

This document organizes the sentiments heard from the public, Community Outreach Team, and Strategic Planning 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

Community vision is 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 government 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 people, our values, and small-city character.

Values

Values are 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
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Organizational Mission

The organizational mission is 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*
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Plan Goals

Plan goals are a desired outcome expressed in simple terms.

1. A Safe Community because of proactive emergency planning, high quality response and recovery, and well-maintained physical appearance.

- (1.1) Maintain and enhance a safe community through the continued support of emergency services.**
- (1.2) Maintain support for accountable community policing.**
- (1.3) Collaborate to ensure a continuum of services and facilities, for individuals involved in the criminal justice system for effective detention, support, and reentry.**
- (1.4) Continually improve through training, technology, and good policy.**
- (1.5) Decrease flood risk.**

2. A well- run City Government that is transparent, easy to engage with, and prioritizes its employees and citizens.

- (2.1) Continue to lead in collaboration and operational efficiency with partners.**
- (2.2) Improve upon communications to ensure information is clear, accessible, and transparent.**
- (2.3) Modernize technology, software, systems, and processes.**
- (2.4) Ensure that the City of Findlay government is an employer of choice in the region.**
- (2.5) Continue to ensure the City's long-term financial strength and stability while protecting the 1% income tax rate.**
- (2.6) Model values of being open and friendly to all through city operations.**

(2.7) Maintain, plan, and invest in capital assets to ensure they are safe, affordable, and high quality.

3. A Caring Government that supports all community members and looks for opportunities to strengthen community spirit and belonging.

(3.1) Support the coalitions in their work to address social service needs of the community.

(3.2) Support a culture of community belonging.

(3.3) Support organizations in their efforts to build, and sustain, community spirit.

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

(4.1) Continue to strengthen economic development through ongoing partnerships.

(4.2) Support businesses and entrepreneurs through various initiatives.

(4.3) Support education, skilled trades, and workforce development

(4.4) Build a Findlay, Ohio brand and partner with other stakeholders to promote it.

(4.5) Promote and preserve the Findlay Airport as a vital community resource.

5. An Attractive Place to live, learn, work, play, invest, and raise a family.

(5.1) Maintain Findlay's small city character as the community evolves.

(5.2) Protect and enhance Findlay's downtown as the heartbeat of the community.

(5.3) Reimagine the Riverfront throughout the community.

(5.4) Care for the natural environment

(5.5) Care for the physical environment in the City's residential neighborhoods, commercial, and industrial districts consistent with the character of the community.

(5.6) Support safe and diverse housing options for all.

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

(6.1) Strengthen partnerships for the long-term planning and provision of amenities.

(6.2) Communicate available recreational programs and other activities more efficiently and effectively

(6.3) Continually improve accommodations and accessibility of existing parks and recreational facilities

(6.4) Provide programming and events that support active lifestyles, health, and wellness

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

(7.1) Continue to improve street maintenance, traffic flow, and safety

(7.2) Identify, evaluate, and execute opportunities to improve bike and pedestrian infrastructure

(7.3) Support organizations in an effort to identify, evaluate, and implement diverse mobility options.

(7.4) Support the expansion of private communication networks to encourage competition and accessibility.