



# STRATEGIC FRAMEWORK



# CONTENTS

- Introduction ..... 3
- Vision, Themes and Guiding Principles ..... 4
- Themes and Goals: Most Sustainable ..... 5
- Themes and Goals: Most Connected..... 6
- Themes and Goals: Most Resilient ..... 7
- City of Dublin Organizational Chart ..... 8
- Strategic Framework Overview ..... 9



Dublin City Council – Back Row: **Christina A. Alutto** (At-Large), **Vice Mayor Cathy De Rosa** (Ward 4), **John Reiner** (Ward 3), **Amy Kramb** (Ward 1), **Andy Keeler** (At-Large). Front Row: **Mayor Jane Fox** (Ward 2), **Chris Amorose Groomes** (At-Large).



## INTRODUCTION

The Dublin, Ohio of today is a city thriving far beyond its founders' wildest dreams when the Sells family first settled on the shores of the Scioto River in 1810. Established as a hunting and trading outpost, Dublin remained a small village of around 600 people until as recently as the 1960s.

In the 1970s, Dublin began to transform from a rural village into a suburban business center. Contributing to this evolution was Ashland Chemical Company's decision to locate a new headquarters in Dublin. Another was the decision to include an entryway to Dublin from the I-270 Outerbelt and a third was the development of the Muirfield Village Golf Club and residential community. These three put Dublin on a trajectory for growth. Today, nearly 50,000 residents call Dublin home. More than 70,000 employees work here, making Dublin the second largest employment center in the Columbus Region.

Dublin has long been known for thinking ahead. It has developed numerous strategic plans through the years to serve resident and employer needs through all aspects of municipal government. This thoughtful planning has led to the vibrant, historic district and the exciting new Bridge Street District, which are woven together by the internationally-recognized Dublin Link pedestrian bridge spanning the Scioto. These are just two of several versatile districts that unite a proud history with an exuberant and innovative future.

In 2020, Dublin City Council established a goal to develop a Dublin 2035 Visionary Framework. After an extensive planning and public engagement effort, Dublin City Council adopted a new Strategic Framework on July 25, 2022.

The values we hold most dear and the guiding principles we adhere to make it possible for Dublin to be bold in its vision. As described in the following pages, Dublin aspires to be the most sustainable, connected and resilient global city of choice. While our ancestors may not have imagined the success of Dublin today, we dare dream of being first on the world stage, second to none, in providing our citizens, employees and visitors the most desirable experiences anywhere.

# VISION, THEMES AND GUIDING PRINCIPLES

## Purpose

The City of Dublin, Ohio secures the benefits of home rule and exercises the powers of self-governance as conferred by its Charter, the Constitution and the laws of the State of Ohio.

## Vision

Dublin, Ohio is the Most **SUSTAINABLE**, **CONNECTED**, and **RESILIENT** Global City of Choice.

## 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 businesses can thrive. We seek to ally our proud traditions with the best innovations of the future.

## Values and Guiding Principles

- **Integrity** We are open and honest. We honor our commitments to the community and each other. Our actions are consistent with what we say.
- **Respect** We treat our coworkers and members of the community with courtesy and dignity. We embrace diversity and acknowledge the needs, responsibilities and inherent worth of each individual.
- **Communication** We maintain an environment in which employees feel free to share ideas and information. We promote open interaction throughout the organization to ensure knowledge and understanding among all employees and our community.
- **Teamwork** We create a climate in which all employees work together and support the individual talents and contributions of team members. We celebrate successes and see mistakes as opportunities for growth; we will never willingly let a member of our team fail.
- **Accountability** We are responsible to our community and each other for our personal and organizational decisions, actions and performance results. We are committed stewards of our city's assets and resources.
- **Positive Attitude** We focus our efforts on constructive behavior, attitudes and solutions. We promote an environment that people love going to every day – a place where each individual can find a sense of belonging, inspiration, enjoyment and meaning.
- **Dedication to Service** We pursue innovation and continuous improvement in all we do. We are committed to efficient, effective and responsive service delivery that makes a difference in the lives of those we serve.

## Themes



**MOST SUSTAINABLE**



**MOST CONNECTED**



**MOST RESILIENT**



EVERYTHING GROWS HERE.

# THEMES AND GOALS: MOST SUSTAINABLE



## Themes

Through exemplary economic, fiscal and environmental stewardship, we provide world-class, innovative services and amenities that make Dublin the most desirable and sustainable community.

## Goals



### Economic

The city where diverse businesses want to be located in order to grow, thrive, develop and participate in the global economy.



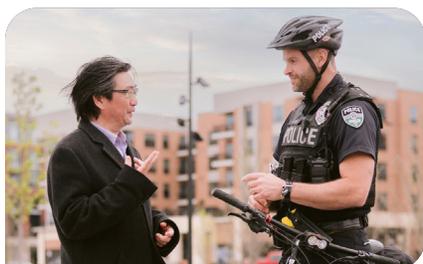
### Fiscal

The city recognized globally among its peers for exemplary fiscal health, accountability, and transparency.



### Environmental

The city that is the model for sustainable community design is zero-waste, carbon neutral and supportive of its natural environment while providing the diverse living, entertainment and recreational experiences that are attractive to all.



### Services

The city that delivers world class, innovative and efficient services to its residents, business, and visitors as demonstrated by a system of analytics and performance measurement.

# THEMES AND GOALS: MOST CONNECTED



## Themes

We are one of the world's most connected communities. Through state-of-the-art infrastructure, convenient transportation and expansive broadband access, Dublin is a model democracy for businesses, residents and visitors.

## Goals



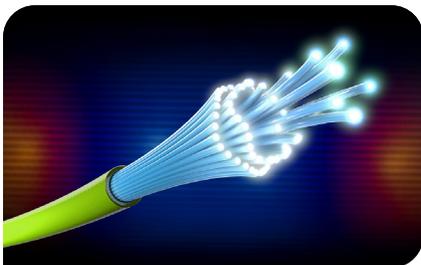
### Democracy

To be a model democracy where people are connected and engaged with their local government.



### Mobility

A city that connects its populace with the most advanced multi-modal transportation options available to meet their every need.



### Infrastructure

A city with state-of-the-art, reliable and safe water, power, sanitary sewer, storm water, waterways and thoroughfares along with a broadband capability that ensures a minimum of 10 gigabit access to all residents, businesses and visitors.



### Land Use

A city that prides itself as the leader in innovation, conscientiousness, and forward thinking as it addresses the current and future needs of the community in terms of design, development, consistency, and growth in its built and natural environments.



# THEMES AND GOALS: MOST RESILIENT



## Themes

We are a safe, resilient and inclusive city with the best quality of life and environment for all to thrive – physically, mentally, socially and emotionally.

## Goals



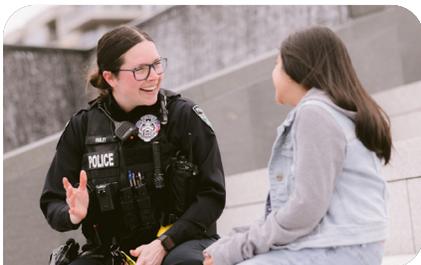
### Physical

A city that provides a multitude of options geared toward the physical well-being of all who live and work here be it medical facilities, programming, resources, recreation/sporting venues, parks, playgrounds, or shared-use paths.



### Mental

A city that cares, provides a multitude of options for the mental and behavioral well-being of all, and is a community of lifelong learning and modern educational experience.



### Safety

A city that prides itself as the safest place to live and is prepared and resourced to withstand and quickly recover from any crisis or disaster.



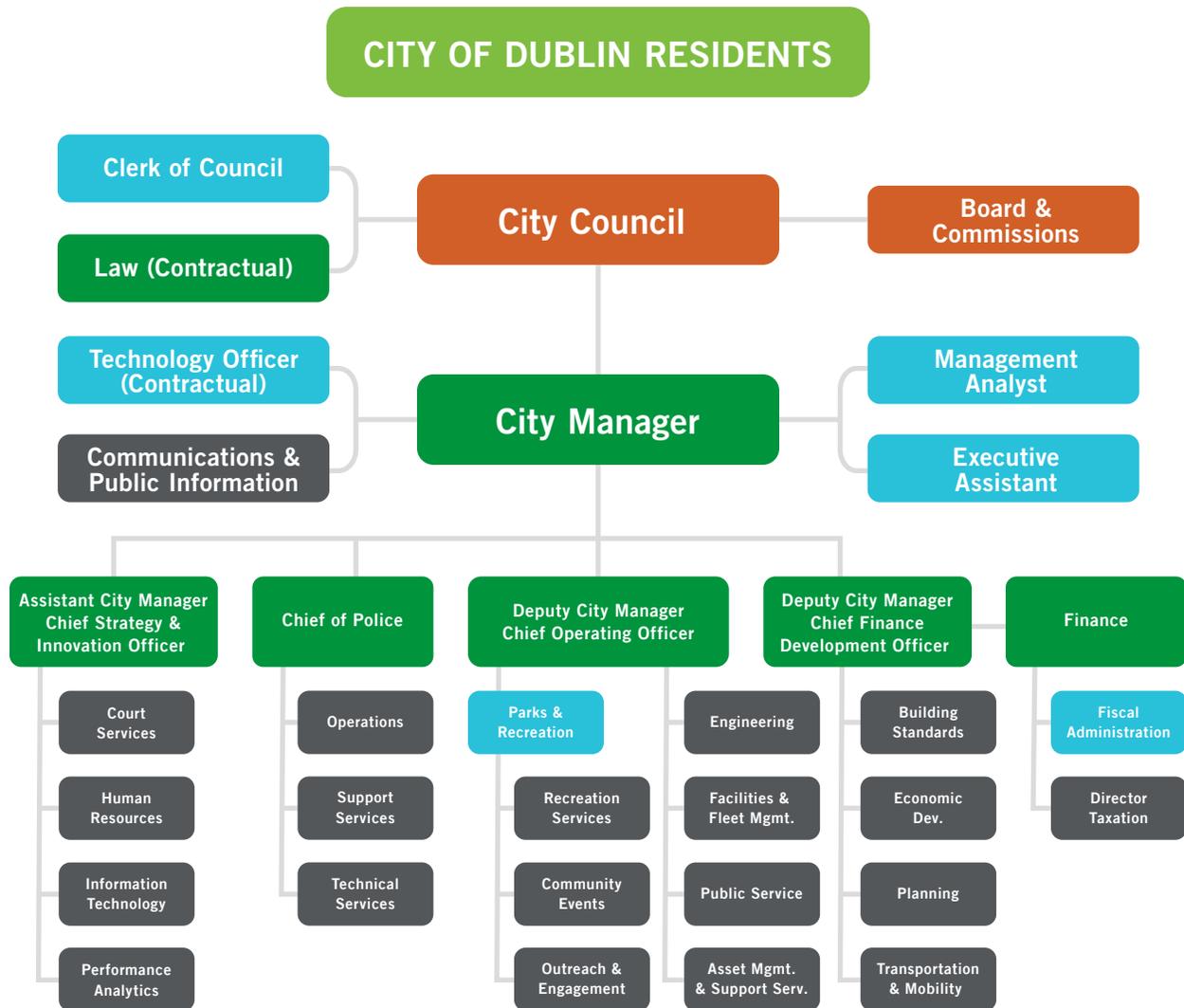
### Social

A city where all are welcomed, valued, engaged, and included regardless of socio-economic status, race, ethnicity, color, sexual orientation, gender, disability, age, military or religious status.

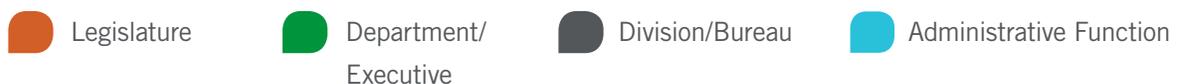
# CITY OF DUBLIN ORGANIZATIONAL CHART

## A Clear Path Forward

This City of Dublin, Ohio Strategic Framework brings strategic alignment and focus to a wide range of municipal functions. It will serve as the long-term, central guide for each city department's supporting plans, measures, metrics, initiatives and projects, regardless of a specific target year.



### ORGANIZATIONAL STRUCTURE



# STRATEGIC FRAMEWORK OVERVIEW

**VISION** Dublin, Ohio is the Most **SUSTAINABLE, CONNECTED** and **RESILIENT** Global City of Choice.

**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 businesses can thrive. We seek to ally our proud traditions with the best innovations of the future.

	SUSTAINABLE	CONNECTED	RESILIENT
THEMES AND GOALS	<ul style="list-style-type: none"> <li>• <b>Economic</b> The city where diverse businesses want to be located in order to grow, thrive, develop and participate in the global economy</li> <li>• <b>Fiscal</b> The city recognized globally among its peers for exemplary fiscal health, accountability, and transparency</li> <li>• <b>Environment</b> The city that is the model for sustainable community design, is zero-waste, carbon neutral, and supportive of its natural environment while providing diverse living, entertainment and recreational experiences that are attractive to all</li> <li>• <b>Services</b> The city that delivers world class, innovative and efficient services to its residents, business, and visitors as demonstrated by a system of analytics and performance measurement</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Democracy</b> To be a model democracy where people are connected and engaged with their local government</li> <li>• <b>Mobility</b> A city that connects its populace with the most advanced multi-modal transportation options available to meet their every need</li> <li>• <b>Infrastructure</b> A city with state-of-the-art, reliable and safe water, power, sanitary sewer, storm water, waterways and thoroughfares along with a broadband capability that ensures a minimum of 10 Gigabit access to all residents, businesses and visitors</li> <li>• <b>Land Use</b> A city that prides itself as the leader in innovation, conscientiousness and forward thinking as it addresses the current and future needs of the community in terms of design, development, consistency and growth in its built and natural environments</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Physical</b> A city that provides a multitude of options geared toward the physical well-being of all who live and work here be it medical facilities, recreation/sporting venues, parks, playgrounds, or shared-use paths</li> <li>• <b>Mental</b> A city that cares and provides for the mental and behavioral well being of all and is also a community of lifelong learning and modern educational experience</li> <li>• <b>Safety</b> A city that prides itself as the safest place to live and is prepared and resourced to withstand and quickly recover from any crisis or disaster</li> <li>• <b>Social</b> A city where all are welcomed, valued, engaged, and included regardless of socio-economic status, race, ethnicity, color, sexual orientation, gender, disability, age, military or religious status</li> </ul>
KEY MESSAGES	<p>Through exemplary economic, fiscal and environmental stewardship, we provide world-class, innovative services and amenities that make Dublin the most desirable and sustainable community.</p>	<p>We are one of the world's most connected communities. Through state-of-the-art infrastructure, convenient transportation and expansive broadband access, Dublin is a model democracy for businesses, residents and visitors</p>	<p>We are a safe, resilient and inclusive city with the best quality of life and environment for all to thrive – physically, mentally, socially and emotionally.</p>



