

Meeting, 10/04/2022, 4:30-6:00 PM

In person meeting at the Miami Township meeting room

**Voting members:** Dorothee Bouquet (late), Lisa Abel, Don Hollister, Amy Magnus, Kevin Stokes, Corrie Van Ausdal, Gary Zaremsky, Hannah Montgomery

**Ex-Officio:** Jeannamarie Cox, Josue Salmeron, Terri Holden

**Invited:** Eric Henry, YS News reporter, Dayton News reporter

**Excused Absence:** Jane Fernandes, Dorothee Bouquet, Shelly Blackman, Dino Pallotta

**Resigned:** Alex Bieri

**Attended via Zoom:** Hannah Montgomery, Amy Magnus, Don Hollister, Gary Zaremsky

1. **Van Ausdal called the meeting to order at 4:34pm.**
2. **Treasurer's report** Montgomery: The August 2022 treasurer's report was approved at the September meeting, and there were no material changes to the corporation's finances since that meeting. We will approve the September treasurer's report at our November meeting.

### 3. **Consent Agenda (5 min)**

**Motion: (Abel moved/Stokes seconded) adopting the following:**

- a. To accept the minutes of the September 13th, 2022, YSDC meeting
- b. To accept the recommendation of the Treasurer, President and YSDC Fiscal Sponsor Executive Director (J.Cox) to approve the 2021 990 for annual filing and posting of the public version on the website

Voting yes: Abel, Hollister, Magnus, Stokes, Van Ausdal, Zaremsky, Montgomery.

Voting no: none. Abstain: none.

**Motion Passes**

### 4. **Old Business (10 min)**

- a. **Clifton Craffhouse follow up (10 min)** Abel: According to their board president Piper Fernwey, the craffhouse has received several grants. The most relevant provides funds for a commercial kitchen. This is an idea that has been kicking around the area for at least ten years. That's a potential business incubator in the township. If the commercial kitchen takes off, food based businesses such as food trucks can start up. This addition will make the craffhouse more than a tourist stop but a hub for farm-to-table ventures. Fernwey said they start working on the commercial kitchen this month and she will have more details next week. We should figure out what we can do to support startups who might get involved. Magnus: I'd like to bring this development to the farmers market. A couple of vendors would be interested. Louise Berrier has voiced interest in a local commercial kitchen on several occasions. Abel: A lot of people don't want to travel to Fairborn or Springfield. Having one close at hand will make local producers more likely to try it out. Hollister: This could be a very big deal. A commercial kitchen adds value to our agricultural economy. Van Ausdal: Right next

- door in Clifton! Magnus: The crafthouse may be eligible for grants from the Department of Agriculture where they can buy equipment for food processing that they can then rent to farmers. Abel: They had an event last week showing off some of their shared spaces and to show that the co-op is off the ground.
- b. Follow up, Village Wifi (5 min) Cox: Today, the chamber, the foundation and the village met to discuss applications for the funds available from the foundation. These are grant funds for downtown businesses to have municipal broadband implemented and service for a one year. That application process would be sponsored by the development corporation in coordination with the chamber as YSDC voted on last month. The foundation will provide the funding and the village will be responsible for implementation. The foundation board will review this plan at its next meeting held at the end of the month.
- c. Cost of Living report (5 minutes) Van Ausdal: We have the cost of living report back from Jerry Sutton's group. Salmeron: The village has received an addendum to the report. A few people suggested that Oakwood would make a better comparison to the village. Sutton wrote an explanation on why that is not the case but he ran the comparison anyways and sent us the results. We got our copy last night. The report compares their scale to their revenues broken down by property and income tax. Bouquet: Does the report break down tax revenues between residential and commercial properties. Salmeron: No but Sutton can probably answer that question. Stokes: I have the report; it's twelve pages. Van Ausdal: We'll make sure the addendum gets circulated to all interested parties. Hollister: It would be useful to compare Yellow Springs to all communities in Greene County. The county auditor provides that level of information for property taxes. We have a medium property tax rate compared to our neighbors but, when the valuation of the properties are factored in, villagers pay higher. If you have suggestions about how to distribute this information, the McKee Group will follow through. Salmeron: How much deeper do we want to go into the data? We're not at the highest nor are we at the lowest. There's a perception in town that taxes are high, and the data shows that we are not among the highest taxed communities. Holden: That's the point I tried to get across on Thursday. Stokes: We discussed our investment in this work product. If we can gather all the asks into one, that would be helpful so we don't keep going back. Van Ausdal: Would there be value in having the report presented to this group? Salmeron: There is value in getting this material out to the community. This might not be the best forum. I believe the council meetings get the most audience. Cox: The more times a complex issue is communicated, the more it sinks in. Holden: I'd be happy to include a view into this report at the State of the Schools address coming up next week but you might have a separate meeting just to dig into the information. It would be good to dig into the information more because just because we present the information doesn't mean that people agree with it. We are in an era where people question data. Van Ausdal: We are definitely seeing the psychology around money affects our perceptions and outlook. Salmeron: If we host a forum to present this material, I suggest we allocate resource to stream it. Hollister: The McKee Group would try to facilitate that forum. Van Ausdal: The YSDC would host and the McKee Group would facilitate a forum for the amended cost of living report. Hollister: Do you think it would be valuable looking at not just the median income but the median of the lower half of income and the median of the upper half of income. We'd end up with three numbers on tax impact. Van Ausdal: If the McKee group has the technology to present that information, zooming in and zooming out, that might be possible but otherwise complicating the view might not convey what we hope the public will learn. Cox: I would suggest getting the word out

in its present form and getting the public to respond with their questions. We have more public presentation to do before we ask what to look at next. Salmeron: They have four contributing financial supporters, the community foundation, the village, the development corporation and JAMA, the John A. Mckee Association. Salmeron: We agree to have a townhall. Cox: We might form a committee to organize it. Van Ausdal: It needs to be planned and publicized. Salmeron, Cox: Agree to be on town hall planning committee. Hollister: I would like to get Kate Anderson from the McKee group involved.

## 5. New Business Discussion (40 min)

- a. Resignation Letter from Alex Bieri (Van Ausdal, 5 min) Van Ausdal: I received Bieri's resignation letter today. The letter will be put in YSDC packet next month, so it will be in the official record. Abel: Bieri was vice president of the board so we'll need to elect a replacement. He was the eleventh member; though his resignation means we have lost an elected member, the YSDC board still has the number of elected members needed. We should follow up with the Clifton Council to see if they can send a replacement member as it's in the YSDC bylaws to have a representative from the Clifton Council. Van Ausdal will contact the council to ask them to send a letter as follow up.
- b. Reopen RLF (Van Ausdal, 10 min) Van Ausdal proposes reopening the revolving loan fund again. The fund holds a little over \$9k. Abel: If we do, would we offer loans that are forgivable or paid back? Van Ausdal: I suggest that a group of people interested in sprinkling money around the community for economic impact put their heads together and come up with a plan. Does YSDC want to do another round of forgivable loans and give away this \$9k or if they would like to organize something sustainable or revolving with fundraising. Abel: We still have a toe in the water with the Foundation with economic development loans. The \$9k could supplement those funds. Cox: The foundation board approved moneys for micro loans available to startups like Patrick Lake's project at the lumber yard. Member: There is a tech business currently renting space from MVECA that may be interested in funds. Salmeron: The schools may be moving out of the old library building soon and, if so, that space could be converted to a co-working space or a business incubator. The revolving loan fund could be used to establish the incubator, for example, micro loans to individual businesses that participate. Holden: There may be issues with the space, that is, structural and accessibility issues that need attention. Salmeron: There seems to be interest in starting a local business incubator. If the school approves the move, the village is interested in getting the space turned over for a new project. Magnus: Assuming the move is approved by the school board, when would the office move? Holden: Most staff would move in December over winter break though the Treasurer's office would probably not vacate until February. This is their busy time of the year. Van Ausdal: Back to the revolving loan fund, we can either expand impact investing or, together with the foundation, draft a guidance on a forgivable loan program. We will recruit a committee to decide how to organize, recruit applicants, and set guidelines for decision making.
- c. Subcommittee formation to plan and present future configuration of YSDC (Van Ausdal, 20 min) Van Ausdal proposes forming a committee to plan and present a future configuration for the YSDC, shifting the organization from a CIC to a CDC, or forming a CDC as a subsidiary to the present CIC. A second part of that planning is nominating people for leadership roles. The membership discussed the benefits of maintaining the CIC but changing the frequency of its meetings to quarterly meetings or meetings every other month. When the CIC or CDC meets, different entities could

host. The minimum size of each board is three members; at minimum, a board needs three people to fill the positions of president, secretary, and treasurer. There remains value to the CIC in getting the village, the schools, and the township together with the community foundation and local higher education folks. However a CDC might be better positioned to get movement especially if headed by someone who can recruit and coordinate volunteer groups. Abel: Since we are at the beginning of the fourth quarter, it is a good time to form a nominating committee for 2023 officers. We should make an effort to recruit board members from the township to give YSDC a broader perspective. Salmeron: Our perspectives should reflect the town, the village, and the school district. Hollister: We don't need to jump to change our structure. The township is going through a lot of changes coming out of COVID, the economy is shifting around, increased costs for so many things. Though we don't need to make big changes to the organization, I like the idea of having committees where more people can get involved. I'd be disappointed if Clifton pulls back now, at the same time that the craftthouse is getting off the ground. There is merit to the idea of not having a monthly meeting for business, but committees convene every other month while the full board meets the in the altering month. [Side discussion on joint meeting; see item below] Van Ausdal: There's a conversation about how to structure this group and who to put in certain positions. Those discussions can happen off the public record in a subcommittee. I'm looking for people who want to be part of that conversation which would involve nominating officers, deciding if there will be a structural change to the board membership. Abel: Looking at the bylaws. Magnus: It might be worthwhile to reach out to entities like Tecumseh Land Trust or Yellow Springs Home, Inc. They may not be CDCs but they work with CDCs. I'd be happy to volunteer. Salmeron: We've held retreats to work out this level of detail. Magnus: I'd be happy to volunteer; I like organizing. [crosstalk] Van Ausdal: I would like to see a group form that creates an its identity through a shared goal that they work towards achieving. Stokes: Is that structural, creative content, or having the right people? Van Ausdal: YSDC is organized so that the personnel changes every year. We turn over village representatives and elected officials regularly. The people at this table by nature are going to be changing and we spend time every year reorienting the membership to who we are and what we do. We need structure that will help us build something enduring like apartment buildings. Salmeron: You want action. From a change management perspective, there needs to be underlying conditions that gets action: a sense of urgency, clear objectives, etc. Holden: Let me say this carefully. If the bond initiative had gone another way, the district might have had property to sell. We are educators, not a legislative body or anything else. Selling property is not our expertise so that's where a CIC, an organization like the DC can help out. I see that as the primary mission of the YSDC; here's an opportunity, and here is a collaboration, not cost cutting, helping us grow financially, helping us manage asset with expertise we don't have. Actions like that move us forward. Abel: With that example, the schools couldn't provide that land to the development corporation but they could transfer the land to the village and then the village could potentially transfer the land to the YSDC. It potentially could take some of the politics out of it; for that to be true, the development corporation has to have a plan. The DC has to have a plan waiting for an opportunity to implement... not to catch some land then figure out what to do with it. Cox: We had a plan for the firehouse. For the Wellness Center, we mobilized. For the forgivable loan program, we got together and put it out there. It's good when we have a focus but it can be hard to find something that motivates. Something similar happened at the foundation. We set aside funds for impact investment. We held committee meetings. We organized and

- built out all we could but then we didn't have any applications for impact investing. Then it became "Why are we meeting? What are we trying to accomplish here?" Because we'd gone as far as we could until we get motion. If something similar to what we'd done before fell into our lap, we'd organize it because we have know how and purpose. At this point, we're trying to generate something and we don't yet have a seed plan. Bouquet: What I'm hearing is that we should be gathering around where there is a need. On the other hand, we are organized around economic development but we don't have the necessary capacity. Van Ausdal: My point is that we've been cleaved. We have one group that gathers periodically to share information and prepare for economic development opportunities and the other "We" is an action oriented group of people who are making connections and seeking out people who would like to bring their businesses here. Magnus: I'm ready to do that work; in fact, that's one of the things I feel I bring to the organization. For a decade or so, I've been out in the startup community in the Columbus, Cincinnati, and Dayton region as well as in Yellow Springs with the farmers market. There's a lot of good work to do recruiting. There are good connections to make and even a lot of funding to put into workforce development. One of the best things that we could do is to put together grant proposals specific to economic development. What we need is an infusion of people that are ready to organize around economic development initiatives. There are funding opportunities, there are franchise models of how to organize, now is a good time to jump on that particular bandwagon. Stokes: What does jump on that look like? Magnus: That means finding three to five people in town to organize a business incubator. Maybe it organized in a specific location like the old library building or the crafthouse commercial kitchen. I like the idea of the commercial kitchen because I know people itching to get involved in an effort like that. There are people in town right now working on recruiting on small businesses and their people talking to those people in town working on small businesses. The Hoovers who have the experience recruiting people for Mill Works. Ellen Hoover was my mentor for years on that specific topic. I have people who I call when I need a new vendor. It's getting close to winter and my phone is either ringing with people who want to vend at the farmers market or it's not. When it's not, I call up my buddies and say I need a new vendor and they always give me great people. So there's capacity and there people out there ready and willing. We just need to learn how to work our networks. Van Ausdal: So I have Magnus down as someone willing to work on restructuring the CIC. Do I have other volunteers? Magnus: Salmeron and Hollister have both talked about business incubation and I would invite them to be involved. Stokes: I will volunteer. Van Ausdal: Could you provide guidance on how that group might differentiate itself from the economic development committee that's already in place with the village council. Stokes: If we state a goal of reconfiguration, that would position us for success. Van Ausdal: And if your finding is that no change is needed, that's a finding as well. Hollister: I would be willing to be part of an exploratory group organizing around a business incubator. It wouldn't necessarily have to be a physical location but a group for networking with local entrepreneurs. Salmeron: That I would sign up for. Van Ausdal: That sounds like two groups: one talking about structure and nominating roles for the upcoming year. That's Magnus, Stokes and maybe Abel. Then there is the incubator with Hollister, Salmeron, and Magnus; I will put myself on that too. Salmeron: MVECA is interested, Agraria is interested among others.
- d. Debriefing on Joint Meeting 29 September 2002 (15 minutes) Abel: Along the lines of a lot of things changing right now, how did the all hands meeting go (that is, the joint meeting between village council, township trustees, and the school board). Did

anything come out of that meeting that might be relevant to this discussion. Stokes: It went well. Several of us were there (Holden, Hollister, Magnus, Stokes). It was an opportunity for each taxing entity to share our pain points, discuss our revenue sources, and other differences between the groups in terms of general interests, constitutes, and resources. An interesting question that came up was what was the difference between a joint meeting of these taxing entities and the YSDC. For me, here I represent the council and the college to some extent but in that meeting we had a quorum of each entity and were fully empowered to engage as that entity. So it was a powerful gathering; it has yet to be decided what the next steps will be. Council talked about getting representatives or the liaisons from each board together to figure out the logistics of the next meeting. Hollister suggested meeting on fifth Mondays. There's a lot of potential there that could be mined but we don't know what that looks like yet. Holden: The joint meeting is an effective way for the groups to share information. That happened and that's good. The idea of collaboration came up and I believe in this. I don't think we have the same definition of collaboration. Right now we're talking about collaborating to save money as a way to deal with some of our problems but we should be thinking creatively how we might solve those problems. There was a short discussion on sharing staff and there's been movement on that between the village and schools but not the township as yet. One issue stands out; the township and the village are similar entities with similar responsibilities carried out on a similar scale, but the school deals with the education of children. Somethings are the same but our mission positions the schools differently. It's not easy for me to come to a joint meeting with the intent to compromise; I have to advocate for my children first. The question was asked about the role of the DC in this joint effort; the question also comes up at meetings for Inclusive & Resilient Yellow Springs that Stokes and I participate in. We probably are not in a position to make a decision on the spot in these joint sessions, even if we do have a quorum, because we have a complex layer to manage. However, I do think the joint meeting was a good first step. Hollister: I agree it was a good first step. It takes time to develop a culture of collaboration and closer communication. I will take some responsibility for the communication around the current township fire levy but I don't want that to torpedo what we're trying to start. I see YSDC focused on economic development, a critical subset of shared interest among the three public entities, each with their own jurisdiction. Collaboration is not going to happen by clicking our fingers. The mistakes and frustrations should be something we learn from. YSDC did handle the sale the firehouse; we were prepared to oversee the management of the Wellness Center; we talked about other projects. Magnus: I liked the idea that Hollister had about selling bonds to restart, or restructure the Antioch College business incubator. Hollister: I gave that as an example of the potential of a CIC. Magnus: I've had conversations with Scott Koorndyk of the Entrepreneur Center. Koorndyk helped organize business incubators in Xenia and Springfield. His first question is "Do you have investors?" We should be thinking about organizing investment and obviously we can talk to Xenia and Springfield about their experiences organizing incubators with the Entrepreneur Center and the investments they gathered. I'm excited about this space coming available to the village as a potential spot for business incubation. We can be one of several entities that can put that effort together. The other thing that that came out of the meeting is that we are working towards what we need and we can't flip a switch and fix problems overnight but we also have really good local resource to work with, right? What we need to do is organize those resources. So one of the items that came up near the end of the meeting was collaborating on bring a group of knowledgeable people in grant writing

and organizing campaigns around those grants. It's in that work of organizing that work, in writing those grants that we start to get motion. We've discussed grant writing here in the development corporation and working with the village will add energy to those ventures. Salmeron: I was pleasantly surprised as the joint meeting went better than I expected. One thing I took away was how we presented information. Information sharing was effective in the meeting; we stuck to the point, discussing what are our challenges and what are the opportunities. I share concerns with Holden. We followed up with each other, and I think we are on the same page. We are looking to solve challenges through cost saving measure. One of the things that came up: Let's share an HR person. We talked about each other's needs. I have a very strict personnel policy manual that outlines everything and what Holden needs is something different. So there are barriers in where policy diverges. We continue to explore opportunities together. The gist is we are cost management oriented but that's not where the opportunities are. I think the opportunities are in building a more resilient local economy. We need to move forward. We need to keep thinking creatively and moving forward. The village has a new housing development coming up that could add 90 new homes. The tax revenue from these properties and residents will help village, township and schools. We've seen a recent increase in our income tax due to Cresco Labs growing. Our opportunities lie in expanding the pie not in penny pinching. Van Ausdal: You can only cut cost so much. There's no limit to growth. Salmeron: The group had a good meeting, a good understanding of where our challenges are. There's enough creative minds at the table that the three bodies can explore opportunities together and those opportunities include more than what an entity focused on economic development can see. The three bodies at the table are legislators and policy makers and each bring a different lens. I also see the value at having the decision makers at the table. I don't think we move fast. Perhaps the townshiip moves faster than anyone else. Council has a mature process. Anything that gets voted on must have a discussion and an open dialogue before the decision gets made. There's good basis for the three entities to collaborate and find base for initiatives and criteria for success in the larger system.

**6. Community Feedback (0 min) None.**

**7. Future Agenda Planning (15 min)**

- a. Projects in need of advancement
  - i. Commercial Property Survey
  - ii. Tax Overview
- b. Fundraising
- c. ARIA review
- d. Van Ausdal: Who will call the three committees together? Salmeron: I will call the business group together (Hollister, Magnus, Salmeron, Van Ausdal). Cox: I will call the town hall planning committee together (Cox, Hollister, Salmeron). Stokes: I will call Nominating and Structure Planning together (Abel, Magnus, Stokes, Van Ausdal).

**8. A recommendation for Adjourning YSDC March Meeting was made by Van Ausdal.**

**Motion: Stokes moved and Magnus seconded to adjourn the YSDC Regular Meeting at 6:05pm, with no further comments Van Ausdal took a vote.**

Voting yes: Bouquet, Abel, Hollister, Magnus, Stokes, Van Ausdal, Zaremsky, Montgomery. no: none. Abstain: none.

**Motion Passes.**

Approved

## YSDC Community Feedback and Response Document

#	Mtg Date	From	Question/ Comment	YSDC Response

### YSDC Guidance for Community Feedback

1. Any community guest to the meeting must be identified when they arrive (sign in if in person, on-screen name if via Zoom).
2. Community guests are responsible for muting their audio (if Zoom) upon arrival. They are then responsible for unmuting themselves if they want to participate in the community comments session. (Find Zoom training links here: <https://www.yscf.org/zoom-support/> ).
3. Community comments session will be identified on the YSCF agenda, which will be made available at YSDC.org prior to scheduled meetings.
4. Community guests must signify their interest in participating in the community comments session when it comes up. Via Zoom, they may raise their hand (action icon) or show a raised hand with video on, or write a note to chat. In person, they may raise their hand.
5. Chair will recognize one speaker at a time. Each speaker gets one 2-minute interval to make a comment or ask a question. Board VP is the timekeeper.
6. Response from YSDC:
  - a. If an immediate and factual response can be provided, and in consideration of time constraints, the board chair or their designee will respond.
  - b. Otherwise, the comment or question, along with a response from YSDC, will be provided as an addendum to the agenda of the next regularly scheduled YSDC meeting.