



INTRODUCTION

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PURPOSE OF THE STRATEGY

GUIDE...

...the community in evaluating proposed public, private, or public/private projects

INFORM...

...and guide property owners, prospective property owners, and developers as to what is needed, desired, and acceptable to the City

MEASURE...

...progress and effectiveness in the development and redevelopment of Gahanna to ensure projects have synergistic qualities that strengthen the community as a whole

WHY THE STRATEGY?

The purpose of this Strategy is to identify the community's economic potential to attract and retain high quality businesses and development in the City.

This strategy is intended to serve as a guide for policymakers, community's stakeholders, local businesses, and future investors. It outlines actionable goals and tactics that help to strengthen the economic vitality of Gahanna. By doing this, the strategy will help to align projects, programs, and policies to ensure the City's economic priorities are being addressed, and that these actions will not take place in a piecemeal fashion. This will help ensure the City's resources are used efficiently to plan for new growth and that future plans for development are targeted to areas in the community with the greatest economic potential.

IMPETUS FOR THE STRATEGY

In 2014, Gahanna officials expressed a desire to create an economic development strategy to guide future planning and investment decisions in the community. At that time there were many areas within the community that were identified as targeted areas for future growth and development, referred to herein as Priority Development Areas. There were also many economic development opportunities to rethink existing and emerging economic incentives to better serve current and future business.

The Strategy provides a unified, comprehensive approach toward planning Gahanna's future over the next 5-10 years. This Strategy serves as a guide for future development and policy decisions that reflect

the community's long-term vision, goals, and priorities, balanced with an understanding of marketplace conditions and opportunities. It will assist City staff in communicating the City's economic potential to residents, developers, and businesses.

STRATEGY GOALS AND OBJECTIVES

This Strategy will help guide and promote economic prosperity within the community through the following ways:

- *Establish a refined vision for Priority Development Areas*
- *Identify the opportunity for new catalyst projects that will generate city revenue while enhancing the character and brand of the community*
- *Support future development through creative redevelopment strategies and incentives*
- *Create a strategy grounded in the context of the market conditions and trends.*
- *Create a Plan that has strategic private sector insight.*
- *Minimize financial risks and build momentum and trust with the private sector.*
- *Identify and promote future funding initiatives*
- *Identify capital improvements needed to support future economic growth*

CREATING THE STRATEGY

The Strategy starts by framing a vision for the City that establishes the overall direction the Strategy will take. The six chapters that follow outline the objectives necessary to meet the vision. A series of tactics within each chapter show the specific, actionable items that are necessary to meet each objective. The implementation chapter assigns responsibility to various parties for action on each tactic, and will be used primarily by interested government organizations and businesses.

STRATEGY ELEMENTS

This strategy includes many elements which tie together to create a holistic and informed blueprint for future growth and development in Gahanna. These elements include detailed quantitative research of current and future industry and real estate market conditions, balanced with qualitative input from key stakeholders within and external to the City. In addition, it leverages development expertise to identify economic development strategies that create a sustainable approach to attracting and retaining businesses. Extensive site planning for priority development areas was completed based upon realistic industry conditions and trends. Finally an accurate return on investment calculator was created to outline how future economic initiatives and developments will impact the City of Gahanna.

PLAN FRAMEWORK

	INTRODUCTION	Presents the overall approach and elements of the Strategy
	EXISTING CONDITIONS	Summarizes the current position of the City regarding the economy, demographics, market, infrastructure, and policies & programs
	MARKET ANALYSIS	Outlines the market potential through an in depth analysis of the local market conditions. Market gaps and opportunities are identified and inform the economic development strategy
	COMMUNITY INSIGHT	Describes the public engagement process and outlines perspectives from local and regional stakeholders regarding the economic potential in Gahanna
	ECONOMIC DEVELOPMENT STRATEGIES	Outlines detailed strategies to attract and grow new economic investment and retain and expand current and future businesses
	DEVELOPMENT OPPORTUNITIES	Outlines targeted sites within the community that have identified as a high priority for development and illustrates the development potential for target sites within these areas
	IMPLEMENTATION	Includes and implementation matrix that provides a clear road map for achieving the desired outcomes of the Strategy. This includes a detailed menu for how to implement the strategies within this document and measure economic success moving forward.

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HOW TO USE THE PLAN

The Plan is intended to be used on a daily basis as public and private decisions are made concerning new development, redevelopment, capital improvements, economic incentives, and other matters affecting the community. The following is a summary of how decisions and processes should align with the plan strategy.

1. ANNUAL WORK PROGRAMS AND BUDGETS

Individual city departments and administrators should be cognizant of the contents of the Strategy when preparing annual work programs and budgets.

2. DEVELOPMENT APPROVALS

Administrative and legislative approvals of development proposals, including rezoning and subdivision plats, should be a central means of implementing the Strategy. Decisions by elected and appointed officials should reference relevant Strategy recommendations and policies. City plans and codes should also reflect and support the goals and recommendations in the Strategy.

3. CAPITAL IMPROVEMENT PROGRAM

The City's Capital Improvement Program (CIP) should be prepared consistent with the Strategy's recommendations. New improvements that are not reflected in the Strategy, which could dramatically impact the Strategy's recommendations, should necessitate a minor update to the Strategy.

4. ECONOMIC DEVELOPMENT INCENTIVES

Economic development incentives should be reviewed to ensure consistency with the recommendations of the Strategy.

5. PRIVATE DEVELOPMENT DECISIONS

Property owners and developers should consider the goals and strategies in their land planning and investment decisions. Public decision-makers will be using the Strategy as a guide in their development deliberations such as zoning matters, land use, and infrastructure requests. This Strategy should be used as a tool by the City to clearly communicate to property owners and developers the overall vision for what is desired in Gahanna.

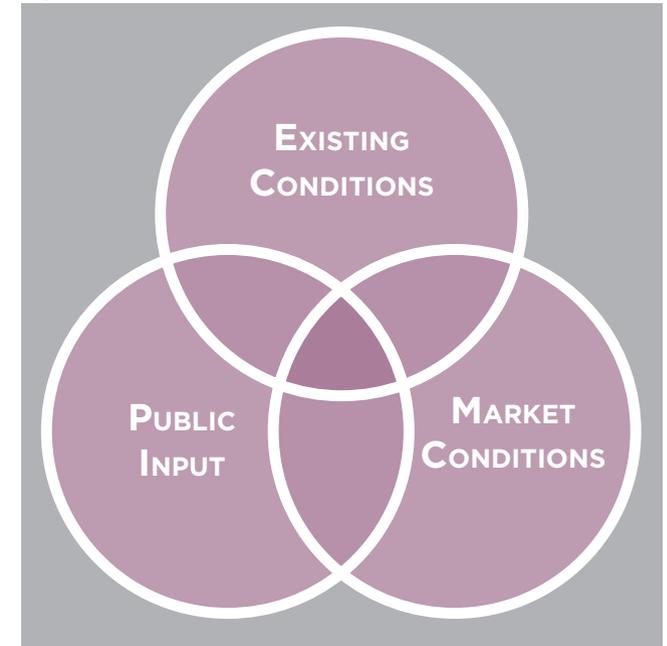
6. BE FLEXIBLE

It is intended to serve as a guide to help the City, development community, and local residents plan for future economic decisions. The Strategy is intended to be flexible and fluid, and should be updated and amended as appropriate.

As projects, policies, and programs develop over time they may not look exactly like the images in the document, but they should address the intent of the Strategy.

The sketches and descriptions herein provide a broad sense of how particular projects may develop within these sites and provide a sense of what is acceptable to the City and its residents from a development standpoint.

Figure 1.1



Throughout the planning process and schedule, the Planning Team focused on the fusion of three elements: existing conditions, public input, and market conditions. The result of this process was a Strategy that responded to the needs of the community as well as the marketplace conditions.

PLANNING PROCESS

Below is an overview of the process taken by the City which resulted in the Gahanna Economic Development Strategy.

The process to create this Strategy included various stakeholder involvement opportunities along every step. These stakeholder results are detailed in chapter four of the strategy plan.

PROJECT SCHEDULE

The entire planning process for the Gahanna Economic Development Strategy lasted approximately six months and was organized into five phases (Figure 1.2). Each phase of the process was built off the previous phase in order to have a layered system that was integrated and informed.

Figure 1.2

