



CITY OF

Painesville *Ohio*

City Council Strategic Plan

2018-2022

TABLE OF CONTENTS

PAGE 1

EXECUTIVE SUMMARY
MISSION STATEMENT
CORE VALUES
STRATEGIC PLAN GOALS

PAGE 2

GOAL 1: DEVELOP A FRAMEWORK TO STRENGTHEN CITY LEADERSHIP AND INCREASE EFFECTIVENESS

OBJECTIVE 1: STRENGTHEN CITY LEADERSHIP THROUGH STRUCTURED EDUCATIONAL PROCESSES

OBJECTIVE 2: ESTABLISH AN ANNUAL SCHEDULE FOR CONTINUING LOCAL GOVERNANCE EDUCATION FOR STAFF AND ELECTED OFFICIALS

PAGE 3

GOAL 2: STRENGTHEN COMMUNITY COMMUNICATIONS AND ENGAGEMENT

OBJECTIVE 1: DEVELOP A FRAMEWORK FOR AMBASSADORS PROGRAM

OBJECTIVE 2: ADDRESS THE PERCEIVED NEGATIVE IMAGES OF THE COMMUNITY

OBJECTIVE 3: DEVELOP A COMMUNITY ENGAGEMENT POLICY

PAGE 4

GOAL 3: STRENGTHEN INFRASTRUCTURE TO SUPPORT THE CITY'S MISSION

OBJECTIVE 1: CONTINUE TO EVALUATE, UPGRADE AND IMPROVE THE CITY INFRASTRUCTURE

OBJECTIVE 2: PROMOTE SPECIFIC COMPONENTS OF THE CITY INFRASTRUCTURE TO ATTRACT DEVELOPMENT AND BUSINESS

OBJECTIVE 3: UTILIZE THE INFRASTRUCTURE TO PROMOTE ADVANTAGES TO RESIDENTS

OBJECTIVE 4: CONTINUE TO EVOLVE THE STRATEGY TO OFFER UTILITIES TO NEIGHBORING COMMUNITIES AND BUILD SUSTAINABLE RELIABILITY

PAGE 5

GOAL 4: STRENGTHEN PAINESVILLE'S FUTURE GROWTH

OBJECTIVE 1: OUTLINE A LONG TERM STRATEGY FOR FUTURE GROWTH

City of Painesville's City Council Strategic Plan

MISSION STATEMENT

"To ensure and improve the quality of life and growth of our community."

CORE VALUES

Core Values guide the City Administration in Core Strategic Areas for the operating plans and development of long-range plans for major projects and services for the community.

These Core Values are:

1. **Respect:** *Consideration for each other and the diversity we bring to the community.*
2. **Resourcefulness:** *Acting effectively, responsibly and imaginatively with the resources provides.*
3. **Integrity:** *Adhering to the highest standard of honesty, professionalism and ethical behavior in all we do.*
4. **Commitment:** *Remain obligated to the course of action identified and embrace it in all our actions*

Goal 1: Develop a framework to strengthen city leadership and increase effectiveness

Objective 1.1 Strengthen City Leadership through structured educational processes.

Objective 1.2 : Establish an annual schedule for continuing local governance education for staff and the elected officials

Goal 2: Strengthen Community Communications and Engagement

Objective 2.1 Develop framework for ambassadors program

Objective 2.2 : Address the perceived negative images of the community

Objective 2.3 Develop a Community Engagement Policy

Goal 3: Strengthen Infrastructure to Support the City's Mission

Objective 3.1 : Continue to evaluate, upgrade and improve the city infrastructure

Objective 3.2 : Promote specific components of the city infrastructure to attract development and business

Objective 3.3: Utilize the infrastructure to promote advantage to residents (economic, safety, security

Objective 3.4: Continue to evolve the strategy to offer utilities to neighboring communities and build sustainable reliability

Goal 4: Strengthen Painesville's Future Growth

Objective 4.1: Outline a long term strategy for future housing growth

Develop a Framework to Strengthen City Leadership and Increase Effectiveness

Who: Liaison of Council, City Manager, City Clerk, and Nonprofit Center, LLC.

Goal 1: Develop a framework to strengthen city leadership and increase effectiveness	Needs Resources	Action Steps	By When	Outcome	Evaluation/ Measure of success
Objective 1.1 Strengthen City Leadership through structured educational processes.					
Strategy 1.1.1 Establish a formal educational “pre-on boarding” protocol for residents who are running for elected position	Research from other communities, facilities	Form group, research, develop program, develop evaluation, market, implement, evaluate, modify as needed <ul style="list-style-type: none"> • Important to make training engaging 	Jan 2019	Clearly articulated protocol with supporting documents	Participation numbers Participation survey regarding understanding
Strategy 1.1.2 Establish a formal educational “on boarding” protocol for residents who win their elected positions	Research from other communities, facilities	Form group, research, develop program, develop evaluation, market, implement, evaluate, modify as needed * Council could make the program mandatory for all council members by making it a part of the council rules	July 2019	Clearly articulated protocol with supporting documents	Participation numbers Participation survey regarding understanding
Objective 1.2 : Establish an annual schedule for continuing local governance education for staff and the elected officials				Establish training calendar	
Strategy 1.2.1 Educate elected officials on local governance	Communities, Conferences, education dollars in the budget, professional groups	Form group, research, develop program, develop evaluation, market, implement, evaluate, modify as needed	Immediate and ongoing	Clearly articulated protocol with supporting documents	Participation numbers Participation survey regarding understanding
Strategy 1.2.2 Develop framework that gives all elected officials the opportunity to expand knowledge and improve leadership skills	Conference, education dollars, professional groups, staff participation	Form group, research, develop program, develop evaluation, market, implement, evaluate, modify as needed * Council could make the program mandatory for all council members by making it a part of the council rules	Immediate and ongoing	Clearly articulated protocol with supporting documents	Level of participation amongst council

Strengthen Community Communications and Engagement

Who: 2 Liaisons of Council, Assistant City Manager, Planning Director, and Economic Development Director

Goal 2: Strengthen Community Communications and Engagement	Needs Resources	Action Steps	By When	Outcome	Evaluation/ Measure of success
			07/2018		
Objective 2.1 Develop framework for ambassadors program				Framework, including purpose, procedure for selecting people, code of conduct, representation, articulated the relationship to board	
Strategy 2.1.1 Implement ambassadors program	Outreach to staff and council via marketing and equipment to achieve the same/ staff time	Develop group Establish meetings Develop program protocol Implement Evaluate		An established meeting schedule	Participation feedback loop
Strategy 2.1.2 Develop plan that establishes goals for, community diversity, neighborhoods, and volunteers	Framework must be in place first			One diversity driven event	Feedback from stakeholders Participation in event
Objective 2.2 : Address the perceived negative images of the community	Framework must be in place with subcommittee descriptions and general goals		01/2019		
Strategy 2.2.1 Identify what questions need to be answered				Facilitated conversations	
Strategy 2.2.2 Research Negative perceptions	Communications and marketing director	Bring fact finding committee together and brainstorm questions		Complete understanding of negative perception	
Strategy 2.2.3 Develop a plan to address the negative	Consultation with external expert	Review the results		Plan with measurable benchmarks	
Develop a plan to address the negative					
Objective 2.3: Develop a Community Engagement Policy	Examples from other communities		01/2019	Develop a community engagement policy	

Strengthen Infrastructure to Support the City's Mission

Who: Director of Infrastructure, Community Development Director, and Finance Director

Goal 3: Strengthen Infrastructure to Support the City's Mission	Needs Resources	Action Steps	By When	Outcome	Evaluation/ Measure of success
Objective 3.1 : Continue to evaluate, upgrade and improve the city infrastructure					
Strategy 3.1.1 Maintain and enhance the appearance of the city infrastructure, property, equipment, roads and personnel	Money	Bring departments together to describe process for identifying and prioritizing projects Create communication tool for council Establish calendar for identifying and sharing projects Develop communication plan/ dashboard for sharing progress	March 2018	Critical Asset Plan	Measurable outcomes per project
Strategy 3.1.2 Beautify the city's appearance on public and private properties	Money		Ongoing	List of potential beautification processes	Number of projects
Strategy 3.1.3 Continue to encourage improved appearance of private property	Communications/ Marketing	Establish benchmark – current number of code violations Develop an education plan for key stakeholders in place to implement new protocol	Ongoing	Clearly articulated new protocol	Fewer code violations
Objective 3.2 : Promote specific components of the city infrastructure to attract development and business	Communications/ Marketing	Department heads and economic development department establish schedule for reviewing and updating information Develop survey to assess impact infrastructure has on businesses regarding attraction and retention	Ongoing	Updated information packet for business	Survey businesses to see level of satisfaction and what role infrastructure played in their decision to be in Painesville
Objective 3.3: Utilize the infrastructure to promote advantage to residents (economic, safety, security)	Communications/ Marketing	Meet with the department heads to clearly articulate advantages to residents Create messaging Develop communications plan	Starting spring 2018 twice a year	Information prepared for multiple communication channels	Number of people informed
Objective 3.4: Continue to evolve the strategy to offer utilities to neighboring communities and build sustainable reliability	Communications/ Marketing	Identify individual charged with writing white paper, set date for draft to be available to review, review and approve- update bi-annually or as needed	August 2018	Develop a two page white paper	New customers

Strengthening Painesville’s Future Growth

Who: Assistant City Manager, City Planner, Economic Development Director, and Parks Division

Goal 4: Strengthen Painesville’s Future Growth	Resources	Action Steps	By When	Outcome	Evaluation/ Measure of success
Objective 4.1: Outline a long term strategy for future growth	Professional Services, staff time, City departments	Research other communities, select professional services, gather data/ public input			
Strategy 4.1.1 Understand and develop a land use strategy for residential growth		Educate planning, zoning and council	3 years for plan, 5 years for implementation	Update comprehensive plan and update zoning map/code	Develop a long-term outlook on land use
Strategy 4.1.2 Understand and develop a land use strategy for corporate industrial and corporate business growth		Review and evaluate adopt and implement	5-15 year implementation	Develop and adopt a new plan, zoning and code	Develop a strategy for Acquisition sub to outlook
Strategy 4.1.3 Understand and develop a land use strategy for educational institutional growth	Money for comprehensive plan				Develop a strategy for annexation sub to outlook