



**Committee Members:**

- Jeff Wobser, at-large – Committee Chair
- Randy Greeno, at-large
- Dennis Hellmann, ward 2 (10:45AM)
- Grant Russel, at-large
- Beth Warnecke, ward 3
- Mayor Christina Muryn
- Jim Staschiak, Auditor (Late)

**Staff:**

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Matt Cordouner - HPC

**Guests:**

Meeting Start Time: 10:05  
Meeting End Time: 12:30 PM

**Agenda:**

Call to Order

Roll Call

Approval of Minutes

New Items

1. Review of public input data

Adjournment

\_\_\_\_\_  
Jeff Wobser, Strategic Planning Committee Chair

**COMMITTEE REPORT**  
**THE CITY COUNCIL OF THE CITY OF FINDLAY, OHIO**

The **STRATEGIC PLANNING COMMITTEE** met on September 20, 2022 to review public input data.

We recommend:

Continuing The Strategic Planning  
Process. Also record The votes on  
The draft plan.  
(see attached document)

Aye  Nay   
Jeff Wobser, Chairman


Aye  Nay   
Randy Greeno

Aye  Nay   
Dennis Hellmann (Second)

Aye  Nay   
Grant Russel

Aye  Nay   
Beth Warnecke

Aye  Nay   
Mayor Muryn (Motion)

Aye  Nay   
Auditor Staschiak  
(Received for last schedule  
15 min due to conflict  
DID NOT PARTICIPATE)

LEGISLATION: \_\_\_\_\_

DATE: September 20, 2022

COMMITTEE: STRATEGIC PLANNING

**Strategic Planning Committee  
September 20, 2022**

Below are the votes of each of the bullet points of the draft strategic plan as voted on by the committee. Votes were recorded electronically. Dissenters are listed. If the vote was unanimous, no other details were recorded. If a language change was agreed upon, it is also included in the minutes.

No other business was conducted at the meeting.

Item	For – Against	Dissent	Notes
1.2a	2-3	Russel, Muryn	
b	5-0		
c	5-0		
d	5-0		
e	4-1	Wobser	Update plan
f	4-1	Greeno	change language
g	5-0		Modified
1.3a	5-0		
b	5-0		Add maintain
c	5-0		
d	5-0		Add Partner
1.4a	5-0		
b	5-0		
c	4-1	Warnecke	
d	5-0		
1.5a	5-0		Explore alternatives
b	5-0		
c	5-0		Amend language
d	5-0		Remove "e.g. ...."
e	5-0		
1.6a	5-0		
b	5-0		Coordinate with Hancock county
c	5-0		Amended
d	4-1	Wobser	
e	6-0		Council Hellman arrived.
f.	4-2	Muryn, Warnecke	Promote list
g.	4-2	Wobser, Warnecke	
1.7a	6-0		Remove HRPC
b.	6-0		Remove HRPC
c.	6-0		
d.	4-2	Warnecke, Hellman	
e.	6-0		
f.	4-2	Warnecke, Greeno	

Strategic Planning Committee  
September 20, 2022

Item	For – Against	Dissent	Notes
2.1a	5-1	Warnecke	
b.	1-5	All but Warnecke	Already done by county
c.	6-0		
2.2a	6-0		
b.	5-1	Warnecke	
2.3a	6-0		
b.	6-0		
c.	6-0		
2.4a	5-1	Warnecke	
b.	6-0		
3.1a	6-0		
b.	5-1	Warnecke	
c.	2-4	Wobser, Warnecke, Greeno, Muryn	
d.	6-0		
e.	5-1	Warnecke	
f.	5-1	Warnecke	Remove Improve
3.2a	6-1	Warnecke	
b.	6-0		
c.	6-0		
d.	6-0		
e.	6-0		
f.	5-1	Warnecke	Add Investigate
g.	6-0		
h.	5-1	Wobser	
3.3a	5-1	Warnecke	
b.	0-6	All against	
c.	2-4	Warnecke, Wobser, Greeno, Hellman	
4.1a	4-2	Russel, Muryn	
b.	5-1	Warnecke	
c.	6-0		
d.	6-0		
4.2a	0-6		
b.	2-4	Muryn, Warnecke, Hellman, Greeno	
c.	5-1	Warnecke	
d.	1-5	Wobser was For	
4.3a	6-0		
b.	0-6		
c.	5-1	Hellman	
d.	6-0		
e.	5-1	Wobser	
f.	4-2	Wobser, Hellman	
4.4a	5-1	Wobser	
b.	6-0		
c.	6-0		
d.	6-0		

**Strategic Planning Committee  
September 20, 2022**

Item	For – Against	Dissent	Notes
4.4e	6-0		
f.	6-0		
4.5a	6-0		Add Continue to maintain CLEA accreditation.
b.	6-0		
c.	6-0		
d.	6-0		Add City
e.	6-0		
f.	6-0		
g.	6-0		
5.1a	5-1	Russel	
b.	6-0		
c.	0-6		
5.2a	6-0		
b.	6-0		
c.	6-0		
d.	6-0		
e.	6-0		
5.3a	6-0		Support...
b.	5-1	Hellman	
c.	5-1	Warnecke	
d.	6-0		
e.	6-0		Promote
f.	6-0		Support...
g.	5-1	Wobser	

This document organizes the sentiments heard from the public, Community Outreach Team, and Strategic Plan Committee into the plan's main organizing elements of Vision, Values, Mission, Goals, Objectives, and Actions. This document is a draft for discussion and will continue to be refined with input from the Strategic Planning Committee.

**Community Vision** – the highest level—and therefore most general—expression of a community's future. Reflects the community's values. Sets the tone for more specific recommendations.

The City of Findlay aspires to be...

A best-in-class city that leads in opportunities and innovation by welcoming new people, businesses and ideas while staying true to our values and small-city character.

**Values** – a reflection, at a high level, of what the community cares most about.

**The people of Findlay value...**

1. Small-city charm
2. Unique assets
3. Safety
4. Belonging
5. Fiscal responsibility

**Organizational Mission** – a statement used by an organization to explain, in simple and concise terms, its purpose(s) for being.

**We serve all our residents, businesses, and institutions so that they can thrive.** In collaboration with our partners, we are dedicated to providing exceptional municipal services which...

1. *Provide the highest quality community with amenities and opportunities available to all ages and abilities*
2. *Respond to the needs and desires of our current as well as future residents*
3. *Protect sense of place in downtown and neighborhoods as the heartbeat of a complete community where we live, work, play, and shop*
4. *Are thoughtful and transparent in our deliberations, communications, and utilization of all resources*

**Plan Goals** – a desired outcome expressed in simple terms.

1. **An Attractive Place** to live, work, raise a family, learn, run a business, play, explore, and visit.

**Objectives and actions:**

**1.1 Maintain Findlay's small city character as the community evolves.**

**1.2 Protect and enhance Findlay's downtown as the heartbeat of the community.**

*1.2a Establish a "Downtown Manager" to coordinate and manage all City services, projects, and communications in the downtown. The Manager would collaborate with the downtown Findlay Improvement District and other entities supporting downtown.*

*1.2b Improve the gateways to downtown (e.g. West Main Cross from 1-75 to downtown).*

*1.2c Complete and extend streetscape improvements (e.g., Main Street and Main Cross Street).*

*1.2d Encourage infill development in downtown and north of the Blanchard River to attract new mixed-use, residential, and commercial development.*

*1.2e Conduct a parking study of downtown: including on-street, public, and private parking.*

*1.2f Improve wayfinding for parking with signage, mobile parking app, and sensors.*

*1.2g Establish a Façade Improvement Program through the Findlay CIC.*

**1.3 Reimagine the Riverfront throughout the community.**

*1.3a Create a signature public space on the Blanchard River that provides flexible public uses and utilizes publicly owned, flood-prone land.*

*1.3b Work with community partners to clean up the Blanchard River.*

*1.3c Expand River Walk, greenways, and trails along Blanchard River.*

*1.3d Activate the Riverfront with recreational activities, festivals, and educational events.*

**1.4 Beautify public areas through landscaping, art, trees, and litter control**

*1.4a Expand the Shade Tree Commission and its associated programs (e.g., the NeighborWoods Adopt-A-Tree program, Arbor Day) to increase tree planting.*

*1.4b Improve landscaping in the public right-of-way prioritizing key, high-impact intersections, nodes, and boulevards.*

*1.4c Establish a public art program to introduce more public art in downtown, parks, and the public right-of-way.*

*1.4d Establish a “Keep Findlay Beautiful” community improvement program in affiliation with the Keep America Beautiful organization.*

**1.5 Care for the natural environment**

*1.5a Explore City-contracted waste management options for residents that provide expanded opportunities for recycling and yard waste as well as cost savings and protection of public infrastructure.*

*1.5b Continue to coordinate with Hancock County and the Maumee Watershed Conservancy District (MWCD) to identify new opportunities for flood risk reduction and restoration of natural habitats that reduce flooding.*

*1.5c Conduct a “green” operations and management audit to identify options for reducing environmental impact of city operations.*

*1.5d Increase waste diversion from the landfill to the city Green Waste Site and recycling facilities (e.g., extend hours of operation at Green Waste Site, establish recycling programs, offer leaf pick-up).*

*1.5e Integrate green infrastructure best practices into public projects.*

**1.6 Enhance the physical environment in the City’s residential, commercial, and industrial sectors consistent with the character of the community.**

*1.6a Create a vacant property registry for residential and commercial properties to support redevelopment of vacant and underutilized properties.*

*1.6b Coordinate with Hancock Regional Planning Commission (HRPC) to establish a land bank.*

*1.6c Update Land Use Plan with considerations for vacant land, vacant buildings, and potential rezoning to address community needs.*

*1.6d Establish a rental property registration program to identify property owners for communication for issues such as code violations.*

*1.6e Adopt the State of Ohio Residential Housing Code.*



*1.6f Establish a volunteer support network for people financially or physically unable to make improvements or may need assistance performing basic maintenance such as mowing grass and snow removal to support and improve code compliance.*

*1.6g Evaluate a low-income financial assistance program to make exterior improvements and improve code compliance (funding through donations; fines for late payments).*

**1.7 Support safe and diverse housing options for all**

*1.7a Partner with Hancock Regional Planning Commission (HRPC) to evaluate zoning code for housing improvements (accessory uses, mother-in-law suites, etc.).*

*1.7b Partner with Hancock Regional Planning Commission (HRPC) to expand existing housing renovation programs, such as the Community Housing Impact and Preservation program, to preserve affordability.*

*1.7c Expand the use of Community Reinvestment Areas (CRAs) to incentivize new build housing and remodels if they meet required criteria.*

*1.7d Streamline the public permitting process to reduce barriers for new housing.*

*1.7e Partner with Hancock Metropolitan Housing Authority to expand and incentivize Housing Choice Voucher (HCV) program.*

*1.7f Establish a "Blue Ribbon" housing program for students in collaboration with the University of Findlay to certify that student rental housing meets all codes for safety and basic livability.*

**2. An Active Community** with a wide variety of amenities, parks, and recreation opportunities for people of all abilities.

**Objectives and actions:**

**2.1 Strengthen the partnership for the long-term planning and provision of amenities (parks, bike paths, greenways).**

*2.1a Conduct a review using National Recreation and Park Association (NRPA) park metrics to determine best practices and needs.*

*2.1b Evaluate the establishment of a Park District encompassing the City of Findlay and Hancock County to improve planning, construction, maintenance and usage of greenways, bikeways and parks in collaboration with Hancock County.*

*2.1c Prepare a Parks, Recreation and Open Space Plan to identify current and future needs to expand access to parks, greenspace, and all-inclusive programming.*

**2.2 Communicate about available recreational programs and activities more efficiently and effectively**

*2.2a Create an online webpage for all entities and partners that provide recreational programs for “one-stop shopping,” working with all of the entities that provide recreational programming for the community.*

*2.2b Create a singular, regularly produced community guide to share recreational offerings in collaboration with all of the entities that provide recreational programming for the community.*

**2.3 Continually improve amenities and accessibility of existing parks and recreation**

*2.3a Inspect all parks and park facilities for accessibility and ADA compliance every year.*

*2.3b Prepare a 10-year Capital Improve Plan (CIP) every year that identifies upgrades and improvements of existing parks.*

*2.3c Implement the CIP to improve park amenities (e.g., benches, lighting, restrooms, etc.).*

**2.4 Provide amenities that support active lifestyles, health, and wellness**

*2.4a In collaboration with our City partners and health care systems develop a “Healthy City Initiative.*

*2.4b Offer a “scholarship assistance” program for low-income population to expand access to recreational programs and facilities to improve physical health. Funds that may be utilized include funds from round up programs and donations.*

**3. A Connected City where people are linked to destinations and each other in a variety of ways.**

**Objectives and actions:**

**3.1 Continue to improve street maintenance, traffic flow, and safety**

*3.1a Create an approach to reroute trucks away from downtown.*

*3.1b Create a Municipal Snow Removal Plan to improve snow removal procedures and communication with the public.*

*3.1c Add Automatic Vehicle Location (AVL systems) to fleet to provide real time information for residents.*

*3.1d Improve street and infrastructure maintenance (e.g., potholes, road repair, restriping, etc.).*

*3.1e Explore options for a mobile app to allow residents to report infrastructure concerns or needed repairs.*

*3.1f Continue streetscape improvements to improve traffic flow, road safety, pedestrian safety, and beautification.*

**3.2 Evaluate and identify opportunities to improve bike and pedestrian infrastructure**

*3.2a Implement a “complete streets” program to balance the needs of all roadway users (cars, transit, bikes, pedestrians).*

*3.2b Develop a School Travel Plan for Safe Routes to School.*

*3.2c Develop a Pedestrian Plan to prioritize new sidewalks, sidewalk repair, crosswalks, and to identify funding sources for pedestrian infrastructure.*

*3.2d Update and formally adopt the 2014 Multi-Use Trails Master Plan.*

*3.2e Fund expansion of trails, greenways, and connectors according to the 2014 Multi-Use Trails Master Plan.*

*3.2f Create a protected bike lane between campus and downtown.*

*3.2g Explore funding opportunities for bike and pedestrian infrastructure, including state, federal, and organizational grants.*

*3.2h Install bike parking racks, shelters, and corrals in public right of way, prioritizing areas in and around downtown, parks, and greenways.*

**3.3 Evaluate and identify opportunities to support a variety of mobility options (transit, micromobility, rideshare, etc.)**

*3.3a Explore feasibility of public transit (fixed-route or on-demand shuttles).*

*3.3b Expand operation hours and increase frequency for Hancock Area Transportation Services (HATS) services.*

*3.3c Explore options for private micromobility within the city (e-scooters, bikeshare).*

**4. A Responsible City Government** through which the public can clearly understand and participate in civic life.

**Objectives and actions:**

**4.1 Ensure the City’s long-term financial strength and stability.**

*4.1a Extend the operating budget plan from 2 years to 5 years and the capital improvements plan to a 10-year outlook to improve the long-term budget outlook.*

*4.1b Identify and evaluate potential outside funding sources for significant CIP projects, such as grants, low-interest or no-interest loans.*

*4.1c Evaluate whether current financial resources are sufficient to meet the future needs of the City in delivering high quality services.*

*4.1d Publish a singular annual report for the City of Findlay sharing its financial condition and previous year highlights and accomplishments.*

**4.2 Continue to lead in collaboration and operational efficiency with partners.**

*4.2a Establish the Findlay Partnership, including leaders from local partner organizations consisting of City, County, University of Findlay, School District, Library, Alliance.*

*4.2b Integrate a public input component into all planning efforts.*

*4.2c Make all draft plans publicly available through the City's website and provide the opportunity for comment.*

*4.2d Present draft plans created in partnership with the City that are expected to impact City operations to the City Council for review and comment.*

**4.3 Improve upon communications to ensure information is clear, accessible, and transparent.**

*4.3a Establish the position of Director of Community Affairs.*

*4.3b Establish a single point of contact for all non-emergency government services (e.g., a 311 number).*

*4.3c Develop a biannual survey of residents that is conducted by and for the City of Findlay.*

*4.3d Perform a public communications audit to evaluate performance and potential improvements to existing channels of communication (e.g., City website, social media, newsletters, etc.).*

*4.3e Establish a "Citizens Academy" for residents to give them more insight and understanding into the City's departments and operations.*

*4.3f Create a citywide community engagement plan to improve residents' input and engagement with City Government.*

**4.4 Maintain and enhance a safe community through the continued support of emergency services.**

*4.4a Complete design and construction of STRICT Center for Findlay police and fire training.*

*4.4b Explore options to integrate full ambulatory EMS services into the Findlay Fire Department.*

*4.4c Establish an Emergency Operations Center for the City of Findlay.*

*4.4d Maintain an updated Disaster Plan.*

*4.4e Regularly train for emergency preparedness.*

*4.4f Promote fire prevention using US Fire Administration best practices and resources for fire prevention and public education.*

**4.5 Maintain support for accountable community policing.**

*4.5a Conduct a performance measurement process to benchmark the police department with similar communities to identify gaps and best practices.*

*4.5b Embrace new and innovative ways to deliver police services. (e.g., purchase body cameras and dash cameras)*

*4.5c Evaluate whether the current police facility arrangements are meeting the needs of the department and its visitors.*

*4.5d Require all first responders to carry NARCAN.*

*4.5e Publish quarterly reports on performance indicators and crime remediation efforts to improve communication and transparency regarding policing.*

*4.5f Create strategies for coordinated responses to vulnerable populations (people suffering from mental health illnesses, substance abuse, victims of domestic violence, children, and the elderly).*

*4.5g Enhance the police-community relationship by hosting additional community and neighborhood events (in addition to the National Night Out and Coffee with a Cop).*

**5. A Caring Community** that supports all community members and looks for opportunities to strengthen community bonds.

**Objectives and actions:**

**5.1 Convene partners to support social services for the community (addiction, mental health, health care, and homelessness).**

*5.1a Create a strategy for connecting residents to social services, working with community partners, to expand and promote existing services.*

*5.1b Expand prescription drug disposal days in collaboration with the police department and health care system.*

*5.1c Offer options for harm reduction services (e.g. syringe service sites, naloxone distribution) in collaboration with health care system and police department.*

**5.2 Model values of being open and friendly to all through city operations.**

*5.2a Continuously review job descriptions, testing, advertisement and recruitment strategies and other components of the hiring process to identify areas of potential bias or weakness.*

*5.2b Evaluate the hiring process, especially Civil Service positions, for opportunities to decrease the time to fill the position.*

*5.2c Collaborate with local high schools, tech schools and universities to offer internship programs, on the job training, leadership classes and programs, and job fairs for city employment opportunities.*

*5.2d Offer multi-lingual municipal services.*

*5.2e Review procurement policies and regulations for unintentional barriers that limit contracts for local, small, and/or diverse businesses.*

**5.3 Support education and work force development**

*5.3a Create a mentorship program between Findlay City Schools and local businesses in collaboration with Raise the Bar Hancock County.*

*5.3b Collaborate with community partners (e.g., Findlay City Schools, YMCA, non-profit organizations) to expand after school programming with a focus on tutoring, life skills education, and recreation.*

*5.3c Create a job training fair in collaboration with Raise the Bar Hancock County.*

**5.4 Support a culture of community belonging (intergenerational, diversity, equity, inclusion, tolerance, etc.)**

*5.4a Host City events that recognize and celebrate the diverse groups of Findlay.*

*5.4b Develop intergenerational programming for seniors and youth.*

*5.4c Establish neighborhood block groups and encourage block club membership and activities.*

*5.4d Improve community awareness of and participation in diverse cultural opportunities and organizations through networking and communication.*

*5.4e Host a series of "Community Conversations" to promote civil dialogue, tolerance, and mutual understanding.*

*5.4f Create a “spring clean-up day” in collaboration with area employers to increase volunteerism, community involvement, and pride of place.*

*5.4g Join the AARP Age-Friendly Community network and develop an Age-Friendly Plan.*

**6. A Thriving Business Environment** that takes care of existing businesses, attracts new businesses, supports local entrepreneurs, and is economically sustainable.