

**VILLAGE OF YELLOW SPRINGS, OHIO  
RESOLUTION 2020-08  
ADOPTING VILLAGE COUNCIL ANNUAL GOALS FOR 2020**

**Whereas**, Village Council adopts goals to guide decision making and resource allocation for the Village, and

**Whereas**, Village Council has publically collaborated as to the aspirations, needs and vision for the community, and

**Whereas**, Village Council has and will continue to seek input from the community in goal setting for 2020,

**NOW, THEREFORE, COUNCIL FOR THE VILLAGE OF YELLOW SPRINGS, OHIO  
HEREBY RESOLVES THAT:**

**Section 1.** Council has identified the following values as the basis for their 2019 Goals:

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

Value 2: Be a model employer actively working to achieve diversity in hiring and employee retention and a provider of services within a responsible and sustainable fiscal framework.

Value 3: Create 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 and cooperative stewardship of land resources.

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

**Section 2.** The 2020 Council Goals as detailed in the attached Exhibit A are hereby approved.

\_\_\_\_\_  
Brian Housh, President of Council

Passed:

Attest: \_\_\_\_\_  
Judy Kintner, Clerk of Council

ROLL CALL

Brian Housh \_\_\_\_\_ Marianne MacQueen \_\_\_\_\_ Kevin Stokes \_ \_  
Lisa Kreeger \_\_\_\_\_ Laura Curliss \_\_\_\_\_

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.

## 2020 Yellow Springs Village Strategic Goals

Values	Goal	2020 Actions	Future/Ongoing Activities	Responsible	Resources
1, 2, 3, 4, 6	<b>Provide an affordable community</b> 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>Utilize YS Development Corporation to promote economic development &amp; affordability goals</li> <li>Incentivize improvements to properties that result in cost savings, e.g. ESID/PACE</li> <li>Design and implement strategies to preserve low and moderate income housing (see housing goal)</li> <li>Support a local affirmative marketing program</li> <li>Review income/property tax structures in context of operating levy renewal</li> </ul>	<ul style="list-style-type: none"> <li>Identify other strategies that could help residents manage utility costs</li> <li>Determine how to effectively use the Affordable Housing fund</li> <li>Consider preservation policies that will promote affordability</li> <li>Continue to monitor utility rates, looking for opportunities to lower</li> </ul>	<ul style="list-style-type: none"> <li>J. Salmeron</li> <li>Council</li> <li>J. Burns</li> <li>Finance Adv. Comm.</li> <li>Housing Adv. Board</li> </ul>	<ul style="list-style-type: none"> <li>YS Home, Inc.</li> <li>Community Outreach Specialist</li> <li>The 365 Project</li> <li>YS Chamber</li> </ul>
1, 3, 4, 5, 6	<b>Promote retention, rehabilitation and development of</b> diverse types of rental and home-ownership <b>housing</b> to meet current and future needs with focus on family, low-income, workforce and senior households to result in mixed-income, environmentally sustainable neighborhoods; aim for 300-500 new or rehabbed housing over the next 10-15 years at a ratio of 60% rental to 40% homeownership in line with Bowen suggested goals including an increased stock of permanently affordable units.	<ul style="list-style-type: none"> <li>Complete Village Housing Plan as part of the CLUP update</li> <li>Create concept design for mixed-income housing on the Glass Farm area in line with Village goals</li> <li>Identify Glass Farm developer(s)</li> <li>Actively work with large parcel owners &amp; developers – especially Antioch College, YS Schools and Glass Farm area properties – to encourage housing develop. in line with vision, strategies, goals &amp; agreed-upon incentives</li> <li>Support at least one rehab project</li> <li>Resolve zoning issues to promote community land trust approach to permanent affordability</li> </ul>	<ul style="list-style-type: none"> <li>Initiate development plans that provide for recreation, education, environmental/green energy needs</li> <li>Utilize tactics to increase housing unmet by market, i.e. low-income rental, workforce &amp; accessible permanently affordable 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>Utilize the YSDC to support housing development</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 Adv. Board</li> <li>YS Home, Inc.</li> <li>YSDC</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 <b>continuous infrastructure development</b> 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. Municipal-Owned, Public-Private Partnership) to deliver improved/affordable broadband Internet services to residents/local businesses</li> <li>Implement Comprehensive Land Use Plan</li> <li>Study, assess and develop plans to improve water distribution, electric distribution, sewer and storm water systems</li> <li>Finalize Tree Ordinance to support a healthy tree canopy while protecting infrastructure</li> <li>Update/Implement Source Water Protection Plan</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>J. Salmeron</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 <b>avoid a deficit budget</b> , while investing tax dollars to benefit current residents.	<ul style="list-style-type: none"> <li>• Determine whether paid parking will 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 maximize ROI</li> <li>• Refine investment policies &amp; procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Continually identify potential revenue generating opportunities</li> <li>• Actively pursue grants, low-interest loans &amp; creative financing</li> <li>• Carefully review 2020 budget for possible cost savings in 2019</li> <li>• Pilot ‘participatory’ budgeting</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>• J. Salmeron</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• Investment Consultant</li> <li>• YS Chamber</li> <li>• YSDC</li> </ul>
1, 2, 3, 4	Execute an <b>economic sustainability strategy</b> 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>• Implement Comprehensive Land Use Plan</li> <li>• Create “CBE” Mktg Plan to attract <i>good fit</i></li> <li>• Secure infrastructure readiness for business expansion needs</li> <li>• Finalize development plan for Dayton/RR property that complements LMS Trail</li> <li>• Execute strategy for fiber/broadband</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> <li>• Hire a part-time grant writer or ED professional</li> </ul>	<ul style="list-style-type: none"> <li>• D. Swinger</li> <li>• Council</li> <li>• J. Salmeron</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>• YS Chamber</li> <li>• YSDC</li> <li>• Comp. Plan</li> </ul>
1, 2, 3, 6	Establish a <b>model Village Justice System</b> 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>• 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>• 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> <li>• Improve recruitment &amp; evaluation practices vis a vis CORCLE</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Mayor Conine</li> <li>• Chief Carlson &amp; Police Team</li> <li>• J. Salmeron</li> <li>• Justice System Advisory Committee</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 a high quality integrated <b>surface transportation infrastructure</b> system that contributes to improved quality of life by promoting safety, recreation, env. sustainability, health, equity/inclusion & economic dev.	<ul style="list-style-type: none"> <li>• Continue investing in sidewalk improvements</li> <li>• Create plan for further addressing high priority areas, e.g. W.S. College &amp; Dayton Streets</li> <li>• Create implementation plan for YS AT Plan</li> <li>• Launch YSPD bike officer program</li> <li>• Support GC Master Trails Plan initiative</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> <li>• Design strategies based on Bike Friendly Community results</li> </ul>	<ul style="list-style-type: none"> <li>• Plan. Comm.</li> <li>• J. Salmeron</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>• Bike YS</li> <li>• MVRPC</li> <li>• ODOT/ODH</li> <li>• YS AT Plan</li> </ul>
1, 3, 4, 5, 6	Support the creation of an <b>environmentally resilient and sustainable community</b> that includes protections for our source water, use of low-impact development practices to manage storm water, promotion of native habitats, and collaborative relationships with regional environmental organizations	<ul style="list-style-type: none"> <li>• Support the development of robust recycling, composting and repair/reuse programs that meet the Village’s needs</li> <li>• Support the protection of the Jacoby Greenbelt</li> <li>• Provide protections to the Glass Farm conservation area within the housing development plan, e.g. env. friendly site designs</li> <li>• Work with the USEPA and Vernay to finalize the remediation plan to safeguard the community</li> <li>• Seek Backyard Habitat designation from the National Wildlife Federation</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plan to reclaim Vernay property and utilize in a productive &amp; safe manner</li> <li>• Create strategic linkages with regional organizations to enhance our local environment</li> </ul>	<ul style="list-style-type: none"> <li>• J. Salmeron</li> <li>• Council</li> <li>• Planning Commission</li> <li>• Environmental Commission</li> </ul>	<ul style="list-style-type: none"> <li>• TLT</li> <li>• Community Solutions</li> <li>• Greenspace Fund</li> <li>• Repair Café</li> <li>• Solid waste provider</li> <li>• Regional env. organizations</li> </ul>

## **Budgeting for goal attainment: Economic Development & Affordability**

Submitted by Lisa Kreeger, Council Member, in support of the goals discussion

I am concerned about rising government spending that is outpacing our revenues and I *also* want to achieve our goals. We must move with intention, clarity, and speed if we are going to manage costs while promoting economic development and affordability. This concern was highlighted for me during the discussion and vote on the topic of the Home Inc. tap waiver request on February 3, 2020. Specifically, it is clear to me that the Village is going to have to spend money to drive all forms of economic development.

The Village Council has established goals related to economic sustainability and affordability. The goals represent the interconnected relationship between economic development and affordability as well as multiple strategies (levers) to achieve the goals. Land trust housing approaches are one important approach that I strongly support. However, this is not the only lever. Others include fiscal responsibility and thoughtful project planning to control and / or reduce the tax burden on citizens. Another lever to affordability is to successfully attract businesses to Yellow Springs that contribute to our tax base and bring well paid jobs and tax-paying residents to the Village. The YSDC has been identified as a critical entity for economic development. Other ideas may emerge including public/private partnerships with the YSCF to create options for community members to contribute to 'affordability endowments' as well as participatory budgeting initiatives. We must work to identify the most effective levers and invest in them.

With that in mind - I propose that we think about how we can better align our budget with our goals. For example, we talk about Home, Inc. being a partner to the Village in order to forward our affordability goals. However, our budget doesn't adequately plan for the infrastructure costs that are certain to continue to evolve. If the Council accepts that Home, Inc. is our partner than we should hold open-forum joint strategic planning sessions to understand multi-year timelines and costs, hold community meetings so that Village residents can share their perspectives without fear of repercussion, and consider a multi-year plan for investment. These are the characteristics of an authentic partnership. Perhaps we should decide to waive all tap fees for a certain number of years rather than to take on these decisions ad hoc. If we made these sorts of decisions, we could then understand and allocate funds with intention. The tax payers and our Village team would face less surprises while supporting the economic development that new housing provides.

If we are to be successful in attracting new businesses we should anticipate the cost of competition. Planning for this cost should be part of the economic sustainability goal.

We each have a role to play in support of the fiscal health of the Village. We must adhere to the budget and implement the many projects that are either under way or planned. We will be able to move more effectively as a community if we can confirm our financial intentions and understand their impacts on the overall budget. We will also be less likely to ascribe incorrect meaning to staff recommendations and Council votes on critical issues.

If the goals on the table are our priorities we must budget for them.

February 13, 2020