU.7 Dublin is a Blue Zone City.		P	S	S	
LU.8 A new tax structure supporting local land development*.	♻(EC)	S	S		P

* Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

DUBLIN 2035 FRAMEWORK

Initial Big Ideas Outline

Dublin 2035 Framework   **DRAFT 4/28/2021**

The following represents the initial list of big ideas identified by the committee members during the first Milestone 1: Initial Big Ideas discussions. This list organizes each distinct idea by the source committee who shared the transformative action. Each idea is provided a unique ID based on its source committee but may have a stronger relationship to another Dublin 2035 Framework theme. Primary and secondary themes are identified on the Theme Relationship Matrix. This document is organized into the following sections:

Each big idea is structured to include a descriptive statement, intent statements outlining the purpose, and examples or models that illustrate the big idea. This list serves as a working set of big ideas that will be reviewed, refined, and prioritized by the Council Committees.

Several of the initial ideas shared do not currently meet the definition of a *big idea* as "a creative and unique action (project, policy, or program) that has a lasting and transformative impact". With additional insight from the Council Committees, these ideas can develop into a specific action within the Dublin 2035 Framework. These ideas are identified with an ***** symbol.

A. Quality of Life (QL)

The following are the initial big ideas shared during the Quality of Life discussion. This list has been updated based on the committee discussion to remove duplicate ideas.

QL.1 A cultural civic center for engaging and celebrating the diversity of Dublin.

Intent	Examples / Resources
• Define a specific center for providing citizen and social services to the community. • Celebrate the diversity of Dublin's community by honoring each culture and educating the community on their heritage, customs, and background. • Offer unique city services, programming, and initiatives for welcoming and engaging each cultural population to the city. • Memorialize the city through a unified brand, "Dublin is the city of music, culture, and leisure".	• TBD

QL.2 A "smart campus" supporting learning opportunities for all generations.

Intent	Examples / Resources
• Partner with institutions such as Ohio University and Columbus State to extend educational options to the community. • Identify educational gaps for residents and workers to focus efforts for expanding educational services or resources. • Establish specific funding opportunities for education that promote initiating and maintaining new programs in the community. • Leverage coeducating spaces for virtual learning opportunities in the West Innovation District (WID).	• TBD

QL.3 Dublin is a shining example of diversity, equity, and inclusion*.

Intent	Examples / Resources
• Integrate diversity, equity, and inclusion practices into all city services. • Embrace the City's diversity and celebrate the distinct cultures that are welcomed into the community. • Ensure residents feel represented in the community through new initiatives and programs.	• TBD

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

QL.4 City services offered as both in-person and digital experiences.

Intent	Examples / Resources
• Focus on offering services through creative digital means including virtual programming, esports, etc. • Create a central source for learning and sharing Dublin's history along with the community vision for the future. • Offer opportunities to educate and engage residents through virtual channels and inform them of upcoming in-person events. • Identify methods for integrating the technological infrastructure to support all digital city services.	• TBD

QL.5 A leadership institution to prepare citizens for becoming the leaders of tomorrow.

Intent	Examples / Resources
• Develop a comprehensive leadership curriculum to engage residents in becoming leaders in the community. • Support initial training and ongoing networking for continuous leadership development. • Provide resources to aid future leaders in transitioning into and out of leadership roles in the community. • Leverage existing assets and programs such as the Leadership Dublin program.	• TBD

QL.6 A regional partnership / complex for supporting community sport services.

Intent	Examples / Resources
• Consolidate park services and amenities into a central location for the region encompassing all sport field types. • Coordinate funding, maintenance, and growth with partner communities around Dublin. • Ensure high levels of park services for the region by distributing opportunities and responsibility to neighboring communities.	• Grand Park (Westfield, Indiana) - Video Overview

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

QL.7 A "mini" mass-transit system accessible to the entire community.

Intent	Examples / Resources
• Establish a mass-transit system for the City which leverages a variety of travel options ("short-term" rental, improve bikepath connectivity, autonomous vehicles, etc.) • Improve connections between major destinations, residential neighborhoods, and existing public transit options. • Encourage transportation hubs adjacent to neighborhoods to connect multi-modal transportation and focus infrastructure investment. • Ensure all districts (neighborhoods, employment, entertainment, etc.) are connected to the mobility network.	• TBD

QL.8 Safest and most welcoming city through procedural just practices*.

Intent	Examples / Resources
• Emphasize the city's approach to building a trusting relationship between residents and city officials. • Introduce innovative methods around procedural justice for the city's court system. • Identify opportunities to further strengthen the relationship between local authorities and the community.	• TBD

QL.9 Infrastructure capable of converting half of all Dublin's vehicles to electric.

Intent	Examples / Resources
• Install infrastructure to support electric vehicles as the primary mode of personal transportation (charging stations, designated parking, etc.). • Support initiatives to convert existing vehicles to electric models through public/private partnerships and programs. • Lead by example through improving and updating the city fleet to alternative models (natural gas, electric, etc.).	• TBD

QL.10 A "pedestrian only" district in the City.

Intent	Examples / Resources
• Define a unique district in the community available only to pedestrian movement and access. • Provide public gathering spaces, shared amenities, and improved streetscape elements to liven the district. • Encourage connectivity to citywide or regional pedestrian networks such as trails, greenways, or other similar systems.	• East 4th Street (Cleveland, Ohio) - [Website Overview](#)

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

QL.11 Dublin is a robustly multi-lingual community.

Intent	Examples / Resources
• Ensure the city is welcoming to the diversity of languages spoken throughout Dublin. • Align wayfinding, city services, and communications to include multi-lingual options as common practice. • Offer educational opportunities on cultural practices and communication styles.	• TBD

QL.12 A nonautomotive "super greenway" traversing the entire City.

Intent	Examples / Resources
• Connect the City with a designated greenway supporting alternative transportation. • Focus on nonautomotive transportation types (bike, walking / running, autonomous vehicles, etc.). • Extends between all major destinations such as Coffman Park, Rings / Frantz Intersection, Bridge Park, to Sawmill Road.	• [Aspirational Images](#)

QL.13 Housing options for all income levels and lifestyles*.

Intent	Examples / Resources
• Permit a variety of housing types including shared housing, nanny-flats / mother-in-law suites, etc. • Ensure housing options are available for all lifestyles and income levels in the community to promote aging in place. • Understand the housing market needs to target specific residential opportunities for the city. • Streamline development review processes to stimulate residential development.	• TBD

QL.14 A city health and social services department.

Intent	Examples / Resources
• Empower staff to assist with health and wellness, fitness, mental health, community outreach, and education specific to Dublin residents. • Collaborate with local partners including Franklin County Public Health (FCPH) to provide social services and resources to the community. • Leads, organizes, and funds quality of life initiatives for Dublin. • Community representative for connecting residents to specific quality of life services offered through the city.	• TBD

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

B. Infrastructure (IN)

The following are the initial big ideas shared during the Infrastructure discussion. This list has been updated based on the committee discussion to remove duplicate ideas.

IN.1 Designated, protected bicycle lanes along every major roadway.

Intent	Examples / Resources
- Define specific portions of all major roads as protected bikepaths, usable only by pedestrians and cyclists. - Connect all major destinations in the community to the bikepath network, combination of bike lands and trails. - Reduce dependence on personal vehicles for transportation throughout the city and encourage access to bike rentals (Lime bike, CoGo, etc.).	• TBD

IN.2 An investment fund for proactively maintaining Dublin's greenways.

Intent	Examples / Resources
- Ensure that natural open spaces and greenways are preserved for future generations through appropriate maintenance. - Provide sufficient funding to replace and enhance community green spaces before vegetation is overgrown or declining. - Preserve the greenway network as a major component of the City's identity and character.	• TBD

IN.3 A platform leveraging laser / lidar scanning to analyze infrastructure needs.

Intent	Examples / Resources
- Use laser / lidar scanning of the city with AI to determine proactively where infrastructure is deteriorating. - Analyze existing infrastructure to project future demand on roadways, bridges, utilities, etc. for focused improvement. - Conduct annual reviews to ensure proper maintenance of all networks and systems in the community.	• TBD

*Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

IN.4 An interface analyzing resident requests / services to project future demand.

Intent	Examples / Resources
• Use technology to database previous resident / neighborhood requests and project potential service needs in the future. • Proactively identify areas to promote city services by closely monitoring current and historical citizen requests. • Develop method for refining analysis and projections to maintain the City's current high levels of service.	• TBD

IN.5 A resident ID card connecting personal information to city services.

Intent	Examples / Resources
• Establish a unique card / app that document key information about residents in the city to help provide services. • Gather information regarding community interests, neighborhood, background, or other similar details residents are willing to share. • Leverage partnerships in the community to operate and protect resident information stored in the City's database.	• DigiTel Resident Card (City of Tel Aviv, Israel) - Website Overview.

IN.6 A high-speed, multi-modal mobility terminal.

Intent	Examples / Resources
• Establish a hub for high-speed mobility connecting Dublin to the region and mega-region. • Connects several options for local and regional mobility including Amtrak service, Hyperloop, autonomous vehicles, and Urban Air Mobility (UAM) options. • Integrates into the local transportation system while offering accessible connectivity to high-speed travel.	• Mobility Terminals - Article Overview • Aspirational Images

IN.7 Infrastructure funding for smart city monitoring.

Intent	Examples / Resources
• Invest in supporting infrastructure for smart city initiatives such as traffic safety, monitoring, or other similar technology. • Focus on connecting important infrastructure to technological analysis to understand maintenance needs and future system demand. • Promote safety initiatives and improvements based on analysis conducted using smart city technology.	• TBD

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

IN.8 A "natural" wildlife bridge crossing.

Intent	Examples / Resources
• Construct a bridge over US 33 or I-270 for use by wildlife as part of the overall greenway network. • Encourage safe crossings by using landscape to direct animals towards a specific connection away from major thoroughfares. • Connect the bridge to the City's greenway network offering bike paths or natural walking paths for use by the community.	• Robert Tobin Land Bridge (San Antonio, Texas) - Article Overview.

IN.9 A sustainable energy, self-sufficient city.

Intent	Examples / Resources
• Utilize existing infrastructure to generate sustainable energy for use by city services and departments. • Incorporate funding and improvements with alternative energy options to make Dublin more sustainable. • Ensure sustainability infrastructure is included in all City projects going forward and that sustainability remains a priority for future investments.	• TBD

IN.10 A living / learning lab to pilot emerging technologies in the community.

Intent	Examples / Resources
• Establish a place dedicated to identifying and testing unique pilot projects in the community. • Leverage local institutional partners to educate and inspire exploring new technology to improve everyday life. • Align city services and investments to implement successful pilot projects in neighborhoods or districts.	• TBD

IN.11 "Mini cities" in key locations throughout Dublin.

Intent	Examples / Resources
• Initiate development opportunities to create additional mixed-use, walkable districts in Dublin (similar to Bridge Park character). • Focus investment on potential districts such as the OCLC or Ohio University campuses to offer different types of experiences. • Leverage Bridge Park progress to enhance areas of the community while offering unique experiences. • Provide mobility connections between development nodes for a variety of transportation options.	• Circular Cities Example • Aspirational Images

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

IN.12 All public gathering spaces to invoke social interaction.

Intent	Examples / Resources
• Improve public spaces with additional amenities, features, and experiences that create a welcoming atmosphere. • Integrate methods for people to interact with their surroundings through a balance of natural and digital experiences. • Design ways for residents to take ownership of public spaces and feel represented in the community. • Make public gathering spaces accessible to all neighborhoods and districts.	• TBD

IN.13 Interactive digital events in public gathering spaces.

Intent	Examples / Resources
• Highlight distinct features of the built and natural environment through digital events and interactions. • Share the story of Dublin through digital story telling across the community (scheduled events in public spaces). • Develop engaging elements for pedestrians that encourage residents and visitors to explore portions of the community.	• Moment Factory - Night Walk Demo

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

C. Economics (EC)

The following are the initial big ideas shared during the Economics discussion. This list has been updated based on the committee discussion to remove duplicate ideas.

EC.1 An Economic Toolkit supporting investment and revitalization.

Intent	Examples / Resources
• Leverage existing economic development incentives to stimulate additional investment. • Educate investors on the opportunities available to supplement private investment in revitalizing specific areas of Dublin. • Focus economic development toward specific nodes such as Historic Dublin and Rings/Frantz Intersection.	• TBD

EC.2 Dublin is a complete community of services.

Intent	Examples / Resources
• Identify amenities and services not currently provided within the city limits for strategic focus. • Position development opportunities to support amenity and service growth from local services to regional destinations. • Encourage unique amenities such as performing arts center, regional sports complex, and other similar recreation and entertainment venues.	• TBD

EC.3 An evolved economic model for the City's future*.

Intent	Examples / Resources
• Respond to the future needs of revenue streams such as shifting tax collections from traditional sources. • Encourage creative models for increasing city revenue and support their implementation through strategic piloting of economic initiatives. • Engage with the business community to understand transition of their workforce from pandemic to post-pandemic conditions (full return to offices, work from home, hybrid models). • Understand the potential balance of impacts from instituting or pursuing new revenue streams (weigh the pros and cons).	• TBD

*Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

EC.4 A diverse industry and employment portfolio.

Intent	Examples / Resources
• Address changing employment trends to maximize use or repurposing of traditional office parks and complexes. • Balance "work from home" industries with "in-person" formats to respond to shifting workforce models. • Leverage regional partnerships like US-33 Corridor to attract unique industries such as R&D and light manufacturing.	• TBD

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

D. Land Use (LU)

The following are the initial big ideas shared during the Land Use discussion. This list has been updated based on the committee discussion to remove duplicate ideas.

LU.1 A Gold Status with the Bicycle Friendly Community program.

Intent	Examples / Resources
• Complete "missing links" in the existing bicycle trail network. • Develop strategy for extending and expanding the network to major destinations across the city. • Provide additional educational resources supporting bicycling. • Invest in infrastructure to allow for safe and efficient travel using trails and bike paths.	• [Program Overview](#)

LU.2 A sustainability strategy for land development and conservation.

Intent	Examples / Resources
• Establish policies and tactics that encourage sustainable practices in new development and redevelopment. • Reclaim underutilized, developed areas for conservation or sustainable energy opportunities. • Identify investments in sustainable energy such as solar installations in strategic locations. • Ensure appropriate regulations for natural resource protections specific to blueway corridors, soil preservation, and other natural features.	• The Hometown of Tomorrow (Babcock Ranch, Florida) – [Website Overview](#)

LU.3 A land acquisition and annexation growth tactic.

Intent	Examples / Resources
• Support appropriate outward growth in strategic locations, specifically in western/southwestern Dublin. • Acquire property to promote economic development opportunities for the city and regional partnerships. • Leverage land development to foster partnerships between private organizations / developers and the city. • Stimulate infill development or redevelopment in core community districts (i.e. office parks, commercial centers, etc.).	• TBD

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

LU.4 City services delivered through leveraging drone technology.

Intent	Examples / Resources
• Incorporate drone technology with city services as a method for further enhancing levels of service. • Pilot initiatives using drones to improve community safety and emergency response. • Identify opportunities to integrate drone technology in managing infrastructure analysis and maintenance.	• TBD

LU.5 A marketability approach for office building investment and reuse.

Intent	Examples / Resources
• Analyze existing office inventory to identify investment opportunities in modernizing or redesigning structures. • Work with local property / building owners on improving tenant spaces and making structure more marketable within the region. • Convene a public/private committee to assist with analyzing inventory and understanding market conditions.	• Aspirational Images

LU.6 Dublin's history shared through augmented reality experiences.

Intent	Examples / Resources
• Share the history of the city and progress in specific areas such as Historic Dublin. • Document resident knowledge and experiences within the community to share for future generations. • Provide unique public experiences on sharing the city's history for both residents and visitors. • Incorporate technology to visualize changes in the built environment and how the city has progressed over time.	• TBD

LU.7 Dublin is a Blue Zone City.

Intent	Examples / Resources
• Support initiatives that improve the quality of life for residents to live longer, healthier lives. • Incorporate health initiatives and land development to offer more sustainable use of natural resources and green spaces. • Provide city services that further support residents' physical and mental health.	• Blue Zones – Website Overview

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.

LU.8 A new tax structure supporting local land development*.

Intent	Examples / Resources
- Support local owners in managing, developing, or redeveloping their property within the city. - Preserve community character and encourage investment in becoming a member of Dublin. - Identify emerging methods for diversifying the city's tax revenue. - Stimulate investment in improving aging structures or strategically developing undeveloped property.	TBD

Requires clarification to meet the Dublin 2035 Framework definition for a big idea.