



CITY OF BEXLEY STRATEGIC PLAN

From the Charter of the City of Bexley, Ohio:
“The Mayor shall cause to be prepared and submitted to Council a strategic plan for the City, which shall include, but not be limited to, issues of residential and commercial development, infrastructure, finances, safety and community quality of life. Following adoption of a plan by Council, with such changes, if any, as shall be authorized by it after providing the public the opportunity to comment on the plan, the Mayor shall annually issue a report of the progress made in achieving the goals and objectives of the strategic plan. The strategic plan shall be updated as needed by the Mayor, and such updates shall be submitted to Council for review, public comment and adoption.”

REV. 2013



THE POST-IT WALL

"My vision for the Bexley of the future is a community that is integrated from North to South and East to West through exciting and inclusive activities; abundant intellectual pursuits; and a landscape that provides security, a sense of well-being and roots, and encourages outdoor behaviors."
- Susan Quintenz

"A make ahead meal place like Dream Dinners. A grocery store with prepared meals like at whole foods."
- Andrea Easley

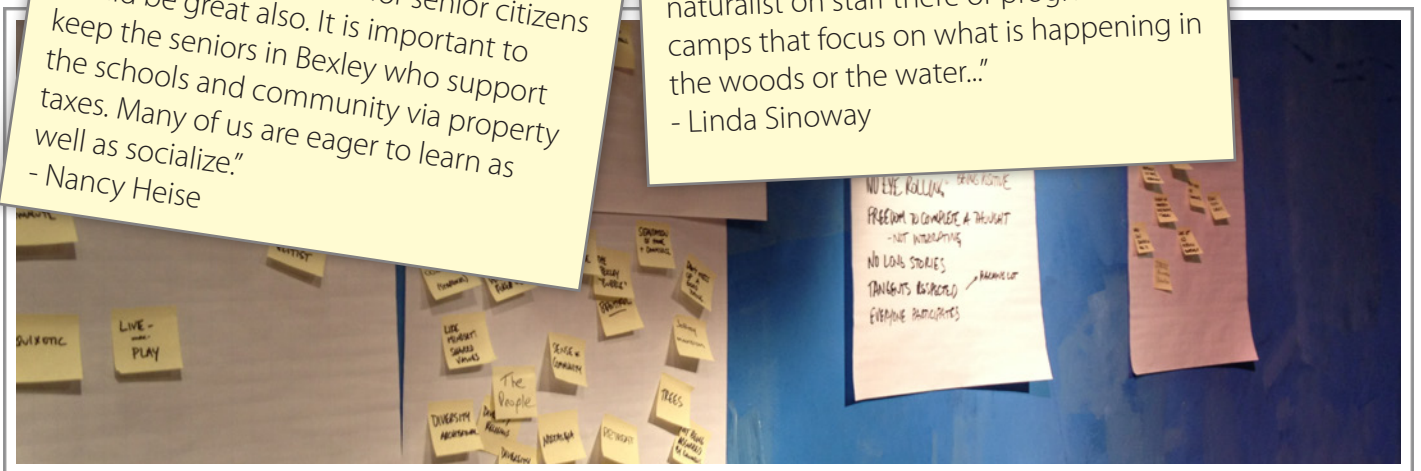
"Endeavors to make Bexley businesses a destination so they are healthy and flourishing. Maybe a Bexley Hop night?"
- Lindsay Goodman

"I always hear Bexley and Eastmoor residents mention that they would love to have a nice sit-down breakfast restaurant, such as a First Watch."
- Jennifer Wilson

"I would like to see the city offices moved and better use of the Main Street frontage..."
- Megan Hirsch

"A state of the art fitness facility with an indoor pool; qualified trainers with a health food cafe...
Expanding the program for senior citizens would be great also. It is important to keep the seniors in Bexley who support the schools and community via property taxes. Many of us are eager to learn as well as socialize."
- Nancy Heise

"Taking advantage of all the natural wonders at Jeffrey Park. It's mind boggling to me that we don't have a naturalist on staff there or programs/camps that focus on what is happening in the woods or the water..."
- Linda Sinoway





BEXLEY 2013 STRATEGIC PLAN

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MISSION VISION GOALS

MISSION STATEMENT

A Mission Statement answers the question “what is our core purpose?”

To provide outstanding city services, support, planning, and communication to the residents, businesses, and organizations of Bexley in order to:

- Ensure safe homes and safe neighborhoods
- Provide reliable and well-maintained infrastructure and city utilities
- Offer engaging, meaningful, and relevant recreational opportunities
- Cultivate an environment conducive to the success of businesses and educational institutions, and
- Protect, preserve, and enhance Bexley’s natural and developed environment.



MISSION VISION GOALS

STATEMENT OF VISION

A Statement of Vision asks "What does the City of Bexley aspire to be?"

Our vision is a Bexley that is a top-tier community of extremely high quality and excellence that:

- Is centered on families of all kinds
- Is known for its excellent educational institutions, opportunities for learning, and recreational facilities
- Has safe homes and safe streets
- Has an outstanding outdoor, walkable and bikeable environment
- Encourages a high standard of architecture, streetscape, greenspace, and overall built environment
- Is a source of pride in terms of heritage, history, and contemporary relevance
- Is adaptable for the future, while maintaining classic strengths
- Has financial self-determination and sustainability
- Is collaborative and interdependent with surrounding communities
- Has a welcoming business climate that supports vibrant and successful business corridors including Main Street, North Cassady Avenue, and Livingston Avenue.

In many ways we feel that Bexley currently embodies all of these characteristics. Therefore, our vision is for a Bexley that is more fully and completely characterized by these positive attributes.



THE BEXLEY PLAN: A HISTORY

Background

The Bexley Strategic Plan is drafted by the Mayor, reviewed and commented on by the public, and adopted, with input, by Bexley City Council.

Bexley Charter & Codified Ordinance Regarding the Strategic Plan

The requirement, by City Charter, for the Mayor to submit a strategic plan was added to the Charter in the late 1990s, and also to Chapter 264 of the Bexley Codified Ordinances in April of 2000.

From the Charter of the City of Bexley, Ohio:

"The Mayor shall cause to be prepared and submitted to Council a strategic plan for the City, which shall include, but not be limited to, issues of residential and commercial development, infrastructure, finances, safety and community quality of life. Following adoption of a plan by Council, with such changes, if any, as shall be authorized by it after providing the public the opportunity to comment on the plan, the Mayor shall annually issue a report of the progress made in achieving the goals and objectives of the strategic plan. The strategic plan shall be updated as needed by the Mayor, and such updates shall be submitted to Council for review, public comment and adoption."

From the Codified Ordinances of the City of Bexley (Chapter 264):

264.01 PREPARATION AND SUBMISSION OF PLAN.

The Mayor shall cause to be prepared and submitted to Council at or before its first meeting in June 2000 a strategic plan for the City, which shall include, but not be limited to, issues of residential and commercial development, infrastructure, finances, safety and community quality of life. (Ord. 19-00. Passed 4-11-00.)

264.02 REVIEW AND ADOPTION OF PLAN.

Following appropriate public comment and discussion, Council shall adopt a City strategic plan based upon the plan submitted by the Mayor, together with such changes as it shall deem necessary, desirable or appropriate. (Ord. 19-00. Passed 4-11-00.)

264.03 ANNUAL REPORT; UPDATE OF PLAN.

The Mayor shall annually issue a report of the progress made in achieving the goals and objectives of the strategic plan. The strategic plan shall be updated as needed by the Mayor and such updates shall be submitted to Council for review, public comment and adoption. (Ord. 19-00. Passed 4-11-00.)



THE BEXLEY PLAN: A HISTORY

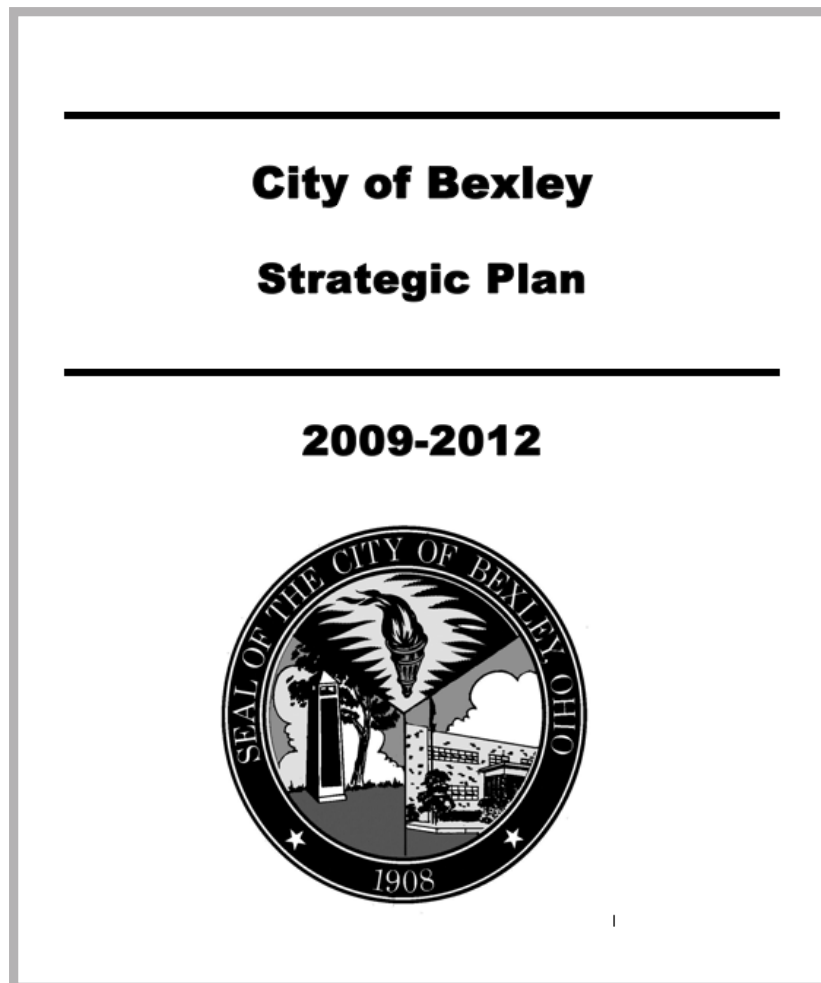
Past Strategic Plans:

2003-2009 Strategic Plan / Mayor David Madison

The 2003-2009 Strategic Plan was the first strategic plan to be prepared for adoption by City Council. The plan was introduced in 2003.

2009-2012 Strategic Plan / Mayor John Brennan

The 2009-2012 Strategic Plan was presented in 2009 but was not adopted by Bexley City Council. This plan was modeled heavily after the 2003-2009 plan, essentially updating it based upon current issues as of 2009.





2012 COMMUNITY SURVEY

Summary of the 2012 Community Survey

Survey of Resident Attitudes Toward the City of Bexley

Report Prepared by:
Capital University
Public Relations Research Class
Stephen D. Bruning, Ph. D.
March 2012

The City of Bexley, in partnership with Capital University, sent out a resident survey to 744 randomly selected households in Bexley in 2012. The survey asked a variety of questions about residents' perceptions regarding the quality and value of services residents received from the City, and also asked some questions on more current topics of interest.

One of the interesting aspects of this survey is the fact that it asked many of the same questions that were asked by Professor Bruning and his students in an earlier community survey that was collected in 2005. This continuity has given us a good opportunity to analyze changes, if any, in resident opinion and perspective over the past seven years.

- 800 surveys were mailed to a random selection of Bexley residents. Fifty-six of the surveys were returned as undeliverable. Of the 744 surveys that were delivered, 235 were completed and returned, providing a response rate of 32%.
- There was roughly equal representation of respondents based upon where they live, how long they have lived in Bexley, and their age. There may be overrepresentation based on income and households with zero children living at home, although these representations may mirror the demographics

of Bexley generally.

- The highest four mean scores (on a scale of 1-5, with 5 indicating the respondent strongly agrees) of how respondents feel about the City of Bexley were that the city has an effective police department (4.57), is safe (4.25), has an effective recreation department (4.14), and provides what I need (4.14).
- The lowest four mean scores (on a scale of 1-5, with 5 indicating the respondent strongly agrees) of how respondents feel about the City of Bexley were that the city is transparent (3.43), effectively enforces building codes (3.65), is working to improve commercial opportunities (3.75), and provides leadership needed to create a strong sense of community (3.81).



ANALYSIS OF RESULTS

Summary of the 2012 Community Survey (Continued)

- The respondents overwhelmingly feel they have benefited from their association with Bexley (95% indicate they have benefited).
- The respondents overwhelmingly support the commercial development of Main Street (98% support).
- The respondents support serving alcohol (with certain restrictions) at Jeffrey Mansion (80% support).
- The respondents are interested in receiving information via social media or e--mail (74% are interested). Not very many respondents knew there was a Bexley Facebook Page (68% are not aware).
- The respondents support the city acquiring property for revenue generating purposes (86% support).
- The respondents feel they are receiving value for the taxes paid (78% feel they receive value).
- The respondents do not support the construction of a dog park (62% do not support); 61% of the respondents have a pet in the house.
- Respondents support and have participated in youth-oriented recreation activities.



How We've Responded to the Community Survey: Communications & Transparency

One of the themes of feedback in the community survey reflected a desire for greater communication and transparency from the City. Since the survey was distributed to residents, the City has initiated the weekly Bexley Blast emails, and redesigned www.bexley.org in order to more effectively highlight information and news from the City. Additionally, the City has increased efforts to communicate with residents via social networking. Electronic communications have not increased at the expense of traditional communication sources, with the City continuing to develop the quarterly newsletter and focus on getting the word out via local newspapers and media.



2012 COMMUNITY SURVEY

Summary of the 2012 Community Survey (Continued)

Based upon the response of survey participants, the following emerged as consistent themes throughout the survey:

- Respondents are interested in locating a specialty grocery store in Bexley.
- Community aesthetics are a concern for a number of respondents, and some concern was expressed specifically regarding the alleys. Bexley could explore the establishment of a “spring cleaning” date wherein residents would be encouraged to clean their properties, focusing especially on alleys.
- If it is determined that alcohol can be served at Jeffrey Mansion, it should be at private events only and carefully controlled so as not to lose the “family oriented” nature of Jeffrey Mansion. A number of respondents suggested that off-duty police officers should be hired to ensure safety and also suggested that no alcohol should be served after a specific time (e.g., 10:00 pm).
- Respondents are interested in the commercial development of Main Street, particularly if that can relieve some of the current tax burden. Additionally, respondents want to make sure that development also be considered for Livingston, Cassady, and Drexel Avenues. Likewise, respondents support the acquiring of property for revenue enhancing opportunities.
- Respondents are interested in the construction of a recreation center, especially if that would mean increased recreational offerings. Although many of the respondents indicated support and participation in youth and youth-oriented recreation, there is some interest in increasing recreational offerings geared towards adults/seniors.
- Respondents feel that communication and transparency could be improved. A number of residents indicated interest in knowing more about council meetings, so this information should be made readily available via either the posting of the minutes in an easy-to-access location on the web page or the posting of video of council meetings online. Additionally, since respondents indicate they are interested in receiving information regarding the city events/plans via social media or e-mail, the city should develop a plan for capturing e-mail addresses.
- Maintain and seek to improve personal safety for residents. Respondents generally appreciate the work of the police department, and want to make sure that the City of Bexley continues to be a safe place to live.
- Many residents are satisfied with their experience of living in Bexley - carefully manage any changes made. The survey revealed that 95% of the respondents said living in Bexley has met or exceeded their expectations.



ANALYSIS OF RESULTS

love your alley

How We've Responded to the Community Survey: Community Aesthetics & Code

One of the consistent concerns we took away from the 2012 Bexley Community Survey involved messy, unkempt alleyways. Code enforcement is one way to tackle this problem, but we thought it would be fun to offer some positive incentive to pamper your alleys.

On the weekend of September 15, 2012, a panel of judges traveled Bexley's alleys and awarded a prize for the best alley block, as well as a best individual property prize.

Our judges looked for clean, well-kept alley frontages; organized trash receptacles that had their lids on; no weeds; trees and bushes that were trimmed back so as not to impede visibility or traffic down the alley; paint that wasn't peeling or chipping; well-kept fences and retaining walls; and, as a bonus, attractive landscaping.

Prizes were lined up through generous donations from our partners, which included: Yard Barbers, Bexley Pizza Plus, Johnson's Real Ice Cream, DeMonye's Greenhouse, Rolli, Spoon Me, She She Boutique, and Bexley Coffee Shop.

This might just be a new annual tradition - the City has announced details for 2013's 2nd Annual "LoveYourAlley" competition.





DEVELOPING THE PLAN

Initial Feedback

Prior to the creation of the initial draft of the Bexley Strategic Plan, residents were asked a simple question: "What is your vision for Bexley?". The question was asked in January, 2013 via the Mayor's Facebook Page, via the Bexley Blast weekly email, and was posted in an article mailed to all residents in the quarterly newsletter. Comments came in on online forums, via letters mailed in to the Mayor and Council members, and via phone calls. Snippets of feedback can be found on the "post-it" pages at the front and back of this strategic plan report.

First Draft

The initial draft of the Strategic Plan was penned by the Mayor during the first quarter of 2013, taking into account the feedback received by residents and elected officials, the arc of past planning efforts, and the ongoing goals of the administration. The first draft was circulated to City Council for comment in the spring of 2013.

Second Draft

In September, 2013, after comment from City Council members was received and assimilated, a second draft was posted to the City's website and advertised on the City's Facebook page, the Bexley Blast, and the City's quarterly newsletter that was mailed to all households. An online survey was created to solicit public feedback, and a public meeting was held in October, 2013 to gather feedback and additional suggestions from residents.

News Feed

Bexley 2020: What Is Your Vision for Bexley?



As part of the City's ongoing strategic planning process, the Mayor is in the process of updating the City's 5-year strategic plan*, and City Council will be discussing broad-based strategic planning at its upcoming retreat in February. What would you like to see happen in Bexley in the next 5 years or beyond? Join the conversation on Facebook, or email electedofficials@bexley.org (this emails the Mayor, City Council, and the Auditor). We'd love to hear from you!

[Click to read more ...](#)

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T H E C I T Y O F B E X L E Y



BEXLEY TIMES

City of Bexley Quarterly Newsletter

Volume N° 21 - October through December, 2013

ON THE
FLIP
SIDE:



Spotlight on Medians



Code Enforcement Corner



Beggar's Night Details



Calendar of Events

FROM THE MAYOR'S DESK

An update on City Hall Redevelopment, the Main Street Project, and the Bexley Strategic Plan



Mayor Ben Kessler

In last quarter's water bill, the City Hall redevelopment project and Main Street project were highlighted. Today I'd like to update you on both issues, and also talk about the work that is underway on revising Bexley's Strategic Plan.

City Hall Redevelopment Update

Progress continues steadily on the development of the Bexley City Hall site with a gourmet Market District grocery store. Many thanks to Bexley City Council and the Bexley Community Improvement Corporation for their incredible leadership and vision as we work cooperatively on this project. We expect to see concept details for the site's development firm up in the coming months, after which point we will work hard to get information out on the project. We've heard a lot of



Strategic Plan. The requirement by Bexley City Charter for the Mayor to submit a strategic plan to City Council was added to the Charter in the late 1990s. I've been working on an update to the City's strategic plan over the past year, and first presented a draft to Bexley City Council in the early Spring of 2013. Bexley's strategic plan helps unify the prioritization of initiatives, and serves as a communication tool to help residents understand the foundation behind the direction pursued by City leadership. The draft Bexley Strategic Plan incorporates a series of recommendations and priorities organized by the following categories:



Harvest Festival - Oct. 11

Come out to Jeffrey Mansion to celebrate our annual Harvest Festival. Please join the Bexley Recreation & Parks Department in collaboration with the Bexley Celebrations Association on Friday, October 11, 2013 from 6:00pm - 8:00pm. The Harvest Festival is a great time to bring out the family for a knee-slapping good time at Jeffrey Mansion. Free activities include a Corn Maze, Hayrides, Enchanted Walk, Live Music, Balloons, Face Painting and a bonfire! This is a free community



PROCESS & COMMUNITY INPUT

Third Draft

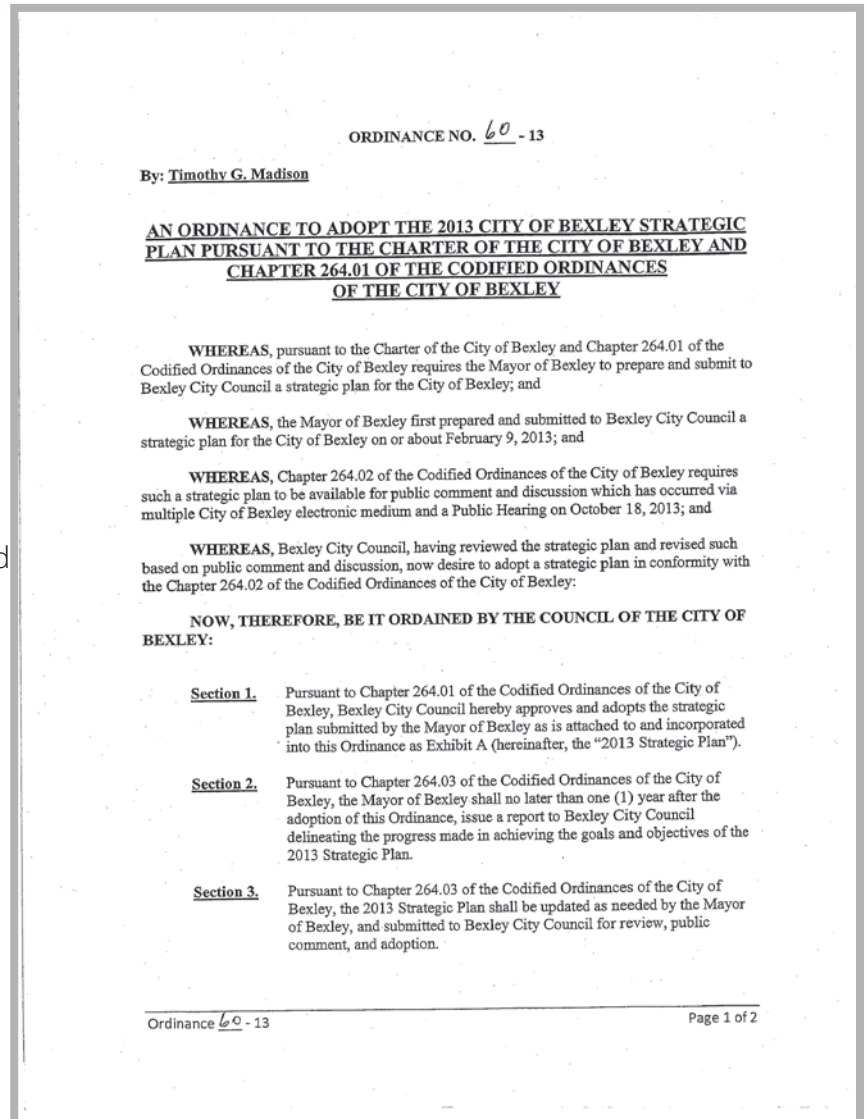
Following the online survey and public meeting, feedback from residents was incorporated into a third and final draft of the Bexley Strategic Plan. The draft was circulated to elected officials for final comment, and was adopted by Bexley City Council on November 19, 2013 via the unanimous passage of Ordinance -13. This revision of the plan is the one you are currently reading, adopted by City Council in November of 2013.

Benchmarking the Plan

At the end of this plan is a proposed timeline for implementation. While many of the items require ongoing work into the future, some items have defined short term implementation guidelines. The Mayor and the Strategic Committee of City Council is tasked with ensuring continuous administrative and legislative progress on the strategic plan timeline.

Future Revisions

The intent of this strategic plan is to continue to update and refine the plan over time, with formal amendments to the plan to be recommended to City Council and the public as needed. It is intended that the Strategic Plan be updated on an ongoing basis in order to remain current and relevant.



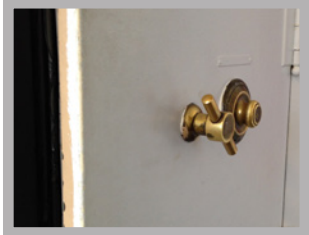


SUMMARY OF THE PLAN



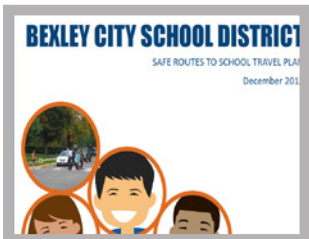
Development

- Redevelop the City Hall site
- Launch and enable a productive & dynamic Community Improvement Corporation
- Continue to work towards meaningful redevelopment of Livingston Avenue
- Nurture Cassady Avenue redevelopment
- Refresh the Southwest Bexley Master Plan
- Create a Forum for Ongoing Town/Gown Dialogue
- Complete the Bexley zoning code modernization project
- Continue to Develop Historic Preservation Strategies
- Target High-Demand uses when considering redevelopment opportunities
- Increase available parking for East Main Street



Finance

- Continue annual balanced budget policy
- Improve the presentation & accessibility of financial reporting
- Upgrade finance software
- Develop sources of alternative revenue



Safety

- Move towards more data-driven policing
- Focus on speed limit enforcement projects
- Encourage Block Watch Programs
- Create a citizen's police academy program
- Expanded use of volunteers
- Focus on drug interdiction opportunities
- Focus on grant opportunities
- Implement Safe Routes to School travel plan



RECOMMENDATION SYNOPSIS



Services

- Institute online payment systems across all city pay points
- Renegotiate trash & recycling contract
- Develop shared service garage and service facility plans



Infrastructure

- Create street infrastructure plan
- Create water & sewer infrastructure plan
- Create street light infrastructure plan
- Create signage design standards and maintenance plan
- Create sidewalk replacement plan
- Continue to enhance infrastructure beautification
- Advocate for infrastructure and beautification projects in strategically appropriate adjacent areas to Bexley
- Advance power line and tree maintenance policies



Recreation

- Create a strategic plan for the Recreation and Parks Department
- Create a park plan and forest management plan for Jeffrey Park
- Create the Alum Creek Park
- Increase recreational field and facility opportunities
- Unify SOCO and Latchkey programs
- Work towards continued reductions in the general fund transfer to the recreation fund
- Improve utilization of social media
- Continue monitoring recreation center opportunities



Communication

- Distribute "New Resident Packets" to new residents
- Enhance non-internet communications
- Create an effective community promotional presence
- Create a coordinated Main Street pole banner program
- Pursue permanent community events signage installation



SUMMARY OF THE PLAN



Technology

- Review and modernize records retention policy
- Create a Main Street Wi-Fi infrastructure
- Expand access to Wi-Fi at city facilities
- Audit and simplify technology infrastructure
- Provide online payment options for residents and users



Community

- Develop & support quality community-wide programming

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DEVELOPMENT

BACKGROUND.

Vision & Focus

The vision of the Development Department is for a Bexley with thriving commercial corridors with fully occupied office, retail, and commercial space and a trend towards new and higher density development to replace aging and functionally obsolescent uses along Main Street, North Cassady, and Livingston Avenue.

The Development Department focuses on citywide development and redevelopment, and facilitates economic development and community revitalization by fostering development opportunities, increasing local investment, and marketing the city to potential new businesses, customers, and visitors.

Primary Objectives

- Expand Bexley's tax base
- Enhance the character, quality, and style that define Bexley and its built environment
- Stimulate new investment and reinvestment
- Retain existing businesses in the community
- Attract new businesses to the community
- Attract new residents to the community



DEVELOPMENT

VISION GOALS IMPLEMENTATION.

Goals & Implementation

Redevelop the City Hall Site

For years the City has struggled to find a feasible plan for redeveloping the City Hall site and relocating city hall and service garage uses. This is due, in part, to the disparity between the value of the underlying land and the cost to move the city's functions off of the site. In order to overcome these obstacles and facilitate site redevelopment the City should:

- Negotiate a 30-year, 100% TIF with the Bexley School District on this currently tax-exempt site. TIF proceeds can be used to pay debt service on the cost to relocate the City's functions off site.
- Work with a developer to identify and work with a user or users that are able to pay rent on new construction and that represent high-priority users for the City (see below).
- Accept market realities regarding:
 - The value of the city hall site
 - The limited number and type of tenants who can afford rent on new construction
 - The inability of the adjacent Bexley Square property to be included in a new development, due to the cost of acquisition and the value of Bexley Square as it exists exceeding the value of the underlying site.



DEVELOPMENT

VISION GOALS IMPLEMENTATION.

Launch and Enable a Productive & Dynamic CIC

The City has recently formed the new Bexley Community Improvement Corporation (CIC). The critical next step will be to ensure that the CIC board is enabled and empowered to meaningfully inform the development process. The City of Bexley should enable the board by providing the City Hall site as an initial development project, and be prepared to assist, as able and appropriate, by providing funding and/or financing to help spur redevelopment projects spearheaded by the CIC. Efforts should also continue to provide a source of funding for a land bank program to be facilitated by the CIC.



DEVELOPMENT

VISION GOALS IMPLEMENTATION.

Continue to Work Towards Meaningful Redevelopment of Livingston Avenue

Driving meaningful redevelopment of the Livingston Avenue corridor is a major area of focus for the City. Livingston Avenue has excellent freeway access and is adjacent to two quality neighborhoods - Berwick and Bexley. Lasting redevelopment of Livingston will require a concerted effort among all of the stakeholders in the area including the City of Bexley, the City of Columbus and the Berwick Civic Association, Bexley City Schools, the Jewish Community Center and the Jewish Federation, and Capital University. In 2012, an initial meeting was held among all of the stakeholders, with next steps identified as forming a consensus built plan that will enable meaningful change. In order to affect change in this difficult area, the following goals are recommended:

- Pursue a joint streetscape plan with the City of Columbus that includes the following aspects:
 - Unified streetscape fixtures
 - Procurement of planting easements along both sides of Livingston in order to install a tree lawn on the street
 - Undergrounding of utility lines
 - Unified signage standards
 - Work with the JCC and the Jewish Federation to identify acquisition targets in order to provide a tangible presence and entrance to the JCC from Livingston Avenue.

Additionally, the streets of Ferndale and Mayfield, located just north of Livingston Avenue, are developed with multi-family housing that is constructed on a former landfill. As a result, soil conditions have resulted in structural issues with the existing housing and present a health and safety hazard. Fragmented ownership has resulted in inconsistent housing standards, with often inattentive landlords and with a higher ratio of criminal activities than is experienced in other areas of the City. The City needs to take a proactive role in remediating the environmental, structural, and police challenges in the area, while ensuring that affordable housing options continue to be available for residents in the area. It is recommended that the City work to:

- Utilize Clean Ohio and other funding, as available, to remediate the former landfill surrounding Ferndale and Mayfield
- Develop the Ferndale/Mayfield area with assisted living, medical office, and/or other uses deemed appropriate. It is not recommended to return this area to residential usage based upon development and land use patterns on Livingston Avenue.
- Work to ensure that any residents displaced as part of Ferndale/Mayfield redevelopment are able to secure long-term affordable housing options within Bexley.

DEVELOPMENT

VISION GOALS IMPLEMENTATION.

Nurture Cassady Redevelopment

Cassady Avenue is a stable corridor that serves as the neighborhood commercial core of north Bexley. Concepts for redevelopment have been proposed for Cassady Avenue, most recently by the Bexley Land Use Strategy, but redevelopment along Cassady Avenue has struggled due to ownership issues of vacant properties. In order to encourage development along Cassady Avenue the following steps are recommended:

- Environmental Remediation of Former Sunoco Station
- Work with the ownership of the vacant Sunoco station to procure environmental assessment and cleanup grants to remediate suspected environmental issues at the site
- Brand North Cassady Avenue
- Recommended branding of “Bexley Market District” to capture the small market spirit of the corridor’s successful businesses, including the Bexley Natural Market and the Bexley Coffee Shop.
- Create a community garden for north Bexley using the excess land at the Police Station site.



reflection fountains at Capital University

DEVELOPMENT

VISION GOALS IMPLEMENTATION.

Refresh Southwest Bexley Master Plan

The Southwest Bexley Master Plan was adopted in 2003. Ten years later, land use patterns have shifted along Main Street, as have the needs of the City of Bexley, Trinity Seminary, and Capital University. It is time to revisit the Southwest Bexley Master Plan and agree upon common development principals that will guide the *next* ten years of development. A revised Southwest Bexley Master Plan should incorporate the following principals:

- Preservation and fortification of Bexley's residential neighborhoods, and Sheridan and College Avenue in particular focus.
- An emphasis on campus uses that front onto and interact with Main Street
- The allowance of campus uses on both side of East Main Street, provided that uses bordering Main Street have a mixed use of both commercial and campus uses.

Create A Forum for Ongoing Town/Gown Dialogue

Issues related to the development and evolution of Capital University and Trinity Seminary can be sensitive given the interface between these institutions and surrounding residential neighborhoods. Additionally, opportunities exist to increase positive collaboration between Bexley and our higher education stakeholders. The creation of an ongoing and permanent forum, such as a City/University Commission or some such formalized and empowered body of representation from all stakeholders, would be helpful in increasing the communication and accountability between the City, Capital University, and Trinity Seminary. It is envisioned that such a group could meet on an ongoing basis and review the development and master plans of all three entities as well as review possible areas of collaboration, and have a membership that is representative of all three stakeholders.

Complete Zoning Code Modernization

The City of Bexley zoning code has been added to, deleted from, and amended year over year. The current code is in need of modernization, and in need of a comprehensive revisit in order to make sure that the code is holistic and appropriate for modern application. This process is currently underway. Work with the planning and legal zoning modernization contractors and City commissions to facilitate an effective and meaningful zoning code modernization.

Continue to Develop Historic Preservation Strategies

Bexley's historic preservation efforts have developed over time based upon reactionary regulation, as opposed to any holistic review of Bexley's historic preservation strategies. It is recommended that the City engage in a purposeful examination and review of Bexley's historic preservation regulations, with the belief that it is in the City's best interest to protect and enhance Bexley's high-quality neighborhood environments.

DEVELOPMENT

VISION GOALS IMPLEMENTATION.

Specifically Target High-Demand Uses for Bexley

Available space is scarce on Main Street and the City is regularly approached by businesses looking to locate in Bexley. Bexley's development efforts should be tailored to prioritize uses that have been identified as economically desirable and/or in high demand by residents. Targeted uses should include:

- **Neighborhood Grocer**

This is consistently the #1 most requested use for Bexley. Resident requests consistently focus around a quality, smaller-scale grocer with an emphasis on quality produce, meats, and prepared foods.

- **Breakfast Restaurant**

A breakfast restaurant use in Bexley is often requested in community surveys and meetings. The City has been seeking out restaurant prospects, and should continue to identify and recruit a breakfast restaurant for Bexley.

- **Medical Offices**

Modern medical offices are often requested by residents. This payroll base is also highly desirable to the City from an economic perspective.



DEVELOPMENT

VISION GOALS IMPLEMENTATION.

Increase Available Parking for Main Street

Available parking space on Main Street and the streets just off of Main is becoming increasingly sparse, especially during the lunch and rush hours. Availability of parking is critical to helping merchants succeed along Main Street. Past discussions have focused on increasing available parking by constructing a parking garage or creating additional public parking lots. However, these concepts are complicated by a lack of available land, the cost of acquiring and developing the land, and the nature of commerce on Main Street, which is spread all along the Bexley Mile and lacks critical density in any one focal point to make structured parking feasible. To increase the availability of parking along Main Street, the City should:

- **Enforce Existing Parking Restrictions**

Current parking restrictions on Main Street are largely time restrictions, restricting parking in 1 to 3 hour increments. The City should perform a comprehensive review of parking on Main Street to determine optimal parking practices. Once parking policies are optimized, adequate enforcement can begin. This should relieve parking pressure from users who are routinely violating parking restrictions on Main Street.

- **Consider Allowing for Controlled Rezoning Behind Main Street**

East of Dawson Avenue, the depth of commercial lots on Main Street is greatly reduced. This reduced lot depth restricts development on Main Street and places greater pressure on the availability of parking. The City should explore the concept of allowing the rezoning of a minimal amount of residential lots behind Main Street under well defined and highly controlled circumstances.



FINANCE

BACKGROUND.

The Bexley Auditor provides financial oversight and performs the function of city treasurer. The Auditor is the fiscal officer of the City, whose job includes but is not limited to, the keeping and supervising of all the funds of the city, recording of all revenues, tracking of expenses, and monthly and yearly reporting to all department heads and City Council. The Auditor is responsible for collecting and accounting for all revenue due to the City. In addition, the Auditor's office is responsible for the City's payroll. The Auditor's office also maintains fixed asset reports for all departments. The Auditor works with the Auditor of the State and its Auditors, who audit the City's books after they are closed by this department on December 31st of each year. The annual report is normally completed in June and available for review by request.

Bexley's finances are to be administered and reported by the Mayor on a day-to-day basis per the City's charter: "It shall be the duty of the Mayor to... supervise the administration of the affairs of the City; ... to keep Council advised of the financial condition and of the needs of the City; to prepare and submit to Council such reports as may be required by Council..."

Therefore, the Auditor functions as the treasurer of the City's finances, the Mayor serves as a strategist and administrator of the City's finances, and City Council functions as the approving authority that provides authorization for the formulation of a budget from which funds may be spent.



FINANCE

VISION GOALS IMPLEMENTATION.

Vision

A financially stable City, with good controls on, effective management of, and an informed view of, its finances. A transparent, positive, and productive relationship between the Auditor, the Mayor, City Council, and the residents of Bexley.

Goals & Implementation

Annual Balanced Budget Policy

With a balanced budget passed for 2013, the City has adjusted expenditures to a sustainable level. The City must now hold the line and work towards a balanced budget for 2014 and beyond. In order to ensure the feasibility of a balanced budget, the Mayor and City Council should strive towards the following benchmarks:

- Constrain payroll expense growth to a sustainable annual increase
- Constrain non-payroll general fund expense growth rates below income growth rates in order to offset hyper-inflationary payroll related expense increases
- Continue to identify and enact methods for alternative, non-tax revenue
- Only encumber debt that has a specific and intentional funding source

Improve the Presentation and Accessibility of Financial Reporting

- Create a more readable and informative annual report in partnership with the Auditor
 - Provide narrative descriptions of funds and provide good context.
 - Append an annual report to the annual budget book, with a list of achievements and statistics from the City's departments from the prior year.

Upgrade Finance Software

An upgrade to the Auditor's finance software will provide better service to our departments and vendors and streamline the finance department's workflow.

Develop Sources of Alternative Revenue

Developing sustainable non-tax revenue is imperative to help the City's operations remain sustainable in light of shrinking local, state, and federal funding. In 2012 the Alternative Revenue Task Force presented the City with several recommendations for alternative revenue. Continue to explore these options and pursue new options for alternative revenue.

SAFETY

BACKGROUND.

Bexley's safety services include the Police Department, our contract with Columbus Fire Department, our contract with the Franklin County Health Department, and our safety infrastructure.

The Bexley Police Department is the prominent provider of safety services and is also the largest department in the City. The basic purpose of the Bexley Police Department is to provide for the safety and security of the citizens in the community.

Columbus Fire is contracted on a five-year contract commencing in 2013 and ending in 2017. The City of Bexley has contracted with Columbus Fire since the 1960s, and is primarily served by three fire stations located just outside the Bexley limits.

The Franklin County Health Department provides health department inspection services, mosquito and disease control, and related services to the City of Bexley on an annual contract.

Safety Infrastructure includes signage, pedestrian safety efforts, lighting, and any infrastructure which enhances the safety of the residents of the City of Bexley.



SAFETY

VISION GOALS IMPLEMENTATION.

Vision

A City of Bexley that is identified by safe homes, safe streets, and an overall safe and superb community environment.

Goals & Implementation

A Move Towards More Data-Driven Policing

New software systems have the capacity to provide our police department and safety director with more data-driven strategies for ensuring safety in the community. The Police Department software has recently been replaced with a next generation system that will enable easy and accurate reporting and a better analysis of data. It is our goal that the Police Department will become reliant on the regular use of metrics in the decision-making process.

Speed Limit Enforcement

Residents are routinely frustrated by intermittent speeding on residential side streets. Static patrol enforcement in these situations is not effective, as speeding violations are irregular and relatively infrequent, but nonetheless dangerous and egregious. In order to combat speeding in these situations, the City should:

- Compile data on areas with speeding issues in order to understand the context and scope of the issue
- Make good use of speed/radar signs by rotating them through troubled areas and raising the awareness among drivers of the speeding issue. Radar signs in Bexley have been shown to reduce excessive speeding, while in operation, by around 75%.
- Step up target patrol enforcement of streets where speeding is a known and frequent issue.
- Continue to evaluate camera enforcement systems such as speed cameras and red light cameras.

Encourage Block Watch Programs

Bexley Block Watch programs help to harvest positive relationships with neighbors and reinforce a greater level of communication and accountability among neighbors. Block watch programs are an effective way to communicate safety-related concerns and issues to neighborhoods and allow a good opportunity for a positive interface between the Bexley Police Department and neighborhood groups.

SAFETY

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Citizens Police Academy

It is our goal to host a citizens' police academy where a vetted group of Bexley residents will be invited to the department one night a week for a series of weeks to becoming better acquainted with the agency by participating in a variety of police training and discussions on police policy and practices. Agencies around the country have effectively used citizen police academies to form stronger relationships with their communities. Our goal is to do the same through a good, positive experience of hands-on participation and informative discussion. Our goal is to also do this at such a low cost that we can do it with current funds and at no cost to the participant. We hope to conduct the first academy in 2013 and annually thereafter.

Better/Expanded Use of Volunteers

It is our goal to better use qualified and trained volunteers in two areas:

- **Bexley Police Reserve Force**

Our reserve force currently consists of three police officers, two retirees and one person who is not a retiree. It is our goal to build the reserve force to at least six qualified, trained and active reserve officers who are available to help in major events and emergencies. We have created the program and policy to accomplish this goal.

- **Dispatcher Assistants Program**

It is our goal to find community members who are ready, willing and able to become trained police dispatcher assistants. We will be working with our dispatchers to partner them with residents (maybe retirees) who can come into the radio room for limited periods of time, preferably busy times, and help dispatchers by answering phone calls, helping with lobby traffic, and running errands. We have yet to approach the dispatcher bargaining unit with this concept, but it is our goal to use volunteers during our peak times in order to help ease the work load of our dispatchers during their busiest times.

Drug Interdiction

When our officers are better trained in drug interdiction techniques, they ultimately make arrests and impounds that lead to significant amounts of seized money and vehicles for the city. Many surrounding agencies seize large amounts of cash and valuable vehicles each year that ultimately lead to large sums of money available to their cities to purchase law enforcement equipment. It is our intent to make this agency effective in detecting drug couriers, arresting said criminals, seizing vehicles and cash and ultimately establishing drug seizure funds that can be used to purchase law enforcement equipment. Surrounding communities do this effectively and there is no reason we should not be doing the same.

SAFETY

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Grant Dollars

Many grant opportunities disappeared with the funding of homeland security requirements, both on the national and state levels. However, over the past five years we have been fortunate in applying for and receiving almost \$100,000 in grant dollars for several items including a shooting range simulator, automatic license plate reader on one police car, cellular mapping system in our radio room, 7 tough book computers for police cars, and 2 dell desktop computers. Our goal is to continue to monitor all grant opportunities and apply for as many grants and as often as appropriate.

Safe Routes to School




The City and Bexley Schools recently completed a Safe Routes to School school travel plan. The travel plan provided several recommendations for increasing the safety of students walking and biking to school. The City is in the process of applying for the 2013 round of SRTS funding through ODOT, and should continue to implement the plan.

BEXLEY CITY SCHOOL DISTRICT

SAFE ROUTES TO SCHOOL TRAVEL PLAN

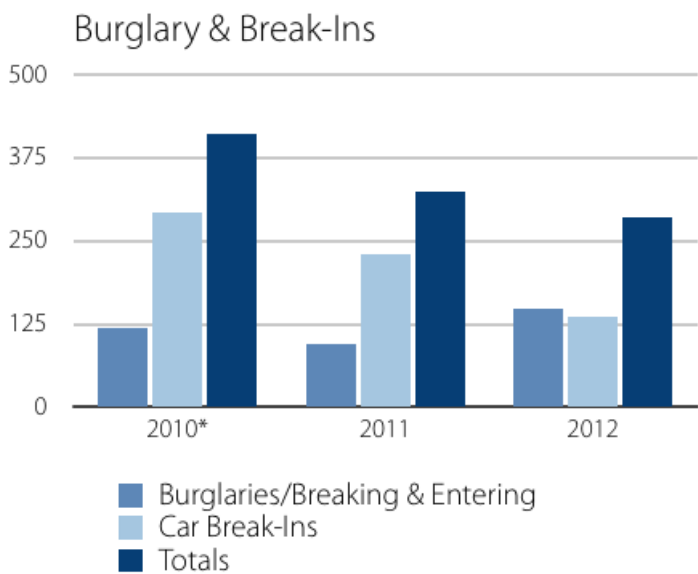
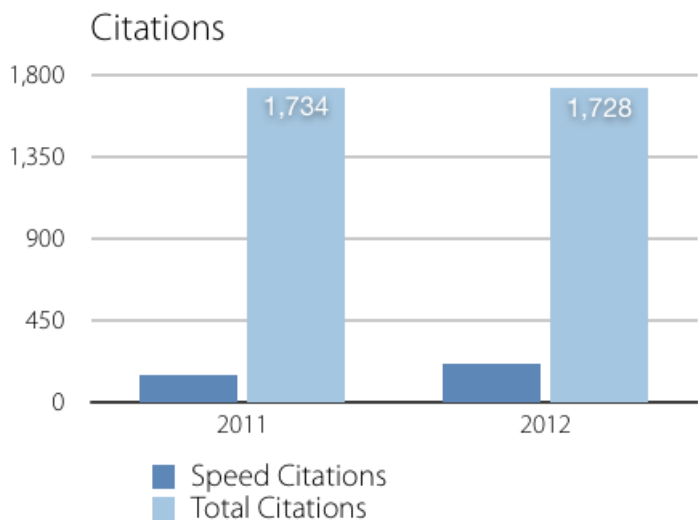
December 2012

OHIO SAFE ROUTES TO SCHOOL
SCHOOL TRAVEL PLAN

SAFETY

VISION GOALS IMPLEMENTATION.



*2010 figures are annualized based on data from Sept through Dec 2010

Police Department Statistics

Burglary and break-in statistics have shown a consistent decline since 2010.

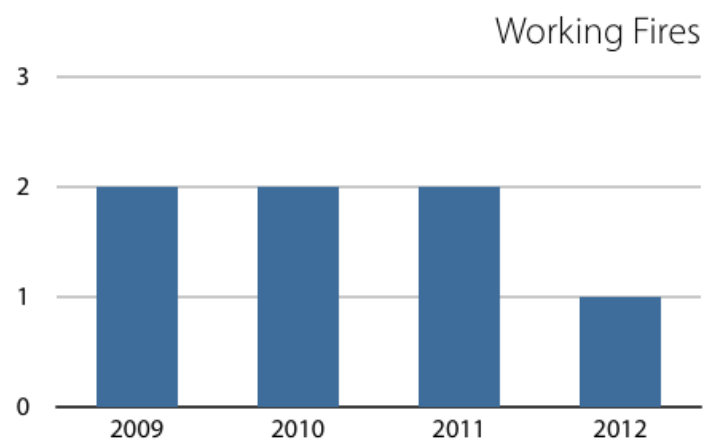
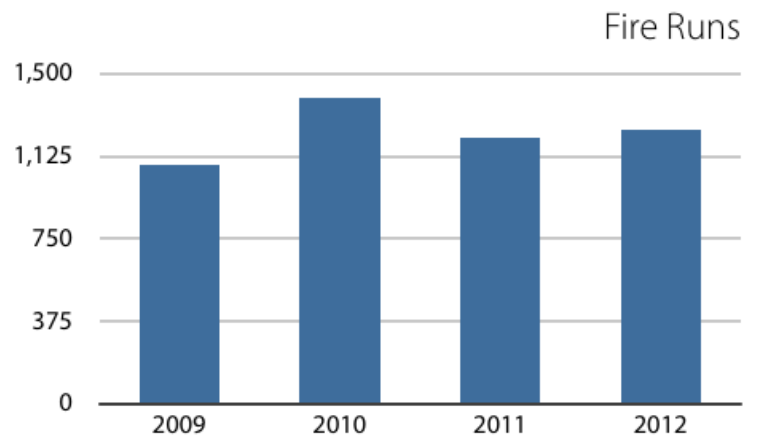
Total citations were down slightly in 2012, with speed citations up in 2012 over 2011.

SAFETY

VISION GOALS IMPLEMENTATION.

Bexley Fire Contract Statistics

Fire runs have historically been consistently in the range of 1,200 per year. Working fires in Bexley are also consistently in the range of one or two per year.



SERVICES

BACKGROUND.

City services include the maintenance and repair of city streets and alleys and related infrastructure; the distribution and billing of water and sewer services; and the maintenance of all City landscapes, trees and parks.

Service workers providing these services work out of a variety of departments within the City, including the Service Department, the Water Department, and the Recreation & Parks Department.



SERVICES

VISION GOALS IMPLEMENTATION.

Online Payments Across All Pay Points with City

- Water Bill
- Recreation
- Mayor's Court
- Building Department

Trash & Recycling Contract

The current contract with Rumpke runs through the end of 2014, with two, one-year options to renew. The City is a member of a consortium that works together to identify service providers and negotiate services and prices. The current contract pricing is flat through 2014 except for a few items (e.g., fuel) that can be passed on to communities.

Develop Shared Service Garage and Service Facilities Plans

The City has a 9,000 square foot service garage on the current City Hall site which is used for vehicle maintenance and storage, equipment storage and some office space. In addition, the site has a salt/gravel storage barn, a small pole barn for material storage and a small building for offices and small tool storage.

As part of the re-development of the City Hall site, the service facility will have to be moved. A new location will probably require a new building to be built with necessary storage for salt, gravel and other supplies, as well as equipment, office space, etc. An ideal location would have space for additional vehicle/equipment storage in anticipation of a work-sharing relationship with local institutions as a way to reduce costs and increase services to our residents. The city has been in conversation with local institutions such as Capital University and the Bexley City Schools regarding a shared service arrangement.

INFRASTRUCTURE

BACKGROUND.

Background

The City maintains a variety of infrastructures, ranging from defined, physical infrastructure, to information infrastructure. The focus of our infrastructure strategy is on physical infrastructure.

Major physical infrastructures in

Bexley include:

- Streets and alleys
- Water lines and water system fixtures
- Sanitary sewer lines
- Storm sewer lines
- Street light system
- Traffic signal systems
- Signage

Each of these infrastructure systems have finite life cycles, and require ongoing repair and replacement. Many of the capital replacement needs for these systems are not adequately funded. The Bexley Strategic Plan for infrastructure must address improvements to - and the ongoing replacement and repair of - the City's infrastructure.



INFRASTRUCTURE

VISION GOALS IMPLEMENTATION.

Vision

A Bexley infrastructure that provides consistent & reliable service to the residents, businesses, and institutions of Bexley.

Goals & Implementation

Street Infrastructure

Bexley's streets vary in condition from new to "fair", following a large-scale street maintenance program over the past several years. Maintenance and replacement of street surfaces range from localized pothole repairs, to milling and resurfacing streets, to full-scale street replacement programs. The decision to replace versus resurface an aging street depends upon the condition of the underlying base and the need, or lack thereof, to replace harder to access sewer and waterline infrastructure under the street surface. The life of a resurfacing project is in the range of 10+ years, whereas a street replacement life expectancy is in the range of 20-30+ years.

The City should create a feasible street repair and replacement plan in order to ensure continued reliable service of the City's roadway system. A repair and replacement plan should include the following information and strategies:

- Estimated cost of replacing or repairing the City's street infrastructure
- Identification of state, federal, and local funds available to assist the City with replacing this infrastructure
- Long-term strategy to fund the needed replacements and repairs

INFRASTRUCTURE

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Adopt a Water & Sewer Infrastructure Replacement Plan

The age of Bexley's water and sewer infrastructure ranges from new to 90+ years of age, with more than 90% of this infrastructure exceeding 70 years in age. Industry standards for water line life estimate an expected life of 70 years. At this point in time, water line failures are being repaired on an ongoing basis, with line corrosion and valve failure representing the largest challenge. The City of Bexley has not had a long-term water and sewer infrastructure plan or program in its history.

The City must adopt a feasible infrastructure replacement plan in order to ensure continued reliable service of the City's water lines and sewer systems. A replacement plan should include the following information and strategies:

- Estimated cost of replacing or installing long-term repairs for the City's water/sewer infrastructure
- Identification of state, federal, and local funds available to assist the City with replacing this infrastructure



CITY OF BEXLEY

SERVICE DEPARTMENT

PRELIMINARY WATER & SEWER INFRASTRUCTURE REPLACEMENT STRATEGIC PLAN

DRAFT rev. 1/18/2013

www.bexley.org

INFRASTRUCTURE

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Street Light Infrastructure

The City of Bexley's street lights range greatly in age and condition. The majority of the street lights are mounted on metal poles, with a smaller portion mounted on fiberglass poles. Over time, the metal poles have a tendency to rust, and the fiberglass poles are prone to fading. The City should create a routine maintenance plan for the city's street light infrastructure as follows:

- Divide the City into quadrants and rotate between quadrants, painting rusted and faded street lamps as needed.
- Identify a next-generation lamp strategy to analyze low-energy alternatives and appropriate timing and rollout for replacement of the existing lamps with energy efficient lamps.

Signage

Signage in Bexley includes regulatory signage such as stop signs, parking restriction signs, speed limit signs, etc; pedestrian safety signage; school zone signage; and community promotion signage. To date the signage has been installed based on need at any given time.

The Federal Highway Administration has proposed new standards for signage for communities. These standards include size, reflectivity/readability, and durability. Unfortunately, the proposed standards have changed frequently and have not yet been finalized. It is anticipated that final standards will include requirements for replacement as readability decreases. The City should adhere to the new standards once they are available.

To date, Bexley's municipal signage standards have been somewhat informal, which is desirable given the accessibility of the decision making process and the ability of the City to act quickly on signage needs. However, a lack of an aesthetic standard has resulted in inconsistent signage and faded signage that requires replacement. In order to solve this problem, the city should:

- Create a unified signage standard specifying the size, color, font, etc for regulatory and municipal signage. Signs throughout the City should be brought into conformance with the signage standard only when otherwise requiring replacement due to age, damage, etc.
- Divide the City into 6 zones and rotate between each zone each summer, replacing faded signage as needed.

INFRASTRUCTURE

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Sidewalks

The replacement of damaged sidewalk panels is a property owner's responsibility, with the exception of handicap ramp infrastructure at street corners. The City has traditionally inspected sidewalk panels for replacement on an annual basis, dividing the city into three zones and inspecting one zone each summer. The city needs to resume this practice, starting in the summer of 2013.

Infrastructure Beautification

While infrastructure replacement and repair is the focal point of the city's infrastructure efforts, beautification is also an ongoing effort.



Funding for beautification/enhancement projects is not traditionally provided by general fund dollars or infrastructure funds. Rather, beautification funding typically comes from one or more of the following sources:

- **Residents and organizations within Bexley and the Columbus area, organizing behind and funding campaigns for beautification**

Primary partners in these efforts have been the Bexley Beautification Fund, Trees for Bexley, the Bexley Community Foundation, and the Columbus Foundation.

- **Tax Increment Financing (TIF)**

The Main Street TIF is the primary source of funding for the upcoming Main Street streetscape project.

- **State and Federal Grants**

State and federal funds help to fund infrastructure that is enhanced and beautified as part of associated projects.

INFRASTRUCTURE

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Infrastructure Beautification (Continued)

Beautification efforts to date have included “endcaps” on the boulevard streets, Gould roundabouts, Bexley gateway pillars, the North Cassady gateway project and, in 2013, the Main Street streetscape project. The City should continue to emphasize beautification and strengthen beautification partnerships. Projects of emphasis going forward should include:

- **The Bexley Arboretum**

In 2012, Bexley City Council enacted legislation calling upon the Bexley Tree & Public Gardens Commission to help develop and maintain programs and activities that identify and promote Bexley as an arboretum. With more than 1 tree per resident of Bexley in the city right of way alone, the City of Bexley is, in and of itself, an arboretum.

- **Medians on Broad Street**

Broad Street historically had medians stretching from the center of downtown, through Bexley. Median installation is often less expensive than street replacement, with maintenance costs likewise lower than the cost to maintain and replace the occupied street surface over time.



INFRASTRUCTURE

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Infrastructure Beautification (Continued)

- **Livingston Avenue Beautification**

The look and feel of Livingston Avenue is discordant with the surrounding neighborhoods of Berwick and Bexley. Beautification for Livingston Avenue is a long-term and large-scale proposition that involves street-scape improvements, landscaping, refined zoning standards, and the cleanup of utility line and signage clutter.

Advocate for Infrastructure and Beautification Improvements in strategically appropriate adjacent areas to Bexley

The City and its residents and partners need to continue to advocate with Columbus for improved conditions for pedestrians and motorists on North Cassady Avenue north of Bexley. This part of North Cassady, which is not part of Bexley, is a pedestrian and traffic-oriented corridor that does not have sidewalks, adequate grading or storm sewer improvements, and has an excess of individual properties with wide-ranging code violations. Additional areas with partnership opportunities for infrastructure and beautification improvements include Livingston Avenue, Alum Creek Drive and Kent Street, among others.



INFRASTRUCTURE

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Advance Power Line & Tree Maintenance Policies

Following a series of power outage events over the past decade, the City has been working with AEP to encourage more consistent maintenance of trees around power lines and to work around barriers to AEP having access to property and the ability to properly maintain trees around power lines. The City needs to advance initiatives to ensuring a well-maintained and well-prepared power grid in Bexley. The City should examine a contract for a private assessment of the electrical grid in order to more effectively advocate for power grid modernization and maintenance.



RECREATION & PARKS

BACKGROUND.

The City's Recreation & Parks Department organizes and oversees City recreational activities and operates and maintains Jeffrey Mansion & Park, the Bexley Pool, and Commonwealth Park.

The mission of the Recreation and Parks department is to enhance the quality of life for Bexley residents by providing recreational programs and leisure opportunities, well-maintained parks, and strengthening our community core through special events, while delivering services in a safe and fiscally responsible manner.



RECREATION & PARKS

VISION GOALS IMPLEMENTATION.

Vision

It is the vision of the Bexley Recreation and Parks Department (BRPD) to have a Bexley population that is active, healthy, and fully engaged in community recreational activities and in Bexley's superlative natural environment.

Goals & Implementation

Create a Strategic Plan for the Recreation & Parks Department

The BRPD is currently working toward the creation of a Strategic Plan that will identify where the department will be in the future, and how it will get there. The initial step of gathering community input is underway. In 2012, a community survey was issued by the BRPD. The BRPD will analyze the survey results alongside the overall 2012 Community Survey results and, along with the Recreation Board, use that information to help identify the direction for the BRPD moving forward.

Create a Park Plan and Forest Management Plan for Jeffrey Park

Jeffrey Park is the focal point of the City's parks system. The park, which encompasses 34 acres, is heavily used and continuously enjoyed by the community. A comprehensive plan for the park and the forest will help the City pursue innovative options for the park in the context of an organized and consensus-built plan.

Create The Alum Creek Park

The Alum Creek Park is a proposed park that would span the bank of Alum Creek between Main Street and Livingston Avenue. The City has been in the process of expanding the idea of an Alum Creek Park since 2010, when this concept emerged at the forefront of the Bexley Land Use Strategy. Since then, the City has provided greater environmental protection for the creek, obtained grant funding to fund the creation of a park plan, and obtained the final pieces of property that will provide uninterrupted access to the creek.

- Funding has been obtained to formulate a park plan for the proposed Alum Creek Park. This plan should be completed in 2014.
- It is the City's goal to commence trail construction in 2014.

Increase Recreation Field and Facility Opportunities

Recreational field and facility opportunities are limited in Bexley. The City should, in partnership with area schools and organizations, continue to pursue opportunities for additional recreational fields and facilities.

RECREATION & PARKS

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Unify Community Day Care Needs

The Bexley Recreation and Parks Department (BRPD) currently provides day care programming during the summer break through the Jeffrey Summer Camp Program (JSCP) and on days during the school year when school is closed but parents generally still have to work (i.e. Presidents Day, Staff In-Service days, winter break, etc.) through the School's Off, Camps On Program (SOCO). The community response for these programs has been very positive and they both do a wonderful job of filling a need for our residents.

However, the latchkey program, which provides day care for school aged children before and after school hours, is still one major need that the BRPD does not cover in our community. As a result, many residents utilize multiple companies/organizations to cover their day care needs. By bringing the latchkey program under the umbrella of the BRPD we will be able to provide consistency to our residents.

The BRPD will continue to evaluate the possibility of expanding our day care service to include the latchkey program. The goal will be to submit a proposal to the Bexley City School System for the BRPD to take over responsibility for the latchkey program.

Recreation Transfer Reduction

The City Administration has identified the reduction of the recreation fund transfer (reducing the amount the recreation department is subsidized by general fund tax dollars) as a priority. The BRPD will continue to identify ways to reduce the recreation fund transfer with the least impact possible on the services provided to the residents. The BRPD will focus on maximizing current programs through increased participation numbers, adding new programming that residents have indicated an interest in supporting, and reducing expenses through increased efficiency in staffing and operating costs.

Improve Utilization of Social Media

In 2012, the BRPD created a facebook page (<http://www.facebook.com/bexleyrec>) and began utilizing social media to better interact with the community. In order to maximize the power of the BRPD facebook page, the BRPD needs to maximize the number of likes. The BRPD has set a goal to acquire over 1000 likes of the facebook page by the end of 2013.

RECREATION & PARKS

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Continued Monitoring of Recreation Center Opportunities

The BRPD will continue to keep a pulse on the viability of a recreation center for our community. Although the BRPD recognizes a number of obstacles to the creation of a recreation center, the benefits that one can bring to our community makes it essential that we continue to monitor opportunities.

The following are obstacles that would need to be addressed before moving forward with a community recreation center:

- **Funding**
With funds tight throughout the city, finding creative ways to fund a recreation center would be essential.
- **Location**
As a landlocked community, we must identify a location for the recreation center that allows us to maximize our resources.



COMMUNICATION

VISION GOALS IMPLEMENTATION.

Communication to residents is a key pillar of the City's strategy towards greater effectiveness. Bexley is a multi-faceted community with a high pace of energy and a wide range of activities and initiatives.

One of the greatest challenges in an organization such as ours is adequately communicating to the public. A portion of the resident population has historically felt disconnected from the decision making process at the City. The demographics of the disconnected resident population have shifted as emphasis on communication has transferred to electronic communication and social media platforms. The challenge of communication is, therefore, in maintaining a broad spectrum of communication outlets and strategies, and being able to quickly adapt communication strategies in order to anticipate and match changes in technology and society.

The primary means of communication by the City currently take the form of:

- **Bexley Blast**
A weekly subscription-based email blast to over 1,400 subscribed households
- **Quarterly Newsletter**
The City's quarterly newsletter is mailed out to over 4,300 households each quarter with the water bill
- **Bexley Facebook Page**
A consistently updated Facebook page with over 2,500 engaged users
- **Bexley.org**
The City's website receives an average of more than 8,000 unique visits each month



COMMUNICATION

VISION GOALS IMPLEMENTATION.



Vision

A resident population that is, across all age groups and demographics, well connected to and aware of City events, initiatives, and decision making processes.

Goals & Implementation

Distribute New Resident Packets

The City is in the process of finalizing a “new resident packet” to be distributed to new residents of the city. The packet includes information on city events, city services, and community organizations and should be updated on a regular basis and reliably distributed to new residents.

Enhance Non-Internet Communications

As communication efforts have shifted towards internet and social media based outlets, and as newspaper outlets have at the same time dwindled in the number of newspapers as well as the reliability of delivery routes, residents who do not engage electronically are less able to keep up with events and processes in the City. In order to help bridge the communication gap between residents who have access to the internet and those that don't, the City should:

- **Bring Back the City Information Hotline**

The information hotline was discontinued several years ago due to low usage of the service. However, since then newspapers have been consolidated, and the City has enhanced communication services in other areas, thereby creating a further disparity for those residents who don't use, or are less comfortable using, the internet. A weekly information hotline can be as simple as reading the Bexley Blast that is sent out each Friday, along with any pertinent Facebook postings, or postings to Bexley.org. This option for keeping up to date with the City should be restored and promoted via the quarterly newsletter, the recreation brochure, and ThisWeek News.

COMMUNICATION

VISION GOALS IMPLEMENTATION.


Goals & Implementation (Continued)

Enhance Non-Internet Communications (Continued)

- Weekly Communications Postings**

The City should post printouts, perhaps with the help of volunteers, of the Bexley Blast on the same day as syndication at the library, city hall, and area coffee shops. This would help to fill the information gap for residents who do not have internet access.

Your weekly update from the Bexley Blast Email Communicator



BEXLEY BLAST

CITY OF BEXLEY EMAIL COMMUNICATION SYSTEM

Upcoming City & Community Events

January 27, 3:00pm: ["Goldilocks and the Three Bears" with ProMusica at the Bexley Library](#)

January 30, 7:00pm: [Literary Panel: The Novels of Jennifer Egan](#)

January 30, 7:00pm: [Bexley Community Garden Meeting at City Hall](#)

February 12, 5:45pm: [City Council meeting](#)

February 15, 3:00pm: [Bexley Chamber Ensemble at Library's "Tea at Three"](#)

February 23, 7:00pm: [Bexley Education Foundation BRAVO! event](#)

In This Weeks' Blast:

- Bexley 2020: What Is Your Vision for Bexley?
- View the Main Street 2013 Streetscape Project Presentation Online
- Alternative Revenue Recommendations Review Update
- Free Radon Testing Kits Available at City Hall


Bexley 2020: What Is Your Vision for Bexley?



As part of the City's ongoing strategic planning process, the Mayor is in the process of updating the City's strategic plan*, and City Council will be discussing broad-based strategic planning at its upcoming retreat in February. What would you like to see happen in Bexley in the next 5 years or beyond? [Join the conversation on Facebook](#), or email electedofficials@bexley.org (this emails the Mayor, City Council, and the Auditor). We'd love to hear from you!

* What is the strategic plan, you might ask? Good question - it's the plan that the Mayor is, by our charter, required to submit to council for review, revision, and adoption. It was last submitted in 2009 ("2009 to 2012 Strategic Plan" by Mayor Brennan and in 2003 prior to that by Mayor Madison ("2003 to 2009 Strategic Plan").

View the Main Street 2013 Streetscape Project Presentation Online



In the summer of 2013, the City of Bexley will be implementing a streetscape project on Main Street that will involve safety and beautification improvements to the Main Street Right of Way. The Bexley Streetscape Project will be 100% funded from pre-existing Main Street TIF funds that are specifically dedicated to Main Street infrastructure improvements. **An update on the progress of the plan, which is nearing**

Create an Effective

Community Promotional Presence

The rebuilt www.bexley.org was launched in March of 2012. Within two months, traffic to the site had doubled, and has maintained consistent volume in the range of 7,500 to 10,500 unique visits each month, representing an approximate 125% increase over normalized traffic from the previous site. The City's website struggles to perform double duty as an information portal for the City of Bexley's services and events as well as a promotional site for the City of Bexley in a broader sense. In 2013 the City created, in partnership with the Bexley Chamber of Commerce, a promotional site for the City, www.gobexley.com. The City and business stakeholders need to continue to develop effective outlets for building Bexley's community and business promotional presence.

COMMUNICATION

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Create a Coordinated Main Street Banner Program

The City is working, in partnership with the Chamber of Commerce, the Bexley Women’s Club, and the Bexley Public Library, on developing a defined Main Street Banner program to set up a standard and rotation schedule for Main Street’s pole banners. Banners can be an effective means of communicating city events and enhancing the aesthetic of Main Street.

Community Events Signage

The City should pursue options for permanent community events signage stations where upcoming community events can be prominently and legibly displayed to the benefit of passing pedestrians and motorists.



TECHNOLOGY

BACKGROUND.

Constant changes in the world of technology impact every department of the city and every branch of the city's strategy. This section of the strategy is intended to address strategic technological plays that should be explored or implemented on a city-wide basis

VISION GOALS IMPLEMENTATION.

Vision

A city whose operations are enhanced and streamlined by the sensible application of technological solutions.

Goals & Implementation

Review and Modernization of Records Retention Policy

Through the Bexley Records Commission, the City will continue to review our records retention policies and adjust them as needed based upon current best practices and current legal standards.

Create a Main Street Wi-Fi Infrastructure

The City has discussed creating a Main Street Wi-Fi infrastructure in partnership with the Bexley School District and Capital University. The City should, with its partners, study this concept further to understand the costs and feasibility of the proposal, and seek grant funding if the initiative proves to be sustainable.

Create a Wi-Fi Infrastructure for Underserved Areas of the City

The City has been approached by the Bexley School District to partner in providing internet access to areas of the City where internet access is not typically affordable to residents. This is a defined need that the City should lead on in order to enhance offerings to underserved areas.

Expand Access to Wi-Fi at City Facilities

Wireless access was opened up to Bexley Pool members in the summer of 2012. Access should be simplified and expanded to public users of all city facilities, including City Hall, Jeffrey Mansion, and Jeffrey Park.

TECHNOLOGY

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

Audit and Simplify Technology Infrastructure

The city's technological infrastructure is needlessly complicated. The City has been exploring and should continue to work toward instituting:

- Sharing technology infrastructure with Bexley School District or Capital University
- Exploring additional cloud-based solutions

Pursue Online Payment Options for Residents and Users

Residents and users of the City regularly pay for services from the following departments:

- Building Department - permits, applications, etc
- Recreation Department - recreation programming and facility rental
- Mayor's Court - ticket and court fees and fines
- Water Department - water and refuse bills

It is the goal of the City to provide clear and user-friendly online payment options for all of these cost centers, with an ultimate goal of having a centralized account system that allows payment and overview of all cost centers from one centralized portal.



COMMUNITY

BACKGROUND.

"...Forgo the big lofty stuff in lieu of strategies that speak to having a great everyday experience within our community... regular folks, young and old, living their daily lives within a caring, engaged, friendly community..."

- Larry Helman, Bexley Resident



COMMUNITY

VISION GOALS IMPLEMENTATION.

Vision

Developing opportunities for building and experiencing greater community is core to the City's vision of a Bexley that is centered on families; has safe homes and streets and an outstanding outdoor, walkable environment; encourages a quality streetscape, greenspace, and overall built environment; and is collaborative and interdependent with surrounding communities.

Goals & Implementation

Develop & Support Quality Community-Wide Programming

Bexley is, in many ways, defined by our community events. 4th of July, Harvest Festival, the Labor Day Block Party, etc - all help to define the character and spirit of the community. Much of the organizational and logistical work behind these events is driven and supported by volunteers and organizations such as the Bexley Celebrations Association. The City believes that this sort of volunteer and organizational partnership is critical to any successful community event, as the level of input and support of volunteers and organizations helps to measure the demand for and success of any given community event.

The City needs to continue to advocate for the improvement of existing activities as well as to assist in and encourage the development of additional community event opportunities. In 2013 the following community events are being worked on to help build up the City's community events portfolio:

- **The Main Event** - a monthly free outdoor movie, music, and activities series, in partnership with Friends of the Drexel and other area businesses and organizations, that will be hosted on the main lawn of capital between May and September.



COMMUNITY

VISION GOALS IMPLEMENTATION.

Goals & Implementation (Continued)

- **Splish, Splash, and Dash** - a youth triathlon, providing an event for kids in the community to have a fun and competitive triathlon in Bexley.
- **The Bexley Gran Fondo** - the City is currently exploring partnering with other area organizations in supporting a signature bicycling event for 2014

In addition to these ideas, there are several other concepts that residents have proposed and should be explored in order to continue to keep Bexley fresh, appealing, and relevant.

THE POST-IT WALL

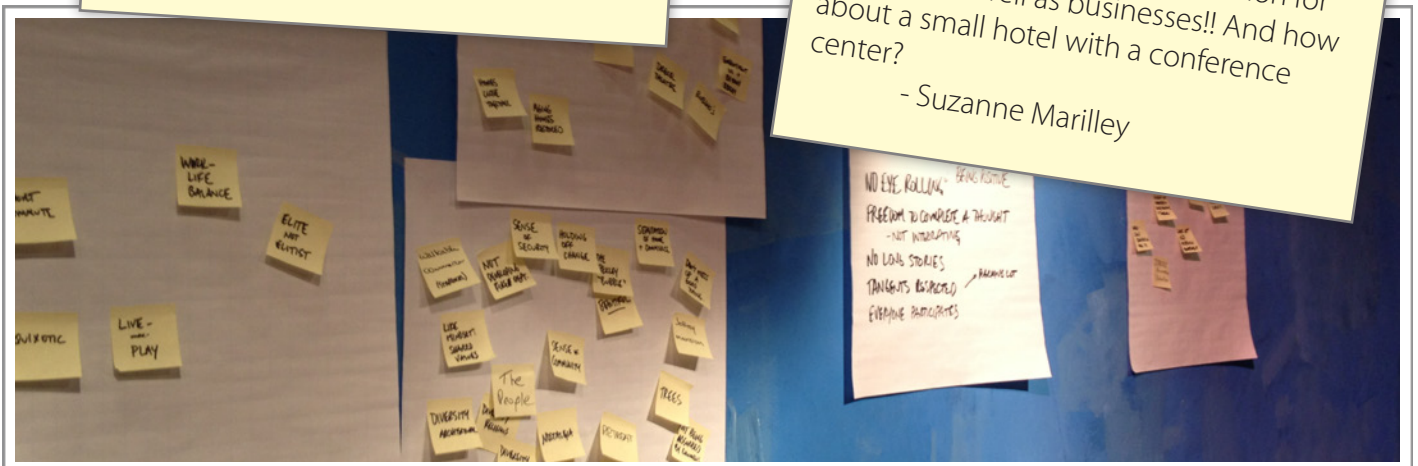
"Beyond economic development, which fuels the ability to achieve our goals, I would like to see some discussion about social and civic issues like poverty, hunger and how our relatively privileged community can work with the communities around us that face much bigger challenges."
- Mike Denison

"We have a grocery store. Support the Bexley natural market. How about a local meat vendor? A baker? (Candlestick maker?)"
- Judy Rush

"Grocery Store!"
- Jennifer Grischkan

I believe that a pet store/doggie day care would be nice to have in the city.
- Jackie Phillips

Left turn lights at Main and Pleasant Ridge, Broad and Drexel, and Main and Cassady. More attention to the consequences of recommendations by study groups!!!... Need for cooperation and mutual promotion of strengths including promotion of Bexley as a destination for residents as well as businesses!! And how about a small hotel with a conference center?
- Suzanne Marilley





TIMING OF STRATEGIC GOALS

Development:

Redevelop the City Hall site

2013	2014								
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Development:

Launch and enable a productive & dynamic Community Improvement Corporation

2013	2014								
------	------	--	--	--	--	--	--	--	--

Development:

Continue to work towards meaningful redevelopment of Livingston Avenue

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------

Development:

Nurture Cassady Avenue redevelopment

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------

Development:

Refresh the Southwest Bexley Master Plan

2013	2014	2015							
------	------	------	--	--	--	--	--	--	--



TIMING OF STRATEGIC GOALS

Development:

Create a forum for ongoing town/gown dialogue

2013	2014								
------	------	--	--	--	--	--	--	--	--

Development:

Complete the Bexley zoning code modernization project

2013	2014								
------	------	--	--	--	--	--	--	--	--

Development:

Continue to develop historic preservation strategies

2013	2014	2015							
------	------	------	--	--	--	--	--	--	--

Development:

Target High-Demand uses when considering redevelopment opportunities

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------

Development:

Increase available parking for East Main Street

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------



TIMING OF STRATEGIC GOALS

Finance:

Continue annual balanced budget policy

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------

Finance:

Improve the presentation & accessibility of financial reporting

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------

Finance:

Upgrade finance software

2013	2014								
------	------	--	--	--	--	--	--	--	--

Finance:

Develop sources of alternative revenue

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------



TIMING OF STRATEGIC GOALS

Safety:

Move towards more data-driven policing



Safety:

Focus on speed limit enforcement projects



Safety:

Encourage Block Watch Programs



Safety:

Create a citizen's police academy program



Safety:

Expanded use of volunteers



Safety:

Focus on drug interdiction opportunities

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------

Safety:

Focus on grant opportunities

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------

Safety:

Implement Safe Routes to School travel plan

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------

Services:

Institute online payment systems across all city pay points



Services:

Renegotiate trash & recycling contract



Services:

Develop shared service garage and service facility plans





TIMING OF STRATEGIC GOALS

Infrastructure:

Create street infrastructure plan

2013	2014	2015							
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Infrastructure:

Create water & sewer infrastructure plan

2013	2014	2015							
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Infrastructure:

Create street light infrastructure plan

2013	2014	2015							
------	------	------	--	--	--	--	--	--	--

Infrastructure:

Create signage design standards and maintenance plan

2013	2014								
------	------	--	--	--	--	--	--	--	--

Infrastructure:

Create sidewalk replacement plan

2013	2014								
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TIMING OF STRATEGIC GOALS

Infrastructure:

Continue to enhance infrastructure beautification



Infrastructure:

Advocate for infrastructure and beautification projects in adjacent areas to Bexley



Infrastructure:

Advance power line and tree maintenance policies





TIMING OF STRATEGIC GOALS

Recreation:

Create a strategic plan for the Recreation and Parks Department

2013	2014								
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Recreation:

Create a Park Plan and Forest Management Plan for Jeffrey Park

2013	2014								
------	------	--	--	--	--	--	--	--	--

Recreation:

Create the Alum Creek Park

2013	2014	2015	2016						
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Recreation:

Unify SOCO and Latchkey programs

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------

Recreation:

Work towards continued reductions in the general fund transfer to the recreation fund

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------



TIMING OF STRATEGIC GOALS

Recreation:

Improve utilization of social media

2013	2014								
------	------	--	--	--	--	--	--	--	--

Recreation:

Continue monitoring recreation center opportunities & recreational field/facility access opportunities

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
------	------	------	------	------	------	------	------	------	------



TIMING OF STRATEGIC GOALS

Communication:

Distribute "New Resident Packets" to new residents

2013	2014								
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Communication:

Enhance non-internet communications

2013	2014								
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Communication:

Create an effective community promotional presence

2013	2014	2015							
------	------	------	--	--	--	--	--	--	--

Communication:

Create a coordinated Main Street pole banner program

2013	2014								
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Communication:

Create a Community Events Signage System

2013	2014	2015							
------	------	------	--	--	--	--	--	--	--



TIMING OF STRATEGIC GOALS

Technology:

Review and modernize records retention policy



Technology:

Create a Main Street Wi-Fi infrastructure



Technology:

Create a Wi-Fi infrastructure for underserved areas of the City



Technology:

Expand access to Wi-Fi at city facilities



Technology:

Audit and simplify technology infrastructure





TIMING OF STRATEGIC GOALS

Technology:

Pursue online payment options for residents and users

2013	2014								
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Community:

Develop & support quality community-wide programming

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
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From the Charter of the
City of Bexley, Ohio:



CITYOFBEXLEY/STRATEGICPLAN

The Mayor shall submit to Council a strategic plan for the City, which shall include, but not be limited to, issues of residential and commercial development, infrastructure, finances, safety and community quality of life. Following adoption of a plan by Council, with such changes, if any, as shall be authorized by it after providing the public the opportunity

REV. 2013



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updated as needed by the Mayor, and such updates shall be submitted to Council for review, public comment and adoption."