City of Delaware Council Retreat: Defining Strategic Direction
March 16, 2019
Location: Boy Scouts of America Camp Lazarus
4422 Columbus Pike
Delaware
Welcome Center Conference Room
8:30 AM to 1:00 PM

AGENDA

Purpose of this Retreat: To set the direction for the City of Delaware to 2025

Welcome and introductions ................................................................. 8:30 - 8:40
Meeting opener ....................................................................................... 8:40 - 9:00
Past Strategic Plan accomplishments ................................................... 9:00 - 9:15
Agree on outcomes for this retreat ..................................................... 9:15 - 9:30

• By the end of the retreat, Council will:
  ➢ Identify their shared vision and goals for the next 5+ years
  ➢ Articulate strategic priorities to provide guidance to City Staff

Present the survey results and add, clarify or modify the handout.............. 9:30 - 9:50
Discuss strategic priorities for the Healthy Economy Pillar ...................... 9:50 - 10:30
  Break ......................................................................................... 10:30 - 10:40
Discuss strategic priorities for the Great Community Pillar .................... 10:40 – 11:40
Discuss strategic priorities for the Safe City & Effective Government Pillars .... 11:40- 12:30
Recap while you enjoy lunch ................................................................ 12:30 - 1:00
MEMORANDUM

TO: Mayor Riggle and Members of City Council
FROM: R. Thomas Homan, City Manager
DATE: March 12, 2019
RE: Manager’s Comments on March 16, 2019 Council Retreat

Attached is the agenda packet for Saturday’s (03/16/19) Retreat, which will be facilitated by Jane Dockery, Associate Director, Applied Policy Research Institute, Wright State University.

This packet includes:

- Retreat agenda
- Note on how the Council and Staff survey is organized
- Council and Staff survey summary
- PowerPoint from City Council’s March 2013 retreat, where the Strategic Planning process and the four Thematic Pillars were established.
  - Healthy Economy
  - Great Community
  - Safe City
  - Effective Government

Retreats on various topics were held in the following years:
- 2014 (Governance/Strategic Plan/Budget Format)
- 2015 (Strategic Plan/Community Survey/Entrepreneurship Plan)
- 2016 (Roads Levy)
- 2018 (Comprehensive Plan/Impact Fees)

If you are interested in receiving any of the materials from these retreats, feel free to reach out to Kim or Elaine and they would be happy to provide them to you.

Please let me know if you have any questions. Looking forward to seeing you on Saturday.

cc: Directors
    Jane Dockery
Council and Staff Survey Summary
HOW IT IS ORGANIZED

Thematic Pillars: The results of the Council and Staff pre-retreat survey are organized within the City of Delaware’s four thematic pillars:

- Page 1: Healthy Economy—economic, downtown, and workforce development
- Page 2: Great Community—street improvements
- Page 3: Great Community—neighborhoods, transit, open space and parks; Comprehensive Plan/Planning
- Page 4: Safe City—police, fire, health & safety, environmental (e.g., utilities)
- Page 4: Effective Government—customer service, civic engagement, and fiscal responsibility

Two-column Table: On each page, a table is presented with Council survey responses in the left-hand column and staff responses in the right-hand column. Beginning with Council comments, staff comments are then associated with similar comments from Council.

Some Table Cells are Empty: You will see that in some instances, Council members had more to say about a thematic pillar than staff did. For example, in the Healthy Economy pillar, Council members provided more content and also provided some specifics for which there were no similar staff comments. That is why several cells in the table under the staff column are empty. The reverse trend occurs in the Effective Government pillar.

Survey Question Coding: Each statement provided by either a Council or staff member is coded as Q1, Q2, or Q3 to indicate which survey question the respondent was answering when they provided the statement. The three survey questions are presented in the header of each summary page as:

- Q1: By 2025, my vision for Delaware includes:
- Q2: By the end of 2020, I would like to be able to say that Delaware accomplished:
- Q3: The Comprehensive Plan for Delaware should address these issues of critical importance:
City of Delaware Council and Staff Survey Summary

**Q1:** By 2025, my vision for Delaware includes:  
**Q2:** By the end of 2020, I would like to be able to say that Delaware accomplished:  
**Q3:** The Comprehensive Plan for Delaware should address these issues of critical importance:

### Healthy Economy: economic, downtown, and workforce development

<table>
<thead>
<tr>
<th>Council</th>
<th>Staff</th>
</tr>
</thead>
</table>
| Q1: Vibrant, thriving downtown  
Q1: Continue to be a growing thriving City.  
Q3: Responsible, sustainable development that doesn't overburden infrastructure  
Q3: Growth by design. And keep Delaware feeling like a small town.  
Q1: A place where people both live and work | Q1: Friendly growing city that values its history and embraces new development  
Q1: Balanced community growth that takes into account the ability to fund long-term service and infrastructure requirements.  
Q1: Diversified economy to meet the needs of the residents  
Q2: Decreasing the number of residents that need to travel outside the city for work |
| Q1: Strong Class A office growth (white collar employment)  
Q2: Increased employment opportunities for white collar positions | |
| Q1: Recruit small-medium sized businesses that have higher than average incomes and continue to build on our entrepreneurial spirit. | |
| Q1: Maximizing potential of entrepreneurial network (E-center, CoHatch, OWU, Career Ctr., Columbus State) | |
| Q1: Development of Sawmill Parkway (2 responses)  
Q1: More economic growth along Sawmill and 42 corridor  
Q1: Industrial and commercial building within the Sawmill corridor and airport/industrial park  
Q2: Add large employer to industrial area (Sawmill Pkwy) | Q1: Sawmill parkway extended to section line road  
Q1: Sawmill parkway area under active development"  
Q1: Increased private sector investment in airport |
| Q1: Continue to have a vibrant downtown full of restaurants just better parking (i.e., parking garage)  
Q2: Downtown on-street and city lot parking system in place (dynamic pricing, expanded enforcement hours & days)  
Q1: Downtown hotel and parking garage  
Q2: Secure a downtown hotel and parking garage  
Q1: 36/37 to build up with restaurants | |
| Q1: The east side along Lake street to get revitalized  
Q1: Development of east side  
Q1: Re-development of legacy shopping centers | Q1: A revitalized East Side Historic District  
Q1: Refreshing the lower income portions of the City, possibly via more street scape projects outside of just downtown.  
Q2: Agreement on how City Council decides development cases so as to gain efficiencies in terms of what already has been heard and acted upon at the Planning Commission level |
City of Delaware Council and Staff Survey Summary

**Q1:** By 2025, my vision for Delaware includes:  
**Q2:** By the end of 2020, I would like to be able to say that Delaware accomplished:  
**Q3:** The Comprehensive Plan for Delaware should address these issues of critical importance:

### Great Community: Street Improvements

<table>
<thead>
<tr>
<th>Council</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1: Development of, enhancement to roadways to accommodate increased flows</td>
<td>Q1: Improved transportation routes</td>
</tr>
<tr>
<td>Q1: Better flow of traffic thru downtown with updated signalization</td>
<td></td>
</tr>
<tr>
<td>Q1: Improvements and expansion of transportation network</td>
<td>Q1: Strong infrastructure</td>
</tr>
<tr>
<td>Q1: Connection from Merrick to Troy Rd</td>
<td></td>
</tr>
<tr>
<td>Q1: Improved method of funding resources for road maintenance.</td>
<td>Q1: Successful Road Levy and project completions</td>
</tr>
<tr>
<td>Q2: adequate funding for roads</td>
<td>Q1: Adequate funding and staff to support a sustainable transportation maintenance program including daily traffic and street maintenance operations, resurfacing of all local, collector and arterial streets, and required funding share of priority transportation improvements (The Point; Central Ave and William Street reconstruction).</td>
</tr>
<tr>
<td>Q2: secure funding for our roads and the Point</td>
<td>Q1: Addressing the road maintenance level of service</td>
</tr>
<tr>
<td>Q2: identified funding for transportation infrastructure</td>
<td>Q1: Fully funded transportation program</td>
</tr>
<tr>
<td>Q2: A road levy</td>
<td>Q2: Passed a Road Levy/Transportation funding</td>
</tr>
</tbody>
</table>

**Q4:** Based on community feedback from the 2018 Access Delaware initiative and your experience on City Council, please share your thoughts on the following transportation levy components.

**Length (permanent or temporary):**
- Temporary (3 responses)
- Temporary that we renew and eventually convert to permanent
- Temporary, but renewable
- Temporary 5 years with possibility for renewal
- Seven years (mean time a person lives at one location)

**Purpose:**
- Road maintenance and infrastructure improvement (including new connections)
- Connective roads, maintenance and traffic signal updated
- Maintain and expand roadways to accommodate increased traffic demand
- Road repaving and repair
- Fund road maintenance
- Maintenance of current roads only
- Maintenance as the priority

**Election date:**
- Nov-19
- May-20
- 2021
- As soon as reasonably possible (2 responses)
- Not sure
- No specific request

**Other:**
- .25% rate; Keep It Simple, do not fall into the weeds by identifying specific projects unless it is one that the vast majority of voters will support unequivocally
- Not convinced we should pursue a levy at this time
- Would be ideal to work in East-West corridors and the Point. Not sure it's possible.
City of Delaware Council and Staff Survey Summary

Q1: By 2025, my vision for Delaware includes:

Q2: By the end of 2020, I would like to be able to say that Delaware accomplished:

Q3: The Comprehensive Plan for Delaware should address these issues of critical importance:

<table>
<thead>
<tr>
<th>Great Community: neighborhoods, transit, open space and parks: Comp Plan/Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1: Cap on residential development with focus on existing properties</td>
</tr>
<tr>
<td>Q3: Residential development (walkability, connectivity, community)</td>
</tr>
<tr>
<td>Q1: Have a diverse housing stock which provides housing opportunities for all.</td>
</tr>
<tr>
<td>Q3: Housing to support business and industry employment needs.</td>
</tr>
<tr>
<td>Smaller rental units are increasingly desirable by younger workforce</td>
</tr>
<tr>
<td>and should not be overlooked or dismissed.</td>
</tr>
<tr>
<td>Q3: Housing densities, lot sizes; City initiated utility growth vs. developer</td>
</tr>
<tr>
<td>initiated growth.</td>
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<tr>
<td>Q1: Increase in affordable housing and workforce diversity</td>
</tr>
<tr>
<td>Q1: Affordable housing for new workers along Sawmill and 42 development</td>
</tr>
<tr>
<td>corridor</td>
</tr>
<tr>
<td>Q1: Workforce housing and diversified housing</td>
</tr>
<tr>
<td>Q2: Housing affordability expanded</td>
</tr>
<tr>
<td>Q2: New usable comprehensive plan</td>
</tr>
<tr>
<td>Q2: Council has identified their shared vision and goals for the next 5-10</td>
</tr>
<tr>
<td>years for Delaware</td>
</tr>
<tr>
<td>Q2: Develop a uniform plan for growth</td>
</tr>
<tr>
<td>Q3: A plan to offer quality living for our residents.</td>
</tr>
<tr>
<td>Q3: Affordable housing goals, overall residential goals, commercial</td>
</tr>
<tr>
<td>development goals, land use requirements that match current economic and</td>
</tr>
<tr>
<td>housing demands</td>
</tr>
<tr>
<td>Q3: Housing...affordable, are the requirements of size of lots and square</td>
</tr>
<tr>
<td>footage too large for the wants of the future folks who want to buy here?</td>
</tr>
<tr>
<td>Q3: Determination that current zoning is correct</td>
</tr>
<tr>
<td>Q3: Established guidelines as to what the &quot;welcoming corridors&quot; of all</td>
</tr>
<tr>
<td>four directions (N,S,E,W) into the City should look like.</td>
</tr>
<tr>
<td>Q1: Growth of another 5000 in population</td>
</tr>
<tr>
<td>Q3: Determine critical green spaces remained undisturbed in the future.</td>
</tr>
<tr>
<td>Q3: City-wide accessibility (walk, bike, drive, transit)</td>
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<tr>
<td>Q3: Priority of community services</td>
</tr>
<tr>
<td>Q1: Plan for change and develop a flexible approach to new proposals.</td>
</tr>
<tr>
<td>Q1: Working to implement the 2019/2020 comprehensive plan, roads plan,</td>
</tr>
<tr>
<td>greenways plan, pedestrian and bikeway plan, etc.</td>
</tr>
<tr>
<td>Q2: Comprehensive plan completed and adopted by the end of 2020</td>
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<tr>
<td>Q2: Re-focused plan for development (densities)</td>
</tr>
<tr>
<td>Q2: Addressing the ongoing cost of maintaining expansion brought on by</td>
</tr>
<tr>
<td>growth</td>
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<tr>
<td>Q3: Disaster Recovery and Business Continuity Plan.</td>
</tr>
<tr>
<td>Q3: Understandable guidelines in the City's planning process</td>
</tr>
<tr>
<td>Q3: Updating zoning to allow for new concepts in mixed-use developments;</td>
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<tr>
<td>providing areas for higher density housing for workforce housing; redefining</td>
</tr>
<tr>
<td>what industrial zoning means</td>
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<tr>
<td>Q3: Sustainability that is measured in more ways than environmental.</td>
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<tr>
<td>This means having sufficient tax revenues to meet local needs; community</td>
</tr>
<tr>
<td>facilities that meet the needs of the residents; a full range of</td>
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<tr>
<td>housing opportunities; and new development that is compatible with and</td>
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<tr>
<td>complementary to the City's historic fabric and character.</td>
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<tr>
<td>Q3: Consider the long term consequences of development, the types of</td>
</tr>
<tr>
<td>development we are zoning for, the services and infrastructure that</td>
</tr>
<tr>
<td>will be required (and at what cost), and how future job / retail /</td>
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<tr>
<td>entertainment opportunities can be expanded and improved.</td>
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<tr>
<td>Q3: Reasonable limits to where city growth is anticipated and specifically</td>
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<tr>
<td>practical given development and utility costs on the perimeter of the city</td>
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<tr>
<td>and points further.</td>
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<tr>
<td>Q3: Growth and development, annexation, economic development, sustainability,</td>
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<tr>
<td>transportation - all realistic to the market and all realistic to the</td>
</tr>
<tr>
<td>community's goals and strategies</td>
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<tr>
<td>Q3: Putting land uses in a cohesive plan so they complement each other.</td>
</tr>
<tr>
<td>Building in protections to ensure uses/density can be relied on by</td>
</tr>
<tr>
<td>neighboring property owners.</td>
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<tr>
<td>Q1: Delaware Run bike path between Houk Road and Blue Limestone Park</td>
</tr>
<tr>
<td>Q1: State of the art recreation activities and facilities</td>
</tr>
<tr>
<td>Q1: Wi-Fi Downtown and in the Parks</td>
</tr>
<tr>
<td>Q1: Renewal of park levy for continued investment in city's parks system</td>
</tr>
</tbody>
</table>
City of Delaware Council and Staff Survey Summary

**Q1**: By 2025, my vision for Delaware includes:

**Q2**: By the end of 2020, I would like to be able to say that Delaware accomplished:

**Q3**: The Comprehensive Plan for Delaware should address these issues of critical importance:

### Safe City: police, fire, health & safety, environmental (e.g., utilities)

<table>
<thead>
<tr>
<th>Council</th>
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</thead>
</table>
| Q1: Safety - police, fire, EMS, environmental | Q1: Police Levy preparations  
  Q2: Police funding secured  
  Q1: Regional or County oversight of municipal airport  
  Q1: Developing “smart city” initiatives- improve safety, efficiency and sustainability. |
| Q1: Safe community with small town feel | Q1: Sustainable  
  Q1: Promoting environmental thinking that will set the stage for future green growth and improved quality of life. |
| Q1: Create a community with an emphasis on recycling and sustainability | |

### Effective Government: customer service, civic engagement, and fiscal responsibility

<table>
<thead>
<tr>
<th>Council</th>
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</tr>
</thead>
</table>
| Q1: Cost-effective services (utilities, recreation, transportation) | Q1: Having a government that utilizes technology in an ever increasing manner to drive efficiency.  
  Q2: Implementation of ERP system.  
  Q1: Clear infrastructure architecture map, update/plan for future growth  
  Q1: Integrated solutions used effectively by the city as a whole.  
  Q1: Broadband policies implemented to encourage deployment and adoption to create digital inclusion.  
  Q1: Fully functional payment option for City fees, permits, fines, tax, etc. that includes credit card and on-line option.  
  Q1: Move toward cost effective technology and energy policy involving infrastructure and facilities management and expansion.  
  Q1: Good government that connects the services citizens want/need and are willing to pay for.  
  Q1: Providing first class services to our community and accounting for additional services they may desire and be willing to pay for.  
  Q2: Accomplish the ongoing goal of meeting citizen demand for public services as efficiently as possible. |
| Q1: Increase the City's tax revenue so we can fund each department properly (maintain roads, maintain parks, hire a few more police officers, and hire a few more administrators to help economic development, development and communications.) | Q1: Having adequate staffing levels in all departments without revisiting the basic need annually.  
  Q1: Relying more on administrative approval than the current legislative heavy approval processes.  
  Q1: Having adequate revenues to address needs.  
  Q2: Better longer-term revenue position; adequate staffing. |
| Q1: Smooth transition to new directors upon retirement of any current directors | Q1: Solid staff succession Plan  
  Q1: Improved succession planning and efforts to provide upward mobility for properly trained and skilled staff to advance to all levels of management for the benefit of city operations and the community. |
| | Q1: Transparent  
  Q1: Empowered staff  
  Q1: Increased resident relations  
  Q1: Improving citizen engagement in public policy decisions without focusing too much on social media or other vocal outliers. |
| | Q2: Deciding the balance between development, events, projects and budget |
Accomplishments to Date
Planning for Continued Success

Currently no organization-wide strategic plan
- Have Comp Plan, ED Plan, Utility Plans, Parks Plan - not integrated
- Departments establish annual work plans - but not linked to a City-wide vision or priorities set by Council

RECOMMENDATION 1 of Novak Report:

“Develop an organization-wide strategic plan”

- Broadly viewed as opportunities for change and improvement
- Provide larger context of specific actions organization takes
- Help elected officials decide which worthy projects should be done
- Must be meaningful and attainable

RECOMMENDATION 1 of Novak Report (continued):

Goals
Set the framework for the organization’s policies that guide the direction and focus of the City’s budget decisions and allocation of other resources such as staff time
- Broadly viewed as opportunities for change and improvement
- Provide larger context of specific actions organization takes
- Help elected officials decide which worthy projects should be done
- Must be meaningful and attainable
RECOMMENDATION 1 of Novak Report (continued):

“The City would benefit from a comprehensive strategic planning process, which carries through to specific work plans for departments that support the overall Citywide strategic plan.

In this way, elected officials and citizens can be assured that resources are deployed effectively and departments and their employees are united in focus.”
What is Strategic Planning

- Blueprint for action and change
- Strategy to enhance our community
- Opportunity to identify actions/address issues affecting us
- Based on a realistic assessment of resources
- Includes evaluation of plan's success
- Lead to long-term commitment
- Not the same as comprehensive plan

Strategic planning - “disciplined effort to produce fundamental decisions and actions to shape and guide what an organization is, what it does, and why it does it”.

Comprehensive land use planning - “determines community goals in terms of community development. Comprehensive plan encompass geographical areas, and broad range of topics, covering a long-term time horizon”.

Difference - the strategic plan focuses on selected themes and the specific goals and strategies to address the issues, while a comprehensive land use plan is broader in scope focusing on development.

How to Effectively Do This in a Few Hours?

- Fly high – stay out of the weeds (big picture stuff)
- Open minded (no bad ideas)
- Use parking lot (stick to main ideas)
- Be prepared to re-visit (we won’t develop solutions today)
Vision Statements and Mission Statements – “inspiring words” to clearly and concisely convey the direction of the organization

Powerfully communicate intentions and motivate organization to realize a common vision of the future

“Mission Statements” and “Vision Statements” do two distinctly different jobs.

Mission Statement - organization’s purpose and primary objectives
For internal leadership – to define the key measure of success

Vision Statement - also define purpose, but in terms of values rather than bottom line measures. Communicates both the purpose and values
For employees - gives direction about how they are expected to behave and inspires their best
Our Mission '96
“The City of Delaware provides its community with a cost effective, service oriented government.”

Our Vision '96
“The City of Delaware is home to a diverse population. The City of Delaware will strive to be a safe, well-maintained community with quality city services, a strong diverse economy, planned growth, and a family friendly environment.”

The 1996 City Council Crafted a Mission and Vision:

Our Mission '13
“Providing cost effective quality public services for a better Delaware.”

Our Vision '13
“A vital and diverse community that promotes a high quality of life, great neighborhoods, balanced economic growth, and quality public services.”

The 1996 Mission and Vision Revisited:

Core Values
Strategic Planning is guided by three elements: Mission, Vision, and Core Values

Our Mission is based on high quality continuous improvement.
Our Vision presents a compelling future.

Both are guided by Values and action that reflect what is expected from staff and elected officials.
City of Delaware Core Values
- Transparent, Open, and Honest Government
- Dedication to Service
- Fiscal Responsibility
- Personal Honesty and Integrity
- Excellence
- Teamwork

Process for Council Strategic Planning Accomplishment

THEMES
GOALS
OBJECTIVES
TASKS

THEMES
big picture / unifying ideas
Great Community

- Goal 1: Create and sustain a city of quality neighborhoods
- Goal 2: Provide an efficient transportation system with safe and complete streets
- Goal 3: Provide effective stewardship of natural resources (parks, open space, Olentangy River, Delaware Run)
- Goal 4: Provide a variety of recreational and cultural opportunities

Safe City

- Goal 1: Ensure a safe community by protecting people and property
- Goal 2: Provide safe, sufficient, and reliable drinking water, sewage disposal, and drainage systems

Healthy Economy

- Goal 1: Build and maintain a healthy economy
- Goal 2: Maintain a readily identifiable downtown core that is unique and vibrant with a mixture of entertainment, housing, specialty shops, offices, and other commercial uses
- Goal 3: Achieve a healthy balance of housing and jobs
Effective Government

Goal 1: Effectively deliver the services that Delaware citizens need, want, and are willing to support

Goal 2: Establish City government as a model of financial resiliency

OBJECTIVES

achievable means to reach goals

(as opposed to tasks & assignments)
Goal 1: Create and sustain a city of quality neighborhoods

Objectives
1. 
2. 

Council feedback:
- 1. Finalizing Phase 1 for Delaware Place. (jd)

Goal 2: Provide an efficient transportation system with safe and complete streets

Objectives
1. 
2. 

Council feedback:
- 1. Use of asphalt zipper and reporting of projects used for with cost and savings associated. More road repair! (cj) also in Effective Government Theme
- 2. Identify long and short term strategies to deal with infrastructure maintenance, particularly street resurfacing (ab)

Goal 3: Provide effective stewardship of natural resources (parks, open space, Olentangy River, Delaware Run)

Objectives
1. 
2. 

Goal 4: Provide a variety of recreational and cultural opportunities

Objectives
1. 
2. 

Council feedback:
- 1. Completion of Houk Road bikepath. (lk & cj)
- 2. Bikepath from Liberty to Weylon Woods
- 3. Completion of Houk Road park - identify improvements that still need to be made in other parks and create a plan for completion. To this end, it is important for council to officially retire the rec levy to discourage future borrowing once $23.8 million has been reached. (lk)
**Safe City**

**Goal 1:** Ensure a safe community by protecting people and property

Objectives

1. 
2. 

**COUNCIL FEEDBACK:**
1. Part-time fire fighters. (jd)
2. Implement changes to fire department, including part-time firefighters (ab)
3. Smooth negotiations with Police contract. Not so contentious (cj) also in Effective Government Theme

**Goal 2:** Provide safe, sufficient, and reliable drinking water, sewage disposal, and drainage systems

Objectives

1. 
2. 

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**Healthy Economy**

**Goal 1:** Build and maintain a healthy economy

Objectives

1. 
2. 

**COUNCIL FEEDBACK:**
1. Identify economic development opportunities within the city (industrial vs. high tech) and aggressively pursue those opportunities. (lk)
2. Relocation of Ohio Health this year (jk)
3. Continue work on the city’s website to make economic development opportunities easily accessible for businesses scouting locations. (jk)
4. Continue using interns to increase the capacity of the economic development office. (jk)
5. Economic development updates at every council meeting. (cj & ab)
6. Reach an agreement with Delaware County concerning funding of the completion of Sawmill Parkway. (ab & lk)
7. Economic Development, tracking of lost opportunities and discussion of how to improve opportunity. (cj)
8. Air Show to promote airport (jd)

**Goal 2:** Maintain a readily identifiable downtown core that is unique and vibrant with a mixture of entertainment, housing, specialty shops, offices, and other commercial uses

Objectives

1. 
2. 

**Goal 3:** Achieve a healthy balance of housing and jobs

Objectives

1. 
2. 

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Effective Government

Goal 1: Effectively deliver the services that Delaware citizens need, want, and are willing to support

Objectives

1. 
2. 

COUNCIL FEEDBACK:

1. Smooth negotiation with police contract. Not so contentious. (cj) also in safe City Theme
2. Use of asphalt zipper and reporting of projects used for with cost and savings associated. More road repair! (cj) also in Great Community Theme
3. Increasing citizen involvement by making video of council meetings available on the city’s website and encouraging interaction with our citizens through a more user-friendly website. Having no citizens or only a handful present at our council meetings means (to me) we are failing to engage our citizens. (lk)
4. Better cooperation and communication with the County Commissioners and School Boards. (jd & cj)
5. Explore a new system for appointing citizens to boards and commissions. (ab)
6. Council retreat to update the comprehensive plan. (lk)
7. Reach an agreement with Delaware County concerning funding for Sawmill Parkway (ab) also in Healthy Economy Theme

Goal 2: Establish City government as a model of financial resiliency

Objectives

Next Steps

City Council Strategic Planning

March 3, 2013

Staff Review Mission, Vision, Core Values

Staff Retreat to Evaluate Themes, Goals and Objectives

Staff Develop Tasks

Council Re-Group to Review & Refine Results

Revisit Annually