

*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.*

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## **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.

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## **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 ...**

**(1.1) Maintain and enhance a safe community through the continued support of emergency services.**

**1.1a** *Complete design and construction of STRICT Center for Findlay police and fire training.*

**1.1b** *Establish an Emergency Operations Center for the City of Findlay.*

**1.1c** *Maintain an updated Disaster Plan.*

**1.1d** *Continue regular train for emergency preparedness.*

**1.1e** *Promote fire prevention using US Fire Administration best practices and resources for fire prevention and public education.*

**1.1f** *Achieve an ISO Class 1 Rating.*

**(1.2) Maintain support for accountable community policing.**

**1.2a** *Continue to maintain CALEA accreditation*

**1.2b** *Conduct a performance measurement process to benchmark the police department with similar communities to identify gaps, best practices, and opportunities to improve community programming.*

**1.2c** *Embrace new and innovative ways to deliver police services. (e.g., purchase body cameras and dash cameras)*

**1.2d** *Evaluate whether the current police facility arrangements are meeting the needs of the department and its visitors.*

**1.2e** *Require all City first responders to carry NARCAN.*

*1.2f Publish quarterly reports on performance indicators and crime remediation efforts to improve communication and transparency regarding policing.*

*1.2g Create strategies for coordinated responses to vulnerable populations (people suffering from mental health illnesses, substance abuse, victims of domestic violence, children, and the elderly).*

**(1.3) Ensure short- and long-term detention needs are met.**

*1.3a Evaluate options for long term “jail facilities” that best meet the communities needs while being fiscally responsible.*

**(1.4) Continually improve through training, technology, and good policy.**

**(1.5) Decrease flood risk.**

*1.5a Support flood mitigation efforts to completion to decrease flood water levels by 3ft in a 100-year storm event.*

*1.5b Support update of the FEMA Floodplain maps at earliest opportunity.*

**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.**

*2.1a Establish annual goals for areas of collaboration with County officials.*

*2.1b Establish a plan to increase communication and alignment between the City and Hancock County Offices.*

**(2.2) Improve upon communications to ensure information is clear, accessible, and transparent.**

*2.2a Develop a biannual survey of residents that is conducted by and for the City of Findlay.*

*2.2b Perform a public communications audit to evaluate performance and potential improvements to existing channels of communication (e.g., City website, social media, newsletters, etc.).*

*2.2c Establish a “Citizens Academy” for residents to give them more insight and understanding into the City’s departments and operations.*

**2.2d** *Create a citywide community engagement plan to improve residents' input and engagement with City Government.*

**2.2e** *Look for opportunities to partner with local entities such as the Convention and Visitors Bureau Findlay First program to engage new residents in the community.*

**2.2f** *(previously 4.1d) Publish a singular annual report for the City of Findlay sharing its financial condition and previous year highlights and accomplishments.*

**(2.3) Modernize technology, software, systems, and processes.**

**2.3a** *Implement a regular process to evaluate technology, software, systems, and processes to ensure best practice efficient and modern operations.*

**2.3b** *Provide safe, reliable, and up-to-date equipment and facilities to employees.*

**2.3c** *Establish a process for regular review of departmental structures.*

**2.3d** *Evaluate bringing commercial building inspection into the City of Findlay operations.*

**2.3e** *Regularly evaluate city processes to identify opportunities for more sustainable practices (e.g. digitization to decrease paper, lower energy costs, decreased fuel use).*

**(2.4) Ensure that the City of Findlay government is an employer of choice in the region.**

**2.4a** *Continue annual employee surveying with biannual check-ins and follow up action plans to address employee feedback.*

**2.4b** *Create and implement a robust professional development program for all employees to support cross training, opportunities for advancement, succession planning, and continued education.*

**2.4c** *Identify opportunities for internship programs to build a pipeline of the next generation of employees.*

**2.4d** *Cast wider recruitment net to ensure that City openings are not missed.*

**2.4e** *Conduct regular "stay" interviews with employees that are performing at a high level.*

**2.4f** *Implement a mentoring program for new employees so that they feel informed and engaged from the start.*

**2.4g** *Look for ways to create work/life balance opportunities with more flexible work schedules.*

**2.4h** *Highlight through website the benefits of working for the City.*

*2.4i Display videos highlighting the employees and work performed in various City departments.*

**(2.5) Maintain and invest in city facilities.**

*2.5a Complete facilities audit and prepare investment plan to incorporate into capital plan. (In Process)*

*2.5b Identify opportunities for energy efficiency improvements and long-term cost savings through strategic improvements to city owned properties.*

**(2.6) (Previously 4.1) Continue to ensure the City's long-term financial strength and stability.**

*2.6a Extend the operating budget to include a 5 year forecast and the capital improvements plan to a 10-year outlook to improve the long-term budget outlook.*

*2.6b Identify and evaluate potential outside funding sources for significant CIP projects, such as grants, low-interest or no-interest loans.*

*2.6c Evaluate whether current financial resources are sufficient to meet the future needs of the City in delivering high quality services. (Explore additional funding sources to best protect the 1% income tax structure.)*

**(2.7) Model values of being open and friendly to all through city operations.**

*2.7a Continuously review job descriptions, testing, advertisement and recruitment strategies and other components of the hiring process to identify areas of potential bias or weakness.*

*2.7b Evaluate the hiring process, especially Civil Service positions, for opportunities to decrease the time to fill the position.*

*2.7c Collaborate with local high schools, technical schools, community colleges, and universities to offer internship programs, on the job training, leadership classes and programs, and job fairs for city employment opportunities.*

*2.7d Offer multi-lingual municipal services.*

*2.7e Review procurement policies and regulations for unintentional barriers that limit contracts for local, small, and/or diverse businesses.*

**(2.8) Maintain, plan, and invest (Plan, Invest, Leverage?) in infrastructure to ensure it is safe, affordable, and high quality.**

*2.8a Maintain the highest level of water quality standards.*

*2.8b Keep water and sewer rates at or below average state rates.*

**2.8c** *Implement Long Term Control Plan for Water Pollution Control Plant.*

**2.8d** *Complete and publish long term capital plan and financial goals for Water Treatment Plant.*

**2.8e** *Establish and maintain Geographic Information System to support data driven investments in City assets throughout the Community.*

### **3. A Caring Government** that supports all community members and looks for opportunities to strengthen community bonds.

#### **(3.1) Support the coalitions in their work to address social service needs of the community (e.g. addiction, mental health, health care, and homelessness).**

**3.1a** *Create a strategy for connecting residents to social services, working with community partners, to expand and promote existing services.*

**3.1b** *Expand prescription drug disposal effectiveness through increased awareness and utilization of proper drug disposal.*

**3.1c** *Establish a formal process for social service organizations to bring forward requests for support to the Mayor and City Council.*

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

**3.2a** *Support City events that recognize and celebrate the diverse groups of Findlay.*

**3.2b** *Develop intergenerational programming for seniors and youth.*

**3.2c** *Establish neighborhood block groups and encourage block club membership and activities.*

**3.2d** *Improve community awareness of and participation in diverse cultural opportunities and organizations through networking and communication.*

**3.2e** *Develop program to promote civil dialogue, tolerance, and mutual understanding.*

**3.2f** *Support a “spring clean-up day” in collaboration with area employers to increase volunteerism, community involvement, and pride of place.*

**3.2g** *Join the AARP Age-Friendly Community network and develop an Age-Friendly Plan.*

**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 with The Alliance and other entities.**

*4.1a Identify parameters for incentives that may be offered to increase job growth, income tax revenues, and wages and a process for regular review.*

*4.1b Identify zoning methods for supporting attraction of innovative and targeted businesses while protecting/prioritizing our existing businesses*

*4.1c Collaborate with the Hancock Regional Planning Commission (HRPC) to promote high utilization of the Revolving Loan Fund and Microenterprise Loan Program.*

*4.1d Better communicate available business resources, permitting and zoning process, tax policies, and other business resources.*

*4.1e Develop a retail diversification strategy to identify market gaps and develop strategies to attract new businesses.*

*4.1f Establish a proactive method for evaluating properties for annexation and evaluation of areas for infrastructure investment to support economic development.*

**(4.2) Support businesses and entrepreneurs through programs offered by the City.**

*4.2a Update City website to add a, "Why Findlay/How we work and can help them" message from the Mayor.*

*4.2b Determine the feasibility of creating co-working, incubator, and other similar spaces in vacant and underutilized buildings.*

*4.2c Increase City promotion of local events and spaces like Rally in the Alley, Second Saturdays, and the Hancock County Farmers Market to improve coordination and promotion of small business events.*

**(4.3) Leverage broadband/fiber network infrastructure for businesses and residents**

*4.3a Facilitate the expansion of fiber networks, including City Government owned, to encourage competition.*

**4.3b** *Encourage inclusion of conduit for utilities and broadband when reconstructing roads to protect the life of the pavement.*

**(4.4) Support education and work force development**

**4.4a** *Engage in workforce development initiatives that connect local schools and area businesses to build young talent.*

**4.4b** *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.*

**4.4c** *Participate in job training fairs in collaboration with workforce entities such as Raise the Bar Hancock County and other regional entities*

**4.4d** *Collaborate with the University of Findlay, Owens Community College, and other regional higher education institutions to create better ties between students and the broader Findlay community to support retention of students after graduation.*

**4.4e** *Partner with Findlay Young Professionals and other organizations to identify programming gaps within the City of Findlay to better support young professional retention.*

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

**4.5a** *Complete a marketing and branding plan in collaboration with other key stakeholders to ensure a clear identify of Findlay, Ohio to citizens, visitors, and the world at large.*

**4.5b** *Ensure consistency in use of City of Findlay government brand guidelines.*

**(4.6) Prepare and implement a Findlay Airport (FDY) Strategic plan to support strategic investment, increase utilization, and generate economic development opportunity.**

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

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



**5.1a** *Expand the Shade Tree Commission and its associated programs (e.g., the NeighborWoods Adopt-A-Tree program, Arbor Day) to increase tree planting.*

**5.1b** *Improve landscaping in the public right-of-way prioritizing key, high-impact intersections, nodes, and boulevards.*

**5.1c** *Establish a public art program to introduce more public art throughout the City, parks, and the public right-of-way.*

**5.1d** *Establish a “Keep Findlay Beautiful” community improvement program in affiliation with the Keep America Beautiful organization.*

**5.1e** *Encourage infill development throughout the community to attract new mixed-use, residential, and commercial development.*

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

**5.2a** *Improve the gateways to downtown (e.g. West Main Cross from 1-75 to downtown).*

**5.2b** *Complete and extend streetscape improvements (e.g., Main Street and Main Cross Street).*

**5.2c** *Update the parking study of downtown: including on-street, public, and private parking.*

**5.2d** *Improve wayfinding for parking with signage and alternative support for parking.*

**5.2e** *Establish a Façade Improvement Program.*

**(5.3) Reimagine the Riverfront throughout the community.**

**5.3a** *Create a signature public space on the Blanchard River that provides flexible public uses and utilizes publicly owned, flood-prone land.*

**5.3b** *Clean up and maintain the Blanchard River with community partners.*

**5.3c** *Expand River Walk, greenways, and trails along Blanchard River.*

**5.3d** *Activate the Riverfront with recreational activities, festivals, and educational events in partnership with local organizations.*

**(5.4) Care for the natural environment**

*5.4a Explore alternative waste management options for residents that provide expanded opportunities for recycling and yard waste as well as cost savings and protection of public infrastructure.*

*5.4b Continue to coordinate with Hancock County and local watershed conservancy districts to identify new opportunities for flood risk reduction and restoration of natural habitats that reduce flooding.*

*5.4c Identify opportunities for reducing environmental impact of city operations.*

*5.4d Increase waste diversion from the landfill to the city Green Waste Site and recycling facilities.*

*5.4e Integrate green infrastructure best practices into public projects.*

**(5.5) Enhance the physical environment in the City's residential, commercial, and industrial sectors consistent with the character of the community.**

*5.5a Evaluate and implement methods to increase zoning compliance.*

*5.5b Evaluate and implement methods to decrease abandoned properties.*

*5.5c Work with county to ensure efficient communication, follow up, and follow through on properties which are delinquent on taxes.*

*5.5d Update Land Use Plan to help guide existing and future development and potential rezoning.*

*5.5e Promote the existing 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.*

*5.4f Evaluate programs to make exterior improvements on residential and commercial properties.*

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

*5.6a Evaluate zoning code for housing improvements (accessory uses, mother-in-law suites, etc.).*

**5.6b** *Promote utilization of existing housing renovation programs, such as the Community Housing Impact and Preservation program, to preserve affordability.*

**5.6c** *Evaluate incentives for new build housing and remodels.*

**5.6d** *Continually evaluate the public permitting process to reduce barriers for new housing.*

**5.6e** *Facilitate conversations with local landlords and agencies such as the Hancock Metropolitan Housing Authority to determine methods for helping find safe and affordable housing for Housing Choice Voucher (HCV) program participants while protecting landlords' investments.*

**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 (parks, bike paths, greenways).**

**6.1a** *Conduct a review using National Recreation and Park Association (NRPA) park metrics to determine best practices and needs.*

**6.1b** *Prepare a Parks, Recreation and Open Space Plan to identify current and future needs to expand access to parks, greenspace, and all-inclusive programming.*

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

**6.2a** *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.*

**6.2b** *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.*

**(6.3) Continually improve amenities and accessibility of existing parks and recreation**

**6.3a** *Inspect all parks and park facilities for accessibility and ADA compliance every year.*

**6.3b** *Prepare a 10-year Capital Improvement Plan (CIP) every year that identifies upgrades and improvements of existing parks.*

**6.3c** *Implement the Capital Improvement Plan (CIP) to improve park amenities (e.g., benches, lighting, restrooms, etc.).*

**(6.4) Provide amenities that support active lifestyles, health, and wellness**

**6.4a** *Develop a “Healthy City” Initiative in collaboration with our City partners and health care systems*

**6.4b** *Offer a “scholarship assistance” program for low-income population to expand access to recreational programs and facilities to improve physical health.*

**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**

**7.1a** *Create an approach to reroute trucks away from downtown.*

**7.1b** *Create a Municipal Snow Removal Plan to improve snow removal procedures and communication with the public.*

**7.1c** *Improve street and infrastructure maintenance (e.g., potholes, road repair, restriping, etc.).*

**7.1d** *Explore options for a mobile app to allow residents to report infrastructure concerns or needed repairs.*

**7.1e** *Continue streetscape improvements to enhance traffic flow, road safety, pedestrian safety, and beautification.*

**(7.2) Evaluate and identify opportunities to improve bike and pedestrian infrastructure**

**7.2a** *Implement a “complete streets” program to balance the needs of all roadway users (cars, transit, bikes, pedestrians).*

**7.2b** *Develop a School Travel Plan for Safe Routes to School.*

*7.2c Develop a Pedestrian Plan to prioritize new sidewalks, sidewalk repair, crosswalks, and to identify funding sources for pedestrian infrastructure.*

*7.2d Update and formally adopt the 2014 Multi-Use Trails Master Plan.*

*7.2e Fund expansion of trails, greenways, and connectors according to the 2014 Multi-Use Trails Master Plan.*

*7.2f Create a protected bike lane between the University of Findlay campus and downtown.*

*7.2g Explore funding opportunities for bike and pedestrian infrastructure, including state, federal, and organizational grants.*

*7.2h Install bike parking racks, shelters, and corrals in public right of way, prioritizing areas in and around downtown, parks, and greenways.*

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

*7.3a Explore feasibility of public transit (fixed-route or on-demand shuttles).*