

# CHAPTER 5.3: ACHIEVING TOMORROW... FOR THE CITY OF TIFFIN

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The previous chapter (Chapter 4) outlines six integrated goals and related objectives that all partners participating in the Multi-Jurisdictional Comprehensive Plan agreed are either directly or indirectly important to each one's vision for the future. This chapter is customized to address the goals, objectives and related strategies that are directly applicable to the city of Tiffin. The primary entities responsible for carrying out the strategies include the City and Tiffin-Seneca Economic Partnership. This chapter includes maps and photographs to help illustrate the strategies, as well as a matrix that indicates the priorities and anticipated time frame for beginning the various strategies. Many of the plan's recommendations will require additional study and the development of more detailed action steps that go beyond the scope of this project. The vision directly applicable to the city of Tiffin is:

### Vision for Tiffin

To be a regional hub for business & industry, & a vibrant & active place for residents, employees & visitors: providing a range of housing to meet the needs of all households; continuing to celebrate & preserve our historic & cultural resources & recognize them as economic development drivers; working cooperatively with local institutions to foster learning & advancement; & supporting active lifestyles of residents.



This chapter focuses on the relevant strategies for the City to achieve the goals and objectives described in detail in Chapter 4. The numbering of Goals and Objectives is consistent with the numbering scheme in Chapter 4; therefore, wherever the Objectives are not numbered sequentially, it indicates that the missing objective is not applicable to the Tiffin.



# CITY OF TIFFIN GOALS

• Ensure we are prepared to and successfully capitalize on opportunities in the local, regional, national and global economy, with an emphasis on jobs and tax revenue.

## 1. Prosperous and Resilient Economy



• Ensure we have sustainable quality places for living and socializing, with a sense of place that embraces our cultural heritage.

## 2. Attractive, Desirable, & Livable Places (Built Environment)



• Create/foster a strong sense of community & ensure social needs are met with equitable programs & access to a wide range of community and public facilities and services.

## 3. Quality Community Facilities and Services



• Be good stewards of our natural resources as they contribute to human and economic well-being, provide recreation and educational opportunities for locals and tourists, and significantly enhance the character of our community.

## 4. Environmental Stewardship – Valued Natural Resources



• Provide modern, well-maintained infrastructure and utilities (roads, water, sewer, telecommunication, etc.) to serve current and future residents and businesses.

## 5. Enhanced Mobility, Accessibility, & Public Utilities



• Enhance and strengthen our community character and brand to: establish a reputation as a great place to live, work, study and visit; to instill community pride; and attract new residents, businesses and visitors.

## 6. Strong Community Character and Image



# GOAL 1. PROSPEROUS & RESILIENT ECONOMY

## Objective 1.1 STRATEGIC PLANNING

**Tiffin-Seneca County Economic Partnership (TSEP)** - Continue to engage in annual strategic planning for downtown and citywide economic and community development, including member surveys, one-on-one visits with stakeholders, and other community engagement methods as part of that process.

**Economic Development Strategy** - Update the Comprehensive Economic Development Strategy (CEDS). Continue to engage in conversations contributing to the development of the CEDS. Make sure priority



developments, including infrastructure needed to support economic development, are accurately listed in the needs analysis.

**Organizations** - Identify, develop and/or strengthen committees and/or organizations to oversee implementation of those plans.

**Ongoing Dialogue** - Continue to maintain and strengthen the dialogue and collaboration among elected officials with respect to development.

## Objective 1.2 WORKFORCE DEVELOPMENT

**1.2.1 Workforce Plans** - Continue to work with partners on current efforts to prepare workforce development strategic plans. Two new “plans” are currently being developed – one is through the Pathways to Prosperity Initiative and another is through the 4CG initiative (4CG represents the 4 County Group 4 Collaborative Growth), which includes the economic development and workforce development organizations in Huron, Ottawa, Sandusky and Seneca Counties. These entities began working together in 2013 to collectively address the region’s workforce challenges.

**1.2.2 Collaboration** - Continue to collaborate with other counties in ways that enhance and strengthen the Tiffin workforce.

**1.2.3 Partnerships** - Continue to strengthen and facilitate engagement, collaboration, and partnership between business, industry, education, and workforce and economic development.

**1.2.4 Marketing** - Improve efforts to effectively market jobs, career opportunities, and employers to the local community and regionally.

**1.2.5 Training and Assistance** - Continue to promote state and federal educational and workforce training programs, and develop and strengthen local administration of such programs and initiatives that increase the employability of the local workforce (workforce growth/development was ranked as a high priority in the Comprehensive Plan survey and TSEP’s annual membership survey, workforce growth/



development having been ranked the top priority overall for three years in a row, 2017-2019). Revise/update educational and workforce training programs, based on the recommendations of the current CEDS or other workforce development strategic documents.

**1.2.6 Professional Development** – Strengthen research, benchmarking, networking, and professional development opportunities for professionals and organizations engaged in workforce development. Include as a focus in the updated CEDS.

**1.2.7 Attract Workers to Tiffin** – Continue to develop, strengthen and maintain assets, programs, initiatives, and organizations that attract and retain youth, retain residents and encourage in-migration of new residents.

**1.2.8 Resources** – Strategically allocate resources to maintain, strengthen and improve workforce development efforts. Increase resources as recommended in the current Comprehensive Economic Development Strategy (CEDS).

**1.2.9 Remove Obstacles** – Design and implement programs and needed support services such as transportation and childcare to remove obstacles for people who want to work in the city, as identified in the current CEDS and other initiatives such as the Bus Transit Plan.

## Objective 1.3 SUITABLE LOCATIONS

**1.3.1 Sites and Buildings** – Continue to identify locations for future commercial and industrial development, including suitable locations that may require zoning changes. Continue to maintain a clearinghouse for vacant lots and blighted structures. Develop and maintain a sufficient inventory of potential and available commercial and industrial parcels and buildings to accommodate the current and future needs of existing and potential new businesses. Develop spec buildings as opportunities arise. Expand and add business parks where needed. Strategically



guide development of the best existing and potential sites and facilities for industrial and commercial development, taking existing or expandable infrastructure and compatible land uses into consideration.

**1.3.2 Mixed-Use Infill** – Continue to pursue/foster redevelopment opportunities in the historic central core of the city, look for redevelopment options that support appropriate scale mixed-use opportunities, particularly around the university campuses.



**1.3.3 Riverfront Promenade Development** - Encourage/facilitate the creation of a mixed-use development on the north side of Market Street along the Riverfront Promenade, as identified in the 2016 Downtown Tiffin Strategic Growth and Development Plan (referred to in this chapter as the 2016 Growth and Development Plan).

**1.3.4 Capital Improvement Planning** – Identify and plan for capital improvements needed to promote economic development to ensure adequate infrastructure capacity to support existing and new developments.

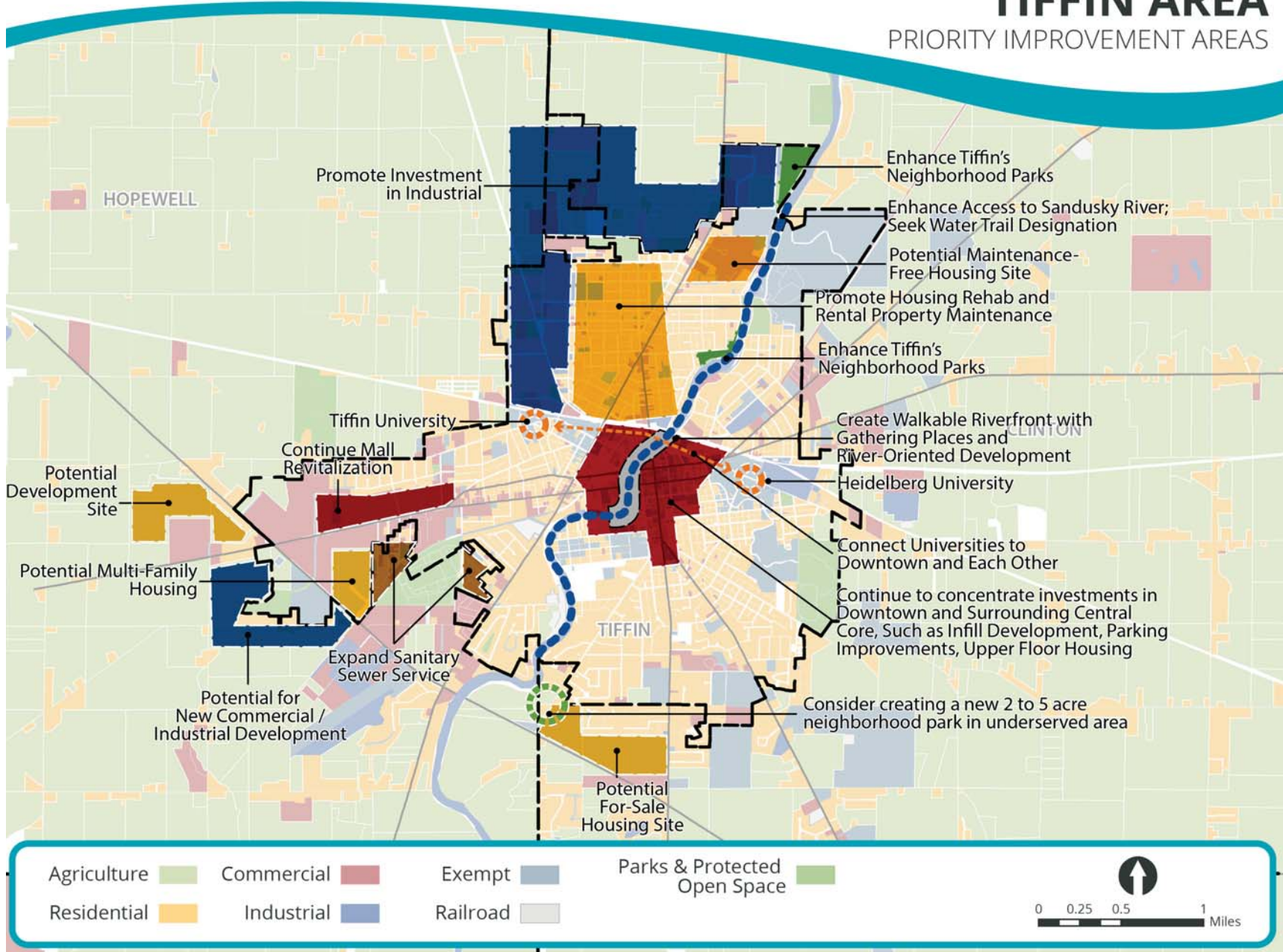
**1.3.5 Infrastructure Improvements** – Create and maintain an updated database inventory and condition assessment of existing infrastructure and utilities (including broadband access) and associated GIS maps. Make the information available in real time to the City and TSEP as well as current and potential businesses. Align the City’s capital improvement plans and TSEP’s strategic plans to ensure adequate infrastructure capacity to support existing and new development. Pursue grants and other incentives to defray costs. Consider Public/Private Partnership (P3) arrangements where feasible. See also Goal 5. Mobility, Accessibility and Public Utilities for additional discussion on transportation and utility strategies.

**1.3.6 Redevelopment** – Facilitate the revitalization of declining commercial and industrial areas and obsolete sites and facilities through redevelopment, rehabilitation, and other available means. Prioritize re-use of existing brownfield or grayfield sites above greenfield sites.



# TIFFIN AREA

## PRIORITY IMPROVEMENT AREAS



**1.3.7 Interstate Access** – Improve truck roadway connections between Tiffin/Seneca County and I-75 and I-80/90. See also Goal 5. Mobility, Accessibility and Public Utilities for additional discussion on transportation strategies.

**1.3.8 Development Agreements** – Review, and update as needed, existing annexation agreements between the City and surrounding townships in order to promote and foster economic development.

**1.3.9 Zoning** – Review and evaluate the Tiffin zoning code, revise as needed based on updated economic development strategies and potential annexation opportunities. Proactively rezone appropriate locations for new business/industrial development.

**1.3.10 University Campus Zoning** – Consider creating a new district to facilitate development on Tiffin University and Heidelberg University campuses.



## Objective 1.4 RETENTION, EXPANSION & ATTRACTION

**1.4.1 Programs** – Continue to maintain, improve and strengthen TSEP's formal business retention and expansion programs.

**1.4.2 Incentives and Resources** – Continue to maintain incentives, assistance programs, and other resources available (and modify and/or increase as needed). Promote the selective and coordinated use of public financing, tax incentives, and economic development programs to attract new businesses and retain existing and expanding businesses. Continue to promote incentive programs available through the state.

An example of a potential (but difficult to implement) program is a Workforce Guarantee program, which focuses on providing technical and financial assistance directly to employers to train their workers to ensure that their workers stay on the cutting edge of their industry.

**1.4.3 Industry Groups** – Continue to partner with existing industry groups such as the Chamber and the Industrial Management Council. Evaluate the need for new/expanded industry councils or groups that provide peer to peer networking and that work on identifying and addressing issues and concerns faced by that industry, especially issues related to growth, expansion and/or retention.

**1.4.4 Targeted Industries** – Update the strategy and criteria used to identify targeted industry sectors that match the areas' strengths, goals and assets. Update implementation strategies related to their support and attraction. Currently targeted industries include: Food & Agribusiness, Automotive, Industrial Machinery & Equipment, Education. See Objective 1.3 for additional information on suitable locations.

**1.4.5 Retail Strategy** – Create a strategy to strengthen retail businesses in Tiffin. Identify existing and desired retail clusters, develop an inventory and related map, and identify any needed infrastructure (including parking) to ensure each cluster's success. Conduct a market analysis to determine sales leakage, daytime and nighttime populations, available and underutilized space (and its condition or ability to be





immediately occupied). Work with the Chamber to establish localized retail committees (by geographic area) or teams of “champions” among local retailers who would be available to meet with people looking to relocate or open a retail store in Tiffin, as well as assist existing retailers. Promote retail attractions, retention, and expansion in ways that increase quality of life, decrease retail leakage, and increase sales tax revenue. Encourage retailers to create engaging window displays along commercial corridors (especially in downtown). Develop a “buy local” campaign to encourage residents to patronize local retail stores and local restaurants.

**1.4.6 Marketing** – Continue to effectively market the city’s positive attributes, assets, and competitive advantages locally regionally, state-wide, nationally, and globally. Increase visibility to selective outside economic interests through targeted marketing.

**1.4.7 Regulations** – Create a business-friendly environment through appropriate regulations, assistance, etc., decreasing government regulations if necessary. Evaluate the zoning approval process (such as local site plan review conducted by the City Engineer), the building permitting process (administered through Richland County Building Inspection), and any other regulations to determine if there are ways to improve the process.

**1.4.8 Technology** – Continue to work with local businesses, both start-up and existing, so they are better equipped to stay current on the ways technology can be used to enhance business practices.

## Objective 1.5 AGRIBUSINESS

**1.5.1 Strategic Plan** – Develop an agriculture and food industry cluster strategic plan that identifies ways to enhance and encourage local agricultural capacity and viability, including expanding value-added related accessory businesses and services. Assign a group or organization to oversee its implementation, and make it a priority in public policy.



**1.5.2 Local Food** – Continue to strengthen and develop assets, programs, and initiatives that encourage and promote local food. Identify locally owned restaurants, other entities such as the school districts that purchase food, and businesses that are engaged in the food industry. Quantify current demand for local food and encourage commitments from institutions (hospitals, schools, government agencies) and other large-scale public and private entities to buy locally. Convene discussions with them and local food growers to develop programs dedicated to developing local assets, encouraging “buying local,” and strengthening the local food industry.

**1.5.3 Farmers Market** – Continue to implement the recommendations in the 2019 Tiffin Farmers’ Market Plan to improve the Farmers’ Market. Recommendations include: creating a stand-alone non-profit organization to oversee the Market; moving the Market to a more strategic and spacious location; hiring a part-time manager; expanding the calendar, including music and/or arts programming to increase appeal; and other ideas. See the 2019 Tiffin Farmers’ Market Plan for additional details.

## Objective 1.6 ENTREPRENEURSHIP

**1.6.1 Entrepreneurship Plan** – Develop an entrepreneurship strategic plan, as well as identify and/or develop the group(s) or organization(s) to oversee its implementation.

**1.6.2 Entrepreneurship Facilities** – Explore, evaluate, and successfully develop appropriate entrepreneurship facilities like incubators, accelerators, makerspaces, and pop-up stores, together with onsite support services, consulting, education, and financial support to new, developing, and experienced entrepreneurs and businesses.

**1.6.3 Resources** – Support the establishment and growth of entrepreneurial ventures by implementing a system of support services and educational opportunities specifically targeted to new and emerging entrepreneurs.

Identify and effectively leverage and develop more resources for entrepreneurs, start-ups, and tech-based businesses. This includes resources available through the partnership with the Great Lakes Community Action Partnership and the Entrepreneurial Communities initiative.



**1.6.4 Capital** – Identify and develop more seed, early- and late-stage capital for entrepreneurs and newer businesses in the city (e.g. angel capital, seed and venture capital, government programs).

**1.6.5 Entrepreneurship Marketplace** – Facilitate the identification and vetting of existing and new potential entrepreneurial opportunities and entrepreneurs and the connection of those opportunities and entrepreneurs with capital.

**1.6.6 Culture** – Continue to develop, maintain, and strengthen assets, programs, initiatives and organizations that foster and strengthen a local culture or ecosystem of entrepreneurship.

**1.6.7 Collaboration** – Continue to strengthen collaboration with local, regional and state educational institutions and intellectual property-creating and innovative local companies in order to help create new companies, attract companies, and/or help existing companies grow and increase their competitiveness.

## Objective 1.7 DOWNTOWN TIFFIN

**1.7.1 Plans** – Continue to implement, and update as needed, the City's 2016 Growth and Development Plan, and other related strategic plans for Downtown Tiffin.

**1.7.2 Private Investment Demonstration Projects** - Encourage/facilitate the priority redevelopment projects identified in the 2016 Growth and Development Plan. (See Plan for additional details.)

- » Tiffin Flats
- » University Commons
- » East Tower

**1.7.3 Resources** – Continue to maintain and strengthen the resources available to organizations and individuals working toward Tiffin's Downtown revitalization.



**1.7.4 Incentive Programs:** Continue to assist developers in successfully utilizing federal and state incentives, such as Low Income Housing Tax Credits (LIHTC), Historic Tax Credits (HTC), and New Market Tax Credits (NMTC) as well as local incentives such as Property Assessed Clean Energy (PACE), Community Reinvestment Areas (CRA), job tax credits, etc. Create new local programs to further incentivize reinvestment within the historic urban core for both commercial and residential re-development.

**1.7.5 Zoning -** Update the zoning code (as recommended in the Downtown Plan) to require new construction be developed in a manner that respects the traditional downtown main street character. The Plan notes that the existing zoning ordinance allows developers to erect buildings that are compatible to the existing traditional building style, but it does not require it. Recommendations for code updates include:

- » Adopt context sensitive building development standards: create build-to lines to maintain street frontage; remove minimum lot area per dwelling unit in the downtown area; require quality building materials that are consistent with existing buildings; allow new modern uses; make vehicle-related uses conditional in C-3;
- » Recognize the importance of the “frontage” on the river: establish specific setback requirements from the river and treat this area as a “front yard” rather than as a “rear yard”; consider converting to a form-based code or creating a form-based overlay for Downtown.
- » Update the parking standards: require parking lots to be located to the side of the building and not in front of a building and limit the amount of frontage that can be devoted to parking; create maximum parking standards; require the provision of bicycle parking in addition to vehicular parking standards; consider electric charging stations in select municipal locations. Update the sign regulations: Investigate creating specific size, height and design standards for signage in the downtown area.
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**1.7.6 Public Open Space -** Assist in developing public open space/ gathering spots in strategic locations to provide places for pedestrians to linger, rest, and socialize. Pursue grant funding. For example, according to the Downtown Growth and Strategic Redevelopment Plan, the distance along South Washington Street between Market Street and Five Points is 2,000 feet long and has the highest concentration of commercial uses in Downtown Tiffin. Successful business strips are typically no longer than 1,000 feet, therefore a gathering place is warranted along this stretch of South Washington Street. Consider a quality green space on the north side of the American Civil War Museum of Ohio.

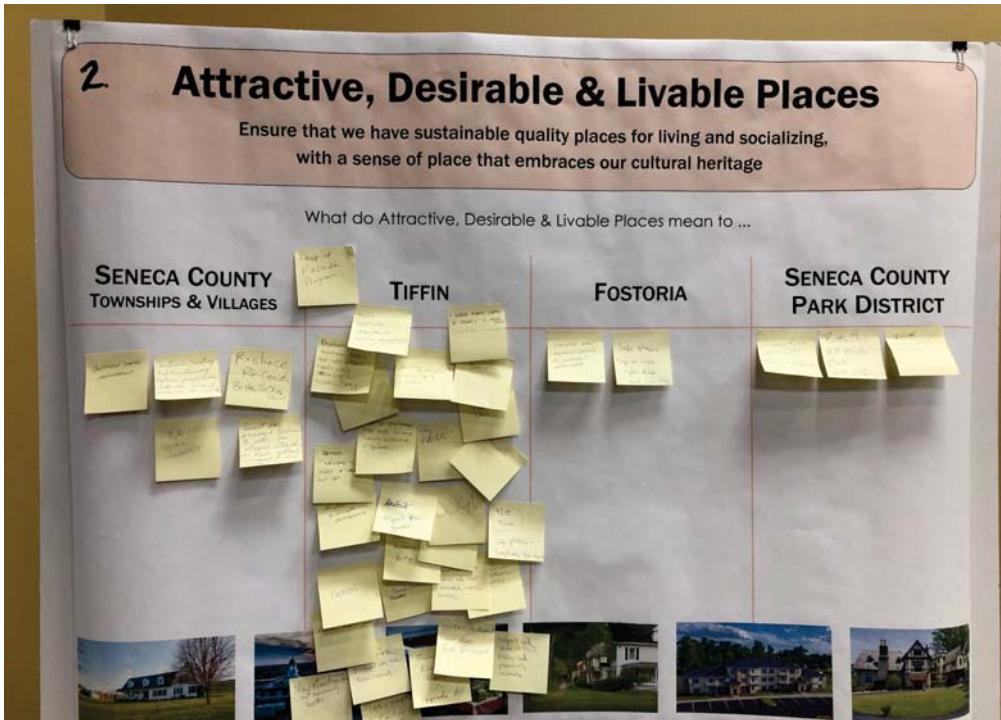
**1.7.7 Downtown Core Land Uses -** Promote the creation of a downtown hub, (as recommended in the Downtown Plan): such as a bookstore or business incubator; activate first floors along Washington, Market, Perry and other strong commercial corridors with commercial uses; recruit more restaurants and nighttime businesses to promote downtown as “The Place” in Seneca County for food and beverage choices; encourage



upper floor residential through continued education of property owners regarding the use of historic tax credits. Encourage the use of awnings of quality design and materials per the Architectural Design Guidelines. See also 1.4.5 for additional retail strategies.

**1.7.8 Public Private Partnerships (P3s)** - Continue to look for local opportunities to create P3s (public-private partnerships) to construct both public and private projects.

**1.7.9 Parking** - Develop strategies to ensure sufficient parking and improve the perception of parking availability in Downtown Tiffin, as recommended in the Downtown Tiffin Parking Study and Garage Analysis. The study includes data and parking recommendations to help retain, expand and attract more businesses Downtown. The Plan discusses the pros and cons of constructing a parking deck. See Study for additional details.



## GOAL 2. ATTRACTIVE, DESIRABLE & LIVABLE PLACES (BUILT ENVIRONMENT)

### Objective 2.1 HOUSING OPTIONS

**2.1.1 Housing Development** - Continue to promote, maintain, support, and facilitate the development of a sufficient quantity and desired variety of housing types, design, and price points, including rental and ownership opportunities for young professionals, first-time home buyers, families, students, retirees, and empty nesters. The recently completed Housing Opportunities Analysis concludes that between 330 and 450 new housing units are needed in the Tiffin area (Tiffin and surrounding townships), and underscores the importance of increasing the supply and variety of housing in order for the city to continue its successful economic development growth.

The analysis identifies the following as examples of potential housing sites:

- » Site of former golf course off SR 53, 43 acres;
- » Farmland w/frontage off Coe Street, 82 acres;
- » Deer Ridge Phase II, off US 224 at Twp Rd 1197, 13 acres;
- » Several parcels north of US 224 near CR 19, approx. 158 acres total;
- » Downtown Urban Infill housing, 200 block of West Market Street, 2.6 acre site;
- » Downtown Adaptive reuse for rental housing: Laird Arcade, former Gibson Hotel, multiple smaller buildings scattered throughout downtown;
- » Multi-family housing sites, north of US 224, between US 224 and SR 18 (W. Market Street), near the shopping area, across from Mercy Hospital, approximately 58 acres total; and



- » Farmland northwest of US 224 and west of W. Market Street/SR 18, multiple parcels, approximately 143 acres.

**2.1.2 Housing Resources** – Continue to participate in programs that help maintain and improve the housing stock and assist low-moderate income householders attain their desired housing, including home ownership. Continue to utilize the Community Development Block Grant (CDBG) Community Housing Improvement and Preservation Program (CHIP) to help maintain the housing stock and assist low-moderate income households become homeowners. Identify additional, and develop new programs and resources to help maintain and improve the housing stock.

**2.1.3 Building Reuse** – Develop regulations that support the innovative reuse of vacant or underutilized buildings for housing alternatives. Consider allowing as a conditional use the adaptive reuse of churches and other nonresidential buildings as multi-family in single-family neighborhoods, with specific criteria to ensure that the residential neighborhood is not impacted.



**2.1.4 Creative and Context-Sensitive Design** – Develop regulations that allow for/encourage creative design in the development of residential areas and structures. Encourage sensitivity to environmental considerations and natural conditions in the development of new housing and rehabilitation of existing housing.

**2.1.5 Fair Housing** – Continue to educate landlords and tenants about their rights and responsibilities.

**2.1.6 Downtown Housing** – Continue to encourage the creation of housing options that appeal to different lifestyles, ages, and income levels in order to support the downtown (and larger community). As recommended in the 2016 Growth and Development Plan, continue to encourage the rehabilitation of upper floors in downtown buildings as apartments. In addition, encourage the construction of one- and two-story infill townhomes (attached units) south of Madison Street to provide a transition to the single-family residential neighborhoods to the south. Provide new and modern infill housing along the north and south sides of Perry Street. These parcels represent unique opportunities for modern apartments or condominiums in the core of Downtown with access to Rock Creek and East Green.

**2.1.7 Historic Homes Preservation** – Encourage the preservation of older homes, especially houses that contribute to the character of the neighborhood. Create funding opportunities for rehabilitation of existing homes. Work with first-time home buyers (or even first-time commercial redevelopers) to find incentives to underwrite the costs of rehabilitating older structures.

**2.1.8 Incentive Programs** - Continue to educate local property owners and developers about federal and state incentives, such as Low Income Housing Tax Credits (LIHTC), Historic Tax Credits (HTC), and New Market Tax Credits (NMTC), Community Reinvestment Areas (CRA), job tax credits, etc. Create new programs to further incentivize residential development and investment in the city's neighborhoods .



## Objective 2.2 DESIRABLE NEIGHBORHOODS

**2.2.1 Sidewalks and Lighting** – Conduct periodic “walking audits” to identify areas where sidewalk improvements are needed. Improve existing, and construct more sidewalks, street lighting, and other assets to create more walkable neighborhoods.

**2.2.2 Alleys** – Maintain, strengthen and develop programs, initiatives and organizations that enhance and improve the appearance, wayfinding, safety, and experience of walking through of alleys. Consider additional places where alley enhancements can be made similar to the improvements made to the alley located across from the Ritz Theatre between City Parking Lot #3 and South Washington Street, adjacent to 33 and 45 South Washington Street.

**2.2.3 Public Safety** – Maintain, strengthen and develop programs, initiatives and organizations that contribute to public safety and the safety of neighborhoods.



**2.2.4 Neighborhood Appearance** – Maintain, strengthen and develop neighborhood initiatives, programs and organizations that enhance the appearance of neighborhoods. Consider neighborhood-level branding initiatives.



**2.2.5 Historic Neighborhoods** - Consider creating new, local programs to further incentivize reinvestment within the city's historic neighborhoods. The 2016 Downtown Growth and Development Plan recommends focusing on transitional neighborhoods between downtown Tiffin and the campuses at Tiffin and Heidelberg Universities, such as the Fort Ball neighborhood, areas along Frost Parkway, Little Italy, and the Riverfront. Developments that focus on housing, urban livability, and pedestrian amenities are paramount. Promote residential and mixed-use infill development on vacant sites and redevelopment of obsolete sites. Create pedestrian amenities to link these neighborhoods and downtown. For additional details, see the 2016 Downtown Growth and Development Plan.

**2.2.6 Fort Ball Neighborhood** - Address flooding issues, rental conversions and demolition of structures for parking in the Fort Ball Neighborhood. The 2016 Downtown Growth and Development Plan notes that habitual flooding issues have negatively impacted the historic charm and prestige of the historic residential area, enabling speculators to acquire properties for rental student housing. The need for student parking near Tiffin University further contributes to the decline of the historic character of the neighborhood as neglected homes have been demolished for surface parking. As a neighborhood in transition,

encourage Tiffin University to support this renewed interest in the neighborhood and work with new property owners and developers to revitalize the historic area. Encourage single-family home ownership along with hospitality uses such as the event center (train depot) and Bed and Breakfast lodging. For additional details, see the Plan.



## Objective 2.3 VALUED CULTURE & PLACES

**2.3.1 Downtown Tiffin** - Maintain and improve the overall appearance of downtown through a variety of efforts: Continue and expand the Façade Enhancement Grant program; install decorative lighting and expand other streetscape improvements to all areas in downtown; celebrate and enhance the bridges that serve as gateways into downtown; enhance the riverfront; foster new commercial development, including hotels, that will strengthen the economy of downtown and the city overall.

**2.3.2 Civic Core** - Continue to concentrate public facilities such as the new Justice Center, and the numerous county agencies downtown. Celebrate this as a natural campus or destination for governmental functions, as recommended in the 2016 Downtown Growth and Development Plan. Implement the recommendations of the County Facilities Master Plan (currently underway). Other nearby public assets include the Tiffin-Seneca County Public Library and East Green. See the Plan for additional details.

**2.3.3 Historic Preservation** - Encourage development and protection of other areas of the city that have unique historic value, informing property owners of various programs available to help preserve historic properties. Create an inventory of historic buildings, structures, sites, objects and districts and encourage their long-term preservation and celebration.

**2.3.4 Gathering Places** - Maintain and increase community meeting places, including outdoor gathering spaces to encourage visitors to linger and socialize.





## Objective 2.4 PROPERTY MAINTENANCE

**2.4.1 Property Maintenance Code** - Maintain and strengthen property code enforcement, including minimum maintenance standards.

**2.4.2 Home Repair Resources** - Conduct educational workshops to provide opportunities for homeowners to learn techniques for long-term maintenance. Consider providing an associated tool-lending library. The nonprofit Home Repair Resource Center in Cleveland Heights, OH is a good example of an organization that provides a number of services including helping homeowners with contractors, and other hands-on learning opportunities.



**2.4.3 Rental Property Registry** - Maintain up-to-date records on rental housing in Tiffin. Given the number of college students who choose to live off-campus, there are a number of single-family homes that have been converted from owner-occupancy to absentee ownership and rental occupancy. Regulating the condition and operation of rental housing is important to ensuring neighborhoods retain their attractiveness. Consider requiring owners of residential rental property to register their rental properties with the city.

**2.4.4 Vacant Property Clearinghouse/Registration** - Inventory, evaluate and map all vacant buildings in the city. Maintain an updated database of the inventory/assessment. Determine if any concentrations or other patterns are evident. Partner with the Seneca County Land Bank to create and maintain the inventory. Keep track of and monitor vacant properties citywide by establishing a vacant property registration. Work with a local contractor or developer to realistically determine which properties can be saved. Buildings that remain vacant or unoccupied for an extended period often become an attractive nuisance to children, a nesting place for rodents, an increased fire hazard and dumping place for garbage. Detroit conducted a massive inventory using volunteers and a standardized evaluation tool. The volunteer work directly informed and helped guide improvements to the City's demolition programs. Work with the County Land Bank or other similar organizations to (at a minimum) properly mothball solid properties until they can be sold, or (better) improve the buildings and offer them to buyers, either at subsidized or market rates, depending on renovation costs vis-à-vis property values in the surrounding neighborhood.

**2.4.5 Demolition** - Demolish vacant buildings that do not have historic value or do not make positive contributions to the neighborhood. Work with the Seneca County Land Bank on demolition. Work with Habitat for Humanity's ReStore to collect architectural materials and provide them at reasonable cost to property owners who are restoring buildings.

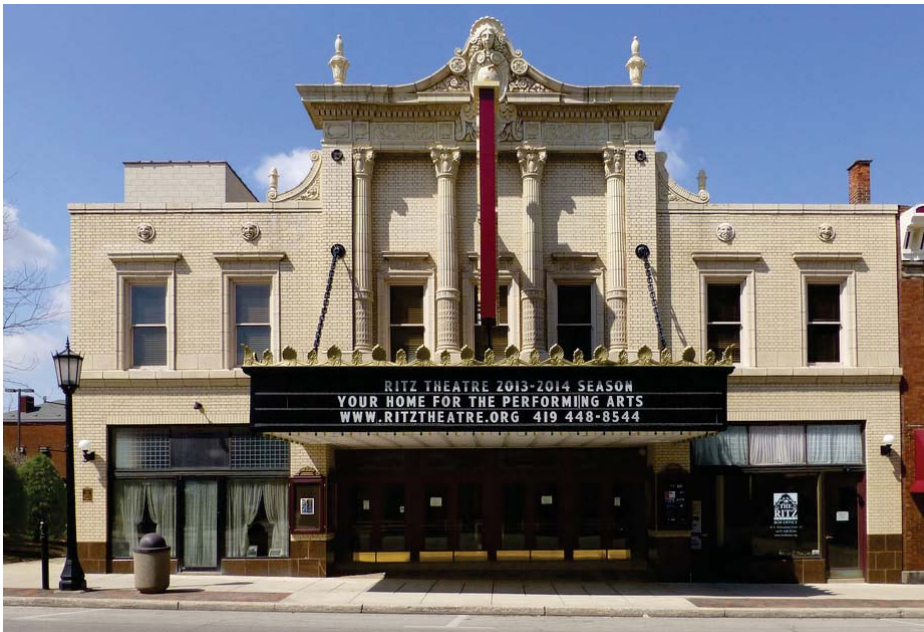
**2.4.6 PACE** - Educate residential and commercial property owners on the benefits of Property Assessed Clean Energy (PACE) programs to make building improvements and improve energy efficiency.



## Objective 2.5 SUSTAINABLE LAND USE

**2.5.1 Compact Development** – Promote new compact development on infill lots and adjacent to existing built up areas in order to reduce the need to expand development into important natural areas and environmentally sensitive areas, minimize the encroachment of residential development and expansion of water and sewer utilities into adjacent rural areas.

**2.5.2 Zoning Review** - Review the zoning districts and overlay districts, as well as the related uses and development standards, and the application of the districts on the zoning map to be sure the districts effectively promote and achieve the types of neighborhoods and commercial districts desired by the city. Evaluate regulations to assess their success relative to revitalizing urban areas and make changes accordingly. Update zoning regulations to encourage development of vacant or underutilized properties and brownfield sites and to ensure protection of historic districts and properties and revitalization of commercial areas, in particular the historic central business district.



**2.5.3 Subdivision Regulations** – Develop and/or update subdivision regulations as needed to ensure that new residential subdivisions meet contemporary standards.

## GOAL 3. QUALITY COMMUNITY FACILITIES & SERVICES

### Objective 3.1 Foster INCLUSIVE COMMUNITIES

**3.1.1 Special Interest Groups** – Continue to support organizations, groups, programs, initiatives and assets focused on addressing and serving the interests and needs of particular groups that reflect particular segments of the city's diverse population (e.g. young professionals, international students, religious groups, 4H, etc.) Support young professionals' groups as part of labor recruitment efforts and to bolster excitement in the community.

**3.1.2 Connection and Interaction** – Continue to support organizations, groups, programs, initiatives and assets that encourage interaction and foster connection between representatives of different groups and/or diverse individuals, such as organizations that pair old and young residents to support more volunteer efforts from all students to help elderly residents.

**3.1.3 Events** – Continue to accommodate and support events that support, foster and celebrate diversity, inclusivity and uniqueness of individuals in the community (e.g. CultureFest, International Dinner).

**3.1.4 Education and Training** – Continue to support programs and initiatives that educate about, and promote diversity and inclusivity on all levels (income, gender, race, culture, etc.).

**3.1.5 ADA Transition Plan** – Identify physical and psychological barriers throughout the community and create a work plan to address identified deficiencies per guidelines established by the 1990 Americans with Disabilities Act.





## Objective 3.2 EDUCATION & LIFELONG LEARNING

**3.2.1 Graduation Rates** – Continue to support local schools in their efforts to increase the quality and capacity of public and private K-12 educational facilities, celebrate teaching excellence and increase the percentage of high school students graduating with college credit and/or an industry credential.

**3.2.2 Skilled Trades** – Continue to support increased variety and availability of technical and vocational study programs.

**3.2.3 Library** – Continue to support community-wide educational programs via the Tiffin-Seneca Public Library. Encourage the public library to work with school libraries as well as those at Heidelberg and Tiffin Universities to share resources, conduct community programs, and develop relationships with and programs for all residents.

**3.2.4 Improved Access** – Continue to assist in expanding access to programs to assist children from low to moderate income households.

**3.2.5 Higher Education** – Continue to support physical, economic and social connections to Tiffin University, Heidelberg University and Terra State Community College.



**3.2.6 Theater** - Continue to support the Ritz Theater, as well as K-12 school programs and theaters at Heidelberg (Gundlach) and Tiffin University (Osceola) to engage residents in learning about the theater and participating in their productions. Similarly, partner with respective Fine Art programs to advance education about other forms of art.

## Objective 3.3 ACTIVE LIVING

**3.3.1 Walkability** - Regularly conduct walkability audits for all public spaces to assess accessibility challenges, then prioritize and undertake projects as resources permit. See also 2.2.1.

**3.3.2 Comfort** - Continue to provide and maintain public restroom facilities in areas where events are regularly hosted.

**3.3.3 City Parks** - Improve city parks, recognizing their importance in attracting and retaining residents. Evaluate current park amenities and locations for service coverage across the city.



**3.3.4 City Trails** - Continue to maintain and improve the existing network of trails in the city. See the recently completed Active Transportation Plan for detailed recommendations on improving the city's trails.

**3.3.5 Local History** - Where applicable, tell Tiffin's story through interpretive signage, public arts, or other media in public spaces. Example: tell the story of Fort Ball through interpretive public art at various locations in the neighborhood. Conduct fun scavenger hunts to encourage residents and visitors to have fun, be active, and learn about their community.

**3.3.6 Cooperative Programs** - Build strong intra-park coordination between the City, the County Park District and others to provide diverse programs and offer a broad range of facilities and experiences to city residents.



## Objective 3.4 HEALTH & WELLNESS

**3.4.1 Behavioral and Mental Health** – Continue to support and collaborate with local health care providers to campaign for education, awareness and support of mental health and behavioral health concerns.

**3.4.2 Hospital and Medical Coordination** – Continue to support coordinated efforts with hospitals, other medical professionals to increase the number of programs and facilities to address mental and behavioral health issues including recovery programs in the ongoing struggle with drug addiction.

**3.4.3 Access** – Work on increasing residents' financial and transportation access to health and wellness facilities, such as the Tiffin Y, Allen Eiry Senior Center and other fitness facilities.

**3.4.4 Safe Communities** – Continue to strengthen partnerships between Tiffin Police Department and local schools and neighborhoods using programs such as “Lunch with a Cop” or Neighborhood Watch organizations.

**3.4.5 Emergency Services** – Continue to maintain police and fire departments with updated equipment. Foster an environment that helps maintain emergency/safety services.

## Objective 3.5 FOOD SECURITY & ACCESS

**3.5.1 Farmers' Market** - Develop a Community Garden to support educational efforts including Seed to Table programs, as recommended in the City's Farmers' Market Plan. Use these and other similar programs to educate families on how to supplement their grocery budgets with home-grown options.

**3.5.2 Urban Gardening** - Encourage urban gardening. From a regulatory perspective, ensure supportive zoning and other regulations. From an educational perspective, work with local schools and both Universities as well as local chapters of the FFA, 4H, Boy and Girl Scouts and other service organizations that focus (in whole or part) on learning agricultural and horticultural skills to educate residents on proper techniques and practices for growing, canning and/or storing home grown food options.



## GOAL 4. ENVIRONMENTAL STEWARDSHIP – VALUED NATURAL RESOURCES

### Objective 4.1 RESOURCE PROTECTION

**4.1.1 Priority Conservation Areas** - Identify and agree on areas of the city where critical environmental resources (such as floodplain and riparian areas) exist and have the highest priority for conservation efforts. See Tiffin Priority Conservation Map on the next page for a map of environmental conditions that either are constraints to development or are environmentally sensitive and therefore worthy of conservation and even preservation/acquisition.

**4.1.2 Planned Unit Development Design** – Review and evaluate the existing Planned Unit Development regulations (Chapter 1173); update the regulations to include criteria for ensuring the required open space adequately preserves key natural areas such as riparian corridors, woodlands, and wetlands, in the order of priority determined by the City. Ensure that the approval process and density allowances make this an attractive form of development.

**4.1.3 Tree Preservation/Restoration** – Continue to plant and protect trees to first maintain and then increase canopy coverage. Consider adopting a tree preservation/conservation ordinance that would require large wooded areas to be preserved to the extent practicable, especially for new residential development. Work with groups such as the Shade Tree Commission to educate residents and commercial property owners to select the best species for individual sites and educate property owners on proper tree care and maintenance.

### Objective 4.2 ACCESSIBLE GREEN SPACE

**4.2.1 City Parks** – Regularly audit each city park to ensure it is properly maintained and look for ways to improve aesthetics and/or accessibility. Engage neighborhood residents in conversation to identify needs, discuss safety concerns, and overall vision for each park.

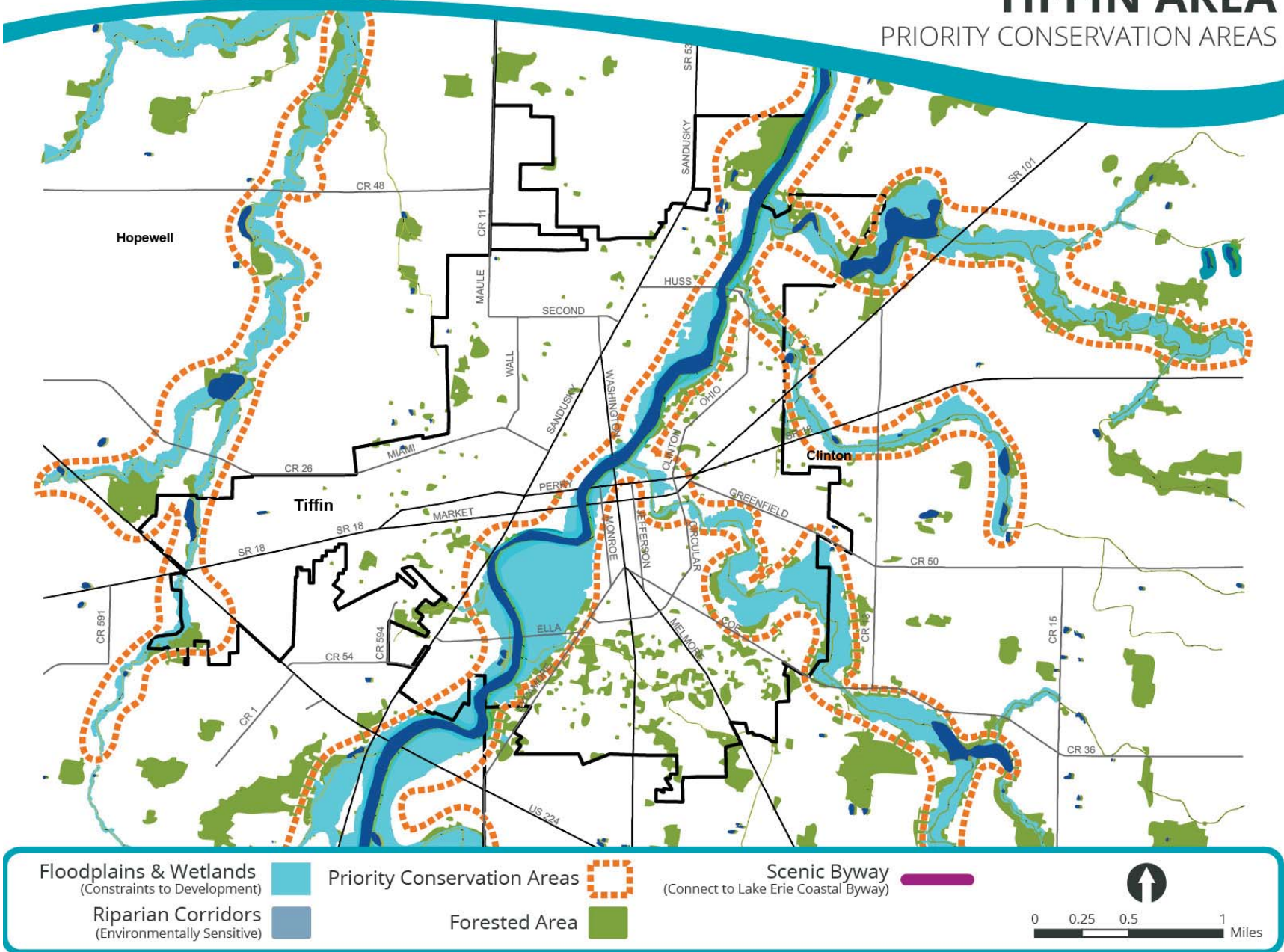
**4.2.2 River Access** – Provide access points to the Sandusky River at various points throughout the city to allow residents and visitors to engage with and enjoy the river for fishing, canoeing/kayaking (where depths permit), and other recreational pursuits. Create scenic overlooks to allow visitors to engage with the River in a more passive way.

**4.2.3 State Water Trail** – Continue to work with stakeholders throughout the county to designate the Sandusky River as a state Water Trail. Develop access points and supportive services and businesses within the city limits.



# TIFFIN AREA

## PRIORITY CONSERVATION AREAS



## Objective 4.3 CLEAN AIR & WATER BEST MANAGEMENT PRACTICES

**4.3.1 Low-Impact Development (LID)** – Promote low impact development, green infrastructure and other best practices that help preserve and enhance our sensitive natural areas and important natural resources.

**4.3.2 Stormwater Management** – Continue to support and advance effective stormwater management techniques that promote groundwater recharge, establish riparian buffers, and employ best management practices. Reestablish vegetative buffers in downtown near the Sandusky River to help filter runoff from streets and parking areas.

**4.3.3 Regulations** – Continue to require developers and contractors to include proactive stormwater management techniques in their site plans. Regularly inspect building sites to ensure sediment reduction techniques are being implemented, see also Objective 4.1. Establish mandatory setbacks from watercourses and wetlands in order to protect their beneficial functions in managing storm water, and require green “islands” in parking areas as a green alternative to help manage storm water.

**4.3.4 Site Design** – Continue to encourage site design that protects natural terrain and groundwater, preserves or restores significant vegetation and scenic views, and incorporates native vegetation into landscape plans. Examine regulations to ensure developers are providing adequate drainage and storm water management facilities that accommodate all potential storm water runoff and reduce the potential for flooding, particularly in flood prone areas such as the areas around Ella Street, behind the Tiffin Mall, the north end near the River (Humane Society), etc.

**4.3.5 Education** – Educate the general public on the benefits of green infrastructure. Hold classes for home-owners to educate them on how



green stormwater management practices can be included in everyday life. Work with local schools incorporate these lessons into regular biology and other life science class curriculum. Educate residents and contractors about the City's newly created Stormwater Management Program, including Pre- and Post-Construction permitting requirements.

## Objective 4.4 RIVER LIFE

**4.1.1 Sandusky River** – Continue to support regular River clean-ups and invasive species removal campaigns, as undertaken by the Shade Tree Commission.

**4.4.2 Combined Sewer Separation** – The City began separating combined sanitary and storm sewers in 2002, and is continually working to meet Ohio EPA mandates governing overflows into the Sandusky River. Continue on this path to implement the Long-Term Control Plan as renegotiated with Ohio EPA, reducing the amount and quality of discharges into the River.

**4.4.3 NPS-IS Plan** – Work with the County and Sandusky River watershed organizations to develop and implement a Non-Point Source Pollution Implementation Strategic Plan (NPS-IS) to reduce sediment and pollutant movement into the Sandusky River. Prepare an Urban Sediment and Nutrient Reduction Strategy specifically for use within the city. Include a map of Priority Nutrient Reduction Areas. An up-to-date





strategy/plan is an eligibility requirement for some funding sources designed to help reduce and/or eliminate pollutants in the River and watershed, such as Section 319 funds.

**4.4.4 Water Quality Attainment** – Continue to work towards full Ohio EPA water quality attainment status.

**4.4.5 Home Sewage Treatment Systems** – Work with all residential property owners who are not served by the City's sanitary sewer system, such as those along Crayon Street, to abandon their septic systems and tie into city lines. Look for grants and other funding opportunities to help reduce costs.

## Objective 4.5 GREEN ENERGY

**4.5.1 Alternative Energy** – Encourage renewable and alternative energy production. Educate residents, property and business owners about different options, such as solar or geothermal. Ensure the proper placement and provision of energy infrastructure component throughout the city. Review the Tiffin Zoning Code to ensure it allows for placement of alternative energy infrastructure in both residential and commercial/ industrial areas. Consider adding allowances for renewable energy facilities such as solar fields on otherwise unusable land, such as brownfields, and ensuring that energy systems geared for on-site use can be easily erected on top of structures like rooftops (example: Owens



Corning Headquarters surface parking lots treatment, Toledo, OH). Work with local electric companies to more easily integrate alternative energy sources into the energy grid.

**4.5.2 LEED (Leader in Energy and Environmental Design)** - Encourage structures, whether new or those being rehabilitated, to incorporate the necessary features to become LEED certified. Investigate having city staff become LEED accredited professionals.

## Objective 4.6 SOLID WASTE MANAGEMENT

**4.6.1 Recycling** - Continue to promote recycling with an emphasis on reuse and waste reduction. Work with Ottawa-Sandusky-Seneca Joint Solid Waste District to publicize and promote the two recycling drop-off points in Clinton Township, which are the ones most convenient to Tiffin residents.

**4.6.2 Waste Removal** - Continue to provide effective, efficient and affordable solid waste reduction services and removal.

**4.6.3 Regulations** - Adopt standards that eliminate the initial production of wastes and pollution at the source.

# GOAL 5. ENHANCED MOBILITY, ACCESSIBILITY & PUBLIC

## Objective 5.1 ROADWAY MAINTENANCE

**5.1.1 Systematic Maintenance** - Keep the city's transportation infrastructure in a state of good repair by maintaining and upgrading the existing network, through asset management planning and innovative maintenance strategies that take into account lifecycle costs, management strategies, long-term operational and financial considerations. Procure more funds for maintenance and repair.

**5.1.2 Downtown Street Improvements** - Implement the recommendations in the 2016 Downtown Growth and Development Plan for several specific streets. See Plan for more details.

- » **Court Street** - Improve Court Street with wide sidewalks, street trees, and decorative street lighting.
- » **Gateways** - Establish gateways at the following locations: Perry Street at Rock Creek, Market Street at Bridge, and South Washington Street at Bridge.
- » **Street Conversions** - The idea of converting Downtown Tiffin's one-way streets to two-way streets was first raised in the 2010 Strategic Plan. Consider converting Monroe and Jefferson Streets to two-way traffic. Provide parallel on-street parking along both sides of these streets where the width of the road is sufficient.



- » **South Washington Street** – Continue existing streetscape enhancements from the core of the downtown further south along Washington Street to the Five Points intersection. Improvements should include bumpouts to minimize pedestrian crossing distances at intersections, decorative street lights, specialty pavements, street trees and furniture. Where surface parking lots exit along the corridor, provide a 4-foot high screen consisting of masonry wall, decorative fence, evergreen hedge or combination thereof.
- » **Five Points Improvements** – Enhance the intersection in the spirit of a European piazza; replace existing signal posts and wires with decorative signal mast arms; provide decorative light fixtures to match the downtown lighting standard; repair and replace pedestrian pavements and provide specialty paving and patterns to match the

streetscape standards; provide planters at key locations to screen surface parking areas at various concerns, provide street streets in these planter locations; enhance the historic façade of St. Joseph Catholic Church with accent lighting.

- » **Bridge Enhancements** - Improve the pedestrian zones along the Perry Street and Market Street bridges. See Plan for more details. This may include widening the pedestrian walk zones, specialty planters, and lighting. These bridge improvements will enhance the pedestrian connections from west of the River including Tiffin University. In addition, these improvements along with East Riverfront improvements will help establish walking loops along the Riverfront of varying distances. Consider adding LED uplighting with various color options to accent the bridges after dark.



**5.1.3 Bridges** – Continue to regularly evaluate and prioritize bridge repairs, and replace when needed, as on Ella Street.

## Objective 5.2. ROADWAY NETWORK

**5.2.1 Fair Lane Extension** – Continue to prioritize and research funding options for this \$8 million, multi-phase road and signalization project designed to improve access to a planned 60-acre commercial site.

**5.2.2 Tiffin-Fostoria Industrial Connector** – Continue to prioritize and research funding options for this \$7 million project designed to create a meaningful connection between Tiffin's and Fostoria's industrial sectors.

**5.2.3 Access Management** – Develop access management policies and regulations to limit points of ingress/egress, and maintain the level of service on commercial corridors.

**5.2.4 Transportation Networks** – Continue to support public transportation networks (Seneca Crawford Area Transportation, Seneca County Commission on Aging, Seneca County Board of Developmental Disabilities, Seneca County Veterans Services, Seneca County Department of Job and Family Services, and Flat Rock Homes, Inc.) and other multi-modal transportation alternatives (biking, walking paths, etc.) to link population centers, areas with employment opportunities, and other destinations that are economically feasible.

**5.2.5 Collaboration** – Continue to collaborate with federal, state, and local planning agencies and transportation departments to enhance transportation networks in the region. Participate in regional transportation summits and planning workshops to ensure local needs are included and prioritized on regional plans.

## Objective 5.3 ALTERNATIVE TRANSPORTATION

**5.3.1 Improve Amenities for Pedestrians and Bikers** - The 2016 Growth and Development Plan offers recommendations to support pedestrian and other non-motorized circulation amenities in the downtown:



**Public realm improvements** - Provide benches, designated bicycle parking areas, pedestrian resting areas, improved lighting, landscaping, murals and other amenities to make pedestrians and cyclists want to linger in the downtown.

**Pedestrian Crossings** - Use mid-block crossings and bumpouts at intersections to improve pedestrian crossings; erect a pedestrian bridge to connect Perry and Miami Streets and increase connectivity of downtown to Tiffin University and the Fort Ball neighborhood.

**Bike amenities** - Create a bike share program to increase downtown accessibility, reduce automotive traffic, and increase healthy lifestyles. Make convenient, safe, attractive links for students to access downtown. Provide public bicycle parking in lots and on sidewalks and require new developments to provide bike parking. Include sharrows and consider bike lanes during road reconstruction and restriping plans.

**5.3.2 Rock Creek Trail** - Complete the remaining portions of the Rock Creek Trail to provide connectivity from Hedges Boyer Park to the Sandusky River. Remove invasive plant species throughout the corridor with grant funding and/or volunteer labor. For additional information on this and all the city's trails, see the recently completed Active Transportation Plan.

**5.3.3 Sharrows** - Development infrastructure that encourages people to commute to work and/or school on bike or foot. Create more bike lanes and sharrows throughout the city to promote a more active lifestyle for residents, reduce congestion and wear on road surfaces, and make the community more attractive to people from outside the community who are looking to relocate.

## Objective 5.4 AIR & RAIL NETWORK

**5.4.1 Connections** - Make connections between Tiffin's many state and federal highway routes and its rail and air resources. Use these connections to improve both leisure travel and commercial shipping/ economic development.

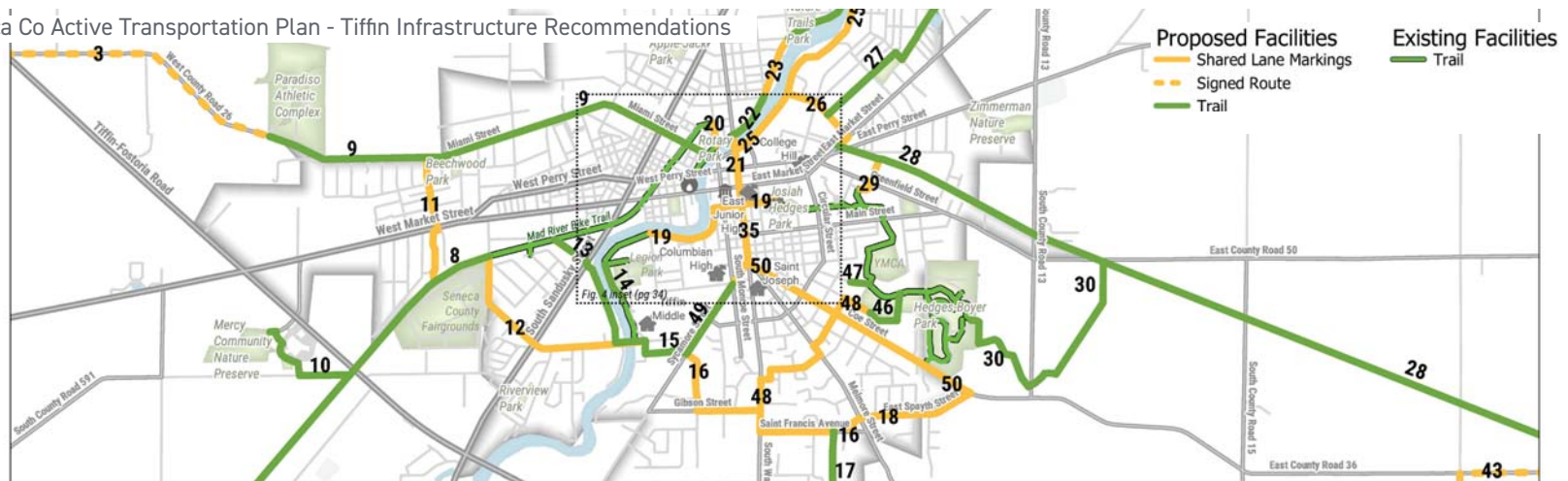
## Objective 5.5 SMART COMMUNITY TECHNOLOGIES

**5.5.1 Broadband** - Support the improvement of reliable and affordable high-speed internet so that it is easily accessible for all residents.

**5.5.2 WiFi** - Develop wireless internet connections and hot spots for Downtown and other gathering places throughout the community.

**5.5.3 Electric Vehicle (EV) Charging Stations** - Encourage the installation of electric vehicle (EV) charging stations at strategic locations throughout the community. Pursue grant funding to help offset costs.

Seneca Co Active Transportation Plan - Tiffin Infrastructure Recommendations



## Objective 5.6. WATER & WASTE WATER INFRASTRUCTURE

**5.6.1 Sanitary Sewer** – Continue to maintain reasonable wastewater collection rates. Pursue grant funding to help offset costs for improvements to the city’s sanitary and stormwater collection and treatment systems.

**5.6.2 Future Development** - Plan and develop water and wastewater infrastructure based on projected future need for targeted locations.

**5.6.3 Wastewater Facility Plan** – Continue to regularly update the City’s wastewater facility plan. At present, it is a “best practice” recommendation to also produce and maintain an Asset Management

Plan, mirroring what is required for water treatment plants. While not yet an official requirement to qualify for financial assistance through DEFA (Ohio EPA’s Division of Environmental and Financial Assistance), industry “insiders” see indications pointing toward an AMP requirement in addition to the current facility plan in the future.

**5.6.4 Wastewater Treatment Facility** – As the City’s wastewater treatment plant is nearing the end of its functional life cycle, next steps should include assessing the current rate structure to determine if additional increases are needed, projecting future needs based on growth patterns and future economic development plans, investigating and applying for funding opportunities, and designing a new plant that will meet the future needs of the city.



# GOAL 6. STRONG COMMUNITY CHARACTER & IMAGE

## Objective 6.1. CELEBRATE Tiffin

**6.1.1 Celebrate Tiffin** - Continue to identify and develop an inventory of reasons why Tiffin is a great place to live, work, visit, study, and run a business. Emphasize the city's history and heritage. Promote recreational, educational, and investment opportunities.

**6.1.2 Volunteers** - Develop a volunteer recruitment and community engagement strategy that not only recruits people to help with the various activities in town, but also promotes the wide variety of fun recreational and entertainment options available.

## Objective 6.2. Engage in BRANDING AND PROMOTION

**6.2.1 Brand Development** - Continue to develop and implement the community brand developed in the 2018 branding process - in terms of graphic design and guidelines, narrative and messaging, and connection between the brands.

**6.2.2 Marketing and Promotion** - Advertise Tiffin activities and attractions to townships, villages and cities in Seneca County, throughout the northwest Ohio region, the state, country and globally. Increase exposure to all assets, using a broad range of media including: social media, print, radio, television, local newsletters as well as various partners' websites.

**6.2.3 Demolition** - Remove blighting influences within the city.

**6.2.4 Signage** - Develop and install clear entry, wayfinding, and other signage throughout the city, using the accepted brand standards, to establish community identity, enhance the resident, visitor, student, and worker experience in the city, and point the way to destinations within the city limits as well as attractions throughout Seneca County.

## Objective 6.3 TOURISM DEVELOPMENT

**6.3.1 Strategic Plan** - Develop and implement (and continually update) a strategic plan for tourism development in Tiffin.

**6.3.2 Resources** - Ensure the organization(s) tasked with implementing the tourism strategic plan have the resources necessary to properly carry out recommendations.

**6.3.3 Public Art** - Commission pieces of public art and install them at various locations throughout the community. Strongly consider using local artists, not only to build community pride, but also to celebrate the talent residing in the city. Particularly in the downtown, prepare a strategy to unify art installations and art-related programming.

**6.3.4 Theater** - Work with the Ritz, Gundlach, and Osceola Theaters to publicize shows within the city and throughout the region.

**6.3.5 Restaurants** - Continue to work with local restaurateurs to publicize local food events (such as Taste of Downtown Tiffin) and destination dining experiences (such as The Empire at 138, Ironwood Steakhouse and The Pioneer Mill).

**6.3.6 Festivals** - Continue to support events and festivals to celebrate important events and the arts; provide opportunities for community gatherings and engagement, and to highlight the city's history, cultural assets, and people.

**6.3.7 Zoning** - Update the Tiffin Zoning Code to ensure it supports the development of popular destination businesses like Bed and Breakfasts and other short-term rentals, entertainment venues, and recreational areas.



## CITY OF TIFFIN IMPLEMENTATION TIMEFRAME

This plan identifies a number of strategies that the city of Tiffin and its partners can take to move toward the City’s vision for the future. Yet, we recognize that we cannot do everything at once. To this end, the matrix below identifies ongoing programs and initiatives that are important to maintain and allocates a preferred timeframe for expanding or enhancing existing programs and starting new initiatives, programs and projects.

**Note:** “A”, “B”, “C” and “D” represents priority: A is the highest priority; D the lowest. Existing programs/projects that will continue are noted in the “Ongoing” column and prioritized. New programs/projects and enhancements to existing programs/projects are shown in the implementation timeframe based on start date. Any new program/project that will be ongoing once started is indicated as “/O” within the anticipated start date column.

<b>TIFFIN'S IMPLEMENTATION PRIORITIES AND TIMEFRAME</b>	<b>Ongoing</b>	<b>Immediate (0-2 yrs)</b>	<b>Short-term (2-5 yrs)</b>	<b>Long-term (5+ yrs)</b>
<b>GOAL 1. PROSPEROUS AND RESILIENT ECONOMY</b>				
<b>Objective 1.1 STRATEGIC PLANNING</b>				
1.1.1 Tiffin-Seneca County Economic Partnership (TSEP) - Continue to engage in annual strategic planning for Downtown and Citywide economic and community development.	<b>A</b>			
1.1.2 Economic Development Strategy - Update the Comprehensive Economic Development Strategy (CEDS).			<b>C</b>	
1.1.3 Organizations - Identify, develop and/or strengthen committees and/or organizations to oversee implementation of those plans.		<b>B</b>		
1.1.4 Ongoing Dialogue - Maintain and strengthen dialogue and collaboration among elected officials with respect to development.	<b>A</b>			
<b>Objective 1.2 WORKFORCE DEVELOPMENT</b>				
1.2.1 Workforce Plans - Continue to work with partners on current efforts to prepare workforce development strategic plans.	<b>A</b>			
1.2.2 Collaboration - Continue to collaborate with other counties in ways that enhance and strengthen Tiffin's workforce.	<b>B</b>			
1.2.3 Partnerships - Continue to strengthen/facilitate engagement, collaboration, and partnerships between business, industry, education, and workforce and economic development.	<b>A</b>			
1.2.4 Marketing - Continue and improve efforts to effectively market jobs, career opportunities, and employers to the local community and regionally.	<b>B</b>	<b>B/O</b>		
1.2.5 Training and Assistance -Continue to promote state and federal educational/workforce training programs to increase the employability of local workforce. Revise/update educational/ workforce training programs based on recommendations of updated CEDS.	<b>C</b>		<b>C</b>	
1.2.6 Professional Development - Strengthen research, benchmarking, networking, and professional development opportunities for professionals and organizations engaged in workforce development.		<b>C/O</b>		
1.2.7 Attract Workers to Tiffin - Continue to develop, strengthen and maintain assets, programs, initiatives, and organizations that attract and retain youth, retain residents and encourage in-migration of new residents.	<b>C</b>			





<b>TIFFIN'S IMPLEMENTATION PRIORITIES AND TIMEFRAME</b>	<b>Ongoing</b>	<b>Immediate (0-2 yrs)</b>	<b>Short-term (2-5 yrs)</b>	<b>Long-term (5+ yrs)</b>
1.2.8 Resources – Strategically allocate resources to maintain, strengthen and improve workforce development efforts. Increase resources as recommended in an updated CEDS.	<b>B</b>	<b>B</b>		
1.2.9 Remove Obstacles – Design and implement programs and needed support services such as transportation and childcare to remove obstacles for people who want to work in the City.			<b>B</b>	
<b>Objective 1.3 SUITABLE LOCATIONS</b>				
1.3.1 Sites and Buildings – Continue to identify locations for future commercial and industrial development, including suitable locations that may require zoning changes; maintain inventory of vacant lots and blighted structures, and potential/available commercial and industrial parcels and buildings to accommodate the current and future needs.	<b>A</b>			
1.3.2 Mixed-Use Infill – Continue to pursue/foster redevelopment opportunities in the historic central core of the City.	<b>B</b>			
1.3.3 Riverfront Promenade Development - Encourage/facilitate the creation of mixed-use development on north side of Market Street along the Riverfront Promenade.		<b>B</b>		
1.3.4 Capital Improvement Planning – Identify and plan for capital improvements needed to promote economic development.		<b>C</b>		
1.3.5 Infrastructure Improvements – Create/maintain an updated database inventory and condition assessment of existing infrastructure and utilities (including broadband access) and associated GIS maps.			<b>B</b>	
1.3.6 Redevelopment – Facilitate the revitalization of declining commercial and industrial areas through redevelopment/rehabilitation of obsolete sites and facilities.			<b>D</b>	
1.3.7 Interstate Access – Improve truck roadway connections between Tiffin/Seneca County and I-75 and I-80/90. See also 5.2.2 for additional transportation strategies.				<b>B</b>
1.3.8 Development Agreements – Review, and update as needed, existing annexation agreements between the City and surrounding townships to foster economic development.		<b>A</b>		
1.3.9 Zoning – Review the Tiffin zoning code, revise as needed to foster economic development and potential annexation opportunities. Proactively rezone appropriate locations for new business/ industrial development.		<b>B</b>		
1.3.10 University Campus Zoning – Consider creating a new district to facilitate development on Tiffin University and Heidelberg University campuses.		<b>B</b>		
<b>Objective 1.4 RETENTION, EXPANSION &amp; ATTRACTION</b>				
1.4.1 Programs – Continue to maintain, improve and strengthen TSEP's formal business retention and expansion programs.	<b>A</b>	<b>A</b>		
1.4.2 Incentives and Resources – Continue to maintain incentives, assistance programs, and other resources available (and modify and/or increase as needed).	<b>A</b>	<b>A</b>		
1.4.3 Industry Groups – Continue to partner with existing industry groups such as the Chamber and the Industrial Management Council. Evaluate need for new/expanded industry councils or groups.	<b>D</b>		<b>B</b>	

Timeframe Columns: Based on start date. "\_\_\_/0" indicates program/project will be ongoing once started.



<b>TIFFIN'S IMPLEMENTATION PRIORITIES AND TIMEFRAME</b>	<b>Ongoing</b>	<b>Immediate (0-2 yrs)</b>	<b>Short-term (2-5 yrs)</b>	<b>Long-term (5+ yrs)</b>
1.4.4 Targeted Industries – Update the strategy and criteria used to identify targeted industry sectors that match the areas' strengths, goals and assets. Update implementation strategies related to their support and attraction. See 1.3 for additional information on suitable locations.			<b>C</b>	
1.4.5 Retail Strategy – Create a strategy to strengthen retail businesses in Tiffin: identify retail clusters; develop an inventory and related map; identify any needed infrastructure; conduct a market analysis; and assist local businesses.		<b>B</b>		
1.4.6 Marketing – Continue to effectively market City's positive attributes, assets, and competitive advantages locally regionally, state-wide, nationally, and globally.	<b>A</b>			
1.4.7 Regulations – Evaluate and streamline the zoning approval process and building permitting process to be more business-friendly.			<b>B</b>	
1.4.8 Technology – Continue to work with local businesses, both start-up and existing, so they are better equipped to use technology to enhance business practices.	<b>C</b>			
<b>Objective 1.5 AGRIBUSINESS</b>				
1.5.1 Agribusiness Strategic Plan – Develop an agriculture and food industry cluster strategic plan and assign a group or organization to oversee its implementation.		<b>C</b>		
1.5.2 Local Food – Continue to strengthen/develop programs, etc to promote local food. Identify local entities that are engaged in the food industry and identify ways to strengthen the local food industry.	<b>B</b>		<b>B</b>	
1.5.3 Farmers Market – Continue to implement the recommendations in the Farmers' Market Plan to improve the Farmers' Market.	<b>A</b>			
<b>Objective 1.6 ENTREPRENEURSHIP</b>				
1.6.1 Entrepreneurship Plan – Develop an entrepreneurship strategic plan, and identify and/or develop the group(s) or organization(s) to oversee its implementation.		<b>B</b>		
1.6.2 Entrepreneurship Facilities – Explore, evaluate, and successfully develop appropriate entrepreneurship facilities like incubators, accelerators, makerspaces, and pop-up stores, together with onsite support services.			<b>B</b>	
1.6.3 Resources – Create a system of support services and educational opportunities specifically targeted to new and emerging entrepreneurs.		<b>B</b>		
1.6.4 Capital – Identify and develop more seed, early and late stage capital for entrepreneurs and newer businesses in the city.		<b>C</b>		
1.6.5 Entrepreneurship Marketplace – Facilitate the identification and vetting of existing and new potential entrepreneurial opportunities and connect opportunities and entrepreneurs with capital.		<b>A</b>		
1.6.6 Culture – Continue to develop, maintain, and strengthen assets, programs, initiatives and organizations that foster and strengthen a local culture or ecosystem of entrepreneurship.	<b>C</b>			
1.6.7 Collaboration – Continue to strengthen collaboration with education institutions and innovative local companies to create/attract new companies and help existing companies grow.	<b>B</b>			



<b>TIFFIN'S IMPLEMENTATION PRIORITIES AND TIMEFRAME</b>	Ongoing	Immediate (0-2 yrs)	Short-term (2-5 yrs)	Long-term (5+ yrs)
<b>Objective 1.7 DOWNTOWN TIFFIN</b>				
1.7.1 Plans – Continue to implement and update as needed the City's Downtown Growth and Redevelopment Plan, and other related strategic plans for Downtown Tiffin.	A			
1.7.2 Private Investment Demonstration Projects - Encourage/facilitate the following priority redevelopment projects identified in the Downtown Growth and Redevelopment Plan: Tiffin Flats		B		
University Commons and East Tower				C
1.7.3 Resources – Continue to maintain and strengthen the resources available to organizations and individuals working toward Tiffin's Downtown revitalization.	A			
1.7.4 Incentive Programs: Continue to assist developers in successfully utilizing federal, state, and local incentives; create new local programs as needed.	B			
1.7.5 Zoning - Update the zoning code (as recommended in the Downtown Plan) to require new construction be developed in a manner that respects the traditional downtown main street character, includes context sensitive form-based development standards; and updated parking standards and sign regulations.		B		
1.7.6 Public Open Space - Assist in developing public open space/gathering spots in strategic locations to provide places for pedestrians to linger, rest, and socialize.				C
1.7.7 Downtown Core Land Uses - Promote the creation of a downtown hub, with strong commercial corridors, more restaurants and night time businesses, and upper floor residential.			C	
1.7.8 Public Private Partnerships (P3s) - Continue to look for local opportunities to create P3s (public-private partnerships) to construct both public and private projects.	B			
1.7.9 Parking - Develop a strategy to improve parking in Downtown Tiffin, as recommended in the Downtown Tiffin Parking Study and Garage Analysis.				D
<b>GOAL 2. ATTRACTIVE, DESIRABLE &amp; LIVABLE PLACES (BUILT ENVIRONMENT)</b>				
<b>Objective 2.1 HOUSING OPTIONS</b>				
2.1.1 Housing Development – Continue to promote, maintain, support, and facilitate the development of a sufficient quantity and desired variety of housing, as recommended in the 2019 Housing Opportunities Analysis.	A			
2.1.2 Housing Resources – Continue to participate in programs that help maintain and improve the housing stock and assist low-moderate income householders attain desired housing; Develop new programs and resources to help maintain and improve the housing stock.	B	B		
2.1.3 Building Reuse – Develop regulations that support the innovative reuse of vacant or under-utilized buildings for housing alternatives.			C	
2.1.4 Creative and Context-Sensitive Design – Develop regulations that allow for/encourage creative design in the development of residential areas and structures.			D	

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2.1.5 Fair Housing – Continue to educate landlords and tenants about their rights and responsibilities.	<b>B</b>			
2.1.6 Downtown Housing – Continue to encourage the creation of Downtown housing options that appeal to different lifestyles, ages, and income levels, including rehabilitation of upper floors in downtown buildings as apartments, and construction of new, modern infill housing.	<b>A</b>			
2.1.7 Historic Homes Preservation – Create funding opportunities to encourage the preservation of older homes, especially houses that contribute to the character of the neighborhood.			<b>B</b>	
2.1.8 Incentive Programs: Continue to educate local property owners and developers about federal, state and local incentives; create new programs to further incentivize residential development and investment in the City's neighborhoods.	<b>B</b>	<b>B</b>		
<b>Objective 2.2 DESIRABLE NEIGHBORHOODS</b>				
2.2.1 Sidewalks and Lighting – Conduct periodic “walking audits” to identify areas where sidewalk improvements are needed. Improve existing, and construct more sidewalks, street lighting, and other assets to create more walkable neighborhoods.	<b>C</b>			
2.2.2 Alleys – Maintain, strengthen and develop programs, initiatives and organizations that enhance and improve the appearance, experience of walking through, wayfinding, and safety of alleys.	<b>B</b>			
2.2.3 Public Safety – Maintain, strengthen and develop programs, initiatives and organizations that contribute to public safety and the safety of neighborhoods.	<b>B</b>			
2.2.4 Neighborhood Appearance – Maintain, strengthen and develop neighborhood initiatives, programs and organizations that enhance the appearance of neighborhoods.	<b>B</b>			
2.2.5 Historic Neighborhoods - Consider creating new, local programs to further incentivize reinvestment within the City's historic neighborhoods; promote residential and mixed-use infill development on vacant sites and redevelopment of obsolete sites; create pedestrian amenities to link neighborhoods and Downtown.			<b>B</b>	
2.2.6 Fort Ball Neighborhood – Encourage revitalization of this neighborhood: address flooding issues, rental conversions and demolition of structures for parking, encourage single-family home ownership along with hospitality uses.			<b>B</b>	
<b>Objective 2.3 Celebrate our VALUED CULTURE and PLACES</b>				
2.3.1 Downtown Tiffin – Maintain and improve the overall appearance of Downtown; celebrate and enhance the bridges that serve as gateways into Downtown; enhance the riverfront; and foster new commercial development.	<b>A</b>			
2.3.2 Civic Core – Continue to concentrate public facilities such as the new Justice Center, and the numerous county agencies downtown.	<b>B</b>			
2.3.3 Historic Preservation – Encourage development and protection of areas of the city that have unique historic value; create inventory of historic properties; encourage their long-term preservation.	<b>B</b>			
2.3.4 Gathering Places – Maintain and increase community meeting places, including outdoor gathering spaces to encourage visitors to linger and socialize.	<b>A</b>			



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<b>Objective 2.4 Foster PROPERTY MAINTENANCE and Investment</b>				
2.4.1 Property Maintenance Code - Maintain and strengthen property code enforcement, including minimum maintenance standards.	<b>C</b>			
2.4.2 Home Repair Resources - Conduct educational workshops about techniques for long-term maintenance. Consider providing an associated tool-lending library.			<b>D</b>	
2.4.3 Rental Property Registry - Maintain up-to-date records on rental housing in Tiffin. Consider requiring owners of residential rental property to register their rental properties with the City.		<b>C</b>		
2.4.4 Vacant Property Clearinghouse/Registration - Inventory, evaluate and map all vacant buildings in the City; maintain an updated database of the inventory/assessment.		<b>B</b>		
2.4.5 Demolition - Demolish vacant buildings that do not have historic value or do not make positive contributions to the neighborhood.		<b>C</b>		
2.4.6 PACE - Educate residential and commercial property owners on the benefits of Property Assessed Clean Energy (PACE) programs to improve energy efficiency.		<b>D</b>		
<b>Objective 2.5 Sustainable LAND USE</b>				
2.5.1 Compact Development - Promote new compact development on infill lots and adjacent to existing built up areas where water and sewer utilities already exist.			<b>C</b>	
2.5.2 Zoning Review - Review/update zoning regulations to encourage revitalization of downtown, protection of historic districts and new development on vacant, underutilized and brownfield sites.		<b>B</b>		
2.5.3 Subdivision Regulations - Develop and/or update subdivision regulations as needed to ensure that new residential subdivisions meet contemporary standards.			<b>C</b>	
<b>GOAL 3. QUALITY COMMUNITY FACILITIES AND SERVICES</b>				
<b>Objective 3.1 Foster INCLUSIVE COMMUNITIES.</b>				
3.1.1 Special Interest Groups - Continue to support organizations and programs that address/serve the interests and needs of particular segments of the City's diverse population.	<b>B</b>			
3.1.2 Connection and Interaction - Continue to support or organizations and programs that encourage interaction and foster connection diverse groups/individuals.	<b>C</b>			
3.1.3 Events - Continue to accommodate and support events that support, foster and celebrate diversity, inclusivity and uniqueness of individuals in Tiffin.	<b>B</b>			
3.1.4 Education and Training - Continue to support programs and initiatives that educate about, and promote diversity and inclusivity on all levels (income, gender, race, culture, etc.).	<b>B</b>			
3.1.5 ADA Transition Plan - Identify and correct any physical and psychological barriers throughout the community per guidelines established by the Americans with Disabilities Act.		<b>C</b>		

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<b>Objective 3.2 Promote EDUCATION and Life Long Learning</b>				
3.2.1 Graduation rates – Continue to support local schools in their efforts to increase the quality and capacity of public and private K-12 educational facilities.	<b>A</b>			
3.2.2 Skilled trades – Continue to support increased variety and availability of technical and vocational study programs.	<b>B</b>			
3.2.3 Library – Continue to support community-wide educational programs via the Tiffin-Seneca Public Library.	<b>D</b>			
3.2.4 Improved access – Continue to assist in expanding access to programs geared toward children from low- to moderate-income households.	<b>B</b>			
3.2.5 Higher education – Continue to support physical, economic and social connections to Tiffin University and Heidelberg University.	<b>B</b>			
3.2.6 Theater – Continue to support the Ritz Theater, PreK-12 school programs and theaters at Heidelberg (Gundlach) and Tiffin University (Osceola) to foster community participation and education.	<b>C</b>			
<b>Objective 3.3 Promote ACTIVE LIVING Lifestyles</b>				
3.3.1 Walkability - Regularly conduct walkability audits of public spaces to assess accessibility challenges; prioritize and undertake projects as resources permit.			<b>D</b>	
3.3.2 Comfort – Continue to provide and maintain public restroom facilities in areas where events are regularly hosted.	<b>C</b>			
3.3.3 City Parks – Improve city parks, recognizing their importance in attracting and retaining residents. Evaluate current park amenities and locations for service coverage across the City.			<b>C</b>	
3.3.4 City Trails – Continue to maintain and improve the existing network of trails in the City, as recommended in the 2019 Active Transportation Plan.	<b>A</b>			
3.3.5 Local History – Where applicable, tell Tiffin's story through interpretive signage, public arts, other media in public spaces, and hosting events.		<b>B</b>		
3.3.6 Cooperative Programs – Build strong intra-park coordination between City and County Parks to increase program diversity and range of facilities available to City residents.		<b>B</b>		
<b>Objective 3.4 Promote HEALTH AND WELLNESS</b>				
3.4.1 Behavioral & Mental Health – Continue to support/collaborate with local health care providers to campaign for education, awareness and support of mental health and behavioral health concerns.	<b>B</b>			
3.4.2 Hospital & Medical Coordination – Continue to coordinate efforts with hospitals, and other medical professionals to increase the number of programs and facilities to address mental and behavioral health issues, including recovery programs for the ongoing struggle with drug addiction.	<b>C</b>			
3.4.3 Access – Work on increasing residents' financial and transportation access to health and wellness facilities, such as the Tiffin Y, Allen Eiry Senior Center and other fitness facilities.		<b>B</b>		



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3.4.4 Safe Communities – Continue to strengthen partnerships between Tiffin Police Department and local schools and neighborhoods.		<b>D</b>		
3.4.5 Emergency Services – Continue to maintain police and fire departments with updated equipment. Foster an environment that helps maintain emergency/safety services.	<b>B</b>			
<b>Objective 3.5 Increase FOOD SECURITY and ACCESS</b>				
3.5.1 Farmers' Market - Support educational efforts including Seed to Table programs to educate families on how to supplement their grocery budgets with homegrown options.	<b>A</b>			
3.5.2 Urban Gardening - Encourage urban gardening; update zoning regulations as needed.				<b>C</b>
<b>GOAL 4. ENVIRONMENTAL STEWARDSHIP -VALUED NATURAL RESOURCES</b>				
<b>Objective 4.1 Practice NATURAL RESOURCE PRESERVATION / CONSERVATION</b>				
4.1.1 Priority Conservation Areas - Identify and agree on areas of the city where critical environmental resources (such as floodplain and riparian areas) exist and have the highest priority for conservation efforts.			<b>A</b>	
4.1.2 Planned Unit Development Design – Review and update the existing Planned Unit Development regulations (Chapter 1173); to encourage this form of development and ensure key natural areas such as riparian corridors, woodlands, and wetlands are conserved.			<b>B</b>	
4.1.3 Tree Preservation/Restoration – Continue to plant and protect trees to maintain current and increase canopy coverage; consider adopting a tree preservation/conservation ordinance; educate property owners on proper tree care and maintenance.	<b>C</b>		<b>B</b>	
<b>Objective 4.2 Preserve and properly manage ACCESSIBLE GREEN SPACE</b>				
4.2.1 City Parks – Regularly audit maintenance of each City Park; improve aesthetics and/or accessibility; engage residents to identify needs and overall vision for each Park.		<b>B</b>		
4.2.2 River Access – Provide access points to the Sandusky River and create scenic overlooks.			<b>B</b>	
4.2.3 State Water Trail – Continue to work with County stakeholders to designate the Sandusky River as a state Water Trail. Develop supportive services and businesses within the City limits.	<b>C</b>			
<b>Objective 4.3 Ensure CLEAN AIR &amp; WATER Utilizing BEST MANAGEMENT PRACTICES</b>				
4.3.1 Low-Impact Development (LID) – Develop materials to educate and promote Low Impact Development, green infrastructure and other best practices to protect important natural resources.			<b>D</b>	
4.3.2 Stormwater Management – Continue to support and advance effective stormwater management techniques; re-establish vegetative buffers in Downtown near the River to help filter runoff from streets and parking areas.	<b>C</b>			
4.3.3 Regulations – Continue to require developers and contractors to include appropriate stormwater management techniques in their site plans. Establish mandatory setbacks from watercourses and wetlands.	<b>C</b>			

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4.3.4 Site Design – Continue to encourage site design that protects natural terrain and groundwater, preserves or restores significant vegetation and scenic views, and incorporates native vegetation into landscape plans.	<b>C</b>			
4.3.5 Education – Educate the public on the benefits of green infrastructure, and about the City's newly created Stormwater Management Program, including Pre- and Post-Construction permitting requirements.	<b>D</b>			
<b>Objective 4.4 Protect RIVER LIFE along the Sandusky River</b>				
4.4.1 Sandusky River – Continue to support regular River clean-ups and invasive species removal campaigns, undertaken by the Shade Tree Commission.	<b>B</b>			
4.4.2 Combined Sewer Separation – Continue to implement the Long-Term Control Plan as re-negotiated with Ohio EPA, reducing the amount and quality of discharges into the River.	<b>A</b>			
4.4.3 NPS-IS Plan – Work with the County and Sandusky River watershed organizations to develop and implement a Non-Point Source Pollution Implementation Strategic Plan (NPS-IS) and pursue Section 319 funding to implement priority projects.		<b>B</b>		
4.4.4 Water Quality Attainment – Continue to work towards full Ohio EPA water quality attainment status.	<b>A</b>			
4.4.5 Home Sewage Treatment Systems – Work with all residential property owners not served by the City's sanitary sewer system to abandon their septic systems and tie into City lines. Look for grants and other funding opportunities to help reduce costs.				<b>C</b>
<b>Objective 4.5 Promote GREEN ENERGY</b>				
4.5.1 Alternative Energy – Encourage renewable and alternative energy production; review the Tiffin Zoning Code to ensure it allows for placement of alternative energy infrastructure in both residential and commercial/industrial areas; educate residents, property and business owners about different options, such as solar or geothermal; work with local electric companies to more easily integrate alternative energy sources into the energy grid.			<b>C</b>	
4.5.2 LEED (Leader in Energy and Environmental Design) – Encourage proper design of structures to enable them to become LEED certified. Investigate having city staff become LEED accredited professionals.			<b>D</b>	
<b>Objective 4.6 Promote SOLID WASTE MANAGEMENT</b>				
4.6.1 Recycling – Continue to promote recycling; work with Ottawa Sandusky Seneca Joint Solid Waste District to publicize and promote recycling drop-off points nearest to the City.	<b>C</b>	<b>C</b>		
4.6.2 Waste Removal – Continue to provide effective, efficient and affordable solid waste reduction services and removal.	<b>B</b>			
4.6.3 Regulations – Adopt standards that eliminate the initial production of wastes and pollution at the source.		<b>C</b>		





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<b>GOAL 5. ENHANCED MOBILITY, ACCESSIBILITY &amp; PUBLIC</b>				
<b>Objective 5.1 ROADWAY MAINTENANCE</b>				
5.1.1 Systematic maintenance - Continually maintain and upgrade the existing roadway network, through asset management planning and innovative maintenance strategies based on lifecycle costs, management strategies, long-term operational and financial considerations. Procure more funds for maintenance and repair.				
5.1.2 Improve Downtown streets, as noted below:				
- Court Street: Improve Court Street with wide sidewalks, street trees, and decorative street lighting.			<b>B</b>	
- Gateways: Establish gateways at Perry Street at Rock Creek, Market Street at Bridge, and South Washington Street at Bridge.			<b>C</b>	
- Street Conversions: Convert Downtown Tiffin's one-way streets to two-way streets and provide parallel parking along both sides of the street where the width of the road is sufficient.				<b>C</b>
- South Washington Street: Continue existing streetscape enhancements from the core of the Downtown further south along Washington Street to the Five Points intersection.			<b>B</b>	
- Five Points Improvements: Enhance the intersection in the spirit of a European piazza; provide planters at key locations to screen surface parking areas, enhance the historic façade of St. Joseph Catholic Church with accent lighting.			<b>B</b>	
- Bridge Enhancements: Improve the pedestrian zones along the Perry Street and Market Street bridges; consider adding LED up lighting with various color options to accent the bridges after dark.				<b>C</b>
5.1.3 Bridges – Continue to regularly evaluate and prioritize bridge repairs, and replace when needed as on Ella Street.	<b>B</b>			
<b>Objective 5.2. ROADWAY NETWORK</b>				
5.2.1 Fair Lane Extension – Continue to prioritize and identify funding options for constructing the multi-phase road and signalization project.			<b>D</b>	
5.2.2 Tiffin-Fostoria Industrial Connector – Continue to prioritize and identify funding options to create a meaningful connection between Tiffin's and Fostoria's industrial sectors.				<b>A</b>
5.2.3 Access Management – Develop access management policies and regulations to limit points of ingress/egress, and maintain the level of service on commercial corridors.	<b>A</b>			
5.2.4 Transportation Networks – Continue to support public transportation networks and other multi-modal transportation alternatives to link population centers with employment opportunities, and other destinations.	<b>B</b>			
5.2.5 Collaboration – Continue to collaborate with federal, state, and local planning agencies and transportation departments to enhance transportation networks in the region.	<b>D</b>			

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<b>Objective 5.3. Provide ALTERNATIVE TRANSPORTATION Options</b>				
5.3.1 Improve Amenities for Pedestrians and Bikers, as noted below:				
- Public realm improvements - Provide benches, designated bicycle parking areas, pedestrian resting areas, improved lighting, landscaping, murals and other amenities for pedestrians and cyclists.	<b>B</b>			
- Pedestrian Crossings - Use mid-block crossings and bumpouts at intersections to improve pedestrian crossings; increase connectivity of downtown to Tiffin University and the Fort Ball neighborhood.	<b>B</b>			
- Bike amenities – Create a bike share program to increase Downtown accessibility; provide public bicycle parking in lots and on sidewalks and require new developments to provide bike parking; include sharrows and consider bike lanes during road reconstruction and re-striping plans.			<b>C</b>	
5.3.2 Rock Creek Trail – complete the remaining portions of the Rock Creek Trail to provide connectivity from Hedges Boyer Park to the Sandusky River.			<b>C</b>	
5.3.3 Sharrows – Create more bike lanes and sharrows throughout the City to promote a more active lifestyle for residents.			<b>B</b>	
<b>Objective 5.4 Increase Use of Existing HUBS</b>				
5.4.1 Connections – Make connections between Tiffin's many state and federal highway routes and its rail and air resources.				<b>C</b>
<b>Objective 5.5 Embrace SMART COMMUNITY Technologies</b>				
5.5.1 Broadband – Support the improvement of reliable and affordable high-speed internet so that it is easily accessible for all residents.				<b>C</b>
5.5.2 WiFi – Develop wireless internet connections and hot spots for Downtown and other gathering places throughout the community.			<b>C</b>	
5.5.3 EV Charging Stations – Encourage the installation of electric vehicle (EV) charging stations at strategic locations throughout the community. Pursue grant funding to help offset costs.			<b>C</b>	
<b>Objective 5.6. WATER &amp; WASTE WATER INFRASTRUCTURE</b>				
5.6.1 Sanitary Sewer – Continue to maintain reasonable wastewater collection rates. Pursue grant funding to help offset costs for improvements.	<b>B</b>			
5.6.2 Future Development - Plan and develop water and wastewater infrastructure based on projected future need for targeted locations.		<b>B</b>		
5.6.3 Wastewater Facility Plan – Continue to regularly update the City's wastewater facility plan; develop and maintain an Asset Management Plan.	<b>B</b>			
5.6.4 Wastewater Treatment Facility – Plan for the eventual upgrade/replacement of the wastewater treatment plant; assess current rate structure to determine if additional increases are needed to meet future needs of the City.		<b>B</b>		



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<b>GOAL 6. STRONG COMMUNITY CHARACTER &amp; IMAGE</b>				
<b>Objective 6.1. CELEBRATE Tiffin</b>				
6.1.1 Celebrate Tiffin – Continually identify and publicize reasons why Tiffin is a great place to live, work, visit, study, and run a business (brand reasons).	<b>A</b>			
6.1.2 Volunteers – Develop a volunteer recruitment and community engagement strategy to assist with the various activities in town.		<b>C</b>		
<b>Objective 6.2. BRANDING AND PROMOTION</b>				
6.2.1 Brand Development – Continue to develop and implement the community brand developed in the 2018 branding process - in terms of graphic design and guidelines, narrative and messaging, and connection between the brands.				
6.2.2 Marketing – Advertise Tiffin activities and attractions to townships, villages and cities throughout the northwest Ohio region, using a broad range of media.	<b>B</b>			
6.2.3 Demolition – Remove blighting influences within the city.				<b>C</b>
6.2.4 Signage – Develop and install wayfinding signage throughout the city.		<b>B</b>		
<b>Objective 6.3 TOURISM DEVELOPMENT</b>				
6.3.1 Strategic Plan – Develop and implement (and continually update) a strategic plan for tourism development in Tiffin.		<b>A</b>		
6.3.2 Resources – Ensure the organization(s) tasked with implementing the tourism strategic plan have the resources necessary to carry out recommendations.		<b>B</b>		
6.3.3 Public Art – Commission and install public art at various locations throughout the City. Prepare a strategy to unify art installations.			<b>C</b>	
6.3.4 Theater – Work with the Ritz, Gundlauch, and Osceola Theaters to publicize shows within the City and throughout the region.		<b>C</b>		
6.3.5 Restaurants – Continue to work with local restaurateurs to publicize local food events (like Taste of Downtown Tiffin) and destination dining experiences.	<b>C</b>			
6.3.6 Festivals – Continue to support events and festivals to highlight the City's history, cultural assets, and people.	<b>C</b>			
6.3.7 Zoning – Update the City zoning code to ensure it supports the development of destination businesses like Bed and Breakfasts, other short-term rentals, entertainment venues, and recreational areas.			<b>C</b>	

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