NOTICE OF WORK SESSION
DELAWARE CITY COUNCIL
MEETING TO BE HELD VIRTUALLY VIA CISCO Webex **
MONDAY, FEBRUARY 1, 2021
6:30 P.M.

AGENDA

1. ROLL CALL

2. REVIEW AND DISCUSSION OF City Council’s 2021 Goals

3. NEXT WORK SESSION DATE: March 1, 2021
   A. Proposed Topic: Real Estate Market Study Results

4. ADJOURNMENT

** This meeting will be a virtual meeting. Residents are encouraged to view online through the City of Delaware Facebook page. To comply with the CDC recommendation prohibiting group meetings, no in person attendance by Council, staff, or the public will be available.
City Council & CMO Goals 2021

DRAFT Version 1/28/2021

Presenters: City Manager Tom Homan & Assistant City Manager Kyle Kridler

February 1, 2021
City Council Work Session
Work Session Goals

• Revisit mission, vision, values and strategic pillars
• Review and confirm Council Goals from 2020 Work Session
• Discuss updated initiatives/tactics supporting Goals for 2021
• Discuss high-level strategic goals
• Dialogue between Council and Staff to confirm alignment
• Establish dates for completion of milestones
Mission

Providing quality, cost-effective public services for a better Delaware.

Vision

A vital, safe and diverse community that promotes a high quality of life, great neighborhoods, balanced economic growth and quality public services.

Values

Transparent, Open & Honest Government

Dedication to Service

Fiscal Responsibility & Resiliency

Excellence

Teamwork

*Strategic Plan established March 2, 2013 at Council Retreat
Four Pillars

- Healthy Economy
- Great Community
- Safe City
- Effective Government
# Priorities from 2019 City Council Retreat, Updated in 2020 to include New Council Members’ Goals

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Strategic Items to be Prioritized</th>
<th>Priority # of Points</th>
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<tbody>
<tr>
<td>Healthy Economy</td>
<td>Develop and implement a targeted strategy to attract more “white collar” employers, including office uses if possible.</td>
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<tr>
<td>Healthy Economy</td>
<td>Increase development opportunities, especially in the Sawmill Parkway and Airport corridor</td>
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<tr>
<td>Healthy Economy</td>
<td>Secure a downtown parking garage. If the current developer’s interest wanes, then intentionally pursue another developer.</td>
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<td>Healthy Economy</td>
<td>Develop goals, strategies, and policies that describes and shows the types of housing that could meet demand and that focuses locations for housing development of different types (“what does it look like and where does it go”).</td>
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<td>Great Community</td>
<td>Increase transportation funding resources for local streets maintenance: Request the City’s Finance Committee to determine a recommended dollar amount for the levy. This study should point out the tradeoffs of different funding levels (what cannot be done in the absence of additional revenue) as well as different types of taxes (income vs. property tax).</td>
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<td>Great Community</td>
<td>Address the need for workforce housing to meet the city’s projected demand in this area; including defining what is workforce housing and considering multi-family units as part of mixed-use development or stand-alone developments where appropriate.</td>
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Goal #1: Updates in Green White Collar Jobs (Healthy Economy)

- Increase Downtown Office Space/Availability
- Promote Mixed-Use Development
- Marketing & Branding (Post Pandemic)
- Real Estate Market Study – Reviewed on March 1 Work Session
- Continued Conversations with Developers - Ongoing
- Explore Special Improvement District (SID) Downtown Delaware Strategic Plan with OHM Advisors Q3 - 2021
- Additional Prime Office Areas:
  - Riverfront District
  - Southern Gateway
Goal #2:
Transportation Funding (Great Community)

Staff directed by Finance Committee to prepare report on Transportation Funding Options by end of Q1 - 2021
Goal #3: Downtown Parking Strategy (Healthy Economy)

- Staff recommends not making substantial changes to parking rules in the downtown until 2022 (post-pandemic)
- Working with ms consultants on Vision for Spring Street Corridor Development to include Parking Recommendations
- OHM Downtown Development Study will include Parking Recommendations
- Continue carryout only temporary spaces until Pandemic is over
Goal #4: Development Opportunities (Healthy Economy)

- Spring Street Site Development – Potential Hotel Project
- Working with Excell Development on Wilgus Property – Applying for JobsOhio OSIP Program
- Sawmill Parkway Development Agreement - Underway
- Align Development with Comprehensive Plan Recommendations
- Airport– Approach County on Potential Partnership
- Creative use of Economic Development tools
Goal #5:
Attainable Housing  
(Healthy Economy)

- Delaware Together (Comprehensive Plan)
  - Expected Completion in Q2-2021
  - Over 1,300 comments integrated into plan
- Goal D of Comp. Plan
  - Recommendations on policy toward supporting attainable/affordable housing
- MORPC Regional Housing Strategy
  - Active participant in ongoing regional effort
Goal #6: Greenways & Connectivity (Great Community)

A busy and productive year for our parks, paths and play areas:

- Boulder Park trail opened
- Mill Run Park trail opened at former Cactus Hollow site
- Ross Street Park expansion beginning
- Play toy and new surface at Mingo Park installed
- Locust Curve multi-use path connector prep work under way
- Needs assessment survey
Diversity, Equity & Inclusion (Great Community)
Ensuring our Organizational Policies and Actions Reflect Fairness and Equity

External Focus
- Comp. Plan Ch.7 Goal C: Build Social Cohesion & Equity
- Initiative comes amidst a renewed focus on social justice nationally and locally
  - Second Ward Community Center conversations
  - African American Heritage Council
  - Ujima Consortium

Internal Focus
- Diversity, Equity & Inclusion Working Group of City of Delaware employees meeting since 2019
- Examine City's efforts across all departments and identify opportunities for improvement and action
- Draft Goals by Q2 - 2021
- Hire Consultant to Review Practices/Policies by Q3 - 2021
- Provide Training for all Staff by Q3 - 2021
Parks & Recreation
(Great Community)

• PROS Needs Assessment – Complete, Provide to Council in 2021 (Implementation Initiative)
• Master Plan Development – Proceed with PROS in 2021
• Jack Florance Pool – Reopening by City in 2021
• Mingo Recreation Center - Reopening by City in 2021
• Recreation Department – Standing up in 2021
• Recreation Programming
  • Baseball, Softball and Pickleball Leagues
  • Swimming at Mingo
• Park Additions
  • Unity Park – Planning Underway
  • Boulder Park – Trail Opened
• Southeast Community Park Planning - Underway
Comprehensive Plan Implementation (Great Community)

Delaware Together, a vision for how and where the city will grow and change over the next decades

• Contact Dave with informal feedback on draft now
• Council to give thought on Priorities for implementation (Top 5 Action Items)
• Implementation will begin after Plan is adopted
• Current timeline is the Plan to go to Planning Commission in March, 2021
• Go to Council in March/April, 2021
Internal Employee Focus
(Effective Government)

- Evaluate City Employee Management Development Program
- Create Succession Planning Strategy for next 36 Months – Complete by Q3-2021
- Return to work and reopening to the public
- Complete Class & Compensation Study – End of 2021
- Police Body Cameras rolled out in second half of 2021, completed by year end.
- Continue to pursue the update and modernization of a regional pre-hospital care system, including increased reimbursement to the City by the County
Additional External Initiatives

• Recommend Evaluation of Community Energy Aggregation in 2022
• Annexation Dialogue of County Buildings at Bixby Campus
• Propose Updates to DORA Application Q2-2021
Questions, Comments & Discussion