Strategic Result Status Update

As of: October 16, 2018

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

Mission Statement	Gahanna's Mission 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

🟢 By April 1, 2016, in order to encourage retail activity, the City will begin to solicit private investment for new residential and mixed-use projects in the downtown area.

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

🟢 By August 31, 2016, the City will support statewide legislation that improves the economic development toolkit to improve the downtown area.

Due: 08/31/2016   **Completed:** 04/27/16

🟢 By December 31, 2016, identify walkability gaps in the downtown area.

Due: 12/31/2016   **Completed:** 12/30/16

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

Milestones

● By December 31, 2016, identify a solution for the parking garage space count system
Due: 12/31/2016 **Completed:** 09/25/16

● By December 31, 2017, an active community based group for the arts, culture and entertainment activities in the downtown area will be developed.
Due: 12/31/2017 **Completed:** 10/31/16

● By December 31, 2017, modify the city code to support, control and promote food truck and other mobile retail service industries
Due: 12/31/2017 **Completed:** 07/23/18

● By December 31, 2017, City staff will meet with the Gahanna Cultural Arts Foundation to discuss arts, culture and entertainment opportunities in the downtown area.
Due: 12/31/2017 **Completed:** 12/31/17

○ By July 31, 2018 Creekside and Downtown businesses and stakeholders will be engaged in the development of a long-term plan for Creekside.
Due: 07/31/2018 **Completed:**

● By December 31, 2018, residents and businesses of the downtown will experience a brand that is aligned with the City's new brand initiative
Due: 12/31/2018 **Completed:** 07/27/18

○ 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.
Due: 12/31/2021 **Completed:**

○ By December 31, 2021, pedestrians will have directional signage for the downtown area.
Due: 12/31/2021 **Completed:**

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

1.2 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

⬤ By May 1, 2016, the Mayor will receive monthly performance reports related to the development of new well-paying jobs
Due: 05/01/2016   **Completed:** 05/01/16

⬤ By July 1, 2016, investigate and review the data that will provide the industry information needed for the ongoing trend analysis.
Due: 07/01/2016   **Completed:** 07/01/16

⬤ By July 31, 2016, the Council and public will receive frequent performance reports related to the development of new well-paying jobs.
Due: 07/31/2016   **Completed:** 07/31/16

⬤ By December 31, 2017, the City will have developed 916 new well-paying jobs within southeast and southwest Gahanna.
Due: 12/31/2017   **Completed:** 01/31/17

◯ By December 31, 2019, the City will have developed at least 1,832 new well-paying jobs within southeast and southwest Gahanna.
Due: 12/31/2019   **Completed:**

◯ By December 31, 2021, the City will have developed at least 2,750 new well-paying jobs within southeast and southwest Gahanna.
Due: 12/31/2021   **Completed:**

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

1.3 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: Ongoing   **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

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

1.4 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

⬤ By December 31, 2016, Gahanna's Planning Commission will participate in the review and discussion of each of the City's existing development plans.
   Due: 12/31/2016   **Completed:**   12/21/16

⬤ By August 31, 2017, develop a matrix of all City plans to identify similarities and contradictions.
   Due: 08/31/2017   **Completed:**   02/27/17

⬤ By December 31, 2018, the development and business community, city leaders and investors, residents and neighborhoods will have access to updated plan data from the City's online GIS system.
   Due: 12/31/2018   **Completed:**   10/01/18

◯ By December 31, 2019, completion of strategic priority 4.2-Updated Architectural Standards
   Due: 12/31/2019   **Completed:**

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 again.

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

○ 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.
Due: Ongoing   **Completed:**

○ By December 31 of each year, roads will be rated and progress reported in the following June.
Due: Ongoing   **Completed:**

● 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 (in CNA).
Due: 06/01/2016   **Completed:** 06/30/16

● By December 31, 2016, drivers will experience a smooth comfortable ride (70 PCR) on 97.4% of Gahanna's arterial roads
Due: 12/31/2016   **Completed:** 09/30/16

● By December 31, 2017, drivers will experience a smooth comfortable ride (70 PCR) on 98.3% of Gahanna's arterial roads.
Due: 12/31/2017   **Completed:** 09/30/17

● By December 31, 2018, drivers will experience a smooth comfortable ride (70 PCR) on 99.1% of Gahanna's arterial roads.
Due: 12/31/2018   **Completed:** 12/31/17

● By December 31, 2019, drivers will experience a smooth comfortable ride (70 PCR) on 100% of Gahanna's arterial roads.
Due: 12/31/2019   **Completed:** 12/31/17

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 again.

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

○ 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.
  Due: Ongoing   **Completed:**

● 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 (in CNA).
  Due: 06/01/2016   **Completed:**   06/30/16

● 2.2.1-By December 31, 2016, drivers will experience a comfortable ride (65 PCR) on 96.1% of Gahanna's local roads.
  Due: 12/31/2016   **Completed:**   06/30/16

● By December 31 of each year, roads will be rated and progress reported in the following June.
  Due: 12/31/2016   **Completed:**   12/31/16

● 2.2.2-By December 31, 2017, drivers will experience a comfortable ride (65 PCR) on 96.9% of Gahanna's local roads.
  Due: 12/31/2017   **Completed:**   09/30/17

● 2.2.3-By December 31, 2018, drivers will experience a comfortable ride (65 PCR) on 97.7% of Gahanna's local roads.
  Due: 12/31/2018   **Completed:**   12/31/17

○ 2.2.4-By December 31, 2019, drivers will experience a comfortable ride (65 PCR) on 98.5% of Gahanna's local roads
  Due: 12/31/2019   **Completed:**

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 again.

Strategic Results

Milestones

○ 2.2.5-By December 31, 2020, drivers will experience a comfortable ride (65 PCR) on 99.2% of Gahanna's local roads

Due: 12/31/2020   **Completed:**

○ 2.2.6-By December 31, 2021, drivers will experience a comfortable ride (65 PCR) on 100% of Gahanna's local roads.

Due: 12/31/2021   **Completed:**

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 again.

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 Stygler, 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

Milestones

🟢 By December 31, 2016, complete development of alternative analysis for intersection designs, including costs and impacts.
  Due: 12/31/2016   **Completed:** 01/26/17

🟢 By end of 1st quarter 2017, perform economic impact analysis based on alternative designs (i.e. redevelopment, rate of return, etc.).
  Due: 03/31/2017   **Completed:** 01/26/17

🟢 By mid-2017, community engagement strategies are approved and begun.
  Due: 06/30/2017   **Completed:** 01/26/17

🟢 By mid-2017, public will have the opportunity to provide input on the alternative designs.
  Due: 08/31/2017   **Completed:** 01/26/17

⚪ 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.
  Due: 12/31/2017   **Completed:**

⚪ By end of 1st quarter 2018, begin final design.
  Due: 03/31/2018   **Completed:**

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 again.

Strategic Results

Milestones

◯ By December 31, 2019, right-of-way acquisitions.

Due: 12/31/2019 **Completed:**

◯ By mid-2020, begin construction.

Due: 06/30/2020 **Completed:**

Strategic Priority Name:	Roads, Bridges & Infrastructure

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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

🟢 By June 30, 2016, perform assessment of annual capital financial need for bridges and roads (CNA).

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

🟢 By July 31, 2016, complete evaluation of available options to obtain a dedicated funding mechanism.

Due: 07/31/2016   **Completed:** 07/31/16

🟢 By December 31, 2017 Performance Audit will be completed.

Due: 12/31/2017   **Completed:** 07/17/17

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

Milestones

🟢 By April 1, 2016, submit grant applications for BWT Section 4.

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

🟢 By August 31, 2016, present request to Council to enter into contract with a consultant for the design of BWT Section 4.

    Due: 08/31/2016   **Completed:** 08/31/16

◯ By December 31, 2018, construction of Big Walnut Trail (BWT) Section 4 will be complete.

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

◯ By December 31, 2018, complete a trail maintenance and investment strategy to manage trail investment and upkeep sustainably.

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

◯ By December 31, 2020, construction of BWT Section 8 will be complete.

    Due: 12/31/2020   **Completed:**

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

3.2 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

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

3.3 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:

- Stephania 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
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

3.4 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

Milestones

🟢 By May 1, 2016, the Development team will begin sharing information with Gahanna businesses about potential engagement opportunities with the Parks and Recreation Department
Due: 05/01/2016 **Completed:**   05/01/16

🟢 By Winter 2017, begin mailing Gateway to businesses.
Due: 12/31/2017 **Completed:**   12/29/17

⚪ 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

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

⚪ By December 31, 2018, business engagement materials will be aligned with the city's brand
Due: 12/31/2018 **Completed:**

Strategic Priority Name:	Character of the City

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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

By December 31, 2016 the Development Department will review and compile an analysis of all existing plans (strategic result 1.4).
Due: 12/31/2016   **Completed:**   12/21/16

By February 28, 2017 the Development Department will share their plan analysis with the Mayor and Council (strategic result 1.4).
Due: 02/28/2017   **Completed:**   02/27/17

By July 1, 2017, the City Council will be presented with the existing architectural standards.
Due: 07/01/2017   **Completed:**   02/27/17

By July 1, 2018, the stakeholders will be engaged in the process of determining the desired architectural standards of the community
Due: 07/01/2018   **Completed:**   07/01/18

By December 31, 2019, completion of strategic result 1.4 (Updated and Accessible Development Plans)
Due: 12/31/2019   **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

4.3 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
- Níel Jurist, Public Information Manager
- Michael Blackford, Deputy Director of Planning & Development
- Rob Priestas, Director of Public Service & Engineering
- Russ Sims, Streets/Utilities Superintendent

Milestones

⬤ By July 31, 2016, inventory existing entryways and existing signage, and review existing city plans

    Due: 07/31/2016   **Completed:** 07/31/16

⬤ By July 31, 2016, determine State timelines and requirements for overpasses.

    Due: 07/31/2016   **Completed:** 07/31/16

⬤ By December 31, 2016, drivers and pedestrians will experience high reflectivity street signs that are easy to read in both day and night at 75% of Gahanna's intersections.

    Due: 12/31/2016   **Completed:** 09/23/16

⬤ By February 1, 2017, place order for street signs and poles for District 2 (Riva Ridge, Bryn Mawr, Harrison Pond)

    Due: 02/01/2017   **Completed:** 01/20/17

⬤ By December 31, 2017, drivers and pedestrians will experience high reflectivity street signs that are easy to read in both day and night at 85% of Gahanna's intersections

    Due: 12/31/2017   **Completed:** 09/30/17

⬤ By February 1, 2018, place order for new street signs and poles for District 1.

    Due: 02/01/2018   **Completed:** 02/01/18

⬤ By mid-year 2018, the City will launch a new brand that expresses the character of our community (strategic result 4.4).

    Due: 06/30/2018   **Completed:** 07/27/18

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

Milestones

○ By December 31, 2018, a firm will provide designs for City entryways and plans for implementation.

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

○ By December 31, 2018, drivers and pedestrians will experience high reflectivity street signs that are easy to read in both day and night at 95% of Gahanna's intersections.

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

○ By mid-year 2019, begin implementing phased construction of branded entryways.

Due: 06/30/2019   **Completed:**

○ By December 31, 2019, drivers and pedestrians will experience high reflectivity street signs that are easy to read in both day and night at 100% of Gahanna's intersections.

Due: 12/31/2019   **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

4.4 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
- Níel Jurist, Public Information Manager

Milestones

🟢 By July 31, 2016 the initiative will be communicated to key stakeholders in the community

Due: 07/31/2016   **Completed:** 07/31/16

🟢 By November 2017, kickoff the brand development project with a consulting partner.

Due: 11/30/2017   **Completed:** 02/07/18

🟢 By December 31, 2017, internal and external stakeholders will be engaged in the brand development project.

Due: 12/31/2017   **Completed:** 02/07/18

⚪ By mid-2018, internal and external stakeholders will be trained on brand standards and implementation.

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

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

🟢 By June 1, 2016, the Mayor and the public will have the framing document will be used to establish area commissions

    Due: 06/01/2016   **Completed:** 06/01/16

🟢 By December 1, 2016, the Mayor's office will solicit for area commission membership

    Due: 12/01/2016   **Completed:** 12/01/16

🟢 By April 30, 2017, area commission members will be appointed

    Due: 04/30/2017   **Completed:** 04/13/17

🟢 By May 31, 2017, all the area commissions will have their first meeting

    Due: 05/31/2017   **Completed:** 07/06/17

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:

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

Milestones

🟢 By April 2016, working copies of each strategic result's implementation plan will be shared with City Council.

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

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

    Due: 07/31/2016   **Completed:** 07/31/16

🟢 By July 31, 2016 update the www.goforwardgahanna.org website to accommodate provide userfriendly access to results performance information

    Due: 07/31/2016   **Completed:** 07/31/16

🟢 By mid-February, 2017, Council will receive an annual update on the implementation of the strategic plan.

    Due: 02/15/2017   **Completed:** 02/27/17

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

5.3 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

🟢 By July 31, 2016, a framework, definitions, tools and timelines for performance measurement will be developed.

Due: 07/31/2016 **Completed:** 07/31/16

🟢 By August 31, 2016, department managers will develop results performance measures to support the implementation plan, as applicable.

Due: 08/31/2016 **Completed:** 08/31/16

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

Due: 06/30/2017 **Completed:** 01/15/17

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

5.4 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

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

5.5 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:

- Níel Jurist, Public Information Manager

Milestones

🟢 By October 31, 2016, citizen satisfaction and concerns will be measured using a statistically valid, nationally administered and benchmarked citizen survey.

Due: 10/31/2016   **Completed:** 09/15/16

🟢 By December 31, 2016, survey results will be shared with Council and the public.

Due: 12/31/2016   **Completed:** 11/14/16

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

5.6 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:

<u>Code Review and Updates:</u>
  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)

<u>Code Enforcement Enhancements:</u>
  Lead: Rob Priestas, Director of Public Service & Engineering
  Team: Bonnie Gard, Planning & Zoning Administrator, Brian Reynolds, Code Enforcement Officer

Milestones

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

  Due: 12/31/2016   **Completed:** 12/31/16

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

  Due: 12/31/2016   **Completed:** 12/31/16

⬤ By December 31, 2016, identify ways to facilitate reporting code violations.

  Due: 12/31/2016   **Completed:** 12/31/16

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

  Due: 03/31/2017   **Completed:** 03/20/17

◯ By the end of 2017, all city codes will be proactively reviewed and up to date.

  Due: 12/31/2017   **Completed:**

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

  Due: 12/31/2017   **Completed:** 11/30/17