



6550 N. High Street
Worthington, Ohio 43085

T: 614-436-3100

CITY COUNCIL MEMBERS

Bonnie D. Michael
President

Scott Myers
President Pro-Tem

Rachael Dorothy
Council Member

Douglas Foust
Council Member

Beth Kowalczyk
Council Member

David Robinson
Council Member

Douglas Smith
Council Member

CITY STAFF MEMBERS

Matthew Greeson
City Manager

D. Kay Thress
Clerk of Council

Worthington City Council Agenda

Louis J.R. Goorey Municipal Building
John P. Coleman Council Chamber

Tuesday February 19, 2019 ~ 7:30 PM

1. Call To Order

2. Roll Call

3. Special Presentation

3.A. Webelo Pack 333 present the colors

4. Pledge of Allegiance

5. Visitor Comments

6. Approval of the Minutes

6.A. Meeting Minutes - February 4, 2019

6.B. Meeting Minutes - February 11, 2019

Recommendation: Introduce and Approve as Presented

7. New Legislation to Be Introduced

7.A. **Resolution No. 08-2019** Appointments - Board of Tax Review

Re-Appointing Jerry Katz and Scott Heitkamp to the Worthington Board of Tax Review

Executive Summary: This Resolution re-appoints Jerry Katz and Scott Heitkamp to the Worthington Board of Tax Review

Recommendation: Introduce and Approve as Presented

7.B. Resolution No. 09-2019 Appointments - CRA Housing Council

Re-Appointing Rachael Dorothy and Michael Bates to the Worthington Community Reinvestment Area Housing Council.

Executive Summary: This Resolution re-appoints Rachael Dorothy and Michael Bates to the CRA Housing Council

Recommendation: Introduce and Approve as Presented

7.C. Resolution No. 10-2019 Statement Regarding Future Development and Resident Engagement

City Council Statement Regarding Future Development and a Commitment to a Resident-Centered Public Process to Understand the Will of the People.

Executive Summary: Council Member Doug Foust requested consideration of this Resolution and drafted the content. It is presented for consideration to provide a clear and concise statement about City Council's commitment to a resident-centered engagement process.

7.D. Ordinance No. 05-2019 Adoption of City Code Replacement Pages

An Ordinance to Revise the Codified Ordinances by Adopting Current Replacement Pages.

Executive Summary: This Ordinance approves replacement pages for the Codified Ordinances of the City to incorporate changes to City Code and State Law since the last update occurred.

Recommendation: Introduce for Public Hearing on March 4, 2019

8. Reports of City Officials

8.A. Policy Item

8.A.I. Review Report from 2019 Worthington City Council Retreat

Executive Summary: The City Council held an annual retreat to discuss priorities for the City government on February 8 & 9, 2019. The City Council will review a summary report of the retreat activities.

Recommendation: Motion to accept the report for the 2019 City Council Retreat

8.B. Discussion Item

8.B.I. Community Visioning Project

Executive Summary: The City Council asked to discuss next steps in developing a Community Visioning process. This will include discussing a project purpose statement, a Visioning Committee charter and the structure and appointment process for the Visioning Committee. Additionally, Council will review the additional tasks that are necessary to successfully launch such an important project.

Recommendation: Discuss listed topics and provide direction to further shape the Community Visioning project

9. Reports of Council Members

10. Other

11. Executive Session

12. Adjournment



CITY OF WORTHINGTON
Worthington City Council Minutes
February 4, 2019

6550 N. High Street
Worthington, Ohio
43085

CALL TO ORDER – Roll Call, Pledge of Allegiance

Worthington City Council met in Regular Session on Monday, February 4, 2019, in the John P. Coleman Council Chambers of the Louis J.R. Goorey Municipal Building, 6550 North High Street, Worthington, Ohio. President Michael called the meeting to order at or about 7:30 p.m.

ROLL CALL

Members Present: Rachael R. Dorothy, Douglas Foust, Beth Kowalczyk, Scott Myers, David Robinson (*Arrived at Approximately 7:35 p.m.*), and Bonnie D. Michael

Member(s) Absent: Douglas K. Smith

Also present: City Manager Matt Greeson, Assistant City Manager Robyn Stewart, Director of Law Tom Lindsey, Director of Finance Scott Bartter, Director of Service & Engineering Dan Whited, Director of Planning & Building Lee Brown, Chief of Police Jerry Strait, Clerk of Council D. Kay Thress, Assistant City Clerk Ethan C. Barnhardt

There were nine visitors present.

PLEDGE OF ALLEGIANCE

President Michael invited all to stand and join in reciting the Pledge of Allegiance to the flag.

APPROVAL OF THE MINUTES

- Regular Meeting – January 22, 2019

MOTION Ms. Kowalczyk moved and Ms. Dorothy seconded a motion to approve the aforementioned meeting minutes as presented.

The motion to approve the minutes as presented carried unanimously by a voice vote.

PUBLIC HEARINGS ON LEGISLATION

President Michael declared public hearings and voting on legislation previously introduced to be in order.

Ordinance No. 02-2019

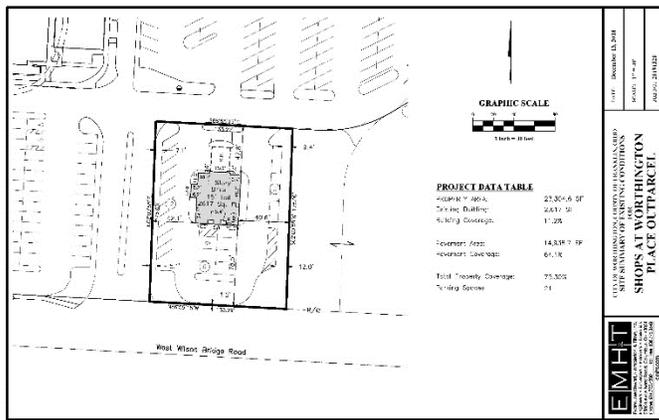
Subdivision of Property, Authorizing Variances and Amending Section 1177.02 of the Codified Ordinances of the City of Worthington (Worthington Square Venture, LLC)

The foregoing Ordinance Title was read.

Mr. Brown explained how this ordinance is for the subdivision of property that includes variances associated with it. If approved, it would also amend the Architectural Review District boundaries to recapture this parcel.



This is the former Telhio site, which is a little over a half acre in size. The overall mall is a little over sixteen acres in size and is in our community shopping district category. In the C-2 district the requirements for minimum lot width to create a new lot is 150 ft in road frontage, one acre in lot size, 50-foot front setback, 30-foot rear setback, 20-foot minimum side yards, 25% lot coverage related to structure, and a maximum of three stories in height. What is requested are three variances relating to lot size, road frontage, and rear setback. As part of this process we worked with the applicant to get a reciprocal easement for parking and ingress and egress to the site so that they can share parking and to allow for no direct access to West Wilson Bridge Road. This went before the Municipal Planning Commission (MPC) and was recommended for approval to City Council with these three variances. It is subject to the 60-day waiting period.



President Michael asked if someone was interested in purchasing this site. Mr. Brown deferred to the owner Mr. Carter.

When asked by Ms. Dorothy if we were looking at re-zoning, Mr. Brown replied that it will be staying as a C-2 zoning category. If it were to come in for

redevelopment it would have to meet the standards outlined in the C-2 zoning district. Ms. Dorothy asked if we are also requesting that it meet the MPC guidelines. Mr. Brown responded that was correct.

Ms. Kowalczyk asked if there were drawbacks to approving this proposal. Mr. Brown said that from a staff perspective, when you begin dividing up parcels and then re-assembling them later, it can be difficult.

Tom Carter – 2178 Castle Crest Drive

Mr. Carter described how this is landlocked between the Chase, who owns their property and the drive aisle which is protected as long as Kroger is there. So, for all intents and purposes it is a separate parcel. There have been challenges finding tenants for that building because they cannot sell it. Most people who have pads want to own them. There have been several banks interested who ultimately did not want it because they could not own it. It will be more marketable and there will be a long term, better tenant as a result of doing this. He stated how he believes that the Bank of America ATM that is coming in, is not a full bank because they cannot own it. He does not know what the future holds, but it provides for better options if we go forward with this.

Mr. Myers pointed out that what is there now will be there tomorrow. This will become an ATM only location. This will be a seamless change along Wilson Bridge Road. Once the Architectural Review Board worked out the technicalities, that's the way they looked at it, physically there will be some improvement once they are done from what it is now.

There being no additional comments, the clerk called the roll on Ordinance No. 02-2019. The motion carried by the following vote:

Yes 6 Robinson, Kowalczyk, Foust, Dorothy, Myers, and Michael

No 0

Ordinance No. 02-2019 was thereupon declared duly passed and is recorded in full in the appropriate record book.

Ordinance No. 03-2019 Directing the Deposit of Certain Receipts into the Convention and Visitors' Bureau Fund and Amending Ordinance No. 52-2018 (As Amended) to Adjust the Annual Budget by Providing for Appropriations from the Convention and Visitors' Bureau Fund Unappropriated Balances.

The foregoing Ordinance Title was read.

MOTION Mr. Myers moved, and Mr. Foust seconded a motion to amend and approve Ordinance number 03-2019 As Amended.

The motion carried unanimously by a voice vote.

Mr. Lindsey explained how this ordinance was introduced previously with blanks, Council motioned to amend it to include those blanks including the amount of money anticipated to be transferred by the Convention and Visitors Bureau (CVB) upon its dissolution of approximately \$150,000 after final expenses. The request from the Old Worthington Partnership (OWP) for \$55,830, covers their anticipated expenses for the remainder of this year once the current contract with the CVB expires on March 31. The ordinance indicates that future payments from the hotel tax will go into the special fund that Mr. Bartter has created. The payment from the CVB will go into that fund. Appropriations for CVB expenses through the OWP will be appropriated from that fund. Credit goes to the CVB since they planned ahead to make sure there would be funds available to continue to provide services. The construction timeline for the hotel is not clear, but there is 2.5 years of funding available.

Old Worthington Partnership – Aaron Brown, President and Nina Parini, Executive Director

Mr. Brown thanked staff for all their help working up to this point. He overviewed the foundation that has been established over the past six months. There has been progress on the things they wanted to do as an organization after taking on these new responsibilities. They have changed their bylaws to add the tourism mission. They are in active interviews for new board members and should have them in place soon. Additionally, they want to keep the former CVB board members apprised of what is going on and will update them quarterly and receive their input.

Since there is overlap in the mission of the OWP and the CVB, dollars can go further with greater efficiencies. He explained how they have worked together on improving the digital presence. This is where people come to see and connect with Worthington, if that is not updated regularly somebody may decide to go to a different part of our community. Partnership events are already generating traffic and they are amazed at the events that draw from outside the 43085-zip code. They are also leveraging relationships with the ability to collaborate with other organizations in the community. Those organizations will help leverage what is competitively, compared to other communities, not a lot of money.

**Impacts from CVB Contract
June 2018-January 2019**

- Social Media Boost
 - Instagram presence—600+ new followers
 - Facebook engagement is up 750%
 - Honing our “look” and “feel” to encourage visitors to learn more
- Experience Columbus
 - Hosted 3 FAM (familiarization) Trips
 - 3 Bus tours
- Active in CATA (Columbus Area Tourism Association)
 - Hosted CATA Holiday event at The Whitney House
- Ohio Travel Association
 - Worthington’s first time attending State-wide conference
- Visual Identity
 - New look, fresh materials, aligned with website
 - Updated Group Tour Profile Sheet distributed to 100’s of national tour guides

Ms. Parini explained how they are hosting a new signature event called Worthington First Wednesdays, a monthly event similar to First Friday events in other communities. CoHatch has partnered on this, so the Partnership will be doing some activities each month

and then CoHatch will also host a volunteer opportunity each month for a different charity. This month they are working with NC4K, which is an organization that supports families of children fighting cancer. Other main street communities in the area have these First Fridays and they are a real economic driver. That is what is hoped for Worthington First Wednesdays.

The budgeting and marketing calendar have been distributed to Council. It is something that was put together using past budgets from the CVB and layering on that additional social media content. That is the direction that is needed since there is not a major convention or meeting space to attract groups. There is the need to target people who are coming here for a day or half of a day through social media and boosted blog posts.

She detailed how they are introducing a new idea for a tourism ambassador program. It is a little different, where we will capitalize on the community volunteer list, reaching out to residents and working with Worthington merchants, and educating them on what tourism is and what it can do for the community and economy. There will be hospitality training for Worthington businesses, and they will work together to create educational opportunities for people to learn about tourism.

Ms. Dorothy thanked the OWP for making this as seamless as possible and doing such a great job. She looks forward to seeing what can be done with full funding when we have a hotel that produces the Hotel Tax for this endeavor. However, at the moment this looks phenomenal.

Mr. Myers explained how this conversation about the transition has been ongoing for five or six years. It seemed to make sense to combine these two organization. The question to both the OWP and the CVB is what the benchmarks will be and how will you report on the deliverables. He expressed how he wants to see if you can demonstrate through your efforts that there is an economic impact. Ms. Parini responded that through use of social media, it is easy to tell who is engaging with you. There are reports that can be run that will give more solid data. They can ask if there have been increased sales for local business. Mr. Myers discussed how tourism is supposed to drive money spent in our town and to promote our brand beyond Worthington. He is not sure if we previously measured the impact for the dollars committed. Ms. Parini explained how their relationship with businesses is closer than the CVB had in the past. They meet monthly with Old Worthington businesses, they are in the process of meeting with businesses beyond the Historic District to build relationships. It is about maintaining those relationships. They do surveys with businesses to ask if sales are up year over year and if efforts are working.

President Michael shared that one of her concerns is making sure that this gets beyond Old Worthington because the CVB promoted the entire city. She expressed how she wants to make sure the mission meets the whole city because that's the reason we had the CVB. Ms. Parini explained how the challenge is figuring out how to do that. They have a new person, Ms. Dekker, who is going out and meeting with businesses. There is an upcoming board retreat where these issues will be discussed. President Michael noted how much time and effort has gone into this whole thing, it has been a community effort.

Mr. Foust described how the Partnership is loosely almost an extension of city staff. It is good to have fresh eyes, it is an exciting time, and he wishes them well.

There being no additional comments, the clerk called the roll on Ordinance No. 03-2019 (As Amended). The motion carried by the following vote:

Yes 6 Kowalczyk, Foust, Dorothy, Myers, Robinson, and Michael

No 0

Ordinance No. 03-2019 (As Amended) was thereupon declared duly passed and is recorded in full in the appropriate record book.

Ordinance No. 04-2019 Amending Ordinance No. 52-2018 (As Amended) to Adjust the Annual Budget by Providing for an Appropriation from the Capital Improvements Fund Unappropriated Balance to Pay the Costs of the East Wilson Bridge Road Waterline and all Related Expenses and Determining to Proceed with said Project. (Project No. 678-18)

The foregoing Ordinance Title was read.

Mr. Whited discussed how this is an exciting project and it is one of many more that will be seen in the future. It will be a complex project considering the other infrastructure in the area. The waterline will be replaced from the railroad tracks down to Old Wilson Bridge Road for a total of about 7/10 of a mile replaced. There is a detailed maintenance of traffic plan that will be utilized to maintain traffic at all times, and it will be sensitive to rush hour traffic in the corridor. The project will begin in early spring with a total of 90-100 days of construction.

Following the project as part of the resurfacing program, there will be resurfacing on that portion of the road. The new piping will have an approximately 60-year lifecycle. In the future there will be an RFP for an evaluation of all the waterlines in the City to help determine which waterlines to repair first. The successful bidder for this was Columbus Asphalt out of Gahanna, Ohio for approximately \$905,441 and with a 10% contingency included that brings the total to \$995,985.

Ms. Dorothy asked if we delayed resurfacing so we would not have to tear up brand new roads. Mr. Whited said that is correct and we are also coordinating with utilities working in the corridor.

Mr. Myers asked if repaving would be just for that and does not include streetscaping enhancements that have been discussed. Mr. Whited said that was correct, it will be a resurfacing project only.

There being no additional comments, the clerk called the roll on Ordinance No. 04-2019. The motion carried by the following vote:

Yes 6 Foust, Dorothy, Myers, Robinson, Kowalczyk, and Michael

No 0

Ordinance No. 04-2019 was thereupon declared duly passed and is recorded in full in the appropriate record book.

NEW LEGISLATION TO BE INTRODUCED

Resolution No. 06-2019 Authorizing an Amendment to the Final Development Plan for 54 West Wilson Bridge Road and Authorizing Variances (Bank of America).

Introduced by Mr. Myers

MOTION Ms. Dorothy made a motion to adopt Resolution No. 06-2019. The motion was seconded by Ms. Kowalczyk.

Mr. Brown described how this is a request for amendment to development plan with a variance plan for lighting and signage at this site. With the previous approval to split up the lot, since it was part of an original Development Plan it will carryforward, so anytime there is a need, it will have to come back to Council.

The request is for the old Telhio site that will become Bank of America. The existing 2,000 square foot building will be converted to two unmanned ATMs. The first request for variance is for wall signs. The code allows for one wall sign, but they are requesting five. The toppers on top of the ATMs are considered wall signs. The logos on the side of the ATMs also count as signage. The other variance request is for lighting and as part of the Wilson Bridge Corridor Plan a variety of factors were looked at. There are five new poles going on their property with new lighting, some of which are existing locations. The lighting will be brought down in height to 15 ft which is compliant with the code requirements. Staff recommends approval for the lighting variance; however, staff differs from MPC's recommendation for approval of the signage.

President Michael clarified that staff wants to approve the lighting but not the signage. Mr. Brown said that staff did not agree with the MPC's recommendation relating to the number of signs. President Michael asked if there would need to be a motion to amend the resolution. Mr. Brown affirmed that was correct. Mr. Robinson asked for a summarization of what staff recommended for signage. Mr. Brown responded that in the past they have not approved the two logos on the sides of ATMs at other bank locations. Staff was okay with approving the toppers on the front of the ATMs, the point of disagreement is over the side logos. Mr. Robinson asked about the wall sign. Mr. Brown explained they were in agreement that it should be allowed.

Mr. Myers asked if staff recommended not approving the signs on the sides and the ARB approved it anyways. Mr. Brown said that was correct.

Ms. Kowalczyk inquired about the lighting on the site and if it is sufficient from a safety and security perspective. Mr. Brown said that was a part of the argument from Bank of America for having additional lighting. In talking with Bank of America and their needs, that is one of the reasons why they came to agreement on the light levels for safety. Mr. Myers said that we have never approved the light level originally requested by a bank, the MPC and ARB always asks to tone it down. The end result is that they get less than they want, and we get more than we want.

Mr. Foust stated that he was a bit confused and wanted to know exactly what signs were being recommended by staff. Mr. Brown showed the topper on the walk-up sign and explained how there is no problem with that. The topper for the drive-up ATM is the second sign and the side logos count as two additional signs under our sign code. Mr. Foust clarified that staff's issue is with the side signs. Mr. Brown said the argument is about why there is the need for more logos. Mr. Greenson emphasized that the concern is consistency and application of our regulations with like businesses. Mr. Foust summarized that there would be signs on both ATMs, a sign facing west, and a stand sign out at the street. Mr. Brown described how that is the hard part, working with banks. Oftentimes the ATMs do not always make it before the ARB. They go through a changeout and there have been issues with the banks concerning what was originally approved and what was installed with the latest turnover and technology change.

Mr. Robinson expressed his support for the explanation of Mr. Brown's rationale.

Paul Wolenski, Bank of America – 55 E. Case Dr., Hudson, Ohio

Mr. Wolenski described how they worked with staff extensively. The bank does have very stringent lighting requirements for safety and security purposes, tied closely to several states by law who require certain levels of lighting in the vicinity of ATMs. He stated how he believes it will be a nicely lit property that will look great. As for the signage, they prepared the sign package with the wall sign intended to match with the brick and the free-standing sign. The ATM graphics relate to the topper and the sides. Normally, these are lighted but at the Planning Commission it was agreed that they would not be lit as well.

Mr. Myers asked about the proposed freestanding ATM with the side logos. If Council were to vote those logos down, he asked what they would be replaced with. Mr. Wolenski said that would have to be a custom fabrication from the ATM manufacturer, it would be a red acrylic panel. He would need to work with the manufacturer if the side logos are not approved.

President Michael asked if anyone wanted to amend the resolution. Currently the resolution approves all of the signage and the lighting. Mr. Robinson questioned what was meant by all of the signage. President Michael responded it means all five signs.

Ms. Kowalczyk asked if there were concerns with the five signs aside from the precedent with other banks. Mr. Brown explained how the staff argument regarding signage is that less is more, and they did not see the need for additional logos. President Michael asked what the difference would be between the solid red panel versus a red panel with a logo on it. Mr. Brown explained how the logo is classified as a sign per the sign code and the solid red panel would not be a sign.

Mr. Myers described how he is torn because he typically defers to our boards and commissions, and absent some compelling reason, we should defer to their judgement. However, with that being said he sees Mr. Brown's position because most of the sign packages are typically cut back by the ARB. Every business that comes in here wants more signage than what Worthington is willing to bear. He can see in this instance Mr. Brown's point, that it is not about the aesthetics, it is about the next applicant wanting seven signs instead of five. He reluctantly supports Mr. Brown's position.

Mr. Foust said he is supportive of this endeavor and he wants to be supportive of staff, it is what we entrust them to do. He expressed that he is leaning towards amending.

Ms. Dorothy stated that she is happy to see improvement in the neighborhood and the investment in the community. She is concerned about having additional signage, we open the door to additional signage if someone wants to put in some piece of equipment. Once the individual sign is approved, that would keep opening up more and more signage. She agreed that she would like to reduce the number of signs.

Mr. Lindsey pointed out that if this is a logo, it would be approving a sign. It could be words or other things because as said in other contexts, we cannot judge the content of the sign itself. Whether it is logos or words, approving it would allow five total wall mounted signs which could be different than the logo. Mr. Robinson clarified that at this location in the future, it could be changed from a logo to words. Mr. Lindsey explained that our provision regarding ARB type approval may still require it to come back, from a sign ordinance defense standpoint it would be a challenge as to approving a sign because we cannot judge for content of that sign. Secondly, this resolution is drafted to permit more than one wall mounted sign per business, it is based in this format upon an approved plan coming to Council from the board. He would suggest that section two of this be amended to instead of reading "to permit more than one wall mounted sign per business", it read "to permit three wall mounted signs", striking "per business".

MOTION

Ms. Dorothy motioned, seconded by Mr. Myers to amend the drawing and exhibits of Section I to specifically exclude the two logo panels designated as signs on the east and west faces of the freestanding ATM and to amend Section II to be limited to three wall mounted signs.

The motion carried unanimously by a voice vote.

There being no additional comments, the motion to adopt Resolution No. 06-2019 (As Amended) passed unanimously by a voice vote.

Resolution No. 07-2019

Amending the Job Description for the Position of Traffic Signal Technician and Amending the Pay Resolution to Accommodate Said Position.

Introduced by Mr. Robinson.

MOTION

Mr. Foust made a motion to adopt Resolution No. 07-2019. The motion was seconded by Mr. Myers.

Mr. Greeson explained how job descriptions are updated when there is a retirement so that we can be in the best position to advertise and recruit for a replacement.

Mr. Whited described how Bill Halfen has been with us for over 34 years. Mr. Halfen is a standup guy, he has done fabulous things, and is extremely responsive. He is responsible for our actuator signs on all of our traffic lights. He will be missed immensely.

There being no discussion, the motion to adopt Resolution No. 07-2019 passed unanimously by a voice vote.

REPORTS OF CITY OFFICIALS

Policy Item(s)

- Community Relations Commission Non-Discrimination Draft Legislation

Community Relations Commission – Jack Miner, Chair and Angela Courtwright, Vice-Chair

Mr. Miner described how this ordinance has been in the works for over a year and it is at the heart of what the Community Relations Commission (CRC) is. Folks are often surprised at how we have had such a strong history of a CRC but did not have a non-discrimination ordinance. When thinking about the why for doing this, it hearkens back to the history of the CRC. Worthington itself and the CRC has had a really strong foundation in equality and standing up for their citizens.

The CRC has really tried to think about a number of pieces. First is they brought a draft ordinance to Council as introduction. Part of the concept around that was really about the community engagement and community conversation. One of the things they quickly realized was when you talk about it in concept, there are often people with reservations. When they actually saw the proposal on paper, it made sense. The other piece is to not immediately go towards the enforcement and penalty. Other communities who have done an ordinance like this, have very little enforcement issues that come up. The more important piece is sending a message about what type of community we are. This is an

opportunity to speak about our values in black and white, as part of our City’s charter and as part of who we are as a community. The enforcement piece then becomes secondary.

Mr. Miner explained who is covered by this ordinance. It is a combination of classes that are already covered by state or federal guidelines and some that are specific to Worthington such as sexual orientation, gender identity or expression, marital status and familial status.



Proposed Non-Discrimination Ordinance

Who is covered

The proposed ordinance provides protection from discrimination because of a person’s race, sex, sexual orientation, gender identity or expression, color, religion, ancestry, national origin, age, disability, marital status, familial status, genetic information, or military status.



Proposed Non-Discrimination Ordinance

Protections

The protections extend to housing, employment and public accommodations throughout Worthington. Essentially, persons may not be treated differently or denied services, credit, housing (sale, lease or rental), or employment (hiring, terms or conditions of employment) because of their protected characteristic.

Ms. Courtwright detailed how the proposed ordinance provides protections in housing, banking, employment, and public accommodation. Essentially employers cannot treat someone differently because they are in one of those protected categories. The complaint procedure is somewhat of a hybrid procedure.

The option for someone who believes they have been discriminated against can file a charge with the City Clerk within 180 days of alleged violation. The Law Director will then make sure that a copy is served upon the respondent business. If the charge alleges a class that is currently protected by state or federal law, then the Commission reserves the right to either proceed with investigation or instruct the person making a complaint to file a charge with the Ohio Civil Rights Commission (OCRC) or the Equal Employment Opportunity Commission (EEOC).

If the charge is deferred to the OCRC or the EEOC, the Commission reserves the right to independently investigate as well or may allow the state or federal agency to conduct the investigation. Once the state or federal agency concludes the investigation, the complainant has the ability to come back to the City to ask that the decision be reviewed. The Law Director then has the ability to review the decision of the state or federal agency to decide as to whether it is arbitrary or capricious. If it is not, then the decision of the state or federal agency is upheld.

The Commission always has the ability to independently review and come to its own determination. If the complaint is based upon a protected characteristic that is outside of those outlined, then the procedure would be first to offer voluntary mediation through a mediator designated by the City. If the parties decline mediation or it is not successful, then the Law Director will contract with an outside counsel to conduct the investigation. As the investigation is concluded, a finding is issued, and a notice of determination hearing will be issued before the Commission. The Commission will then preside over the hearing or designate an agent to preside over the hearing, such as a law firm or reaching out to the City of Columbus's Community Relations Commission. Once the determination is made, if it is made by a designee, it not final until it is adopted by the Commission.



Proposed Non-Discrimination Ordinance

Complaint Procedure

Persons that believe they have been discriminated against because of a protected characteristic may file a charge with the Worthington City Clerk. Depending upon the specific nature of the allegations, the CRC will either proceed with an investigation or instruct the person filing the charge to re-file the charge with the Ohio Civil Rights Commission or Equal Employment Opportunity Commission. If the CRC retains the matter, voluntarily mediation is available.

Ms. Courtwright identified the penalties under the ordinance. If a violation is found, a cease and desist order is issued. There is also the authority to issue a fine. First would be \$1,000 for the first offense, going up from there. This could also be a misdemeanor of the first degree if they fail to comply with the cease and desist order.

Mr. Miner presented that regardless of the type of case that is filed, or type of discrimination someone feels like they have experienced, it may go someplace else for some resolution, but it always comes back to Worthington for validation. Much of this has been an opportunity to have a community dialogue and to build on existing partnerships. This draft ordinance has been shared publicly, specifically with the faith community of over 40 pastors and faith leaders who have been overwhelmingly supportive. This is really the value that they hope that Worthington has always been. It was interesting to hear from one of the pastors that has an openly LGBT staff member and that person was protected in the City of Columbus but not in their own church. They also reached out to larger employers and received strong feedback from them. Almost all of them already have a non-discrimination statement in their organization that mirrors the classes and guidelines that we are outlining.

He detailed how the next proposed step would be to share and introduce the ordinance at the February 19th City Council meeting. They would continue to engage the community, including a dialogue with the Chamber of Commerce and a community dialogue offering the same opportunity. One reason this is being shared with Council tonight, with the concept of introducing it on the 19th, as well as those community conversations, is that it is an opportunity to continue to craft it in a way that is inclusive of the language and values of our community. The intention would then be for a public hearing and a vote at the March 4th City Council meeting.

Mr. Foust asked about Section 5, Subsection A, Article 2 which details how the Commission reserves the right to proceed with an investigation or instruct the complainant to file a charge of discrimination with the OCRC or the EEOC. He stated how he is wrestling with the either/or notation and how it seems to him that if something falls legally under the jurisdiction of the OCRC or EEOC, his leaning would be for the Commission to step back and take a backseat, letting it run its course rather than this either/or. If it is an either/or, he wondered what kind of standards the Commission would use to determine whether or not to stay engaged in this process. Ms. Courtwright explained how the rationale behind the either/or is to bring it back home. If the Commission determines this is a matter that needs attention here in the City, we would retain our ability to conduct our own investigation. This is also a matter practically speaking, an individual could file with both the OCRC or EEOC, and the Commission here. This allows the City to conduct its own investigation to make sure there are no violations here.

President Michael posed when the EEOC makes their own ruling and asked why we are not respecting their ruling and why would there be a need for a second ruling at the Commission. Ms. Courtwright responded that the reason why it could defer back to the City would happen one of two ways. First, a request for review from the complainant or the Commission could independently decide to review the decision. There will only be a contrary finding issued if the OCRC or EEOC decision is found to be arbitrary and capricious or not in accordance with the law. Often the OCRC or EEOC, due to limited resources, are unable to conduct a full investigation, so they simply dismiss the charge with no finding either way. In that situation it could come back to the Commission to do the investigation, if the OCRC or EEOC are unable to.

Mr. Myers explained how multiple different scenarios were discussed here with one that never gets beyond investigation. If it goes to the Commission and they find no probable cause, he wondered if it was not Res Judicata when it comes back here. He described if he were representing the defendant in this action, he would not let it come back here. He does not know if we have the authority to second guess a state agency and if we do walk down the path he questioned if we were inviting the General Assembly to call foul.

He explained how he sees three different commissions in this ordinance, but we have not defined the word commission. So, when it is said something comes to the commission, he does not know what is being talked about. There is some actual drafting that still needs to be finished on this. He detailed examples of appeals and the type of appeals that can be imposed. He is concerned about the types of defenses when they come back. He posed whether it has to come to the full Commission or a full quorum of the Commission. Those are the kinds of things he is wrestling with. That is one of the reasons when this was first brought to Council, there was the question about what we wanted to do about enforcement. He has to get his head around us doing the enforcement ourselves and he really then has to get his head around us trying to second guess. He understands we want to keep it local. He asked if we would be paying for a mediator. Ms. Courtwright responded that is not addressed in this draft. Mr. Myers said he assumes that everything in this entire process is on the City's dime. We would have to prepare transcripts of the hearings. Most of his concerns are on the enforcement side and that is a debate Council should have about how

far down the road enforcement we want to get. He thinks that the mediation is where all of these are going to go more than likely. He hopes complaints in this town would be fixed as soon as they are brought to light.

Mr. Myers inquired about disabilities because there are certain disabilities such as alcoholism and bi-polar disorder that are designated as disabilities, but there are typically exclusions for those disabilities that would have a substantial impact on the position applied for. He asked if we are creating a situation where hypothetically, a business such as Worthington Industries has to hire an alcoholic, or they cannot drug test once they are hired. Ms. Courtwright responded that the same state law or federal law would apply, governing the ADA. In that situation an employer is not required to hire an applicant that is unable to fulfill the essential functions of the job. If there is someone who is bipolar and has created a safety risk for other employees, the employer is permitted to terminate the individual. Another issue that has not been discussed regarding disabilities is whether an accommodation has been provided. Mr. Myers proposed putting language in this to that effect, so that we do have those exclusions from the general rule listed.

Ms. Kowalczyk expressed her thanks for bringing this forward. She recalled there being some different options that could be pursued, and she knows of other municipalities that are considering similar ordinances. Mr. Miner observed there being a little bit of a struggle between the actual enforcement practice and what is needed to be built into the ordinance to give permission for the practice. One thing allowed for in this is that the City can hire an investigator rather than perform the investigative role themselves. The other piece is that the City can choose to hire an arbitrator to hear cases rather than the Commission hearing them. You could possibly contract with the EEOC to hear everything. In this draft both of those options are provided.

Mr. Myers clarified about if we contracted out for a hearing officer to do the hearing. He asked if the final decision would still be with the Commission. Mr. Miner replied that was correct. That is the way they are viewing the relationship with the EEOC as well. They give an opinion, but it is still the Commission saying they are affirming that. Mr. Myers said that under Home Rule he could not agree more, but the State of Ohio would not agree. Ms. Courtwright said in her research, in Ohio it is a different jurisdiction, Res Judicata does not apply in that situation. Mr. Myers discussed how there would still be abstention, the federal court would not go forward if state law issue, that doctrine could apply here with a different twist. We have certain prohibitions that do not exist at the state level or the federal level. It is a stronger argument we would decide those issues. Something such as discrimination based on gender identity, the state would dismiss it, but we would not.

President Michael noted within the definitions that commission is not defined.

Mr. Foust commented that he would like to learn more about the penalties and whether that is something borrowed from elsewhere. Mr. Miner said that there are about 20 municipalities in Ohio with a similar ordinance and that is fairly similar to most of those. A few cities have taken a different spin, but it is mostly mirroring other cities.

Ms. Dorothy stated that she would like to know who has had an opportunity to review this. Mr. Miner detailed how it has been on the City's website for a month, it has been shared with the faith community, and the biggest employers. The next steps are to have the conversation with the community and to get direct feedback.

Mr. Myers asserted that the schedule that has been presented is quite aggressive. Mr. Miner asked if Council were comfortable with the schedule. Mr. Myers replied that he probably is not. He would be more comfortable if there were a public meeting or two and then reported back to Council.

President Michael said the more you can get the word out, maybe through Anne Brown and the Facebook page for the City, more people will know this is available to be checked out. That is an effective way to reach more people. She asked if the schedule could be revised to come back later. Mr. Miner said they could be ready to come back in March.

President Michael and Mr. Myers thanked Mr. Miner and Ms. Courtwright for all their work.

Mr. Greeson described how there were a couple middle school meetings last week. Their bond issue resulted in revenue to support improvements at all of their middle schools including the three in the City of Worthington. They covered some of the rationales and concepts related to that. They will be significant and important improvements at each of the middle schools in the city.

He reviewed how Mr. Bartter has worked hard on the final printed budget, the CIP, and the annual financial report.

He thanked those who had the opportunity to come to the Groundhog Day breakfast. He will send out his remarks for Council's information.

The next Committee of the Whole meeting will be robust, including conversations on the OSU Airport master planning, the consultant for the Bicycle and Pedestrian master plan, and Mid-Ohio Regional Planning Commission talking about complete streets.

There is a revised drop-in included with the agenda packet. He welcomed any questions about that.

The Council is scheduled for a retreat this Friday and Saturday and an agenda from Dr. Marlowe is at Council's seats. It begins at 6:00pm Friday and at 8:00am Saturday morning. The agenda, background reporting, updated community visioning draft proposal and UMCH evaluation document have been provided. All of that will be posted on the web and distributed to stakeholders tomorrow.

REPORT OF COUNCIL MEMBERS

Mr. Foust reported he would be not in attendance next week for the meeting.

Ms. Dorothy expressed her thanks for everyone keeping the streets cleared in the recent inclement weather.

Ms. Kowalczyk echoed Ms. Dorothy's comments regarding the streets. She asked for more discussion regarding compliance on sidewalk clearing responsibilities. She encountered some challenging efforts trying to walk on the sidewalks after Friday's snowfall. She has made it her mission to continue looking at the issue and finding out how to get better compliance.

EXECUTIVE SESSION

MOTION Mr. Robinson moved, Mr. Foust seconded a motion to meet in Executive Session to consider appointment of public officials, the employment and compensation of public employees, and negotiations for economic development assistance.

The clerk called the roll on Executive Session. The motion carried by the following vote

Yes	6	Dorothy, Myers, Kowalczyk, Robinson, Foust, and Michael
No	0	

Council recessed at 9:17 p.m. from the Regular meeting session.

MOTION Mr. Robinson moved, Mr. Myers seconded a motion to return to open session at 9:51 p.m.

The motion carried unanimously by a voice vote.

ADJOURNMENT

MOTION Mr. Foust moved, Ms. Dorothy seconded a motion to adjourn.

The motion carried unanimously by a voice vote.

President Michael declared the meeting adjourned at 9:51 p.m.

Clerk of Council

*APPROVED by the City Council, this
19th day of February, 2019.*

Council President



CITY OF WORTHINGTON
Worthington City Council Minutes
February 11, 2019

6550 N. High Street
Worthington, Ohio 43085

CALL TO ORDER – Roll Call, Pledge of Allegiance

Worthington City Council met in Regular Session on Monday, February 11, 2019, in the John P. Coleman Council Chambers of the Louis J.R. Goorey Municipal Building, 6550 North High Street, Worthington, Ohio. President Michael called the meeting to order at or about 7:30 p.m.

ROLL CALL

Members Present: Rachael R. Dorothy, David Robinson, Beth Kowalczyk, Scott Myers, Douglas K. Smith, and Bonnie D. Michael

Member(s) Absent: Douglas Foust

Also present: City Manager Matt Greeson, Assistant City Manager Robyn Stewart, Director of Law Tom Lindsey, Director of Finance Scott Bartter, Director of Service & Engineering Dan Whited, Director of Planning & Building Lee Brown, Director of Parks & Recreation Darren Hurley, Chief of Fire John Bailot, Clerk of Council D. Kay Thress, Assistant City Clerk Ethan Barnhardt

There were 25 visitors present.

PLEDGE OF ALLEGIANCE

President Michael invited all to stand and join in reciting the Pledge of Allegiance to the flag.

VISITOR COMMENTS

There were no comments.

SPECIAL PRESENTATION(S)

- Ohio State University Airport

Ohio State University – Dr. John Horack, Senior Associate Dean, College of Engineering and Doug Hammon, Director, Ohio State University Airport

Dr. Horack detailed how many of the investments at Don Scott Field have been coming to fruition, with collaboration from their stakeholders, including the City of Worthington, enabling them to be a world premiere, aerospace and aviation, education and research and operational campus. A new terminal has been built in part through the generosity of the Knowlton Foundation. There have also been significant investments in the aerospace research center. These facilities are conducting research activities into things such as the reliability of turbine engines and how engines and engine blades wear. He detailed the example of the recent Southwest Airlines flight that had an engine that came apart and how the pilot was exceedingly skilled and proficient to bring the plane down safely. Their research at this facility goes into these types of engine malfunctions and how finding out how they can be prevented. Going forward, there is an expected shortage of pilots and we need to train future pilots to be able to safely fly us and our cargo through the skies. He invited Council to come out to Don Scott Field and view the new facility at KOSU.

Mr. Hammon expressed his appreciation that staff has been putting into the airport master planning process, specifically Ms. Stewart who has served on their advisory committee. This process was begun a year and a half ago, looking at expected airport demand in the future and how to address that demand in a way that is safe, economical, and compatible with the surrounding community. They have been through looking at alternatives and requirements, and they are finalizing what they would like to put forward. There has already been a public workshop that introduced the community to the plan and the last public workshop is scheduled to be from 6:00pm until 8:00pm on March 12, 2019 at the Knowlton Flight Center. After that, they will begin finalizing the document to be submitted and reviewed by the FAA. Once the FAA has completed their review for technical merit, it will then be brought to the University administration for adoption which will include a public involvement process. There are still numerous times for the public to hear about the plan and provide comments. That will then be all wrapped up in the final document that will be sent to the FAA including the comments received and answers to those comments.

Mr. Robinson explained how he supports their educational mission and he asked about the specific educational capabilities that depend on the runway extension. Dr. Horack replied that the extension of the runway is an extension of the capability of the airport. The extension is not meant to begin passenger service. The longer runway is not for landing, but for takeoff. They need the ability to fly new generation aircraft more safely and students need to know how to create flight plans and design airport approaches that are safe and consistent with the needs of the community. Multiple colleges and students from different parts of the University would benefit from this and it is very complimentary and well aligned. Mr. Hammon explained how the airport is part of the University and it is a learning laboratory, providing a comprehensive airport education. To do that they need to have a relevant airport. When students leave here, they will be working at bigger airports and they need to understand there is a full range of services and needs at those airport

Mr. Robinson asked if there were any branch facilities or programs at John Glenn International Airport. He wondered if students could be educated in the reference capabilities outside of the immediate area. Dr. Horack replied that there is only one

aerospace and aviation campus and that is at KOSU. They concentrate their focus on that one location except for some students who go for internships at NetJets.

Mr. Robinson asked for a description of the runway extensions and what it will mean for the experience of the Worthington residents, specifically the sound levels. Mr. Hammon explained that in 2007 they looked not only at the demand for a facility of this size, it would result in maybe a 10% increase of total traffic because of the ability of that runway. Since then, after looking at the preliminary work, noise will decrease from the 2007 models. The extension allows for a better approach that is higher and utilizes lower power settings over Worthington. Newer aircraft are also getting much quieter than they were 10-20 years ago. Mr. Robinson clarified that the average resident could expect a decrease in noise emissions. Mr. Hammon said that was correct. Dr. Horack described how they are working to build electric airplanes and how in the future many airplanes will be driven by fuel cells and electric. The only sound you would hear is the rush of air over the wings with no engine sounds.

Mr. Robinson asked about the lead particulate emissions issue referenced in the recent Columbus Dispatch article that has delayed the City of Columbus's closing on the Sheep Farm property. Dr. Horack replied that if that was something Mr. Robinson would like followed upon, they would be happy to look into that.

Mr. Smith explained how the City does not have the legal authority to stop anything, but he can imagine there are some complaints about this. He asked if there is a hotline for people to register their complaints. Mr. Hammon said that could be done through email, by phone, and via an online form. They do research and work with Port Columbus who has radar data, so if it is an issue with an aircraft he can go in and pinpoint what is, where it was, and how high it was. He will call people back and talk through the issue. Mr. Smith asked if the complaints are public records. Mr. Hammon affirmed they are public records.

Ms. Kowalczyk asked how long the public comment period would be through FAA. Mr. Hammon clarified that the FAA does a technical review. Once the comments from the FAA are received, they are then submitted through the University administration where each Board of Trustees meeting has a public comment period. The FAA has no public involvement requirements for a master plan, like they would for a noise study, but they do however have a public involvement process. Ms. Kowalczyk asked where the public comment would be. Ms. Keister explained how they will be promoting the public meeting on March 12th. There is an open house from 3:00pm to 5:00pm and the meeting will be from 6:00pm to 8:00pm. There will be a 30-day comment period following the public meeting. When they do the promotion, there will be a web link, and there will be options to provide comments.

Ms. Dorothy asked what is done with the public comments after they are received. Ms. Keister detailed how there will be staff there to answer questions that night, documenting every question and how they were responded to. They will also be collecting any other comments and grouping them by category and responding to each one of those batches of question. That is part of the documentation that is included as part of the master plan.

That document has been let out one chapter at a time as technical work is completed. That is then sent to the Technical Advisory Committee and shared with their stakeholders and individuals who have come to the public meetings. After the public meeting and advisory meeting, there will be additional chapters put out. Ms. Dorothy asked how to get on the email list. Ms. Keister described how the information can be forwarded through Ms. Stewart.

President Michael asked about how the pilots are learning at this facility. How do students across the county learn how to be pilots and what are their facilities like. Dr. Horack explained how he learned how to fly at the Redstone Army Airfield Flying Club which was not state-of-the-art at all. He never saw an all-digital, glass cockpit until he moved to Ohio. He described how there are other programs, including in Ohio, but they are trying to stay state-of-the-art here at the Ohio State University Airport. There has been discussion about whether pilots in Lion Air crash were up to par on using state-of-the-art equipment. It is very important when training a young man or woman to fly that they are trained on state-of-the-art equipment and provide facilities that guarantee they will learn how to fly safely. Mr. Hammon explained how they are one of the only collegiate aviation programs in the Midwest that offers training in an air traffic-controlled environment. Pilots need to know how to communicate with air traffic controllers. Dr. Horack explained how it is critical that students train in that environment and learn how to communicate.

- Bike and Pedestrian Master Plan and Complete Streets Policy Presentation of Drafted Recommendations

Mr. Hurley described how in conjunction with tonight's presentation, they are also seeking feedback from the Bike and Pedestrian steering committee who will be having a meeting tomorrow and the public. All of the boards and commissions have been invited to a couple of open houses. After those events, all of this will be put on the project's website. Folks will be able to view the plan and make comments for a couple of weeks to get additional feedback.

Mid-Ohio Regional Planning Commission – Jennifer Noll, Principal Planner and Tobi Otulana, Intern

Ms. Noll described how Worthington was one of the communities selected for Mid-Ohio Regional Planning Commission (MORPC)'s Insight2050 technical assistance program in 2017. This was a technical assistance award for staff assistance to help communities who were interested in pursuing projects or plans related to the concepts discussed through Insight2050 that are land use and mobility related. They have been working with the City, using tools and best practices, to go towards the goal of adopting a Complete Streets policy. She expressed her pleasure working alongside the Blue Zones team as part of the broader bike and pedestrian planning effort. She detailed how MORPC is a voluntary association of local governments in Central Ohio that is a member and mission driven organization, providing a high level of service to the community.

She described what Complete Streets are defined to be and different qualities associated with Complete Streets.

WHAT ARE COMPLETE STREETS?

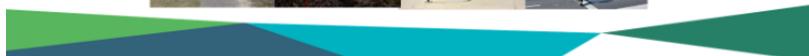


Complete Streets are roadways designed to **safely** and **comfortably** accommodate all users, including, but not limited to **motorists, cyclists, pedestrians, transit and school bus riders, delivery and service personnel, freight haulers, and emergency responders.** "All users" includes **people of all ages and abilities.**



She observed that Complete Streets do not come in just one size fits all form. Instead they are context sensitive to fit within the context of a community. A Complete Street in a rural township is going to look quite different from one in Downtown Columbus. However, they both balance safety and convenience for all users along those roadways.

PLACE TYPES MATTER



WHY DO WE NEED THEM?



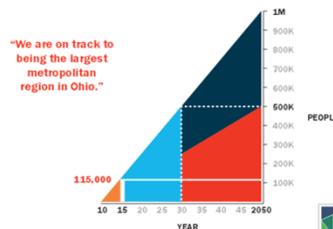
...because people demand them...



...because the data shows we need them



Between 2010 - 2050, Central Ohio may grow by up to 1 million people, to become a region of over 3 million residents



...because Complete Streets are better streets



- Safer for all roadway users
- Provide transportation options
- Healthier than traditional streets
- Better for the pocketbook
- Look good and feel good
- Something for everyone

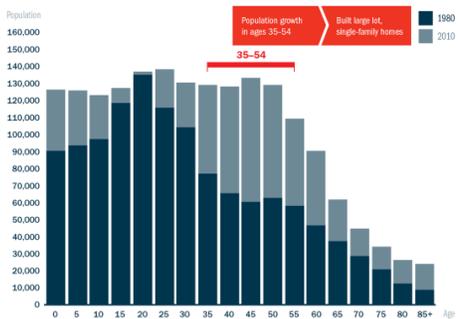


...because they improve safety...

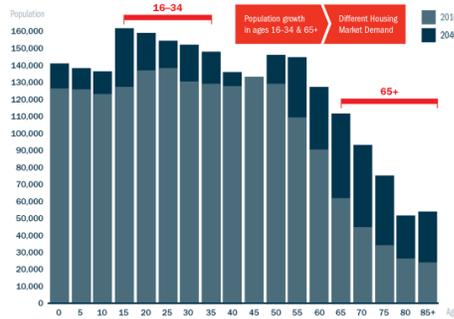


She discussed the population growth in the Central Ohio region addressed in Insight2050 and how the population could grow to over three million people by 2050. Associated challenges such as traffic congestion can be better prepared for to mitigate the unanticipated consequences of growth. Presently, the population growth is different now than it was in the 1980s. Future growth is going to be in older adults and younger adults. Demographic trends shape the look and feel of our communities and will drive market preferences. There will be a growing preference for better connected and more walkable neighborhoods. The demand for more mobility options will also grow over the next several decades. Now is the time to consider how to improve streets for our community. Complete Streets can improve traffic flows and public safety, along with beautifying the landscape.

PAST GROWTH BY AGE



FUTURE GROWTH BY AGE



Ms. Otulana described how they have utilized the National Complete Streets Coalition best practices and learning opportunities on how to be able to incorporate Complete Streets and how to advocate for municipalities to adopt her own Complete Streets policies.

As part of the Insight2050 technical assistance program, they have been tasked with developing many different deliverables.

Insight2050 Technical Assistance Program 

Completed Deliverables

- Engineering strategies
- Enforcement strategies
- Performance Standards
- Guidance for Complete Streets Policy Writing
- Best practices
 - Green Stormwater Infrastructure
 - Emerging Technologies
 - Shared-Use Mobility
 - User-based Mobility Strategies
 - Arts & Culture



Insight2050 Technical Assistance Program 

Deliverables in progress

- Complete Streets Policy**
- National Complete Streets Coalition "10 Elements of a Complete Streets Policy"
 - Policy goals & objectives
 - Best practices for Worthington
- Implementation Guidance**
- Worthington-specific roadway classifications
 - Street design guidelines



Mr. Whited added that this is an iterative process and it is important to note that this is a policy that will take time to implement. It really is a paradigm shift for both the Service and Engineering Department and the Parks and Recreation Department and how they collaborate together. When development and re-development occurs, they will have an implementation toolkit available for Complete Streets.

Mr. Myers asked how this works in a built-out community like Worthington. He referenced the complete residential street and if it were built on his street it would take out his front porch. Ms. Otulana explained that in a city like Worthington, retrofitting is your best

opportunity for implementing Complete Streets. It could be a maintenance or re-stripping opportunity to begin thinking about how to make a road work better for everyone. Mr. Whited said that is why it is going to take patience because we will not be building new roads. It is more about thinking about it, planning and recognizing projects in the CIP. Mr. Myers asked if this has been incorporated into the thinking for the Northeast Gateway Project. Mr. Whited said that is correct and he hopes that way of looking at things will continue into the future.

Blue Zones – Dan Burden and Tony Hull

Mr. Burden explained that this report is an aspirational goal, a target that you are reaching for, not a street by street change. It is a way to partner with bordering communities for a connected regional system. It is a blueprint to the future about what Worthington aspires to be over the next 20-30 years. This report represents many different things.

What this report is

This bike and pedestrian plan provides the city the following:

- An aspirational goal, a target
- A way to partner with bordering communities for a connected regional system
- A guidepost and blueprint to the future of walking and bicycling
- A critical document to secure government and foundation funds
- A guiding document to prepare scopes for future engineering documents
- A guiding document to share with developers of new projects

 BLUE ZONES® | 2018 | PAGE 2



This report is not meant to be a tool to intervene in projects that are already in the pipeline. It also should not be used to force a change that raises the cost of projects already in the pipeline.

This is an action plan that is not meant to sit on the shelf. The goal is for the public to be well informed about the options and to give elected leaders and staff what they call groundcover. When introducing change if there isn't strong public support, then they've failed using the process. They have developed a methodology to set priorities, for example giving the rationale for why a sidewalk may be put in a certain place and not somewhere else. They work heavily for safe routes to schools. There is a focus on encouraging walking and bicycling, so community members have a choice in their transportation.

Introduction

BIKE AND PEDESTRIAN MASTER PLAN

In May 2018, the City of Worthington selected the Consultant team of Blue Zones LLC and Planning NEXT to engage the community in creating a Bicycle and Pedestrian Master Plan to guide the development of bicycle and pedestrian routes, linking activity centers within the City, as well as the regional network.

The development of this Plan was accomplished through the following key activities:

1. Robust public input to develop a clear vision and goals for bicycling and walking, identifying gaps and barriers, both perceived and actual, in the existing network where high priority routes are disconnected;
2. Development of a methodology for prioritizing projects, including identifying non-disruptive routes in historic Worthington, family-friendly routes, and a tiered network that serves experienced riders and less experienced riders, and all ages and abilities of people on foot and bike;
3. A system that features a first and last mile approach that maximizes use of transit, Safe Routes to School, and use of main streets and parks where people walk or bike rather than drive to these destinations;
4. Design guidance into the City's road standards through best practices for operations and maintenance, that can be applied to a typology of streets; and
5. A focus on encouraging walking and biking, not just as a viable, but as preferred alternative modes of transportation, while maintaining safe, effective and efficient means of accommodating vehicular traffic within and through the community.

Mr. Burden described the vision of a connected Worthington. In contrast, America is no longer considered the leader for choices for transportation. It is projected that two thirds of Americans will be obese because we have built walking and bicycling out of our lives. This plan is meant to be strategic in its approach, pragmatic, and workable, leading to much higher rates of walking and bicycling.

Vision

A CONNECTED WORTHINGTON

We shape our world, and then our world shapes us. After thousands of years building cities in healthy, productive, traditional, practical, and sustainable ways -- around the human footprint -- we lost our bearing, producing towns and cities that induce isolation, sprawl, auto dependency, poor air and unhealthy habitat for people. On our current course, health professionals predict that 50% of Americans will be obese by the year 2050, and that today's children may not live as long as their parents.

With this Bicycle and Pedestrian Master Plan, the Worthington community is identifying the pathways to a better economy, healthier lifestyles and improved well-being. Worthington has much to protect, and while no single plan will get us to where we want to be, this document guides the development of bicycle and pedestrian infrastructure to support active transportation so that the healthy choice becomes the easy choice.

The Worthington Bicycle and Pedestrian Plan is intended to be used regularly to guide decisions regarding cycling, walkability, proposed development, capital improvements, and annual budgeting.

For the Plan to be implemented, strategic approaches in both the use of capital improvement dollars and in the acquisition of grant monies is required. This document prioritizes projects based as short, mid or long-range efforts to encourage collaboration between planners, policymakers, and private developers. Approval of development proposals should reference this Plan to ensure when public and private projects are taking place, they meet the criteria set forth herein.

Strategic implementation of recommendations is necessary to achieve improved conditions for walking and cycling in Worthington.

Mr. Hull commented on the unusual collaboration with MORPC and the Complete Streets policy, but it has fit together well with this project.

Every project that they do, they use literature to get lay of the land and identify things brought to their attention and maintain consistency with existing plans.

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He described how they conducted a discovery tour that was guided to see locations throughout the City, to look at assets, and identify challenges.

Discovery Tour

PLAN DEVELOPMENT PROCESS

The Discovery Tour provided the opportunity to develop a shared perspective on existing conditions and discuss relevant best practices, while examining local conditions in Worthington. The Discovery Tour included two elements:

1. Active Transportation Toolbox Training for key staff;
2. A mobile bus tour of Worthington, focusing on key points of interest:
 - High Street-Wilson Bridge Road Intersection
 - Linworth Road Corridor
 - Olentangy River Trailhead
 - SR 161 Corridor
 - Old Worthington
 - Worthington-Galena/Schrock Roads

The June 2018 Discovery Tour marked the beginning of the data collection stage by the Project Team.



Above: Mobile Existing Conditions Tour, June 2018

Additionally, they held stakeholder meetings, walking audits, and offered web-based opportunities for feedback. This gave as many opportunities as possible to engage and get feedback from the community.

Community Engagement Process

PLAN DEVELOPMENT PROCESS

Community engagement was fundamental to the development of this Plan and included the following:

- June 2018: Discovery Tour
 - Stakeholder Meetings
- August 2018: Community Events
 - Community Walk Audits, Community Workshop, Stakeholder Meetings and Summer in the 614 Festival
- On-Line Engagement
 - Webpage and Geowiki Map
- November 2018: Staff Presentation & On-Site Engagement
 - Bicycle and Pedestrian Steering Committee Presentation
 - Bicycle and Pedestrian Advisory Board Presentation
- February 2019: Draft Plan Presentation



Above: Worthington Walking Audit, August 2018

Engagement with Key Stakeholders

PLAN DEVELOPMENT PROCESS

Stakeholder conversations provided insight about the numerous agencies and disciplines that impact and are impacted by Plan recommendations. The Project Team met with the following stakeholders during the Plan development process:

- Bicycle and Pedestrian Advisory Board
- Worthington Bicycle and Pedestrian Steering Committee
- Central Ohio Transit Authority (COTA)
- Franklin County Engineer
- Ohio Department of Transportation (ODOT) District 6
- Mid-Ohio Regional Planning Commission (MORPC)
- Old Worthington Business Association
- City Manager
- Planning & Building Department
- Service & Engineering Department
- Parks & Recreation Department
- Police Department
- Fire Department
- Westerville
- Columbus

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Above: The Project Team met with Edie Parker, ODOT, District 6, June 2018. Below: Emma Lindholm, Bicycle and Pedestrian Advisory Board, sharing her views on what makes Worthington a great place to raise a family.



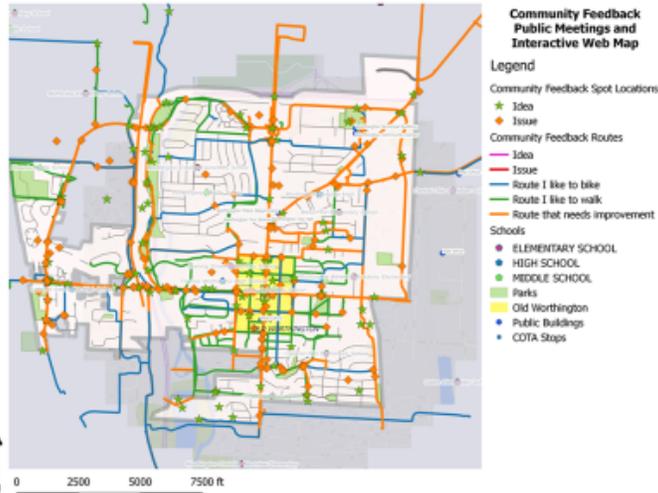
The Bicycle and Pedestrian steering committee has been valuable to begin informing the process, giving input into work place, and making sure that the plan is shaped in a way that is relevant. Engagement with key stakeholders in the community workshop rendered quality feedback and common themes emerged. The interactive web map supplemented the planning. This has been used where folks can put their feedback straight into the map. There were over 350 logins and 590 unique comments. Comments from the workshops could also be put directly into the map.

Interactive Web Map

PLAN DEVELOPMENT PROCESS: MAP #1 – COMMUNITY FEEDBACK

The “Geowiki” interactive map for Worthington was launched after the August Workshop and open through September 24th. During this period, the website tracked:

- 350 logins
- 590 unique comments including:
 - 191 Issues
 - 120 Ideas
 - 57 routes people like to bike
 - 84 routes people like to walk
 - 138 routes that need improvement



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When examining existing conditions in the city, barriers such as highways, rivers, railroads, and daunting roadways limit opportunities. The City can be broken down into six distinct pockets. Anybody in the community should be able to bicycle or walk downtown within 15-20 minutes, but that is not always the case. Existing bike facilities in the city are quite good and there are trails and other assets throughout, however there are parts of the community where bicycling is difficult. Many connections need to be created within Worthington and that’s where there will be the great gain for this project.

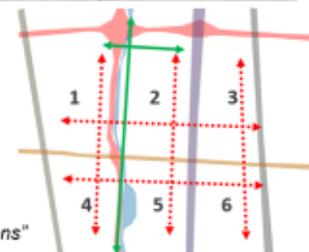
Barriers Limit Opportunities

EXISTING CONDITIONS

While no part of Worthington is more than a few miles from downtown, depending on where residents live, the barriers may leave no choice but to drive. Yet, most trips within Worthington are of reasonable bicycling or walking distance. Key issues include:

- There is fairly good sidewalk coverage, but gaps on important roads;
- Older areas are in a grid pattern, while newer areas are less connected;
- Some access to regional bikeways;
- Linear barriers (freeways, railroads, high-stress roadways) and key connecting streets are not desirable for bicycling and walking;
- There are many missed opportunities for links to tie neighborhoods together and to make walking and bicycling trips possible.

These barriers divide the City of Worthington into six pockets. *A bikeable, walkable Worthington will need to be connected* to allow residents to have real transportation choices.



Right: Physical barriers across Worthington result in “six Worthingtons”

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Bicycle Facilities

EXISTING CONDITIONS

Regional trails, such as the Olentangy River Trail provide convenient access to regional destinations from Worthington.



A lack of dedicated facilities on major streets (US 23, SR 161) leaves bicyclists with limited options for routes.

The recent arrival of the privately-funded bike share is more evidence that Worthington has an untapped demand for bicycling.



Opportunities exist for routes, such as the service road south of W. Dublin Granville Rd. Improvements have already made here and this route will be signed.

Worthington is built in a way that is made for walking. Old Worthington is the poster child for walking in Central Ohio, but the further you get from downtown it becomes more difficult. The existing network of sidewalks in Worthington is enviable, but there are a number of streets with no sidewalks put in that could be made to better accommodate walking. They are not looking at sidewalk infill, rather opportunities to accommodate walking without a massive capital infusion to retrofit sidewalks. There are more challenges particularly with the later developing parts of Worthington.

Crash Data

EXISTING CONDITIONS: MAP#6 - BICYCLE AND PEDESTRIAN CRASHES (2003-2017)



Looking at the crash data from 2003-2017, there is not a big epidemic in Worthington. Bicycles and pedestrians accounted for 1.36% of crashes, 4.68% of injuries, 25% of

fatalities. When looking at crashes in a Complete Streets environment, it shows us places where those environments have a lot of issues and are probably less hospitable for biking and walking.

Mr. Hull detailed their findings for the various key corridors where they heard from the community and stakeholders about things that pose the biggest challenges.

Dublin Granville Rd. at Linworth Rd.

EXISTING CONDITIONS

The current design is focused on the east-west movement of vehicles at the intersection.

The side path is not integrated into the intersection.

Lack of crosswalk markings and pedestrian signals make crossing a challenge.



Dublin Granville Rd. at Linworth Rd.

EXISTING CONDITIONS

Lack of crosswalk markings and pedestrian signals create dangerous conditions for pedestrians.



W. Dublin Granville Rd.

EXISTING CONDITIONS

TRAFFIC



High traffic volumes and speed make conditions along Dublin Granville Road uncomfortable for bicycling and walking. The corridor provides an alternative east-west route when I-270 is backed up.

BICYCLE CONNECTIONS



This previously informal connection has been recently formalized with signage, widening, repaving and sharrows.

PEDESTRIAN CROSSINGS



Interim treatments have been installed to improve crossings at Evening Street, but residents would like to see more to connect them to the south and with schools and parks to the north.

E. Dublin Granville Rd.

EXISTING CONDITIONS

TRAFFIC



East of Worthington, the traffic volumes increase significantly and the land use context becomes automobile dominated. It is clear when you have left Worthington.

GATEWAYS



Traffic approaching from the east, benefits from reduced travel lanes and the natural traffic calming feature of the railroad bridge, but the approach could benefit from a strong gateway to notify the approach to a vibrant downtown.

SPACE FOR AUTOMOBILES



Facing east from downtown, traffic is managed with minimum lanes, improving safety and slowing traffic, but more space could be allocated for bicycling along the corridor and there is a need for better pedestrian crossings.

High St. at Dublin Granville Rd.

EXISTING CONDITIONS

HEART OF WORTHINGTON



The intersection of High Street and Dublin Granville Road serves as the focal point of downtown Worthington and as the community gathering place for events and celebrations.

WALKABLE GREEN SPACE



The unique commons that surround the intersection provide a welcoming green space that conveys the sense of place that is Old Worthington. The intersection is well connected in each direction, but the quality of bicycling and walking diminishes as one gets further from the square.

CHALLENGES WITH TRAFFIC



Despite being the focal point of Worthington, the intersection can be intimidating when traffic volumes are high. The recent installation of pedestrian actuated hybrid signals along High Street is a creative solution to address safety and improve connectivity.

N. High St.

EXISTING CONDITIONS

TRANSIT CORRIDOR



High Street is not just a high volume roadway, it also serves as a critical transit linkage connecting residents to Columbus and the region. Many locations could benefit from better bicycle and pedestrian connections to the system.

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INCREASING SPEED



As High Street moves north, the speed and scale change quickly going from 25 to 35 and 45 mph before reaching I-270. As the context changes, the look and feel of the street change, dramatically becoming less inviting to bicycling and walking.

AUTO-DOMINATED LANDSCAPE



To the north, High Street becomes an auto-dominated facility. The intersection at Wilson Bridge Road is a daunting obstacle for bicyclists and pedestrians alike. There is a strong desire to connect to the Olentangy Trail which is connected to the shopping center, but not easily accessed from the east.

S. High St.

EXISTING CONDITIONS

OLD WORTHINGTON



Old Worthington is a distinct destination for the region. The dense historic character and abundant walking facilities make it easy to get out of the car and take a stroll. Bicycling is less inviting as there is no room dedicated for the bicycle.

LIVE | WORK | PLAY



South High Street is the "Main Street" of Worthington with a healthy mix of shops and businesses and a perfect mix of public space to allow for lingering and just being seen by others.

TRANSITIONS



From the south as you leave Columbus, High Street offers little to suggest this is a place to be. Despite the tree canopy, the wide roadway with narrow back-of-curb sidewalks say this is a place for driving.

Worthington-Galena Rd.

EXISTING CONDITIONS

SPEED



Worthington-Galena has a posted speed of 25 mph, but there is evidence that speeds exceed or greatly exceed the posted limit.

CONSTRAINTS



The paved surface is only 22' without curb-and-gutter, and guard rails along much of the corridor. The guard rails, while providing a buffer for the modest path along the road, reinforce the notion that this is a dangerous roadway.

DANGEROUS INTERSECTIONS



The roadway travels diagonal for the most part, resulting in skewed intersections such as the above example at Schrock Road. These intersections have poor sightlines and are difficult to navigate whether by foot, by bike or automobile.

Wilson Bridge Rd.

EXISTING CONDITIONS

NOT BICYCLE FRIENDLY



Wilson Bridge Road provides a critical east-west connection in North Worthington. There are bicycle lanes along the western section, but there is no facility to get beyond High Street and connect to the east where the community recreation center is located.

CAPACITY OF THE STREET



East of High Street, Wilson Bridge Road operates with three travel lanes (including a shared left-turn) and to the west, there are two lanes. As the street approaches High Street from each direction, the roadway expands to six lanes.

CONNECTION TO OLENTANGY TRAIL



The Olentangy Trail is easily accessible via the connecting path from Wilson Bridge Road.

There is a lot that could be done on Wilson Bridge Road but given what is happening with the Northeast Gateway and understanding the recommendations coming from there, calling for a shared use path on the Community Center side of the roadway. The plan calls to continue that for consistency. There may be other opportunities that can happen to do something in the interim to make sure people have some accommodation.

Linworth Rd.

EXISTING CONDITIONS

RURAL CHARACTER



This section of Worthington is isolated and has a rural feel, but traffic and development have gradually increased, creating a need to provide more infrastructure.

UNCONNECTED SIDEWALKS



Linworth north of SR 161 lacks bicycling and walking facilities with sidewalks intermittently provided along some of the residential developments to the west, but not connecting outside of the neighborhood.

PEAK HOUR CONGESTIONS



The intersection at SR 161 frequently backs up at peak times. Despite some recent changes by ODOT, the intersection creates a barrier for those walking or bicycling. Note the cyclist crossing away from the intersection above.

Existing Conditions

WALKING AUDIT: SUMMARY OF KEY MESSAGES

"Today's Worthington is a lot different from the Worthington I came to work for 32 years ago," Sgt. Jim Moran

"We may need to rethink how our streets are designed"

"I was surprised how narrow the sidewalks feel when you walk together"

"High Street (north of downtown) is so wide it seems slow to drive the 35 mph speed limit"

"Bricks are historic, but can be problematic when poorly maintained and dangerous in adverse weather"

"Pedestrian Hybrid Beacons make crossing High Street much easier"

"It is amazing how loud High Street is when you walk along traffic"

"By the time High Street reaches the Dairy Queen, it feels unsafe to walk beyond that point"

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Mr. Hull moved on to discussing the recommendations for the Bicycle and Pedestrian Master Plan. He presented as part of MORPC's Complete Streets typology and Toolkit development, Worthington will have a new way to actually classify streets by the types of lanes, types of vehicles, pedestrian accommodations, and having appropriate bicycle facilities. This plan really follows the Complete Streets.

President Michael asked about the bicycle and pedestrian projects and if these are in priority order for recommendations. Mr. Hull said that he would be discussing more about that.

He identified different street typologies, using mixed use boulevard as an example. This chart gives tools that allows for decisionmaking to identify the appropriate elements.

Example: Application of Typical Section

STREET TYPOLOGY - Mixed-Use Boulevard

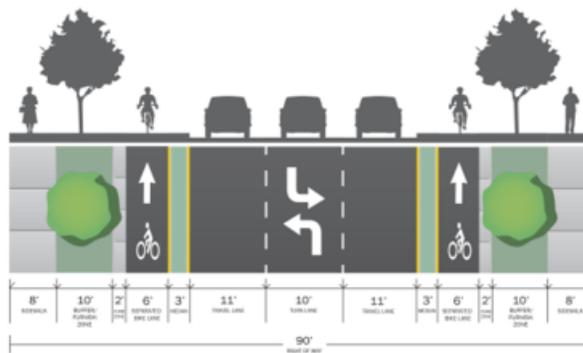
Mixed-Use Boulevards run along business corridors and carry heavy traffic, including regional truck and generally have four to six lanes of vehicle traffic and speeds posted 30 to 35 MPH.

Mixed-Use Boulevard
Version 1



Pedestrian Zone Design	1.5' - 2.5'
On-Street Zone	8' - 12'
Grass / trees / landscaping / GSI	
Street lights / signage	
Bike racks	
Bus shelters / bus stops	
Pedestrian Through Zone	8' - 12'
Planters / landscaping	
Outdoor seating	
Movable signage	
Protrusion Zone	0' - 4'
Marked crosswalks	
Signalized crosswalks	
Pedestrian refuge areas	
Pedestrian Crossing	
Bicycle Zone Design	Barriers separated bike lane 5' - 12'
Different bike use 5' - 8'	
SLIP a 5'	
Bicycle Lane	

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He listed the different implementation phases for bicycle projects. A list of projects was given to stakeholders and identified the recommendations based upon typology.

Bicycle & Pedestrian Master Plan

BICYCLE PROJECTS BY IMPLEMENTATION PHASE

The projects in this section are presented by phase of implementation and in order of project scoring from the highest to lowest in each phase. The phases for implementation are defined as follows:

Short-Range: Projects that are in a high state of project readiness and either have lower costs or are currently identified with another project planning effort. *Target implementation for Short-Range Projects: TBD during February visit*

Mid-Range: Projects that have greater degree of complexity and or costs that may need some feasibility study or have higher costs or be better candidates for larger capital projects such as street reconstruction. *Target implementation for Mid-Range Projects: TBD during February visit*

Long-Range: These projects present a number of challenges to implementation, included to, but not limited to high costs, multi-jurisdictional cooperation, further feasibility analysis, or overcoming significant existing barriers. *Target implementation for Long-Range Projects: TBD during February visit*

Prioritization for all projects was based upon steering committees input utilizing factors such as proximity of schools, popular destinations, access to transit, access to parks, connections to existing network, safety, and proximity to downtown Worthington. This scoring with a weighting factor, with a focus on things such as safety and connections to school, that was used

to rank the projects with a numerical score. Prioritization is used as a modeling exercise and should not be an end all be all. The numbers help look at the projects all together.

They are not recommending doing sidewalk infill, but rather they are more focused on addressing barriers and things that hurt connections. Looking at the feedback that identified areas with uncontrolled crossings, signalized crossings, bridges, and general connectivity barriers. Some projects were dropped out and not listed as projects because they were not feasible. Using this prioritization will help you think about how to categorize the projects and how to realistically implement them in a way that is meaningful to achieving the plan.

Mr. Burden explained how we cannot solve problems created with engineering, we cannot solve problems with planning, we need to look at everything holistically. Integrating the MORPC Complete Streets Toolkit really is state-of-the-art and is a rarity in this country. Schools in Worthington are well located, but with some little tweaks we can enhance health and safety, while easing traffic congestion. Becoming an age friendly community is also at the top of the list. When persons get older, walking becomes much more of a challenge, if you have uneven surfaces or poorly lit areas people can hardly walk. He described using Age-Friendly Columbus as a partner to develop an Age-Friendly Plan specific to Worthington. He stated how when seeking funding for projects there are more and more funds being identified in Ohio and nationwide that can be tapped into. One of the greatest outcomes of this plan is being able to go after significant sums of money, that can enhance or fund new projects. He brought up how it is also important to design streets that can be enforced and have proper enforcement. Police cannot go out and write tickets for something where the street may say 40mph, but the sign says 25mph. We must make sure our engineering supports law enforcement.

Ms. Dorothy asked for clarification about the streets saying 40mph, but the sign says 25mph. Mr. Burden explained how streets may feel faster because of the engineering than what is posted on the speed limit sign. President Michael said that Worthington Galena is an example where the posted speed is 25mph, but people feel like it should go faster. Ms. Dorothy brought up North High Street as you get closer to 270.

Mr. Burden described how they also want to put forth strategies for combining education and training. There are a lot of training courses available for professionals ranging from Complete Streets to law enforcement. The more training people receive, the more they want to put to practice what they learned. He brought up the idea of a tactical urbanism and the idea of “Pop-Ups” that are small-scale interventions that are quick, often temporary, and cheap. The aim is to encourage people to work together, expand public participation, and discover what works and what does not. The City can also seek the Bicycle Friendly Community and Walk Friendly Community designations. Mr. Hull detailed how the value goes beyond recognition and the exercise itself is self-assessing in that you have to answer questions about the community as part of an ongoing benchmarking exercise. Snow removal and ice removal programs could be better enforced or modified, encouraging residents to be active year-round.

President Michael asked if there is a map that is color coded by the top priorities, right now it is coded by the type of street. Mr. Hull explained how there can be, but that is one of the nuances on figuring out how to present the information. The closest things they have right now is the prioritization map which gives a temperature code based upon how they scored.

Ms. Dorothy referenced the projected increase of population and she asked how this will help with the traffic issue. Mr. Hull responded that it is not a solution to the traffic issue but is a beginning to creating the alternatives. We are expecting an unusually large number of people coming here and having other mobility options will put the community at an advantage. Being bike and pedestrian friendly will make Worthington attractive and help folks here. That’s a reason to have a voice in the conversation. Ms. Dorothy described how there are different forms of traffic, it is more than single occupancy automobiles, there are good kinds and bad kinds of traffic. Mr. Burden explained how this plan will help move the City to the good forms of traffic. He referenced the example of Cambridge MA which quadrupled their population, but they have less traffic because they focused on the right transportation solutions and having the right housing stock in the right locations. He also mentioned Vancouver, British Columbia which multiplied their density by five times, and it is now the most walkable/livable City in the world.

Mr. Myers asked if this is a finished product and if it is not, what then is next. Mr. Hull explained this is all in pencil right now and it is their stab at the draft. They are at the 90% mark. This has been vetted through the community. Mr. Myers explained how he sees in this dual prioritization. He sees the priority of accomplishing the goal of alternative mobility and the goal of paying for it. He questioned if we will see projections of the numbers for specific projects that we would like to see done. Mr. Hull responded that the next step will be to give ballpark estimates of the range of costs. Mr. Myers observed we

have limited resources. If we are going to do this with a new development that is easy, but if we are going to put a boulevard on N. High to slow traffic down that is a different animal. Mr. Hull noted how he knows there are limited resources, which is why there must be prioritization. Going after the low hanging fruit is great to check off the list hanging forward, but we never want to forget the bigger things and want to keep our eyes on those.

President Michael asked for a timeline of getting cost assumptions. Mr. Hull stated that should be done as they look at how they're packaging the projects which should be quickly turned around in the comment period. Mr. Hurley added they are finishing with gathering more public input tomorrow and opening it up online. They are looking for two things to take this from 90% to 100%, the first is to incorporate the feedback on projects and second on formatting and if it is packaged in a useful way. President Michael suggested that we would be looking at a final completed in the April-May timeframe.

Mr. Myers expressed his interest in knowing what exactly a bike boulevard is. Mr. Hull explained one of the things is that they have shifted to the idea of user's perceptions of the environment and looking at how different streets create levels of stress. The bike boulevard is one of the early ideas that for the roadway there is nothing that will make it comfortable to use that street. Looking at alternatives, Portland, Oregon began looking at the network of residential streets and realizing that at much lower cost things can be done to formalize routes along those streets to create advantages for bicyclists and pedestrians. A number of the streets in Worthington are low volume residential streets, so they fall into that bike boulevard category. There is not one aspect to this, which is nice because each community can look at which elements of a street like this are appropriate for them. The common elements are creating a convenient street that works comfortably for bicyclists to get through a neighborhood and to get across the busier segments. Mr. Burden acknowledged that people love being designated a bicycle boulevard because they will see the low speed traffic and lowest volume of traffic.

Mr. Myers described an instance when a road was about to be resurfaced and how there was the discussion about adding sharrows. It was a heavily travelled commercial road. This led to thinking about a road running parallel that did have the same north-south connectivity, but it was more residential and less travelled. He asked if this proposal takes that into account. Mr. Hull described how they looked at direct streets and connections in the neighborhood, and the key streets where all the destinations are that people want to be at. The bike boulevard concept is an amorphous thing, there are many different nuanced ways to achieve a feel on streets. The toolbox that goes with this plan gives license to the community and what makes sense in the context of Worthington. Using pilot projects to do some things that are brand-new can initially cause some resistance, but if the community can create something thoughtful and demonstrate it, then it can quickly become in demand. Mr. Myers asked if there would be a decision matrix to make the correct routes. Mr. Hull described how they have already identified the network; the matrix comes out of the MORPC recommendations and street typologies.

Mr. Smith said that the philosophy is there, and he will lobby for more money for these ideas and projects.

Mr. Robinson said that it would be helpful if they could articulate the elements of the bike boulevard along with some visuals as well because it is one of the most common recommendations. Mr. Burden detailed how they are nearly 90% complete and there is a large lexicon in the toolkit. Some things can get done at a lower cost and really start to create a network within the community. There are ways to direct streets that addresses their neighborhood's need.

Ms. Dorothy asked about the best way to go about testing designs and how do we overcome the hump of doing first trial. Mr. Hull described how there is always liability when doing something in the public right-of-way, which is why you must be mindful and document things. When documenting why you're doing this and evaluating things effectively, you find that liability is not the big issue. It is more making sure that you are comfortable and designing something that works for the context of the community.

President Michael explained doing a temporary demonstration project is one way to try things out. It is something that is not full expense, that gives a makeshift feel for what it is. That is one way to do a public education piece while trying to open public perception. Mr. Hull observed how there is no doubt between the Bike Pedestrian advisory board, the steering committee, and staff there will be many creative ideas that go beyond the specifics in the plan. Mr. Burden gave the example of a tactical urbanism project that bloomed in public support in Richmond, CA. There was a pop-up demonstration for one weekend that led to \$5.6 million in funding to rebuild the street. It can be a powerful way of demonstrating peoples desire for something, changing motorist's behavior, and redesigning an entire street.

REPORTS OF CITY OFFICIALS

Policy Item(s) - Financial Report – January 2019

Ms. Dorothy noted how the projections were right on target, but we are down 10% for this first month of the year. Mr. Bartter reported that part of that is attributable to the loss of Anthem, which was still generating revenue in January 2018. There were also others that were down which he believes is a timing issue. He assured that they would monitor that going forward.

Mr. Robinson asked whether there could be greater prominence given to the actual relative to the budgeted which seems like the most important number to focus on, opposed to variability which can have a lot of extraneous factors. Mr. Bartter replied that could be done in the future.

MOTION Mr. Robinson moved, Mr. Smith seconded a motion to accept the Financial Report.

The motion carried unanimously by a voice vote.

REPORTS OF COUNCIL

President Michael requested that the Visioning Process be put at the top of next week's Council meeting.

Mr. Smith noted how his daughter was in attendance for tonight's Council meeting for the first time in about a year.

Mr. Myers welcomed everybody Thursday night to the Municipal Planning Commission/Architectural Review Board meeting where they will be discussing Stafford Village, Holiday Inn, and the demolition at 53 Short Street

Mr. Greeson noted that National Church Residences has an upcoming public meeting next Wednesday at the Griswold Center on the topic of the Stafford Village project.

Ms. Dorothy thanked everyone who participated in and attended the retreat. She looks forward to working through all the priorities. She noted that invitations have been sent out for the McConnell Arts Center fundraiser.

President Michael thanked Councilmembers, staff, and members of the public who came to the past weekend's retreat. It accomplished a lot and it was one of the best retreats Council has had. She commented how there are lots of things to come including the Visioning Process.

ADJOURNMENT

MOTION Mr. Myers moved, Ms. Dorothy seconded a motion to adjourn.

The motion carried unanimously by a voice vote.

President Michael declared the meeting adjourned at 9:43 P.M.

Assistant City Clerk

*APPROVED by the City Council, this
19th day of February 2019.*

Council President



STAFF MEMORANDUM
City Council Meeting – February 19, 2019

Date: February 13, 2019
To: Matthew H. Greeson, City Manager
From: Robyn Stewart, Assistant City Manager
Subject: **Resolution - Appointments - Board of Tax Review**

EXECUTIVE SUMMARY

This Resolution re-appoints Jerry Katz and Scott Heitkamp to the Worthington Board of Tax Review

RECOMMENDATION

Introduce and Approve as Presented

BACKGROUND/DESCRIPTION

Chapter 1722 of the City's Codified Ordinance provides for a Board of Tax Review. The Board hears appeals of tax assessments issued by the Tax Administrator. The Board consists of three members, two of whom are appointed by City Council. The third member is appointed by the City Manager. The terms for Jerry Katz and Scott Heitkamp have expired and they have expressed interest in being re-appointed.

ATTACHMENTS

Resolution

RESOLUTION NO. 08-2019

Re-Appointing Jerry Katz and Scott Heitkamp to the
Worthington Board of Tax Review.

WHEREAS, the Board of Tax Review has been established to hear appeals of tax assessments issued by the Tax Administrator; and,

WHEREAS, the Board is composed of three members, two of whom are appointed by the City Council; and,

WHEREAS, Jerry Katz and Scott Heitkamp were appointed to serve on the Board of Tax Review and their terms have expired; and,

WHEREAS, Jerry Katz and Scott Heitkamp have expressed interested in being re-appointed.

NOW THEREFORE, BE IT RESOLVED by the Council of the Municipality of Worthington, County of Franklin, State of Ohio:

SECTION 1. That Jerry Katz and Scott Heitkamp are re-appointed to terms which will expire on March 31, 2020.

SECTION 2. That the Clerk be and hereby is instructed to record this Resolution in the appropriate record book upon its adoption.

Adopted _____

President of Council

Attest:

Clerk of Council



STAFF MEMORANDUM
City Council Meeting - February 19, 2019

Date: February 13, 2019
To: Matthew H. Greeson, City Manager
From: Robyn Stewart, Assistant City Manager
Subject: **Resolution - Appointments - CRA Housing Council**

EXECUTIVE SUMMARY

This Resolution re-appoints Rachael Dorothy and Michael Bates to the CRA Housing Council.

RECOMMENDATION

Introduce and Approve as Presented

BACKGROUND/DESCRIPTION

In 2005, the City created a Community Reinvestment Area (CRA) to provide property tax exemptions to eligible taxpayers making improvements to real property located within the area. The Ohio Revised Code requires a CRA Housing Council to inspect each abatement within the CRA. In addition to the annual inspections, the CRA Housing Council hears appeals decisions made by the designated Housing Officer. (In Worthington, the Housing Officer is the Economic Development Manager.) The CRA Housing Council is composed of seven members, two of whom are appointed by City Council. The other five members are comprised of two individuals appointed by the City Manager, one member appointed by the Municipal Planning Commission and two residents appointed by the other five members of the CRA Housing Council.

The terms of Rachael Dorothy and Michael Bates have expired. Both individuals have expressed interest in being re-appointed.

ATTACHMENTS

Resolution

RESOLUTION NO. 09-2019

Re-Appointing Rachael Dorothy and Michael Bates to the
Worthington Community Reinvestment Area Housing
Council.

WHEREAS, the Community Reinvestment Area (CRA) Housing Council, in the
accordance with the Ohio Revised Code, conducts an annual inspection of tax-abated
properties within the CRA; and,

WHEREAS, the Council is composed of seven members, two of whom are
appointed by City Council; and,

WHEREAS, Rachael Dorothy and Michael Bates were appointed to serve on the
CRA Housing Council and their terms have expired; and,

WHEREAS, Rachael Dorothy and Michael Bates have expressed interest in being
re-appointed.

NOW THEREFORE, BE IT RESOLVED by the Council of the Municipality of
Worthington, County of Franklin, State of Ohio:

SECTION 1. That Rachael Dorothy and Michael Bates are re-appointed to terms
which will expire on December 31, 2020.

SECTION 2. That the Clerk be and hereby is instructed to record this Resolution
in the appropriate record book upon its adoption.

Adopted _____

President of Council

Attest:

Clerk of Council

Draft from Council member Foust.

RESOLUTION NO. 10-2019

City Council Statement Regarding Future
Development and a Commitment to a Resident-
Centered Public Process to Understand the Will of
the People

WHEREAS, the City finds itself at a point in time where several substantial development opportunities may exist; and,

WHEREAS there are multiple, potentially conflicting forces driving how those opportunities may manifest; and,

WHEREAS it is the intent of council to ensure that future developments are in accord with the wishes of the residents; and,

WHEREAS it is apparent that the Comprehensive Plan as revised has been called into question as to how effectively it represents those wishes; and,

WHEREAS it is incumbent upon Council to provide direction to City staff and boards and commissions.

NOW THEREFORE, BE IT RESOLVED by the Council of the Municipality of Worthington, County of Franklin, State of Ohio:

SECTION 1. That the Worthington City Council hereby resolves to engage in a resident-centered public process to gain a thorough understanding of a broad cross-section representing the will of the people.

SECTION 2. That we further resolve to incorporate that understanding into future conversations and activities as we consider development opportunities now and for the foreseeable future.

SECTION 3. That the Clerk be and hereby is instructed to record this Resolution in the appropriate record book upon its adoption.

Adopted _____

President of Council

Attest:

Clerk of Council



STAFF MEMORANDUM
City Council Meeting – February 19, 2019

Date: February 13, 2019

To: Matthew H. Greeson

From: D. Kay Thress, City Clerk

Subject: **Ordinance No. 05-2019 - Adoption of City Code Replacement Pages**

EXECUTIVE SUMMARY

This Ordinance approves replacement pages for the Codified Ordinances of the City to incorporate changes to City Code and State Law since the last update occurred.

RECOMMENDATION

Introduce for Public Hearing on March 4, 2019

BACKGROUND/DESCRIPTION

This Ordinance approves replacement pages for the Codified Ordinances of the City. This is typically done annually and incorporates all ordinances amending provisions of Code that were enacted since the last recodification and changes in state law. These pages contain changes related to City Council adopted changes to the Code and state law changes related to the criminal and traffic codes.

The City Council adopted changes via ordinance related to:

- Amendments to Part Seventeen – regarding the municipal income tax; to enact new Chapter 765 regarding tobacco sales;
- Enactment of Chapter 955 regarding small cell technology in the right of way;
- Amendments to Chapter 1501 concerning the enforcement of the Ohio Fire Code;
- Amendments to sections of Chapter 765 related to tobacco sales;
- Amendments to Section 151.02 concerning the disposition of records;
- Amendments to Section 1123.762 and Section 1147.01 regarding the definition of dog and cat day care center and adding as a conditional use in various zoning districts.

The state law changes are detailed in the attached document.

ATTACHMENTS

Ordinance No. 05-2019

Changes to State Law

ORDINANCE NO. 05-2019

An Ordinance to Revise the Codified Ordinances by Adopting Current Replacement Pages.

WHEREAS, certain provisions within the Codified Ordinances should be amended to conform with current State law as required by the Ohio Constitution; and,

WHEREAS, various ordinances of a general and permanent nature have been passed by Council which should be included in the Codified Ordinances; and,

WHEREAS, the Walter H. Drane Company has prepared a supplement to the Codified Ordinances containing such new material;

NOW, THEREFORE, BE IT ORDAINED by the Council of the Municipality of Worthington, Franklin County, State of Ohio:

SECTION 1. That the ordinances of the City of Worthington, Ohio, of a general and permanent nature, as revised, recodified, rearranged and consolidated into component codes, titles, chapters and sections within the 2018 Replacement Pages to the Codified Ordinances are hereby approved and adopted.

SECTION 2. That the following sections and chapters are hereby added, amended or repealed as respectively indicated in order to comply with current State law:

Traffic Code

- 301.53 Waste Collection Vehicle. (Added)
- 303.06 Freeway Use Restricted. (Amended)
- 303.991 Committing an Offense While Distracted Penalty. (Added)
- 313.01 Obedience to Traffic Control Devices. (Amended)
- 313.09 Driver's Duties Upon Approaching Ambiguous Traffic Signal. (Amended)
- 331.01 Driving Upon Right Side of Roadway; Exceptions. (Amended)
- 331.02 Passing to Right When Proceeding in Opposite Directions. (Amended)
- 331.03 Overtaking, Passing to Left; Driver's Duties. (Amended)
- 331.04 Overtaking and Passing Upon Right. (Amended)
- 331.05 Overtaking, Passing to Left of Center. (Amended)
- 331.06 Additional Restrictions on Driving upon Left Side of Roadway. (Amended)
- 331.07 Hazardous or No Passing Zones. (Amended)
- 331.08 Driving in Marked Lanes or Continuous Lines of Traffic. (Amended)
- 331.09 Following Too Closely. (Amended)
- 331.10 Turning at Intersections. (Amended)
- 331.12 "U" Turns Restricted. (Amended)
- 331.13 Starting and Backing Vehicles. (Amended)
- 331.14 Signals Before Changing Course, Turning or Stopping. (Amended)
- 331.15 Hand and Arm Signals. (Amended)
- 331.16 Right of Way at Intersections. (Amended)
- 331.17 Right of Way When Turning Left. (Amended)
- 331.18 Operation of Vehicle at Yield Signs. (Amended)
- 331.19 Operation of Vehicle at Stop Signs. (Amended)
- 331.20 Emergency or Public Safety Vehicles at Stop Signals or Signs. (Amended)

ORDINANCE NO. 05-2019

Traffic Code (Cont.)

- 331.22 Driving Onto Roadway From Place Other Than Roadway: Duty to Yield. (Amended)
- 331.23 Driving Onto Roadway From Place Other Than Roadway: Stopping at Sidewalk. (Amended)
- 331.24 Right of Way of Funeral Procession. (Amended)
- 331.26 Driving Upon Street Posted as Closed for Repair. (Amended)
- 331.27 Following and Parking Near Emergency or Safety Vehicles. (Amended)
- 331.28 Driving Over Fire Hose. (Amended)
- 331.29 Driving Through Safety Zone. (Amended)
- 331.30 One-Way Streets and Rotary Traffic Islands. (Amended)
- 331.31 Driving Upon Divided Roadways. (Amended)
- 331.33 Obstructing Intersection, Crosswalk or Grade Crossing. (Amended)
- 331.37 Driving Upon Sidewalks, Street Lawns or Curbs. (Amended)
- 331.40 Stopping at Grade Crossing. (Amended)
- 333.03 Maximum Speed Limits. (Amended)
- 333.031 Approaching a Public Safety Vehicle. (Amended)
- 333.04 Stopping Vehicle. (Amended)
- 333.05 Speed Limitations Over Bridges. (Amended)
- 337.16 Number of Lights. (Amended)
- 337.28 Use of Sunscreening, Nontransparent and Reflectorized Materials. (Amended)
- 371.01 Right of Way in Crosswalk. (Amended)
- 371.02 Right of Way of Blind Person. (Amended)
- 371.07 Right of Way on Sidewalk. (Amended)
- 373.05 Attaching Bicycle or Sled to Vehicle. (Amended)
- 373.06 Riding Bicycles and Motorcycles Abreast. (Amended)
- 373.09 Riding Bicycle on Right Side. (Amended)
- 373.13 Paths Exclusively for Bicycles. (Amended)

General Offenses Code

- 513.01 Drug Abuse Control Definitions. (Amended)
- 513.05 Permitting Drug Abuse. (Amended)
- 513.09 Controlled Substance or Prescription Labels. (Amended)
- 529.07 Open Container Prohibited. (Amended)
- 545.10 Misuse of Credit Cards. (Amended)
- 549.04 Improperly Handling a Firearm in a Motor Vehicle. (Amended)

SECTION 3. That the complete text of the sections listed above are set forth in full in the current replacement pages to the Codified Ordinances. A summary of the amendments to such sections is hereby attached to this ordinance as Appendix A.

ORDINANCE NO. 05-2019

SECTION 4. That notice of passage of this Ordinance shall be posted in the Municipal Administration Building, the Worthington Library, the Griswold Center and the Worthington Community Center and shall set forth the title and effective date of the Ordinance and a statement that the Ordinance is on file in the office of the Clerk of Council. This Ordinance shall take effect and be in force from and after the earliest period allowed by law and by the Charter of the City of Worthington Ohio.

Passed _____

President of Council

Attest

Clerk of Council

Summary of 2018 Amendments to State Law

301.53 Waste Collection Vehicle. (Adds definition of waste collection vehicle.)
ORC 4511.01(RRR)

303.06 Freeway Use Restricted. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.051

303.991 Committing an Offense While Distracted Penalty. (Adds new section providing for an enhanced penalty for committing offenses while distracted.) ORC 4511.991

313.01 Obedience to Traffic Control Devices. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.12

313.09 Driver's Duties Upon Approaching Ambiguous Traffic Signal. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.132

331.01 Driving Upon Right Side of Roadway; Exceptions. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.25

331.02 Passing to Right When Proceeding in Opposite Directions. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.26

331.03 Overtaking, Passing to Left; Driver's Duties. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.27

331.04 Overtaking and Passing Upon Right. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.28

331.05 Overtaking, Passing to Left of Center. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.29

331.06 Additional Restrictions on Driving upon Left Side of Roadway. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.30

331.07 Hazardous or No Passing Zones. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.31

331.08 Driving in Marked Lanes or Continuous Lines of Traffic. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.33

331.09 Following Too Closely. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.34

331.10 Turning at Intersections. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.36

331.12 “U” Turns Restricted. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.37

331.13 Starting and Backing Vehicles. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.38

331.14 Signals Before Changing Course, Turning or Stopping. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.39

331.15 Hand and Arm Signals. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.40

331.16 Right of Way At Intersections. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.41

331.17 Right of Way When Turning Left. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.42

331.18 Operation of Vehicle at Yield Signs. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.43(B)

331.19 Operation of Vehicle at Stop Signs. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.43(A)

331.20 Emergency or Public Safety Vehicles at Stop Signals or Signs. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.03

331.22 Driving Onto Roadway From Place Other Than Roadway: Duty to Yield. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.44

331.23 Driving Onto Roadway From Place Other Than Roadway: Stopping at Sidewalk. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.431

331.24 Right of Way of Funeral Procession. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.451

331.26 Driving Upon Street Posted as Closed for Repair. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.71

331.27 Following and Parking Near Emergency or Safety Vehicles. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.72

331.28 Driving Over Fire Hose. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.73

331.29 Driving Through Safety Zone. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.60

331.30 One-Way Streets and Rotary Traffic Islands. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.32

331.31 Driving Upon Divided Roadways. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.35

331.33 Obstructing Intersection, Crosswalk or Grade Crossing. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.712

331.37 Driving Upon Sidewalks, Street Lawns or Curbs. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.711

331.40 Stopping at Grade Crossing. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.61

333.03 Maximum Speed Limits. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.21

333.031 Approaching a Public Safety Vehicle. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.213

333.04 Stopping Vehicle. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.22

333.05 Speed Limitations Over Bridges. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.23

337.16 Number of Lights. (Adds “stationary waste collection vehicles” to subsection (c)(1).) ORC 4513.17

337.28 Use of Sunscreening, Nontransparent and Reflectorized Materials. (Adds sentence to subsection (a)(1)A. and (b)(4) explaining how FMVSS 205 can be obtained.) ORC 4513.241

371.01 Right of Way in Crosswalk. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.46

371.02 Right of Way of Blind Person. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.47

371.07 Right of Way on Sidewalk. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.441

373.05 Attaching Bicycle or Sled to Vehicle. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.54

373.06 Riding Bicycles and Motorcycles Abreast. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.55

373.09 Riding Bicycle on Right Side. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.55(A)

373.13 Paths Exclusively for Bicycles. (Increases the penalty if offender commits the offense while distracted and the distracted activity is a contributing factor to the commission of the offense.) ORC 4511.713

513.01 Drug Abuse Control Definitions. (Adds references to fentanyl-related compounds to subsection (b)(1) and (6) and (n)(1).) ORC 3719.01

513.05 Permitting Drug Abuse. (Adds Ohio Revised Code references in subsection (c).) ORC 2925.13

513.09 Controlled Substance or Prescription Labels. (Completely rewrites section to comply with current State law.) ORC 3719.99

529.07 Open Container Prohibited. (Rewrites subsection (c)(5) to clarify exception for an F-9 permit holder.) ORC 4301.99(A)

545.10 Misuse of Credit Cards. (Adds subsection (a)(3).) ORC 2913.21

549.04 Improperly Handling Firearms in a Motor Vehicle. (Amends subsection (c)(3) to delete “electric-powered” and adds “on private or publicly owned lands” to subsection (c)(3)B.). ORC 2923.16



STAFF MEMORANDUM
City Council Meeting – February 19, 2019

Date: February 14, 2019
To: Worthington City Council
From: Matt Greeson, City Manager
Subject: **Review Report from 2019 Worthington City Council Retreat**

EXECUTIVE SUMMARY

The City Council held an annual retreat to discuss priorities for City government. This retreat was held on February 8 & 9, 2019. The City Council will review a summary report of the retreat activities.

RECOMMENDATION

Motion to accept the report for the 2019 City Council Retreat

BACKGROUND/DESCRIPTION

Enclosed is a Draft Report and Notes from the City Council retreat held on February 8th & 9th. It lists the Priority Work List items and summarizes the discussion and requested actions from Friday night, the results from the prioritization exercise held on Saturday, and the discussions on community visioning and the UMCH property.

Staff is requesting that City Council review and affirm the draft report. Once this occurs, I think the next steps are as follows:

- a) The issues listed as “Timing Driven by Others” and which Council requested staff to be “proactive” need more definition and prioritization. Staff will develop ideas/actions that reflect being “proactive” on these issues and bring this back to Council for discussion. We will need direction on what activities you want us to pursue and how they rank or fit in relation to the other Top Priority Areas.
- b) Staff will spend time developing information on each of the Top Priority Areas. These will be sequenced into presentations at future Committee of the Whole meetings and subsequent budgets or workplans. We will not be prepared or able to provide information or take action on all these priorities at once. The

8.A.I. - Review Report from 2019 Worthington City Council Retreat

goal of these presentations/discussions is to refine direction on these issues and discuss how it will sequence into the organizational plans, workload and actions.

Let me reiterate my appreciation for the amount of time you spent this past weekend working together and with staff to discuss the priorities for our organization.

FINANCIAL IMPLICATIONS/FUNDING SOURCES (if applicable)

None

ATTACHMENTS

Report and Notes from Worthington City Council Retreat of February 8 and 9, 2019.

City Council Retreat

February 8, 2019, 6:00 – 9:00 PM

February 9, 2019, 8:00 AM – 3:00 PM

Worthington Education Center

Priority Work List Leading into the Retreat

This list was created from “Items on the Plate” from the 2018 Retreat that are ongoing and topics raised by City Council Members or Staff members in discussions with the facilitator prior to the retreat.

Complete

Budget & Fund Balance

Small Cell Technology

Committed/Underway

911 Call Taking & Communications

Bike/Ped Master Plan

Electric Aggregation

FOP Negotiations

Kenyonbrook Sewer Alignment

Nondiscrimination

Northeast Gateway

Sustainability

Work Management Software

Timing Driven by Others

Anthem Redevelopment

Boundless (Harding Site)

COTA Turnaround

Electric Scooters

Holiday Inn

National Church Residences

OSU Airport Master Plan

Police Chief Selection Process

School Facilities

Staff Turnover

SwimInc

Other Issues

Development Policy, Preferred Growth

Acceptable Level of Basic Services, Maintenance of Services

Maintaining the CIP Schedule

Optional

Additional Positions or Functions

Age-Friendly Communities
Airbnb & VRBO - Vacation Rentals
Bike/Ped Development
Communication
Community Visioning and Strategic Planning
Comprehensive Annual Financial Report (CAFR)
Electric Car Charging Stations
Energy Efficiency
Fiber Network for Economic Development
Housing
Job Loss
Massage Establishments
McCord Park Renovations
Murals
Parks & Recreation Cost Study
Railroad Quiet Zones
SR-161 Recommendations
Sustainability Committee
Tree Preservation
United Methodist Children's Home Site
Updated Office Buildings Strategy
Water/Sewer Surcharge
Wilson Bridge Road

Friday, February 8, 2019

Council Expectations

City Council spent considerable time reviewing and discussing the Council Expectations document that was originally developed in 2008 and revised in 2011 and 2012. The discussion centered on the first item, “Keep the community good above personal agendas/advancement”. A key point raised during the dialog included the ideas that conversations should start with a discussion of interests, not positions. There was also discussion that for complex issues, the City often needs to educate the community on the issue in order to receive more useful input. The discussion concluded with a change to the first items so that it reads, “Seek to discern the public good for the community”.

City Council Agenda Materials

City Council asked that agenda packets be distributed on the Thursday prior to the meeting to allow more time for review and contact with staff regarding questions. Council Members would also like advance notice of big topics coming up on agendas. To address this request, staff agreed to provide a list of upcoming agenda items, particularly non-routine items, for the next month during each Committee of the Whole meeting. This discussion at the Committee of the Whole meetings will provide an opportunity for Council Members to raise other topics they would like to add to the agenda.

City Council Rules

City Council plans to modify/update its City Council Rules to incorporate a new procedure for electing the Council President.

Municipal Planning Commission & Architectural Review Board

City Council would like to have enhanced interaction with the MPC and ARB members to discuss their work and the decisions they make. City Council Members agreed to spend time understanding the City's Architectural Design Guidelines as preparation for discussions with the MPC and ARB.

City Boards and Commissions

City Council would like to create a more formal process for the City's boards and commissions to report on their activities to the Council. In addition, they would like to schedule four groups (Parks & Recreation Commission, Community Relations Commission, Board of Zoning Appeals, and Municipal Planning Commission/Architectural Review Board) to attend a Committee of the Whole meeting annually to discuss their activities. Council Members encouraged each other to provide reports at the end of Council meetings on meetings they have attended, particularly when he/she is there as a designated Council liaison.

Executive Sessions

Council Members asked staff to streamline executive session conversations so they are shorter in length.

Saturday, February 9, 2019

Prioritization of Optional Items

City Council discussed the Optional items provided at the start of the retreat to gain an understanding of each issue and to prioritize them. Each Council Member could place an "A" by four items and a "B" by six items. They could place an unlimited number of "C" items. They could place a "0" by an item they don't think should be pursued. To determine the overall ranking, an "A" was given 5 points, a "B" counted for 3 points and a "C" counted for 1 point. If an item received four "0" scores, it was eliminated. No items received four "0" scores, so no items were eliminated.

Four items on the Optional list were eliminated prior to scoring:

- Community Visioning/Strategic Planning (already committed)
- Comprehensive Annual Financial Report (already committed)
- Housing (consider in visioning)
- Job Loss (already committed)
- United Methodist Children's Home Site (already committed)

The scoring totals were:

- 8 Additional Positions or Functions
- 25 Age-Friendly Communities

4	Airbnb & VRBO - Vacation Rentals
19	Bike/Ped Development
12	Communication
19	Electric Car Charging Stations
21	Energy Efficiency
16	Fiber Network for Economic Development
8	Massage Establishments
23	McCord Park Renovations
17	Murals
15	Parks & Recreation Cost Study
14	Railroad Quiet Zones
17	SR-161 Recommendations
10	Sustainability Committee
10	Tree Preservation
21	Updated Office Buildings Strategy
18	Water/Sewer Surcharge
33	Wilson Bridge Road

Top Priority Areas

1. Wilson Bridge Road
2. Age Friendly
3. McCord Park
4. Updated Office Buildings
4. Energy Efficiency
6. Bike/Ped Implementation
6. Electric Vehicle Charging

Proactivity on Timing Driven by Others Items

City Council reviewed the list of “Timing Driven by Others” items. They had the opportunity indicate any items with which they want staff to be proactive rather than just wait and react when the items are presented. If an item received four votes, it was added to the list. Four items were identified for proactive actions by staff:

Boundless (Harding Site)
COTA Turnaround
National Church Residences
SwimInc

Staff was directed to prepare Committee of the Whole discussions around the seven Top Priority Areas and the four Timing Driven by Others items designated for proactivity.

Community Visioning

City Council reviewed the proposal from Analytica regarding a process for conducting Community Visioning. They concluded they want to have a citizen committee that oversees the process. Council Member Smith proposed a procedure for appointing people to the citizens committee. He indicated he would distribute it to the Council for further consideration.

City Council established the following schedule for discussions at the upcoming Council meetings:

- Structure of the Citizens Committee
- Draft Charter for the Committee
- Process Architecture

United Methodist Childrens Home Site

City Council explored a number of ideas related to the UMCH property. The discussion concluded with identification of the following steps.

Status Conversation

A delegation of City Council will engage in a conversation with all willing UMCH stakeholders to communicate the Council's approach and to understand the status of their planning. Action items for this step include (a) establishment of the delegation, (b) direction to the City Manager to set a meeting date, and (c) a pre-meeting of the delegation to develop questions and messages.

Staff Analysis of Public Purchase

Staff will prepare a preliminary analysis of land purchase options (including bonding) for sale of portions of the property to enable the City to consider purchasing all or a portion of the property if or when the opportunity may arise. The action item for this step is assignment by the City Manager of a team to perform this task.

Developer Proposal

A proposal from a Developer, if submitted, would proceed through normal procedures. The action item for this step is to inform the potential developer of City Council direction.

Public Testing

This stage may or may not occur depending upon the community reaction to the Developer's proposal. Should it be rejected, then there would be public testing via some means of the purchase options developed by staff. There are no action items at this time for this step.

Re-Institute Original Process

Should the Developer not submit a proposal or the Developer's proposal be rejected, the City would then consider re-instituting the Scenario 1 from the proposed process previously supplied by Analytica, as described in the original report. There are no action items at this time for this step.

Parking Lot Items

At the conclusion of the retreat, a list of items from the Parking Lot was shared with the group. These were items that were put on the list but not raised in the discussion.

- Council Rules
- Deer Study & Management
- Setbacks Closer to Street
- Bury Wires in Old Worthington
- Gas Lights - Old Worthington
- Use CRC or new group to involve more outreach
- Better Lights - Old Worthington
- Resident Finance Ad Hoc
- Keep Setbacks
- More Resident Input
- Worthington Galena – Safety Improvements
- Apartments limited to 2 stories
- Specific Funds for Future



STAFF MEMORANDUM
City Council Meeting – February 19, 2019

Date: February 14, 2019
To: Worthington City Council
From: Matthew H. Greeson, City Manager
Subject: **Discussion Regarding Community Visioning project**

EXECUTIVE SUMMARY

The City Council asked to discuss next steps in developing a Community Visioning process. This will include discussing a project purpose statement, a Visioning Committee charter and the structure and appointment process for the Visioning Committee. Additionally, Council will review the additional tasks that are necessary to successfully launch such an important project.

RECOMMENDATION

Discuss listed topics and provide direction to further shape the Community Visioning project

BACKGROUND/DESCRIPTION

City Council discussed the Community Visioning project at its recent retreat and requested it be scheduled for additional discussion at the regular City Council meeting of February 19, 2019. There are a series of decisions that need to be made to successfully launch this important project. To assist us with this conversation, Dr. Herb Marlowe of Analytica prepared a document or “to-do” list we can use to guide the discussions.

Using the Tasks outlined in the attached document entitled *Task List, Questions for Council and Decision Points for City Council regarding the Community Visioning Process*, I recommend that we discuss the following Tasks at the upcoming meeting:

1A. Purpose

The goal with this task is to have a statement, embraced by all Council members, outlining expectations and what we want to achieve by conducting a Community Visioning process. This becomes one of the guiding documents for the project.

Enclosed is a document I have drafted that attempts to combine themes from Council's motion approved last January, interviews conducted with City Council members last year, the Analytica assessment and recommendations, and very recent ideas offered by individual Council members.

This is provided as a starting point for discussions. City Council should review this document and adopt, reject, or work to amend it with the ultimate goal of developing a consensus statement of the full governing body.

1B. Review Committee Charter

At its recent retreat, the City Council affirmed its desire to have a committee of citizens that help guide the Community Visioning process. To implement this idea, it is helpful to develop a "charter" for the Vision Committee that articulates its purpose, role of the Chair, role of members, expected time frames, some work tasks and deliverables, and reporting expectations, etc. Dr. Herb Marlowe with Analytica provided a sample or draft charter for consideration on page 15, Chapter 2 of the attached *Proposed Process Architecture for Community-wide Visioning Process*.

1C. Committee structure and appointment process

Also embedded on page 11 of the same document are four Appointment Process Options for the creation of the Vision Committee. Additionally, Council Member Smith has proposed an additional process outlined in the attached copy of an email. After the Committee Charter is determined, it is recommended that Council discuss these five options or additional ones. The goal is to determine the desired number of members, the representation of the community and how the committee will be initially appointed, and members replaced if vacancies arise, etc.

3B, 3C Surveys and Electronic Community Engagement Tools

Staff heard a desire for extensive public engagement using a wide variety of methods, to include statistically valid surveying and online methods of participation. I recommend that City Council direct staff to begin researching and developing preliminary options for survey consultants and digital online participation tools. This would alleviate Council or the Committee from having to do this work. Options can be evaluated at the appropriate time.

I believe these organizational tasks and those listed in the attached "to-do" list by Dr. Marlowe are critical to success of this process. I am excited about the opportunity to work with you on shaping this process and would be glad to answer any questions you may have about this memorandum and the enclosed documents.

ATTACHMENTS

- Task List, Questions for Council and Decision Points for City Council re the Vision Process: A guide for designing a vision process by Dr. Herb Marlowe, Analytica;
- Draft Community Visioning Purpose Statement;

8.B.I. - Discussion - Community Visioning Project

- April 2, 2018 Memorandum from the City Manager regarding community visioning which includes input from City Council Members and City staff members;
- Proposed Process Architecture for Community-wide Visioning Process submitted by Analytica, January 18, 2019 (Chapters 1 & 2);
- Council Member Smith email of February 11, 2019 on thoughts for selection of the Visioning Committee.

Task List, Questions for Council and Decision Points for City Council re the Vision Process: A guide for designing a vision process

Version 1.0
February 13, 2019
Prepared by: Analytica

The following is a list of tasks, organized by major categories of work, that the Council can use to develop and design a vision process for the City. Various appendices are appended to provide more detail where it could be of value.

The report provided earlier, Vision process architecture, provides additional information such as a prototype process and a Vision Committee charter. It can be referred as needed.

The purpose of this report is to provide a “to-do” list of items for the Council to discuss and decide upon to create a vision process that will meet its objectives and well serve the community. As such it is a process-oriented document.

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Task #	Task Name or Purpose of task	Council Activity
Tasks 1 & 2	Category: Basic Preparation	
1	Leadership and process management framework (These tasks may be done in any order. The charter and committee structure may need to be revisited after final process design.)	
1A	Purpose	Council develops a list of the desired results of the vision process. This could be framed as questions the Council wants to have answered.
1B	Committee Charter	The charter describes the role and authority of the Committee and how it should interface with the Council. A draft charter has been provided. The Council should edit it
1C	Committee Structure & appointment process	Structure - # of members, broad representation of community. How the committee will be initially appointed; members replaced if needed,
2	Community Preparation Strategy (This task is about ensuring the community is aware of the process and has the information they need to provide significant input. Again, these tasks may be done in any order).	
2A	Basic information	Are there 1 to 5 basic facts about the City residents should be aware of as they consider various futures? <i>Committee's and staff's role is to determine how to best convey those facts if there such facts.</i>
2B	Public awareness of project	How much emphasis does the Council want to be given to a public awareness effort prior to the project's start? <i>Committee and Staff's role is to develop approach based on Council response to the question.</i>
2C	Community Kick-off event	Does the Council want to have a community kick-off event to start the process? <i>Committee and Staff's role is to design and plan such an event if so directed.</i>
2D	Overall community strategy	How will the public be informed and kept informed?

Task #	Task Name or Purpose of task	Council Activity
Tasks 3-8	Category; Designing the Visioning Process	
3	Process Architecture Phase 1: Listening to the Community. There are basically three modalities for listening to the community – face-to-face dialogues, surveying, and electronic engagement. The Council’s decisions are about which of these to use and what emphasis is a mix of them are used.	
3A	Face-to-face dialogue	How much emphasis does the Council wish to give to various forms of face to face dialogue. A variety of methods are provided in appendix A. The Council may wish to add to that list. A separate working paper on techniques is provided solely for this purpose. Then the question for Council is whether any of these are required or any of these should not be used. The remainder are at the discretion of the Committee.
3B	Surveys	Both scientific and non-scientific survey options are available. The question for Council is whether it wants to use surveys in the process? If so, at what points? Initial for some baseline information? At the end for confirmation of direction? Would scientific surveys be required at any point? If the Council directs that surveys be used, the Committee itself is charged with developing the survey questions with the assistance of a survey consultant if needed. Or the Council may defer the decision and ask for a recommendation from the Committee at a later point.
3C	Electronic community engagement tools	There are a variety of electronic community engagement tools which offer both an effective way to interact with the community and a method which some prefer. However, there are some downsides. The staff should demo an example to the Council and the pros and cons discussed. If the Council wishes for the Committee to use such a tool, Staff should review the tools and present a rating or ranking to the Committee for its selection.

Task #	Task Name or Purpose of task	Council Activity
3D	Core questions	Are there core or basic questions the Council would want answered regardless of the method used? If so, what are they? Some suggested questions were provided in the Vision report. Additional ones are provided in appendix B.
3E	Time frame	The Council should identify a desired time frame for this phase of the Vision process to be completed within.
3F	Approval by Council	The Council should identify any decisions or actions of the committee which it wishes to review and approve or not prior to a final step.
3G	Communication with Council	The Council should identify the points at which it would like to have status reports.
3H	Formal report(s)	The Council should determine the final work product or report it wants from the Committee after this phase of the vision process. Draft suggestions are in the Vision report.
4	Understanding trends and external forces that could impact Worthington. A city's future is impacted by trends and external forces. Some of these it may be able to influence significantly, some not. Whatever their status, they should be considered as the City determines its preferred future.	
4A	Degree of emphasis to be placed on understanding external trends and factors.	Varying levels of effort can be placed on understanding external factors ranging from generation of a list by Council and Committee to a single community forum on the topic to a more expansive effort of speakers and in-depth discussions on certain trends. The Council may decide to provide guidance as to level of effort or authorize the Committee to determine the level of effort.
5	Interpreting what the community has said. Steps 3A-3C and 4A provide data. The task of this phase is to turn that data into information that in turn can be used to develop the Vision Plan itself.	
5A	Data organization	Depending upon the form of the data, appropriate quantitative or qualitative techniques should be applied. The question for Council is whether it would authorize the Manager to engage technical assistance if needed.

Task #	Task Name or Purpose of task	Council Activity
5B	Data interpretation	<i>This is a key activity.</i> The question for Council is the degree to which it wants to involve itself directly in this discussion with the Committee. Options include having the Committee do an initial interpretation and then present their interpretation to Council or for the Council and Committee to jointly engage in the interpretation. This decision can be delayed now in the design stage but the Committee should understand the Council is retaining that decision option. Appendix C discusses interpretation tools which also can be used to frame community choices
6	Framing the Choices. At this point, there may be some items about which a clear community consensus exists and some other items that are less clear as to community preference. There is a double task here. For those items where it appears there is clear community consensus, a validation is sought. For those less clear items, the task is to frame them for further community discussion.	
6A	Framing tools	Appendix C discusses some tools through which framing can be done. The question for Council is whether it wants to direct the Committee to use or not use certain tools or to leave that to the discretion of the Committee.
7	Testing the Choices/Validating the preferred future. The task here is to engage the community in deciding its preferred future. All the prior work has led up to this point.	
7A	Choice tools	Appendix D discusses some tools through which choices about the future can be made. The question for Council is whether it wants to direct the Committee to use or not use certain tools or to leave that to the discretion of the Committee.
8	Realizing the Vision. After step 7, a vision for the community has been developed and validated by the community. The task now to begin work toward that vision. There are Council decisions on options to do this that can be made at that time.	
8A	Execution tools: working toward realizing the vision	Appendix E identifies some implementation methods for Council to consider at the appropriate time.

Task #	Task Name or Purpose of task	Council Activity
Tasks 9-11	Category: Activating the Process	
9	Review of leadership and management process (task 1 & 2)	
9A	Revisit preliminary committee structure	Now that a process architecture is in place, does the preliminary committee structure still work or does it need to be modified?
9B	Review of charter	Are any modifications needed?
9C	Informational materials	At what points can the basic information about the City be integrated into the process?
10	Vision Committee activation	
10A	Appointments	Whatever appointment process has been selected is now executed.
11	Vision Committee-Council Interaction on Final Process	
11A	Joint meeting of Committee and Council - Orientation	Review charter, answer Committee questions, review reporting expectations, set initial meeting for Committee to begin its work.
11B	Committee final design of tasks left to its discretion	For those items where Council has authorized the Committee will make choices, the Committee will make its choices and then discuss their recommendations with Council.
11C	Needed resources	The Committee will identify the resources it needs.
11D	Council final approval and authorization to proceed	Council will authorize the Committee and Manager to move forward.
Tasks 12	Category; GO! Develop the vision	
12A	Kick-off meeting if used	City hosted event. If the timing is right it can be held in conjunction with some other community event.
12B	Vision Committee begins work	Staff schedule and arrange meeting logistics.
12C	Periodic meetings of Council and Committee	Reports, discussion and Council direction as needed.
12D	Concluding events	Council direct participation.

Task #	Task Name or Purpose of task	Council Activity
Task 13	<p style="text-align: center;">Category: Post-Vision Development.</p> <p>Once the vision has been developed and adopted, then comes the work of making it occur. There are two sub-tasks here. One is the Council's own strategic plan in which the City addresses those topics under its control or influence. The other is a broader community effort which may involve other actors.</p>	
13A	City strategic plan	Council decides if to develop it.
13B	Community wide Execution	Council decides on implementing options (Appendix E).

Appendix A: Face-to-Face Dialogue Tools

The distinguishing feature of these tools is that they are primarily face to face and enable a back and forth conversation to develop a better understanding of people's perspective.

Name of Tool	Description	Pros	Cons
General Note	Rather than be repetitive the strength or weakness of any of these tools is depending upon how well designed they and preparation or skill of the person leading the event. Poorly designed, poorly managed, poorly facilitated will lead to poor results and vice versa.		
Focus groups	A selection of people (usually 8 to 15) on some criteria that provide their perspective on the subject at hand	Frequently used. Familiar to most people. Can be observed with proper facility. Allows for follow-up and interchange that can help understand the thinking behind the statements	Can be dominated by individuals or some people feel intimidated if not properly structured and facilitated.
Specific forms of focus groups			
	Neighborhood		
	City wide		
	Topic or interest based		
	Randomly selected		

Name of Tool	Description	Pros	Cons
Interviews	Usually individual interviews	Obtain in-depth perspective and rationale for thinking. Can be done in a variety of settings to make people comfortable. Can be an effective tool to reach people who would not participate otherwise.	Time consuming. Limited number of people can be reached.
Some specific interview methods	Random. Vision Committee does random interviews	Ensures some diversity of perspective	May be uncomfortable
	Public setting interviews. Vision Committee invites people to come speak to them in a public forum, AKA similar to hearings	Build transparency.	May be uncomfortable.
	Selected interviewees. Vision Committee identifies individuals they want to interview or Council provides a list	Ensures persons whose perspective needs to be heard are heard	If only one segment of community is interviewed could create an impression of bias
	Door to door interviews (usually limited to a few questions – 5 minutes or so of time.)	High rate of public contact. Can get a lot of data	Time consuming. Difficult to do only with volunteers. Must address security issues.

Name of Tool	Description	Pros	Cons
	<p>Natural site interviews. These are conducted in willing places of business where willing people are interviewed as they happen to come in. Examples – restaurants, hair salons, etc.</p>	<p>Comfortable setting. Can be a very natural conversation</p>	<p>Some people might find it intrusive</p>
	<p>Community events. A table or booth at community events in which people can drop in to offer their perspective.</p>	<p>Visibility of process. Informal</p>	<p>Some will avoid it. Staffing time to organize and arrange.</p>

Name of Tool	Description	Pros	Cons
Forums (aka Town Halls, Community Forums, etc.)	This are usually open to any persons who want to join. They can vary in format from highly structured and focused questions to people speaking about any topic they want.	Open to all. Transparent. Good tool for early identification of topics which can be examined in greater detail later	Can be packed by a single interest group. All views may not get expressed. Result or outcome may be unclear.
Specific forum settings	Neighborhood		
	Interest group or single topic		
	Entire city		
Some specific Forum process options	Table Top Exercises: Tables of 6 to 8 persons addressing posed questions and then reporting to the whole	More in-depth discussion	Unless you have a facilitator at each table, quality of conversation may vary. Easy for some to dominate.
	Individual responses to a question	Everyone has their chance to speak.	Some people are not comfortable with this. Limited discussion. Tends to encourage position taking.
	Stations with information on selected topics and people can walk around and discuss with person at station	Can provide correct information and help build a more informed community	Extensive preparation and heavy staffing requirement
	Real time Polling. Discussion followed by some form of polling (low tech – dots; high tech- hand held polling devices)	Creates some sense of majority thinking	May or may not be representative of community at large

Name of Tool	Description	Pros	Cons
	<p>Mapping exercises: These take City maps and ask people to draw on them in response to questions or themes.</p>	Fun, creative	May be difficult to interpret
	<p>Time-lines. These blank sheets of paper with time-lines that people draw significant past events or desired future features</p>	Fun, creative	May be difficult to interpret
	<p>Open space. These are unstructured meetings in which people identify topics they want to discuss, go to a section of the room and place a banner announcing their topic and see who comes to talk about it.</p>	Highly creative, driven by the interests of the group. Can identify issues and solutions that haven't surfaced before.	Hard to capture information, hard to understand priorities

Name of Tool	Description	Pros	Cons
	<p>Topical Summits. Sometimes communities want to have more in-depth thinking about a certain topic such as economic development or schools. These summits usually have an information component about the status or emerging issues. Sometimes an external speaker. They are designed to produce goals & strategies that may be included in the vision plan</p>	<p>Broad participation on key issue. In-depth consideration</p>	<p>Could be viewed as an interest group</p>

Appendix B: Vision-related Questions

Vision questions

- What five things need to be changed about the City?
- Do you remember the first time you came to Worthington? What is worth preserving? What is lost? What needs to be changed?
- What do we want to add to make Worthington an even better community?

General sense of direction/attitude questions

- In general, is Worthington going in the right direction?
- Do you feel like your views are being represented or heard by City officials?
- Do you feel like your views are considered by City officials?

Satisfaction Questions

- How satisfied are you with the quality of life in Worthington?
- What one change in the City could increase your quality of life?

Appendix C: Interpretation & Framing Tools

Whatever tools are used, a large amount of raw data will be garnered in the community listening phase. This data must be organized and framed in ways that it can be usefully examined and interpreted. There are a variety of tools to accomplish this task. The major ones are described below.

Thematic analysis. In this technique, the data are reviewed for consistent or repetitive themes. There are software tools for this and/or multiple readers can be used to identify and compare individual thematic ratings to create a higher level of validity.

Scenarios. Based on both positive and negative comments, reasonably possible scenarios can be developed. Scenarios can capture the data as a set of stories which can then be examined for their preferred or undesired features as well as rated on desirability scales.

Hypotheses. The data are reviewed to identify hypotheses such as “there need to be more parks in Worthington”; more options for senior housing is needed”; “more biking trails would add to the quality of life in Worthington”; “less emphasis should be given to sidewalk construction”. These hypotheses can then be tested via the decision tools described in appendix D.

Statistical analysis of quantitative data. Survey data can be subjected to a variety of statistical analysis such as cluster analysis to identify underlying groups of opinions or perspectives.

Strategic Choices. The data can be reviewed from the perspective of decision points. These are then re-stated as a set of strategic choices with various options listed in some cases.

Assumptions analysis. The data can be reviewed to identify what appear to be the underlying assumptions. These assumptions can then be validated or not. If valid, they can become elements of the scenarios.

Mis-understanding analysis. The data can be reviewed to identify those issues which are mis-understood. This information would assist in developing strategies to ensure an accurate understanding of any proposed actions.

Appendix D: Decision Tools

American Assembly

This is a legislative type model in which the vision document (i.e. positioning statement) is discussed and amendments are presented, discussed and voted upon. There are alternatives for composition of the Assembly which will need to be reviewed and a decision made by Council.

Polling Conference

This is a discussion/polling format in which the key elements of the positioning statement are posed as questions. They can then be discussed at tables and then a live poll taken. There are a variety of tools with which to do the poll. Depending on budget, the number of participants can vary. I have done a group of 4,000 persons. The largest group I am aware of was 15,000 in one space. At the current time, the feasibility of remote polling may be reasonable.

Survey

The vision/positioning statement could be rated by surveying. The format would need to be designed for surveying but it could determine the degree of community endorsement. The survey could be scientific, key informant, open to any respondent or some combination.

The Ownership Conference

The premise of the ownership conference is that if someone is willing to take leadership on an element or component of the Vision, then that component is a true priority and it moves forward. Components for whom no one takes ownership are not real priorities of the community and are tabled until someone takes ownership.

Public Comment

The Council or Committee (or jointly) could hear public comment in a formal meeting and based on that finalize the vision/positioning statement.

Public comment period.

The public has a period during which to comment about the vision. These comments are then compiled and the Council makes the final decision.

Appendix E: Enacting the vision

Options for ensuring the vision is pursued:

Option 1: The City develops its strategic plan to pursue those goals and desires within its purview;

Option 2: In addition to its strategic plan, the City invites other entities that could assist on some component to join in and/or take leadership;

Option 3: The City facilitates development of a broader strategic plan involving commitments by all relevant parties who “own” a portion of the vision;

Option 4: Establish a Vision Holding Company as described below. The City Council could assume that role. The existing vision committee could also assume the role. Or a new body could be created.

The Vision Holding Company

Its fourfold mission is:

- Keeper of the flame – maintain the community’s focus on the vision;
- Issuer of Indicator reports – issue periodic scorecards on how the community is doing on the indicators of the vision statement;
- Update the plan – Communities change. So may the vision. The Vision Holding Company is responsible for periodically updating the vision.
- Community Communication and Education. New residents arrive. Residents who did not participate in the original plan become active. The community will wonder what is happening with the vision. These factors require an active community communication and education program.

DRAFT Community Visioning Purpose Statement

The Worthington City Council is launching a Community Visioning Process. It is part of our rich history for citizens to work together for the long-term betterment of the community. In fact, it is this Worthington civic tradition that has helped us achieve and maintain our distinctive character, quality of life and sense of community.

We are at an important time in the life of our community and believe that it is critical to proactively engage with our citizens in shaping a vision and strategies for the future.

It is our desire to manage a process that seeks maximum inclusion of all interested citizens and builds a common agenda for Worthington's future.

Project Context – Why Community Visioning?

Development Opportunities: The City finds itself at a point in time where several substantial development opportunities exist and where multiple conflicting views are held for how these opportunities should be managed for the long-term good of the community;

Technology and Change: Technology will rapidly change the way we live, work and travel and we want to take the right steps to position Worthington for long term success in a changing environment. These changes may impact the way we deliver services, the services expected from the City, and the City's tax revenues.

Regional Growth: There is significant change and growth in the Central Ohio region, including in and around Worthington. We want to understand and shape this dynamic for Worthington.

Sustainability: We are concerned about climate change and want to explore how we can be more environmentally sustainable.

A Commitment to Engagement

Broad-Based Participation: We see a need to engage the community broadly and through a multitude of means. We desire to receive input from neighborhoods throughout Worthington, businesses in our community, and citizens of all ages and backgrounds.

Community Building: We want to explore how we can build community and increase everyone's feeling that they are part of the community.

Engage New Participants: There has been change in the community and the City organization with new residents, new leaders and new employees, and we want to engage them in dialogue about the future.

Build Trust and Ownership: The City's strategic plan should create a story about where we are and where we want to go. We want the process of creating the plan or "story" to build trust in City government and consensus or "buy-in" on our strategic direction.

Provide Civic Education: We think it is important for people to understand how their government works, how it is funded and its role in addressing the various needs of the community. As part of this process, we want to provide information and education on City government and bring useful context to the policy issues being discussed.

Effective Decision Making: We want the best data and information, broad-based public input and effective public engagement to help us set priorities and make decisions that serve the whole community;

Expected Outcomes

Shape Long Term Vision: The Comprehensive Plan was written about 15 years ago and the visioning process, Worthington 360, was conducted 9 years ago. It is time to revisit and update the vision for the future of the community so that it can inform and guide our strategic plan and updates to the myriad of City adopted plans that guide our decisions and investments. In shaping this vision, we want to explore with members of the community what they want to change, what they want to stay the same, and how they would describe Worthington in the future.

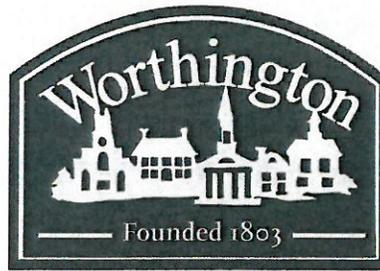
Establish Strategic Priorities: We want to determine what we need to do to realize our long-term vision, ensure a high quality of life and have City efforts aligned with community needs and desires. We want to determine what priorities are central or most important to achieving the long-term vision of the City, so as to bring focus and priority to them.

Organizational Alignment: We want to have a clearly articulated and embraced organization-wide vision, mission and values that can serve as a cultural guide for all City departments, policies, projects, plans and programs;

Realistic Plan, Disciplined Action: In times of change, the lack of strategic direction can lead to loss of opportunity and organizational ineffectiveness. We desire to set a strategic plan that is not limited in creativity, but also not divorced from reality. We want to have a plan that provides a clear sense of direction, consistently guides our work for the next five or more years, provides a roadmap with benchmarks for determining progress and success, is fiscally and organizationally realistic, is aligned with the community's vision for the future and, when acted upon, enhances Worthington's quality of life.

Culture of Action: We want to inculcate this type of strategic planning into the culture and regular processes of City government as a best practice for public organizations and a commitment to effective governance. We want the plan to guide multi-year efforts and have "staying power," but also recognize that it is rooted in our best current thinking and should be updated periodically.

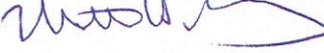
Determine When to Lead, Partner, Support or Follow: We recognize that not all issues and ideas identified during a community visioning process will fall within the City's role or capability to address. When using the vision and other civic input to craft a strategic plan for City government, we will realistically determine the appropriate role, responsibility and capacity of City government to advance an idea.



Office of the City Manager

April 2, 2018

TO: City Council Members

FROM: Matt Greeson 
City Manager

SUBJECT: Community Visioning and Strategic Planning Project

This memorandum is intended to provide background, research, and recommendations on community visioning and strategic planning and prompt a dialogue on how to move forward with such an effort for the City of Worthington.

Background

At its first meeting in January, a motion was adopted by the City Council that said, among other things, "One primary function of any city council is to articulate a vision for the future of the city. One way this can be accomplished is through a community planning process culminating in long range planning documents."

Additionally, discussion regarding this idea at the City Council's annual retreat reaffirmed the commitment to undertake a process. To explore this idea further, the City Manager interviewed each Council member; facilitated a round table discussion with department directors, and with the Assistant City Manager, reviewed literature and interviewed representatives from cities who have undertaken community visioning and strategic planning processes in the recent past. These steps were taken to better define the goals of the process, find relevant examples, and determine the range of costs.

Themes

The interviews and discussions revealed common themes about why a community visioning and strategic planning process is important to conduct and the desires the City Council and key staff have for such a process. These have been summarized in "theme" statements that state what we are trying to do by launching this effort and what we think is important as we undertake it. These themes are grouped in three categories: Externalities, Engagement, and Outcomes.

Externalities

Technology and Change: Technology will rapidly change the way we live, work and travel and we want to take the right steps to position Worthington for long term success in a changing

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environment. These changes may impact the way we deliver services, the services expected from the City, and the City's tax revenues.

Regional Growth: There is significant change and growth in the Central Ohio region, including in and around Worthington. We want to understand and shape this opportunity for Worthington.

Sustainability: We are concerned about climate change and want to explore how we can be more environmentally sustainable.

Engagement

Community Building: We want to explore how we can build community and increase everyone's feeling that they are part of the community.

Engage New Participants: There has been change in the community and the City organization with new residents, new leaders and new employees, and we want to engage them in dialogue about the future.

Build Trust and Ownership: The City's strategic plan should create a story about where we are and where we want to go. We want the process of creating the plan or "story" to build trust in City government and consensus or "buy-in" on our strategic direction.

Broad-Based Participation: We see a need to engage the community more broadly and through a multitude of means. We desire to receive input from every neighborhood, businesses in our community and citizens of all ages and backgrounds.

Provide Civic Education: We think it is important for people to understand how their government works, how it is funded and its role in addressing the various needs of the community. As part of this process, we want to provide information and education on City government and bring useful context to the policy issues being discussed.

Effective Decision Making: We want the best data and information; broad-based public input and effective public engagement to help us set priorities and make decisions that serve the whole community;

Outcomes

Shape Long Term Vision: The Comprehensive Plan was written about 15 years ago and the visioning process, Worthington 360, was conducted 9 years ago. It is time to revisit and update the vision for the future of the community so that it can inform and guide our strategic plan and updates to the myriad of City adopted plans that guide our decisions and investments. In shaping this vision, we want to explore with members of the community what they want to change, what they want to stay the same, and how they would describe Worthington in the future.

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Establish Strategic Priorities: We want to determine what we need to do to realize our long term vision, ensure a high quality of life and have City efforts aligned with community needs and desires. We want to determine what priorities are central or most important to achieving the long term vision of the City, so as to bring focus and priority to them.

Organizational Alignment: We want to have a clearly articulated and embraced organization-wide vision, mission and values that can serve as a cultural guide for all City departments, policies, projects, plans and programs;

Realistic Plan, Disciplined Action: In times of change, the lack of strategic direction can lead to loss of opportunity and organizational ineffectiveness. We desire to set a strategic plan that is not limited in creativity, but also not divorced from reality. We want to have a plan that provides a clear sense of direction, consistently guides our work for the next five or more years, provides a roadmap with benchmarks for determining progress and success, is fiscally and organizationally realistic, is aligned with the community's vision for the future and, when acted upon, enhances Worthington's quality of life.

Culture of Action: We want to inculcate this type of strategic planning into the culture and regular processes of City government as a best practice for public organizations and a commitment to effective governance. We want the plan to guide multi-year efforts and have "staying power," but also recognize that it is rooted in our best current thinking and should be updated periodically.

Determine When to Lead, Partner, Support or Follow: We recognize that not all issues and ideas identified during a community visioning process will fall within the City's role or capability to address. When using the vision and other civic input to craft a strategic plan for City government, we will realistically determine the appropriate role, responsibility and capacity of City government to advance an idea.

Focus of the Strategic Plan

Conversations with City Council members revealed a desire to focus long-term and to look comprehensively at all issues impacting the community. The focus is broader than solely development and land use. Once a Community Vision and Strategic Plan are adopted, the City's other plans, including the budget, Capital Improvement Plan (CIP) and Comprehensive Plan will need to be reviewed and updated to ensure congruence.

The conversations also revealed a desire to conduct long-term community visioning for the purpose of informing a City-specific or city-government organizational strategic plan that guides the actions of the City Council and staff in the coming years. The focus for the plan will be on the city government rather than a community-wide plan. However, the community vision process may result in ideas that other community organizations utilize in their own plans, and new partnerships and collaborations may develop to achieve the vision.

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Characteristics of Other Cities Efforts

Staff reviewed the strategic planning efforts of five different communities, as well as looked at the Worthington 360 documents, and received some detailed process thoughts from Council Member Smith. A summary of these conversations is attached. There is a broad range of costs associated with these efforts, ranging from the low of \$25,000 to more than \$100,000. We learned that the cost was driven in large part by surveying and the extent of citizen engagement, and the degree to which City staff performed some of the work.

The architecture of each strategic planning process differed based on the needs of each community and, in part, their budget. Communities with mature strategic plans that are regularly updated had somewhat lower cost structures. Academic articles indicate over 100 different methodologies for civic engagement, many which could be used in a strategic planning process. The most common process elements we found include:

Surveying and Online Engagement: Options here include Citizen Satisfaction Surveys that help leaders understand views of current services; survey questions on community priorities and preferences; and online surveys. The vehicles for online surveys and two-way conversation in online formats have grown. Products and tools like Thought Exchange, Bang the Table, Mind Mixer, or POLCO are all available for a more robust online engagement process than previously.

Focus groups: Worthington conducted behind-the-mirror Focus Groups as part of Worthington 360. These were used to help shape the questions asked in the survey process and bring to light critical issues for research and further discussion. These were professionally facilitated by a third-party. An alternate example is the City of DeLand, Florida whose staff conducted Focus Groups with input and questions developed by the consultant.

SWOT Analysis and Environmental Scan: SWOT is an assessment of an organization or community's current Strengths, Weaknesses, Opportunities and Threats. Additionally, an Environmental Scan assesses the external opportunities and challenges or trends facing the organization or community. These are often conducted by staff members. Expert speakers, industry resources and community partners can be relied upon to inform this process.

Community Workshops: Each community structured these to meet their own needs, but some of the considerations include: identification of stakeholders to participate, selection of a location, and strategies for ensuring diverse representation. Workshops can be structured with different purposes. For instance, Gahanna conducted six workshops, each focused on an area that was deemed important. In other instances workshops or retreats were held to engage community leaders in crafting the long term vision and to collaborate on developing action plans.

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April 2, 2018

Steering Committees: Some cities have appointed Steering Committees to help guide and develop their strategic plans. The role of these Committees in relationship to the City Council needs to be clearly defined early in the process.

In order to accomplish the goals imbedded in the themes outlined above, we will need to incorporate many of these efforts and employ additional efforts as well. Other efforts we noted in our research include presentations, open houses, stakeholder interviews, telephone or online town halls, youth summits and booths at local events. A creative example of how to involve residents was Fort Lauderdale's Meeting in a Box which asked neighborhood and other leaders to host their own small, living room vision meetings and submit the input. Given the extent to which we want to engage the community, we should anticipate that the budget for such a robust community visioning and strategic planning process could be \$100,000. Many of the processes were completed within 6 to 9 months. However, when the time for consultant selection and final approval by the City Council of the completed plan are factored, it is anticipated that the process will take one year.

Recommendations and Next Steps

At this point, staff is not recommending specific process architecture or steps. Rather, it is my recommendation that the City Council 1) Review and comment on the themes outlined above, 2) Set a budget; and 3) Authorize the staff to issue a Request for Qualifications (RFQ) from strategic planning consultants. The RFQ should outline what we are trying to accomplish by using the themes above; ask for vendor qualifications; and get examples of process and cost for similar efforts by the consultant. We want the consultant to conduct their own interviews to get input on the process, which may include external stakeholders as well, and assist us in developing a process for approval by the City Council. We can then evaluate what can be done internally, what needs to be structured or facilitated by the consultant, and how we might supplement the consultant's efforts to maximize public engagement.

Attachment Strategic Plan/Community Visioning Examples

Gahanna

Strategic Plan – Go Forward Gahanna

- They utilized two consultants, one for public engagement and one for the identification of priorities and goals.
- Cost was \$120,000 in 2015.
- Phase 1 of the process involved 10 public workshops and an online forum. The workshops and forum involved nearly 300 participants.
 - o Four general meetings in each of Gahanna's four ward
 - o Six topic workshops on (1) business and economy, (2) community involvement, (3) parks and recreation, (4) roads and infrastructure, (5) youth and student engagement and (6) student council at Gahanna Lincoln High School
- Phase 2 included a results workshop to follow up on the phase one activities and develop a set of action priorities.
- Timeline: From issuance of the RFP until adoption of the strategic plan, it was one year.

Comprehensive Plan Update

- About to embark on it
- Estimate the cost will be \$90,000 - \$130,000

Worthington 360

- Focus groups and survey through Bill Grindle cost \$36,000
- Other work with Management Partners, including advising on environmental scan, visioning conference and development of the strategic plan cost \$39,500
- Total cost was \$75,500 in 2009.
- Timeline: From issuance of the RFP to adoption of the strategic plan, it was one year.

Worthington 360 – original proposal

- Scope included an environmental scan, a visioning conference, open houses for public input on the results of the visioning conference, an action planning conference, preparation of the strategic plan documents and training of volunteers and staff to lead/facilitate action teams to guide implementation.
- Cost was \$152,500 in 2009. A community survey was proposed for an additional \$22,450 and the cost of a graphic recorder was an additional \$8,000.

Councilmember Smith's Scope

- Scope includes four phases which include digital surveys via email and social media, mail surveys to senior residents, a focus group, education of the community on city operations, promotion of the survey/visioning questionnaire and a door to door street team to get questionnaire completed.
- Cost estimated at \$97,800 (or \$61,800)
- Timeline: Estimated at about one year if phases done sequentially

Oak Creek, Wisconsin

- Started with an environmental scan done by staff and a survey of City employees focused on strengths, weaknesses, opportunities and challenges. This information was used by the Strategic Planning Team to develop a draft strategic planning framework which was provided to the community for input. Three community input meetings were held and they used an online engagement forum which was available for about two weeks. After the conclusion of the community input phase, a retreat and a follow up meeting were held with City Council and department directors to identify future priorities. Staff developed key initiatives and objectives for the priorities and development action plans to achieve them.
- Cost: \$25,000 (Staff did most of the work themselves because of a very limited budget.)
- Timeline: From the time of consultant selection to adoption of the Strategic Plan, it was nine months.

Lawrence, Kansas

- Process was similar to that in Oak Creek, with a few modifications. They started with the environmental scan done by staff, then the City Commission and the City's management team identified a desired future and critical success factors for achieving the vision. This work was provided to the public and feedback was obtained through in-person meetings and an online survey. The results of the public engagement were reported back to the City Commission and City's management team who held a session to develop a strategic planning framework consisting of vision, mission, values, critical success factors and a list of prioritized initiatives. The final step was a performance measurement workshop for the City's management team and key staff to develop performance measures to track the City's progress on each of the critical success factors.
- Developed performance measures for the plan, which are reported to the Commission every four months.
- They plan to revisit the plan every two years, after each City Commission election.
- Cost: \$52,000
- Timeline: From the time of consultant selection to adoption of the Strategic Plan, it was nine months.

Westminster, Colorado

- They have been conducting regular strategic planning since 2000. Each year they update the plan. Each year they check whether they are on track or whether to make changes to the plan.
- When they have new Council members, the process involves first a New Council Workshop to discuss operating protocols with each other and staff on issues. Employee feedback for the Strategic Plan is gathered through a division manager retreat, a department head retreat, and videos from staff members that wanted to share their ideas. A Community Summit is held involving members of the City's boards and commissions, youth advisory panel, a foundation in town and an inclusivity task force. Council members are also encouraged to invite at least ten guests to participate in the summit to

provide input to the strategic plan. The information from staff and the Community Summit are provided at the City Council retreat to work on the strategic plan. The draft plan is brought back to a Council study session for refinement.

- Cost: \$30,000
- Timeline: Three months

DeLand, Florida

- DeLand has a mature strategic planning process that is now a key part of their organizational culture. They conducted their first strategic planning process in 2000 and did comprehensive update processes in 2005 and 2015. City Commission reviews priorities within the strategic plan each year in advance of the staff budget development process. They have worked to tie the strategic plan to the budget planning and adoption process.
- The 2015 process included a 15 member community steering committee Chaired by the City Manager.
- Staff conducted research and made Environmental Scan presentations to Steering Committee
- Conducted a series of 6 focus groups in different parts of the community. Specifically, had focus groups with African American, Hispanic, Senior and Youth communities.
- Conducted survey through online tool (MindMixer) they called "My Sidewalk."
- The Steering Committee worked to identify key issue and scenarios; engaged City Commission in ID of strategic issues
- Held a Community Leaders Summit
- Held a Community Town Hall meeting
- Staff drafted draft vision/plan for review by Steering Committee and City Commission
- Once adopted, implementation goals for each strategic plan priority were developed by staff and priorities amongst these established by City Commission.
- Previous efforts included statistically valid phone surveys; Internal all supervisory personnel meetings.
- Timeline: 1 year start to finish
- Spent less than \$15k on facilitator (staff facilitated focus groups). Total budget approximately \$25k factoring on-line survey tool and other expenses.

Proposed Process Architecture for Community-wide Visioning Process
for the City of Worthington, Ohio

and

Proposed Process Architecture for Development of Acquisition
Scenarios for United Methodist Children's Home (UMCH) property

DRAFT

Draft 5

Submitted by:

Analytica

January 18th, 2019

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DRAFT

Introduction

Organization of the Report

This report is organized in seven (7) chapters. Each chapter is described below.

Chapter 1: Proposed Community Vision Process Architecture. This chapter describes the proposed process in terms of its phases and deliverables and the process management issues that will need to be considered.

Chapter 2: Vision Committee Charter. This chapter describes the purpose, role, assigned work tasks, expected deliverables, time frame and reporting expectations of the committee.

Chapter 3: Proposed UMCH Scenario Working Group. This chapter describes the phases and deliverables as well as the process management issues that will need to be considered.

Chapter 4: UMCH Scenario Working Group. This chapter describes the purpose, role, assigned work tasks, expected deliverables, time frame and reporting expectations of the working group.

Chapter 5: Decision Pathway. This chapter provides a sequential order of decisions the Council will need to make if it chooses to enact either of these processes.

Chapter 6: Interaction Points. This chapter describes points in the two processes of Community Visioning and UMCH scenario development where information sharing would be of value.

Chapter 7: Council Guidance. This chapter provides a summary of points in each process where Council guidance or direction will be requested.

Visioning: Community-aligned policy leadership

Leading a vision process for your city is an example of community-aligned policy leadership. This introduction discusses this concept.

For leadership to be effective it must be aligned with the needs, aspirations and values of the community members. Otherwise, no one will follow. The key word is “aligned”. What does it mean to be aligned?

First, what does it not mean? To be aligned does not mean the elected official is an automaton, simply voting however the wind is blowing without their own judgement. Instead, aligned means to deeply understand the community’s needs, aspirations and values and to act in ways that help fulfill those same needs, aspirations and values beyond a surface understanding.

Using needs, as an example, an elected official who deeply understands a community’s needs can do several things which more fully address those needs. He or she can connect dots – seeing how one specific need may be related to other needs or how addressing some seemingly unrelated need can address the need at hand. He or she can re-frame needs, helping the community understand that some more fundamental issue needs to be addressed if the presenting need is to be truly addressed. He or she can prioritize needs, understanding that if need C is to be addressed effectively, needs A and B must be addressed first.

As an example, a common problem in many cities is the issue of opioid mis-use. Addiction, suicide, family disruption, crime are issues related to high rates of opioid mis-use. An elected official who understands these issues can connect high crime rates to high rates of opioid mis-use, laying the basis for a more effective crime reduction approach. An elected official who understands this problem can help frame multiple approaches to addressing it. This is important because a complex problem requires equally complex solutions. Jobs, health care interventions, public safety interventions, peer supports, educational programs are all elements of an effective prevention strategy.

A visioning process is designed to help better define and understand the community’s needs, aspirations and values.

Chapter 1: Vision Process Architecture

Intent and Final Product

The intent is to engage the community broadly in a discussion of the future they would prefer for Worthington via a process that strongly engages residents and other stakeholders. This may include features of the City they want to keep and protect, new features they would like to see added, features they would like changed or eliminated, and the character and culture they want to have for the City.

The final product will be a “Statement of Preferred Future” which will summarize the community’s perspectives on the above topic and identify those perspectives where there is broad concurrence.

Process Phases

Phase 0: Project organization

This phase consists of the following;

- Decision by Council to proceed with process
- Determination by Council if a public participation percentage rate standard is desired
- Review and adoption of Vision Committee Charter
- Appointment of Vision Committee
- Instruction to convene
- Committee Direction and Expectations – Discussion with Council
- Committee Orientation as to process and timeline – City Manager

Phase 1: Community Listening & Understanding

Purpose

One intent of this phase is to engage the community in a conversation about the future of Worthington from the perspective of what to keep, what to change, and the character and culture of the community. A second is to develop a knowledge base of how familiar are residents with very basic information about the city. This phase begins the process of understanding what the community would see as added value. In this phase four questions are posed to the community via several methods. The responses to these questions will provide the basis for phase 2 and 3.

Four Visioning questions to have the community answer:

What features of Worthington do you want the community to retain into the future?

What feature would you like to see added or enriched? What, more of or less of, would add value to Worthington?

What value would you like Worthington to be known for?

What sentence or phrase would you want to describe Worthington ten (10) years from now?

Baseline questions

Most of the City operations are funded by payroll tax while it only receives 4% of the property tax bill. How widely do residents understand that?

50% of the city's operations budget is spent on police and fire services. Would you have expected a higher or lower percentage?

The responses to these questions can inform Council the degree to which some public education effort is needed to help make the Vision process more productive.

Formats for obtaining answers to these questions

There are variety of tools to obtain public perspective. These should be examined from a cost/benefit perspective and the level of participation that reaches the desired level of validity

Vision Committee individual interviews. Each member of the visioning committee will conduct 5 to 7 interviews of residents or business owners. The only requirement is that a member interview a person they do not know or at least do not know well. The intent is to avoid interviewing persons with whom one is regularly in contact. A list of potential interviewees will be developed from recommendations from Council and the Visioning Committee. This list should include persons that historically do not engage with City government and/or that represent more vulnerable members of the community. The Vision Committee will then draw names out of a hat, replacing the name if it is a person they know well. The interview itself may be in person or over the phone with the focus being on the above four questions.

Vision Committee Invitational Hearings. The Committee as a group will invite a cross-section of the community to address them in person and/or provide written responses to the four questions. While the interviews above are one-on-one, this is a person speaking to the full Committee. Each speaker will be allocated five minutes to respond to the four questions with time also allocated for follow-up questions by the Committee. Cross-section means all sections of the City are heard from, both residents and business owners are invited, representatives of organized groups in the City are heard from. Council members may submit names of persons to be invited and the Committee itself will generate an invitation list.

Vision Committee Public Hearings. In addition, the Committee will hold meetings open to all interested persons to enable any member of the public that wishes to address the four questions may do so. They will be requested to provide a written summary also and may choose to submit written responses in lieu of speaking.

Open Town Forum/Neighborhood Forums. This will be an interactive forum in which participants will discuss their responses to the questions with other attendees. The participants will be furnished with a summary of the prior responses. If appropriate, participants may be asked to indicate their top three priorities among the various ideas which have been offered.

Neighborhood based door-to-door interview groups. In this tool, the City would delineate a number of neighborhoods and seek neighborhood volunteers who would do door-to-door or phone surveys asking the four visioning questions. One alternative would be to engage high school students to do the door-to-door work.

Web-based tools. There are a variety of web-based tools that can be used to drive public engagement. These should be researched. Examples are “Mind-mixer”, “Community Remarks”, “My Sidewalk”, “Engagement HQ”, “OpenGov”, “Harvest”

A summary report for each of the four questions that also includes any prioritization information. A summary report on the baseline questions.

Deliverable

Phase 2: Environmental Scan and Trend Analysis

Purpose

The intent of this phase is to describe various possible futures for Worthington in the context of demographic trends, economic trends, and regional developments. There are features which shape or influence the future of any community. The intent of this phase is to understand those trends that are particularly relevant to Worthington, how they may influence the future of the City and how the City can impact them for desired impacts or results.

Process

Expert Perspectives. The Vision Committee will hear from speakers with expertise or knowledge on those trends which could influence Worthington and how Worthington can influence those trends. The speakers may be drawn from community members with such knowledge or persons external to the City. All meetings will be public and live-streamed or video recorded where feasible.

Trend Analysis and possible Scenario Development. Based on the perspectives they have heard, the Committee will identify what they view as the key trends that could impact Worthington, the degree of influence the City could have on those trends, and how those trends could be impacted. The commission may summarize this analysis as a set of scenarios that are reasonably possible. Once this work is drafted in whatever format the Committee finds most useful, it will be made publically available for comment. Based on public comment, further modifications may occur.

Deliverable:

Trend analysis and potentially (at the choice of the Committee) reasonably possible scenarios describing the future of Worthington. This analysis is based on phase 1 and phase 2 data. They should address a ten to fifteen- year time frame, although events occurring earlier than that should be included.

Phase 3: Community Survey

Purpose

The purpose of this phase is to refine and validate what the community views as their preferred future for Worthington in terms of features that would add value, their desires for the character and culture of the community, which trends/scenario would be preferred and the willingness to pay for any added features.

Survey Development

The survey will be designed based on responses to the four questions generated in phase 1 and the trends/scenarios generated in Phase 2. The purpose of the survey is to first determine the degree of concurrence on the various responses, second which responses are the highest priority and third which responses are of sufficient value for a financial investment (i.e. do we want it enough to pay for it?).

The survey will be developed by the Visioning Committee and approved by Council prior to distribution.

Survey Administration

Three surveys are proposed. One would be a scientific random sample survey designed to produce a statistically valid perspective of community preferences. The second would be an “interested party” survey which would be distributed to all persons who provided responses in phase 1. The third would be an open to all interested parties survey to which any resident or business owner could respond.

The responses to each survey will be published and a comparison of results from the three surveys will be published.

Deliverable

Phase 4: Preferred Future Statement Development

Purpose

This phase will prepare a statement describing the preferred future for Worthington based on the data from phases 1, 2 and 3 that show the highest levels of concurrence and the highest levels of priority. This statement, once adopted by the City Council, will form the basis for the City’s strategic plan for the next five years. During the period, the intent of the statement will be translated into programs and projects which operationalize the intents of the statement.

Development Process

Step 1: Draft 1. Draft 1 will be developed by the Visioning Committee and then posted for comment by the public.

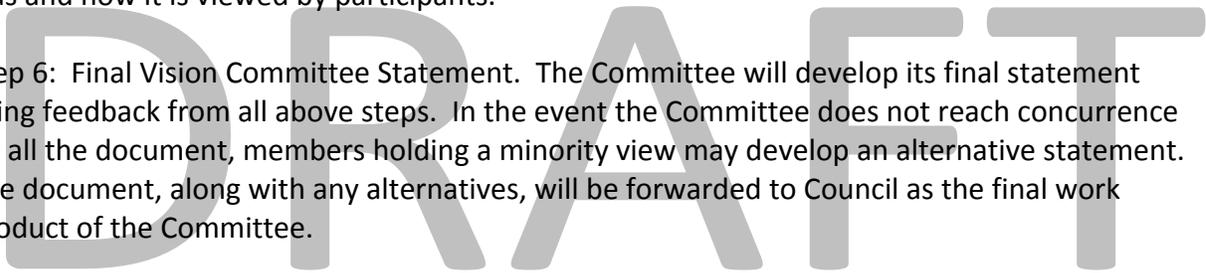
Step 2: Public comment. During a two week period the public can make suggested edits to the Draft 1 statement. Respondents will be asked to provide their reasoning for the proposed change, citing where they can phase 1 or phase 2 data.

Step 3: Draft 2. The Vision Committee will revise draft 1 based on step 2 comments.

Step 4: (option for second round of public comment). Should the Vision Committee determine a second round of public input would be of value, they can conduct a second round resulting in Draft 3.

Step 5: Town Hall Forum. This will be open to all interested parties. Its intent is to discuss draft 2 (or 3) from the perspective of understanding why the draft 2 (3) version was written as it was and how it is viewed by participants.

Step 6: Final Vision Committee Statement. The Committee will develop its final statement using feedback from all above steps. In the event the Committee does not reach concurrence on all the document, members holding a minority view may develop an alternative statement. The document, along with any alternatives, will be forwarded to Council as the final work product of the Committee.



Deliverable: Draft Statement of the Preferred Future

Phase 5: Preferred Future Statement

Purpose

Final public comment and Council Discussion/Adoption

Process

Step 1: Public review. The Final Vision Committee Preferred Future Statement (along with any alternative statements) will be publically posted prior to Council discussion. Interested parties may submit alternative language.

Step 2: Council discussion and adoption. The Council will discuss, edit and adopt the statement.

Process Management

The process will be managed by a Vision Committee. This section describes purpose of the Committee, the appointment process and the various role members will be expected to fulfill. The specific tasks of the Committee are described in Chapter 3: Vision Committee Charter.

Purpose of the Committee

The committee has a dual purpose. Its administrative purpose is to manage the process and communicate status to the Council and community. Its product purpose is to discern and articulate the needs, values, and aspirations of the community with respect to the future of Worthington.

Appointment Process Options

The Committee itself will be appointed by City Council. Four options for the composition of the Committee are presented below. The Council should discuss and select from either one of four listed options or combine them in some way for a fifth option.

Option 1: Eight Member Vision Committee (with identified alternates)

In this option, each Council member would appoint a member and an alternate. The Council would appoint the Chair. The role of the alternate is to attend whenever the regular member is unable to attend. They would also assume the regular appointment seat in the event a regular member must resign. Alternates of course may attend all meetings and would be encouraged to do so.

Option 2: Fifteen (15) member Committee.

In this option, Council members would each appoint one person. The Council as a body would appoint the Chair and seven other members to ensure the desired diversity of perspective including geography, age, gender, ethnicity or racial, "hard-to-reach" groups. There are no pre-appointed alternates. In the event a member resigns the relevant Council member or the Council as a whole would appoint a substitute.

Option 3: Utilize the regular committee appointment process that the City uses for other committees.

Option 4: Charge an existing committee with the project and/or augment an existing body to manage the project.

Other Elements of the Appointment Process

To the extent possible, the Council should include the following considerations in appointments:

- Geographic coverage of the city;
- Age, gender, ethnicity range representation;
- Residents who are active in various community groups;
- Inclusion of persons who work in the community;
- The various constituency groups of the community are represented;
- Inclusion of persons or perspectives that are infrequently heard;

Application for membership

Residents will be encouraged to apply for membership on the Committee. To apply the resident should provide his or her written response to the four questions as well as a resume or other background information.

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Roles

The role of Vision Committee members will vary by project phase. These include:

Phase 1: Community listening. In this phase, Committee members are neutral listeners. Their role here is to listen to the community and understand what they are saying, not to debate it or put forth their own view.

Phase 2: Environmental Scan and Scenario Development. In this phase, Committee members are asked to be critical thinkers. They will be asked to examine various assumptions about the future to determine which could with reasonable probability occur. It is not the role of the Committee at this stage to express the future they want, rather to determine as objectively as possible what could occur from a probabilistic perspective.

Phase 3: Survey. In this phase, Committee members are asked to be critical readers. The questions about the survey they should ask include:

- Is the survey itself clear and understandable?
- Can the respondent be fairly asked to respond? Is there some knowledge required in order to be able to answer the question?
- Are the questions neutral or is there some implicit bias?
- Does it cover all the relevant points?
- Do these survey help provide information about trade-off preferences?

Phase 4: Statement of the Preferred Future. In this phase, Committee members are asked to be both “Analyst” and “Advocate”. Their role as analyst is to understand if there is broad concurrence among the community and what the nature of that concurrence is. Their role as advocate is to advocate for interests and positions they believe are in the best interest of the community.

The ideal committee members would bring the following attributes:

- Ability to listen and balance various perspectives;
- Ability to critically evaluate assumptions;
- Ability to read and absorb survey and other data points;
- A willingness to openly state their interests while respecting the interests of others whether similar or different
- A willingness to seek solutions that represent the long term best interests of the City.

Process Time Frame

The following are the approximate time frames for the project. There can be overlap among phases.

Phase 1: Community listening – 4 months

Phase 2: Environmental Scan and Scenario Development – 3 months

Phase 3: Survey – 2 months

Phase 4: Statement of Preferred Future – 3 months

The following chart shows the time frames and phase overlaps.

Phase	Months								
1	x	x	x	x					
2			x	x	x				
3					x	x			
4							x	x	x

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Chapter 2: Charter Vision Committee

Charter

Purposes

1. Provide overall management of the vision process through its stages
2. Identify and coordinate with existing city bodies who can add value to the process
3. Provide guidance and advice for the community visioning process regarding community engagement, data gathering and data interpretation.
4. Through adopted processes hear from the community their needs, aspirations, and values that they would like to characterize the community in the future
5. Develop and conduct a community survey to validate a community-wide perspective on these needs, aspirations and values;
6. Develop a draft vision/positioning statement for community reaction and Commission adoption

Role of the chair

1. Chair the visioning meetings
2. Develop agendas with staff support
3. Manage those agendas to ensure full discussion of all viewpoints
4. Manage the meetings to ensure productive use of time, maintaining focus on the agenda topic and promoting civil conversation and discussion
5. Actively seek to develop committee consensus where possible
6. Review meeting minutes (taken by staff) to ensure accuracy
7. Manage public comment when scheduled
8. Periodically brief the Council on status and emerging trends or issues
9. Periodically brief the Scenario Working Group on any topics relevant to their work

Other membership and operational requirements

1. Commitment to role as an active listener in phase 1 of the vision process with an understanding that their role is not one of an advocate at that stage.
2. Commitment to actively participate during the life of the Committee
3. All meetings will be publically noticed and held in a facility that will enable public observation

Time Frame and Schedule

It is desired that the Visioning Committee complete its work within nine months to a year. Should this time frame be unreasonable, the Committee shall propose to Council a time frame it can commit to.

Work Tasks and Suggested Schedule

The Committee should refer to chapter 1: Process Architecture for a more detailed description.

Phase 1: Community Listening – Four Questions (4 months)

- Conduct random individual interviews (as described in Vision Process Architecture document)
- Conduct public hearings (as described in Vision Process Architecture document)
- Hold at least one open town forum (as described in Vision Process Architecture document)

Phase 2: Environmental Scan and Trend Analysis (3 months)

- Obtain expert perspective on demographic, economic and regional trends that could impact the future of the City. Examples of sources could include The Ohio State University, The mid-Ohio Regional Planning Commission, other professional entities
- Analysis of trends

Phase 3: Survey (2 months)

- Develop for Council approval a survey to determine public interest and perspective on key topics that have arisen in Phases 1 or 2
- Arrange for administration of the survey
- Review and interpret the survey findings (with technical assistance as needed)

Phase 4: The Preferred Future Statement (4 months)

- Development of draft statement for public comment
- Iterative revisions of statement until basic concurrence has developed within the Committee
- Submittal of draft statement to Council

Role of Committee Members

Committee members will assume differing roles by project phase. Please refer to Chapter 1 for a discussion.

Products and Deliverables

Phase 1: Community listening – Four Questions

- A written summary of common themes and key points from the various methods used to obtain answers to the Four Questions listed in Chapter 1.

Phase 2: Environmental Scan and Trend Analysis

- A report on the key trends that could impact Worthington and how those trends could be impacted. This may be expressed as scenarios should the Committee so choose.

Phase 3: Survey

- Draft survey for Council approval
- Survey administration
- Survey results with draft interpretation

Phase 3: Statement of the Future

Draft statement describing:

- How the City wishes to position itself within the region, i.e. what will it be known for?
- Summary of needs to be address
- Summary of aspirations
- Summary of values
- Summary of common interests
- Preferred direction
- Trade-off discussion

Reporting Expectations

1. The chair is expected to report to the Council at a minimum of once monthly.
2. All work products are draft documents until accepted and adopted by Council
3. Where there is unanimity on the Committee regarding a conclusion that carries with it a recommendation, such a recommendation may be made and will be understood as fully supported by the Committee. Where there is not unanimity, options or alternative

perspectives should be provided. The relative strength of these options may be indicated if the Committee so chooses.

Life-cycle

1. The committee will terminate upon making its final report (Statement of the Future) to City Council.

DRAFT

Thress, D. Kay

From: Smith, Doug
Sent: Monday, February 11, 2019 8:41 AM
To: Smith, Doug; Michael, Bonnie; Myers, Scott; Doug Foust; Foust, Douglas; Robinson, David; Dorothy, Rachael; Kowalczyk, Beth
Cc: Greeson, Matt; Thress, D. Kay
Subject: Visioning Committee Selection

Hi All - I wrote my thoughts out on the selection process for the visioning committee. These ideas are open to debate and tweaking. Let's discuss tonight.

Thanks, Doug Smith

Proposal for Visioning Committee

PART 1 – Committee Make-up

Total of 13 Members

The make-up must be entirely Worthington residents

Step1: Each council member selects one person to appoint to the committee. A majority of council must approve each appointment.

Step 2: Each member of council selects up to three residents to place in a selection pool, totaling up to 21 residents. If there are duplicates, or if a council member doesn't want to select three, then there will be less than 21 in the pool.

Step 3: Residents provide resumes and/or statements and/or interviews as to why they want to be on the committee. Each member of council ranks their top 10. Determine if there is any overlap and discuss which three will be appointed. Council appoints three members.

Step 4: Place the remaining pool into a hat and draw three names.

PART 2 – Committee Openings

If any committee member vacates the committee before the end of the project, council will appoint a new member in the exact way as the vacating member was selected. For example, if Councilman Smith appoints a resident who vacates the committee, then Councilman Smith gets to appoint another resident to replace the vacating member, with majority approval of council.

PART 3 – Committee Chair

The 13 members of the committee shall, amongst themselves, select a chair, a vice-chair, and a secretary.

The chair will leads meetings and act as a facilitator amongst the committee, offering personal positions and opinions when deemed appropriate. The chair will give regular reports to council and will engage staff when needing operational questions answered.

The vice-chair will fill in for the chair when the chair is absent and will help the chair with tasks assigned. The vice-chair will be responsible for overseeing any work groups or sub-committee deriving from this committee.

The secretary will take meeting minutes and will type of minutes for council to review.

The chair, vice-chair, secretary, and any sub-committee chairs will comprise the executive board. The executive board will guide the creation of the agendas and will be the individuals mostly responsible for interfacing with council and staff.

PART4 - Geographical Captains

The committee, with the option to ask support from council, may divide the city into geographical neighborhoods for the purposes of outreach strategies and tracking data collection. The neighborhoods are:

1-West of 315, North of 161

2-West of 315, South of 161

3-Old Worthington

4-NW quadrant of Worthington to Caren (Worthington Estates, Medick)

5- NW quadrant of Worthington North of Caren (Villa Charmante)

6-SW quadrant of Worthington (Kilbourne village and South of Riverlea)

7-NE quadrant of Worthington (Wilson Hill, Pingree)

8-NE quadrant of Worthington (Estates East)

9-SE quadrant of Worthington (Colonial Hills)

The committee must find a representative for each neighborhood to act as a neighborhood captain. Committee members can volunteer themselves as neighborhood captain will approval from the committee.

Each neighborhood captain has the responsibility to engage with their neighborhood in a variety of ways for a variety of reasons decided by the committee. Each captain can choose to develop a neighborhood team to help with these outreach strategies.

Types of communications efforts could include:

Using neighborhood Facebook or email list (If one exists) to gain feedback from residents

Conduct a door-to-door survey with residents

Host a neighborhood meeting

Implement an informational yard sign campaign

Write letters to neighbors

The captain group will report directly to the committee and will be overseen by the vice-chair of the committee. The captain group will select a director to be on the executive committee.