

Value #1 - Deepen decision-making processes with active citizen participation and effective representative governance.

Value #2 - Be a model employer actively practicing diversity hiring and a provider of services within a responsible and sustainable fiscal framework.

Value #3 - Be a welcoming community of opportunity for all persons regardless of race, age, sexual orientation, gender identity, ethnicity, economic status, mental/physical ability or religious affiliation.

Value #4 - Pursue a strong economy that provides diverse employment, creates a stable tax base and supports the values of the community, particularly affordability.

Value #5 - Seek, in all decisions and actions, to reduce the community's carbon footprint, encourage sound ecological practices and provide careful, creative & cooperative stewardship of land resources.

Value #6 - Intentionally promote anti-racism, inclusion, equity and accessibility through all policies, procedures and processes.

## Yellow Springs Village Council 2019 Strategic Goals

Values	Goal	2019 Actions	Future/Ongoing Activities	Responsible	Resources
1, 2, 3, 4, 6	Provide an affordable community with a high quality of life that encourages a diverse resident base in terms of race, age, economic status, sexual orientation, gender identity, ethnicity, ability and religious affiliation.	<ul style="list-style-type: none"> <li>Evaluate utility rates and related policies to identify tactics to improve affordability</li> <li>Utilize YS Designated Community Improvement Corporation to promote affordability goals</li> <li>Develop 'energy efficiency' &amp; other education programs; incentivize improvements to properties translating to resident cost savings</li> <li>Design and implement strategies to preserve low and moderate income housing (see housing goal)</li> <li>Complete a Community Health Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Identify other strategies that could help residents manage utility costs</li> <li>Review income/property tax structures in conjunction with determining operating levy needs</li> <li>Continue the collaborative effort to improve quality of life and reduce cost of living via Culture of Health initiative</li> </ul>	<ul style="list-style-type: none"> <li>P. Bates</li> <li>Council</li> <li>J. Burns</li> <li>Finance Advisory Committee</li> <li>Housing Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>Human Relations Commission</li> <li>Env. Commission</li> <li>Planning Commission</li> <li>Citizens</li> <li>Local nonprofits</li> <li>DCIC</li> <li>Miller Fellow</li> </ul>
1, 3, 4, 5, 6	Promote retention, rehabilitation and development of diverse types of rental and home-ownership housing to meet current and future needs with focus on low-income, workforce, and senior households to result in mixed-income, environmentally sustainable neighborhoods.	<p>Create a Housing Plan that includes:</p> <ul style="list-style-type: none"> <li>Formal Partnership with Home, Inc.</li> <li>Potential changes to zoning to encourage housing development</li> <li>Design, criteria and structure for Affordable Housing Fund</li> <li>Identification of funding sources for housing</li> <li>Buy-in and collaborative relationships with stakeholders</li> <li>Plan for incentives for housing development</li> <li>Plan for preservation/rehab of existing housing stock</li> <li>Marketing Plan, including Affirmative Mktg</li> <li>Plan for mixed-income development, with rental &amp; ownership housing on Glass Farm</li> <li>Complete updated Comprehensive Land Use Plan</li> </ul>	<ul style="list-style-type: none"> <li>Identify Glass Farm developer(s)</li> <li>Initiate development plans that provide for recreation, education, environmental/green energy needs</li> <li>Work with large parcel owners &amp; developers to encourage housing dev. in line with vision, strategies, goals &amp; agreed-upon incentives</li> <li>Utilize tactics to increase housing unmet by market, i.e. low-income rental, workforce home ownership &amp; accessible units</li> <li>Encourage housing development for middle-income families</li> <li>Plan housing in concert with econ. dev. &amp; other stakeholder projects</li> <li>Support at least one rehab project</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> <li>Village Manager</li> <li>Planning &amp; Zoning Administrator</li> <li>Village Staff</li> <li>Planning Commission</li> <li>VM Housing Advisory Board</li> <li>Home, Inc.</li> <li>YS DCIC</li> </ul>	<ul style="list-style-type: none"> <li>For &amp; Nonprofit Developers</li> <li>Private &amp; Public Funders</li> <li>Other consultants</li> <li>Antioch College</li> <li>YS Schools</li> <li>YS Senior Center</li> <li>Landowners</li> <li>Community Members</li> <li>Miami Township</li> </ul>
2, 3, 4, 5	Engage in continuous infrastructure development that promotes Dig Once, Complete Streets and other economic and strategic best practices to facilitate a more robust and resident/business friendly community.	<ul style="list-style-type: none"> <li>Define model (e.g. Public-Private Partnership) to deliver improved/affordable broadband Internet services to residents/businesses</li> <li>Adopt Updated Comprehensive Land Use Plan</li> <li>Study, assess and develop plans to improve water distribution, electric distribution, sewer and storm water and systems</li> <li>Finalize Tree Ordinance to support a healthy tree canopy while protecting infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor source water protection area, especially properties of potential high risk</li> </ul>	<ul style="list-style-type: none"> <li>J. Burns</li> <li>P. Bates</li> <li>B. Ault</li> <li>Council</li> <li>Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>Springs-Net</li> <li>MVECA</li> <li>Env. Commission</li> <li>OEPA</li> <li>Citizens</li> <li>Planning Comm.</li> </ul>

1, 2, 3, 4	Take action to avoid a deficit budget, recognizing the importance of “right-sizing” funds, some of which may reflect sitting on reserves rather than appropriately investing current taxpayer dollars.	<ul style="list-style-type: none"> <li>• Design &amp; implement paid parking strategy to improve residents’ &amp; local businesses’ situations</li> <li>• Intentionally form community partnerships to maintain services, e.g. JBCP &amp; ball field users</li> <li>• Develop plan for operation levy renewal</li> <li>• Deeply analyze investments to increase ROI</li> <li>• Pilot some level of ‘participatory’ budgeting</li> </ul>	<ul style="list-style-type: none"> <li>• Identify other potential revenue generating opportunities</li> <li>• Continue to actively pursue grant funding and low-interest loans</li> <li>• Carefully review 2019 budget for possible cost savings in 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Fin. Comm.</li> <li>• C. Harris</li> <li>• Village Team</li> <li>• J. Burns</li> <li>• P. Bates</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• Community Groups</li> <li>• Citizens</li> <li>• Treasurer</li> </ul>
1, 2, 3, 6	Embody a Village culture that is welcoming to all, anti-racist and proactive about maintaining a diverse community.	<ul style="list-style-type: none"> <li>• Review and update Village recruitment, evaluation and retention policies/processes to ensure that communities of color included in outreach, diversity prioritized in hiring/retention, and personal development supported/encouraged</li> <li>• Support inclusive/diverse arts &amp; cultural events</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing review and implementation of best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> <li>• YSPD/Community Outreach Specialist</li> <li>• Village Team</li> </ul>	<ul style="list-style-type: none"> <li>• JSC</li> <li>• 365 Project</li> <li>• HRC</li> <li>• ACC</li> <li>• Ohio AG Diversity Liaison</li> </ul>
1, 2, 3, 4	Execute an economic sustainability strategy to support existing businesses and entrepreneurs and attract new opportunities that support the values of the community.	<ul style="list-style-type: none"> <li>• Develop ED strategy focused on “localism” &amp; “entrepreneurship”; initiate 1-3 collaborations</li> <li>• Update Comprehensive Land Use Plan</li> <li>• Create “CBE” Mktg Plan to attract <i>good fit</i></li> <li>• Plan for business expansion needs</li> <li>• Explore business incubator/entrep. center</li> <li>• Finalize Development Plan for Dayton/RR property that complements LMS Trail</li> </ul>	<ul style="list-style-type: none"> <li>• Update and develop ED tools, e.g. property inventory, web presence</li> <li>• Actively promote opportunities to developers and businesses</li> </ul>	<ul style="list-style-type: none"> <li>• D. Swinger</li> <li>• Council</li> <li>• P. Bates</li> <li>• ESC</li> <li>• Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Vision YSMT</li> <li>• Bus. Retention/Expansion Survey</li> <li>• Smart Growth Task Force Report</li> <li>• Citizens</li> <li>• YS Chamber</li> <li>• DCIC</li> </ul>
1, 2, 3, 6	Establish a model Village Justice System that supports a just, safe and welcoming community across race, age, economic status, sexual orientation, gender identity, ethnicity, ability and religion; the entire Village Team will work in concert to be proactively anti-racist.	<ul style="list-style-type: none"> <li>• Review progress to attain Guidelines for Village Policing, including actions taken by Council, YSPD, JSTF and community partners with focus on achievement of desired outcomes</li> <li>• Work with HRC to host community conversation re: Village Justice System</li> <li>• Explore formation of citizen review/advisory body that is aligned with Village goals</li> <li>• Recommend policy to address disparate impacts of local justice system on economically or otherwise disadvantaged groups</li> </ul>	<ul style="list-style-type: none"> <li>• Update YSPD policy to reflect Village Values &amp; address impacts on economically disadvantaged</li> <li>• Increase public understanding of YSPD policy &amp; practice</li> <li>• Implement alt. municipal policing approaches to drug addiction</li> <li>• Continue research/data collection to evaluate progress and develop best Village Policing practices</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Mayor Conine</li> <li>• Chief Carlson &amp; Police Team</li> <li>• HRC</li> <li>• Solicitor</li> <li>• JSC</li> <li>• P. Bates</li> </ul>	<ul style="list-style-type: none"> <li>• 365 Project</li> <li>• Village Mediation</li> <li>• US Department of Justice</li> <li>• Initiatives in Other Communities</li> <li>• TCN</li> <li>• NAMI</li> </ul>
1, 2, 3, 4, 5, 6	Develop high quality integrated surface transportation infrastructure system that contributes to improved quality of life by promoting safety, recreation, env. sustainability, health, equity/inclusion & economic development.	<ul style="list-style-type: none"> <li>• Develop a solid strategy for sidewalk improvements</li> <li>• Create plan for further addressing high priority areas, e.g. W.S. College &amp; Dayton Streets</li> <li>• Design strategies based on Bike Friendly results</li> <li>• Create implementation plan for YS AT Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate &amp; address bike-ped amenities and signage needs</li> <li>• Educational activities – collaborate with YS Schools</li> </ul>	<ul style="list-style-type: none"> <li>• Plan. Comm.</li> <li>• P. Bates</li> <li>• D. Swinger</li> <li>• J. Burns</li> <li>• YSPD</li> <li>• AT Comm (?)</li> </ul>	<ul style="list-style-type: none"> <li>• SRTS study/plan</li> <li>• Sidewalk research</li> <li>• YS Active Trans Comm./Bike YS</li> <li>• MVRPC</li> <li>• ODOT/ODH</li> </ul>
5	Complete protection of key properties in Jacoby Greenbelt, protecting additional 1000 acres in sub-watersheds; encourage conservation practices that protect soil & water, preserving the agricultural nature of the Greenbelt and protecting water resources surrounding the Village.	<ul style="list-style-type: none"> <li>• Support TLT educational events and opportunities</li> <li>• Authorize financial matches for targeted properties as needs arise</li> <li>• Develop plan to reclaim Vernay property and utilize in a productive &amp; safe manner</li> </ul>		<ul style="list-style-type: none"> <li>• P. Bates</li> <li>• Council</li> <li>• Planning Commission</li> <li>• TLT</li> </ul>	<ul style="list-style-type: none"> <li>• TLT Partners</li> <li>• Greenspace Fund</li> <li>• Environmental Commission</li> <li>• Citizens</li> </ul>