

To: Members of the City Council

From: Dana L. McDaniel, City Manager

Date: June 7, 2022

Initiated By: Homer Rogers, Assistant City Manager/Chief Strategy and Innovation Officer
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Re: Council Goals (2022-23) and Performing Arts Center Proposal Update

Summary

At its May 9th, 2022 meeting, Council adopted four goals for 2022-23. Also, during the previously held Council Retreat on March 18th, Council agreed to the formulation of "next steps" to further assess a Performing Arts Center in Dublin. The following provides a Staff update and proposed next steps for each of these items. Staff also desires feedback and direction from Council as noted for each area in [green](#).

Goal 1. Become the Most Connected Community in the U.S.

Staff will provide an updated status regarding this goal at Council's June 21st Work Session.

In the meantime, please know:

- High level design in the form of a detailed local fiber map is under development;
- An "Innovation Day" event is being organized that will gather industry leaders and potential partners for discovery and preparation for future upcoming proposals; and
- Public-Private partnership models are being evaluated for potential use by the program.

[Direction needed: None at this time. Staff will bring forward information prior to and will seek direction at the June 21st Work Session.](#)

Goal 2. Build a Dublin 2035 Visionary Framework.

Staff has submitted a written proposal to Council that is slated for discussion during the June 21st Council Work Session. This proposal is focused on revising the vision statement for a Dublin 2035 Strategic Framework and includes proposals for associated goals in support of the revised vision.

[Direction needed: None at this time. Staff will seek Council's endorsement of a revised Vision Statement and associated goals to establish the 2035 Strategic Framework at its June 21st Work Session.](#)

Goal 3. Strengthen the Stewardship and Vitality of our Historic District Core.

The April 18th Work Session provided City Council with background and additional information regarding the Historic District discussion that occurred as part of Council's retreat. As part of the work session discussion, staff shared the background on the recently adopted Historic District Code and Design Guidelines (2021), which included a significant public review process, following direction from City Council to remove the Historic District from the Bridge Street District to ensure the historic character and scale were maintained. Throughout the development of the revised Historic District Code and Design Guidelines, there were numerous opportunities for public engagement, including a stakeholder group that initiated the project, as well as public workshops,

and public review meetings. As a result of these meetings and input sessions, the draft Code and Design Guidelines focused on the policy guidance that preservation of historic resources should come first, while also allowing for infill and redevelopment that fits within the character of the Historic Character. The adopted Code and the Design Guidelines stress both of these objectives, which were shared as part of the Board and Commission review process. This sentiment was consistent with the outcomes and recommendation of the Historic District Task Force.

City Council's discussion during the Work Session included determining the period of significance, how to address contributing/noncontributing structures, and the potential adjustment of the existing National Register District boundaries. Given the complexity and potential impact of these discussions, staff recommends re-engaging Greg Dale, the consultant used throughout the recent Code and Guideline amendment process. Staff also recommends the opportunity to meet with Council Members individually to identify the goals and challenges within the Historic District and discuss their desired outcomes. Following the interviews, staff recommends conducting an open house/public meeting to gain additional input from Dublin residents. Both the interviews and the public meeting would be facilitated by Greg Dale and include City development staff. This input will allow staff to understand how the implementation of the new Code and Guidelines is meeting the expectations of City Council and the Dublin community.

Direction needed:

1. Does Council support Staff's recommendation to re-engage Greg Dale to facilitate Council interviews and a public meeting?
2. Are Council Members agreeable to meeting individually with Staff and the consultant?

Goal 4. Develop Dublin's "Destination of Choice" Next-Generation Community Events Vision.

Efforts in furtherance of this goal are underway including a feasibility study and research and planning for benchmarking trips. The development of this vision will be highly collaborative and Staff is looking to see how community partner organizations' efforts and associated public funding could be better aligned and leveraged to advance this goal into the future.

Visit Dublin, Dublin Chamber of Commerce, Dublin Arts Council, Historic Dublin Business Association, and Crawford Hoying all are engaged in the Downtown Dublin Strategic Alliance, which was formed in 2016 with the goal of positioning Downtown Dublin (Bridge Park and Historic Dublin) as a world-class destination attracting visitors and economic impact to the area. The Alliance continues to collaborate on a monthly basis focusing on collaborative marketing strategies.

Staff recommends initiating a Strategic Planning Process to include representatives from each of the above-referenced community partner organizations, Dublin City Schools, and appropriate City staff representatives. The process would be used to set priorities, focus energy and resources, strengthen operations, ensure stakeholders are working toward common goals, and establish agreement around intended outcomes. The goal would be to harness existing talents and resources of these organizations and staff, assess capabilities and gaps, and determine if alignment can be obtained to achieve City Council's goal. This process may also reveal what, if other, resources and/or organizational needs may be needed.

Given the complexity, number of stakeholders, and potential impact of this strategic planning effort, Staff recommends engaging a facilitator to lead the process. The budget for the facilitator and Strategic Planning work sessions will utilize ARPA funding appropriated on May 9th for downtown coordination efforts.

Direction needed:

1. Does Council support Staff's recommendation to engage a facilitator to lead the Strategic Planning Process?
2. Is Council supportive of involving the above-referenced community partner organizations in the Strategic Planning Process and work session(s)?

Performing Arts Center Proposal

During the March Council Retreat, Council Member Keeler provided a presentation for Council to reconsider pursuing a Performing Arts Center. City Council agreed to have CM Keeler lead the development of some key next steps in the process of developing the proposal for further consideration. Staff has collaborated with CM Keeler in developing the following recommendation:

- 1) Update the needs assessment last done in 2015
- 2) Update the Feasibility Study Business Plan from 2015
- 3) Update the Fundraising Campaign Feasibility Study from 2017
- 4) Designate an Advisory Committee
- 5) Determine if the proposal would need to be broadened beyond just "performing arts."
 - a. Should cultural, wellness, and education be integrated?
 - b. Is a "multi-use" facility more feasible and appropriate to meet the needs of the City.
- 6) Determine the need and cost of outside consultancy:
 - a. Consultant assistance would be needed for items 1, 2, and likely 3, above. Staff estimates this cost to be about \$50,000.
 - b. Additional consultant services could be needed beyond should Council desire to proceed from the recommendations of the other studies.

Once formed, the Advisory Committee, would be charged with providing a more detailed listing of next steps and a proposed timeline for consideration. Such an Advisory Committee should be comprised of the following:

1. CM Keeler
2. Additional Council Member
3. Dublin Arts Council Representative
4. Visit Dublin Representative
5. 5 Dublin resident/business representatives (Council will need to discuss how to determine who these individuals will be)

The City Manager will designate the appropriate staff person/s to assist the Advisory Committee.

Direction needed:

1. Does Council concur that the studies mentioned should be updated and the associated consulting services be secured to help with that process?
2. Does Council concur that an Advisory Committee be established?
3. If so, who should comprise the Advisory Committee?
4. Is there another approach to this process Council desires?

Recommendation

The status and proposed approaches to the Council Goals and the Performing Arts Center are presented above. Staff will be seeking Council's feedback and direction under the "Other" section of the Agenda at the June 13, 2022 City Council meeting. Direction will be sought by staff as generally suggested above.