

City of Westerville, Ohio City Council & Administration *Strategic Outcomes 2022*



PRESENTED BY MONICA IRELAN, WESTERVILLE CITY MANAGER
JUNE 2022

Executive Summary

The City of Westerville, through the leadership of Westerville City Council, embarked on new strategic outcomes for which the internal Team is to make a priority in the 2022- 2026 planning years. These outcomes are a result of a two-day Governance and Goal Setting Retreat facilitated by Raftelis, a consulting firm.

Council's Strategy includes the continuation of the important services that make Westerville such a high-functioning community. They include: Excellent City Services, Mobility Options, City Within a Park, and Responsible Fiscal Management. It also includes a commitment to Principles of Diversity, Equity, and Inclusion, Transformational Leadership and Environmental Sustainability. The strategy then ends with four outcomes for the City Administration to achieve

in the next five years (listed below).

This document explains the process of turning these Outcomes into Operational Plan objectives for implementation, and the collaborative nature between Council and Team Westerville (Department Heads) to provide a roadmap for success.

The end result is an agreement between Council and Administration to put resources toward planning documents, intentional infrastructure investments and the customer experience.

Although the plan is ambitious, if appropriate resources are provided toward these themes, most, if not all, of the objectives will be met in the five-year timeframe.

1 *Thriving*
Business
Climate

2 *Authentic &
Alive* Uptown

3 *Connected
& Engaged*
Residents

4 *Safe & Vibrant*
Neighborhoods



Process & Background

The City of Westerville has a strong Mission Statement to provide “...**exemplary municipal services to our community and fostering prosperity while embracing our unique heritage and character.**” This Mission is bolstered by a Vision of a “...**safe, friendly, vibrant, attractive and diverse community, where people and families live, learn, work and play...**”

In February 2022, Raftelis hosted a two-day retreat for Councilmembers to discuss Governance and Goal Setting. To build upon the Mission and Vision, Westerville City Council embarked on a journey to set Strategic Outcomes for the 2022-2026 planning years (see appendix A). The process to produce the Council Outcomes and Team Operational Plans was collaborative and thoughtful in order to bring Council’s ideas to life through practical Team experience.

Following the early February retreat, Team Westerville spent a full day dissecting and reassembling the goals to produce a draft Operational Plan. The Team looked at the goals of Thriving Business Climate, Authentic

and Alive Uptown, Connected and Engaged Residents, and Safe and Vibrant Neighborhoods through many lenses.

We started with the lens of our “day to day job.” **What do each of these goals mean from the seat we occupy daily and the responsibilities that come with that position?**

Then we looked through the lens of a resident. **What would this mean to a resident or what does it mean to me as a resident?**

We followed that with the lens of a business owner. **What would this mean to a business owner?**

The final step was looking at how each was defined from our Council using the outcome chart provided by the consultant (see Appendix A).

Once every goal was thoroughly examined through this process, we had quite a variety of perspectives. The Team then split into smaller groups to start Operational Plans. Those groups are outlined below:

1. Thriving Business Climate

Rachel Ray, Economic Development Director
Brian Gorenflo, WeConnect Manager
Dick Lorenz, Water Utility Manager
Adam Maxwell, Administrative Services Director

2. Authentic and Alive Uptown

Randy Auler, Parks & Recreation Director
Kevin Weaver, Director of Public Service
Lee Ann Shortland, Director of Finance

3. Connected and Engaged Residents

Christa Dickey, Community Affairs Director
Mary Johnston, Clerk of Council
Bruce Bailey, Law Director
Jonathan Bentley, Diversity, Equity & Inclusion Director

4. Safe and Vibrant Neighborhoods

Chris Monacelli, Electric Utility Manager
Karl Craven, Planning and Development Director
Brian Miller, Fire Chief
Cappy Chandler, Chief of Police



For the smaller group segment of the day-long retreat, we introduced the “***With a commitment to...***” section (Appendix A). While working on the Operational Plans, each goal needed to be looked through the lenses Council provided, which include:

5. Principles of Diversity Equity and Inclusion

Westerville leads in DEI, with continual and evolving consideration incorporated into the policy and administrative decisions. The City uses a DEI lens on all matters, including:

- Procurement**
- Legislation**
- Business Development**
- Hiring**
- Planning**
- Zoning**

6. Transformational Leadership

Westerville embraces transformational leadership that is collaborative, attentive, and responsive. Leadership is equally adept at honoring the past, capturing the present, and shaping the future. The City:

- Listens attentively**
- Responds authentically**
- Plans for the future**
- Encourages transparency**
- Embraces change and collective impact**

7. Environmental Sustainability

Westerville maximizes current and emerging opportunities for environmental sustainability, including:

- Expanded renewable energy sources**
- Support for home and business efficiency**
- An improved City fleet and expanded electric vehicle infrastructure**
- Sustainable practices incorporated in planning and zoning codes**
- Comprehensive recycling and composting programs**
- Minimized negative impact on biodiversity**

The smaller workgroups outlined their ideas of an Operational Plan and presented it to the entire Team. After the presentation, follow-up questions, and continued dialogue, the Team retreat ended.

Over the next two months, the Team went more granular. We discussed what, if any, differences we saw in our Operational Plan and the Outcome Statements by City Council. We looked at objectives tied to the goals in order to assure specific and measurable objectives. We added a timeline to reach these objectives and a metric of success. Finally, we looked at resources (personnel, financial and other resources) in order to make sure we could reasonably meet the objectives and metrics of success.

On Saturday, May 14, 2022, the Team presented the draft Operational Plan to Council. The Operational Plan was presented through small group presentations. The feedback from those small Council groups was then shared with Council as-a-whole, providing final thoughts on the draft and all

feedback is considered in the final plan.

The final draft of the Operational Plans was presented to Council on June 14, 2022. The Team proposed a definition of success which outlined the core themes to propel the City toward a Thriving Business Climate, Authentic and Alive Uptown, Connected and Engaged Residents, and Safe and Vibrant Neighborhoods.

These themes included a focus on ***Planning Documents, Intentional Infrastructure Investment, and Customer Experience***. The feedback from Council was positive and in support of these themes, with an understanding that objectives would be mostly achievable with the appropriate planning documents, intentional infrastructure, and centralized customer experience.

Overall, the plan was agreed upon and this final draft was written for distribution.



Summary of February 2022 | *Council Outcomes*

Outcome #1: *A Thriving Business Climate*

Westerville offers a thriving environment that attracts a diverse business community and focuses on innovative and responsive business resources. The City:

- Encourages workforce development by leveraging and supporting our partners**
- Actively seeks opportunities to bring in diverse businesses**
- Ensures infrastructure connectivity**
- Continuously works to streamline government-to-business processes**

Outcome #2: *Authentic and Alive Uptown*

Westerville will maintain the authentic historical character of Uptown while pursuing opportunities for innovative community amenities, through:

- Recommendations from the Uptown Plan including parking, creative in-fills, vias, alleys, and building rears**
- Thriving locally owned businesses that appeal to a variety of tastes**
- Creative re-use of underutilized upper levels of Uptown buildings**
- Maintained and expanded community events, meeting spaces, and community spaces that create a sense of place**
- Historical preservation and maintenance of historical buildings**

Outcome #3: *Connected and Engaged Residents*

Westerville is an engaged community that feels connected to each other and its City government, through:

- Active resident engagement in the community, including volunteer opportunities, Boards and Commissions, citizen academies and community surveys**
- Use of an interactive website, responsive social media, and residential internet connectivity**
- Innovative data systems that offer businesses and residents one-stop solutions**

Outcome #4: *Safe and Vibrant Neighborhoods*

Westerville has safe and vibrant neighborhoods with a variety of traditional and innovative housing that is attainable. The City welcomes:

- Innovative initiatives**
- Redevelopment and reinvestment**
- Zoning solutions**

Summary of May 2022 | *Operational Plan (draft)*

Outcome #1: *A Thriving Business Climate*

1. *Develop an updated economic development strategic plan to guide efforts for the next five years.*

Hire a qualified consultant team
Study current economic conditions (post-pandemic economies, impact of Intel, etc.)
Assemble a community-based advisory board and internal planning team

2. *Create and implement workforce strategies using current and new partners to fill support service needs.*

Update the 2019 WorkWISE workforce development strategy in tandem with the community development efforts and the Economic Development Strategy update.

3. *Set conditions for infill, redevelopment, and greenfield project opportunities.*

Develop strategies for focused growth areas
Maintain inventory of shovel ready sites
Develop a strategy for annexation opportunities
Conduct ongoing evaluations of TIF and CRA districts

4. *Collaboratively create an infrastructure maintenance and expansion strategy that is future oriented, fiscally responsible, and growth-area focused.*

Ongoing delivery of competitive City services.
Identify service gaps

5. *Develop customer focused business processes that work for businesses of all sizes and means.*

Conduct business surveys to measure levels of satisfaction with City interactions. Work toward delivering an “Amazon Prime”-like experience for the business community.
Work with the Economic Development team and DEI Director to better engage businesses of all sizes and means.



Outcome #2: *Authentic & Alive Uptown*

1. *Refresh the Uptown Plan.*

Work with Economic Development and Planning and Development to Update the Uptown Plan.

2. *Attract Diversity of retail, restaurants and entertainment venues and support quality events that attract people Uptown.*

Clean, strong and defined relationship with Uptown Westerville Inc. with shared vision of responsibilities and goals

Provide temporary financial support to UWI allowing for the development of an Uptown Westerville agency with the vision to carry forward independently supporting business development, vibrant events, and cultural entertainment

DEI Director will collaborate with UWI to incorporate events that will engage and benefit all segments of the community

Work to connect events at Alum Creek Park North and Otterbein Theater (and others) into the Uptown area as a whole

Schedule more events involving the library, similar to the Magical Midnight Madness/Harry Potter (2019).

3. *Set conditions for infill, redevelopment, and greenfield project opportunities.*

Develop strategies for focused growth areas

Maintain inventory of shovel ready sites

Develop a strategy for annexation opportunities

Conduct ongoing evaluations of TIF and CRA districts

4. *Continue grant availability for historic preservation and encourage reinvestment in upper levels*

Expand Uptown improvement dollars and purpose to include internal improvements related to the building utilization and safety (i.e. fire suppression)

5. *Protect and enhance infrastructure through sprinkler systems and City services like trash, zero waste, wayfinding, and greenspaces.*

Fire prevention including sprinklers for all Uptown buildings

Rear area beatification including alleys and vias

Winter to College block

Consistent approach to dumpsters

6. *The extension of the Uptown experience*

Enable flow and interest from south end to central Uptown.

Entertainment venues at 64 E Walnut or other locations

Make block north of Home fit with Uptown

Real connection from Hanby Park and Depot to Uptown

Create “Pocket Gathering Spaces” in these areas using benches, art, etc.



Outcome #3: *Connected & Engaged Residents*

1. *Reconnecting with partners in order to continue relationships and collaborations*

Take a look at the Community Partners Funding Program to make sure the program aligns with service and impact

Promotions and marketing of collaborations

- State of the Community/City
- Inventory issues
- Engage with community
- Service organizations
- Attendance at community business events

2. *Identify new connections in emerging populations and untapped demographics then listen and learn in order to identify gaps in programming for all members of the community.*

Use Diversity, Equity, and Inclusion Division to lead community conversations

- Out of this program events and special programs

Use Economic Development to do professional outreach with residents and partners

3. *Promote “academies” and use graduates as a pipeline for Boards and Commissions*

Use the survey as a tool to ask: How likely are you to volunteer?

2023 Community Survey

Use testimonial of current members

Notice of vacancies to past/current academy participants

Explore the opportunities of a Boards and Commissions Fair for residents to learn about roles and responsibilities

4. *Find the appropriate virtual tool to engage and interact with residents (is the website the right tool?)*

Establish and promotion FTTH connection to Free Public Wi-Fi

Use a new model and format for the Community Survey

New Westerville TV Model

Look at Website 3.0 as well as APPS and other tech resources

Continued transparency through live stream meetings and linked agenda posting on the website.

5. *Create a one-stop solution demonstrating our ability to be convenient, accurate, and transparent with a high level of expertise.*

Centralized customer service

Staff assets in person and portal/kiosk for virtual connection

“Amazon Prime” model

Westerville Experience

Physical space and City culture/ Excellence in Customer Service

Outcome #3: *Safe & Vibrant Neighborhoods*

1. *Connectivity*

How could fiber at every location throughout the City bring benefit to the entire community?

- Smart City Planning Study**
- Cross-Functional Teams**
- Target Grant Funding**
- Community Engagement**

2. *Innovation*

Can cameras help Westerville Police Department prevent crime?

- Install Flock Safety System**
- Seek to measurably reduce/prevent crime**
- External coordination with other Police Departments**

3. *Reinvestment*

Does funding and partnering with community-based agencies help support safe and stable housing?

- Focus on the inside of the home**
- Partner with an external agency to administer**

4. *Zoning Policy*

Can the introduction of innovative housing solutions within the residential districts in the updated Zoning Code help solve the “missing middle?”

- Complete Zoning Code**
- Ongoing monitoring of housing cost and quantity**



Summary May 2022 | Council Feedback

AFTER PRESENTING THE INFORMATION TO THE COUNCIL ON MAY 14, 2022, SOME FEEDBACK WAS PROVIDED FOR THE TEAM TO CONSIDER. THE FEEDBACK IS OUTLINED BELOW.

Outcome #1: *A Thriving Business Climate*

FOR EACH OPERATIONAL GOAL, COUNCIL PROVIDED FEEDBACK. THE MAIN THEMES ARE OUTLINED BELOW.

GOAL #1: DEVELOP AN UPDATED ECONOMIC DEVELOPMENT STRATEGIC PLAN TO GUIDE EFFORTS FOR THE NEXT FIVE YEARS.

There was some feedback on the composition of the internal/external team taking part in the creation of this plan. Appointments to advisory boards should be made administratively with no political intervention and should keep an eye on diversification of members.

There was also an interest in making sure to promote WeConnect and its data center as a resource for our private companies to partner with the City.

GOAL #2: CREATE AND IMPLEMENT WORKFORCE STRATEGIES USING CURRENT AND NEW PARTNERS TO FILL SUPPORT SERVICE NEEDS.

Council's feedback was to make sure to look into community development issues that affect economic strategies. This includes access to childcare for second and third shift workers as a critical issue for workforce development.

There is also interest from Council to continue our partnership with the schools with a focus on the vocational training to develop young, interested applicants for utility trades (ie. line workers, water plant operators).

GOAL #3: SET CONDITIONS FOR INFILL, REDEVELOPMENT, AND GREENFIELD PROJECT OPPORTUNITIES.

While we set conditions, Council shared an idea for a City owned and operated business incubator.

It was also clear that we must begin identifying our specific opportunities, role, niche in Central Ohio in relation to Intel and the start up businesses that will come with the significant investment.

One topic that was unilaterally agreed upon was a concern for the vibrancy of Brooksedge. This redevelopment and infill opportunity should be given intentional thought.

GOAL #4: COLLABORATIVELY CREATE AN INFRASTRUCTURE MAINTENANCE AND EXPANSION STRATEGY THAT IS FUTURE ORIENTED, FISCALLY RESPONSIBLE, AND GROWTH-AREA FOCUSED.

Infrastructure is and will remain a major opportunity for all things economic development. There needs to be a more robust and thoughtful infrastructure maintenance and repair schedule. The ratio of annual infrastructure investment in relation to total value of existing infrastructure is a critical metric that should be calculated and shared with Council to better understand viability and performance.

GOAL #5: DEVELOP CUSTOMER FOCUSED BUSINESS PROCESSES THAT WORK FOR BUSINESSES OF ALL SIZES AND MEANS.

Staff should find a way to educate and enable residents to better understand and gain electronic access to commonly needed permits such as decks, patios, etc.

Some feedback was given that staff should look into a way to create a database of qualified contractors for our residents, so residents can hire someone knowing the company understands and adheres to the permit application process.

Outcome #2: *Authentic & Alive Uptown*

FOR EACH OPERATIONAL GOAL, COUNCIL PROVIDED FEEDBACK. THE MAIN THEMES ARE OUTLINED BELOW.

GOAL #1: REFRESH THE UPTOWN PLAN

Uptown Plan refresh is a good idea.

Seek grant money for the plan.

GOAL #2: ATTRACT DIVERSITY OF RETAIL, RESTAURANTS AND ENTERTAINMENT VENUES AND SUPPORT QUALITY EVENTS THAT ATTRACT PEOPLE UPTOWN.

Council is open to suggestions on 64 E. Walnut. It would be helpful to have some sort of RFP process. If it is an entertainment venue it needs to be as broad as possible. Not willing to give up revenue (sale price) in exchange for entertainment.

Nonprofit groups that receive Community Partners funding may want to consider consolidating in order to use that funding more effectively.

GOAL #3: CONTINUE GRANT AVAILABILITY FOR HISTORIC PRESERVATION AND ENCOURAGE REINVESTMENT IN UPPER LEVELS

A goal of the Council is to find a way to retain the historic structures of Uptown.

Staff should look for a backstop to deterioration, so there is no need to demolish historic structures.

GOAL #4: PROTECT AND ENHANCE INFRASTRUCTURE THROUGH SPRINKLER SYSTEMS AND CITY SERVICES LIKE TRASH, ZERO WASTE, WAYFINDING, AND GREENSPACES.

Remember to include consideration of redevelopment along with infill of open areas.



Vias need to be lit and attractive.

As for burying lines, staff should take more time to look at the cost/benefit and provide further feedback to Council.

Fire suppression is critical - how do the owners feel about working toward this?

GOAL #5: THE EXTENSION OF THE UPTOWN EXPERIENCE

We should find a way to integrate Otterbein into Uptown. It currently does not feel like Uptown.

People have a sense of pride living and having shops in Uptown. It helps to differentiate the historic Uptown versus the “Uptown District.”

Outcome #3: *Connected & Engaged Residents*

COUNCIL PROVIDED FEEDBACK THAT CAME IN TWO MAIN THEMES WHICH ARE OUTLINED BELOW. THE OVERARCHING FEEDBACK FOCUSED ON DEI EFFORTS AND ON ENGAGEMENT OF THOSE WHO APPLY FOR BOARDS AND COMMISSIONS.

GOAL #1: ENGAGEMENT

Be deliberate in invitation to those who HAVE NOT been asked to participate before.

Look at Boards and Commissions process to better meet our goals of diversity and engagement.

GOAL #2: DEI: STRATEGIC PLAN

Publish a plan: “The community needs to know there is a plan.”

GOAL #3: DEI IN PARKS AND RECREATION

Activate Parks & Rec programming and accessibility

GOAL #4: DEI: SPECIAL EVENTS

Events and diversity of events (Uptown)

Outcome #4: *Safe & Vibrant Neighborhoods*

FOR EACH OPERATIONAL GOAL, COUNCIL PROVIDED FEEDBACK. THE MAIN THEMES ARE OUTLINED:

GOAL #1: CONNECTIVITY

Better define “Smart City Study”

Recruit future staff for Data/Technology; need people to help decipher data

*Involvement from Seniors in the community.
Help non-technical adults have avenues for connection and service.*

GOAL #2: INNOVATION

*Flock cameras - all positive comments from Council
Flock handles analysis that existing analyst could handle
Bike Path Safety - Not a fit for Flock cameras but are there other solutions?*

GOAL #3: REINVESTMENT

*Community Chest (BusinessWISE for residents)
Criteria for applicants is critical
Who oversees the program is very important, must be connected to Westerville
Streetscapes should not be ignored- spurs private investment
Safety Audit Approach to determine need
Does this affect Safety Services - Who initiates the projects, staff or resident?*

GOAL #4: ZONING POLICY

*Need perspectives from Seniors in the community
Accessory Dwelling Unit (ADU) - Council concerned this needs to be a public process.*

Summary June 2022 | *Work Session Feedback*

Taking Council's feedback from May 2022 into consideration, Team Westerville recognizes some main themes that can help the City address the Outcomes presented by Council. These main themes include Planning Documents, Intentional Infrastructure Investment, and Customer Experience.

Planning Documents would focus on the fundamental items that impact the success of the Outcomes. This would include a focus on a DEI framework mentioned in Connected and Engaged Residents and Economic Development strategies mentioned in both Thriving Business Climate and Authentic and Alive Uptown. An update or refresh of the Uptown Westerville plan can help set Authentic and Alive Uptown on a clear, methodical path and should be completed in 2023-2024 to assure our operational plan is in line with the community's desires and market trends. There was also a mention of a "Smart City Plan" which seems to be something to consider once our Fiber Expansion Study is completed and a business plan for WeConnect adopted. The feedback back on the "Smart City Plan" was moderate, so if it is deemed necessary to do a "Smart City Plan," that should take place in the 2024-2025 timeframe.

Intentional Infrastructure Investment covers a major portion of the objectives in order to make the Outcomes successful. Knowing what infrastructure we own, where it is located, and the condition of the asset pulled together in a single, robust infrastructure document is necessary for future sustainability. Thriving Business Climate needs to understand infrastructure for infill, redevelopment, and greenfield projects. Authentic and Alive needs a strong foundation on infrastructure for both the fire suppression concerns, clearing a way for attractive and lit

vias, and third floor investments. Connectivity through high speed internet will be important for Connected and Engaged residents and infrastructure is a key objective to implement Safe and Vibrant Neighborhoods. The understanding and clear implementation of infrastructure will allow all Outcomes to be successful.

Customer Experience is the final theme and an integral part of all of Council's strategic Outcomes. How we serve, who is included and the overall ease of interaction is woven into all of the Outcomes and Operational Plan objectives. A thoughtful consideration for both online and in-person interaction with our customers in order to streamline the individual-to-government interaction is important for this theme. If done well, the customer experience that is discussed in all four Outcomes will allow for successful engagement and sustainable, responsive service for all our stakeholders.

We, the Team, are suggesting to take these main themes, Planning Documents, Intentional Infrastructure Investment, and Customer Service to build a strong, sustainable foundation for all the Outcomes laid out by Council's February 2022 retreat. With the concentration on these main themes, we feel we will not only meet the tactical Operational Plan objectives presented in May of 2022 but will also allow flexibility as we venture into the future of workforce, business, and the Silicon Heartland.

Council agreed with the concept of the main themes and understands that with the appropriate resources, we will meet the spirit of the Outcomes. Great conversation and points of concern were shared with the Team. Some of those thoughts are on the next page.



Thriving Business Climate:

- It appears that we are traveling down the same path together.
- Please consider policies around TIFs and CRAs to make sure they align with our goals of responsible fiscal management. This aligns with residential concerns about taxes per our bi-annual survey.

Authentic and Alive Uptown:

- History is important, but let's not get frozen in time. There may be opportunities for creative in-fill (32 W College example)
- Infrastructure- the plan for burying lines needs to have a cost/benefit analysis done alongside placement of grease pits and dumpsters.
- Some of the improvements- like lighting and benches- can be simple and more attractive
- Don't forget about mobility- scooters, bikes, and skateboards
- Make sure the "heart" of our community has a true connection with our residents
- Have a great mix of entertainment and family friendly activities without becoming overly programmed or commercial

Connected and Engaged Residents

- Community Partner Funding process and residential review was discussed. Consensus was to continue the process as is but add goals of this Council into the application process for guidelines and accountability
- Continued discussion on the Board and Commission process.
- 21st Century application process is needed (automation); a more friendly process
- Consensus that a "Boards Fair" would be important
- Feature those who bring diversity to boards and let them tell their story as to why they felt it was important (use in-house publications)
- Find opportunities to provide recognition for their service
- Is there a better way to do the interview process?
- Create guidelines for individual Council member interviews
- Recorded zoom meetings (explore pros and cons)
- Is there a way to capture real-time feedback from underrepresented communities?
- Is there a way to have a connectivity database with neighborhood groups?

Safe and Vibrant Neighborhoods

- Discussion/clarification on the Flock Camera system and the safety proposition it brings
- Safety is important but Council is also concerned about vibrancy
- New zoning code
- Sense of place (use of HOAs and landmarks)
- Streetscape investment from the City seems to spur private investment
- Is there a better way to market trails? Name them? Google maps?
- Safety is our #1 objective. People have to feel safe. #1 concern of all residents in Franklin County based on poll data. Encourage use of predictive analytics to proactively keep our community safe
- Traffic is a concern as well. This aligns with the concerns shared in the bi-annual survey. Is there a better way to look at traffic impacts when reviewing development plans? Is a traffic study the right tool?
- A discussion on neighborhood watch programs and the need to re-engage post-Covid.
- We need to find a way to monitor our regulatory authority of our right of way. Vibrancy includes limiting use of ROW or cleaning up unused infrastructure.

Conclusion

The Westerville City Council along with Team Westerville worked together for the first 6 months of 2022, to align vision, goals, and resources in order to strategically plan out outcomes, objectives, and resources for the coming 5 years. This methodically process birthed a thoughtful plan to provide our community with the continuation of important services that make Westerville such a high-functioning community. That includes, Excellent City Services, Mobility Options, City Within a Park, and Responsible Fiscal Management. It also includes a commitment to Principles of Diversity, Equity, and Inclusion, Transformational Leadership, and Environmental Sustainability. The Strategy then ends with four Outcomes.

City Council and Team Westerville agreed on an ambitious plan to implement the spirit of these Outcomes while providing some flexibility for the unknown of Central Ohio in the years to come. This implementation includes Planning Documents, Intentional Infrastructure Investment, and the Customer Experience in order to create a sustainable foundation for the future.

That foundation is built upon planning documents including the Diversity, Equity, and Inclusion Framework, Economic Development Plan, Capital Improvement Plan, a refresh of the Uptown Plan, Centralized Customer Service tied to facility improvements, and the Fiber Expansion Study. With all of this data and direction, the Team can implement these plans to allow for intentional infrastructure investment. While these foundational changes occur, our customer experience can be enhanced through centralized customer service both in-person and virtually and by intentionally inviting untapped communities to help mold the Westerville of the future.

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The City provides...



Excellent Comprehensive City Services

The Westerville community receives excellent and comprehensive City services, including:

- Responsive and valued public safety
- Well-planned and maintained infrastructure (Weconnect, roads and facilities)
- End to end reliable and affordable utilities
- Enhanced quality of life



Mobility Options

Westerville provides innovative mobility options through:

- Transit and technology that connect the workforce and commerce
- Sidewalks and trails that connect neighborhoods, schools, and parks
- Collaborative partnerships that result in creative solutions



City Within a Park

Westerville is a City Within a Park, with:

- Greenways, waterways, walkable trails, bikeways, and streetscapes
- Award-winning, vibrant facilities and programs
- Natural resource preservation and protection



Responsible Fiscal Management

Westerville's fiscal stewardship model is based on:

- Responsible and transparent financial management
- An annual balanced budget
- Long-range (five-year) financial forecasting
- Fiscal policies that account for unexpected events
- Strategic investment in sustainable revenue sources

With a commitment to...



Principles of Diversity, Equity, and Inclusion

Westerville leads in DEI, with continual and evolving consideration incorporated into all policy and administrative decisions. The City government uses a DEI lens on all matters, including:

- Procurement
- Legislation
- Business Development
- Hiring
- Planning
- Zoning



Transformational Leadership

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- Responds authentically
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Environmental Sustainability

Westerville maximizes current and emerging opportunities for environmental sustainability, including:

- Expanded renewable energy sources
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- Comprehensive recycling and composting programs
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In order to achieve...



Thriving Business Climate

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Safe and Vibrant Neighborhoods

Westerville has safe and vibrant neighborhoods with a variety of traditional and innovative housing that is attainable. The City welcomes:

- Innovative initiatives
- Redevelopment and reinvestment
- Zoning solutions