



Strategic Business Plan

As Of: February 12, 2019

Plan Name: City of Gahanna
Mayor's Name: Tom Kneeland

Mission Statement	GahannasMission is to ensure an exceptional quality of life by providing comprehensive services, financial stability, and well-planned development which preserves the natural environment, in order that city government will continue to be responsive, accessible, and accountable to our diverse and growing community of citizens.
Strategic Priority Name:	Business and Job Development
Description:	Gahanna is a business-friendly community. City government is committed to creating a development environment conducive for new businesses that support well-paying jobs. A vibrant, walkable downtown, a stable and prosperous business environment, and an up-to-date, unified City Development Plan, are keys to our city's future.

Strategic Results

1.1 Walkable Downtown District

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

Strategic Result Lead: Dottie Franey, City Administrator

Strategic Result Team:

- Jeff Barr, Director of Parks and Recreation
- Anthony Jones, Director of Planning & Development
- Rob Priestas, Director of Public Service & Engineering
- Jeff Spence, Chief of Police
- Bonnie Gard, Zoning Administrator
- Michael Blackford, Deputy Director of Planning & Development

Milestones

Strategic Priority Name: Business and Job Development

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Strategic Results

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Strategic Results

1.2 Create 2,750 New Jobs

1.2 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: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Tom Kneeland, Mayor
- Michael Blackford, Deputy Director of Planning & Development
- Emanuel Torres, Economic Development Manager
- Joann Bury, Finance Director

Milestones

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Strategic Results

1.3 Job Wages and Density

1.3 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: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Tom Kneeland, Mayor
- Michael Blackford, Deputy Director of Planning & Development
- Emanuel Torres, Economic Development Manager
- Joann Bury, Finance Director

Milestones

○ Ongoing-When Council and the public receive information about potential development incentives and projects, the Planning and Development Department will provide information on the proposed impacts to job density and wages.

Due: 01/01/0001 **Completed:**

● 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.

Due: 06/30/2016 **Completed:** 06/30/16

● By June 30, 2016, develop a strategy for calculating the number of jobs and wage levels.

Due: 06/30/2016 **Completed:** 06/30/16

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Strategic Results

1.4 Updated and Accessible Development Plans

1.4 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: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Michael Blackford, Deputy Director of Planning & Development
- Rob Priestas, Director of Public Service & Engineering
- Bonnie Gard, Zoning Administrator
- Joe Collin , GIS Administrator

Milestones

Strategic Priority Name: Roads, Bridges & Infrastructure

Description: Roads, bridges and infrastructure are critical core services provided by government. The City of Gahanna takes this responsibility very seriously. The condition of roads, bridges and aging infrastructure is a safety issue, as well as a major factor in citizen satisfaction and economic development. However, few investments were made in the years immediately following the great recession of 2008 and we are just now playing catch-up. In order to restore our assets and stay current on these most basic of services, the City will work with the community to develop a dedicated funding mechanism for roads, bridges and infrastructure so we will not find ourselves in this situation agains.

Strategic Results

2.1 Arterial Roads 70 PCR

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

Strategic Result Lead: Rob Priestas, Director of Public Service & Engineering

Strategic Result Team:

- Joann Bury, Director of Finance

Milestones

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Strategic Results

2.2 Local Roads 65 PCR

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

Strategic Result Lead: Rob Priestas, Director of Public Service & Engineering

Strategic Result Team:

- Joann Bury, Director of Finance

Milestones

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Strategic Results

2.3 West Side Intersection Completed

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

Strategic Result Lead: Dottie Franey, City Administrator

Strategic Result Team:

- Rob Priestas, Director of Public Service and Engineering
- Anthony Jones, Director of Planning & Development
- Joann Bury, Director of Finance
- Jeff Spence, Chief of Police

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Strategic Results

Milestones

- By mid-2020, begin construction.

Due: 06/30/2020

Completed:

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Strategic Results

2.4 Dedicated Funding for Roads and Bridges

2.4 By December 31st 2019, roads, bridges and infrastructure improvements and ongoing maintenance will be supported by a dedicated funding mechanism.

Strategic Result Lead: Joann Bury, Director of Finance

Strategic Result Team:

- Michael Schnetzer, Chair of Council Finance Committee
- Dottie Franey, City Administrator
- Rob Priestas, Director of Public Service & Engineering
- Anthony Jones, Director of Planning & Development
- Niel Jurist, Public Information manager

Milestones

Strategic Priority Name: Parks, Trails & Recreation

Description: Parks, trails and recreation are essential to the character of Gahanna, our way of life and an important part of what our residents want in their community. The City will endeavor to provide sustainable funding and maintenance for our current and future parks, trails and sports facilities so they can continue to be a source of pride and an attraction others will want to come and enjoy with us.

Strategic Results

3.1 Completed Trail System

3.1 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: Jeff Barr, Director of Parks and Recreation

Strategic Result Team:

- Joann Bury, Director of Finance
- Rob Priestas, Director of Public Service & Engineering

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Strategic Results

3.2 Southwest Floodplain Park Plan

3.2 By 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: Jeff Barr, Director of Parks & Recreation

Strategic Result Team:

- Stephania Bernard-Ferrell, Deputy Director of Parks & Recreation
- Alan Little, Parks and Facilities Superintendent
- Dottie Franey, City Administrator

Milestones

 By April 1, 2016, present the City Strategic Plan to the Parks Board

Due: 04/01/2016 **Completed:** 04/01/16

 The 2017 budget process will include decisions about capital investment to keep the existing pools open.

Due: 09/30/2016 **Completed:** 09/30/16

 By March 31, 2018 Parks staff will develop rough conceptual plans of active and passive options for Council's consideration.

Due: 03/31/2018 **Completed:**

 By mid-2018, the community will be engaged in the planning process.

Due: 06/30/2018 **Completed:**

 The community will have aquatics opportunities in Gahanna while City pools continue to operate until the final strategy is determined.

Due: 12/31/2018 **Completed:**

Strategic Priority Name: Parks, Trails & Recreation

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Strategic Results

3.3 Southwest Floodplain Park Development

3.3 By the end of 2021, Gahanna residents and visitors will be able to enjoy a completed park in the Southwest Floodplain that is well planned and maintained.

Strategic Result Lead: Jeff Barr, Director of Parks and Recreation

Strategic Result Team:

- Stephanie Bernard-Ferrell, Deputy Director of Parks and Recreation
- Alan Little, Parks and Facilities Superintendent
- Brian Gill, Recreation Superintendent

Milestones

Completion of strategic result 3.2 (Southwest Floodplain Park Plan)

Due: 12/31/2018

Completed:

Strategic Priority Name: Parks, Trails & Recreation

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Strategic Results

3.4 Waterway Plan

3.4 By 2018, Gahanna residents will have an approved plan in place for waterways development, use and promotion.

Strategic Result Lead: Stephania Bernard-Ferrell, Deputy Director of Parks and Recreation

Strategic Result Team:

- Jeff Barr, Director of Parks and Recreation
- Alan Little, Parks and Facilities Superintendent

Milestones

 By April 1, 2016, present the City Strategic Plan to the Parks Board

Due: 04/01/2016 **Completed:** 04/01/16

 By May 1, 2016, promote waterway programs, awareness and future planning process within existing recreational communication plan and water billing system

Due: 05/01/2016 **Completed:** 05/01/16

 By mid-2018, the community will be engaged in planning process

Due: 06/30/2018 **Completed:**

 By January 1, 2019 initiate promotion strategy of the waterway plan, programs and usage

Due: 01/01/2019 **Completed:**

Strategic Priority Name: Character of the City

Description: 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 Results

4.1 Business Involvement

4.1 By 2021, 50% of targeted 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

Strategic Result Lead: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Jeff Barr, Director of Parks and Recreation
- Michael Blackford, Deputy Director of Planning & Development
- Emanuel Torres, Economic Development Manager
- Zac Guthrie, Recreation Supervisor

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Strategic Results

4.2 Updated Architectural Standards

4.2 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: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Michael Blackford, Deputy Director Planning & Development
- Rob Priestas, Director of Public Service & Engineering
- Bonnie Gard, Zoning Administrator

Milestones

Strategic Priority Name: Character of the City

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Strategic Results

4.3 Gateways and Signage

4.3 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: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Dottie Franey, City Administrator
- Niel Jurist, Public Information Manager
- Michael Blackford, Deputy Director of Planning & Development
- Rob Priestas, Director of Public Service & Engineering
- Russ Sims, Streets/Utilities Superintendent

Milestones

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Strategic Results

4.4 Brand Launch

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

Strategic Result Lead: Dottie Franey, City Administrator

Strategic Result Team:

- Anthony Jones, Director of Planning & Development
- Tom Kneeland, Mayor
- Beth McCollum, Marketing Manager
- Niel Jurist, Public Information Manager

Milestones

Strategic Priority Name: Good Government

Description: 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.

Strategic Results

5.1 Area Commissions

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

Strategic Result Lead: Anthony Jones, Director of Planning & Development

Strategic Result Team:

- Tom Kneeland, Mayor
- Michael Blackford, Deputy Director of Planning & Development

Milestones

Strategic Priority Name: Good Government

Description: 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.

Strategic Results

5.2 Online Access to Strategic Plan Performance

5.2 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: Dottie Franey, City Administrator

Strategic Result Team:

- Niel Jurist, Public Information Manager
- Kim Banning, Council Clerk

Milestones

Strategic Priority Name: Good Government

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Strategic Results

5.3 Results Performance Measurement

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

Strategic Result Lead: Dottie Franey, City Administrator

Strategic Result Team:

- Department Directors

Milestones

Strategic Priority Name: Good Government

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Strategic Results

5.4 Online Access to Results Performance Information

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

Strategic Result Lead: Dottie Franey, City Administrator

Strategic Result Team:

- Department Directors

Milestones

By December 31, 2016, identify options for online presentation of results performance information.

Due: 12/31/2016

Completed: 08/31/16

- By February 15, 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.

Due: 02/15/2017

Completed: 02/27/17

Strategic Priority Name: Good Government

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Strategic Results

5.5 Recurring Citizen Survey

5.5 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: Dottie Franey, City Administrator

Strategic Result Team:

- Niel Jurist, Public Information Manager

Milestones

Strategic Priority Name: Good Government

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Strategic Results

5.6 Code Review, Update and Enforcement

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

Strategic Result Lead: Dottie Franey, City Administrator

Strategic Result Team:

Code Review and Updates:

Lead: Shane Ewald, City Attorney

Team: 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, Director of Public Service & Engineering

Team: Bonnie Gard, Planning & Zoning Administrator, Brian Reynolds, Code Enforcement Officer

Milestones