



## MEMORANDUM

TO: Mayor Riggle and Members of City Council  
FROM: R. Thomas Homan, City Manager  
DATE: January 30, 2020  
RE: City Manager's Comments on Work Session Agenda

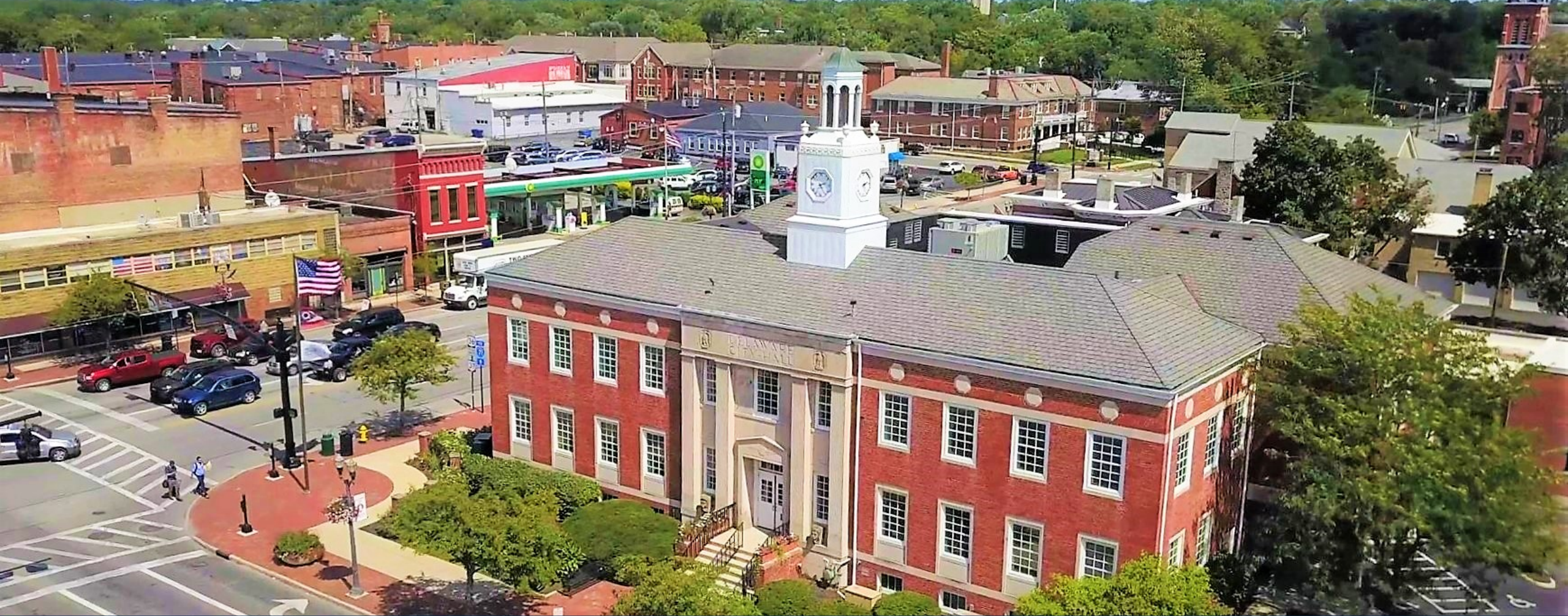
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Council will find enclosed an agenda and presentation for Monday's Work Session, scheduled to begin at 6:30 p.m. The primary objective of the Work Session is to review and discuss Council's top six priorities that were established in 2019 and confirm alignment on the priorities between City Council and staff. Each of the priorities has a number of objectives, and these will be reviewed and discussed as well. In addition, I would like to review my proposed work program for 2020, which is towards the end of the presentation.

**NOTICE OF WORK SESSION  
DELAWARE CITY COUNCIL  
MONDAY, FEBRUARY 3, 2020  
6:30 P.M.  
1 SOUTH SANDUSKY STREET  
COUNCIL CHAMBERS**

**AGENDA**

1. ROLL CALL
2. PUBLIC COMMENTS
3. REVIEW and DISCUSSION of Council's Priorities and City Manager's 2020 Work Program
4. ADJOURNMENT



CITY OF  
**DELAWARE**  
OHIO

# City Council Work Session

February 3, 2020

# Work Session Goals

- Revisit mission, vision, values and strategic pillars
- Review and confirm Council priorities from Spring 2019 Retreat
- Discuss initiatives/tactics supporting priorities
- Discuss high-level strategic goals
- Dialogue between Council and Staff to confirm alignment



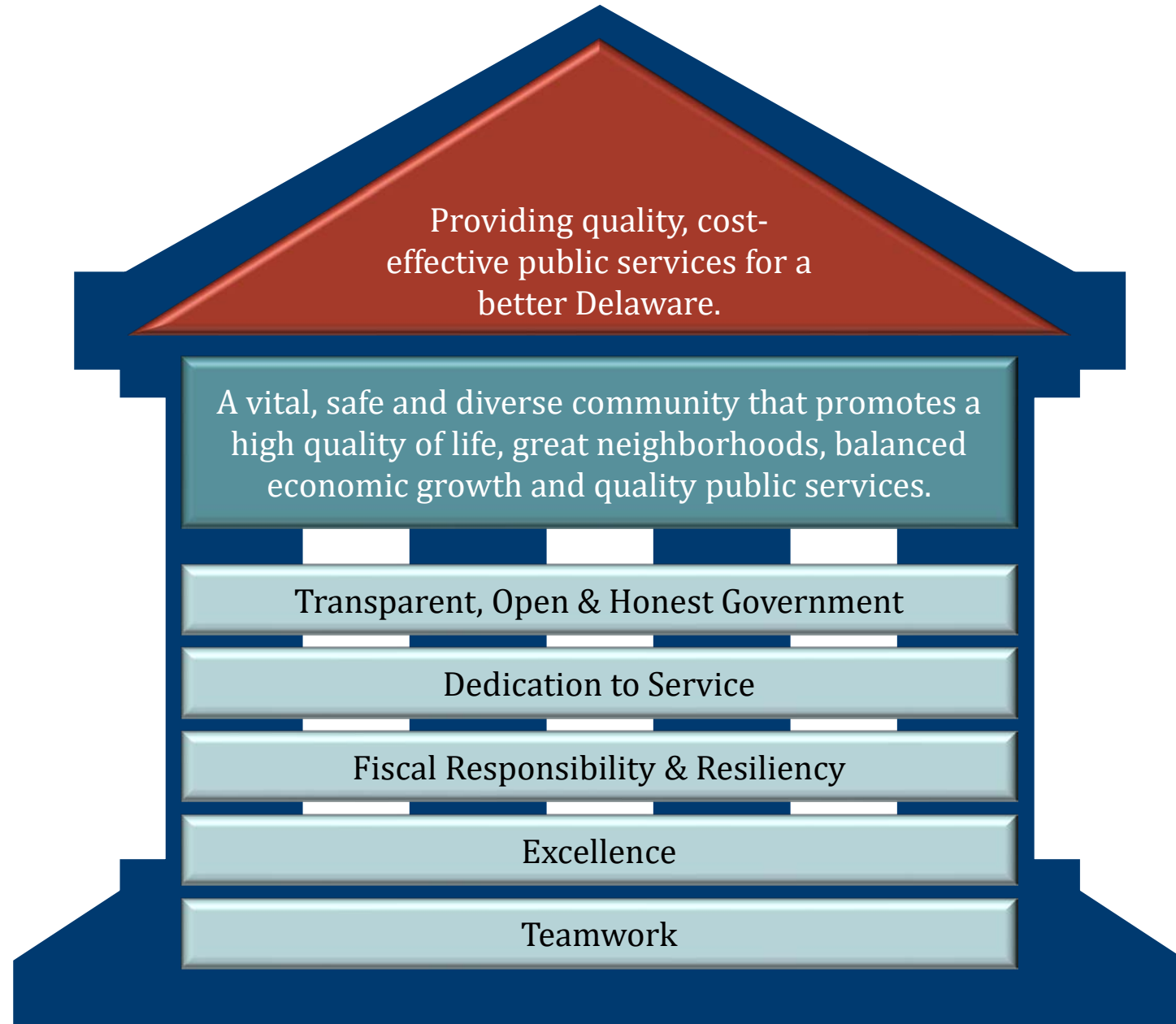
Mission



Vision



Values



# Four Pillars



# Priorities from 2019 City Council Retreat

2020 Council Goals Prioritized		
Pillar	Strategic Items To Be Prioritized	Priority by # of Points
HE	Develop and implement a targeted strategy to attract more “white collar” employers, including office uses if possible.	<b>1</b>
HE	Increase development opportunities, especially in the Sawmill Parkway and Airport corridor	<b>2</b>
GC	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).	<b>3</b>
HE	Secure a downtown parking garage. If the current developer’s interest wanes, then intentionally pursue another developer.	<b>4</b>
GC	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.	<b>5</b>
GC	Ensure that “greenway corridors”, bikeways, and walkways are coordinated, connected, and implemented in a priority order per the Bikeway and Park plans.	<b>6</b>

# Four Pillars

- White Collar Jobs
- Development Opportunities
- Downtown Parking
- Attainable Housing

- Increase Transportation Funding
- Greenway Corridors





# Priority #1: White Collar Jobs (Healthy Economy)

- Downtown Office Space
- Mixed-Use Development
- Marketing & Branding
- Market Study
- Continued Conversations with Developers
- Special Improvement District (SID)
- Focused Plans for Prime Office Areas:
  - Downtown
  - Riverfront District
  - Southern Gateway
  - Sawmill Parkway

## QUICK FACTS DELAWARE COUNTY

**>60%** Workforce with  
Undergraduate  
Degree or Higher

**MOST EDUCATED  
COUNTY IN OHIO**

**\$95,000** Average  
Household  
Income

**HIGHEST EARNING  
COUNTY IN OHIO**

**+15%** Increase in  
Population since  
the 2000 Census

**FASTEST GROWING  
COUNTY IN OHIO**

# Economic Development: 2020 Employment & Payroll Goals

- Create 550 net new jobs
- 60% of the net new jobs will be in targeted, white collar industries
- Generate \$17.6M in new payroll



An aerial photograph of a city street during a festival. The street is lined with multi-story brick buildings. A large crowd of people is walking down the street, and several colorful tents (blue, red, white, orange) are set up along the sidewalks. In the background, a church with a tall steeple and a large building with a green roof are visible. A semi-transparent circle is overlaid on the left side of the image, containing text.

## Priority #2: Development Opportunities (Healthy Economy)

- Near East Side/Riverfront District
- Sawmill Parkway
- Airport & Partnerships
- Southern Gateway
- Creative use of Economic Development tools

# Priority #3: Transportation Funding (Great Community)

- Permissive fee
  - Public Works Committee
  - Finance Committee
  - Public Hearing February 10<sup>th</sup>
- Other Funding Strategies



# Priority #4: Downtown Parking Strategy (Healthy Economy)



- Downtown Parking Strategy
- Update Delivery Matrix from MKSK Report
- Partnership for Parking Structure/Garage
  - Redevelopment
- Permits for Employees
- Long-term vs Short-Term Parking
- Metering Strategy
  - Pay Meters vs Mobile vs Kiosk

# Priority #5: Attainable Housing (Healthy Economy)

- MORPC Housing Task Force
  - Participating in MORPC Regional Housing Study to be completed by Spring 2020
- Delaware Together (Comprehensive Plan)

# Priority #6: Greenways & Connectivity (Great Community)



- Work with the Greenway Committee
  - Develop Greenway Plan
  - Pursue trail segment along Delaware Run
- Review and update Bikeway Master Plan
- Work with Preservation Parks
- Bruce Rd – Pennsylvania Path (BROPATH)

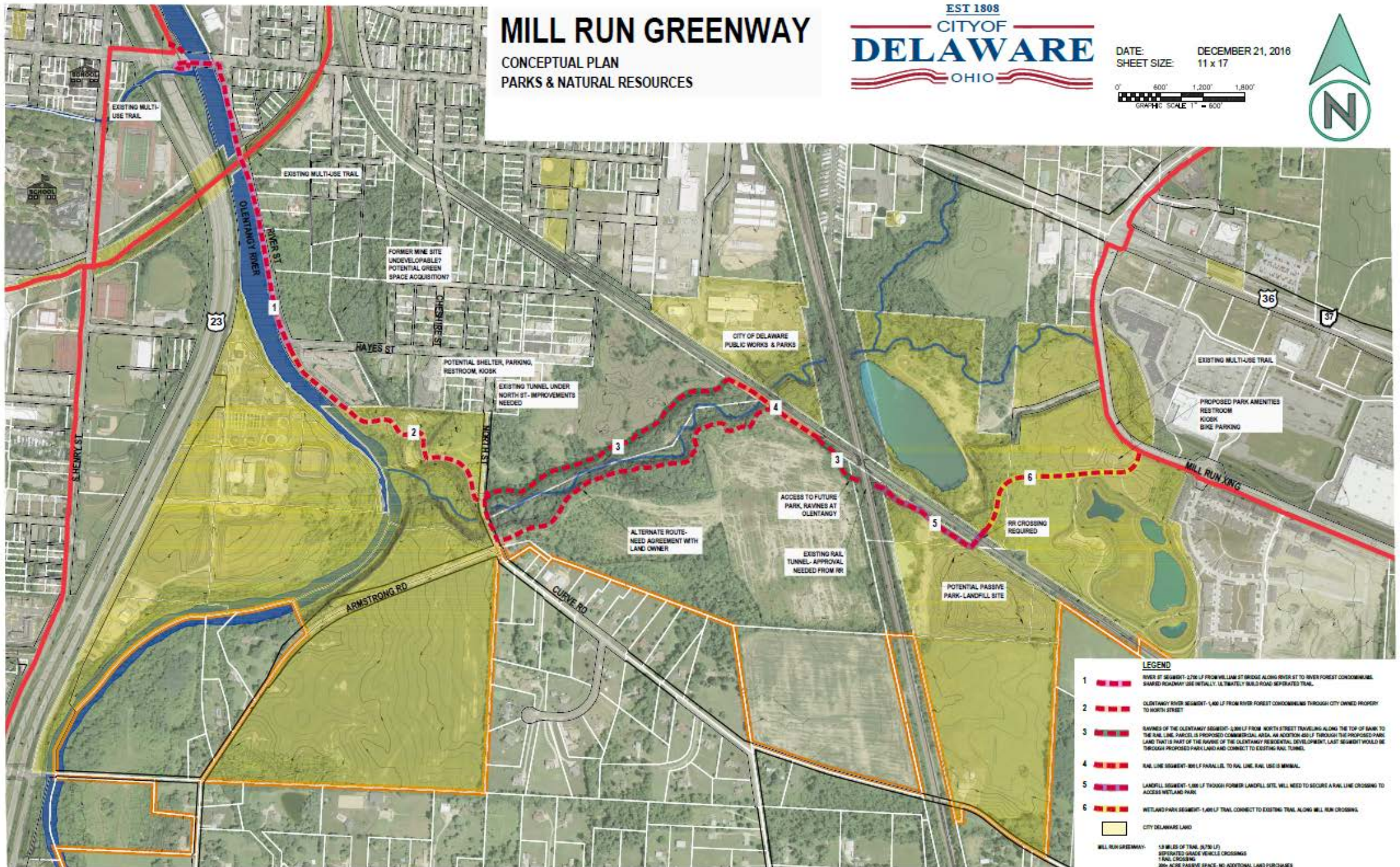
# MILL RUN GREENWAY

CONCEPTUAL PLAN  
PARKS & NATURAL RESOURCES



DATE: DECEMBER 21, 2016  
SHEET SIZE: 11 x 17

0' 600' 1,200' 1,800'  
GRAPHIC SCALE 1" = 600'



- LEGEND**
- 1 RIVER ST SEGMENT- 276' LF FROM WILLIAM ST BRIDGE ALONG RIVER ST TO RIVER FOREST CONDOMINIUMS. SHARED ROADWAY USE INITIALLY. ULTIMATELY BUILD ROAD SEPARATED TRAIL.
  - 2 OLENTANGY RIVER SEGMENT- 1,400' LF FROM RIVER FOREST CONDOMINIUMS THROUGH CITY OWNED PROPERTY TO NORTH STREET
  - 3 RAVINES OF THE OLENTANGY SEGMENT- 1,200' LF FROM NORTH STREET TRAVELING ALONG THE TOP OF BANK TO THE RAIL LINE. PARCEL IS PROPOSED COMMERCIAL AREA. AN ADDITION 400' LF THROUGH THE PROPOSED PARK LAND THAT IS PART OF THE RAVINE OF THE OLENTANGY RESIDENTIAL DEVELOPMENT. LAST SEGMENT WOULD BE THROUGH PROPOSED PARK LAND AND CONNECT TO EXISTING RAIL TUNNEL.
  - 4 RAIL LINE SEGMENT- 800' PARALLEL TO RAIL LINE. RAIL USE IS MINIMAL.
  - 5 LANDFILL SEGMENT- 1,100' LF THROUGH FORMER LANDFILL SITE. WILL NEED TO SECURE A RAIL LINE CROSSING TO ACCESS WETLAND PARK.
  - 6 WETLANDS PARK SEGMENT- 1,400' LF TRAIL CONNECT TO EXISTING TRAIL ALONG MILL RUN CROSSING.
- CITY DELAWARE LAND
- MILL RUN GREENWAY-**  
1.3 MILES OF TRAIL (870' LF)  
1 SEPARATED GRADE VEHICLE CROSSING  
1 RAIL CROSSING  
200+ ACRE PASSIVE SPACE- NO ADDITIONAL LAND PURCHASES



# DELAWARE RUN GREENWAY GRADY HOSPITAL TO BLUE LIMESTONE PARK



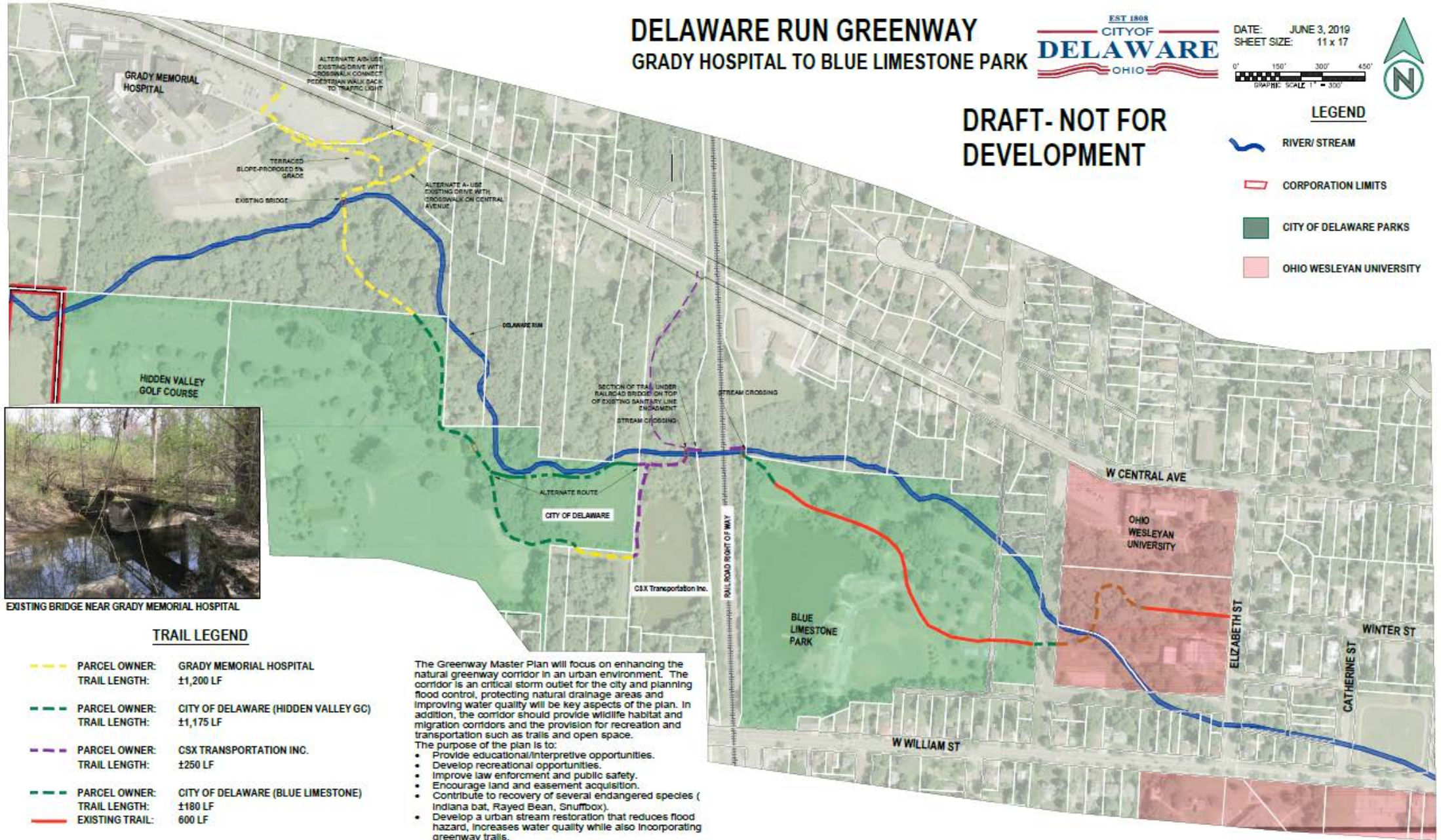
DATE: JUNE 3, 2019  
SHEET SIZE: 11 x 17



## DRAFT - NOT FOR DEVELOPMENT

### LEGEND

- RIVER/ STREAM
- CORPORATION LIMITS
- CITY OF DELAWARE PARKS
- OHIO WESLEYAN UNIVERSITY



EXISTING BRIDGE NEAR GRADY MEMORIAL HOSPITAL

### TRAIL LEGEND

	PARCEL OWNER:	GRADY MEMORIAL HOSPITAL
	TRAIL LENGTH:	±1,200 LF
	PARCEL OWNER:	CITY OF DELAWARE (HIDDEN VALLEY GC)
	TRAIL LENGTH:	±1,175 LF
	PARCEL OWNER:	CSX TRANSPORTATION INC.
	TRAIL LENGTH:	±250 LF
	PARCEL OWNER:	CITY OF DELAWARE (BLUE LIMESTONE)
	TRAIL LENGTH:	±180 LF
	EXISTING TRAIL:	600 LF
	PARCEL OWNER:	OHIO WESLEYAN UNIVERSITY
	TRAIL LENGTH:	±340 LF
	EXISTING TRAIL:	250 LF

The Greenway Master Plan will focus on enhancing the natural greenway corridor in an urban environment. The corridor is a critical storm outlet for the city and planning flood control, protecting natural drainage areas and improving water quality will be key aspects of the plan. In addition, the corridor should provide wildlife habitat and migration corridors and the provision for recreation and transportation such as trails and open space.

The purpose of the plan is to:

- Provide educational/interpretive opportunities.
- Develop recreational opportunities.
- Improve law enforcement and public safety.
- Encourage land and easement acquisition.
- Contribute to recovery of several endangered species (Indiana bat, Ruffed Grouse, Snuffbox).
- Develop a urban stream restoration that reduces flood hazard, increases water quality while also incorporating greenway trails.
- Support urban stormwater management along small tributaries that yield cumulative flood hazard, water quality and wild life habitats.
- Increase opportunities for trail linkages to schools, recreational areas, residential areas and businesses.



# 5 Minute Recess!

# Four Pillars

- White Collar Jobs
- Development Opportunities
- Downtown Parking
- Attainable Housing

- Increase Transportation Funding
- Greenway Corridors
- Conduct Parks & Recreation Needs Assessment

- Police Strategic Goals
- Fire/EMS Strategic Goals
- Water Quality & Sustainability Strategic Goals

- Del-AWARE Mobile
- Citizen Budget
- Project Management/Process Improvement
- Project BOOST





# Conduct Parks & Recreation Needs Assessment (Great Community)

- PROS Needs Assessment
- YMCA Partnership Evolution
  - Jack Florance Pool
  - Mingo Recreation Center
  - Recreation Department
- Master Plan Development
- Park Additions
  - Unity Park
  - Boulder Park

# Police Department's Working Goals (Safe City)



- Acquisition and implementation of records management system
- Enhance training by use of new DPD range
- Initiate a Traffic Safety Program
- Addition of Service Coordinator position



## Fire/EMS Working Goals (Safe City)

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- Establish and implement a program to recruit DACC students as employees
- Conduct two emergency management tabletop exercises
- Continue to pursue the update and modernization of a regional pre-hospital care system, including the increased reimbursement to the City

# Water Quality & Sustainability Goals

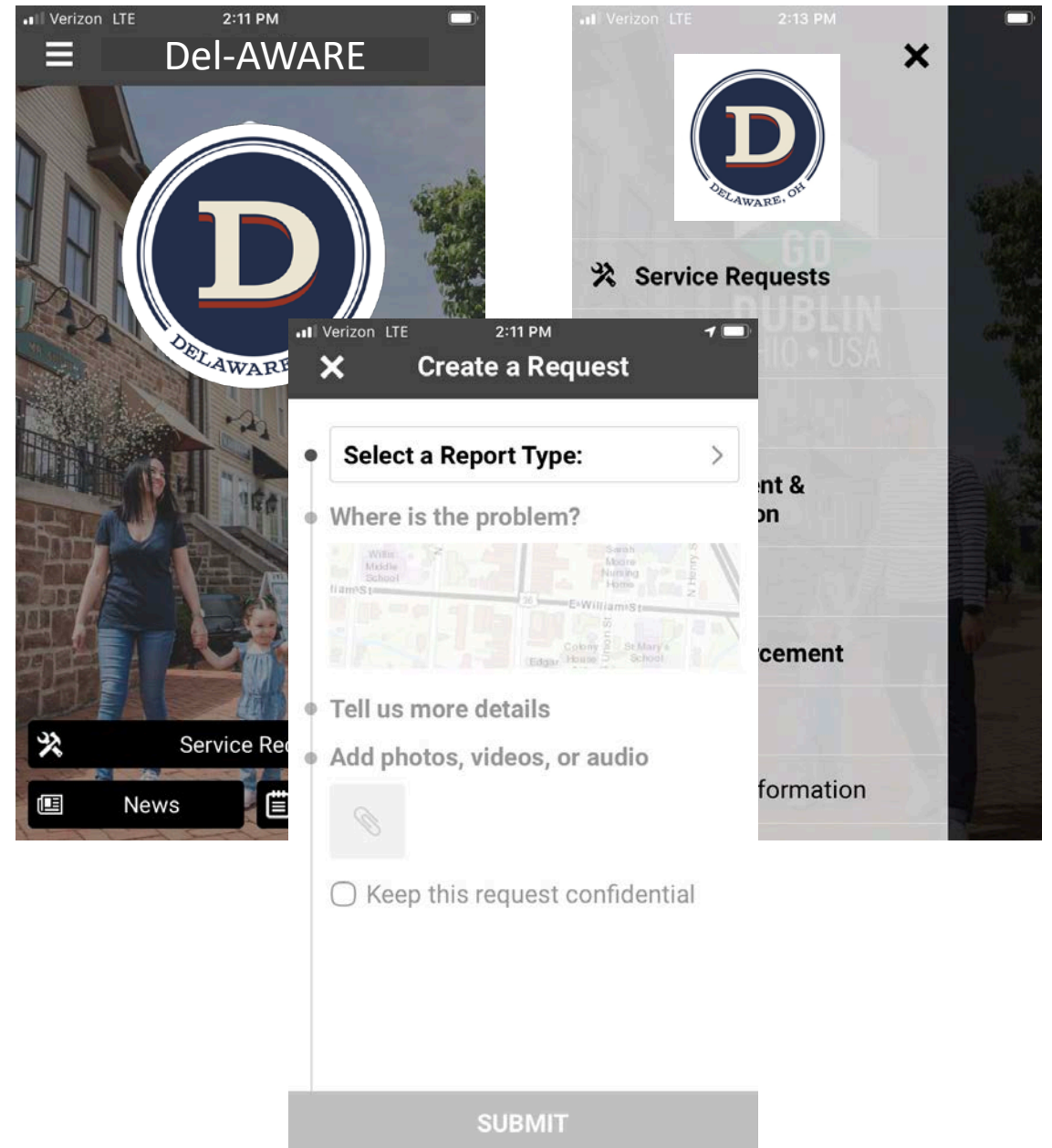
(Safe City)

- City to earn Solsmart certification
- Perform utility rate analysis
- Creation of internal sustainability group
- Mobile water station for City events



# City Staff Initiatives (Effective Government)

- Project BOOST Implementation
- Del-AWARE Mobile
  - Real time, mobile civic engagement platform
  - Free, simple and intuitive tool to identify and report civic issues
- Project Management/Process Improvement
- Citizen Budget





## Update Schedule for Council Priorities

Goal	Update Expected			
	Q1	Q2	Q3	Q4
<b>Healthy Economy</b>				
<b>Council Priority #1 - White Collar Jobs</b>				
Increase Downtown Office Space	X			
Mixed-Use Development		X		
Marketing & Branding		X		
Market Study		X		
Special Improvement District		X		
<b>Council Priority #2 - Development Opportunities</b>				
Near East Side/Riverfront District		X		
Sawmill Parkway				X
Airport & Partnerships			X	
Southern Gateway				X
<b>Council Priority #4 - Downtown Parking</b>				
Downtown Parking Strategy		X		
Update Delivery Matrix from MKSK Report	X			
Partnership for Parking Structure			X	
<b>Council Priority #5 - Attainable Housing</b>				
MORPC Housing Task Force			X	
Delaware Together (Comprehensive Plan)			X	
<b>Great Community</b>				
<b>Council Priority #3 - Transportation Funding</b>				
Other Funding Strategies	X			
Permissive Fee	X			
<b>Council Priority #6 - Greenways &amp; Connectivity</b>				
Greenway Committee				
Develop Greenway Plan		X		
Pursue trail segment from Grady Memorial Hospital to Downtown Delaware		X		
Review and update Bikeway Master Plan			X	
Work with Potential Stakeholders			X	
BROPATH			X	

Item Indicator	Pillar	Strategic Items To Be Prioritized	Priority # of Points								
				Chris Jones	Lisa Keller	George Hellinger	Kent Shafer	Carolyn Riggie	Jim Browning	Kyle Rohrer	
A	HE	Develop and implement a targeted strategy to attract more “white collar” employers, including office uses if possible.	1	5	6	6	5	2	3		27
B	HE	Increase development opportunities, especially in the Sawmill Parkway and Airport corridor	2	4	5	5		3	4		21
G	GC	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).	3	2	4	4	6	1	1		18
C	HE	Secure a downtown parking garage. If the current developer’s interest wanes, then intentionally pursue another developer.	4	6	1		4	6			17
E	GC	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.	5		3		1	5	5		14
K	GC	Ensure that “greenway corridors”, bikeways, and walkways are coordinated, connected, and implemented in a priority order per the Bikeway and Park plans.	6			2			6		8
D	HE	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”).		3	2	1		4			10
F	GC	Address the need for Affordable housing (low and moderate income) including rehabilitation of existing units, development of new units, and determining where these might be more or less appropriate within the overall community.									
H	GC	Update the current zoning code as needed to enable implementation of the comprehensive plan, including the option of more and perhaps more intense mixed-use development in appropriate areas as determined by the Comprehensive Plan.				3	2				5
I	GC	Update the current zoning code as needed to enable implementation of the comprehensive plan, including allowing more administrative decision making processes to ensure consistency of outcome and speed up the development review process while better defining regulations.					3		2		
J	GC	Ensure that the Gateway & Corridor Plan as well as the Wayfinding Plan coordinates the look of each major entry to the City.		1							1