

**VISION**

The Defiance community is the confluence of rich history, small town experiences and opportunities for growth.

**MISSION**

Our mission is to unite the community through learning, service and culture.

---

**GUIDING PRINCIPLES**

---

1. **Honesty**-We embrace genuine trustworthy behavior.
2. **Good humor**-We accept our serious responsibilities without taking ourselves too seriously.
3. **Collaboration**-We work with partners to identify needs, meet challenges and opportunities, and gain successes.
4. **Performance driven**-We are fair, measurable, and transparent in our decisions and strategies.
5. **Respect**-We hold community needs in balance while valuing diversity in one another and in our neighborhoods.
6. **Family, fun and faith**-We value wholesome family activities and freedom to express our faith.
7. **Service**-We help when help is needed.
8. **Responsibility**-Our actions, whether financial or civic, result in positive outcomes for the community.
9. **Accountability**-We consider enhancing learning and the health and well-being of the Community with every critical decision made.
10. **Vitality**-We assess long-range consequences in short term decisions, for intergenerational sustainability.
11. **Empowerment**-We empower community members to reach their full potential.
12. **Safety**-We keep our community safe by respecting laws and authority.
13. **Life-long learning**-We encourage continuing education opportunities and experiences to encourage personal and professional growth.
14. **History**-We value opportunities to learn about the community's heritage.
15. **Art and culture**-We promote the passionate pursuit of individual expression and creativity
16. **Innovation**-We create an environment for new ideas and entrepreneurship.

---

**PILLARS**

---

1. **Connectivity**-transportation, safety, networks
2. **Culture and Education**- life coaching, youth supportive services, defined culture
3. **Economic Development** - jobs, wages, economic growth
4. **Health and Wellness**-behavioral, mental and physical healthcare, substance abuse prevention and intervention, dental
5. **Housing**-rental standards, affordability, availability, blight
6. **Perception**-schools, community, diversity

---

**GOALS AND STRATEGIES**

---

**1.) CONNECTIVITY**

---

Defiance is a community where everyone has connections to and is utilizing safe and easy access to reliable networks.

- 100% that want access have access to fast, affordable/free internet services.
- Workforce rates have increased making the Defiance community exceed the national average.
- Transportation systems and resources are in place and accessible.
- 100% of community has access to safe pedestrian connections.

Strategies

1. Create a comprehensive transportation system for Defiance County.
2. Provide access to affordable high-speed broadband internet service county-wide.
3. Develop a build-up academy.

**2). CULTURE AND EDUCATION**

---

The Defiance community provides residents with a variety of experiences and opportunities for awareness and growth in education, arts and culture.

- The community offers diverse education and experiential opportunities Pre-K through 12 (public) and college (private) in and beyond the schools, public and private.
- Residents have a variety of opportunities and experiences to be exposed to, participate in, and learn about the visual and performing arts.
- Children and adult learners have an abundance of educational opportunities that contribute to a culture that embraces change, diversity and civil discourse.
- Families have access to a variety of programs for their growth and development.
- The perception of area schools is improved and our schools attract high quality teachers.

### Strategies

1. Provide the resources children and adult learners need to build a vision for their futures through a collaboration with churches, non-profits, the city, the county, businesses, museums, higher education institutions, public and private schools, and other agencies.
2. Renovate or build an attractive, spacious facility to support family and community programming in collaboration with the City of Defiance, the Defiance City Schools, and Defiance College.

## **3.) ECONOMIC DEVELOPMENT**

---

Defiance is a renaissance community recognized as a national leader in attracting and retaining quality jobs and supporting innovative business opportunities.

- We bring educators and business leaders together to develop a relevant and world-class workforce.
- We have the systems businesses need -- abundant water, a state of the art wastewater treatment facility, competitive electric and natural gas rates, safe/easy access to major highways, and high-speed broadband access.
- We offer competitive incentives and appealing land opportunities.

### Strategies

1. Research market sectors for whom we offer strategic advantages and direct educational efforts to support.
2. Evaluate real estate and land availability for development and re-development.
3. Compete for awards and recognition that we can use to promote Defiance and market our brand.

## **4.) HEALTH AND WELLNESS**

---

We optimize the physical, mental, spiritual and social well-being for all Defiance community residents.

- All community organizations and agencies utilize a Health in All Policy model.
- There is an environment where the healthy choice is the easy choice.
- Community members have access to physical, mental, spiritual, and social resources.
- Deliberate efforts are made to communicate that “health” is comprehensive in scope encompassing physical mental, spiritual, and social well-being.

### Strategies

1. Develop and share best practices of Health in All Policy with local organizations.
2. Develop a consistent message that the Defiance community is committed to supporting health and wellness.

## **5.) HOUSING**

---

The Defiance community has a variety of safe and sanitary housing to meet the needs and interests of all residents.

- Building codes and enforcement procedures are reviewed on a scheduled basis.
- There are incentive programs in place for new development.
- Volunteer community groups partner to address housing and social needs.
- There are realistic evaluations of housing needs and conditions.
- There is a data collection process that assists with anticipation of the unique housing needs of a multi-generational community.
- Those experiencing barriers to accessing and maintaining stable housing are educated.
- There is noticeable improvement in the visual appeal of neighborhoods.

### Strategies

1. Conduct a comprehensive housing feasibility study. (Neighborhoods, populations, needs, inventory, opportunities, threats and rehab status).
2. Review and strengthen comprehensive code enforcement to comply or assess penalties.
3. Create a cross-functional task force to review and create incentives for housing development on all levels.

## **6.) PERCEPTION**

---

The world knows that Defiance, Ohio is a great place to live.

- There is an ongoing campaign to highlight the Defiance community's positive aspects. We communicate and widely disseminate complex community information in easy to understand formats.
- Community leaders create collaborative partnerships to increase positive awareness of Defiance and to move Defiance's perception from industry dependent to an innovation leader.
- The public understands and supports Defiance led initiatives that will ultimately benefit the community.

### Strategies

1. Create a strategic marketing plan to promote the Defiance community. Conduct a SWOT analysis for the Defiance community and utilize the results in the marketing plan.
2. Develop a network of promoters.
3. Optimize riverfront development. (Brought forward by the Pivotal Partners)