

**To:** Members of the City Council

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

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**Re:** Dublin 2035 Framework

## Summary

At the November 1, 2021 work session, City Council provided review and feedback on the Big Ideas generated through the public and expert engagement phase of the Dublin 2035 Framework. Staff and the consultant team have made revisions based on the feedback and outlined the next steps and action plan below for Council's review.

## Background

For nearly 40 years, the City has regularly made strategic and bold decisions and investments. These have created a prosperous community with an enviable reputation for innovation, creativity, and fiscal strength. The Dublin 2035 Framework is intended to extend this legacy by developing a visionary set of big ideas that will guide city investments, policy decisions, and community collaboration over the next 15 years. This process was initiated in August 2020 with a City Council work session providing the foundation for the intended outcomes of the effort. Based off this and other similar discussions, the process was designed as three milestones for identifying and developing the framework.

### Theme Committee Milestone Timeline

Dublin 2035 Framework *Shaping the Big Ideas*

This graphic depicts the timeline for the Theme Committee work for the Dublin 2035 Framework. Each milestone is not associated with a committee meeting but can include several meetings to achieve the necessary outcomes. City Council will receive periodic updates on milestone progress for framework.



A City Council work session, conducted in February 2021, focused on the core component of the framework. The process then shifted to a series of discussions with City Council subcommittees to begin identifying an initial set of big ideas. Two meetings were held with each of the four

subcommittees over a two-month period. Following these discussions, the second milestone focused on obtaining insight from two key stakeholders: public engagement and expert engagement. This engagement began with a futurist speaker who inspired the community on opportunities available over the next 15 to 50 years. Additional experts engaged included board and commission members, Staff Directors, and Frontline Supervisors. The third and final milestone, which is currently underway, focuses on refining the list of initial big ideas to identify a collective vision for the future of Dublin. These identified big ideas will guide various city policy tools including the Community Plan, Capital Improvements Program (CIP), Parks and Recreation Master Plan, Economic Development Strategic Plan, and other similar long-term plans.

### Big Idea Defined

The Dublin 2035 Framework strives to develop the big ideas that will guide the City over the next 15 years, big ideas are defined by:

- Focusing on unique actions (projects, policies, or programs) organized around essential community themes (Quality of Life, Land Use, Infrastructure, and Economics)
- Recognizing the City as a pioneer for enhancing and elevating community experiences
- Having a long-lasting transformative impact on the community
- Providing the foundation for future investments while maintaining high-quality levels of service

### Framework Implementation

The Dublin 2035 Framework is intended as an overarching guide for the City's future policy decisions, investment opportunities, and partnership development. The Big Ideas identified through this effort will lead to many distinct actions (projects, policies, or programs) that the City and community partners can implement over the next 15 years. These ideas and corresponding actions will be integrated into the City's existing policies, outlined below are the types of plans and studies the City has developed that will assist in implementing the Dublin 2035 Framework.



## **Emerging Big Ideas**

Provided below are the emerging Big Ideas revealed through the input process of Milestone Two, which included expert and public engagement. Public engagement included a community survey made available in July 2021 where residents, businesses, employees, and others were asked to share their bold, transformative ideas for the future of Dublin. Expert engagement sought feedback from City Council, City Staff, and Board and Commission members during focus group discussions. In total, these engagement efforts yielded 819 responses on potential ideas for Dublin to pursue over the next 15 years.

The 800+ ideas were then refined and prioritized with similar topics grouped together to strengthen the big ideas for the Dublin 2035 Framework. Staff and the consultant team categorized each idea within the four established themes (number of responses are included for each): Quality of Life (344 | 42%), Infrastructure (205 | 25%), Land Use (160 | 19.5%), and Economics (95 | 11.5%). A small portion of responses, roughly two percent, did not relate to a specific theme based on the information shared. Following this initial review, these responses were then organized by theme element (i.e., Safety, Housing, Mobility, Education, etc.) providing an additional level of focus and organization for the ideas. There are 26 theme elements overall, distributed among the four themes.

After organizing the responses by theme and theme element, a deeper analysis was conducted on the specific topic and outcome identified by participants against the Guiding Principles identified by Council in November 2020 at the outset of the 2035 Framework (see attached). Responses were grouped together around the focus of the transformative idea to reveal potential outcomes for the Dublin 2035 Framework. These groupings were further refined by viewing the process from the intended outcomes perspective, responding to the phrase "In 2035, Dublin is...". This review identified 15 Big Ideas that emerged as a result of the analysis, which were provided to City Council in November 2021.

Insight shared during the November work session revealed that several ideas could be consolidated as they focused on similar topics. The initial list has been combined and revised to strengthen the overall idea and provide additional clarity for the purpose and potential outcomes. Each of the resulting 12 ideas is drafted as aspirational statements for the city to initiate and include a supporting description of the intent and purpose. Each idea has been organized into one of the four themes that were developed as part of the initial idea generation (Quality of Life, Land Use, Infrastructure, and Economics). As several big ideas overlap themes, they have been arranged into the most applicable theme for future guidance and implementation.

Similarly, each big idea will inform future updates to the Community Plan and other City plans or policies which are provided in the outline below. The most relevant Community Plan chapters and supporting City plans are identified for each big idea, defining pathways towards implementing the 2035 Framework.

**QUALITY OF LIFE**

**1 In 2035, Dublin is... The model for sustainable community design.**

*Dublin is* a carbon neutral city that supports the natural environment through green initiatives while integrating community character with nature through sustainable building materials, waste management, and alternative energy.

This idea will guide <b>Community Plan</b> updates to: <ul style="list-style-type: none"> <li>• Chapter 3: <i>Community Character &amp; Environment</i></li> </ul>	This idea will guide <b>City plans</b> , including: <ul style="list-style-type: none"> <li>• Sustainability Framework</li> <li>• Capital Improvements Plan (CIP)</li> </ul>
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**2 In 2035, Dublin is... A destination for cultural community attractions.**

*Dublin is* a community that celebrates the unique backgrounds, heritages, and civic pride in interactive attractions and mediums (museums, festivals, installations, etc.) that are integrated into the City's neighborhoods, employment centers, and shopping districts.

This idea will guide <b>Community Plan</b> updates to: <ul style="list-style-type: none"> <li>• Chapter 6: <i>Community Facilities</i></li> <li>• Chapter 7: <i>Historic Preservation</i></li> </ul>	This idea will guide <b>City plans</b> , including: <ul style="list-style-type: none"> <li>• Facilities Master Plan</li> </ul>
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**3 In 2035, Dublin is... The pioneer for next generation government services.**

*Dublin is* providing resident, worker, and visitor services that enhance the experience of the community through in-person and virtual information sharing, advanced infrastructure that improves efficiency and predictability, and financial models maintaining the City's high levels of service.

This idea will guide <b>Community Plan</b> updates to: <ul style="list-style-type: none"> <li>• Chapter 6: <i>Community Facilities</i></li> <li>• Chapter 10: <i>Utilities</i></li> <li>• Chapter 8: <i>Fiscal Health</i></li> </ul>	This idea will guide <b>City plans</b> , including: <ul style="list-style-type: none"> <li>• Facilities Master Plan</li> <li>• Capital Improvements Plan (CIP)</li> </ul>
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**4 In 2035, Dublin is... Home to a regional year-round recreational campus.**

*Dublin is* an essential partner in the regions sport and recreation complex that provides year-round recreational opportunities, fitness programs, sport fields and amenities, and wellbeing initiatives within a consolidated destination.

This idea will guide <b>Community Plan</b> updates to: <ul style="list-style-type: none"> <li>• Chapter 6: <i>Community Facilities</i></li> </ul>	This idea will guide <b>City plans</b> , including: <ul style="list-style-type: none"> <li>• Parks and Recreation Master Plan</li> <li>• Capital Improvements Plan (CIP)</li> <li>• Economic Development Strategic Plan</li> </ul>
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**5 In 2035, Dublin is... The pinnacle for community health factors.**

*Dublin is* centered on improving the quality of life for residents through enhanced access to wellness services, elevated fitness and recreational amenities, and robust social programs that strengthen personal wellbeing.

This idea will guide **Community Plan** updates to:

- Chapter 3: *Community Character & Environment*
- Chapter 6: *Community Facilities*

This idea will guide **City plans**, including:

- Aging in Place Plan
- Parks and Recreation Master Plan
- Capital Improvements Plan (CIP)

**LAND USE**

**6 In 2035, Dublin is... An arrangement of walkable mini city districts.**

*Dublin is* arranged around several walkable districts that represent unique attractions for the community from education partners to lifestyle and entertainment venues to sustainability industries providing options to live, work, and relax within the district.

This idea will guide **Community Plan** updates to:

- Chapter 3: *Community Character & Environment*
- Chapter 4: *Land Use*
- Chapter 8: *Fiscal Health*
- *Special Area Plans*

This idea will guide **City plans**, including:

- Transportation and Mobility initiatives
- Capital Improvements Plan (CIP)
- Economic Development Strategic Plan
- Mobility Plan

**7 In 2035, Dublin is... Supported by a continuum of housing products.**

*Dublin is* a multi-generational community promoting lifetime residency by providing housing for all stages of life from the young professionals to first-time home buyers up towards the growing families, empty-nesters, and recent retirees.

This idea will guide **Community Plan** updates to:

- Chapter 4: *Land Use*

This idea will guide **City plans**, including:

- Housing Study
- Economic Development Strategic Plan

**8 In 2035, Dublin is... Linked by a robust greenway corridor system.**

*Dublin is* an interconnected community through a system of greenway corridors that protect the City's distinct natural features while connecting the various districts, waterways, and parks with vibrant open spaces.

This idea will guide **Community Plan** updates to:

- Chapter 3: *Community Character & Environment*
- *Special Area Plans*

This idea will guide **City plans**, including:

- Parks and Recreation Master Plan
- Capital Improvements Plan (CIP)

## INFRASTRUCTURE

### 9 In 2035, Dublin is... **Served by a comprehensive mobility system.**

*Dublin is* a community that emphasizes the use of multiple modes of transportation, reducing dependence on personal vehicles by providing a layered network of local and regional public, autonomous, and alternative transportation options from rail to group circulators to Personal Autonomous Vehicles (PAVs) to e-bikes and e-scooters.

This idea will guide **Community Plan** updates to:

- Chapter 5: *Transportation*

This idea will guide **City plans**, including:

- Mobility Plan
- Capital Improvements Plan (CIP)
- Economic Development Strategic Plan

### 10 In 2035, Dublin is... **The most connected community in the U.S.**

*Dublin is* a virtually connected community providing high-speed network access for personal and business use throughout all employment centers, shopping districts, neighborhoods, and parks or open spaces.

This idea will guide **Community Plan** updates to:

- Chapter 3: *Community Character & Environment*
- Chapter 6: *Community Facilities*
- Chapter 8: *Fiscal Health*

This idea will guide **City plans**, including:

- Capital Improvements Plan (CIP)
- Economic Development Strategic Plan

## ECONOMICS

### 11 In 2035, Dublin is... **The community of modern educational excellence.**

*Dublin is* a community of lifelong education, partnering with local institutions to provide leading services including early childhood development, technical and vocational training, and adulthood professional development among the City's learning opportunities.

This idea will guide **Community Plan** updates to:

- Chapter 6: *Community Facilities*

This idea will guide **City plans**, including:

- Economic Development Strategic Plan

### 12 In 2035, Dublin is... **An advanced example of workforce development innovation.**

*Dublin is* an economic leader for encouraging diverse industry and business development that broadens the City's workforce portfolio while supporting businesses from incubation to stability to expansion within the City's premier districts.

This idea will guide **Community Plan** updates to:

- Chapter 4: *Land Use*
- Chapter 8: *Fiscal Health*

This idea will guide **City plans**, including:

- Economic Development Strategy

## **Action Plan**

Staff and the consultant team have outlined three next steps to finalize the Dublin 2035 Framework and identify how the Big Ideas would be incorporated and implemented with the Community Plan and other City plans, policies and projects. The following action plan outlines the need to accept the outcome of the 2035 Framework, definition of a scope for each of the 12 ideas, and a path forward for the incorporation of the ideas in City plans and policies.

### *2035 Framework Acceptance*

The Big Ideas identified above will require distinct actions (projects, policies, or programs) that the City and community partners can implement over the next 15 years. Staff and the consultant team will continue to refine these Big Ideas and identify how they would be incorporated and implemented throughout the City following Council's feedback. Staff recommends that City Council consider the acceptance of the 12 Big Ideas to bring closure to the 2035 process before proceeding to the next steps.

### *Big Idea Scope Development*

Following City Council's feedback and acceptance of the proposed Big Ideas, staff and the consultant team recommend the development of a scope sheet for each idea identified, providing considerations, funding, implementation steps, and recommended approach for integrating each idea into the Community Plan and other City plans and policies. The scope sheets would be developed in collaboration with Division Directors to ensure that the ideas align with planned investments and efforts and resources across the City. These sheets would then be shared with City Council for review and feedback to ensure alignment with the policy direction for incorporation into the Community Plan amendment and other City plans and policies. The completion of the task would take a series of months to complete, as a particular topic may require subject matter experts to engage in the development of scope with staff and the consultant team.

### *Community Plan Audit*

Concurrent with the development of the scope sheets, staff recommends the development of a detailed audit and plan for the start of the Community Plan update that will commence in 2022. Staff and the consultant team will review the existing Community Plan, as well as other applicable documents to outline the plan to move the update forward and provide direction based on the results of the scope sheets regarding how the Big Ideas would dovetail within the Community Plan update. The audit would include outlining the recommended amendments needed, which may include modeling efforts, collecting data and conducting analysis, revising graphics, defining specific objectives, and identifying actions that support the ideas and overarching vision for the Community Plan. The results of the audit would be then be forwarded to City Council for review and feedback to ensure alignment with policy direction.

## **Recommendation**

Staff and the consultant team request feedback from City Council on the proposed Big Ideas and action plan. Staff recommends that City Council consider the acceptance of the 12 Big Ideas to bring closure to the 2035 process before proceeding to the next steps.