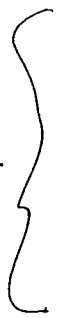


template

These will be dynamic & Δ over time  
"Stay Nimble"

# City of Gahanna Strategic Planning Worksheet

from the plan



**Strategic Priority:**

**Strategic Result:**

what the customer experiences

**Strategic Result Lead Name and Department:**

Initial Drafts  
Developed  
march 21-25

Need:

Management Review

Master Schedule

**Interim Operational Results:**

customer / experience / by when  
"milestones"

**Key Strategies with Timelines:**

what we're going to do  
**Short Term Strategies - First 6 months**

**Longer Term Strategies - 6-24 Months**

create common understanding

**Team Members:** name / dept

Lead:

Team:

**Required Resources:**

- people
- \$
- materials
- partnerships

+ opportunities for public involvement





# City of Gahanna Strategic Planning Worksheet

**Strategic Priority:**

Business and Job Development

**Strategic Result:**

By 2021, the City will encourage and create a livable, walkable downtown district characterized by arts, culture, retail and entertainment

**Strategic Result Lead Name and Department:**

Troy Euton, Director of Parks and Recreation (Arts/Culture/Entertainment)

Anthony Jones, Director of Planning & Development (Retail/Livable)

Dottie Franey, Director of Public Service (walkable)

**Interim Operational Results:**

- By December 31, 2021, pedestrians will have directional signage for the downtown area.
- By December 31, 2017, an active community based group for the arts, culture and entertainment activities in the downtown area will be developed and facilitated by Parks and Recreation and Development Department.
  - Input from the Neighborhood Commission
- By December 31, 2018, residents and businesses of the downtown will experience a brand that is aligned with the City's new brand initiative.
- By December 31, 2021, residents and visitors will experience comprehensive connectivity (sidewalk, signage, etc) between downtown, Friendship Park, Skate Park, Southwest Park and the Golf Course.
  - 181 Granville Street and the Service Operations Complex will have to be removed for the connectivity to Friendship Park to be completed.
- By December 31, 2021, there will be a funding commitment for the repairs/maintenance for the public portions of the Creekside project.

**Key Strategies with Timelines:****Short Term Strategies – First 6 months**

- By December 31, 2016, identify walkability gaps in the downtown area.
- By December 31, 2016, evaluate the safety gaps in the parking facility and the downtown area.
- By December 31, 2016, identify a solution for the parking garage space count system

- By December 31, 2017, modify the city code to support, control and promote food truck and other mobile retail service industries.
- By August 31, 2016, the City will support statewide legislation that improves the economic development toolkit to improve the downtown area.
- By April 1, 2016, in order to encourage retail activity, the City will encourage new residential and mixed use projects

### **Longer Term Strategies – 6-24 Months**

- By December 31, 2017, the Parks and Recreation Department, assisted by the Parks Foundation, will create a long term plan for the arts, culture and entertainment in the downtown area.

### **Team Members:**

Lead: Troy Euton, Director of Parks and Recreation (Arts/Culture/Entertainment)  
 Anthony Jones, Director of Planning & Development (Retail/Livable)  
 Dottie Franey, Director of Public Service (walkable)

Team: Director/Deputy Director of Development, Service, Parks, Lieutenant Jeff Spence, Engineer, Zoning Administrator

### **Required Resources:**

Ongoing maintenance of Creekside infrastructure

Troy to provide dollar amount for needed Creekside improvements

Staff Time and Resources

Parks and Recreation Foundation volunteer and commitment

Financial resources for:

- Sidewalk and signage improvements
- Safety gaps for the downtown area
- Garage Safety Counter

Funds to demolish 181 Granville Street and Service Center Complex

Relocation Service Center Complex

### **Citizen Involvement Opportunities:**

- By December 31, 2017, an active community based group for the arts, culture and entertainment activities in the downtown area will be developed and facilitated by Parks and Recreation and Development Department.

## **#2** City of Gahanna Strategic Planning Worksheet

### **Strategic Priority:**

Business and Job Development

### **Strategic Result:**

By 2021, 2,750 well-paying jobs will be developed by businesses locating in southeast and southwest Gahanna, targeting finance and insurance, education and health, professional and business services and manufacturing sectors.

### **Strategic Result Lead Name and Department:**

Anthony Jones, Director of Planning & Development

### **Interim Operational Results:**

- By December 31, 2016, the City will have a system that routinely captures the trends within targeted industries in order to allow for flexibility and strategy modification.
- By May 1, 2016, the Mayor will receive monthly performance reports related to the development of new well-paying jobs.
- By July 31, 2016, the Council and public will receive quarterly performance reports related to the development of new well-paying jobs.
- By December 31, 2017, the City will have developed 916 well-paying jobs within southeast and southwest Gahanna.
- By December 31, 2019, the City will have developed 916 well-paying jobs within southeast and southwest Gahanna.
- By December 31, 2021, the City will have developed 917 well-paying jobs within southeast and southwest Gahanna.

### **Key Strategies with Timelines:**

#### **Short Term Strategies – First 6 months**

- By July 1, 2016, identify and secure the data sets that will provide the industry information needed for the ongoing trend analysis.

#### **Longer Term Strategies – 6-24 Months**

#### **Team Members:**

Lead: Anthony Jones, Director of Planning & Development  
Team: Tom Kneeland, Mayor  
Michael Blackford, Deputy Director of Planning & Development  
Emanuel Torres, Economic Development Manager  
Joann Bury, Finance Director

**Required Resources:**

Staff Time

Financial Resources to collect the necessary industry data

**Citizen Involvement Opportunities:**

Community Improvement Corporation

# #3 City of Gahanna Strategic Planning Worksheet

**Strategic Priority:**

Business and Job Development

**Strategic Result:**

By 2019, in order to maximize economic impact for Gahanna, newly developed jobs will be at a wage level and density that is greater than or equal to the 2015 average.

**Strategic Result Lead Name and Department:**

Anthony Jones, Director of Planning & Development

**Interim Operational Results:****Key Strategies with Timelines:****Short Term Strategies – First 6 months**

- By April 1, 2016, the City will connect with the Regional Income Tax Agency to determine how to collect the wage levels and number of employees within the City of Gahanna.
- By June 30, 2016, in order to establish a density level baseline and to measure ongoing progress, the City will calculate the number of non-residential square footage in the City of Gahanna for 2015.

**Longer Term Strategies – 6-24 Months****Team Members:**

Lead: Anthony Jones, Director of Planning & Development  
Team: Tom Kneeland, Mayor  
Michael Blackford, Deputy Director of Planning & Development  
Emanuel Torres, Economic Development Manager  
Joann Bury, Finance Director

**Required Resources:**

Staff Time

Any financial resources required for data collection/aggregation.

**Citizen Involvement Opportunities:**

Community Improvement Corporation





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## City of Gahanna Strategic Planning Worksheet

**Strategic Priority:**

Business and Job Development

**Strategic Result:**

By 2019, the development and business community, city leaders and investors, residents and neighborhoods will have easy access to an updated, unified development plan for the City of Gahanna.

**Strategic Result Lead Name and Department:**

Anthony Jones, Director of Planning and Development Department

**Interim Operational Results:**

- By December 31, 2019, completion of strategic priority #14
- By December 31, 2019, all users will have access to updated plan data from the City's online GIS system.

**Key Strategies with Timelines:**

**Short Term Strategies – First 6 months**

- By August 31, 2017, review all 7 existing plans and determine the parts that are relevant

**Longer Term Strategies – 6-24 Months**

**Team Members:**

Lead: Anthony Jones, Director of Planning & Development  
Team: Michael Blackford, Deputy Director of Planning & Development  
Rob Priestas, City Engineer  
Bonnie Gard, Zoning Administrator  
TBD, GIS Administrator

**Required Resources:**

Staff Time  
Establishment of Area Neighborhood Commissions

**Citizen Involvement Opportunities:**

Area Neighborhood Commissions  
Planning Commission



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## City of Gahanna Strategic Planning Worksheet

### **Strategic Priority:**

Roads, Bridges and Infrastructure

### **Strategic Result:**

By 2019 arterial roads will be improved and maintained to a condition rating of 70 or better.

### **Strategic Result Lead Name and Department:**

Rob Priestas, Engineer, Department of Public Service

### **Interim Operational Results:**

By December 31, 2016 2.21 miles of residential streets will be repaved to meet the approved condition level.

By December 31, 2017 approximately 2 miles of streets will be repaved to meet the approved condition level.

By December 31, 2018 approximately 2 miles of streets will be repaved to meet the approved condition level.

By December 31, 2019 approximately 2 miles of streets will be repaved to meet the approved condition level.

By December 31, 2020 approximately 2 miles of streets will be repaved to meet the approved condition level.

By December 31, 2021 approximately 2 miles of streets will be repaved to meet the approved condition level.

### **Key Strategies with Timelines:**

#### **Short Term Strategies – First 6 months**

During budget preparation by June 2016, report out what was completed and what remains under the approved condition rating along with projections so decisions can be made about funding.

#### **Longer Term Strategies – 6-24 Months**

During budget preparation by each June, report out what was completed and what remains under the approved condition rating along with projections so decisions can be made about funding.

By December 31 of each year roads will be rated and progress reported in

June.



**Team Members:**

Lead: Rob Priestas

Team: Matt Holdren

Dottie Franey

Grant Crawford

Joann Bury

**Required Resources:**

Dedicated funding source.

\$2.2 million required each year through 2018, \$1,940,000 local and \$250,000 for arterial.

2019 to 2021 \$2,130,000 local and \$250,000 arterial required annually.

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## City of Gahanna Strategic Planning Worksheet

### **Strategic Priority:**

Roads, Bridges and Infrastructure

### **Strategic Result:**

By 2021 local roads will be improved and maintained to a condition rating of 65 or better.

### **Strategic Result Lead Name and Department:**

Rob Priestas, Engineer, Department of Public Service

### **Interim Operational Results:**

By December 31, 2016 2.21 miles of residential streets will be repaved to meet the approved condition level.

By December 31, 2017 approximately 2 miles of streets will be repaved to meet the approved condition level.

By December 31, 2018 approximately 2 miles of streets will be repaved to meet the approved condition level.

By December 31, 2019 approximately 2 miles of streets will be repaved to meet the approved condition level.

By December 31, 2020 approximately 2 miles of streets will be repaved to meet the approved condition level.

By December 31, 2021 approximately 2 miles of streets will be repaved to meet the approved condition level.

### **Key Strategies with Timelines:**

#### **Short Term Strategies – First 6 months**

During budget preparation by June 2016, report out what was completed and what remains under the approved condition rating along with projections so decisions can be made about funding.

#### **Longer Term Strategies – 6-24 Months**

During budget preparation by each June, report out what was completed and what remains under the approved condition rating along with projections so decisions can be made about funding.

By December 31 of each year roads will be rated and progress reported in

June.

**Team Members:**

Lead: Rob Priestas

Team: Matt Holdren

Dottie Franey

Grant Crawford

Joann Bury

**Required Resources:**

Dedicated funding source.

\$2.2 million required each year through 2018, \$1,940,000 local and \$250,000 for arterial.

2019 to 2021 \$2,127,701 local and \$250,000 arterial required annually.

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## City of Gahanna Strategic Planning Worksheet

### **Strategic Priority:**

Roads, Bridges and Infrastructure

### **Strategic Result:**

By 2021, West Gahanna residents and visitors will be able to travel through improved and maintained intersections on Stygler, Agler and US 62, according to traffic flow and traffic safety standards so that development and redevelopment projects can proceed.

### **Strategic Result Lead Name and Department:**

Mayor's Office

### **Interim Operational Results:**

By December 31<sup>st</sup>, 2016 complete development of alternative analysis for intersection designs, including costs and impacts. (\$150,000)

By mid-2017, public will have the opportunity to provide input on the alternative designs.

By mid-2017, community engagement strategies are approved and begun.

By December 31, 2017, Council and Mayor will gain consensus based on public input and staff recommendations for the final design which will identify development and redevelopment opportunities.

By end of 1<sup>st</sup> quarter 2018, begin final design. (\$1.5 million)

By December 31<sup>st</sup>, 2019, right-of-way acquisitions.

By mid-2020, begin construction. (\$13.5 million, includes r-o-w acquisition)

### **Key Strategies with Timelines:**

#### **Short Term Strategies – First 6 months**

#### **Longer Term Strategies – 6 months and longer**

- By end of 1<sup>st</sup> quarter 2017, perform economic impact analysis based on alternative designs (i.e. redevelopment, rate of return, etc.).
- Capture and report accident information, delay times, and other public safety issues.
- Further analysis of traffic counts (i.e. percentage of Gahanna residents utilizing intersection).

**Team Members:**

Lead: Mayor's Office  
Team: Dottie Franey  
Rob Priestas  
Matt Holdren  
Anthony Jones  
Michael Blackford  
Joann Bury  
Dennis Murphy  
Jeff Spence

**Required Resources:**

- \$12-15 million to complete project
  - Money for consultants
  - Construction contracts
  - Possible alternative routes
  - Money for property acquisition
- Money for legal expenses (e.g., impacts on businesses and property owners)
- 5 year revenue plan, including bonding, and vote for levy through property tax
- Staff time



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## City of Gahanna Strategic Planning Worksheet

**Strategic Priority:** Roads, Bridges, and Infrastructure

**Strategic Result:** By December 31<sup>st</sup> 2017, roads and bridge infrastructure improvements, and ongoing maintenance will be supported by a dedicated funding mechanism.

**Strategic Result Lead Name and Department:** Joann Bury – Finance Department

**Interim Operational Results:** By November 2017 (date to be confirmed), citizens will vote on the ballot measure.

### Key Strategies with Timelines:

#### Short Term Strategies – First 6 months

\* Clarification of intent is needed:

- Should the funding stream cover the Engineering Division (excluding Building and Zoning Divisions)?
- Will this need to cover the potential debt service for the US-62/Stygler Rd project and other major capital projects in the future?
  - By June 30<sup>th</sup> 2016, perform assessment of financial need for bridges and roads (so that no general funds would be used for the following):
    - Ongoing maintenance
    - Operational
    - Capital
  - By July 31<sup>st</sup> 2016, complete evaluation of available options to obtain a dedicated funding mechanism.
  - By August 31<sup>st</sup> 2016, present all information to Council.

#### Longer Term Strategies – 6-24 Months

- By December 31<sup>st</sup> 2016, obtain Council's decision.
- By end of 1<sup>st</sup> quarter 2017, develop informational resources and begin communication throughout the community.

- By August 2017 (date to be confirmed), pass all legislation needed to place potential issue on the ballot.

**Team Members:**

Lead:

Joann Bury

Team:

Jennifer Teal

Dottie Franey

Rob Priestas

Anthony Jones

Matt Holdren

Niel Jurist

**Required Resources:**

- Public Information Resources
- Dedicated Staff Time
- Election Expenses

**Citizen Involvement Opportunities:**

- Community volunteers for campaigning!

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# City of Gahanna Strategic Planning Worksheet

## Strategic Priority: Parks Trails and Recreation

**Strategic Result:** By 2020, residents and visitors will be able to walk and bike along a completed trail system that connects Gahanna trails, paths, and parks and that connects Gahanna to neighboring communities.

**Strategic Result Lead Name and Department:** Troy Euton, Parks and Recreation

### Interim Operational Results:

- By December 31, 2017, engage the Bicycle and Trail Advisory Committee (BTAC) for involvement in the development of the trail master plan.
- By December 31, 2017, complete the construction of Big Walnut Trail (BWT) Section 4.
- By December 31, 2019, complete construction of BWT Section 8.

### Key Strategies with Timelines:

#### Short Term Strategies – First 6 months

- By April 1, 2016, submit grant applications for BWT Section 4.
- By June 1, 2016, present request to Council to enter into contract with a consultant for the design of BWT Section 4.

#### Longer Term Strategies – 6-24 Months

- By December 31, 2017, complete the design of BWT Section 4.
- By December 31, 2017, select a consultant to help develop a trail master plan for our community as a whole, including maintenance projections/needs for the trail system (once BWT section 4 is complete).
- By December 31, 2018, complete the trail master plan including maintenance needs/projections.
- By December 31, 2019, complete the construction of BWT Section 8.
- By December 31, 2019, develop and complete the full build out strategy for the trail system according the trail master plan.
- By December 31, 2020, begin the remaining build out of the trail

system.

**Longer Term Strategies – 6-24 Months (Notes)**

- Continue to work with neighboring communities to develop their regional trail systems to coordinate with our trail system to improve regional trail connectivity.

**Team Members:**

Lead: Troy Euton (Parks and Recreation)

Team: Parks and Recreation Deputy Director (Name TBD), Jeff Barr, Joann Bury, Rob Priestas, BTAC

**Required Resources:**

- Pursue grant funding
- Funding for trail construction
- Funding for maintenance
- Staff time
- Consultants
- Contractor

**Citizen Involvement Opportunities:**

- BTAC
- Public engagement open house opportunities

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(11 TBD)

## City of Gahanna Strategic Planning Worksheet

### Strategic Priority:

Parks, Trails and Recreation

### Strategic Result:

By (end of) 2018, Gahanna residents will have an approved plan in place for the Southwest Floodplain that addresses sports fields, a community pool and connected trails and paths, including ongoing maintenance.

### Strategic Result Lead Name and Department:

Troy Euton, Parks and Recreation Department

### Interim Operational Results:

- By August 1, 2017, the community will be engaged in planning process
- Pools will continue to operate until the strategy is determined.

### Strategies with Timelines:

#### Short Term Strategies – First 6 months

- By April 1, 2016, present the City Strategic Plan to the Parks Board
- 2017 budget process will include decisions about capital investment to keep the existing pools open.

#### Longer Term Strategies – 6-24 Months

- By January 31, 2017 there will be conceptual plans of active or passive options for park development.
- By the 2<sup>nd</sup> half of 2017 Parks and Recreation, Council and the Mayor will have a workshop to determine what components the park plan will include.
- As part of the 2018 budget process funding will be included for professional services to develop the plan.
- By December 31, 2018 the plan will be approved.

### Team Members:

Lead: Troy Euton, Director Parks and Recreation

Team: Future Deputy Director  
Shannon Sorrell, Recreation Superintendent  
Jeff Barr, Parks and Facilities Superintendent  
Jen Teal, City Administrator

(OST II) (0)

Annie Pynch, Parks Coordinator I

Stakeholders: Parks & Recreation Advisory Board

**Required Resources:**

Fiscal resources for professional services  
Fiscal resources to maintain existing pool operations  
Future Deputy Director of Parks and Recreation  
Appropriate staff time and resources to complete the plan

**Notes:**

- solidifying what the community wants
- identifying the plan elements
- identifying long term maintenance
- identifying the funding

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## City of Gahanna Strategic Planning Worksheet

### Strategic Priority:

Parks, Trails and Recreation

### Strategic Result:

By (end of) 2018, Gahanna residents will have an approved plan in place for waterways development, use and promotion.

### Strategic Result Lead Name and Department:

Troy Euton, Parks and Recreation Department

### Interim Operational Results:

- By May 1, 2016, promote waterway programs, awareness and future planning process within existing recreational communication plan and water billing system
- By August 1, 2017, the community will be engaged in planning process
- By January 1, 2019 initiate promotion strategy of the waterway plan, programs and usage

### Key Strategies with Timelines:

#### Short Term Strategies – First 6 months

- By April 1, 2016, present the City Strategic Plan to the Parks Board
- By October 1, 2016, engage NRAC in the planning process.
  - Assist with RFQ Development for Consultant
  - Participate in the selection of the Consultant
- By December 31, 2016, complete a comprehensive asset assessment
  - Existing asset amenities
  - Review all relevant existing plans
- By December 31, 2016, secure funding for plan creation in 2017 Budget

#### Longer Term Strategies – 6-24 Months

- By February 1, 2017 issue the RFP for the Plan
- By May 1, 2017, secure a consultant to complete the plan
- By December 31, 2018, complete the plan

### Team Members:

Lead: Troy Euton, Director Parks and Recreation

Team: Future Deputy Director

Shannon Sorrell, Recreation Superintendent  
Zac Guthrie, Recreation Supervisor  
Jeff Barr, Parks and Facilities Superintendent  
Sara Crombie, Recreation Supervisor  
Rob Priestas, City Engineer  
Jeff Feltz, Water Resource Engineer  
Bonnie Gard, Zoning Administrator  
Ken Fultz, Chief Building Official  
Future GIS Administrator

Stakeholders: One to two Natural Resource Advisory Committee members

**Required Resources:**

Fiscal resources to secure the consultant  
Future Deputy Director of Parks and Recreation, GIS Administrator  
Appropriate staff time and resources to complete the plan

**Notes:**

- Storm water management is key to a successful waterway plan
- Tree / obstruction removal is important to utilize the waterways
- Need to clarify the three creeks that run through Gahanna
- Accessibility and recreational opportunities (boat launch, picnics, fishing, viewing and general gathering places)
- interpretive sign package for multiple type users in order to educate on the importance of nature
- partnership with the schools that do water quality analysis
- Kayak rental program for non-boat owners
- Water quality efforts need to be increased, although there have been very conservative views on the importance of not degrading water quality
- TMDLs restrict the activities within the waterway to ensure water quality
- Maintenance and sediment removal is an ongoing effort that needs to be incorporated in a plan
- Integrating existing plans with this strategy
  - Waterway Plan to be the overarching plan compared to the bike path plan
- solidifying what the community wants
- identifying the plan elements
- identifying long term maintenance
- identifying the funding



# City of Gahanna Strategic Planning Worksheet

**Strategic Priority:**

Character of the City

**Strategic Result:**

By 2021, 50% of targeted existing and new businesses in Gahanna will partner with the City to participate in and meaningfully contribute to community engagement initiatives, events and other activities that bring together business leaders, city leaders, employee volunteers and residents.

**Strategic Result Lead Name(s) and Department(s):**

Anthony Jones, Director of Planning & Development

Troy Euton, Director of Parks and Recreation

**Interim Operational Results:**

- By May 1, 2016, the Development team will begin teeing up possible visits by Parks and Recreation Department
- By June 1, 2016, the business contacts will be kept, communicated and coordinated through a CRM system. Prior to business visits, the CRM will be reviewed
- By December 31, 2016, 100% of identified Gahanna businesses will be visited by the proactive business engagement team
- By December 31, 2018, 25% of the targeted existing and new businesses in Gahanna will partner with the City to participate in and meaningfully contribute to community engagement initiatives, events and other activities

**Key Strategies with Timelines:****Short Term Strategies – First 6 months**

- By May 1, 2016, collateral materials will be developed and shared between the Development and Parks and Recreation Department for distribution to businesses
- By May 1, 2016, participation in and meaningfully contribute to community engagement initiatives, events and other activities that bring together business leaders, city leaders, employee volunteers and residents will be defined as activities the City is associated with or providing approval for:
  - Examples: Lower or offset cost of events/activities/initiatives; attend events sponsored by the city or community organizations; partnership in planning or hosting events; participating in area commissions; provide recreation services to community without

profit; activities the City is associated with or providing approval for; attend business roundtables and business events (Groundhog, Chamber events, etc); business development engagements; CIC/CVB board participation;

**Longer Term Strategies – 6-24 Months**

- By December 1, 2016, City will have a fully coordinated, integrated approach to serving and engaging businesses within the community
- By December 31, 2017, all business engagement materials will be aligned with the city's brand

**Team Members:**

Lead: Anthony Jones, Director of Development Department  
Troy Euton, Director of Parks and Recreation

Team: Michael Blackford, Deputy Director of Development Department  
Emanuel Torres, Economic Development Manager  
Zac Guthrie, Recreation Supervisor

**Required Resources:**

Technology Resources for onsite business visits

Updated CRM software system

Marketing Collateral materials in the short run

Marketing Collateral materials aligned to the city brand

Required staff and resources to complete strategies

Website upgrades and creation of mobile applications

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## City of Gahanna Strategic Planning Worksheet

### **Strategic Priority:**

Character of the City

### **Strategic Result:**

By 2019, City neighborhood, development and new commercial development plans will be consistent with established architectural standards and guidelines that supports, maintains and promotes the character of the City.

### **Strategic Result Lead Name and Department:**

Anthony Jones, Director of Planning and Development

### **Interim Operational Results:**

- By July 1, 2017, the City Council will be presented with the existing architectural standards.
- By July 1, 2018, the stakeholders will be engaged in the process of determining the desired architectural standards of the community.
- By December 31, 2019, completion of strategic priority #4
- By December 31, 2019, updated architectural standards and guidelines will be created and approved.

### **Key Strategies with Timelines:**

#### **Short Term Strategies – First 6 months**

#### **Longer Term Strategies – 6-24 Months**

- By December 31, 2017, secure a consultant to complete a public engagement process to determine the desired architectural standards.

### **Team Members:**

Lead: Anthony Jones  
Team: Michael Blackford  
Bonnie Gard  
Dottie Franey  
Rob Priestas

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**Required Resources:**

Staff Time

Financial Resources for consultant services

Establishment of Area Neighborhood Commissions

**Citizen Involvement Opportunities:**

Area Neighborhood Commissions

Planning Commission

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## City of Gahanna Strategic Planning Worksheet

### **Strategic Priority:**

#### Character of the City

Gahanna's essential character is a welcoming, diverse, family and business friendly community. Articulating and promoting the Gahanna brand in all the appropriate ways will distinguish us as a place where people want to live, visit and work in Central Ohio. We will chart an intentional course for future developments, signage and promotions that in appearance and quality communicate the character of our welcoming community.

### **Strategic Result:**

By 2019, entrances to the City and neighborhoods within city boundaries will have consistent and unified signage, including street signs, that is consistent with our brand.

### **Strategic Result Lead Name and Department:**

Anthony Jones, Planning & Development

### **Interim Operational Results:**

By mid-year 2017, the City will launch a new brand that expresses the character of our community.

#### Gateways/Entrances

By December 31, 2017, a firm will provide designs for entryways and plans for implementation.

#### Street Sign Option 1 (100% Complete by 12/31/2019) (Buy all of district 2 signs in 2017 and all of district 1 signs in 2018).

By December 31, 2016, District 3, (bordered by Big Walnut Creek east to Hamilton Road and Morse Road south to Granville Street) will have new street signs installed.

By the end of 2017, one-third of remaining street signs in districts 1 and 2 would be installed

By the end of 2018, two-thirds of remaining street signs in districts 1 and 2 would be installed.

By the end of 2019, all remaining street signs in districts 1 and 2 would be installed.

Street Sign Option 2 (100% Complete by 12/31/2020) (Order 60K worth of signs & poles each year)

By December 31, 2016, District 3, (bordered by Big Walnut Creek east to Hamilton Road and Morse Road south to Granville Street) will have new street signs installed.

By December 31, 2018, District 2 (bordered by corporation limits south of Morse Road, east of Hamilton Road, north of Clark State Road and west of Reynoldsburg-New Albany Rd, excluding Harrison Pond) will have new street signs installed.

By December 31, 2020, District 1 (bordered by corporation limits west of Hamilton Road, south of Havens Corners Road, west of Taylor Station Road to Taylor Road, and corporation limits south of Taylor Rd. west of Taylor Station Road) will have new street signs installed.

**Key Strategies with Timelines:**

Gateways/Entrances

**Short Term Strategies – First 6 months**

- By June 2016, inventory existing entryways and existing signage, and review existing city plans.
- By June 2016, determine state timelines and requirements for overpasses.

**Longer Term Strategies – 6-24 Months**

- Brand launched in mid-2017
- Consultant selection-development (mid-2017)
- By mid-year 2018, begin implementing phased construction of branded entryways.

Street Sign Option 1 (100% Complete by 12/31/2019)

**Short Term Strategies – First 6 months**

- By April 1, 2016 order street signs & poles for District 3.
- By June 30, 2016 begin installing District 3 street signs & poles.

**Longer Term Strategies – 6-24 Months**

- By February 1, 2017 place the order for street signs & poles for District 2.
- By February 1, 2018 place the order for street signs & poles for District 1.
- By March 31, 2017 begin program of continuous year-round installations.

Street Sign Option 2 (100% Complete by 12/31/2020)

**Short Term Strategies – First 6 months**

- By April 1, 2016 order street signs & poles for District 3.
- By June 30, 2016 begin installing District 3 street signs & poles.

**Longer Term Strategies – 6-24 Months**

- By February 1, 2017 and February 1, 2018, place the annual order of street signs & poles for District 2.
- By March 31, 2017 and March 31, 2018, begin installation of street signs & poles in District 2.
- By February 1, 2019 and February 1, 2020, place the annual order of street signs & poles for District 1.
- By March 31, 2019 and March 31, 2020, begin installation of street signs & poles in District 1.

**Team Members:**

Gateways/Entrances Sub-Team:

Lead: Anthony Jones, Planning & Development

Team: Jennifer Teal, City Administrator

TBD, Marketing & Communication Director

Niel Jurist, Public Information Manager

Bonnie Gard, Service & Engineering

Michael Blackford, Planning & Development

Dottie Franey, Service & Engineering

Rob Priestas, Service & Engineering

Anthony Jones, Planning & Development

Russ Sims, Service & Engineering

Ken Fultz, Service & Engineering

Matt Holdren, Service & Engineering

Street Sign Sub-Team:

Lead: Dottie Franey, Service & Engineering

Team: Russ Sims, Service & Engineering

Kevin Mumper, Service & Engineering

Matt Holdren, Service & Engineering

**Required Resources:**

Gateways

Funding for design and construction of gateways-some is currently budgeted (look into TIF districts for additional \$\$)

Budget & strategies for maintenance

Street Signs

Shaded map of plow districts/road sign replacement phasing.

Funding for street signs (~300K) purchase and installation

Option 1: 60K in 2016, 120K in 2017 & 120K in 2018

Option 2: 60K every year 2016-2020.

Staff resources for installing street signs depending on pace of installation

(mid-2018 we'll know if we can hit the target of 2019 completion or not w/  
our current staffing)

Budget & strategies for maintenance

**Notes:**

*Street signs= current street sign program (not a new initiative)*

*Entrances= multiple types:*

*Major arterials/gateways*

*Overpasses*

*Minor entrances*

*Neighborhoods=*

*What would this be? Grant program for signage consistent w/ brand?*

*Don't forget industrial zone—signage/gateways for industrial zone*

*Downtown district*

*Helps people "know" they are in Gahanna*

*What about trail signage?*

*Street sign program limitations include staff time (aggressive timeline may exceed current staff capacity).*

**###Clarification needed—did Council intend for there to be another set of projects including neighborhood branding (i.e. subdivisions, industrial zone, etc.)###**



## City of Gahanna Strategic Planning Worksheet

### Strategic Priority:

#### Character of the City

Gahanna's essential character is a welcoming, diverse, family and business friendly community. Articulating and promoting the Gahanna brand in all the appropriate ways will distinguish us as a place where people want to live, visit and work in Central Ohio. We will chart an intentional course for future developments, signage and promotions that in appearance and quality communicate the character of our welcoming community.

### Strategic Result:

By mid-year 2017, the City will launch a new brand that expresses the character of our community.

### Strategic Result Lead Name and Department:

TBD, Mayor's Office

### Interim Operational Results:

By February 1, 2017, the community, including neighborhoods, businesses and community and regional organizations, is engaged in the development of the brand.

### Key Strategies with Timelines:

#### Short Term Strategies – First 6 months

- By April 30, 2016, hire & onboard Marketing & Communication Director
- By May 2016, the initiative will be communicated to key stakeholders in the community
- By July 1, 2016 CEOs for Cities convenes a peer consulting group
- By October 1, 2016, select a branding consultant firm (performance based contract)
- By November 1, 2016, working with the consultant, approve the process of engaging the community and finalizing the brand.

#### Longer Term Strategies – 6-24 Months

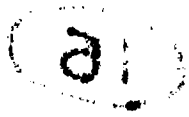
- 

### Team Members:

Lead: TBD-Mayor's Office

#### Team

Jennifer Teal, City Administrator



Tom Kneeland, Mayor  
Beth McCollum, Parks  
Zac Guthrie, Parks  
Shannon Sorrell, Parks  
Sara Crombie, Parks  
Troy Euton, Parks,  
Niel Jurist, PIM  
Anthony Jones, Planning & Development  
Rob Priestas, Service & Engineering  
Dottie Franey, Service & Engineering  
Michael Blackford, Planning & Development  
Bonnie Gard, Service & Engineering

Key Stakeholders:

CVB  
Chamber  
CIC  
Schools

**Required Resources:**

CEOs for Cities  
Qualified Consultant  
Stakeholders to participate in process  
Regional partners (CMO for Columbus)  
Funding for CEOs for Cities visit (?)  
Funding for consultants (in 2016 budget)  
Funding for new collateral-redesigning and printing (2017 and beyond)

**Notes about what our brand should include:**

*Natural resources (parks, water)*  
*Welcoming*  
*Family*  
*Safety*  
*A place where all types of people and businesses can be successful (diversity)*  
*-ages/stages/\$*  
*Convenient--Proximity to opportunities*  
*...how do we attract young people who will be engaged...*

*Unified brand across organizations*  
*-CVB*  
*-Chamber*  
*-CIC*

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## City of Gahanna Strategic Planning Worksheet

### **Strategic Priority:**

Good Government

### **Strategic Result:**

By the end of 2016, residents will experience improved community engagement opportunities & participation through the creation of neighborhood commissions.

### **Strategic Result Lead Name and Department:**

Tom Kneeland, Mayor

Anthony Jones, Director of Planning & Development

### **Interim Operational Results:**

- By June 1, 2016, the Mayor and the public will have the framing document will be used to establish area commissions.
- By October 1, 2016, area commission members will be appointed
- By November 31, 2016, all the area commissions will have a meeting

### **Key Strategies with Timelines:**

#### **Short Term Strategies – First 6 months**

- By April 15, 2016, finalize the goals and objectives that will define the role of the commissions; define the function of the commission; and how they will fit into the overall development process within Gahanna.
- By April 30, 2016, review the phasing for implementation, potential district boundaries and phasing of the districts; and establish a desired board "profile" of community members.
- By May 15, 2016, a draft document will be prepared that will outline both the creation of the area commission; guide the operation of the commissions; and how the commission fits into the development process.
- By July 1, 2016, the City's standard operating procedures for development application processes will be modified to reflect the involvement of the Area Commissions
- By July 15, 2016, the Mayor's office will solicit for area commission membership
- By December 31, 2016, consultant and staff will draft initial role descriptions and charter documentation.

#### **Longer Term Strategies – 6-24 Months**

### **Team Members:**

Lead:  
Team:



**Required Resources:**

Staff Time

Financial Resources for consultant services

**Citizen Involvement Opportunities:**



# City of Gahanna Strategic Planning Worksheet

**Strategic Priority:**

Good Government

**Strategic Result:**

By 2017, Council, Mayor and residents will have on-line access to results performance information regarding the implementation of the City Strategic Plan.

**Strategic Result Lead Name and Department:**

Jennifer Teal, City Administrator

**Interim Operational Results:**

By April 2016, working copies of the each strategic results implementation plans will be shared with City Council.

By July 31, 2016, Council will receive their first quarterly update on the implementation of the strategic plan.

By January 31, 2017 Council will receive an annual update on the implementation of the strategic plan.

**Key Strategies with Timelines:**

**Short Term Strategies – First 6 months**

- By July 31, 2016 redesign and/or update the [www.gofowardgahanna.org](http://www.gofowardgahanna.org) website to accommodate provide user-friendly access to results performance information
- As a part of the quarterly and annual update process, upload results performance information to the [www.gofowardgahanna.org](http://www.gofowardgahanna.org) website.
- Promotion and public outreach to drive the public to online reporting.

**Longer Term Strategies – 6-24 Months**

**Team Members:**

Lead: Jennifer Teal, City Administrator  
Team: Niel Jurist, Public Information Manager  
Jessica Gleich, Finance Coordinator  
Kim Banning, Council Clerk

**Required Resources:**

Annual domain fees for [www.gofowardgahanna.org](http://www.gofowardgahanna.org)  
Staff time

**Citizen Involvement Opportunities:**

Citizens will have ongoing access to results performance information at [www.gofowardgahanna.org](http://www.gofowardgahanna.org)



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# City of Gahanna Strategic Planning Worksheet

## **Strategic Priority:**

### Good Government

By engaging the community, the City is committing itself to being a leader of progress. Focusing on results for our customers will be the guiding principal for all City operations. City departments will routinely provide results performance information to the Council and Mayor for decision-making, and to the community so that trust and confidence are the hallmarks of the essential relationship between the City and our community. Ensuring a responsive, customer-focused government culture, the following will be accomplished:

## **Strategic Result:**

By mid-2017, Council and the Mayor will be able to make decisions using regularly provided performance reports with results measures.

## **Strategic Result Lead Name and Department:**

Jennifer Teal, City Administrator

## **Interim Operational Results:**

By June 1, 2016, a framework, definitions, tools and timelines for performance measurement will be developed.

By August 1, 2016 department managers will develop results performance measures to support the implementation plan.

By November 1, 2016, Mayor and Council will have preliminary results performance information related to the strategic plan.

By mid-2017 a phased approach for developing departmental strategic business plans that include results performance measures will be implemented.

## **Key Strategies with Timelines:**

### **Short Term Strategies – First 6 months**

- Develop results performance measures for each strategic result in the strategic plan.
- Develop a process for collecting and reporting results performance information related to the strategic plan on a quarterly basis.

### **Longer Term Strategies – 6-24 Months**

- Develop a management system for creating annual department business plans and performance reports.

### **Team Members:**

Lead: Jennifer Teal, City Administrator  
Team: TBD, Finance Coordinator  
Department PM contacts-performance reporting  
Department directors-business plan development

### **Required Resources:**

Enough time to do this well  
Consultant/facilitation services to build strategic business plans/capacity  
Funding for consultant/facilitation services

### **Citizen Involvement Opportunities:**

Citizens will have access to results performance information once it is live.

### Notes:

*Capacity building*

*Training*

*Department strategic business plans*

*Focus groups/exercises—who are our customers, what results are we after?*

*Need common language*

### *Vocabulary:*

*Customer- the customer is the group of individual or organizations who receive the services and their benefits*

*Results-the experience that your customer has as a consequence of your operations, measured as a ratio*

### Elements of a Strategic Business Plan include:

- *Clear, concise one sentence Mission Statement*
- *Issue Statements of the most important long-term issues and trends facing your customers and your organization*
- *Strategic Goals or Results that establish measurable, time specific, customer-focused results written in terms of what customers will experience, e.g. % of building permits issued within x number of days*
- *Services that identify the key deliverables your customers receive from the department*
- *Programs that are built on groups of services organized around customers and results, that enable the department to measure and manage operational performance, with each Program having a Purpose Statement and a Family of Performance Measures®*
- *Lines of Business that are groups of Programs that define large sections of the organization*



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## City of Gahanna Strategic Planning Worksheet

**Strategic Priority:**  
Good Government

**Strategic Result:**  
By mid-2017, residents, businesses and interested stakeholders will have on-line access to results performance information about City operations.

**Strategic Result Lead Name and Department:**  
Jennifer Teal, City Administrator

**Interim Operational Results:**  
By June 1, 2016, a framework, definitions, tools and timelines for performance measurement will be developed.

By August 1, 2016 department managers will develop results performance measures to support the implementation plan.

By January 31, 2017 Council will receive an annual update on the implementation of the strategic plan including identification of the measures that will be used to support it.

**Key Strategies with Timelines:**

**Short Term Strategies – First 6 months**

- By December 31, 2016 identify options for online presentation of results performance information.
- Develop a schedule and method for internal data collection and reporting.

**Longer Term Strategies – 6-24 Months**

**Team Members:**

Lead: Jennifer Teal, City Administrator  
Team: Department PM POCs  
Jessica Gleich, Finance Coordinator  
Rory Gaydos, IT Director

**Required Resources:**

Staff time  
Technology solution for performance reporting  
(Potentially) funding for technology solution for performance reporting

**Citizen Involvement Opportunities:**

Citizens will have access to results performance information online.

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Notes:

*Results performance information will be developed over time in line with the development of departmental strategic business plans. The first wave of results performance information that will be developed and shared will be related to the implementation of the strategic plan.*

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# City of Gahanna Strategic Planning Worksheet

## **Strategic Priority:**

### Good Government

By engaging the community, the City is committing itself to being a leader of progress. Focusing on results for our customers will be the guiding principal for all City operations. City departments will routinely provide results performance information to the Council and Mayor for decision-making, and to the community so that trust and confidence are the hallmarks of the essential relationship between the City and our community. Ensuring a responsive, customer-focused government culture, the following will be accomplished:

## **Strategic Result:**

By 2017, Gahanna residents will experience a responsive government that measures citizen satisfaction and concerns in a statistically valid & actionable manner every 3 years.

## **Strategic Result Lead Name and Department:**

Jennifer Teal, City Administrator

## **Interim Operational Results:**

By October 31<sup>st</sup> 2016, citizen satisfaction and concerns will be measured using a statistically valid, nationally administered and benchmarked citizen survey.

## **Key Strategies with Timelines:**

### **Short Term Strategies – First 6 months**

- By April 30, 2016, the project timeline and schedule will be shared with Council.
- By May 15, 2016, a survey vendor will be selected.
- By October 31<sup>st</sup>, 2016 the survey will be administered.

### **Longer Term Strategies – 6-24 Months**

- By December 31, 2016, survey results will be shared with Council and the public.
- Beginning in 2017, survey results will inform operational strategic planning at the department level.
- Beginning in 2018, the City will administer a citizen survey every two years, in even years.

## **Team Members:**

Lead: Jennifer Teal, City Administrator

Team: TBD, Marketing and Communication Director

Niel Jurist, Public Information Manager  
Rory Gaydos, Information Technology  
TBD, Survey partner

**Required Resources:**

Survey partner

Funding for survey (every 2 years), 2016 funds are included in budget

Annual departmental strategic business planning process

**Citizen Involvement Opportunities:**

Citizens will be engaged directly by the survey firm

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## City of Gahanna Strategic Planning Worksheet

### **Strategic Priority:**

#### Good Government

By engaging the community, the City is committing itself to being a leader of progress. Focusing on results for our customers will be the guiding principal for all City operations. City departments will routinely provide results performance information to the Council and Mayor for decision-making, and to the community so that trust and confidence are the hallmarks of the essential relationship between the City and our community. Ensuring a responsive, customer-focused government culture, the following will be accomplished:

### **Strategic Result:**

By 2017, the business community, neighborhoods, and developers will have updated, enforced City codes, which are reviewed every 3 years.

### **Strategic Result Lead Name and Department:**

Jennifer Teal, City Administrator

### **Interim Operational Results:**

By December 31, 2016, city codes that relate to revenue collection will be proactively reviewed and up to date.

By December 31, 2016, zoning codes will be proactively reviewed and up to date.

By the first quarter of 2017, residents will have code enforcement available seven days a week.

By the end of 2017, residents will experience an enhanced customer interface for code enforcement reporting.

By 2017, all city codes will be proactively reviewed and up to date.

By 2020, all city codes will be proactively reviewed and up to date.

### **Key Strategies with Timelines:**

#### **Short Term Strategies – First 6 months**

- By June 2016, develop a schedule for city code reviews and updates.
- Throughout code review, identify opportunities for simplification and consolidation.
- Engage the Planning Commission early in the code review process.
- Include funding request for PT code enforcement officer in 2017

budget request.

- By December 31, 2016 identify ways to facilitate reporting code violations.
- Include funding request for code enforcement interface in 2017 budget request.

**Longer Term Strategies – 6-24 Months**

- Throughout code review, identify opportunities for simplification and consolidation.
- In the first quarter of 2017, add additional PT code enforcement.
- By the end of 2017, implement an improved customer interface for code enforcement reporting.

**Team Members:**

Code Review and Updates

Lead: Jennifer Teal, City Administrator  
Team: Shane Ewald, City Attorney  
Kim Banning, Clerk of Council  
Department Directors (related to subject matter)  
Appropriate Staff (related to subject matter)  
Planning Commission (as applicable)

Code Enforcement Enhancements

Lead: Rob Priestas, Service & Engineering  
Team: Dottie Franey, Service & Engineering  
Bonnie Gard, Service & Engineering  
Brian Reynolds, Code Enforcement Officer  
TBD, PT Code Enforcement Officer

**Required Resources:**

Budget for PT code enforcement support  
Resource for PT code enforcement  
Software tool for customer interface for code enforcement reporting  
Budget for software tool for customer interface for code enforcement reporting  
Possible technology tool for code review schedule tracking (workflow & alerts)