



(Planning and Development)
Strategic Business Plan
Revised: 2-26-2019

Mission Statement

The mission of the Planning and Development Department is to provide community planning and economic development services to current and prospective Gahanna residents and businesses so they can enjoy economic prosperity and a high quality of life.

Issue Statements

Issue 1- Economic Growth

The increasing complexity of economic development projects, combined with high levels of regional competition for investments and mobility of businesses and developers, if left unaddressed, will result in:

- Businesses and developers not choosing to invest in Gahanna
- Existing Gahanna businesses stagnating or investing elsewhere
- Degradation of the City's tax base
- Inability to adequately fund City services

Issue 2- Community Planning

The increasing trends of regional population growth and higher demands for a wider variety of housing and commercial options coupled with the continued complexity of Gahanna's regulatory framework and heightened scrutiny of development patterns, if left unaddressed will lead to:

- Decision-makers lacking the information they need to make timely and consistent decisions
- Lost opportunities for new investment
- Increased BZA appeals and lawsuits
- Loss of public trust in planning process and decisions
- Development patterns that are inconsistent with the desired character of the community

Strategic Goals

Strategic Result 1 – Economic Growth

Gahanna will be a community of choice for successful businesses and entrepreneurial ventures, as evidenced by:

- By December 31, 2019, 50% of business attraction and retention projects are successful (note, when we report on our progress, make sure to indicate what tools we used—e.g. land bank, technical assistance, incentives)
- By December 31, 2020, 20% of real estate capacity will be met (measured by acreage)
- By December 31, 2020, 20% increase over 2018 TIF revenue
- By December 31, 2021, 2,750 new well-paying jobs, in targeted industries within southeast and southwest Gahanna will be created since 2016

Strategic Result 2- Community Planning

The Gahanna community will benefit from a clearly defined framework to guide investments in the City and an efficient and effective planning process, as evidenced by:

- By December 31, 2019, City Council will adopt the citywide land use plan
- By December 31, 2020, 100% of Planning Commission applications will be decided upon at their first public hearing
- By December 31, 2021, 100% of the City's zoning code will be updated

<i>Department Organization</i>
1. Program: <i>Economic Development</i>
<ul style="list-style-type: none"> • Activity: Business Development • Activity: Incentive Management
2. Program: <i>Community Planning</i>
<ul style="list-style-type: none"> • Activity: Land Development Project Approval

<i>Programs & Key Results</i>	
<i>Economic Development Program</i>	
Purpose Statement	The purpose of the Economic Development program is to provide business development and incentive administration services to the City of Gahanna so it can experience economic growth consistent with City economic development strategies.
Key Results	<ul style="list-style-type: none"> • % Economic growth from the previous year for the City of Gahanna based upon income tax withholdings • % Economic growth from the previous year for the City of Gahanna based upon TIF revenue • % Incentive agreements compliant with terms and conditions
<i>Community Planning Program</i>	
Purpose Statement	The purpose of the Community Planning program is to provide land-use planning, application review and project facilitation services to businesses and individuals considering investments in Gahanna so they can make investments that are consistent with the character of the community.
Key Results	<ul style="list-style-type: none"> • % Businesses and individuals requesting zoning approvals that receive consideration from staff on their development projects within ten (10) business days of submittal

<i>Economic Development Program</i>	
Purpose Statement	The purpose of the Economic Development program is to provide business development and incentive administration services to the City of Gahanna so it can experience economic growth consistent with City economic development strategies.
<i>Business Development Activity</i>	
Activity Purpose Statement	The purpose of the Business Development Activity is to provide business growth, retention, attraction and expansion services to the City of Gahanna so it can experience economic growth.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • % Economic growth from the previous year for the City of Gahanna based upon income tax withholdings • % Economic growth form the previous year for the City of Gahanna based upon TIF revenue
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Completed business growth, retention, attraction and expansion projects
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Business growth, retention, attraction and expansion projects
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program expenditure per successful business growth, retention, attraction and expansion project [Measure to begin when work order system has been implemented.]
Program Services	<ul style="list-style-type: none"> • Business Visits • CEO Board Meetings • Contracts • Development Contracts • Fiber Consultants • Fiscal Impact Model Reports • Groundhog Day Breakfasts • Incentive Packages • Land Banked Properties • Marketing Products • Policy Recommendations • Pre-Annexation Agreements • Public Hearings • Site Selection Packages • Technology Plans • Workforce Plans

	<ul style="list-style-type: none">• TIF Parcel Evaluations
Manager	
Activity Budget	

<i>Economic Development Program</i>	
Purpose Statement	The purpose of the Economic Development program is to provide business development and incentive administration services to the City of Gahanna so it can experience economic growth consistent with City economic development strategies.
<i>Incentive Management Activity</i>	
Activity Purpose Statement	The purpose of the Incentive Management Activity is to provide development incentive administration services to recipients of development incentives so they can maintain compliance with incentive terms and conditions.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • % Incentive agreements compliant with terms and conditions
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Managed incentive agreements reviewed
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Active incentive agreements
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program expenditure per managed incentive agreement
Program Services	<ul style="list-style-type: none"> • Annual Reports • CRAHC Board Meetings • Creekside Agreements • CURC Board Meetings • Land Lease Calculations • Make-Up-Payment Notifications • Managed Incentives • Project Update Reports • Real Estate Databases • TIF Parcel Evaluations • TIRC Board Meetings
Manager	
Activity Budget	

<i>Community Planning Program</i>	
Purpose Statement	The purpose of the Community Planning program is to provide land-use planning, application review and project facilitation services to businesses and individuals considering investments in Gahanna so they can make investments that are consistent with the character of the community.
<i>Land Development Project Approval Activity</i>	
Activity Purpose Statement	The purpose of Land Development Project Approval activity is to provide land-use planning, application review and facilitation services to businesses and individuals requesting zoning approvals so they can receive fair and timely consideration of their development projects.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • % Businesses and individuals requesting zoning approvals that receive consideration from staff on their development projects within ten (10) business days of submittal
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Land development project applications
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Land development projects
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Planning and Development program expenditures per land development project application
Program Services	<ul style="list-style-type: none"> • Area Commission Meeting • Area Commissions • Code Interpretations • Completed Applications • Land Use Plan Updates • Land Use Plans • Planning Commission Recommendations • Processed Permits • Project Guidance Documents • Public Hearings • Site Inspections • Staff Reports • Zoning Code Updates
Manager	

Activity Budget	
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