



The Greater Findlay Community Plan  
**JANUARY 2006**



# **BUILDING OUR LEGACY**



*Let us develop the resources of our land, call forth its powers, build up its institutions, promote all its great interests and see whether we also in our day and generation may not perform something worthy to be remembered.*  
Daniel Webster

Greater  
**Findlay**  
The  of Commerce & Community

[www.hancocklegacy.com](http://www.hancocklegacy.com)



*This visioning process provides a comprehensive plan which embraces the rich heritage of this great community and proposes a future of growth that will let the Greater Findlay area excel as we move into the 21st Century.*  
**Carol Runnels Welch**



**Greater Findlay Community Plan**  
**BUILDING OUR LEGACY**  
**January, 2006**

**Table of Contents**

---

Message from the Mayor .....	3
Message from the Steering Committee Chair .....	4
Participants .....	5
Introduction .....	6
Building Our Legacy.....	7
Our Five Community Goals .....	8
Our Strategies.....	9
Implementing Our Plan & Achieving Our Vision .....	18
Measuring Our Progress.....	19
Glossary .....	25

*In the long run, we only hit what we aim at.*  
**Henry David Thoreau**

*Be great in act, as you have been in thought.*  
**William Shakespeare**

*Photos provided by the Findlay-Hancock County Chamber of Commerce and the City of Findlay  
 Logo by Marathon Petroleum Company, Graphic Design by The University of Toledo Urban Affairs Center  
 Text and editing by The University of Toledo Urban Affairs Center, Partners for Innovation, and the Steering Committee*

## Message from the Mayor

---

It is hard to believe that it has been 18 months since we began the Visioning Process for the Greater Findlay area. During this time, more than 500 people have been involved through committee meetings, focus groups, and public forums. We are extremely grateful for their dedication and participation.

We have learned many lessons as we worked through this process. Jay Connor, CEO of The Collaboratory, constantly reminded us that in order to achieve different results, we must change our processes. Albert Einstein defined insanity as “*repeating the same process over and over and expecting to get different results.*” It sounds so obvious but is very difficult to accomplish. We learned from Jim Collins, author of **Good to Great**, that “*good is the enemy of great.*” We don’t have great schools because we have good schools. We don’t have great government because we have good government. We don’t have a great community because we have a very good community. In order to move from “*good to great*” we must change the processes that made us good to processes that will make us great.

There are so many people to thank for their unwavering support of this project. The Community Foundation for their generous financial support as well as Findlay City Council, the Hancock County Commissioners, the Findlay-Hancock County Chamber of Commerce, the Findlay-Hancock County Community Development Foundation, and the United Way of Hancock County. I personally would like to thank all of the Steering Committee members, sub-committee members and the Marketing Committee for their tremendous commitment and dedication to our community. Last but certainly not least, my sincere thanks to Sue Wuest, Assistant Director of The Urban Affairs Center at The University of Toledo, and Jim Johnston, Principal in Partners for Innovation, for their direction and facilitation of this Vision.

The inspiration for this project came from William H. Hudnut III, Mayor of Indianapolis from 1976 until 1991. His stated goal was to build a “*cooperative, compassionate, and competitive*” city. His approach came from a lesson his father taught him about playing chess. His father said the secret to playing chess well is to “*begin at the end of the game and work backwards.*” Simply put, we need to decide where we want to go and then decide how to get there. This is the approach we have chosen for our process. As Mayor Hudnut said “*It’s got to come from the people. It’s got to bubble up, as it were, percolate up, rather than from the top down.*” We think that we have identified where we want to go. Now we must decide how to get there.

It is with a great deal of pride and honor that we present this Community Vision and Plan. One hundred and twenty years ago, our community was changed forever! On January 20, 1886, “*the first great (gas) well in the Findlay field came in. This was the Karg Well and the spectacular development of Findlay with its gas boom dates from this well.*” (*Findlay The Story of a Community*, William D. Humphrey, 1961)

With your support, I am confident that the implementation of this Vision will be the “Karg Well” for our community over the next 120 years!

**Anthony Iriti, Mayor**  
**City of Findlay**  
**January, 2006**



*I know the price of success: dedication, hard work, and an unrelenting devotion to the things you want to see happen.*  
**Frank Lloyd Wright**

*The Greater Findlay Community Plan establishes the foundation for Findlay and its surrounding areas to become an even greater place to live tomorrow than it is today. It is a product of the collective visions of its people and yields a blueprint for the future that builds on our strengths and recognizes the enhanced elements of a community that embraces everyone.*  
**Andy Peters**



*Great works are performed not by strength but perseverance.*  
**Dr. Samuel Johnson**

*Our desired state would be a community of people who, as individuals, honor and experience the richness provided by an openly diverse community and in which majority and minority groups are equally acknowledged, supported, valued, and empowered to contribute to the vision of an all-inclusive, accountable, and active community.*  
**Community Issues Topic Committee**

## Message from the Steering Committee Chair

---

The front page of the *Findlay Courier* on Saturday April 10, 2004 proclaimed *Iriti forms "visioning committee" Fifteen people appointed to group's steering council.* In the community at large, the public view on this issue ranged from the strong supporters to the skeptics, who saw this effort as another waste of time and money to produce another plan that will join numerous previous plans on some shelves in the Municipal Building, but the greater majority probably read the article and promptly dismissed it.

The Steering Committee, fortunately, took the task seriously and immediately started launching a work plan that incorporated the most essential element required to succeed in a community visioning process, that is BROAD and IN-DEPTH PARTICIPATION by as many citizens and organizations as possible. A community vision and a desired sense of direction derived by the consensus of a wide base of citizens has a much higher chance to be embraced by the community at large than a vision generated by a few individuals appointed or elected. Every member of the Steering Committee did their best to generate the necessary communications to attract serious participants to the Topic Committees. The result of their efforts was the serious involvement of over 500 individuals that generated the Topic Reports which are the base of this consolidated report.

I feel certain that this plan will generate a wide range of reactions depending on the expectations of those reading it. This fact by itself should not be interpreted as a negative outcome of the work done so far. The most important expectation we should be seeking at this point is our ability to master the visioning process itself, and to work cooperatively to develop general guidelines of where and how our community should be preserved or altered over the time period being forecasted. Judging this report from this key progress point leads to the conclusion that it is, without a doubt, a successful step. The next necessary step is to take the work being reported in this analysis in a cohesive manner, then be able to discuss advantages and disadvantages of various components of the vision, and then develop detailed plans and priorities to translate this vision into fundable specific projects that will eventually enhance our community and accomplish its vision objectives. This second phase of this process I have just described may be the most valuable since it will improve our ability to work together and develop a better community around us. There is no doubt we will always have differences in priorities and opinions on many issues, but developing a system to discuss these issues on a routine and well structured basis will defuse considerable tension that may otherwise exist, and will lead to a more efficient use of our resources.

In conclusion I want to recognize Mayor Iriti for his leadership role in this process. I am proud to have been a member of this Steering Committee and I am delighted with the amount of excellent work that has been generated in a relatively short period of time by all participants in this valuable effort. I have full confidence that the next steps required to lead this visioning process to a successful conclusion will be taken and that our community will rise to a higher plateau of excellence.

Riad Yammine  
Steering Committee Chair

## **Participants** (Please see the inside back cover for a full list of community participants.)

---

### **Steering Committee**

Tim Brugeman  
Bill Conlisk  
Barbara Deerhake  
Dr. Debow Freed  
Frank Guglielmi  
Karl Heminger  
Mayor Anthony Iriti

Scott Malaney  
Carleton Palmer  
Andy Peters  
Rachel Rader  
David Spahr  
Carol Welch  
Rod Winkle

Riad Yammine  
Mary Lee Zahler, Secretary  
Jen Ruhe, Communications  
Lu Draper, Communications  
Randy Flesch, Marketing  
Dionne Neubauer, Marketing

### **Sub Committee Chairs**

#### **Education**

Mary Anne Ashworth  
Dick Dillon  
Bill Haggerty  
Scott Malaney  
Rachel Rader

#### **Infrastructure**

Russ Rogerson  
Lynn Child  
Gina Thompson  
Mayor Anthony Iriti  
Karl Heminger

#### **Government**

Ray Scholes  
Bill Doyle  
Andy Peters  
David Spahr

#### **Arts & Culture/Parks & Recreation**

David Healy  
Robert Rustic  
Suzi Healy  
Jeanne Rustic  
Dr. Debow Freed  
Carol Welch

#### **Community Issues**

Linda DeArment  
Maile Doyle  
Tim Brugeman  
Frank Guglielmi

#### **Health and Social Services**

Precia Stuby  
Sherri Brumbaugh  
Barbara Deerhake  
Rod Winkle

#### **Business Development**

Jay Edel  
Doug Peters  
P.J. Milligan  
Kevin Henning  
Gary Wilson  
Vaun Wickerham  
Lu Draper  
David Glass  
Frederick Buskey  
Chuck Bills  
Ed Ingold  
Bill Conlisk  
Carleton Palmer

*This process has been a comprehensive effort to talk and listen from many components of our community. This effort has clearly tied commerce, education, social services, the arts and recreation and all aspects of our community together. As we examine change we should look beyond our prospective interests and look at broad ramifications to the people living in the greater Findlay area.*  
**Barbara M. Deerhake**



## Introduction

---

A community often undertakes a planning process because it has to fix serious problems. Our community doesn't need to be fixed. It is already a strong well-run community that engenders a lot of hometown pride from our leaders and our residents. We are a good community. In fact, we are a *very* good community. Our greatest strengths are the positive and productive relationships among our citizens and our strong commitment to community.<sup>1</sup> We want to use these strengths in a deliberate and focused way to make Findlay an even better community.

**We want to make Findlay a truly *great* community that offers rich opportunities to all of its citizens and embraces excellence in all that it does. It is this commitment to using our strengths to build an even better community that led us to undertake this planning process.**

Businesses plan to ensure that they are competitive, and the development and implementation of their plans depend upon a small set of internal stakeholders. A community planning process is more complex. It must involve stakeholders from across all segments of the community. It must address a broad array of issues from economic and social to infrastructure and governance. In addition, there is not just one entity responsible for implementing a community plan...but rather implementation depends upon voluntary partnerships, sharing, and coordinating resources.

Our Greater Findlay visioning and planning process engaged our entire community. The process was led by a Steering Committee and involved the hard work of a diverse group of community members serving on the following subcommittees:

- Education
- Infrastructure
- Government
- Arts & Culture/Parks & Recreation
- Community Issues
- Health and Social Services
- Business Development

---

<sup>1</sup> The Greater Findlay community visioning and planning process began in the Spring of 2004. It started with a county wide focus. Most of the participants in the process were from Findlay and many of the proposed projects focused on Findlay. In the final months of the planning process, in recognition of these issues, the study was narrowed to focus on Greater Findlay. Yet a valuable next step would be to bring representatives of the entire county together to define a vision for Hancock County as a whole.



We held community meetings that engaged over 500 community residents. Initial efforts focused on identifying the strengths, weaknesses, opportunities, and threats facing our community as well as identifying ideas and action plans. The subcommittees took that community input, did some additional research, and produced subcommittee reports. Those reports guided the second phase of the process in which we defined our vision or overall goal for our community. Then we narrowed our focus and identified priority objectives and strategies to address the many issues and challenges that were revealed through the work of all of our committees.

All of our work has resulted in our Greater Findlay Community Plan in which we identify ways to ensure that our community offers rich opportunity to all our citizens and embraces excellence in all that we do. Now the responsibility is on us to embrace this unified vision of the kind of great community we want to be and to set out on the path toward that vision—in other words, to **Build Our Legacy**.



*The Hancock County Commissioners want to congratulate the Visioning Committee for completing their task of defining the Vision for the City of Findlay. The County Commissioners stand by to assist in any way they can to help move the Vision into reality.*

**Ed Ingold**

*All speech is vain and empty unless it is accompanied by action.*  
**Demosthenes**

## **Building Our Legacy**

---

### ***Our Vision***

***Findlay will be a community that offers rich opportunity to all our citizens and embraces excellence in all that we do.***

### ***Our Principles***

With respect to the implementation of this vision and plan and in all of our future efforts, we will be guided by the following principles:

- Our vision of opportunity will extend to all members of our community.
- Our vision of excellence will apply to all services we provide and all efforts we undertake as a community.
- We will consider and respect the needs of and be aware of the potential impact on all members of our community.
- We will respect and protect our environment and strive to remain in harmony with nature.
- We will build community and maximize benefits and outcomes by promoting and engaging in partnerships and collaborations between and among community members, community organizations, businesses, and other jurisdictions.
- All future community plans and policies will be guided by this community vision and plan.





*This is the single most comprehensive effort completed by our Community which will prove invaluable to compiling, prioritizing, and accomplishing important work for the successful future of the Greater Findlay Area and those of us who live here.*  
**Frank Guglielmi**

*The Steering Committee membership is passionate about our mission, and that is to provide a plan for future generations to follow that will continue our Community's history of success, prosperity, and compassion.*  
**Bill Conlisk**



## **Our Five Community Goals**

- 1. Findlay will be a community that supports and promotes healthy and enriched living for all residents.*
- 2. Findlay will be an all-inclusive, active, and accountable community that provides rich opportunities for residents to be engaged and connected.*
- 3. Findlay will offer great educational opportunities for all.*
- 4. Findlay will offer excellent public governance, services, and public and private infrastructure.*
- 5. Findlay will offer opportunities to build wealth and achieve economic growth for all our residents and businesses with an emphasis on retaining and growing our existing businesses and developing local entrepreneurs.*

## Our Strategies

The following tables contain the goals, objectives, and strategies we will undertake to achieve our vision. These tables are the backbone of our plan. They are organized by our community goals and nothing is listed in priority order—because everything is a priority. For each strategy, we have identified a timeline and a list of probable partners to initiate the strategy. We apologize if we have left any potential partners off the list. It was not intentional; we know that in order for us to be successful we need everyone to help—every agency, every group, every business, and every individual in our community. Some of the strategies are already being addressed, and others are ongoing strategies—we felt it was important to include them on the list because they are important and might benefit from additional community support. While most of the strategies will have a broad impact and help us achieve overlapping objectives, there are many that have multiple synergies with other strategies and we have identified those to illustrate those synergies.

### *Table Notes*

*The names of the partners are abbreviated on the tables. Please see the glossary at the end of this report for the full names of the partners.*

*The strategies are assigned the following timelines:*

*Ongoing: Currently being done*

*Short Term: 0-3 years*

*Mid Term: 3-5 years*

*Long Term: 5 years and beyond*

*Dialogue, public deliberation, and inclusion are not luxuries in a democracy, but rather are necessary components of action.*  
**Suzanne Morse**

*A child's life is like a piece of paper on which every person leaves a mark.*  
**Chinese Proverb**



**Community Goal 1**

*Findlay will be a community that supports and promotes healthy and enriched living for all residents.*

Objective 1.1	Strategies		Timeline	Partners	Synergies
<i>Increase the quality and years of healthy life for residents and eliminate disparities in health status</i>	1.1.1	Improve collaboration and communication between and among social service and health care providers	Short-Term	TCF, United Way, BVHA, Rotary	1.1.2, 1.1.5, 2.2.3, 2.2.4
	1.1.2	Improve access to information about health care, social service programs, recreation programs, enrichment programs, etc.	Short-Term	TCF, United Way, BVHA, Rotary	1.1.1, 1.1.5, 2.2.3, 2.2.4
	1.1.3	Develop and implement local strategy to provide affordable health care for all	Ongoing	BVHA	1.1.1, 1.1.2, 1.1.4, 1.1.5, 1.1.6
	1.1.4	Educate community members of all ages on issues related to healthy living (i.e. exercise, tobacco use, nutrition, & diet)	Mid-Term	BVHA, OSU Extension	2.1.3, 3.2.5, 3.3.5
	1.1.5	Develop a comprehensive community health plan which would include an inventory and assessment of current services	Mid-Term	BVHA, City and County Health Departments	1.1.1, 1.1.2, 2.2.3, 2.2.4
	1.1.6	Develop and implement a community leader role model program	Ongoing	Hancock Leadership	

Objective 1.2	Strategies		Timeline	Partners	Synergies
<i>Provide quality recreational programs &amp; facilities that meet the needs and interests of all ages and physical abilities</i>	1.2.1	Complete improvements on the "Field of Dreams" and Hancock Recreation Center	Short-Term	HPD, HRC, Administration, County, Senior Center	1.2.2
	1.2.2	Investigate feasibility of expanding recreation center to include additional features (aquatic center, senior center, increased accessibility for differently abled, etc.)	Mid-Term	HPD, HRC, Administration, County, Senior Center	1.2.1
	1.2.3	Partner with employers to ensure employee access to and participation in fitness facilities and programs	Mid-Term	HPD, HRC, Administration, County, Senior Center, YMCA, CDF, BVHA	3.2.4, 3.3.4
	1.2.4	Continue to support planning and development objectives of the public parks system	Ongoing	HPD, HRC	

Objective 1.3	Strategies		Timeline	Partners	Synergies
<i>Partner to provide quality arts &amp; cultural programs &amp; facilities that enrich the lives of all members of our community</i>	1.3.1	Begin due diligence for development stage of visual & performing arts facility to be located in the downtown	Short-Term	Downtown Assn, TAP, U of F, OCC, FSL, Downtown Division of Chamber	1.3.2, 1.3.3, 1.3.4, 1.3.5, 2.1.3, 2.2.2, 3.2.1, 3.2.2, 3.2.3, 3.3.3, 3.2.6, 5.3.7
	1.3.2	Increase community awareness of and participation/attendance in arts and cultural programs, events, and activities	Ongoing	TAP	1.3.1, 1.3.3, 1.3.4, 1.3.5, 2.1.2, 3.2.1, 3.2.2, 3.2.3, 3.3.3, 3.2.6, 5.3.7
	1.3.3	Investigate development of a state of the art Library (Community Information/Learning/Technology Center) Possibly located in (1.3.1)	Ongoing	Library Board, U of F, OCC	1.3.1, 1.3.2, 1.3.4, 1.3.5, 3.2.1, 3.2.2, 3.3.3, 3.2.6, 5.3.7
	1.3.4	Expand arts and cultural educational programming for all ages	Ongoing	TAP, Schools, Mazza, TMA	1.3.1, 1.3.2, 1.3.3, 1.3.5, 3.2.1, 3.2.2, 3.2.3, 3.2.6, 5.3.7
	1.3.5	Investigate the development of an outdoor theatre/amphitheatre possibly associated with (1.3.1)	Ongoing	HPD	1.3.1, 1.3.2, 1.3.3, 1.3.4, 3.2.1, 3.2.2, 3.2.3, 3.2.6, 5.3.7

**Community Goal 2**

**Findlay will be an all-inclusive, active, and accountable community that provides rich opportunities for residents to be engaged and connected.**

Objective 2.1	Strategies		Timeline	Partners	Synergies
<i>Expand opportunities for community engagement, dialogue, and access to community information</i>	2.1.1	Develop, fund, and implement an umbrella organization to work with community groups (student groups, service organizations, etc.) on legacy projects that will make a difference for Findlay--be their "Legacy to Findlay"	Mid-Term	Legacy Committee	
	2.1.2	Develop "Gateway" interactive community website that will provide information about events, services, programs, etc. for all members of community	Mid-Term	Legacy Committee, Chamber, Library, Schools, Newspaper	1.3.2
	2.1.3	Establish series of community engagement/dialogue projects that inform and engage leaders and residents on issues of civic importance	Mid-Term	Legacy Committee, U of F, Chamber, CDF	1.1.4, 1.3.1, 2.2.2, 2.2.5, 2.3.3, 3.1.3, 3.2.1
	2.1.4	Establish a Faith-Based Council to facilitate communications and engagement by faith-based community on serious community issues	Short-Term	Faith Based Community	
	2.1.5	Establish regular, effective "town-hall" meetings to improve dialogue between elected officials and the people they represent	Short-Term	Mayor, City Council	2.2.2, 2.3.3
	2.1.6	Establish a Farmer's Market downtown (Farmer's Markets are traditionally the place to promote local produce, strengthen urban/rural connections, and provide a civic gathering place)	Short-Term	Chamber, CDF, OSU Extension, UT-UAC	5.2.7, 5.3.11

Objective 2.2	Strategies		Timeline	Partners	Synergies
<i>Welcome diversity &amp; provide a full range of sustainable social supports to ensure that all residents thrive as active, vital &amp; contributing members of our community</i>	2.2.1	Continue to improve efficiencies, eliminate duplication, and fill service gaps (address issues of the differently-abled in housing, infrastructure, & workforce)	Ongoing, Short-Term	TCF, United Way, BVHA	2.2.3, 2.3.5
	2.2.2	Improve community awareness of the importance of social services in the community	Short-Term	TCF, United Way, BVHA	2.1.3, 2.1.5
	2.2.3	Improve social services facilities and operating efficiencies	Ongoing	TCF, United Way, BVHA	1.1.1, 1.1.2, 1.1.5, 2.2.1, 2.2.4
	2.2.4	Increase capacity of agencies to deliver the scope and volume of services needed by the community	Ongoing	TCF, United Way, BVHA	1.1.1, 1.1.2, 1.1.5, 2.2.3, 2.3.5
	2.2.5	Increase community and private sector funding	Ongoing	TCF, United Way, BVHA	2.1.3

Objective 2.3	Strategies		Timeline	Partners	Synergies
<i>Preserve and cultivate our small-town character and culture by providing neighborhoods that are welcoming with safe, clean, well-maintained, and affordable housing for all residents</i>	2.3.1	Develop a Findlay Neighborhood Plan that would include neighborhood enhancement, stabilization, and revitalization strategies as needed	Short-Term	Mayor, City Council, County Commissioners, HRPC	2.3.2, 2.3.4, 4.1.2, 4.2.3, 4.2.4, 4.2.5, 5.3.5
	2.3.2	Develop a residential building code	Short-Term	Mayor, City Council, HRPC	2.3.1, 4.1.2, 4.2.4, 5.3.5
	2.3.3	Foster civic pride by rewarding and recognizing local best practices and successful community and neighborhood efforts (individuals, blocks, neighborhoods, etc.)	Ongoing, Short-Term	Mayor, City Council, County Commissioners, HRPC, Chamber	2.1.3, 2.15
	2.3.4	Review and adjust the City's use of CDBG funds in order to focus benefit on neighborhood revitalization and community development	Mid-Term	Mayor, City Council, HRPC	2.3.1, 4.2.5, 5.3.6
	2.3.5	Expand homeless housing and group home housing (with services)	Mid-Term	TCF, United Way, Faith Based Council	2.2.1, 2.2.4

**Community Goal 3**  
*Findlay will offer great educational opportunities for all.*

Objective 3.1	Strategies		Timeline	Partners	Synergies
<i>Take community-wide responsibility for providing the best possible educational opportunities for our children (pre-birth through college)</i>	3.1.1	Develop Findlay Schools Performance Targets and a community plan to achieve the targets (examine high performing school districts for guidance)	Ongoing	Schools, Chamber, Mayor, City Council, TCF, Legacy Committee, etc.	
	3.1.2	Develop informal educational opportunities that would include mentorships, internships, community tutoring, etc.	Mid-Term/Ongoing	Schools, Chamber, Rotary, Youth Leadership, Non-Profit Community, etc.	3.3.2, 5.1.9
	3.1.3	Develop and promote community engagement and involvement opportunities for youth	Ongoing	Hancock Leadership, Eclipse, Schools, HCL, Chamber, Legacy Committee, etc.	2.1.3
	3.1.4	Aggressively promote the importance of literacy and develop and implement early literacy programs	Ongoing	BVHA, Pre-Schools, TCF	
	3.1.5	Cultivate a culture of support for quality educational programs and facilities	Ongoing	Community wide led by Legacy Committee	3.3.2
	3.1.6	Develop parental and pre-school education programs and standards to help parents and day care providers prepare children for learning	Short-Term	Schools, BVHA, TCF	

Objective 3.2	Strategies		Timeline	Partners	Synergies
Provide enrichment classes and opportunities that meet the needs and interests of all our residents	3.2.1	Increase community awareness of and participation/attendance in arts and cultural programs, events, and activities	Ongoing	TAP	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 2.1.2, 3.2.2, 3.2.3, 3.2.6, 5.3.7
	3.2.2	Investigate development of a state of the art Library (Community Information/Learning/Technology Center) possibly linked to (1.3.1)	Ongoing	Library Board, U of F, OCC	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 3.2.1, 3.2.3, 3.2.6, 5.3.7
	3.2.3	Expand arts education programming for all ages	Ongoing	TAP, Schools, MAZZA, TMA	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 3.2.1, 3.2.2, 3.2.6, 5.3.7
	3.2.4	Partner with employers to ensure employee access to and participation in fitness facilities and programs	Mid-Term	HPD, HRC, FCP, City, County, Senior Ctr, YMCA, CDF, BVHA	1.2.3, 3.3.4
	3.2.5	Educate community members of all ages on issues related to healthy living	Mid-Term	BVHA, OSU Extension	1.1.4, 2.1.3, 3.3.5
	3.2.6	Begin due diligence for development stage of visual & performing arts facility to be located in the downtown	Ongoing	Downtown Assn, TAP, U of F, OCC, FSL, Downtown Division of Chamber	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 2.1.3, 3.2.1, 3.2.3, 5.3.7

Objective 3.3	Strategies		Timeline	Partners	Synergies
Provide a workforce with skills and capacity that meet the current and future needs of our employers	3.3.1	Develop and implement the two phase Community "Connections" Project 1) Interactive website to link employers, employees, service providers, educational providers, and 2) the staffed community jobs resource center	Short-Term	One-Stop, Millstream, Schools, JFS	3.3.2, 5.1.1, 5.1.2
	3.3.2	Provide a workforce with skills and capacity that meet the current and future needs of our employers	Ongoing	Business Community, One-Stop, Schools, U of F, Millstream, Chamber, CDF, OCC	3.1.2, 3.1.5, 3.3.1, 5.1.9
	3.3.3	Encourage and assist employers that invest in human capital (i.e. invest in training for their workers)	Ongoing	CDF, Chamber, City	5.1.6
	3.3.4	Partner with employers to ensure employee access to and participation in fitness facilities and programs	Mid-Term	HPD, HRC, FCP, City, County, Senior Ctr, YMCA, CDF, BVHA	1.2.3, 3.2.4

**Community Goal 4**

*Findlay will offer excellent public governance, services, and public and private infrastructure.*

Objective 4.1	Strategies		Timeline	Partners	Synergies
Update and adapt governance structures/policies so that Findlay is better equipped to meet the needs and demands of a growing community in the 21st Century	4.1.1	Investigate development of a city charter to become a "home-rule" city	Short-Term	City Council, Mayor, UT-UAC	
	4.1.2	Develop a residential building code	Short-Term	City Council, Mayor, HRPC	2.3.1, 2.3.2, 4.2.4, 5.3.5
	4.1.3	Develop a water distribution policy that protects the interests of the residents of Findlay (that promotes use of existing infrastructure)	Ongoing	City Council, Mayor, UT-UAC	
	4.1.4	Communicate and partner with other cities in the region and the State to identify joint issues and concerns and to advocate for state and federal policy changes as necessary	Ongoing	City Council, Mayor, UT-UAC, BGSU-CRD	
	4.1.5	Examine the feasibility of developing impact fees to recover development costs (may develop urban service area where fees are not levied)	Ongoing	City Council, Mayor, HRPC, UT-UAC	
	4.1.6	Conduct government services audit by an independent body to identify efficiencies and opportunities for joint service delivery with County	Short-Term	Mayor	
	4.1.7	Support Blanchard Valley Watershed Council	Ongoing	Mayor, City Council, County Commissioners, HRPC	

Objective 4.2	Strategies		Timeline	Partners	Synergies
Provide high quality city services and programs to ensure our economic competitiveness and improve our quality of life	4.2.1	Develop a Comprehensive Land Use Plan in order to enhance quality of life and vitality in our neighborhoods and downtown	Short-Term	Mayor, City Council, HRPC	4.2.2, 4.3.2, 5.1.7, 5.3.2
	4.2.2	Update zoning code to meet needs of the community and to implement the comprehensive land use plan	Mid-Term	Mayor, City Council, HRPC	4.2.1, 4.3.2, 5.1.7, 5.3.2
	4.2.3	Develop a Findlay Neighborhood Plan that would include neighborhood enhancement, stabilization, and revitalization strategies as needed	Short-Term	Mayor, City Council, HRPC	2.3.1, 4.1.2, 4.2.4, 5.3.2, 5.3.4, 5.3.5
	4.2.4	Develop a residential building code	Short-Term	Mayor, City Council, HRPC	2.3.1, 2.3.2, 4.1.2, 5.3.5
	4.2.5	Review and adjust the City's use of CDBG funds in order to focus benefit on neighborhood revitalization and community development	Short-Term	Mayor, City Council, HRPC, UT-UAC	2.3.4, 4.2.3, 5.3.6
	4.2.6	Develop and implement sidewalk strategy	Short-Term	Mayor, City Council	2.3.1, 4.2.3
	4.2.7	Update Downtown Master Plan to ensure downtown remains and grows as a vital mixed-use urban neighborhood	Short-Term	HRPC, Downtown Assn, TAP, U of F, FSL, Downtown Division of Chamber	5.3.1



Objective 4.3	Strategies		Timeline	Partners	Synergies
<i>Offer top quality infrastructure to meet the 21st century needs of residents and businesses, it will be our priority to upgrade and maintain existing infrastructure and re-use brownfield sites</i>	4.3.1	Develop an accessible, affordable public transit system for Findlay (Investigate models from other similarly sized cities for guidance)	Mid-Term	Mayor, City Council, HRPC, Port Authority	4.2.1, 5.3.8
	4.3.2	Ensure that the Comprehensive Land Use Plan identifies areas for growth (business, commercial, residential, etc.) and that new infrastructure is developed in accordance with the plan (and promotes use of existing infrastructure and brownfields)	Short-Term	Mayor, City Council, HRPC, CDF	4.2.1, 4.2.2, 4.3.3, 5.1.1, 5.3.2
	4.3.3	Ensure that Findlay offers the highest quality telecommunications and other high tech infrastructure (consider wireless district downtown)	Ongoing	TIC	5.1.4, 5.1.5, 5.3.9
	4.3.4	Solve downriver flooding issues (may open up more land for development and recreation)	Short-Term	BRWC, Mayor, City Council	
	4.3.5	Improve communications, coordination, and efficiencies between and among public and private utilities	Ongoing	Mayor, HRPC	

**Community Goal 5**

**Findlay will offer opportunities to build wealth and achieve economic growth for all our residents and businesses with an emphasis on retaining and growing our existing businesses and developing local entrepreneurs.**

Objective 5.1	Strategies	Timeline	Partners	Synergies
<p><i>Ensure that Findlay has a positive business climate and the ability to support and accommodate economic growth and development opportunities</i></p>	<p>5.1.1 Develop a comprehensive targeted economic growth and development plan that builds upon current and projected strengths and opportunities (include focus on developing agribusiness sector)</p>	<p>Short-Term</p>	<p>Chamber, CDF, City, County, UT-UAC, BGSU-CRD</p>	<p>3.3.1, 3.3.2, 4.3.1, 4.3.2, 5.1.2</p>
	<p>5.1.2 Evaluate and assess the current economic development delivery system within context of plan (5.1.1) and reorganize as necessary to ensure plan implementation</p>	<p>Short-Term</p>	<p>Chamber, CDF, City, County, UT-UAC, BGSU-CRD, HRPC</p>	<p>3.3.1, 3.3.2, 5.1.1, 5.1.8</p>
	<p>5.1.3 Partner with the State, financial institutions, and other investors to develop venture capital resources (angel, start-up, early-stage, and conventional)</p>	<p>Short-Term (Spring 2006)</p>	<p>Chamber, CDF, City, County, State, Financial Institutions, etc.</p>	<p>5.2.2, 5.2.3</p>
	<p>5.1.4 Ensure that Findlay offers the highest quality telecommunications and other high tech and wireless infrastructure</p>	<p>Ongoing</p>	<p>City, County, Chamber, TIC, State, Telecommunications Industry</p>	<p>4.3.3, 5.1.5, 5.3.9</p>
	<p>5.1.5 Investigate the feasibility of developing a wireless district in downtown Findlay</p>	<p>Short-Term (Fall 2006)</p>	<p>City, County, Chamber, TIC, State, Telecommunications Industry</p>	<p>4.3.3, 5.1.4, 5.3.9</p>
	<p>5.1.6 Encourage and assist employers that invest in human capital (i.e. invest in training for their workers)</p>	<p>Ongoing</p>	<p>City, State, CDF</p>	<p>3.3.3</p>
	<p>5.1.7 Identify locations for and develop shovel-ready sites for business development and expansion</p>	<p>Ongoing</p>	<p>CDF, HRPC, Chamber, City, County, State</p>	<p>4.2.1, 4.2.2, 4.3.2, 5.3.2</p>
	<p>5.1.8 Explore developing a Port Authority as an economic development tool</p>	<p>Short-Term (Immediately)</p>	<p>City, County, CDF, Chamber, other regional partners</p>	<p>5.1.2, 5.2.5</p>
	<p>5.1.9 Provide a workforce with skills and capacity that meet the current and future needs of our employers</p>	<p>Ongoing</p>	<p>Business Community, One-Stop, Schools, U of F, Millstream, Chamber, CDF, OCC.</p>	<p>3.1.2, 3.1.5, 3.3.1, 3.3.2</p>

Objective 5.2	Strategies		Timeline	Partners	Synergies
<i>Support and promote small and local business and entrepreneurial development</i>	5.2.1	Partner with educational institutions (i.e.: U of F, OSU, Owens, BGSU, UT, the National Composite Center, and other partners) to develop a high tech accelerator that is consistent with the comprehensive targeted economic development plan	Ongoing	Chamber, CDF, City, State, Port Authority	5.2.3, 5.1.1
	5.2.2	Partner with the State, financial institutions, and other investors to develop venture capital resources (angel, start-up, early-stage, and conventional)	Short-Term (Spring 2006)	Chamber, CDF, City, County, State, Financial Institutions, etc.	5.1.3, 5.2.3
	5.2.3	Develop/support entrepreneurial development programs (partner with universities, chamber, and others)	Ongoing	Chamber, OCC, U of F, UT, BGSU, State	5.2.1, 5.2.2, 5.1.3
	5.2.4	Develop youth, women, and minority business development/entrepreneurial programs	Ongoing	Chamber, OCC, U of F, UT, BGSU, State	5.1.3, 5.2.2
	5.2.5	Explore developing a Port Authority as an economic development tool	Short-Term	City, County, CDF, other regional partners	5.1.8
	5.2.6	Build upon agricultural assets and develop a Specialized/Niche Agricultural Cluster that is linked with other economic strengths and assets	Short-Term	Chamber, CDF, City, State, County	5.1.1, 5.2.1, 5.2.7,
	5.2.7	Establish a Farmer's Market downtown	Ongoing	Chamber, OSU Extension, UT UAC	2.1.6, 5.3.11

Objective 5.3	Strategies		Timeline	Partners	Synergies
<i>Ensure that Findlay has high quality vibrant residential, commercial, and mixed-use neighborhoods that are consistent with our small town character and culture (including Downtown)</i>	5.3.1	Update Downtown Master Plan to ensure downtown remains and grows as a vital mixed-use urban neighborhood	Short-Term	HRPC, Downtown Assn, TAP, U of F, FSC, Downtown Division of Chamber	4.2.7
	5.3.2	Develop a Comprehensive Land Use Plan in order to enhance quality of life and vitality in our neighborhoods and downtown	Short-Term	Mayor, City Council, HRPC	4.2.2, 4.3.2, 5.3.5
	5.3.3	Update zoning code to meet needs of the community and to implement the comprehensive land use plan	Short-Term	Mayor, City Council, HRPC	4.2.1, 4.2.2, 4.3.2, 5.3.5, 5.3.2, 5.3.1,
	5.3.4	Develop neighborhood enhancement and revitalization strategies for all neighborhoods	Short-Term	Mayor, City Council, HRPC	4.2.1, 4.2.2, 4.2.3, 5.3.2
	5.3.5	Develop a residential building code	Short-Term	Mayor, City Council, HRPC	2.3.1, 2.3.2, 4.1.2, 4.2.4
	5.3.6	Review and adjust the City's use of CDBG funds in order to focus benefit on neighborhood revitalization and community development	Short-Term	Mayor, City Council, HRPC	2.3.3, 4.2.5
	5.3.7	Begin due-diligence for development stage of visual & performing arts facility to be located in the downtown	Ongoing	Downtown Assn, TAP, U of F, OCC, FSL, Downtown Division of Chamber	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 3.2.1, 3.2.2, 3.2.3, 3.2.6
	5.3.8	Investigate and study public transit models in other similarly sized cities and develop an accessible, affordable public transit system for Findlay	Short-Term Investigation Mid-Term Completion	Mayor, City Council, HRPC, Port Authority, County	4.3.1
	5.3.9	Investigate the feasibility of developing a wireless district in downtown Findlay	Short-Term (Fall 2006)	City, County, Chamber, TIC, State, Telecommunications Industry	4.3.3, 5.1.4, 5.1.5
	5.3.10	Develop architectural and design standards to ensure that downtown is developed in a way to ensure that it is a vital urban space (standards could be partnered with incentives)	Short-Term	City, Chamber, HRPC	4.2.7, 5.3.1
	5.3.11	Establish a Farmer's Market downtown	Ongoing	Chamber, OSU Extension, UT UAC	2.1.6, 5.2.7

*The opportunity for the community to reflect on the needs and desires to make our city and surrounding area a better place for us all is not always the way governments plan. By using this process, I feel that the many participants and the many suggestions made through surveys of the community get to the heart of what we should be considering in planning for the future use of our resources.*  
**Randy Ward**



## Implementing Our Plan & Achieving Our Vision

---

This is our community plan, and our whole community must take part in its implementation. It is a “living” plan that will be continuously updated and adjusted over time. As strategies are implemented and objectives are met, new strategies will be undertaken and new challenges will be addressed. There will always be room for new ideas and more community input.

Some of the strategies listed in the plan will be the sole responsibility of government or other specific organizations. But many of our strategies must be championed and implemented by diverse groups of partners that must include our business community, public and private agencies, community groups, and community volunteers. Our **whole community** must work together to move our **whole community** forward. Findlay is good at this kind of action and partnership, but in order to take our community to the next level, we must do it even better. We must be more diverse, more inclusive, more committed, and more accountable than ever. Young people, retired people, business people, workers, and bosses—**we all have to work together!**

### **The Legacy Committee**

In order to implement our strategies we will need continued leadership from those who have led in the development of the plan as well as others who are inspired to move into leadership roles. The Legacy Committee will be formed to oversee the implementation of the plan and to ensure that the plan is regularly updated. The duties of the Legacy Committee will include the following:

- Ensure that all strategies are being addressed and identify champions as needed.
- Monitor progress on strategies.
- Review and update the Plan as necessary.
- Encourage and manage community-wide participation in plan implementation and updates.
- Communicate with and engage our community on a regular basis.
- Promote the Vision and the Plan.
- Identify Community Legacy Projects.
- Establish annual goals and measures of success.
- Report progress and results to community on an annual basis.

The Mayor will appoint the Legacy Committee by March 1, 2006. It will be a diverse and inclusive committee made up of nine community members. Terms of service on the Legacy Committee will be staggered two-year terms.

## Community Legacy Projects

The objectives and strategies identified in this plan were selected because of their potential to move our community to greatness and we must commit to implementing all of them in a timely manner. However, there are some strategies and ideas on our list that will, when implemented, have a particularly significant impact on our community and on our ability to achieve our vision. Each year, the Legacy Committee will review the plan, make necessary updates, additions, changes, and then select several Community Legacy Projects. These will be projects that committee members feel are critical to achieving our vision. Community Legacy Projects may be large long-term projects that will require a lot of community support and resources as well as projects that can be achieved quickly and provide immediate benefit to our community. The Legacy Committee will also identify champions and partners to take on those projects.

## Measuring Our Progress

---

Our vision is to build a community that is rich with opportunity and embraces excellence in all that we do. Implementing our plan and achieving our five community goals will help move us toward that vision. The Legacy Committee will monitor progress on the goals, objectives and strategies and more importantly, they will also identify other metrics or measures of community impact and change that will help us measure our progress on achieving our vision and transforming our community.

### Greater Findlay Today

In order to measure our progress we must have an idea of where we are today. Throughout the planning process many Steering Committee and Topic Committee members, including Mayor Iriti, were ambitious and brave enough to insist that we set very high goals for our community. It was repeatedly stated that we must aim to be the very best and that the benefits of our efforts must extend to all members of our community.

There are many ways in which communities are rated. There are hundreds of “best-of” lists and Findlay already appears on many of those lists. One way to measure progress might be Findlay’s improved position on those national ranking lists. That would give our community formal recognition and validation and would bolster community pride and help efforts to market Greater Findlay. Another more important measure of success will be how the lives of individual members of our community are improved and enriched.

Plans of this nature usually include a community background section that describes the demographics and current situation of the community in very general terms. We have chosen to focus on identifying existing information and data that directly relate to our Five Community Goals. Unfortunately, in some cases, we have little existing baseline data, and it will be the responsibility of the Legacy Committee to identify the ways in which we will measure our progress. What follows is a snapshot of our community today organized by those Five Community Goals along with some suggestions for how the Legacy Committee might define and measure our progress in attaining those goals.

*Alone we can do so little; together we can do so much.*  
**Helen Keller**



*Planning is all about bringing the future of greater Findlay into the present so we can take the necessary steps to control our destiny now. It's about setting the direction, communicating it and supporting its successful implementation as an entire community. As we do that, we will indeed continue to be the community others aspire to.*  
**Rod Winkle**



## Healthy and Enriched Living

The 2003 Hancock County Health Assessment Project provides an excellent baseline for efforts to increase the quality and years of healthy life for all residents, and demonstrates the community's commitment to healthy living. The Ohio Department of Health's Information Warehouse provides further information and comparisons to statewide data.

The five leading causes of death in Hancock County and in Ohio (cardiovascular diseases, cancer, lower respiratory disease, and diabetes), which together accounted for 74% of the Hancock County deaths reported from 1999 to 2001, are associated with certain behaviors and conditions that can be altered by the community:

- Tobacco use is the most preventable cause of death in the U.S., related to both cardiovascular disease and cancer.
- Obesity is associated with increased risks of cancer, cardiovascular disease, and Type II diabetes.

Educating the community on issues related to healthy living, while providing quality recreational programs and facilities, are strategies which can improve nutrition, increase physical activity, and reduce obesity and tobacco use, thereby reducing risk factors for all the major causes of death. The following chart, drawn from the Information Warehouse, provides comparative data and goals as suggested by the Ohio Department of Health:

Behavioral Risk Factors	Hancock County	Ohio	Goal
Current Smokers	28%	27%	12%
Regular Physical Activity	12%	13%	30%
Fruit & Veg. Consumption	20%	24%	n/a
Adult Obesity	24%	22%	15%

*There is no greater joy nor greater reward than to make a fundamental difference in someone's life.*  
**Sister Mary Rose McGeady**

*It is our hope that when those in our community see the quality and comprehensive nature of these recommendations, they will note there is something different about this community effort that dramatically sets it apart from what has been done in the past.*  
**Bill Conlisk**

## Community Engagement

In his provocative book, *Bowling Alone, The Collapse and Revival of American Community*, Robert Putnam describes Americans' decreased political, civic, and religious participation. As a part of its visioning process, Findlay has developed strategies to counter these trends.

Putnam describes several types of involvement, including participation in activities in schools, churches, and the workplace. Although no baseline data exists for these and other examples of civic engagement, the Legacy Committee may want to develop methods of measurement in order to monitor progress in this area.

“All citizens should have a voice at the table, and be expected to engage in action related to contributing to the common good.” This goal, articulated by the Community Issues Committee, suggests “building the table” by increasing avenues of communication and engagement, and several strategies are in place to do just that.

Although there is no direct strategy in place to increase voter participation, one indication of increased civic engagement is voter registration and turnout. The City of Findlay has 25,356 voters as of November 2005, comprising approximately 52% of the electorate of Hancock County, a percentage which has been stable for at least four years. Voter turnout in general elections in Findlay is slightly less than the Hancock County average, which is approximately equal to the statewide average.

<b>Voter Turnout for General Elections</b>			
Year	Findlay	Hancock	Ohio
2002	44%	47%	48%
2003	34%	37%	37%
2004	68%	72%	72%
2005	33%	38%	49%

*Source: Hancock County Board of Elections*

## Education

As Mayor Iriti noted at the beginning of this plan, “*We don’t have great schools because we have good schools.*” This is documented in the Ohio Department of Education’s Performance Index<sup>2</sup>, which ranks Findlay City Schools in the middle of similar districts (as identified by ODOE). An increase in the Findlay City School District’s Performance Index would be one measure of the success of the strategies identified in our plan. In order to move from good to great, our community will need to focus not just on increasing our performance index, but on overtaking the best-performing Ohio school district.

<sup>2</sup> [http://www.ode.state.oh.us/reportcard/choice\\_page/default.asp](http://www.ode.state.oh.us/reportcard/choice_page/default.asp)

*Education is the best provision for the journey to old age.*  
**Aristotle**

*We cannot seek achievement for ourselves and forget about progress and prosperity for our community... Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own.*  
**Cesar Chavez**



*The real estate brokers’ mantra, ‘Location, location, location!’ ought to be changed to ‘Location, location, education.’ The reason is that the quality of local schools is just as important to home values as location. The investment that communities make in their school system...pays back in property values.*  
**Forbes Magazine**



Anyone who stops learning is old,  
 whether at twenty or eighty.  
 Anyone who keeps learning stays  
 young. The greatest thing in life is  
 to keep your mind young.  
**Henry Ford**

The highest result of education is  
 tolerance.  
**Helen Keller**



<b>Performance Index for School Year 2004-2005</b>	
<b>District</b>	<b>Index</b>
Austintown Local	96.0
Fairborn City	85.7
Findlay City	94.1
Plain Local	96.2
Troy City	96.9
Wyoming City	108.2
State of Ohio Average	88.9

*Source: Ohio Department of Education*

Making our schools great for our children is a top priority, but it doesn't stop there. Another high priority is to ensure that educational and enrichment opportunities are available for all of our citizens regardless of age—everything from pre-school education to workforce development. The Legacy Committee may want to develop measurement tools for such things as library use, reading habits of Findlay citizens, degrees/programs offered by local colleges, and participation in enrichment classes. Creating a baseline evaluation of our workforce development needs and resources along with tools to measure improvement in this area is another task the Legacy Committee may undertake.

<b>Educational Attainment</b>			
<b>Education Level</b>	<b>Findlay</b>		<b>Ohio</b>
	<b>Number</b>	<b>%</b>	<b>%</b>
< 9 <sup>th</sup> Grade	672	2.7	4.5
9 <sup>th</sup> to 12 <sup>th</sup> Grade (no diploma)	2,454	9.8	12.6
High School Diploma	9,252	36.8	36.1
Some College (no degree)	4,942	19.7	19.9
Associate Degree	1,691	6.7	5.9
Bachelor's Degree	4,047	16.1	13.7
Graduate/Professional Degree	2,064	8.2	7.4

*Source: 2000 U.S. Census*

## Governance, Services, and Infrastructure

As the National League of Cities reminds us, “*Local governance is established upon a foundation of trust between officials and citizens. More than ever communication and cooperation between local elected officials and citizens is being tested.*” Our community planning process and our desire to improve communication, cooperation, and civic engagement demonstrate that we meet this test.

The quality and strength of our neighborhoods and the excellence of our services and infrastructure are of major importance to all our citizens and businesses. At the same time, our community has prospered because of responsible fiscal management. In order to continue our success in the new, more technologically demanding economy, our plan commits us to improving our public and private infrastructure including our communications infrastructure. Our success in this area will depend on the public and private sectors working together more effectively than ever before.

The Government Committee suggested that “*The City of Findlay should operate with a form of government which enables, rather than impedes, opportunities for improved efficiency, effectiveness, and flexibility in government operations.*” It takes creativity and flexibility to maintain high quality services while controlling taxes. As a statutory city, we are restricted by the Ohio Revised Code in our local decision-making authority, and we are unable to adjust our approach to management, governance, and service delivery in order to meet the needs of our citizens. One strategy we have chosen is to investigate the development of a charter which would make us a “home-rule” city, thus creating greater flexibility and the opportunity for local decision-making authority.

Many of the strategies associated with this goal are related to updating and improving the City’s ability to manage and deliver services. Those strategies are the responsibility of the Mayor and our City Council, and indeed many are already being addressed. Successful completion will in some cases require public support.

Successful implementation of the strategies under this goal should result in improved neighborhoods, public services, and infrastructure. One way to measure the impact of those efforts would be to conduct a regular survey of citizen/business satisfaction with public services and programs. Portland, Oregon has done this for many years.

## Economics

According to the Center for Regional Development at Bowling Green State University, in 2002 the top five industries that produced the largest amount of output in Hancock County were all in the manufacturing sector with Motor Vehicle Parts Manufacturing producing \$560 million, which equates to 10.3% of total output. Of all industrial output, 42.13% is produced by the top ten industries. The remaining 185 industries make up the remaining 57.87% of total output in Hancock County.

Although most of Hancock County’s industrial output comes from manufacturing, the food service industry, with 3700 employees, has the highest employment. The top ten industries for total employment in Hancock County make up 36.1% of all county employment.

*A strong economy, rooted in technology, driven by cutting edge enterprises, and supported by our proven public/private cooperative spirit will indeed direct our future as a community.*

**Business Development Committee**



*Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.*

**Vince Lombardi**

*The price of greatness is responsibility.*  
**Sir Winston Churchill**



*Responsibility does not only lie with the leaders of our countries or with those who have been appointed or elected to do a particular job. It lies with each of us individually.*  
**Dalai Lama**

As the Legacy Committee sets about establishing metrics or measures of success in this area they may want to consider using median income, municipal payroll tax collection, and sales tax collection as measures of progress. One of the strategies is to develop a comprehensive, targeted economic growth and development plan that builds upon current and projected strengths and opportunities. If, once adopted, this plan includes a targeted industry strategy, progress might be measured by changes in output for those industries that have been targeted. Additional measures of progress might include business start-ups, available venture capital, and increases in higher wage employment.

## Glossary

---

<b>Administration</b>	City of Findlay Administration
<b>BGSU-CRD</b>	Bowling Green State University-Center for Regional Development
<b>BRWC</b>	Blanchard River Watershed Council
<b>BVHA</b>	Blanchard Valley Health Association
<b>CAC</b>	Community Action Commission
<b>CDBG</b>	Community Development Block Grant (Federal funds)
<b>CDF</b>	Community Development Foundation
<b>Chamber</b>	Findlay-Hancock County Chamber of Commerce
<b>City Council</b>	Findlay City Council
<b>City Health Dept.</b>	Findlay City Health Department
<b>City Schools</b>	Findlay City Schools
<b>City Parks</b>	City of Findlay Parks and Forestry Department
<b>County Health Dept.</b>	Hancock County Health Department
<b>County</b>	Hancock County
<b>Downtown Chamber</b>	Findlay-Hancock County Chamber of Commerce-Downtown Division
<b>ECLIPSe</b>	Emerging Community Leaders Investing in Philanthropy and Service
<b>FDAA</b>	Findlay Downtown Area Association
<b>FSL</b>	Findlay Service League
<b>HCCH</b>	Hancock Christian Clearing House
<b>Hancock Leadership</b>	Hancock Leadership: Findlay-Hancock County Chamber of Commerce
<b>HPD</b>	Hancock Park District
<b>HRC</b>	Hancock Recreation Center: City of Findlay
<b>HRPC</b>	Hancock Regional Planning Commission
<b>JFS</b>	Hancock County Job and Family Services
<b>Library Board</b>	Findlay/Hancock County Public Library
<b>Mazza</b>	The University of Findlay Mazza Collection
<b>OCC</b>	Owens Community College
<b>ODOD</b>	Ohio Department of Development
<b>One-Stop</b>	Hancock County One-Stop Job Placement Center
<b>OSU Extension</b>	Ohio State University Extension Service
<b>Public Works</b>	City of Findlay Public Works Department
<b>Senior Center</b>	Hancock County Agency on Aging
<b>Schools</b>	All relevant school systems
<b>TAP</b>	The Arts Partnership
<b>TCF</b>	The Findlay/Hancock County Community Foundation
<b>TIC</b>	Technology Infrastructure Committee
<b>U of F</b>	The University of Findlay
<b>United Way</b>	United Way of Hancock County
<b>UT-UAC</b>	The University of Toledo Urban Affairs Center
<b>WIC</b>	Women, Infants, and Children Program
<b>YMCA</b>	Findlay YMCA

# OUR PLAN REFLECTS THE HARD WORK & THOUGHTFUL INPUT OF MANY COMMUNITY MEMBERS

Chris Alexander Kenny Alge Jayne Allen Craig Anderson Eric Anderson Mark Anderson Deb Arce Dr. Greg Arnet Mary Anne Ashworth Dr. Scott Atkins Bill Baker Kimberly Bash Diane Bauman Jerry Baumlein Bob Beach Dr. Dick Beckett Eric Belle John Best Chuck Bills Shelley Bishop Jeri Bjorling Bryan Blosser Jen Bookwalter Richard Bortz Roger Bower Barb Brahm Travis Bregel Anne Brehm Jim Brown Julie Brown Lindsay Brown Dr. Eric Browning Kathleen Brubaker Tim Brugeman Sherri Brumbaugh Des Buford Sean Burke Craig Burnside Larry Busdeker Frederick Buskey Mark Butler Judy Cantwell Mark Cassin John Cavinee Lynn Child Tom Christy Paul Chwialkowski Chuck Clapper Jeannine Clark Neil Clark Linda Clemens Dan Clinger Nick Coale Terry Cole KC Collette Brenda Collins Bill Conlisk Chuck Corbitt Matt Cordonnier Ruth Couch Brad Cox Kathy Crates Paul Craun John Crawford Debbie Crow Robroy Crow Bobbi Dahlstrom Dr. Jim Davidson Linda Davidson Ed Davies Judge Allan Davis Linda DeArment Barbara Deerhake Dick Dillon Andy Douglas Bill Doyle Maile Doyle Jeanette Drake Lu Draper Don Dreisbach Leslie Droll David Dryden Nathan Dryden Bonnie Dunbar Dave Duncan Janet Dunn Keith DuVernay Jay Edel Pat Eingle Dr. Judy Ennis Don Evert Tim Federici Lee Feineigle Kym Fisher W.T. Fitzgerald Dennis Fitzgerald Randy Flesch Jim Fletcher Richard Flowers Dr. Debow Freed Bob Fry Nick Fujii Bob Funkhouser Michael Gardner Todd Garlock Vernon Garner Russ Gartner Sybil Gayler Jessica Gephart Jim Geyer Paul Geyer Mike Gilb Dave Glass Cris Glen Mick Gould Randy Greeno Rhonda Grothaus Tonnie Guagenti Frank Guglielmi Daniele Gustin Deanna Haan Bill Haggerty Denise Halliday Linda Hamilton Leslie Hancock Dr. Fumiko Harada Tom Harmon Gary Harpst Ron Harvey John Haughawout Bob Hauzie Jerry Hawkins Scott Hayes John Haywood David Healy Suzi Healy Jim Heck Shawn Heidelbaugh Sheriff Mike Heldman Dennis Hellmann Mike Helms Karl Heminger Meg Heminger Kevin Henning Emilio Hernandez Bill Higginbotham Steve Hile Steve Hill Lee Hitchings Father Michael Hohenbrink Bill Holden Bil Homka Diana Hoover Dennis Horn Lori Huffman Pat Hunt Carl Huth Karen Ibarra Commissioner Ed Ingold Mayor Tony Iriti Duane Jebbett Char Johannigman George Johnson Kristen Jonhson Nancy Junker Kurt Kah Gene Kelsey Jane Kidd Mark Kline Greg Knestride Jim Knott James Koehler II Jim Koehler Rachel Komosinski John Kovach Paul Kramer Paul Kreidler Jane Krites Robin Krout Warren Krout Dave Kuenzli Gwen Kuenzli Sarah Kuhlman Sara Kuhlwein Craig Kupferberg Mark Kutscher John LaRiche Dennis LaRocco Devonne Lattimore Jeff Lenhard Paul Lilley Mark Line Beth Linhart Jerry Linhart Scott Long Joe Longo Bob Lotz Marie Loudon-Hanes Steve Lutz John Malacos Scott Malaney Mike Mallett Tammi Mattis Ed May Pat McCaffey Pat McCauley



Doug McCracken Todd McCracken Susan McGonnell Beth Meeks Don Mennel Erma Metzger Greg Meyers Lydia Mihalik Brian Miller Greg Miller Pauline Milligan Dr. Steve Mills Corey Miracle Matt Mishler Mike Momany Rhonda Moor Nick Moore Mike Morgan Eric Morman Bob Morrison Nick Moser Jack Moyer Leni Mueller Mark Mueller Ralph Mullinger Jerry Murray Mike Needler Dionne Neubauer Judge Joe Niemeyer David Noel Julie Nulton Jody O'Brien John Oman Steve Oman Carleton Palmer Kevin Pancake Darnell Parker Jennifer Payne-White Tom Perin Andy Peters Carol Peters Doug Peters John Pinski Jon Poland Reid Ponx Mike Pool Kim Popenberg Judge Vern Preston Pat Printke Azah Pulcheon Steven Rackley Rachel Rader Steve Raitch Bev Rarey Auditor Charity Rauschenberg Bill Recker Denny Recker Jo Ann Reeds Dave Reese Alec Reinhardt Sammie Rhoades Jack Ridge Andy Rill Kolleen Kirk-Rill Dr. Andy Ritz Mary Jane Roberts Kent Rogers Russ Rogerson Sandy Roller Maribell Romero Sharon Rooney Tamera Rooney Marty Rothery Judge Reg Routson Puck Rowe Rich Rowe Judy Rower Jen Ruhe Grant Russel Ralph Russo Bob Rustic Jeanne Rustic Dave Salluci Ginger Sampson Bill Schedel, Jr. Paul Schmelzer Ray Scholes Jackie Schroeder Dr. LeRoy Schroeder Steve Schroeder Bob Schuck Bob Schwab Dwayne Shafer Scott Shellhammer John Shoop Margie Shoop Jeff Shrader Jerry Silveus Alissa Simpson Traci Sittason Stark Paul Sittason Stark Jim Slough Jim Smarkel Commissioner David Spahr John Spalding Judy Spieldenner Mike Spragg Robert Sprague Chief Bill Spraw Glen Springer Mike Stacy Traci Stark Jim Staschiak Margie Stateler Tim Storer Paul Streacker Precia Stuby Kim Stumpp Marie Swaisgood Kim Switzer Jill Taber Carol Taylor Andrew Thomas Kim Thomas Dr. Lorie Thomas Steve Thomas Gina Thompson Suzie Tooman Linda Trapp Kenn Trout Jim Tucker John Urbanski Randy VanDyne Rick VanMooy Tim Vaughn Loren Wagner Fred Walas Corey Walker George Walton Judy Waulford Scott Weasel Kent Weaver Don Weber Craig Weigand Carol Welch Sharinda Welton Christi West George Whitson Shirlee Whitson Vaun Wickerham Nancy Wilder Barb Wilhelm Becky Williams Gary Wilson Kathy Wilson Steve Wilson Katy Winkle Rod Winkle David Wirt Ralph Wise Janet Wobser Jeff Wobser Peggy Wood Joan Work Paul Worstell Riad Yammine Kathy Young Mariann Younger Mary Lee Zahler

WE TRIED TO KEEP TRACK OF EVERYONE WHO PARTICIPATED IN THE PLANNING PROCESS. IF YOU PARTICIPATED BUT DID NOT FIND YOUR NAME ON THIS LIST, WE APOLOGIZE. IT WAS NOT INTENTIONAL. EVERYONE'S CONTRIBUTION WAS VALUABLE. NOW THE REAL WORK BEGINS...

For more information, or to find out how you can help make our plan a reality, visit [www.hancocklegacy.com](http://www.hancocklegacy.com)



For more information, or to find out how you can help make our plan a reality, visit

[www.hancocklegacy.com](http://www.hancocklegacy.com)