

HAMILTON COUNTY, OHIO
**2030 Plan and
Implementation Framework**

A Community Workbook For Implementation Partners

Community COMPASS Report Number 17
Public Discussion Draft - Version 1



HAMILTON COUNTY
Regional
Planning
Commission

November 2004



The Planning Partnership is a collaborative initiative of the Hamilton County Regional Planning Commission. The Partnership – open to all political jurisdictions in the county and to affiliate members in the public, private and civic sectors – is an advisory board that works to harness the collective energy and vision of its members to effectively plan for the future of our county. Rather than engaging in the Planning Commission’s short-range functions such as zoning reviews, the Planning Partnership takes a long-range, comprehensive approach to planning, working to build a community that works for families, for businesses and for the region. The Partnership firmly believes that collaboration is the key to a positive, competitive and successful future for Hamilton County.

Visit planningpartnership.org and communitycompass.org for more information.

Community COMPASS (Hamilton County’s Comprehensive Master Plan and Strategies) is a long-range plan that seeks to address mutual goals related to physical, economic, and social issues among the 49 communities within Hamilton County. Through a collective shared vision for the future based on the wishes and dreams of thousands of citizens, Hamilton County now has direction to chart its course into the 21st century.

In developing a broad vision with broad support, Community COMPASS will help ensure that trends are anticipated, challenges are addressed, priorities are focused, and our collective future is planned and achieved strategically over the next 20 to 30 years. Through an in-depth analysis of all aspects of the County, the multi-year process will result in a comprehensive plan.

Abstract

Title:

2030 Plan and Implementation Framework: *A Community Workbook For Implementation Partners* (Community COMPASS Report No. 17)

Subject:

A comprehensive master plan and related implementation strategies for Hamilton County, Ohio

Date:

November 2004

Synopsis:

This plan and implementation framework is a community workbook for implementation partners -- local governments, business, non-profit organizations and the citizens of Hamilton County. As an initial public discussion document, it identifies emergent consensus on:

- The Vision for Hamilton County’s Future,
- Initiatives and strategies,
- Key indicators for measuring progress,
- Implementation campaigns, and
- Concept plans for land use, transportation, and greenspace.

Source of Copies:

Hamilton County
Regional Planning
Commission

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Context

COMMUNITY COMPASS COMPONENTS

- 1 **Vision**
(What do we want?)
- 2 **Initiatives**
(What strategies should we consider?)
- 3 **Indicators**
(What should we measure?)
- 4 **Trends**
(Where have we been?)
- 5 **Projections**
(Where are we headed?)
- 6 **Research**
(What’s the story behind the trend?)
- 7 **Partners**
(Who can help?)
- 8 **Strategic Plans**
(What can we do that works?)
- 9 **Action Plans**
(How do we make it happen?)
- 10 **Performance Measures**
(Are actions making a difference?)

2030 PLAN AND IMPLEMENTATION FRAMEWORK

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**HAMILTON COUNTY
REGIONAL PLANNING COMMISSION / PLANNING PARTNERSHIP**

Recent Awards

International Awards

Award	Performance Area	Awarded By
2004 Program Excellence Award for Citizen Involvement	Consensus Building and Community Decision Making – The Community COMPASS Process	International City/County Management Association (ICMA)

National Awards

Award	Performance Area	Awarded By
2004 Award of Excellence for Citizen Education Projects	Community COMPASS State of the County Report Series	National Association of County Information Officers (NACIO)
2004 Award of Excellence for Brochures	Community COMPASS: The Vision for Hamilton County's Future	National Association of County Information Officers (NACIO)
2004 Achievement Award for Innovative Programs	Community COMPASS: The Community Results Accountability Framework	National Association of Counties (NACo)
2004 Achievement Award for Innovative Programs	Community COMPASS Research Report: Hamilton County's Comparative and Competitive Advantages	National Association of Counties (NACo)
2004 Award of Excellence for Writing	Community COMPASS Report: Mired in the Inertia of Sprawl	National Association of County Information Officers (NACIO)
2004 Achievement Award for Innovative Programs	The Planning Partnership: Community Organizing for Collaborative Planning and Implementation	National Association of County Information Officers (NACIO)
2004 Achievement Award for Innovative Programs	The Planning Partnership's Certified Planning Commissioners' Program	National Association of Counties (NACo)
2004 Award of Excellence for Annual Reports	The Planning Partnership Annual Report, 2003	National Association of County Information Officers (NACIO)
2004 Award of Excellence for External Publications	The Planning Partnership Newsletter	National Association of County Information Officers (NACIO)

2004 Award of Excellence for Citizen Education Projects	Census 2000 Community Profiles	National Association of County Information Officers (NACIO)
2004 Award of Excellence for Innovative Programs	Eastern Corridor Land Use Vision Plan	National Association of Counties (NACo)
2003 Best of Community Planning Award	Community COMPASS Countywide Town Meeting	National Association of Counties (NACo)
2003 Achievement Award for Innovative Programs	The Stormwater Management Education Program	National Association of Counties (NACo)
2002 Achievement Award	Community COMPASS Hamilton County Youth Forum	National Association of Counties (NACo)
2002 Excellence Award for Computer Media	Community COMPASS website: communitycompass.org	National Association of County Information Officers (NACIO)
2002 Superior Award for Graphics	Community COMPASS Project Graphics	National Association of County Information Officers (NACIO)

State Awards

Award	Performance Area	Awarded By
2004 Senatorial Commendation	Outstanding Achievement in Community Planning	The General Assembly of The State of Ohio / Ohio Senate
2004 Award for Citizen Participation	Consensus Building and Community Decision Making – The Community COMPASS Process	Ohio City/County Management Association (OCMA)
2003 Award for Outstanding Community Planning	Community COMPASS: The Vision for Hamilton County's Future	American Planning Association, Ohio Planning Conference (APA/OPC)

Local Award

Award	Performance Area	Awarded By
2002 Team Effort Proclamation / Employee Team of the Year Award	Outstanding Service to the Citizens of Hamilton County by the Community COMPASS Team - Hamilton County Planning and Zoning Department	Hamilton County Board of Commissioners

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- Tyra Colvard
- Daniesha Briggs
- Kourtney Robbins
- James Thompson
- Diana Lang
- Venita Robinson
- Josh Bishop

Cincinnati Hills Christian-Academy

- Mr. Earl Edmonds
- Collin Richardson
- Ryan Scott
- Elizabeth Cesler
- Wes Edmonson
- Danielle Presley

Clark Montessori

- Mr. Doug Stevens
- Ashley White
- Steven Brewer
- Peter Willig
- Leah Busch

Colerain High School

- Ms. Janet Huneke
- Steve Morris
- Lisette Johnson
- Marcia Bowden
- Brandon Weiss

Dater High School

- Ms. Amy Pittman
- Lyndsay Hammer
- Krista Morsch

Diamond Oaks Career Development Campus

- Mr. Shad Stiger
- Lindsey Fox
- Mark Hummeldorf
- Darlena Baggell
- Meghann Becker

Elder High School

- Mr. Roger Auer
- Mr. Dave Reiring
- Michael Merz
- Jared Weitzel
- Joe Coz
- Andy Smith
- Joe Kappa
- Dave Sullivan

Hillcrest Training School

- Mr. Dennis Spain
- Thomas Thompson
- Quinnel Madden
- Jeff Martin
- Shalom Davis
- David Ziegelmeier
- Shaun Stevens

Hughes High School

- Ms. Ruth Armstead
- Mr. Craig Myers
- Anthony McMiller
- Prince E. Johnson, III
- Brandon Roddy
- Steven Roberts Jr.
- Alena Owens
- Carnisha Aridge
- DaShonda LaTrese Ishan
- Nytek Gaffney
- Tommy Wallace
- Iyan Hill
- Amber Eversole

Indian Hill High School

- Ms. Meredith Loughran
- Laya Calloway
- Katie Pederson
- Shyla Narasimhan
- Bill Zimmer
- BJ Johnson
- David DeWitt

LaSalle High School

- Mr. Mike Stewart
- Student's names not available

Lighthouse Community School

- Mr. Skip Ventus
- Terrance Johnson
- Brandon Johnson
- Heather Thompson
- Steven Garner
- Shantell Wilson
- Chaim Harrell

Mariemont High School

- Mr. Jim Renner
- Matthew L. Winnicki
- Ashley Raines
- Brent Boyer
- Bethany Whittelsey

Moeller High School

- Mr. Brother Bob Flaherty
- Abhijit Mehta
- Chris Lam
- Kuangyan Huang
- Brian Frisby
- Jeff Donnellon

Mother of Mercy High School

- Ms. Susan Staub
- Jessica Bishop
- Emily Dietrich
- Heather Herling
- Kristen Kesse
- Drewe Niehaus
- Andrea Ruwe

Mount Notre Dame High School

- Ms. Ann Miller
- Katie McHugh
- Missy McManus
- Angela Meagher

Mt. Healthy High School

- Ms. Kline
- Thomas Gunn
- Joshua Causey
- Becky Lindhorst
- Charles Clay
- Rachel Zimmerman
- Sarah Burkhardt

Northwest High School

- Ms. Michele Disbro
- Adam Foster
- Becky Dovel
- Matt Heller
- Melissa Paynter
- Kristen Russell
- Will Jones

Norwood High School

- Mr. Joseph Morgenroth
- Rachel Pope
- Nora Gavarrete
- Carrie Nixon
- Christine Hammond

Oak Hills High School

- Ms. Dee Delconte
- Ms. Patty Blake
- Kenny Combs
- Lauren Kuley
- Faye Riestenberg
- Stephanie Smith
- Julie Weast
- Scott William

Princeton High School

- Ms. Barbara Higgins
- Sascha Stallworth
- Aaron Holbrook
- Mike Aneshansel
- Jeremy Woods
- Katheryne Eley
- Rory Brate
- Katie Nell
- Jennifer Streitmarter
- Ramon Redding
- Joshua Jordan
- Jason O'Toole
- Chelsea King
- Jasmine Donald
- Naudia Cook

Reading Jr./Sr. High School

- Ms. Su Sidwell
- Mr. Ken McWhorter
- Ashlei Trimm
- Tim Coffey
- Becky Hart
- Sabrina Smith
- Steve Wolf
- Adam Caldwell

St. Ursula Academy

- Anne Guappone
- Jontae Dorris
- Airen Miom

Scarlet Oaks

- Mr. Gary Schuster
- Rayshon Person
- Cedric Burkes
- Roberta Bealer
- Thomas Schalk

The School for Creative and Performing Arts

- Mr. Jim Cusentino
- Kourtney Merriweather
- Mark A. Robbins
- Katherine Frazier
- Erika Kraus
- Aryeh Alex
- Ben Hergert

Seven Hills High School

- Ms. Virginia Woessner
- Britley Nelson-Turner
- Gabriel Mudd
- Cassie Iseman

Sycamore High School

- Mr. Eric Wise
- Tara Zivkovic
- Darius Ampinha-Bacote
- Matt LeBoeuf
- Stephanie Suer
- Ryan Novince
- Steve Przywara
- Monica Lewis

Taft High School

- Ms. India Paul
- Latia Webster
- Claire Sinclair
- Estill J. Seibers
- Jessica Sneed
- Sharina Murray
- Quentin Estill

Ursuline Academy

- Ms. Betty Thaman
- Meredith McDonald
- Virginia Wilton
- Anne Garrett
- Katie Bachmeyer

Walnut Hills

- Mr. Gabriel Lofton
- Drew Tillo
- Robert Jones
- Aija Evans

Western Hills High School

- Mr. David Gries
- Ciara Jones
- Lila Mackey
- Laura Carter
- Jule Quance
- Tyrone Nichols

Withrow High School

- Mr. Doug Stevens
- Jovoni Avery
- Jeanese Kemp
- Kara Wade
- Annice Austin
- Robert Hampton
- LaShonda Hill

Countywide Town Meeting

- Pilar Abad
- Mark Abell, HCRPC
- Richard Adams, CCR
- Robb Adams, Landrum and Brown
- Alice Adams
- Dashik Adisa
- Joseph Albertz
- Ronald Albright
- Jenette Aldridge
- Mark Alexander, Alexander & Altman & Associates
- Marcia Alexander
- Steve Algent
- Joseph Allen
- Raye Allen
- Ed Allen
- Carol Ambach
- Barbara Amitherman
- Jane Anderson, UC
- Fran Anderson
- Reed Anderson
- Christopher Anderson, City of Forest Park
- James Anderson
- Linda Anderson
- Rachel Anderson, The Amos Project
- Dennis Andres, Conserened Citizen's West Hamilton Co.
- John Angelo
- Mahyar Arefi
- Dan Arlinghaus
- John Arthur
- Joyce Asfour
- Kay Atkins, United Way
- Chris Auffrey, Finneytown Civic Association/ UC School of Planning
- Carroll Baker
- Willis Baker
- John Baker
- William Barone
- Catherine Barrett
- Roger Barry, PhD, University of Cincinnati
- Sally Bauer, Hamilton County Park District
- Peter Bauer, CCR
- Manning Baxter
- Paul Beck, Miami Township Trustee
- Kevin Becnel
- Linda Beerman
- Karen Bell
- Timothy Bender
- Henry Benefield

- Richard Benner
- Tom Bennett
- John Bentley
- Mike Berens
- Ed Berg, Emmanuel Community Center
- Sally Berg
- Bill Berger
- Paul Bernheimer
- Andy Betts, SIERRA CLUB
- Leonard Bevens, Kirkridge Acres Greenspace Preservation Society
- Ann Biggs, CCWHC
- Frank Birkenhauer
- bojinka Bishop
- David Black, V.P. CCR
- Helen Black
- Mark Blackaby
- Don Blaney
- Harry Blanton, Hamilton County Development Co.
- Ruth Blinzler
- Larry Bloomfield, City of Cinti Bicycle /Ped Advisory Comm
- Liz Blume
- Mike Boeckermann, Green Twp Fire Department
- Judith Bogart
- Brian Bohl
- Michael Bohlen
- Robert Boliske
- I.H. Bollinger, Monfort Heights/ White Oak Community Assn
- Mary Bonansinga
- Dureka Bonds
- Dan Bonfiglio
- Frederick Borden
- Daniel Boron
- Jon Boss
- Lisa Bouldin-Carter
- Matt Bourgeois
- Barbara Boyd
- Richard c. Bozian
- John Brady, HCPD
- Beverly Braman
- Don Brandt
- Richard Braun
- Deron Braun, Home Owners Association
- Pat Bready
- Stan Brecker
- Paul Brehm
- Tom Breidenstein
- Bernard Breitenbach
- Ruby Breitenbach
- Jeneene Brengelman
- Sr. Margarita Brewer
- Gina Breyfogle, Cincinnati Union Bethel
- Linda Brink
- Linda Briscoe
- Heather Britten
- Betty Brock, CCR, NCNW
- Linda Brock
- Raymond Brokamp
- Melanie Brokaw
- Nancy Brown
- Elizabeth Brown, HUD
- Arnetta Brown
- Hubert Brown
- Casey Brown
- Tom Brown
- Chuck Brown
- Deborah Brown
- Dale Browning, Instructional Development Resources, INC
- Heidi Bruins, Stonewall Cincinnati
- Sally Brush
- Anita Buck
- Mike Burba
- Cooper Burchenal
- Angelia Burchfield
- Ed Burdell
- Louis Burden
- Barry Burke
- Marianne Burke
- Jason Burlage
- Michael Burrill, Urban Visions and UC Campus Planning & Design
- Maryann Burwinkel
- Jack Busche
- P. Tim Bushnell
- Jennifer Buskey
- Andrew Buskey
- Sharon Butler
- Sue Butler, Caracole, Inc.
- Bill Cahalan, CCR, Concerned Citizens for Hamilton County
- Punchun Cai
- Nancy Cameron
- Angie Carl, Professional Facilitator
- Diane Carney
- Deborah Carney
- Marilyn Carroll
- Tom Caruso
- Kevin Celarek
- Cory Chadwick
- Alvin Chaney
- Cathy Chapman
- Joanna Chappell
- Omar Childress
- Rachel Choate
- Thomas Choquette
- Dot Christenson
- Theresa Cipollina
- Rheba Clark
- Jeff Clark
- Kay Clifton
- Wayne Coates, State Representative
- Elaine Coffy-Vinson
- Shirley Colbert
- Shirley Colbert, Laurel Homes
- Y. Laketa Cole, Cinti Empowerment Corp.
- Cynthia Colebrook
- Linda Colegate
- Sharon Coleman, Grass Roots
- Claudette Coleman
- Judith Colemon, T.R.I.P.
- Bill Colgan
- Wilma Collins
- Dorie Comer
- Charles Comins
- Robin Corathers, Mill Creek Restoration Project
- George Corey
- Mary Cornelius
- Carole J. Cornelson
- Kevin Costello, Boone County Planning Commission
- Micky Coulson
- Dave Crafts
- Jeffrey Craig
- Johnathan Cramer
- Lucy Crane, United Way and Community Chest
- Lou Crawford
- Isiah Crawford, Lincoln Heights
- Kimberley Crawford
- Shantel Crews
- Michael Cristiani
- Ruth Cronenburg
- Mike Crusham, History Society
- Norma Crutcher
- George Cummings
- Ken Cunningham
- Jim Curry
- Cheryl Curtis
- Dan Daly, Loveland City Council
- Hershel Daniels
- Donna Dansker
- Emil Dansker
- Mary Danzeisen
- Debbie Davidson
- Frank Davis
- Shalom Davis, Hillcrest Training School
- JoAnn Davis
- Karen Davis, Citizens for a Safe, Clean Green Township
- David Davis
- Kathylene Davis
- Marie W. Davis, YWCA- Transitional Living Program
- Roger Davis
- Harrell G Davis
- Marilyn DeCourcy
- Steve DeMar
- Dawn Denno
- Jay DeWitt, Cincinnatus
- Marvin Dickman
- Richard Dickmann
- Maureen Dillon
- Sue Doan, Wesley Services Organization
- Eric Doepke
- Jim Doerflein
- Dwight Doig
- Fred Dole, Harrison Township
- Christopher Dole
- Susan Doucleff, Oakley Community Council
- John Doucleff, Oakley Community Council
- Meredith Downton
- Anthony Doxie
- Steve Driehaus
- Tricetta DuBose, Greater Cincinnati Chamber of Commerce
- Karen Dudley
- Caroline Duffy
- Annalee Duganier
- Mary Dunlap, Madisonville council
- Carrie Dunn
- Reverand Steve Dupree
- Jane Durrell
- Bob Eaton, HCRPC
- Marlene Eaton
- Ron Ebelhar
- Marilyn Ebertz, WRDC
- John Eby
- Ronald Edgerton
- Tonia Edwards, HC Building Dept.
- Joey Elam
- Joey Elata
- Eileen Enabnit
- Don English, HUFF Realty
- K. Scott Enns
- Vanessa Enoch
- Jan Evans
- Marilyn Evans
- Carl Evert
- Marjorie Evert
- Thomas Ewing, GCCC
- Linda Fabe
- Sarah Farris
- Caleb Faux
- Julie Fay
- George Fecher
- Charles Fehr
- Daniel Ferguson, HCDC
- Jeanette Ferguson
- Bernie Fiedeldej
- John Fine
- Gwen Finegan
- Bernadette Fischer
- Tony Fischer
- Ted Fischesser
- MaryAnne Fischesser
- Todd Flagel
- David Fletcher
- Dorothy Foley
- Winston Folkers
- Nancy Forbriger
- Roy Ford
- Patricia Foster
- Donna Foster
- Beth Fowler
- James Franklin
- Tracy Franklin
- Tracy Franklin
- Mike Fremont, Rivers Unlimited
- John Fricke
- Joan Friedland
- Philip Friedman
- Harry Frisby, Cinti Public Schools
- Margaret Froehlich
- Jack Frohman
- Maurice Gaines
- Tom Gallagher
- Couper Gardiner
- Mary Gardner
- Sylvia Garner
- Kirby Garner
- Oscar Garner Jr.

- Lisa Garofalo, Cincinnati City Schools
- Alexander Garrison Jr.
- Phil Gates
- Marlana Gates
- Elaine Gauch
- Stephen Geis
- Sandra Geiser
- Krystal Gendrew
- Roslyn Gendrew
- Joanne Gerson, Montgomery Planning Commission
- Gary Gerwe
- Don Gibson
- Sarah Gideonse
- Dale Giese
- Karl Gieseke
- Chuck Giesler
- Karen Gilliam
- Glen Givens
- Dan Glascock
- Jennifer Glass
- Elizabeth Glazier
- Adam Goetzman, Green Twp
- Elaine Goldschmidt
- Jeanne Gollither
- Louise Gomer Bangel
- Jim Gooding
- Mary Grafe
- Lois Graham, Lincoln Heights
- Gavin D. Gray
- Janet Grayson
- William Green
- Carlos Greene, Fidelity Investments
- Stewart Gregg
- Rick Greiwe
- Ray Grismer, AMOS
- Betty Grizzard
- Stephen Grote
- Terry Grundy
- Paul Gruner
- Hubert Guest
- Corinne Gutjahr
- Peg Gutsell
- Melva Gweyn
- Helen Habbert
- Ed Haffey
- Marge Hammelrath
- W. Smith Hammelrath
- Evan Hammersmith
- Thomas Hamons
- Meg Hanrahan
- James Haper
- George Harddreck
- Len Harding
- Ruth Hardy
- Carolyn Hardy
- Daniel Harley
- Mae Harmeyer
- Jim Harper
- Jane Harper
- Reverend Calvin A. Harper
- Mary Harrill
- Eleanor Harris
- Jeffrey Harris
- Terry Harris
- Greg Harris
- Robert Harris
- Mamie Harris
- Charles Harris
- Jeff Harris
- Catherine Hartman
- Ursula Hassel
- Susan Hatfield
- Willis Hatfield
- Rosalyn Haugabrook
- Bud Haupt
- Carrie Hayden
- Isabelle Healy
- Chris Hedger, Deer Park Council
- Thomas Hefley, Hefley/Stevens architects and charter
- Terri Heim
- Elisabeth Heimlich
- Lawrence Heitkamp
- Kathy Helmbock
- Hans Helmchen
- Marianne Helsehem
- Stephanie Henderson
- Dan Hendricks
- Susan Hensley
- Neil Hensley
- Diana Herbe
- Carren Herring
- Tim Hershner
- Dr. Roland Heyne Sr.
- Sherrie Heyse
- Fred Heyse
- Bernice Hibbett
- Gayla Hill
- June Hill
- Charlene Hinners
- Clare Hoesl
- John Hoff
- Don Hoffman, The Health Foundation
- Barbara Hogan
- Daniel Holden
- Marcia Holden
- Kevin Holt, Hamilton County JFS
- Elizabeth Holtzapple
- Leroy Hopkins Jr.
- Cynthia Hopping
- Jacque Horn
- Lee Horvitz
- Cynthia Hoskin
- Steven Howe
- Mr. Howell
- Ted Hubbard, Hamilton County Engineer's office
- Dick Huddleston
- Michael Hughes
- Susan Hughes
- Susan Hummer
- LaVonya Humphrey
- Chris Humphrey
- George Humphreys
- Helen Hunter
- Karen Hurley
- Dan Huss
- Anna Hutchinson
- William Huwel
- Helen Hyde
- Marilyn Hyland
- Spence Ingerson
- Karren Innis
- Bill Innis
- Karla Irvins
- Martha Iskyan
- Marcy Ivers
- Bob Ivory
- Bishop Maurice Jackson
- Odessa Jacobs
- Dottie Janson
- Erika Jay
- Suzanne Jeffrey
- Steven Jenks
- Deb Jetter
- Lawrence Johnson
- Clare Johnson
- Roland Johnson, Citizens Land Conservancy of Hamilton County Ohio,
- Charles Johnson, Forest Park City Council
- Eric Johnson
- Frank A. Johnson
- C. Denise Johnson
- Mike Johnson
- Delores Johnson
- Annabelle Johnson
- William Joiner
- Sandra Jones
- John W Jones
- Wilbur Jones, NAACP
- Sallie M. Jones
- Diego Jordan
- Jacquie Jordan
- Lorraine Jordan
- Diane Jordan
- Pinky Kacoshis
- Alan Kalos
- Kevin Kane
- Meg Kane
- Al Kanters
- Kathleen Karle
- James Karle
- Adam Karle
- Frank Katz
- Paul Kaucher
- Teresa KcKeown
- Grace Kearney, AMOS
- Chris Kearney
- Yana Keck, Warren County Planning
- Beverly Keith
- Janet Keller
- Rebecca Kelley, YMCA of Greater Cincinnati
- Janet Kelley
- Jim Kelley
- Charles Kelly
- Martha Kelly
- Charlotte Kemper
- Chuck Kenny
- John Kerr
- Patricia Kiederls-Arier
- Don Kindle
- Corrine Kinebrew
- Kathy King
- Judith Kleeman
- Chris Kloth
- Jim Kluener
- Lois Kluenner
- Mark Kluesener, CDS Associates
- David Kobza
- Nancy Kohnen Black
- Paula Kollstedt, GE Aircraft Engines
- Stephen Kotev
- Evone Kovach
- Gerry Kraus
- Marvin Kraus
- Amy Krings
- David Krings, Hamilton County
- Betty Kruger
- Mary Kuhl
- Mayank Kumar
- Mike Lacinak
- Susan Laffoon, Chamber of Commerce
- Berta Lambert
- Robert Lameier, Western Economic Council
- Everett Landen
- Catalina Landivar-Simon, HCRPC
- Alan Lane
- Beniota Lane
- Rich Lauf
- Mary Lynn Laufer
- Andrew Laurens
- Evelyn Laux
- Jim Lawler
- Laura Lawson
- Michael Leahr, P & C Bank
- Kevin Lealy
- Allison Leavitt, Sustainable Cincinnati
- Scott LeCount, Wilbur Smith Associates
- Arlene Lee
- Paulette Leeper
- Judy Leever
- Sue Leitner
- Edward Lenihan
- Dave Lennert
- Sue Lennert
- JP Leong
- Barb Letts
- Dorothy Lewis
- Marcus Lewis
- Dora Lexxis
- Chuck Libourel
- Tyrha M. Lindsey
- Regina Livers
- Wanda Lloyd-Daniels
- Kevin Longino
- Peggy Lopez, Monfort Heights/White Oak Community Assn
- David Lopez
- Jeremy Lotze
- Stephan Louis
- Tracey Lowe, Office of U.S. Senator Mike DeWine
- Ernestine Byers Lowery
- Salamon Lundy
- Steve MacConnell, Cincinnati Union Bethel
- Phillip Macon
- Dennis Madden, MSD
- William Madison

- Stu Mahlin
- David Main
- Dale Mallory
- William Mallory Sr.
- Sandra Mann
- Timothy Mara
- Brian Marks
- Tara Marotti
- Gwen Marshall
- Lyn Marsteller
- Tricia Martin
- Mel Martin, HCRPC
- Louis Martin
- Marjroril Martin
- Rev. Philmore Martin Jr.
- Angie Mason
- Randi Mathieu
- Jen Maurmeier
- LaVerne Mayfield
- Debbie Mays
- Pamela McBride
- Harrison McCain
- Michael McCann, Michael A. McCann, CFA, CPA
- Sandra McCann, Monfort Heights/White Oak Community Association
- Gary McCarthy
- Mike McCleese
- Nicole McCollum
- Alma McConnaughey
- Marguriete McCoy
- Patricia McDowell
- Betty McDowell
- Gwen McFarlin
- Monica McGlorn
- Roy McGrath
- Carmen McKeehan
- Lois McKnight
- Lindsay McLean
- Joe McMillen
- Vickie McMullen
- David McPh eeters
- Colleen McTague
- Monica Mehta
- Gary Meisner, Meisner and Associates
- Judith Mendriski
- Kathy Merchant
- Ann Mercier
- Floyd Merida
- William F. Merusi, Grassroots Leadership Committee
- Brian Merusi
- Audrey Meyers, 1st Citizens of Green Township- Member of Land Use
- Millicent Mickle
- Anastasia Mileham
- Margaret Miller
- David Miller
- Katherine Miller, Sierra Club
- Carolyn Miller
- Michael C. Miller
- Bill Miller
- Sharron Miller, Urban League of Greater Cincinnati
- Juanita Mills, J M Consulting
- Bob Minges, Citizens Land Conservancy of Hamilton County
- Nancy Minson, Citizen's Police Review Panel
- Vlasta Molak
- Jon Mondarressi
- Ben Monnie
- Cheryl Montgomery
- Don Mooney
- David Moore
- Nancy Moore
- Carolyn Moore
- Ms. Chris Moran, League of Women Voters
- Julie Morin
- Reginald Morris
- Lisa Morrissey
- Charlene Morse
- Michael Morthorst, Silverton City Council
- Mike Morthorst
- Marjorie Mosely
- Jinny Moser, LWVCA
- Mark Muenzer
- Minister James Muhammad
- Leonard Muhammad
- David Munroe
- Marsha Murphy
- Joan Murray
- Sheila Murray
- Julie Murray
- Bobbie Mystrom
- Jorge Naciff
- Paul Naish
- Sayrah Namaste
- Robert Neal
- Mamie Neal
- Linda Neenan, ISHAPE
- Sam Nellom, Bond Hill Community Council
- Kay Nelson
- Frank Neumann
- Pat Newberry
- Mary Newman
- William Neyer
- Dean Niemeyer
- Lawrence Niemiec
- William Noes, Harrison Township
- Riall Nolan
- Richard Norton
- Moria Norton
- Lori Nuckolls
- Ronald Nusekabel
- Jim Obergefell
- AJ Office
- Judy Office
- Edward O'Neal
- James O'Reilly
- Fred Orth
- Cecil Osborn
- Hernan Osorno
- Carl Otte
- Wayne Owens
- Mary Beth Owens, Women's City Club
- Rita Owens
- SueAnn Painter
- Carl Palmer
- Karen Pamine
- Derrick Parham
- Vincent Parker
- Barbara Jean Parks
- Eric Partee
- Brian Pasko, Sierra Club
- Don Patrick
- Greg Patterson
- Mary Pat Patterson
- David Patton
- David Peck
- Orson Peck
- Rick Pender, facilitator
- Arma Penland
- David Pepper
- Carolle Perkins
- Vermell Perkins
- Jim Peterman
- Jim Peterman, P&G
- Norma Petersen
- Donna Peterson
- Bruce Petrie
- Sarah Petrie
- Thos Pfahler
- Jack Plfum
- Marilyn Phipps, Grassroots Leadership Academy
- David Piatt
- Marcia Pies
- Joe Platt
- Leslie Poindexter
- Bob Polewski
- Panji Pope, Wesley Services Organization
- Jon Powell
- Robert Prangley
- Dave Prather
- Patricia Priore
- Nancy Pushkar
- Julie Quackenbush
- Emmary Rader
- Frank Raeon
- Dan Rathmann
- Ruth Ann Ravenna
- Steven Reece
- Jack Reed
- Dena Reed
- Ellen Reed
- Peggy Reis, Anderson Township Trustee
- Fran Reitman, Campbell County Municipal Planning and Zoning
- Gayle Renfro, CHMC
- Amy Renkert
- Sarah Repenning
- Jeff Rexhausen
- Sheilla Reydak
- Deborah Reynolds, C-HCCAA
- Tim Reynolds, Metro
- Helen Rhoad, League of Women Voters
- Don Rhoad
- Betty Rhoads
- Donna Richards, City of Cincinnati Dept. of Neighborhood Services
- Ed Richardson
- Bob Richardson
- Robert Ridley
- Mary Lee Rinear
- Jack Rininger
- Bill Robers
- Ken Roberts
- Jerald Robertson
- Sharon Robinson
- Ernest Robinson
- Mary Margaret Rochford
- Gloria Rodriguez-Milord
- Erica Roger
- Tom Rogers
- Joyce Rogers, Center for Independent Living Options
- Alice Rogers Uhl
- Paula Rojas
- John Romer, VACCDD
- Mimi Rook
- Betty Roosa
- Mark Rosenberger
- Sheila Rosenthal
- Sheryl Ross
- Kendra Rouden
- Jack Rouse
- Lisa Rowell
- Robert Royse
- Merlina Rubiati
- Donald Rucknagel
- Judith Rudig
- Erica Ruger
- Patrick Russell
- Eric Russo, Hillside Trust
- Helen Russo
- J. Brendan Ryan
- Tom Ryther, Village of Mariemont
- Maxwilliam J Saekilewis
- Yoshinobu Sakano, UC
- Rick Salerno
- Shirley Salter
- Edward Salzer
- Nancy Salzer
- Sharmili Sampath, OKI
- Alison Sampson
- Velma Sanders
- Britt Sang
- Rina Saperstein, LWVCA
- Edith Sargent
- Kim Satzger
- Rusty Saunders
- Chris Saunders
- Ben Savage
- Paul Schaff
- Debbie Scheffler
- Jim Schenk
- Bill Scheyer
- Mary Beth Schill
- Carol Schilling, Green Township
- Bob Schilling, Green Township
- Sue Schindler, Center for Independent Living Options
- Vincent Schirmer
- Raymond Schmidt
- John Schneider
- Robert Schneider
- Annette Schneider
- Shana Schneider
- Sue Schneider
- Christine Schoonover

- Roger Schorr
- Doug Schray
- Carol Schroer
- Bob Schuler, Planning Partnership
- Steve Schumacher
- Ruth Schwant
- Jerry Schwartz
- Charlie Scruggs
- Terry Seery
- Sharon Sellet
- James Selonick
- Victor Shaffer
- Janet Shaffer
- Mark Shannon
- David Shardelow
- Stephen Shary
- Sara Sheets, Miami Purchase Preservation Fund
- April Sherrill
- Jean Siebenaler
- Sarah Sierschula
- Dennis Sies
- Brent Simon
- Terry Simpson
- Jon Sinclair
- Tim Sisson, SGC
- Blessing Sivitz
- Anthony Sizemore
- Gary Skitt, Northside Greenspace
- Linda Slawinski
- Robert Slemmer
- Bill Small
- Betty Small
- Wendy Smith
- Ervin Smith
- Shirley Smith, Probate Court-Mayor
- John Smith
- Edward Smith
- Rosemary Smith
- Cliff Smith
- April Smith
- Ray Smith
- Dan Smith
- C. Smith
- Barbara Smitherman
- Herbert Smitherman
- Christopher Smitherman
- Pamela Smitherman
- Joe Smitherman
- Joyce Smith-Mischenko, Village of Fairfax Planning Commission
- Eric Sobkowiak
- Warren Solar
- Kimberly Southerland
- Vanessa Sparks
- Tom Spegal
- Debbie Spegal
- Margo Spence
- Marian Spencer
- John Spencer
- Louise Spiegel
- Leon Spitz, Horizon Productions Inc.
- Otis Spriggs
- Douglas Springs
- Jim Squires
- Reba St. Clair
- Craig Standen
- Melissa Stanford
- Kiril Stanilov, University of Cincinnati
- Seth Staples
- Steve Statkus
- Andre Steed
- John Steele
- Kevin Stefansen
- Scott Steinhard
- Willie Stevens
- Richard Stevenson
- Robert Stewart
- Mary Stewart
- Merrie Stillpass, Amberley Village
- Tom Stitt
- Almeda Stitt
- Joe Stoeckel
- Stephanie Stoller, Blue Ash City Council
- Clayton Stollings
- Harry Stone
- Raymond C. Storch
- Gary Storer
- Barbara Storer
- Mark Storey
- Rob Stowers
- Warren Strunk
- Eric Stuckey
- Mark Stuckor
- Sister Jean Marie Suerth, Cincinnati Works
- Frederick Suggs
- Yvonne Sullivan
- Brian Sullivan
- Kathy Sullivan
- Stephanie Sunderland, Northside Community Council
- Jack Sutton, Hamilton County Park District
- Mr. Nique Swan, Cole & Russell Architects
- Terry Swango
- Stephanie Sweeney
- Joe Sykes
- Glenn Talaska
- Jim Tarbell, City Council
- John Tarpoff
- Deborah Taylor, The Arc Hamilton County
- Maruice Taylor
- Claudia Taylor
- Michele Taylor-Mitchell
- Michael Tevis
- Jeff Thein
- Jeni Thien
- Monica Thomas
- Jerry Thomas
- Tommie Thompson
- Carl Thompson
- Gincy Thoppil
- Pat Timm
- Thomas Todd, Mayor of Glendale
- Frances Tojo
- Kevin Tolan
- Ron Toon
- Stella Jones Tooson
- Esther Toran
- Donald Troendle
- Roberta Trombly
- Shiloh Turner, The Health Foundation of Greater Cincinnati
- Gwen Turner
- Don Turner
- Susan Ulrich
- Holly Ultrate-Halcomb, Hamilton County SWCD
- Susan Utt
- Tom Vanover
- George Verkamp, Coldwell Banker
- Sue Verkamp
- Fabro Victor
- Vicki Vigris
- George Vila
- Arnette Vinson, African American Chamber of Commerce
- Keith Vizina
- Dotty Vogt
- George Vredevelde, Center for Econ Educ, UC
- Edith Wade
- Cynthia Walker
- Maria Walker
- Marilyn Wall
- Dr. Gloriajean Wallace
- Charles Wallner, School Development Consultant
- John Walsler
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- Casey Walter
- Nancy Walters
- Daniel Wanat
- Adrian Ward
- Joe Warkany
- Dana Warner
- Adam Warner
- Judith Warren
- Sherry Watts
- Mike Weber
- Jim Weber
- Donna Weber
- Doyle Webster, Springdale
- Carol Weed, c/o Gray & Pape, Inc.
- Qinghong Wei
- Alan Weiner, West Fork Mill Creek Greenway Task Force
- Judy Weiner
- Mark Weinrich
- Randy Welker
- Tom Wenz
- John Werden
- Mattie West
- Roland West
- Maryann Westendorf, Cincinnati Garden Center
- David White
- Josh Whitehead, CCR
- Brandon Wiers, TriState Futures Group
- Justin Wilkey
- Carithma Williams
- Johnathan Williams
- Esther Williams
- James Williams
- Robert Williams
- Clarence Williams Jr.
- John Williams Jr.
- Roger Winters
- Tim Withem
- Beth Wittekind
- Jane Wittke, OKI
- Francie Wolgin
- Deborah Wolterman
- Joseph Wolterman
- Jonathon Wood
- Maureen Wood
- Arnita Woodard
- Mary Jo Wuest Murphy
- Jeff Wullenweber
- Yana Yablonovskaya, UC School of Planning
- Edwa Yocum
- Gail Young
- Dave Zaidan, Anderson Township
- Patricia Zehnder
- Tim Zelek
- Abby Zell
- Dave Zelman, Riverside Community Council
- Robert Zimmerman

COMPASS Action Teams (CATs)

- Pilar Abad
- Tom Abercrombie, Abercrombie and Associates
- Dobbs Ackermann
- Robb Adams, Landrum and Brown
- Dorothy Air, UC
- Ronald Albright
- Mark Alexander, Regional Greenspace Initiative
- Raye Allen
- Ed Allen
- Dennis Andres, Conserened Citizen's West Hamilton Co.
- John Angelo
- Pat Auer, Village of Fairfax
- John Baker
- Louise Gomer Bangel
- Sally Bauer, Hamilton County Park District
- Brad Beckett, HBA of Greater Cincinnati
- Sally Berg
- Ed Berg, Emmanuel Community Center
- Bill Berger
- Paul Bernheimer
- Leonard Bevens, Kirkridge Acres Greenspace Preservation Society
- Frank Birkenhauer, Colerain Township
- David Black, Citizens for Civic Renewal
- Don Blaney

- Harry Blanton, Hamilton County Development Co.
- Ruth Blinzler
- Dureka Bonds
- Frederick Borden
- Jon Boss
- Deron Braun, Home Owners Association
- Paul Brehm
- Hubert Brown, Whitewater Township Trustee
- Cassandra Brown, City of Norwood Council
- Nancy Brown
- Rodney Brown, Grassroots Leadership Academy
- Elizabeth Brown, Hamilton County Environmental Action Commission
- Robert J. Buchert, American Heritage Dev.
- Mike Burba
- Ed Burdell, Citizens for Civic Renewal
- Barry Burke
- Michael Burrill, Urban Visions and UC Campus Planning & Design
- P. Tim Bushnell
- Nancy Cameron
- Melinda Canino, GCCC Workforce Solutions Dept.
- Joanna Chappell
- Dot Christenson
- Jean Ciancio, Great Oaks
- Kay Clifton
- Sharon Coleman
- Dorie Comer
- Gary Conley, IAMS
- Gary Conley, Techsolve
- George Coorey, American Council of the Blind - Cincinnati Chapter
- Keith Corman, Colerain Township Trustee
- Mary Cornelius
- David Cors
- Micky Coulson
- Ruth Cronenburg
- Jim Czarnecy
- Jim Daffin
- Steve Dana
- Emil Dansker
- Donna Dansker
- Frank Davis
- Frank Davis, City of Montgomery
- David Dawson
- Steve DeMar
- Marvin Dickman
- Dan Domis
- Susan Doucleff, Oakley Community Council
- John Doucleff, Oakley Community Council
- Meredith Downton
- Chuck Downton, Citizens for Civic Renewal
- Carl Evert
- Victor Fabro
- John Fine
- David Fletcher
- Michael Florez
- John Fonner, GCCC CincyTechUSA
- John Frank, Colliers International Real Estate
- Mike Fremont, Rivers Unlimited
- Philip Friedman
- Mary Kay Gardner, League of Women Voters
- Jim Garges
- Kirby Garner
- Sylvia Garner
- Lisa Garofalo, Cincinnati City Schools
- Marlena Gates
- Phil Gates
- Elaine Gauck
- Gary Gebhart, Great Oaks
- Sandra Geiser
- Sarah Gideonse
- Karl Gieseke
- Chuck Giesler
- Jim Godby, Cincinnati Parks
- Roberta Grant
- Rick Greiwe, Downtown Cincinnati, Inc.
- Ray Grismer, AMOS
- Paul Gruner
- Hubert Guest
- Melva Gweyn
- Meg Hanrahan
- Eleanor Harris
- Jeffrey Harris
- Charles Harris
- Catherine Hartman, Smart Growth Coalition of Cincinnati
- Susan Hatfield
- Isabelle Healy
- Thomas Hefley, Hefley/Stevens architects and charter
- Elisabeth Heimlich
- Susan Hensley
- Neil Hensley
- Kevin Holt, Hamilton County JFS
- Cynthia Hopping
- Mary Hudson McCullough, Fine Arts Fund
- Susan Hummer
- John Hunter, League of Women Voters
- Anna Hutchinson
- Mohammad Islam
- Bob Ivory
- Erika Jay
- Suzanne Jeffrey
- Laura Jennings, Hamilton County Health Dept
- Steven Johns
- Lawrence Johnson
- Larry Johnson, UC School of Education
- William Joiner
- Lorraine Jordan
- Diego Jordan
- Alan Kalos
- Al Kanters
- Frank Katz
- Chris Kearney
- Beverly Keith
- Janet Keller
- Martha Kelly
- Charles Kelly, Community Action Agency
- Chuck Kenny
- Ed Kesterman
- Tim Keyes
- Corrine Kinebrew
- Jim King
- Kathy King
- Pinky Kocoshis
- Bruce Koehler, OKI
- Janet Korach
- Catalina Landivar-Simon
- Jenny Laster, Grassroots Leadership Academy
- Allison Leavitt, Sustainable Cincinnati
- Jeff Leedy, Hamilton County Public Works
- Edward Lenihan
- Dave Lennert
- Sue Lennert
- Barb Letts
- Marcus Lewis
- Dora Lexxis
- Marge Limke, GCCC Workforce Solutions Dept.
- Solomon Lundy, Winton Hills Church and Community
- Dennis Madden, MSD
- William Madison
- Stu Mahlin
- David Main, Hamilton County Development Co.
- Sandra Mann
- Timothy Mara
- Melvin Martin, Hamilton County Regional Planning Commission
- Louis Martin
- Randi Mathieu
- Jacquelyn McCray, COMPASS Steering Team Co-Chair
- Mary McCullough Hudson
- Paul McKenzie
- Joe McMillan
- Vickie McMullen
- Colleen McTague
- Judith Mendriski
- William Merusi, Grassroots Leadership Committee
- Michael C. Miller
- Katherine Miller, Sierra Club
- Norm Miller, UC School of Business, Real Estate Department
- M.J. Modarressi
- Carolyn Moore
- Chris Moran, League of Women Voters
- Sheila Murray
- Bobbie Mystrom
- Robert Neal
- Sam Nellom, Bond Hill Community Council
- Kay Nelson
- Mary Newman
- Riall Nolan, University of Cincinnati
- Lori Nuckolls
- Ronald Nusekabel
- Susan Olson, Columbia Township
- Curt Paddock, Hamilton County Municipal League
- Don Patrick
- Carolle Perkins
- Vermell Perkins
- Jack Pflum, Pflum, Klausmeier & Gehrum
- David Piatt
- Joe Platt
- Bob Polewski
- Robert Prangley
- Bob Prangley, Catholic Social Action Committee
- Jack Reed
- Shannon Reitenbach
- Bob Richardson
- Robert Ridley
- Robin Robinson
- Joyce Rogers, Center for Independent Living Options
- Robert Rogers, American Council of the Blind
- Mimi Rook
- Donald Rucknagel
- Judith Rudig
- Erica Ruger
- J. Brendan Ryan
- Tom Ryther, Wet Weather Initiative
- Alison Sampson
- Britt Sang
- Kim Satzger, Cincinnati Port Authority
- Paul Schaff
- Debbie Scheffler
- Mary Beth Schill
- John Schneider
- Joel Schomaeker
- Mike Schottelkotte
- Steve Schuckman
- Steve Schumacher
- Michael Schuster
- Kathy Schwab, Downtown Cincinnati, Inc.
- James Selonick
- David Seuberling, Home Builders Association of Greater Cincinnati
- Jean Siebenaler
- Dennis Sies
- Steve Sievers, Anderson Township
- Tim Sisson, Smart Growth Coalition
- Gary Skitt, Northside Greenspace
- Cliff Smith
- Ray Smith
- Rosemary Smith

- Doug Smith
- David Smith
- Louise Spiegel
- Scott Steinhart
- Roger Stephens
- Richard Stevenson
- Stephanie Stoller, Blue Ash City Council
- Harry Stone
- Douglas Striker
- Sister Jean Marie Suerth, Cincinnati Works
- Brian Sullivan
- Stephanie Sunderland, Northside Community Council
- Jim Tarbell, City of Cincinnati Council
- Maruice Taylor
- Hannah Thomas
- Jerald Tillman, African American Chamber of Commerce
- Kevin Tolan
- Paul Tomes
- Ron Toon
- Stella Jones Tooson
- Andrea Torrice
- Donald Troendle
- Martin Umberg, MSD
- Holly Utrata-Halcomb, Hamilton County SWCD
- David Varady
- Dotty Vogt
- George Vredeveld, Center for Econ Educ, UC
- George Vredeveld, Economic Center for Education and Research
- Jean Walker
- Casey Walter
- Nancy Walters
- David Waltz, City of Silverton
- Joe Warkany
- Mike Weber
- Alan Weiner, West Fork Mill Creek Greenway Task Force
- Randy Welker, Greater Cincinnati Chamber of Commerce
- David White
- Justin Wilkey
- Jonathan Williams
- David Wittekind
- Deborah Wolterman
- Joseph Wolterman, Colerain Township
- Jim Wuenker, COMPASS Steering Team Co-Chair
- Jeff Wullenweber, Village of Cleves Council
- Tim Zelek
- Dave Zelman, Riverside Community

Elected Official Round Tables

- Councilman Ken Albu, Village of North Bend
- Catherine Barrett, State Representative
- Trustee Paul Beck, Miami Township
- Cliff Bishop, Sycamore Township
- Hubert E. Brown, Whitewater Township
- Cassandra Brown, City of Norwood
- Rick Bryan, City of Blue Ash
- Gary Collins, Village of Newtown
- Wil DeLuca, City of Norwood
- Fred Dole, Harrison Township
- Sarah Evans, City of Madeira
- Patricia Haas, Village of Fairfax
- Wendy Heldman, Amberley Village
- Tracy Huebler, Village of Newtown
- Russ Jackson, Anderson Township
- Charles Kamine, Amberley Village
- Steve Kelley, Village of Golf Manor
- Dick Kent, Sycamore Township
- Nicholas Lascalia (President), Delhi Township
- Bill Lennard, Amberley Village
- Bill Lewis, City of Sharonville
- Virgil Lovitt, City of Sharonville
- Gene Martin, City of Sharonville
- Gwen McFarlin, Springfield Township
- Carrie McLemore, City of Silverton
- Sharon Moore, Village of Newtown
- Bill Noes, Harrison Township
- Al Peter, Anderson Township
- Ken Pulskamp, Village of Newtown
- Dennis Puthoff, Village of Golf Manor
- Mark Quarry, City of Silverton
- Paul Ratterman (President), Green Township
- Jack Rininger (President), Miami Township
- William Seitz, State Representative
- Steve Shaw, City of Madeira
- James L. Siegel, City of Silverton
- Mayor Shirley Smith, Village of North Bend
- Stephanie Stoller, City of Blue Ash
- Warren Strunk (President), Crosby Township
- Trustee Joe Sykes, Miami Township

- Jerry Thomas, Hamilton County Regional Planning Commission
- Joe Whitton, Village of Cleves
- Alan Zaffiro, Village of Golf Manor
- Virmorgan Ziegl, Village of Fairfax

Issue Framing Participants

- Chuck Downton, Citizens for Civic Renewal
- David Edelman, University of Cincinnati DAAP SOP
- Bernie Fiedeldey, Colerain Township
- Catherine Hartman, City of Evendale
- Dan Hendricks, Home Builders Association
- Dick Huddleston, Planning Partnership
- Russ Jackson, Anderson Township
- Jenny Laster, Grassroots Leadership Academy
- Mel Martin, Hamilton County Regional Planning Commission
- Gwen McFarlin, Planning Partnership / Springfield Twp Trustee
- Eric Minamyer, Symmes Township
- Chris Moran, League of Women Voters
- William R. Noes, Harrison Township
- Todd Portune, Hamilton County Board of Commissioners
- Tom Ryther, Regional Greenspace Initiative
- Dave Seuberling, Home Builders Association
- Joe Sykes, Miami Township
- Jim Tarbell, City of Cincinnati
- Jim Wuenker, Community COMPASS Co-Chair



Foreword

*The first step is the
hardest.*

MADAME DE VICHY-DEFFAND

*Doing the right thing is
easy. Knowing what it
is, is more difficult.*

HARRY TRUMAN

This is a report that genuinely affects your community, your county and your daily life, so we ask you to read it with careful thought and reflection. For over two years we have conducted research into the state of the County, the strategic vision for our future, and action campaigns for getting there. We have listened to the people of Hamilton County at public meetings, workshops and over the internet. In this *2030 Plan and Implementation Framework* we share what we have learned about the dreams, the challenges, and the opportunities facing Hamilton County as well as actions recommended to achieve our collective vision. Implementation will require commitments by our County, our local governments, our civic and private sector organizations, and our citizens.

We want to know what you think. Does the course we are suggesting need re-adjustment? Have we missed something essential? What commitment are you, your community, or your organization willing to make?

Please contact us with your ideas and opinions at the following e-mail address or fax number. Community planning is not a science, it is simply about making informed and effective choices about the future. We need to continue to hear what you have to say about those choices. Here's how to get in touch:

Write: Ron Miller, FAICP – Executive Director
Hamilton County Regional Planning Commission
138 East Court Street, Room 807
Cincinnati, Ohio 45202

Voice: 513-946-4500

Fax: 513-946-4475

e-mail: ron.miller@hamilton-co.org

Our website: www.communitycompass.org

HAMILTON COUNTY 2030 PLAN AND IMPLEMENTATION FRAMEWORK

Introduction

A Community Workbook For Implementation Partners

Community COMPASS Report Number 17, Section 1
Public Discussion Draft - Version 1

**Community
COMPASS**



HAMILTON COUNTY
Regional
Planning
Commission



November 2004

Executive Summary

*The future belongs to those
who believe in the beauty
of their dreams.*

ELEANOR ROOSEVELT

*A good plan today is better
than a perfect plan
tomorrow.*

FROM THE MOVIE, *WAG THE DOG*

*People seldom plan to fail,
but they often fail to plan.*

UNKNOWN

INTRODUCTION

Comprehensive plans are important because often when we look at just one specific part of a community—perhaps roads or sewers—we fail to look at the impacts on other aspects, such as schools and parks. Many states require communities to develop and update a comprehensive plan to help guide government decisions. In Ohio, such planning is voluntary, but just as necessary to provide a decision-making framework and achieve community goals.

Hamilton County has not produced a comprehensive plan to guide its growth since 1964. Without a broad vision for the County, priorities shift in the wind. As we enter a new century, the County and its 49 cities, villages and townships must anticipate and plan for the new trends on the horizon—how will emerging industries like biotechnology and advances in telecommunication affect our community? Where will new jobs and businesses be located? Will wealth be drained from the County as well-off retirees move to warmer climates? Where will investment of our tax dollars and other resources be most effective? Without a plan that is current and has broad support, we may never solve these problems, while allowing new problems to develop and continue.

WHAT IS COMMUNITY COMPASS

Community COMPASS is a plan built on a process of collaborative decision-making and consensus-building on issues vital to continued economic and social development in Hamilton County. Community COMPASS is a groundbreaking alliance of government, planning, civic, and private organization and individuals focused on planning our future. Through an exhaustive analysis of all aspects of the County over the last three years, the Community COMPASS process produced a bold new comprehensive plan—the first comprehensive plan for Hamilton County since 1964. This plan was achieved through collaboration and consensus-building that guides the Hamilton County Planning Partnership.

Achieving acceptance and implementation of Community COMPASS in Hamilton County—with 49 separate political jurisdictions and a myriad of other special districts—is a challenging and complex process. It required a collaborative forum for government officials, civic organizations, business groups, and private individuals to all have equal standing and equal voice in charting the future growth, economic development, and social advancement in Hamilton County. The consensus that has been created through Community COMPASS is in itself an achievement as important, far-reaching, and historic as the new comprehensive plan.

In developing a broad vision with broad support, Community COMPASS ensures that community trends are anticipated, challenges are addressed, priorities are focused, and that our collaborative future is planned strategically, with full consideration given to all the potential impacts on project can have on another aspect of community life.

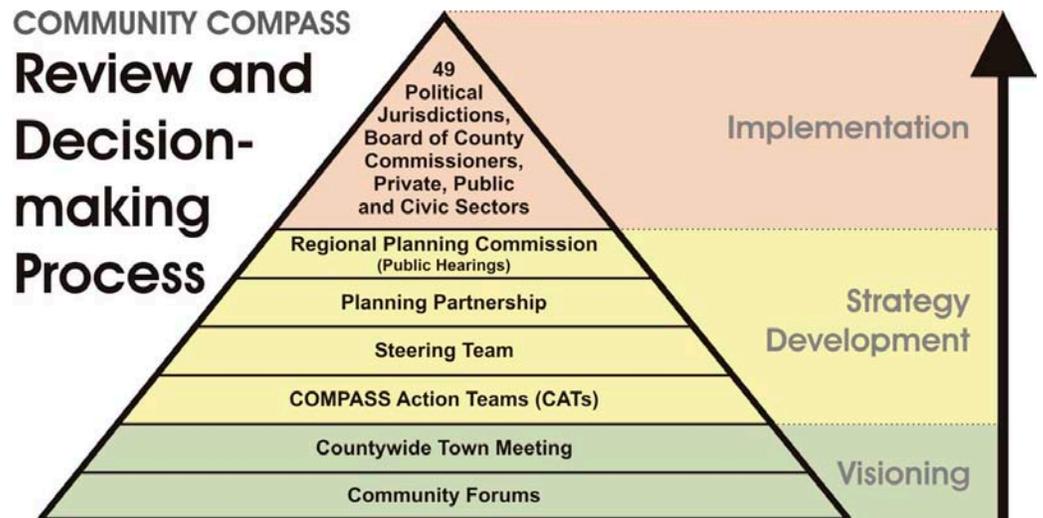
Early in the process, Community COMPASS gathered input and ideas from throughout Hamilton County. In October 2001, the Partnership collected 2,800 ideas from the

citizens of Hamilton County. Out of these ideas, the COMPASS Steering Team developed 12 broad goals for the County and four interconnected core issues related to Hamilton County’s vision.

Then, on January 12, 2002, more than 1,300 people came together at the first Countywide Town Meeting to set the course for Hamilton County’s future. The four Core Goals that emerged were assuring economic prosperity, embracing diversity and equity, balancing development and the environment, and building collaborative decision making. The Planning Partnership has incorporated the ideas from the Countywide Town Meeting into a vision for Hamilton County. This vision depicts a bold, bright future for Hamilton County. The citizens of Hamilton County challenged us to carry their recommendations forward through concrete, measurable action steps. It will take all of us — the 12 townships, 17 villages, 20 cities, hundreds of civic, public and private sector organizations and the citizens of Hamilton County — to develop and implement strategies that will make our vision a reality.

In Hamilton County, local political jurisdictions play a critical role in creating and implementing Countywide comprehensive plans. Most people assume that the Board of County Commissioners can adopt a plan for Hamilton County and proceed with implementation. This is not the case in Ohio, where state law does not provide this kind of power to County Commissioners or the Regional Planning Commission (RPC). County Commissioners may only adopt a comprehensive plan on behalf of unincorporated areas of the County.

For wide acceptance of Community COMPASS, the RPC must act as a catalyst for cooperative planning and inter-government coordination. Implementation is largely dependent on endorsement by local governments. From the start, Community COMPASS has strived to build a collaborative planning environment and endorsement of various goals, strategies, and initiatives.



WHAT IS IN THE REPORT

The *2030 Plan and Implementation Framework* is a long-term effort—both in terms of the process and the impact. Public and private input will continue each step of the way, and final decisions will rest with the 49 separate jurisdictions represented in the process, and with the Hamilton County Board of Commissioners.

The following are the main components of the *2030 Plan and Implementation Framework*.

The Vision for Hamilton County's Future

The *Vision for Hamilton County's Future* resulted from extensive idea-gathering and public participation through the Community Values Survey, Community Workshops, and the Countywide Town Meeting. It is fundamentally a collection of goals and challenges for the future, and it also forms the basis for the entire planning process. The four Core Goals and related objectives are what this plan aims to achieve over the next 30 years. The 12 elements of the future vision are the basis for the State of the County Reports and the results accountability process that will be used to guide various implementation strategies.

Initiatives and Strategies

The Community COMPASS Steering Team developed 30 different initiatives and related strategies for realizing the Core Goals and Vision for Hamilton County's Future through an extensive process of consensus-building. Each item that became part of the approved Initiatives and Strategies was agreed to only after thorough discussion and unanimous vote by the Steering Team. These Initiatives and Strategies were then approved by the Hamilton County Planning Partnership, the Hamilton County Regional Planning Commission, and the Hamilton County Board of County Commissioners.

State of the County Reports

State of the County Reports are a series of research papers prepared by RPC staff that document social, physical, and economic trends related to each of the 12 elements in the Vision for Hamilton County's Future. The information presented in the State of the County Reports highlights the various challenges and assets in our community related to achieving Community COMPASS goals, and provides base data for creating strategic action plans to carry out various recommended initiatives. This same data will also be used for performance indicators to track progress toward Community COMPASS goals.

The 12 State of the County Reports are:

- 16-1 Civic Engagement and Social Capital
- 16-2 Community Services
- 16-3 Culture and Recreation
- 16-4 Economy and Labor Market
- 16-5 Education
- 16-6 Environment
- 16-7 Environmental and Social Justice
- 16-8 Governance
- 16-9 Health and Human Services
- 16-10 Housing

16-11 Land Use and Development Framework

16-12 Mobility

To provide a context for studying and assessing Hamilton County's conditions and trends, RPC also prepared a Population Report that provides an overview of changing demographics impacting each of the 12 community systems. Future projections of growth through 2030 have been calculated to provide direction for planning for transportation, housing, community services and other countywide systems.

Beginning in 2005, the 12 reports together with the Population Report will be used by local governments, planning commissions and other public, private and civic sector organizations as we convene key implementation partners to prioritize action strategies, refine implementation campaigns and coordinate commitments.

A list of key indicators identified in the 12 State of the County Reports is presented in Appendix 8. All State of the County Reports can be reviewed and downloaded at www.communitycompass.org.

Implementation Campaigns

There are four Community COMPASS Implementation Campaigns which correspond to the four Core Goals—Assure Economic Prosperity, Build Collaborative Decision-Making, Embrace Diversity and Equity, and Balance Development and the Environment. These Core Goals emerged from extensive public involvement and debate through the Values Survey, Community Forums, and the Countywide Town Meeting. Each Campaign brings a different perspective to implementing Community COMPASS in that they focus on particular aspects of the County's growth and development. However, at the same time all four Campaigns interrelate and support one another in that they draw from the same array of initiatives and strategies, and they ultimately achieve the same goals and vision for Hamilton County.

The underpinning philosophy behind Community COMPASS is active engagement across the public, private, and civic sectors in Hamilton County. Participation and endorsement by thousands of private citizens, business leaders, administrative and elected officials, and civic activists is the key to the success of this effort. Continuing this rich involvement will also be key to implementing the ideas contained in Community COMPASS. Successful implementation of the plan will rely on teams made up of various participants in the planning process. No individual organization or jurisdiction has the necessary resources or expertise to carry out all of the strategies contained in this plan.

Concept Plans for Land Use, Transportation, and Greenspace

These three Concept Plans are a merger of various individual plans in effect or being developed across the County dealing with land use, transportation, and greenspace issues. The 2030 Plan may eventually include additional Concept Plan maps. Each Concept Plan includes the following:

- Components are the individual plans and data sources that are referenced for each Concept Plan.
- Consistency describes how the recommendations of individual plans are aligned with Community COMPASS goals, objectives, and initiatives.
- Next Steps describes the key recommendations related to initial actions that individual plans have in common, and prioritizes them for implementation.
- Key Partners identifies the main groups that need to work together in order to

refine the ideas and recommendations in the Concept Plans and push the final recommendations forward.

- Resources describes potential funding sources for various initiatives

Policy Plan for Intergovernmental Collaboration

The success of Community COMPASS and the *2030 Plan and Implementation Framework* rests on the collaboration between groups and individuals across the public, private, and civic sectors in Hamilton County. As this plan moves ahead into implementation, coordination with other groups across the entire metropolitan area will also be important to ensure success of various initiatives, and to coordinate local and county efforts with those taking place at a regional level. The intent of the Policy Plan for Intergovernmental Collaboration is to provide this coordination.

Appendices

Community COMPASS has an unprecedented scope and outreach into the public, private, and civic sectors in Hamilton County. Dozens of organizations are involved in different long-range and strategic planning projects dealing with various challenges and opportunities in our communities. The *2030 Plan and Implementation Framework* explicitly or implicitly incorporates ideas and aspects of many of these plans. Alignment with other planning activities is documented in a series of appendices at the conclusion of this report.

Appendix 1	Glossary of Terms
Appendix 2	Process
Appendix 3	Local Jurisdictional Plans
Appendix 4	Multi Jurisdictional Plans
Appendix 5	Countywide Plans
Appendix 6	State and Regional Plans
Appendix 7	Alignment with OKI
Appendix 8	State of the County Indicators
Appendix 9	Benchmarks for Progress
Appendix 10	Sustainable Cincinnati regional Indicators
Appendix 11	United Way Regional Indicators
Appendix 12	Smart Growth Principles
Appendix 13	Other COMPASS Publications

HOW TO USE THE 2030 PLAN AND IMPLEMENTATION FRAMEWORK

The *2030 Plan and Implementation Framework* in and of itself does nothing. As mentioned previously, the County does not have the authority to mandate compliance with this or any other comprehensive plan. With the variety of local government jurisdictions in Hamilton County, and the close identity most residents have with their particular community, it would be inappropriate to engage in centralized, top-down planning for the future of the County. That is not what Community COMPASS is about.

Community COMPASS and the *2030 Plan and Implementation Framework* grew from a voluntary partnership of Hamilton County communities, from collaboration on the most pressing challenges facing our region, and from consensus-building on how to best address these challenges. This broad acceptance of Community COMPASS, and the open and inclusive process to create the *2030 Plan and Implementation Framework* will hopefully result in wide adoption of this plan as a decision-making framework for organizations across the public, private, and civic sectors in Hamilton County.

Adoption is voluntary, and participation in various implementation efforts is open to all who can bring their experience, resources, and expertise to a particular project. Several Community COMPASS initiatives are already underway and more are sure to follow with the completion of the *2030 Plan and Implementation Framework*.

Community COMPASS initiatives already in progress include the following:

- Community Revitalization Initiative/First Suburbs Consortium of Southwest Ohio
- Hamilton County Caucus of OKI Representatives
- Analysis of Hamilton County's Comparative and Competitive Advantages Using Business and Industry Clusters
- Economic Forecasting of Hamilton County Policies and Programs using Regional Economic Modeling, Inc.

COMMUNITY RESULTS ACCOUNTABILITY FRAMEWORK

An award winning process—the Community Results Accountability Framework (CRAF)—will be used to implement Community COMPASS. CRAF is based on proven methods for integrating and preparing vision-based comprehensive plans, results-based strategic plans and performance-based action plans. The methodology is outlined in Section 5 - Implementation Campaigns, Appendix 2 – Community COMPASS Process, and Community COMPASS Report No. 1 – Project Design. CRAF provides a disciplined decision-making process, a focus on implementation, results measurement, and accountability which will be essential to sustaining community participation – including private sector and local government support. The process incorporates best practices related to accountability. It is designed to improve community planning efficiency and effectiveness through community focus on measurement of results through objective data indicators provided in the State of the County Reports.

The CRAF includes five components:

1. All plans must start with ends and work to means;
2. Community results accountability must be separated from program results accountability;
3. Analysis must be driven by data (indicators and baselines);
4. Implementation must be integrated with a broad set of partners; and
5. Moving from talk to action must occur as soon as possible.

Vision, Initiatives, Strategies, and Implementation Status

HAMILTON COUNTY 2030 PLAN AND IMPLEMENTATION FRAMEWORK

A Community Workbook For Implementation Partners Public Discussion Draft

Community COMPASS Report Number 17, Section 2
Public Discussion Draft - Version 1

**Community
COMPASS**



HAMILTON COUNTY
Regional
Planning
Commission

November 2004

The Vision for Hamilton County's Future

Approved by the Planning Partnership on January 9, 2003
Approved by Hamilton County Regional Planning Commission on February 6, 2003
Approved by Hamilton County Board of County Commissioners on November 26, 2003

Vision without action is a day dream. Action without vision is a nightmare.

JAPANESE PROVERB

Do not go where the path may lead, go instead where there is no path and leave a trail.

RALPH WALDO EMERSON

If you don't know where you are going, you will wind up somewhere else.

YOGI BERRA

Community COMPASS (Hamilton County's Comprehensive Master Plan and Strategies) is a long-range plan that seeks to address mutual goals related to physical, economic, and social issues among the 49 communities within Hamilton County. Through a collective shared vision for the future based on the wishes and dreams of thousands of citizens, Hamilton County now has direction to chart its course into the 21 century. The Vision contained within this document forms the basis for the next steps in the planning process: a state of the county assessment identifying trends along with indicators to track their progress; initiatives and strategies that provide measurable ways to achieve the Vision; and action plans designating who, how, and when the strategies will be implemented. All these components comprise the Comprehensive Master Plan and Strategies.

In developing a broad vision with broad support, Community COMPASS will help ensure that trends are anticipated, challenges are addressed, priorities are focused, and our collective future is planned and achieved strategically over the next 20 to 30 years. Through an in-depth analysis of all aspects of the County, the multi-year Community COMPASS process will result in a comprehensive plan - the first such plan for Hamilton County since 1964.

The Planning Partnership has been instrumental in launching the Community COMPASS plan. The Partnership, a groundbreaking committee of the Hamilton County Regional Planning Commission, is comprised of government, civic and private organizations, and individuals focused on planning our future.

What's Happened So Far . . .

In 2001, Community COMPASS identified the collective wishes and dreams for Hamilton County's future through 11 Community Forums. Then, on January 12, 2002, more than 1,300 people came together at the first CountywideTown Meeting to validate the Vision and set the course for Hamilton County's future. Four goals emerged:

- Assure Economic Prosperity
- Build Collaborative Decision Making
- Embrace Diversity and Equity
- Balance Development and the Environment

Since the County-Wide Town Meeting, COMPASS Action Teams (CATs) and the Planning Partnership have refined objectives and strategies that correlate with these goals. A State of the County Report, prepared by Hamilton County Regional Planning Commission Staff, is also completed. The report series outlines conditions, findings, opportunities and key measures related to improving and sustaining quality of life in twelve major systems (vision elements) in our community. Each report lays the groundwork for refining action plans. Hamilton County's Vision into the 21st century includes the vision statements shown below, along with the four goals and related

objectives on the next page. The Vision should be viewed through the four lenses of the goals since each provides important considerations and direction.

What Happens Next . . .

In order for this plan to make a difference, it must attract champions who are willing to put its ideas into action. Public forums/workshops will be held for each of the 12 vision statements, bringing together organizations and people who are ready to get involved.

Converting the Community COMPASS vision into action will occur through collaboration of public, private, civic, and institutional groups. COMPASS Implementation Partners will prioritize strategies and create action plans for achieving the adopted goals and objectives contained within the Vision. They will be aided by research in the State of the County Reports covering each of the vision statements. These individual reports will lay the groundwork for an overall State of the County analysis by outlining conditions, trends, opportunities and resources for achieving Hamilton County's Vision. The Implementation Partners will facilitate the dialogue that is necessary for success. Part of their charge is to identify performance indicators to track whether initiatives are having the desired outcomes and whether those outcomes are sustainable. As issues, trends and recommendations are analyzed and refined, Community COMPASS itself will evolve to meet the vision of its citizens and government leaders.

Vision

CIVIC ENGAGEMENT AND SOCIAL CAPITAL

A strong sense of community (within a county-wide framework) with increased public involvement and influence in local and county decision making, that encourages participation by all people in community building, where inclusiveness is embraced and volunteerism is encouraged.

COMMUNITY SERVICES

Quality of life improvements through improved safety services, community beautification, and well planned and maintained comprehensive infrastructure with consideration of the impact on the built and natural environments.

CULTURE AND RECREATION

More and improved, accessible recreational and cultural and entertainment activities and facilities (including parks and greenspace) that open opportunities for people of varying ethnicities and ages throughout the county (urban, suburban, rural) to improve the quality of life.

ECONOMY AND LABOR MARKET

A globally competitive and diverse economy that provides job opportunities for all county residents, attractions for visitors, and makes best use of our existing communities and resources.

EDUCATION

Quality educational opportunities throughout the County in learning environments that are safe, secure and provide diverse curriculum and cross-cultural learning opportunities to promote vocational and academic success for all ages.

ENVIRONMENT

Natural resources including, but not limited to, air, greenspace, rivers, hillsides, and wildlife are preserved, restored and managed to enhance the unique character of the County.

ENVIRONMENTAL AND SOCIAL JUSTICE

Clean, safe communities with inclusive populations, economic opportunities and open communication.

GOVERNANCE

Effective and efficient local government that acts proactively and cooperatively across political boundaries with elected, appointed and community leaders responsive to and accessible by all citizens.

HEALTH AND HUMAN SERVICES

Affordable, quality, community based services and facilities that address the needs of all residents.

HOUSING

A mix of residential choices throughout the county that provides an opportunity for home ownership across a broad range of economic levels including all lifestyles and age groups, that serves to preserve architecturally and historically significant areas including revitalized communities.

LAND USE AND DEVELOPMENT FRAMEWORK

Well-planned, controlled growth that, in the context of the greater region, balances downtown, neighborhood and community development with open space and natural areas to encourage revitalization of existing communities, and aid in economic and racial integration.

MOBILITY

Accessible, efficient and economical regional travel. Clean, safe, multimodal transportation choices including mass transit, bike lanes, pedestrian walkways, and vehicular travel to reduce traffic congestion.

Goals and Objectives

1. ASSURE ECONOMIC PROSPERITY

1.1 Create a quality of life that attracts and retains the young, skilled and entrepreneurial people, including a “24-hour Downtown Cincinnati” where people can live, work and play.

1.2 Build a strong cluster of attractions in arts, culture, sports and entertainment for residents and visitors of diverse backgrounds.

1.3 Develop a globally competitive and diversified economy that: is on the cutting edge of emerging technologies, supports emerging industries, encourages entrepreneurial activities, and maintains and strengthens existing business and industry.

1.4 Attract and retain business and industries that provide good paying jobs for a diverse spectrum of County residents.

1.5 Increase emphasis on and support for university research that leads to new business development.

1.6 Develop a strong linkage between all levels of education and workforce needs, including employee retraining, educational training, and life skills programs that: matches workforce supply with demand, provides the non-college bound student with employment options, achieves employment preparedness, and results in a regional commitment to education beyond 12 years.

2. BUILD COLLABORATIVE DECISION-MAKING

2.1 Create the necessary structure and relationships for effective and efficient coordination of countywide governance, that works proactively and cooperatively across political and school district boundaries with elected, appointed, and community leaders, and all citizens.

2.2 Develop a system of collaborative governmental decision-making that enables a countywide development framework, producing well-planned, controlled growth that balances investments in downtown, neighborhoods and communities with preservation of open space and natural areas, and that address obstacles to achieving such growth.

2.3 Encourage and facilitate public input, throughout the planning and decision-making process, which leads to improved public decision-making and improved public involvement, with buy-in from all sectors of the County including citizens.

2.4 Foster a strong sense of countywide community that engages all citizens (including youth), encourages volunteerism, and makes full use of our social capital in County and local decision-making.

2.5 Enhance an accessible and open system of government to assure ethical and effective decision-making.

3. EMBRACE DIVERSITY AND EQUITY

3.1 Encourage and maintain clean, safe, inclusive, accessible, communities that foster open communication.

3.2 Promote health and longevity for all residents of Hamilton County by providing opportunities for equal access to preventative and restorative health and health-related services, and other social and community services.

3.3 Promote quality, educational opportunities in safe learning environments, and opportunities for students to gain cross-cultural experience and knowledge at all education levels.

3.4 Increase the availability of affordable recreational, social and cultural opportunities that appeal to the diverse population of Hamilton County.

3.5 Welcome diversity in our institutions and in all levels of government (legislative, judicial and executive/administrative).

3.6 Promote regional solutions to regional issues such as affordable housing, social services, public transportation and mobility.

4. BALANCE DEVELOPMENT AND THE ENVIRONMENT

4.1 Preserve, restore, and manage natural resources so as to enhance the unique character of the County.

4.2 Plan and manage growth by seeking regional cooperation, fostering neighborhood-focused development, encouraging revitalization of existing neighborhoods, and preserving open space, while incorporating citizen input in the decision-making process.

4.3 Strengthen investment, particularly reinvestment, in order to balance development in downtown, suburbs, and rural areas, using existing infrastructure to reduce costs.

4.4 Develop attractive, economical, multi-modal public transportation coordinated with planning and development of roads, housing and business locations in order to better connect people to their jobs, services, and natural and cultural resources.

4.5 Plan and maintain a comprehensive infrastructure system, that is coordinated with development, constructed with consideration of the impact on the built and natural environments, and that supports neighborhood centers.

INITIATIVES AND STRATEGIES
Implementation Status

People get excited about things in the beginning, and everybody loves endings, especially happy endings. It's the hard work in between that is difficult.

ROSABETH MOSS KANTER

The following table identifies implementation status (as of November 2004) of more than 100 action strategies for implementing 30 major initiatives recommended in Community COMPASS –*The Vision for Hamilton County's Future*. Each initiative and strategy has been reviewed and approved by:

- the Community COMPASS Steering Team (Jul. 30, 2002),
- the Planning Partnership (Dec. 3, 2002),
- the Hamilton County Regional Planning Commission (Feb. 6, 2003), and
- the Board of County Commissioners (Nov. 26, 2003).

The Implementation Status table helps to identify the current level of commitment and progress for each initiative and strategy developed in the Community COMPASS process. The status assessment is only a “best guess” estimate based on knowledge and perception of progress by staff and local experts. However, the assessment can be helpful to community leaders and implementation partners in determining where additional effort is needed, what independent efforts are interrelated, how various strategies are aligned with Hamilton County’s vision and goals. As would be expected, some of the proposed strategies were found to have very little progress, and no significant commitment has yet been made in the work program of any organization. Fortunately, many strategies were found to be already in progress, and several are already completed or have sustainable commitment in long term implementation programs.

An estimate of implementation progress on each strategy is indicated by symbols listed in the explanation below. The table also identifies existing and potential implementation partners – public, private and civic sector organizations with authority, responsibility, or interest related to the strategy. Each of the strategies is intended to assist in achieving at least one of the twelve parts of *The Vision for Hamilton County's Future*. Each of the twelve parts of the Vision focuses on one community system – e.g., economy, mobility, environment, housing, etc. The table identifies which community system is most affected and also identifies which Community COMPASS Goal will be most affected by the action strategy. Each of the core goals provides guidance for one of the four implementation campaigns listed in the explanation below. More detailed information about priority initiatives and commitments is presented in the Implementation Campaign section of the *2030 Plan and Implementation Framework*.

Explanation of Symbols and Codes

Strategy Status		Implementation Campaigns	
■	No significant commitment or progress The strategy is not a component of completed or current work programs	1	Assure Economic Prosperity
■ ■	Limited commitment and progress The strategy is a minor component of completed or current work programs	2	Build Collaborative Decision-Making
■ ■ ■	Substantial commitment and sustained progress The strategy is a major component of completed or current work programs	3	Embrace Diversity and Equity
■ ■ ■ ■	Project completion or sustainable commitment and progress The strategy has been completed or institutionalized in work programs	4	Balance Development and the Environment
⊙	Varying levels of commitment and progress Commitment or progress is lacking in some areas of the county but substantial in other areas		
?	Unknown commitment and progress		

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 1: Regional Image through Destination Downtown / 24 Hour Downtown

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
1.1 ■ ■ ■ Recruit and promote retail. Attractions and nightlife that will create more lively pockets of activity and an exciting urban lifestyle welcoming to all segments of the population.	<ul style="list-style-type: none"> • City of Cincinnati • Downtown Cincinnati Inc. • 3CDC • Cincinnati Tomorrow • Urbanists • YPCincy • Cincinnati Sports League 	<ul style="list-style-type: none"> • Economy and Labor Market • Arts and Culture 	1, 3
1.2 ■ ■ ■ Recruit more retail, restaurants and events around Downtown, "The Heart of Hamilton County."	<ul style="list-style-type: none"> • City of Cincinnati • 3CDC • Downtown Cincinnati Inc. • Fifth Third Bank • Cincinnati Tomorrow 	<ul style="list-style-type: none"> • Economy and Labor Market • Arts and Culture 	1, 3
1.3 ■ ■ ■ ■ Develop connections between existing arts and cultural amenities and recruit additional arts and entertainment attractions downtown.	<ul style="list-style-type: none"> • City of Cincinnati • Art Academy • Downtown Initiative for Visual Art/DIVA 	<ul style="list-style-type: none"> • Economy and Labor Market • Arts and Culture 	1, 3

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
1.4 ■■■■ Redevelop Vine Street as the neighborhood business district that serves residents of all incomes (OTR to UC Campus).	<ul style="list-style-type: none"> City of Cincinnati 3CDC-OTR Working Group Over-the-Rhine Chamber of Commerce Friends of Findlay Market 	<ul style="list-style-type: none"> Economy and Labor Market Arts and Culture 	1, 3
1.5 ■■■ Construct Central Riverfront Park as a part of The Banks project to host top quality events in a world-class setting	<ul style="list-style-type: none"> City of Cincinnati 3CDC-The Banks Working Group Hamilton County 	<ul style="list-style-type: none"> Economy and Labor Market Arts and Culture 	1, 3
1.6 ■■■■ Build stronger partnerships between arts and cultural, civic, business and other organizations throughout the County to provide arts and cultural services to all County residents, especially children and young adults.	<ul style="list-style-type: none"> Fine Arts Fund Cincinnati Art Museum Enjoy the Arts/START Cincinnati Symphony WCET Channel 48 Cincinnati Arts 	<ul style="list-style-type: none"> Economy and Labor Market Arts and Culture 	1, 3
1.7 ■■■■ Implement Cincinnati CAN recommendations for Community Problem Oriented Policing in the City of Cincinnati.	<ul style="list-style-type: none"> City of Cincinnati Cincinnati Police Downtown Cincinnati Inc. 	<ul style="list-style-type: none"> Economy and Labor Market Arts and Culture 	1, 3, 2

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 2: Marketing, Branding and Image-making

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
2.1 ■■■ Develop a strategic unified message to change the image and create identity for Hamilton County	<ul style="list-style-type: none"> Greater Cincinnati Chamber of Commerce Cincinnati USA Partnership for Greater Cincinnati 	<ul style="list-style-type: none"> Economy and Labor Market 	1
2.2 ■■■ Develop a coordinated approach and a funding mechanism for marketing Hamilton County's collection of arts, retail and entertainment attractions to area residents and visitors.	<ul style="list-style-type: none"> Cincinnati Business Committee Greater Cincinnati Foundation 	<ul style="list-style-type: none"> Economy and Labor Market Culture and Recreation 	1

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
2.3 ■■■■ Market resources and publicize stories about successful redevelopment projects.	<ul style="list-style-type: none"> Downtown Cincinnati Inc. 	<ul style="list-style-type: none"> Economy and Labor Market Culture and Recreation Housing 	1, 4

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 3: New Opportunities for Downtown Living

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
3.1 ⊕ Develop 400 additional mixed income housing units per year in the basin (downtown, OTR, West End) through the year 2010 to achieve critical mass of residents	<ul style="list-style-type: none"> Cincinnati Metropolitan Housing Authority Downtown Cincinnati Inc. City of Cincinnati Private Housing Developers Non-Profit Developers Cincinnati Development Fund The Federal Home Loan Bank of Cincinnati Cincinnati Business Committee Home Ownership Center of Cincinnati Cincinnati Development Fund 	<ul style="list-style-type: none"> Economy and Labor Market Culture and Recreation Housing 	1, 2, 3, 4
3.2 ■■■ Implement the high profile Banks riverfront neighborhood to stimulate additional development and consumer interest in downtown living.	<ul style="list-style-type: none"> Port of Greater Cincinnati Development Authority City of Cincinnati Hamilton County 3CDC-The Banks Working Group Port of Greater Cincinnati Development Authority 	<ul style="list-style-type: none"> Economy and Labor Market Culture and Recreation Housing 	1, 4

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 4: Comprehensive Economic Development Plan

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
4.1 ■■■ Develop a strategic unified message to change the	<ul style="list-style-type: none"> Greater Cincinnati Chamber of Commerce 	<ul style="list-style-type: none"> Economy and Labor Market 	1

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
image and create identity for Hamilton County	<ul style="list-style-type: none"> Cincinnati USA Partnership for Greater Cincinnati 		
4.2 ■■■ Create an alliance of existing economic development organizations for the purposes of sharing information and implementing the comprehensive economic development plan	<ul style="list-style-type: none"> Cincinnati Business Committee Greater Cincinnati Foundation 	<ul style="list-style-type: none"> Economy and Labor Market Culture and Recreation 	1
4.3 ■■■■ Develop an inventory of land throughout the county that is suitable for business and industry development	<ul style="list-style-type: none"> Downtown Cincinnati Inc. 	<ul style="list-style-type: none"> Economy and Labor Market Culture and Recreation Housing 	1, 4

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 5: Business Attraction, Retention, Expansion, Startups and Spinoffs

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
5.1 ■■■■■ Establish a strong liaison program with locally based manufacturing companies so as to 1. Ensure that communications between companies and government entities are strong so that potential "retention" issues are identified and addressed before they become major 2. Research what it would take to entice the company to make future investments (either new plants or relocation of existing facilities) in Hamilton County	<ul style="list-style-type: none"> Hamilton County Development Company Greater Cincinnati Chamber of Commerce Downtown Cincinnati, Inc. Techsolve 	<ul style="list-style-type: none"> Economy and Labor Market 	1
5.2 ■■■■■ Retain research-based hospital complex in central city for economic development.	<ul style="list-style-type: none"> U.C. Medical Center/University Hospital Cincinnati Children's Hospital Medical Center 	<ul style="list-style-type: none"> Economy and Labor Market 	1

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
5.3 ■■■■ Encourage incentive policies that promote businesses that provide full health benefits, employ residents of the respective neighborhoods, and participate in the neighborhood in order to be competitive	<ul style="list-style-type: none"> Hamilton County Board of Commissioners-Todd Portune 	<ul style="list-style-type: none"> Economy and Labor Market 	1
5.4 ■■■■ Create grant-funding collaborations with universities, research projects.	<ul style="list-style-type: none"> Greater Cincinnati Chamber of Commerce Hamilton County Development Corporation University of Cincinnati Xavier University 	<ul style="list-style-type: none"> Economy and Labor Market 	1
5.5 ■■■ Collaborate with universities or other entities to promote existing and develop new programs that support incubator businesses, artists, and recent graduates that provide low rent space; assist in startup, hardware and marketing.	<ul style="list-style-type: none"> BIO/START—Sounding Board Hamilton County Business Center/HCDC Emerging Concepts Inc. 	<ul style="list-style-type: none"> Economy and Labor Market Culture and Recreation 	1
5.6 ■■■ Promote and expand educational programs that university, governments and local chambers offer that assist in start up businesses (e.g. continuing education seminars on small business planning, employment law updates, and insurance).	<ul style="list-style-type: none"> City of Cincinnati Hamilton County 3CDC-The Banks Working Group Port of Greater Cincinnati Development Authority 	<ul style="list-style-type: none"> Economy and Labor Market 	1

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 6: Regional Development Initiatives

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
6.1 ■■■■ Coordinate resource and infrastructure development	<ul style="list-style-type: none"> Ohio-Kentucky-Indiana Council of Governments 	<ul style="list-style-type: none"> Community Services Land Use and Development 	2, 4

among counties across the region	<ul style="list-style-type: none"> Hamilton County Regional Planning Commission Greater Ohio County Planning Commissions County Boards of Commissioners Ohio Department of Development Utility and service providers 	<ul style="list-style-type: none"> Framework Governance
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COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 7: Collaboration and Integration of Higher Education

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
7.1 ■ Encourage increased collaboration between colleges to allow cross-registration by transfer students	<ul style="list-style-type: none"> Ohio Board of Regents Kentucky Council on Postsecondary Education Regional colleges and universities 	<ul style="list-style-type: none"> Education Governance 	1, 2, 3
7.2 ■ Create better integration among different types and levels of education.	<ul style="list-style-type: none"> Ohio Department of Education Ohio Board of Regents 	<ul style="list-style-type: none"> Education Governance 	1, 2, 3
7.3 ■■■■ Promote vocational training and careers in manufacturing and the trades. Start early and develop a better understanding of the numerous career opportunities in Hamilton County.	<ul style="list-style-type: none"> Great Oaks Institute of Technology and Career Development Cincinnati State Technical and Community College 	<ul style="list-style-type: none"> Education Economy and Labor Market 	1, 3

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 8: Creating partnerships for workforce preparedness

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
8.1 ■■ Expand partnerships with business, primary and secondary education, vocational schools,	<ul style="list-style-type: none"> Ohio Board of Regents Ohio Department of Education Ohio Board of 	<ul style="list-style-type: none"> Education Economy and Labor Market 	1, 2, 3

colleges/universities, labor unions and governments.	<ul style="list-style-type: none"> Education Great Oaks Institute of Technology and Career Development Greater Cincinnati Chamber of Commerce 		
8.2 ■■■■ Encourage development of employment referral centers, which provide childcare, continuing education classrooms.	<ul style="list-style-type: none"> Hamilton County Job and Family Services Southwest Ohio Career Resource Network Sharing Career Opportunities and Training Information (SCOTI) 	<ul style="list-style-type: none"> Education Economy and Labor Market 	1, 3
8.3 ■ Promote training and educational opportunities for special populations: teen parents, recent immigrants.	<ul style="list-style-type: none"> Great Oaks Institute of Technology and Career Development Cincinnati Public Schools Hamilton County Job and Family Services 	<ul style="list-style-type: none"> Education 	1, 3

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 9: Collaboration on Countywide Issues

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
9.1 ■■■■ Identify and prioritize important issues that need to be addressed countywide or in multiple jurisdictions and identify essential collaborating partners (may include projection of trends and forecasting of crisis conditions).	<ul style="list-style-type: none"> Ohio-Kentucky-Indiana Council of Governments Hamilton County Regional Planning Commission First Suburbs Consortium Greater Ohio County Planning Commissions County Boards of Commissioners Ohio Department of Development Utility and service providers GCCC United Way 	<ul style="list-style-type: none"> Governance 	2
9.2 ■ Identify and apply actions, policies and programs, tools, and methods (past and current), locally and	<ul style="list-style-type: none"> Hamilton County Regional Planning Commission Planning Partnership 	<ul style="list-style-type: none"> Governance 	2

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
nationally, that are models of positive collaborative decision-making.			
9.3 ■■■■ Identify existing structure and opportunities for government collaboration in Hamilton County and evaluate effectiveness	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership • Township Association • Municipal League 	<ul style="list-style-type: none"> • Governance 	2
9.4 ■■ Develop a communication program for increasing level of awareness of important issues and trends requiring collaboration. (may include partnerships with news media, web sites, periodic Countywide Town Meetings, etc.)	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership • Hamilton County Caucus • First Suburbs Consortium 	<ul style="list-style-type: none"> • Governance 	2
9.5 ■■ Identify critical issues that require public, private and civic sector collaboration and develop strategies to address them.	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership • Hamilton County Caucus • First Suburbs Consortium • United Way • Civic Organizations • GCF • GCCC 	<ul style="list-style-type: none"> • Governance 	2
9.6 ■■■■ Build consensus on a unified, comprehensive community vision for Hamilton County.	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership • Civic Organizations • United Way • GCCC 	<ul style="list-style-type: none"> • Governance 	2
9.7 ■■■■ Improve existing structures for collaborative decision-making and initiate additional structure where desired (may include development of incentives for government collaboration).	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership • Hamilton County Caucus • First Suburbs Consortium 	<ul style="list-style-type: none"> • Governance 	2
9.8 ■■	<ul style="list-style-type: none"> • Hamilton County 	<ul style="list-style-type: none"> • Governance 	2

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
Hold regular community forums on specific issues to continue dialogue within and across political jurisdictions and agencies.	<ul style="list-style-type: none"> Regional Planning Commission Planning Partnership Hamilton County Caucus First Suburbs Consortium 		
9.9 ■■■■ Create a forum to lobby for Hamilton County's collaborative interests to regional, state and federal decision-makers.	<ul style="list-style-type: none"> Hamilton County Regional Planning Commission Planning Partnership Hamilton County Caucus First Suburbs Consortium OKI Council of Governments Council of Governments Township Association Municipal League GCCC 	<ul style="list-style-type: none"> Governance 	2
9.10 ■ Create a resource center for problem-solving and conflict resolution (For example – to deal with conflicts that arise in the “critical issues requiring collaboration” mentioned in strategy 9.5).	<ul style="list-style-type: none"> Hamilton County Regional Planning Commission Planning Partnership Township Association Municipal League 	<ul style="list-style-type: none"> Governance 	2

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 10: Incentives for Better Collaborative Decision Making

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
10.1 ■■■ Establish incentives, and identify the benefits, to reinforce the desired countywide development framework (defined as the adopted strategies of the Community COMPASS plan).	<ul style="list-style-type: none"> Regional Planning Commission Planning Partnership OKI Council of Governments Council of Governments Board of County Commissioners County Engineer Public Utilities (MSD, WW, Cinergy) Local Foundations 	<ul style="list-style-type: none"> Governance Land Use and Development Framework 	2, 4
10.2 ■ Provide funding to support	<ul style="list-style-type: none"> State of Ohio OKI Council of 	<ul style="list-style-type: none"> Governance 	2

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
implementation of elements in updated community and agency comprehensive plans that coordinate the economic, environmental, and social aspects of development.	Governments Council of Governments <ul style="list-style-type: none"> • United Way • Local Foundations / Funding Organizations • Board of County Commissioners 		
10.3 ■■ Provide rewards / recognition to individuals and organizations for “best practices” in accomplishing this objective (i.e., public input throughout the planning and decision-making process).	<ul style="list-style-type: none"> • OKI Council of Governments Council of Governments • Regional Planning Commission • Planning Partnership • Board of County Commissioners • Township Association • Municipal League 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
10.4 ■■ Create local and statewide incentives and motivators to promote participation, planning and goal setting.	<ul style="list-style-type: none"> • State of Ohio • OKI Council of Governments Council of Governments • Board of County Commissioners • Township Association • Municipal League • Planning Partnership • Regional Planning Commission • Municipal Councils / Township Boards • Neighborhood Associations / Councils • League of Women Voters • Civic Organizations 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
10.5 ■■■ Promote consideration of local and countywide comprehensive plans in private, public, civic, and institutional sector decision-making.	<ul style="list-style-type: none"> • OKI Council of Governments Council of Governments • Planning Partnership • Regional Planning Commission • Board of County Commissioners • Township Association • Municipal League • GCCC • Public Utilities • Municipal Councils / Township Boards • Neighborhood Associations / 	<ul style="list-style-type: none"> • Governance 	2

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
	Councils <ul style="list-style-type: none"> • Civic Organizations • School Districts 		

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 11: Increased Citizen Participation

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
11.1 ■■■ Identify and promote new ways to seek public input and encourage civic participation.	<ul style="list-style-type: none"> • Local Political Parties • OKI Council of Governments Council of Governments • Board of County Commissioners • Township Association • Municipal League • Municipal Councils / Township Boards • Neighborhood Associations / Councils • League of Women Voters • Civic Organizations • School Districts • Universities • News Media • Churches 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
11.2 ☉ Encourage adequate and timely notice of public meetings.	<ul style="list-style-type: none"> • Public Agencies / Boards • Municipal Councils / Township Boards • Neighborhood Associations / Councils • League of Women Voters 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
11.3 ☉ Ensure public meetings are held in accessible places and promote scheduling them at times of day at which stakeholders can attend.	<ul style="list-style-type: none"> • Public Agencies / Boards • Municipal Councils / Township Boards • Neighborhood Associations / Councils • League of Women Voters 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
11.4 ■■■■ Develop other means of communicating issues and	<ul style="list-style-type: none"> • Board of County Commissioners • Municipal Councils / 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
decisions to general public.	<ul style="list-style-type: none"> • Township Boards • Neighborhood Associations / Councils • Public Utilities • OKI Council of Governments Council of Governments • Planning Partnership • Civic Organizations • News Media • Churches 		
11.5 ■■■■■ Improve communication between planning commissions and planning officials at all levels and forms of government and public, private and civic sector stakeholders.	<ul style="list-style-type: none"> • Planning Partnership • Hamilton County Regional Planning Commission • Local Planning Commissions • OKI Council of Governments Council of Governments • Board of County Commissioners • Municipal Councils / Township Boards • Neighborhood Associations / Councils • Private Sector Stakeholders • Civic Organizations 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
11.6 ■■■■■ Establish processes for incorporating citizen input when decisions are made during the implementation of Community COMPASS.	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
11.7 ■■■ Encourage the citizens of Hamilton County to become informed on and involved in regional issues.	<ul style="list-style-type: none"> • OKI Council of Governments • Board of County Commissioners • Municipal Councils / Township Boards • Neighborhood Associations / Councils • Leaders of surrounding Counties • Planning Partnership • Civic Organizations 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 12: Civic Education

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
<p>12.1 ☉ Provide and widely disseminate current information about how government works including what government is responsible for, who key individuals are, how to access services and resources when they are needed, and when they meet.</p>	<ul style="list-style-type: none"> • Local Political Parties • Board of County Commissioners • Township Association • Municipal League • Municipal Councils / Township Boards • Neighborhood Associations / Councils • League of Women Voters • Civic Organizations • School Districts 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
<p>12.2 ? Promote an understanding of the region's private, public, civic, and institutional structures and local issues through improved/expanded civics education.</p>	<ul style="list-style-type: none"> • School Districts • League of Women Voters • Civic Organizations 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Education • Governance 	2
<p>12.3 ☉ Strengthen and use existing neighborhood groups and add new groups (Block watches, neighborhood associations) as liaisons between residents and government officials [As an opportunity/outlet for people to utilize knowledge/skills from civic education]</p>	<ul style="list-style-type: none"> • Municipal Councils / Township Boards • Neighborhood Associations / Councils • Civic Organizations • School Districts 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
<p>12.4 ? Provide opportunities for youth groups to complete service projects and civic participation activities</p>	<ul style="list-style-type: none"> • Local Political Parties • Township Association • Municipal League • Municipal Councils / Township Boards • Neighborhood Associations / Councils • Civic Organizations • School Districts 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital 	2

Initiative 13: Government Accountability and Effectiveness

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
<p>13.1 ■■■ Promote representation from a broad array of interests on boards, commissions, and for elected office – tie in with citizen education and organizations.</p>	<ul style="list-style-type: none"> • Hamilton County Board of County Commissioners • Local Political Parties • Township Association • Municipal League • GCCC • Municipal Councils / Township Boards • Neighborhood Associations / Councils • Civic Organizations • School Districts • Planning Partnership 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	<p>2, 3</p>
<p>13.2 ☉ Find new opportunities for interaction between public officials and the general public (e.g., meet and greet forums, community festivals, town meetings held in conjunction with other events).</p>	<ul style="list-style-type: none"> • Municipal Councils / Township Boards • Neighborhood Associations / Councils • Community Development Corporations • Cincinnati Business Districts United • Civic Organizations • School Districts 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	<p>2</p>
<p>13.3 ■■■ Inventory and maintain a databank of community assets and indicators and trends in performance, and identify regional trends and the impact on local entities, and publish regular reports.</p>	<ul style="list-style-type: none"> • Hamilton County Board of County Commissioners • Planning Partnership • GCCC • United Way • Municipal Councils / Township Boards • Neighborhood Associations / Councils • Community Development Corporations • Cincinnati Business Districts United • Civic Organizations • School Districts 	<ul style="list-style-type: none"> • Land Use and Development Framework • Housing • Health and Human Services 	<p>2</p>

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 14: Planning Partnership

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
<p>14.1 ■■■■ Survey planning partners to assess effectiveness of the Planning Partnership and its initiatives (e.g., communications, progress in attaining goals, etc.).</p>	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership 	<ul style="list-style-type: none"> • Governance 	2
<p>14.2 ■■■■ Encourage all political jurisdictions in Hamilton County to become members of the Planning Partnership, and encourage civic and private sector organizations, as well as the communities adjacent to Hamilton County to become affiliates of the Planning Partnership.</p>	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2
<p>14.3 ■■■■ Form alliances based on Community COMPASS goals, Planning Partnership goals, and other regional efforts to leverage the effectiveness of the Planning Partnership.</p>	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership • OKI Council of Governments • Hamilton County Jurisdictions 	<ul style="list-style-type: none"> • Civic Engagement and Social Capital • Governance 	2

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 15: Enhancing Neighborhood Livability

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
15.1 ■■■■■ Encourage neighborhood programs, events, and service projects that foster neighborhood pride and ownership of community	<ul style="list-style-type: none"> • Neighborhood Associations and Councils • Municipal Councils/Township Boards • Community Development Corporations • Cincinnati Neighborhood Business Districts United • Civic Organizations • School Districts 	<ul style="list-style-type: none"> • Land Use and Development Framework • Housing • Health and Human Services 	2, 3, 4
15.2 ■■■ Identify and encourage land use strategies to create communities offering economic and social diversity	<ul style="list-style-type: none"> • Planning Partnership • Hamilton County Regional Planning Commission • Cincinnati Metro Housing Authority • Hamilton County Department of Community Development • Civic Organizations 	<ul style="list-style-type: none"> • Land Use and Development Framework • Environment and Social Justice • Housing 	3, 4

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 16: Housing Standards and Regulations

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
16.1 ■■■ Encourage enforcement of existing housing codes in all jurisdictions	<ul style="list-style-type: none"> • Building and Zoning Departments • Hamilton County Community Development • Southwestern Ohio Building Officials Association • Ohio Building Officials Association • International Code Council • Greater Cincinnati Homebuilder's Association 	<ul style="list-style-type: none"> • Housing • Governance 	2, 4

<p>16.2 ■■■■ Encourage incentives (e.g. low interest loans, technical support, grants, etc.) and utilize existing programs to mitigate health-related problems (i.e. lead paint, mold, and radon gas) in existing housing.</p>	<ul style="list-style-type: none"> • Building and Zoning Departments • Private Lending Institutions • Hamilton County's Commissioner's HIP Program • Housing Opportunities Made Equal • Hamilton County Community Development • Cincinnati Habitat for Humanity • Ohio Capital Corporation for Housing • Ohio Housing Finance Agency 	<ul style="list-style-type: none"> • Housing • Health and Human Services • Environmental and Social Justice 	4
<p>16.3 ■■■ Promote awareness among jurisdictions about potential local government liability under the Fair Housing Act.</p>	<ul style="list-style-type: none"> • Housing Opportunities Made Equal • Cincinnati Metropolitan Housing Authority • Hamilton County Community Development • Cincinnati Habitat for Humanity • Caracole • YWCA of Cincinnati 	<ul style="list-style-type: none"> • Housing • Governance • Environmental and Social Justice 	2, 3

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 17: Affordable Housing

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
<p>17.1 ■■■ Encourage development incentives through local jurisdictions that seek to eliminate blight and promote development of affordable housing near employment centers or on existing transportation corridors.</p>	<ul style="list-style-type: none"> • Housing Opportunities Made Equal • Hamilton County Community Development • Building and Zoning Departments • Cincinnati Metropolitan Housing Authority • Cincinnati Habitat for Humanity • The Coalition on Homelessness and Housing in Ohio • The Over-the-Rhine Housing Network • Better Housing 	<ul style="list-style-type: none"> • Housing • Mobility 	1, 4

	<ul style="list-style-type: none"> League People Working Co-op Inc. 		
17.2 ■■■ Encourage a regional approach in the provision of housing for low Income persons and families.	<ul style="list-style-type: none"> Cincinnati Metropolitan Housing Authority Hamilton County Community Development Housing Opportunities Made Equal Cincinnati Habitat for Humanity The Coalition on Homelessness and Housing in Ohio Better Housing League YWCA of Cincinnati 	<ul style="list-style-type: none"> Housing Governance 	1, 2, 3

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 18: Health Care

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
18.1 ■■■■ Have accessible, outstanding health care services that decentralize health clinic services to reduce dependency on transportation, and promote cooperation among social service agencies to ensure multi-faceted approach	<ul style="list-style-type: none"> Community Non-profit Health Centers. City of Cincinnati Health Centers Cincinnati Health Network/Southwest Ohio Community Access Program Legal Aid Society of Greater Cincinnati-Healthcare Access Advocacy Project Health Alliance of Greater Cincinnati-Center for Closing the Health Gap 	<ul style="list-style-type: none"> Health and Human Service 	3

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 19: Partnerships to Support and Improve Schools and Their Roles in Communities

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
19.1 ■■■■ Make school facilities more available to the community outside of school hours (e.g. for gym facilities,	<ul style="list-style-type: none"> School Districts Parent Teacher Associations 	<ul style="list-style-type: none"> Education Civic Engagement and Social Capital 	3

computer labs, meeting space, latchkey programs).

19.2 ■■■■ Encourage use and funding of existing after school programs.	<ul style="list-style-type: none"> School Districts Knowledgeworks Foundation Parent Teacher Associations 	<ul style="list-style-type: none"> Education Civic Engagement and Social Capital 	3
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19.3 ■■■■ Explore new and strengthen existing partnerships to support and improve schools.	<ul style="list-style-type: none"> School Districts Knowledgeworks Foundation 	<ul style="list-style-type: none"> Education Civic Engagement and Social Capital 	3
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19.4 ■■■■ Implement strategies to strengthen parent involvement in schools.	<ul style="list-style-type: none"> School Districts Knowledgeworks Foundation Parent Teacher Associations 	<ul style="list-style-type: none"> Education Civic Engagement and Social Capital 	3
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COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 20 (incorporated into Initiative 19)

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 21: Embracing Cultural Difference

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
21.1 ■■■ Encourage educational initiatives that help Hamilton County embrace inclusion of all its residents.	<ul style="list-style-type: none"> Xavier University (E Pluribus Unum) Northern Kentucky University (STAR- a dialogue on racism by students) National Underground Railroad Freedom Center (Healing Through History) University of Cincinnati (Environmental justice in curriculum) 	<ul style="list-style-type: none"> Environmental and Social Justice 	4

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 22: Addressing Discrimination

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
22.1 ■■■ Encourage all residents, institution, businesses,	<ul style="list-style-type: none"> Cincinnati Association National Underground 	<ul style="list-style-type: none"> Environmental and Social Justice 	4

organizations, agencies, governments, jurisdictions and entities, both public and private, to oppose discrimination of any type.

- Railroad Freedom Center
- Intercommunity Justice and Peace Cincinnati Human Relations
- National Association of Advancement of Colored people
- Metro Area Religious Coalition of Cincinnati
- Council of Christian Communion of Greater Cincinnati
- Women's City Club-National Speaker Forum
- Christ Church Cathedral
- Center for Peace Education
- Greater Cincinnati Community Shares

22.2 ■■■

Provide opportunities in the twelve community systems plans for resolution of issues related to discrimination of any type

- OKI Council of Governments, Environmental Justice Advisory Committee [Environmental justice policy on transportation] Environmental Justice
- U.S. Environmental Protection Agency [Permitting process] Environment
- HOME-Housing Opportunities Made Equal [Fair Share Housing regardless of race, color, nationality, gender, religion, and family status] Housing
- U.S. Small Business Administration [Section 8-a loans to socially and economically disadvantaged persons] Economy and Labor Market
- Environmental Community Organization [Campaign for Safe Neighborhoods] Environmental Justice
- AMOS Project [Public Transportation] Mobility

- Environmental and Social Justice

4

- CCR Transportation Task Force [Public Transportation]
- Mobility
- Over the Rhine Housing Network [Racially integrated, decent, sanitary, safe, and affordable housing] Housing

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 23: Regulations to Protect Natural Resources

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
<p>23.1 ■■■■ Adopt land use regulations through zoning, earthworks, subdivision regulations, and Public Works Department to protect natural resources and promote the development of an integrated greenway system.</p>	<ul style="list-style-type: none"> • Hamilton County Park District • HCRPC • Hamilton County Soil and Water Conservation District • Green Umbrella • OKI • Municipal zoning departments 	<ul style="list-style-type: none"> • Environment • Land Use Development 	4
<p>23.2 ■■■ Establish innovative development standards, subdivision regulations, and land use policies that promote development patterns that are sensitive to the topography, preserve open space, hillsides, and greenways.</p>	<ul style="list-style-type: none"> • Building and Zoning Departments • Private Lending Institutions • Hamilton County's HIP Program 	<ul style="list-style-type: none"> • Housing • Health and Human Services • Environmental and Social Justice 	4

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 24: Countywide Greenspace Plan

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
<p>24.1 ■■■ Develop a countywide greenspace plan with appropriate development guidelines that includes:</p>	<ul style="list-style-type: none"> • Green Umbrella • Hillside Trust • HCPD • OKI Greenspace Office • Local Jurisdictions Greenspace Advisory 	<ul style="list-style-type: none"> • Environment • Land Use and Development Framework 	4

Committees

<p>24.2 ■■■ Encourage local jurisdictions to designate areas for permanent protection as natural areas, passive recreation areas and active recreation areas consistent with the Greenways Plan</p>	<ul style="list-style-type: none"> • Local Jurisdictions Greenspace Advisory Committees • HCPD ForEverGreen Program 	<ul style="list-style-type: none"> • Environment • Cultural and Recreation 	4
<p>24.3 ■■■■ Encourage local funding sources to provide local match for State and Federal dollars allocated to greenspace and natural resource preservation.</p>	<ul style="list-style-type: none"> • Natural Resources Assistance Council • HCPD ForEverGreen Program • Local Jurisdictions 	<ul style="list-style-type: none"> • Environment • Cultural and Recreation 	4
<p>24.4 ■■■ Encourage adoption of land use plans in each jurisdiction that contain a sustainable growth component and seek to preserve environmentally sensitive areas by ranking them and identifying viable options and funding sources for their protection.</p>	<ul style="list-style-type: none"> • Jurisdictions • Planning Partnership • HCRZC • OKI Land Use Commission 	<ul style="list-style-type: none"> • Land Use and Development Framework • Environment 	4
<p>24.5 ■■■ Develop farm preservation program that includes grants (Clean Ohio Funds plus other sources) for purchase of conservation easements.</p>	<ul style="list-style-type: none"> • HCS&WCD • Land Conservancy • HCPD • Green Umbrella 	<ul style="list-style-type: none"> • Land Use and Development Framework 	4
<p>24.6 ■■■ Encourage communities to include pathways (bicycle and pedestrian) as component of land use and greenspace planning.</p>	<ul style="list-style-type: none"> • Ohio River Way • Cincinnati Transportation & Engineering, Bike/PAC • National Center for Bicycling and Walking 	<ul style="list-style-type: none"> • Environment • Cultural and Recreation • Land Use and Development Framework • Mobility • Environmental and Social Justice 	4
<p>24.7 ■■■■ Enhance existing and encourage new public and private education programs to generate environmental</p>	<ul style="list-style-type: none"> • Environmental Education Council of Ohio • Cincinnati Earth Institute 	<ul style="list-style-type: none"> • Environment • Cultural and Recreation • Environmental and 	4

awareness.	<ul style="list-style-type: none"> • Green Umbrella • HCDOES 	<ul style="list-style-type: none"> • Social Justice • Education 	
24.8 ■■ Encourage incentives for the protection of riparian corridors including, but not limited to, the Great Miami, Whitewater, Little Miami, and Ohio Rivers and Mill Creek.	<ul style="list-style-type: none"> • HCS&WCD • Mill Creek Restoration Project and Mill Creek Watershed Council • ORSANCO • Little Miami River Partnership and Little Miami, INC 	<ul style="list-style-type: none"> • Environment • Cultural and Recreation • Land Use and Development Framework • Mobility 	4
24.9 ■■ Encourage opportunities to restore overdeveloped and spoiled environments.	<ul style="list-style-type: none"> • HCS&WCD • Mill Creek Restoration Project and Mill Creek Watershed Council • ORSANCO • Little Miami River Partnership and Little Miami, INC • OEPA 	<ul style="list-style-type: none"> • Environment • Cultural and Recreation • Land Use and Development Framework • Environmental and Social Justice 	4

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 25: Countywide Growth Plan

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
25.1 ■ Develop countywide growth plan from the perspective of the central county within a metropolitan area.	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Port of Greater Cincinnati Development Authority • Hamilton County Economic Development Company (ULAP) • City of Cincinnati • Mill Creek Watershed Council • Hamilton County Development Company • OKI Council of Governments 	<ul style="list-style-type: none"> • Land Use and Development Framework 	1, 4
25.2 ■ Lobby State to allow municipalities and townships the option to assess impact fees.	<ul style="list-style-type: none"> • Greater Ohio • First Suburbs Consortium 	<ul style="list-style-type: none"> • Land Use and Development Framework 	4
25.3 ■	<ul style="list-style-type: none"> • Smart Growth 	<ul style="list-style-type: none"> • Land Use and 	4

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
Determine ability of existing infrastructure and government services to meet demands of growth.	<ul style="list-style-type: none"> • Coalition • OKI Council of Governments • Hamilton County Regional Planning Commission 	Development Framework	
25.4 ■■ Create and implement local and countywide plans through continuous and collaborative planning relationships with planning partners in the public, private and civic sectors within a regional framework.	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership • OKI Council of Governments 	<ul style="list-style-type: none"> • Land Use and Development Framework 	4
25.5 ■■■ Create a countywide development council/forum (perhaps as a committee of the Planning Partnership) to enable a unified countywide voice on growth and conservation issues in the County and in the region.	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Planning Partnership • OKI Council of Governments 	<ul style="list-style-type: none"> • Land Use and Development Framework 	4
25.6 ■■ Develop land use policies and model zoning ordinances that include mixed-use development/town center development (such as housing, services, employment, transportation, cultural and recreational opportunities, greenspace, etc.)	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Local planning commissions 	<ul style="list-style-type: none"> • Land Use and Development Framework 	4
25.7 ■■ Promote compact development and mixed use zoning to use infrastructure more efficiently	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • OKI Council of Governments • Regional Council of Governments 	<ul style="list-style-type: none"> • Land Use and Development Framework 	4

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 26: Pedestrian and Bike Friendly Communities

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
<p>26.1 ■ Encourage communities to adopt land use plans that fosters existing and future neighborhood/pedestrian development, creates areas with multiple pedestrian-friendly destinations within walking distance, and provides a variety of housing options.</p>	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Local planning commissions • OKI Council of Governments 	<ul style="list-style-type: none"> • Land Use and Development Framework • Mobility 	4
<p>26.2 ■■■■ Encourage policies to establish pedestrian-friendly commercial centers and encourage access management planning.</p>	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Local planning commissions • OKI Council of Governments 	<ul style="list-style-type: none"> • Land Use and Development Framework • Mobility 	4
<p>26.3 ■ Encourage adoption of context-sensitive design and policies (such as noise reduction, traffic calming, etc.) to improve neighborhood centers.</p>	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Local planning commissions • OKI Council of Governments 	<ul style="list-style-type: none"> • Land Use and Development Framework • Mobility 	4
<p>26.4 ■ Encourage subdivision regulations that interconnect streets, bicycle paths, and walkways within a development and with adjoining developments without promoting cut-through traffic.</p>	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • Local planning commissions • OKI Council of Governments 	<ul style="list-style-type: none"> • Land Use and Development Framework • Mobility 	4

COMMUNITY COMPASS IMPLEMENTATION STATUS
Initiative 27: Revitalization Including First Suburbs

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
27.1 ■■■■ Encourage incentives for redevelopment	<ul style="list-style-type: none"> • First Suburbs Consortium • Greater Ohio • Hamilton County Development Company • Hamilton County Engineer • Hamilton County Development Company • OKI Council of Governments • Ohio Environmental Protection Agency • Port of Greater Cincinnati Development Authority 	<ul style="list-style-type: none"> • Land Use and Development Framework • Economy and Labor Market 	1, 4
27.2 ■ Promote changes in state and county funding criteria that will establish priority in funding for upgrading existing infrastructure	<ul style="list-style-type: none"> • First Suburbs Consortium • Greater Ohio • Citizens for Civic Renewal • Greater Ohio 	<ul style="list-style-type: none"> • Land Use and Development Framework 	4
27.3 ■ Examine governmental policies and programs, and propose modifications where appropriate to support neighborhood business districts	<ul style="list-style-type: none"> • First Suburbs Consortium • Hamilton County Regional Planning Commission • Hamilton County Development Company 	<ul style="list-style-type: none"> • Economy and Labor Market 	1
27.4 ■ Emphasize revitalization in economic development efforts	<ul style="list-style-type: none"> • Hamilton County Development Company • First Suburbs Consortium • Greater Ohio 	<ul style="list-style-type: none"> • Economy and Labor Market 	1
27.5 ■■ Encourage lobbying efforts that promote neighborhood revitalization	<ul style="list-style-type: none"> • Greater Ohio • First Suburbs Consortium 	<ul style="list-style-type: none"> • Land Use and Development Framework • Economy and Labor Market 	1, 4

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
<p>27.6 ■■■ Evaluate and modify where necessary current investment programs for commercial revitalization (e.g., business district incentives, façade grants, small business loans) and for residential reinvestment (e.g. homeownership, land reutilization, home improvement), incorporating a reward system for successful projects.</p>	<ul style="list-style-type: none"> Hamilton County Commissioner's Office (Home Improvement Program) Hamilton County Development Company First Suburbs Consortium 	<ul style="list-style-type: none"> Land Use and Development Framework Economy and Labor Market 	1, 4

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 28: Regional and Multi-Modal Transit System

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
<p>28.1 ■■■ Develop an effective countywide/regional mass-transit system.</p>	<ul style="list-style-type: none"> CCR Transportation Committee/Task Force (build support for a public transit system that serves the entire region) League of Women Voters (White paper on public transportation) 	<ul style="list-style-type: none"> Mobility 	4
<p>28.2 ■■■ Implement a system of public transit that incorporates cross-town routes connecting suburbs to suburbs</p>	<ul style="list-style-type: none"> OKI Regional Council of Governments (2030 Regional Transportation Plan-Recommended bus lines) 	<ul style="list-style-type: none"> Mobility 	4
<p>28.3 ■ Develop model ordinance for transit oriented development</p>	<ul style="list-style-type: none"> OKI Regional Council of Governments 	<ul style="list-style-type: none"> Mobility 	4
<p>28.4 ■■■ Connect downtown destinations, including arts and sports facilities, to suburban residents with modern multi-modal</p>	<ul style="list-style-type: none"> SORTA (New expanded and multi-modal transportation hub near downtown) 	<ul style="list-style-type: none"> Mobility 	4

opportunities to increase ease of access

28.5 Improve connections between attractions throughout downtown and the riverfront with a system to promote multi-purpose visits, and day and night use.	<ul style="list-style-type: none"> • City Development Corporation (Center City Plan) 	<ul style="list-style-type: none"> • Mobility 	4
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COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 29: Countywide Sanitary and Storm Sewer Systems and Policies

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
29.1 ■■■■■ Establish countywide storm water agency to protect rivers and streams in accordance with state and federal regulations	<ul style="list-style-type: none"> • HC Storm Water District • MSD 	<ul style="list-style-type: none"> • Community Services • Environment 	2, 4
29.2 ■■■■■ Establish program to systematically eliminate sewer overflows	<ul style="list-style-type: none"> • MSD 	<ul style="list-style-type: none"> • Community Services • Environment • Environmental and Social Justice 	2, 4
29.3 ■ ensure that policy advisory boards exist and include citizen participation in the review of sanitary sewer and storm water management policy in Hamilton County	<ul style="list-style-type: none"> • MSD • Board of County Commissioners 	<ul style="list-style-type: none"> • Community Services • Land Use and Development Framework 	2, 4

COMMUNITY COMPASS IMPLEMENTATION STATUS

Initiative 30: Coordinated Planning and Infrastructure

Strategy and Status	Implementation Partners (Existing and Potential)	Affected Vision Element (Community System)	Affected Goal (Implementation Campaign)
30.1 ■ Work with local jurisdictions and support efforts to coordinate infrastructure projects such as sewers, road paving, bridge replacement, and utility improvements	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission • OKI Council of Governments • MSD • GCWW 	<ul style="list-style-type: none"> • Community Services • Land Use and Development Framework • Governance 	2, 4

30.2 ■ Work with local jurisdictions and support efforts to coordinate future land use, transportation, and infrastructure plans on a countywide basis	<ul style="list-style-type: none"> • Hamilton County Regional Planning Commission/PP • OKI Council of Governments • MSD • GCWW 	<ul style="list-style-type: none"> • Community Services • Land Use and Development Framework • Governance 	2, 4
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30.3 ■ Work with local jurisdictions support efforts to coordinate road improvement projects countywide.	<ul style="list-style-type: none"> • OKI Council of Governments • HC Caucus of OKI Council of Governments Representatives • Hamilton County Engineer's Office 	<ul style="list-style-type: none"> • Community Services • Land Use and Development Framework • Governance 	2, 4
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COMMUNITY COMPASS /
HAMILTON COUNTY 2030 PLAN AND IMPLEMENTATION FRAMEWORK

Implementation Actions by HCRPC / Planning Partnership

(BY VISION ELEMENT AND IMPLEMENTATION CAMPAIGN)

Four implementation campaigns are evolving to achieve *The Vision for Hamilton County's Future*. The implementation campaigns are being designed to address interconnected issues identified in the twelve vision elements of *Community COMPASS*. The list of implementation actions below identifies specific programs, products, cooperation agreements, and strategic partnerships already initiated by the Hamilton County Regional Planning Commission and its Planning Partnership. Many other implementation actions, not listed in the table, have also been initiated by other public, private, and civic sector organizations.

Implementation Campaigns:

- (C1) = Campaign for Economic Prosperity
 (C2) = Campaign for Collaborative Decision-making
 (C3) = Campaign for Diversity and Equity
 (C4) = Campaign for Balanced Development and Environment

COMMUNITY COMPASS VISION ELEMENTS (Community Systems)	HCRPC / PLANNING PARTNERSHIP IMPLEMENTATION ACTIONS (Programs, Products, Cooperation Agreements, and Strategic Partnerships)	START	COMPLETE (Proposed)
1) Civic Engagement and Social Capital	Alliances and Forums Projects (also listed at Governance): 1. Hamilton County Caucus of OKI Representatives (Establishment and Charter) – C2, C4 2. First Suburbs Consortium of Southwest Ohio (Establishment, Cooperation Agreements and Bylaws) – C1, C2, C4 3. Housing Forum (HCRPC, Housing Advisory Council, et al) – C1, C3, C4 4. Planning Partnership / Community COMPASS Newsletter – UPDATE – C2 5. Planning Partnership Listserv – planningpartnernet – C2 6. Hamilton County Planning Day / Annual Charrette / Workshop –C1, C2, C4 7. Annual Workshop for Newly Elected Officials – C2 8. Directory of Planning Partnership Representatives – C2 9. Partnership with Kettering Foundation to improve collaborative decision making – C2 10. Conversations on Governance (development of process for Appreciative Inquiry and Asset Based Community Development); (HCRPC, LCAA, GLA, et al) – C2 11. Great Partners in Planning Award program – C2 12. Public Forum / Key Partner Meetings on State of the County Report (Civic Engagement and Social Capital) and related Implementation Campaign Priorities – C2	May 2004 Aug. 2004 Sep. 2004 2001 Nov. 2001 2002 Dec. 2001 Dec. 2001 2002 Mar. 2003 2002 2005	Continuous Nov. 2004 Feb. 2005 Continuous Continuous Continuous Continuous 2002 2003 2003 2005+
2) Community Services	13. Consistency review process to assure consideration of adopted plan recommendations related to sewerage	2002	Continuous

COMMUNITY COMPASS VISION ELEMENTS (Community Systems)	HCRPC / PLANNING PARTNERSHIP IMPLEMENTATION ACTIONS (Programs, Products, Cooperation Agreements, and Strategic Partnerships)	START	COMPLETE (Proposed)
	extensions – C4		
	14. Stormwater Management Education Program – C1, C2, C4	May 2001	Continuous
	15. Public Forum / Key Partner Meetings on State of the County Report (Community Services) and related Implementation Campaign Priorities – C2	2005	2005+
3) Culture and Recreation	16. Hamilton County Greenspace Concept Plan (HCRPC, Green Umbrella, HC Park District, et al) – C1, C2, C3, C4	Jun.. 2004	2005
	17. Public Forum on State of the County Report (Culture and Recreation) and related Implementation Campaign Priorities – C2	2005	2005+
4) Economy and Labor Market	18. Public Forum / Key Partner Meetings on State of the County Report (Economy and Labor Market) and related Implementation Campaign Priorities – C2	2005	2005+
	Industrial Clusters Project:		
	19. “Industrial Clusters: Hamilton County Comparative and Competitive Advantage” – C1	2003	Apr. 2004
	20. Business and Industry Clusters Workshop – C1, C2	2003	Dec. 2003
	21. Biotechnology Cluster Analysis (Cooperation Agreement – UC / HCRPC) – C1	Jul. 2004	Dec. 2004
	Community Revitalization Projects:		
	22. “Strategic Plan for Community Revitalization” (for CRI / FSC) – C1	Mar. 2003	Mar. 2004
	23. “Cooperation Agreement – HCRPC / First Suburbs Consortium of Southwest Ohio – C1, C2	Jun. 2003	Jan. 2004
	24. Resolution to Establish First Suburbs Consortium – C2	Jan. 2004	Apr. 2004
	25. Bylaws for First Suburbs Consortium – C2	Apr. 2004	Jun. 2004
	26. Community Revitalization Tools Resource Book – C1	2003	Mar. 2003
	27. Community Revitalization Tools Webpage – C2	2003	Nov. 2003
	28. Planning Partnership Alliance with UC SOP to identify Place-Making characteristics of First Suburbs. – C1, C2	Sep. 2004	Dec. 2004
	29. Legislative Agenda (FSC, HCRPC, Greater Ohio) – C1, C2, C4	Sep. 2004	Continuous
	30. Website: www.firstsuburbs.org/southwestohio - C2	Aug. 2004	Continuous
	31. Economic Development Training – C2	Jul. 2003	Aug. 2003
	Property Maintenance Enforcement Training Project:		
	32. Property Maintenance Workshop for Elected Officials and Administrators – C1	Jan. 2004	2004
	33. Property Maintenance Workshop Handbook – C1	Jan. 2004	2004
	34. Legal Aspects of Code Enforcement Seminar – C1	Nov. 2004	2004
	35. Effective Code Enforcement Seminar - C1	Aug. 2004	2004
	Cost / Benefit Analysis Projects:	Aug. 2004	Feb. 2005 +
	36. Economic impacts of existing Housing Improvement Program (HIP) – C1		
	37. Economic impacts of proposed HC projects in OKI 2030 Regional Transportation Plan –C1		
	38. Economic impacts of Transportation Improvement Program project proposals - C1		
	39. Economic impacts of proposed MLK interchange – C1		

COMMUNITY COMPASS VISION ELEMENTS (Community Systems)	HCRPC / PLANNING PARTNERSHIP IMPLEMENTATION ACTIONS (Programs, Products, Cooperation Agreements, and Strategic Partnerships)	START	COMPLETE (Proposed)
5) Education	40. First Suburbs Consortium, Community Revitalization Initiative Strategic Plan – C1, C2, C3 41. Public Forum / Key Partner Meetings on State of the County Report (Education) and related Implementation Campaign Priorities – C2	Mar. 2004 2005	2005+
6) Environment	Stormwater Management Education Projects: 42. Stormwater Management Education Task Force –C4 43. Stormwater Management Education Program – C4 44. Stormwater Management PowerPoint Presentations – C4 45. Stormwater Management Handbook - C4 46. Effect of tree cover and open space on air quality and flooding. (Cincinnati Association, Green Umbrella, HCRPC) – C4	May 2001 Nov. 2001 Aug. 2002 2003 2003 Oct. 2004	Continuous Feb. 2003 Aug. 2002 2003 2003 2005
	Greenspace Projects: 47. Hamilton County Greenspace Concept Plan (HCRPC, Green Umbrella, HC Park District, et al) – C1, C2, C3, C4 48. Public Forum / Key Partner Meetings on State of the County Report (Environment) and related Implementation Campaign Priorities – C2	Jun. 2004 2005	2005 2005+
7) Environmental and Social Justice	Social Justice Projects: 49. The Cincinnati Commitment (HCRPC / Cincinnati Assoc, et al) – C2 50. Housing Forum – C1, C2, C3 51. Public Forum / Key Partner Meetings on State of the County Report (Environmental and Social Justice) and related Implementation Campaign Priorities – C2	Aug. 2004 Sep. 2004 2005	Continuous May 2005 2005+
8) Governance	Planning Commissioner Training Projects: 52. Certified Planning Commissioners Program – C2, C4 53. Planning Commissioners Procedures Manual – C2, C4 54. Asset Based Community Development Seminar– C2, C4 55. Site Plan Review Seminar– C2, C4 56. State of the Community (United Way, Center for Policy Research, HCRPC, et al) – C2, C4 57. Sustainable Cincinnati (HCRPC, et al) – C2, C4 58. Hamilton County Report Card (HCBCC, HCDAS, HCRPC) – C2, C4 59. Ethics and Meeting Management – C2, C4	Jul. 2001 2002 2004 2002 2004 2004	Continuous 2002 Jan. 2004 May 2004 Continuous Continuous 2004 Aug 2004
	Alliances and Forums Projects (also listed at Civic Engagement): 60. Hamilton County Caucus of OKI Representatives (Establishment, Charter and BLOG) – C1, C2, C3, C4 61. First Suburbs Consortium of Southwest Ohio – C1, C2, C3, C4 (Establishment, Cooperation Agreements and Bylaws) 62. Housing Forum – C1, C2, C3, C4 (HCRPC, Housing Advisory Council, et al) 63. Public Forum / Key Partner Meetings on State of the County Report (Governance) and related Implementation Campaign Priorities – C2	2004 2004 Sep. 2004 2005	Continuous Continuous May 2004 2005+
	Cost of Government Services Projects:		

COMMUNITY COMPASS VISION ELEMENTS (Community Systems)	HCRPC / PLANNING PARTNERSHIP IMPLEMENTATION ACTIONS (Programs, Products, Cooperation Agreements, and Strategic Partnerships)	START	COMPLETE (Proposed)
	64. Cost of Government Services Report– C1, C2	Apr. 2002	Dec. 2004
	Issue Framing Project:		
	65. Collaborative Decision Making – C2	2003	2003
9) Health and Human Services	Walkable Neighborhoods Projects:		
	66. Walkable communities grant proposal (HCRPC, HCGHD) – C4	Feb. 2004	
	67. Public Forum / Key Partner Meetings on State of the County Report (Health and Human Services) and related Implementation Campaign Priorities – C2	2005	2005+
10) Housing	Housing Issues Awareness Projects		
	68. Housing Forum – C1, C2, C3, C4 (HCRPC, Housing Advisory Council, et al)	Sep. 2004	May 2005
	69. Economic Impacts of HIP– C1, C4	Sep. 2004	Feb. 2005
	70. Public Forum / Key Partner Meetings on State of the County Report (Housing) and related Implementation Campaign Priorities – C2	2005	2005+
11) Land Use and Development Framework	71. Automated Development Review Project – C1 (HCRPC, HCRZC, CAGIS, HCE, HCDW, MSD, et al)	2004	2005
	72. Consolidated Land Use Vision Plan – C1, C4	2004	2004
	73. COMPASS report: “Conflicting Views on Suburbanization – C4	1999	Sep. 1999
	74. COMPASS report: “Driving Forces of Suburban Development Patterns – C4	2003	Jul. 2003
	75. Public Forum / Key Partner Meetings on State of the County Report (Land Use and Development Framework) and related Implementation Campaign Priorities – C2	2005	2005+
12) Mobility	76. Hamilton County Access Management Regulations (HC Engineer, HCRPC staff, et al) – C1, C4	2004	Dec. 2004
	77. Hamilton County Caucus of OKI Representatives (Issues and Priorities) – C1, C2, C3, C4	2004	Continuous
	78. Economic impacts of HC projects in OKI 2030 Regional Transportation Plan – C1	Sep. 2004	Feb. 2005
	79. Economic Impacts of HC TIP projects – C1	Sep. 2004	Feb. 2005
	80. Air Quality projections – C1, C4	Sep. 2004	Feb. 2005+
	81. Public Forum / Key Partner Meetings on State of the County Report (Mobility) and related Implementation Campaign Priorities – C2	2005	2005+

Potential Implementation Partners By Vision Element

Community COMPASS Vision Element	Non-Government Organization	Government Organization
1. Civic Engagement and Social Capital		
Leadership Cincinnati Alumni Association Civic Engagement and Government Committee	X	
Hamilton County Planning Partnership		X
Leadership Cincinnati Alumni Association Diversity Committee	X	
Citizens for Civic Renewal Diversity Task Force	X	
United Way Vision Council – Vibrant Neighborhoods and Communities	X	
Greater Cincinnati Foundation Social Capital Task Force	X	
Ohio Urban University Program	X	
Local Political Parties		X
OKI Regional Council of Governments (OKI)		X
Board of County Commissioners		X
Township Association		X
Municipal League		X
Local Planning Commissions		X
Neighborhood Associations/Councils	X	
League of Women Voters	X	
Civic Organizations	X	
School Districts		X
Universities	X	
News Media	X	
Cincinnati Business Districts United	X	
Community Development Corporations	X	
Civic Organizations	X	
Knowledgeworks Foundation	X	
Parent Teacher Associations	X	
Area Churches	X	
2. Community Services		
Board of County Commissioners		X
Hamilton County Engineer’s Office		X
MSD		X
Cincinnati Water Works		X
Hamilton County Regional Planning Commission		X
Hamilton County Emergency Management Agency		X
OKI		X
Hamilton County Caucus of OKI Representatives		X
Ohio Urban University Program	X	
Hamilton County Dept of Public Works		X
Hamilton County Storm Water District	X	
3. Culture and Recreation		
Hamilton County Library		X

Community COMPASS Vision Element	Non-Government Organization	Government Organization
Leadership Cincinnati Alumni Association Arts Committee	X	
The Ohio River Way	X	
Cincinnati Association Arts & Culture Action Team	X	
Ohio Urban University Program	X	
City of Cincinnati		X
Cincinnati Department of Transportation and Engineering		X
Downtown Cincinnati Inc.	X	
Cincinnati Tomorrow	X	
Mill Creek Restoration Project	X	
Mill Creek Watershed Council	X	
Cincinnati City Center Development Corporation-3CDC	X	
Cincinnati Park Board		X
Cincinnati Recreation Commission		X
Hamilton County Park Board	X	
OTR Chamber of Commerce	X	
OTR Community Council	X	
Urbanists	X	
Art Academy	X	
School for Creative and Performing Arts	X	
Main Street Merchants	X	
Cincinnati Preservation Association - CPA	X	
Greater Cincinnati Convention and Visitors Bureau	X	
City of Cincinnati Historic Conservation Office	X	
Anderson Township Park District		X
Cincinnati Cycle Club—Bike/PAC	X	
Civic Garden Club	X	
Friends of Findlay Market	X	
“Area Arts Organizations”	X	
4. Economy and Labor Market		
Hamilton County Development Company	X	
Ohio Department of Job and Family Services, Office of Workforce Development		X
OKI		X
Leadership Cincinnati Alumni Association Community Development Committee	X	
Citizens for Civic Renewal Economic Development Task Force	X	
The Port of Greater Cincinnati Development Authority	X	
Greater Cincinnati Chamber of Commerce	X	
GCCC Partnership for Greater Cincinnati, Econ. Advisory Committee	X	
The Tri-State Chamber Collaborative (12 members)	X	
Workforce Development Collaborative	X	
Cinergy	X	
Loopnet, Inc	X	
Leadership Cincinnati Alumni Association Education Committee	X	
Economics Research Group, Center for Economic Education, UC	X	
GCCC Partnership for G.C – Cinti. USA Technology Accelerator Team	X	
Ohio Urban University Program	X	
Southwest Ohio Career Resource Network	X	
Sharing Career Opportunities and Training Information (SCOTI)	X	
Ohio Board of Regents		X
Ohio Department of Education		X
Ohio Board of Education		X
Great Oaks Institute of Technology and Career Development	X	
Cincinnati City Center Development Corporation (3CDC)	X	
Cincinnati USA	X	
Cincinnati Business Committee	X	
Downtown Cincinnati Inc.	X	

Community COMPASS Vision Element	Non-Government Organization	Government Organization
City of Cincinnati		X
Board of County Commissioners		X
Techsolve	X	
CincytechUSA	X	
BIO/START	X	
Emerging Concepts Inc.	X	
5. Education		
22 School Districts		
Cincinnati Education Committee	X	
Ohio Urban University Program	X	
Ohio Board of Regents		X
Kentucky Council on Postsecondary Education		X
Regional colleges and universities		
Ohio Department of Education		X
Great Oaks Institute of Technology and Career Development		
Cincinnati State Technology and Community College		
Ohio Board of Education		X
6. Environment		
Hamilton County Storm Water Management Utility / County Engineer		
Hamilton County Dept of Public Works		X
Hamilton County Soil and Water Conservation District		X
Hamilton County Soil and Water Conservation District Wet Weather Initiative	X	
Hamilton County Park District		X
Hamilton County Park District ForEverGreen Program		X
Millcreek Restoration Project	X	
Millcreek Watershed Council	X	
Millcreek Conservancy District	X	
OKI Land Use Commission	X	
Regional GreenPrint	X	
Ohio Urban University Program	X	
Sustainable Cincinnati	X	
Green Umbrella	X	
Hillside Trust	X	
Cincinnati Earth Institute	X	
Local Jurisdictions Greenspace Advisory Committees		X
Natural Resources Assistance Council	X	
Ohio River Way	X	
Cincinnati Transportation & Engineering, Bike/PAC	X	
National Center for Bicycling and Walking	X	
Environmental Education Council of Ohio	X	
Little Miami River Partnership/Little Miami Inc.	X	
Ohio River Valley Water Sanitation Commission (ORSANCO)		X
Ohio Environmental Protection Agency		X
7. Environmental and Social Justice		
Catholic Social Action Commission / Ecology Project Team	X	
AMOS Regional Equity Committee and Regional Transportation Partners for Equity	X	
AMOS Race Relations Task Force	X	
Cincinnati Association Inter-group Relations Action Team	X	
Ohio Urban University Program	X	
Hamilton County Environmental Priorities Project Task Force Initiatives	X	

Community COMPASS Vision Element	Non-Government Organization	Government Organization
Cincinnati Human Relations Commission Study Circles (on Police / Community Relations)	X	
Cincinnati CAN (Community Action Now) Education, Youth Dev., Housing and Neighb Dev., Econ Inclusion, Health Care and Human Services, Media, Communication and Cultural Change	X	
Xavier University (E Pluribus Unum)	X	
Northern Kentucky (STAR- a dialogue on racism by students)	X	
National Underground Railroad Freedom Center (Healing Through History)	X	
University of Cincinnati (Environmental justice in curriculum)	X	
National Association for the Advancement of Colored People	X	
Metro Area Religious Coalition of Cincinnati	X	
Council of Christian Communion of Greater Cincinnati	X	
Women's City Club-National Speaker Forum	X	
Christ Church Cathedral	X	
Center for Peace Education	X	
Greater Cincinnati Community Shares	X	
OKI-Environmental Justice Advisory Committee	X	
U.S. Environmental Protection Agency-Permitting Process	X	
HOME-Fair Share Housing	X	
U.S. Small Business Admin-Section 8 Loans	X	
Environmental Community Organization-Campaign for Safe Neighborhoods	X	
Citizens for Civic Renewal-Transportation Task Force/Public	X	
Over-the-Rhine Housing Network-Racially Integrated, decent, sanitary, safe and affordable housing	X	
Private Lending Institutions	X	
8. Governance		
Board of County Commissioners		X
Cincinnati Association Government Issues Action Team	X	
Ohio Urban University Program	X	
Planning Partnership		
Hamilton County Regional Forum		X
OKI Council of Governments (OKI)		X
Hamilton County Regional Planning Commission (HCRPC)		X
First Suburbs Consortium	X	
Greater Ohio	X	
Ohio Department of Development		X
Greater Cincinnati Chamber of Commerce	X	
United Way of Greater Cincinnati	X	
Hamilton County Caucus of OKI Representatives		X
Township Association		X
Municipal League	X	
Greater Cincinnati Foundation	X	
Public Utilities (MSC, WW, Cinergy)	X	
Municipal Councils/Township Boards		X
Neighborhood Associations/Councils	X	
League of Women Voters	X	
Local Foundations	X	
9. Health and Human Services		
Hamilton County General Health District		X
Hamilton County Dept. of Jobs and Family Services		X
Cincinnati Health Department		X
Ohio Department of Health		X
AMOS Youth / Crime and Drugs Task Force	X	
Leadership Cincinnati Alumni Association Health and Human Services Committee	X	

Community COMPASS Vision Element	Non-Government Organization	Government Organization
Greater Cincinnati Health Council	X	
Health Improvement Collaborative of Greater Cincinnati	X	
Cincinnati Health Network	X	
Coalition for a Drug Free Greater Cincinnati	X	
Accountability and Credibility Together	X	
BIO/START	X	
Exchange Program	X	
Cincinnati Children's Hospital Research Foundation	X	
Cincinnati-Hamilton County Community Action Agency	X	
Cincinnati Public Schools	X	
Downtown Cincinnati Inc		
Emerging Concepts Inc	X	
Board of County Commissioners	X	
Hamilton County Family and Children First Council	X	
Greater Cincinnati Chamber of Commerce	X	
Ohio River Valley Water Sanitation Commission		X
Santa Maria Community Services	X	
United Way Vision Councils (Vibrant Neighborhoods, Thriving Children, Self Sufficient Families, Healthy People)	X	
Ohio Urban University Program	X	
FreeStoreFoodbank	X	
Community Non-profit Health Centers	X	
City of Cincinnati Health Centers	X	
Southwest Ohio Community Access Program	X	
Legal Aid Society of Greater Cincinnati Healthcare Access Advocacy Project	X	
Health Alliance of Greater Cincinnati-Center for Closing the Health Gap	X	
U.C. Medical Center/University Hospital	X	
Cincinnati Children's Hospital Medical Center	X	
Tri-Health Group	X	
Mercy Health Partners	X	
10. Housing		
Hamilton County Department of Community Development		X
Hamilton County Commissioner's Office-Home Improvement Program		X
City of Cincinnati		X
Cincinnati Metropolitan Housing Authority (CMHA)	X	
Greater Cincinnati Housing Alliance	X	
OKI		X
U.S. Department of Housing and Urban Development		X
Housing Opportunities Made Equal (HOME)	X	
AMOS Housing Task Force	X	
Cincinnatians for Affordable Housing	X	
Cincinnati Habitat for Humanity	X	
Better Housing League	X	
People Working Cooperatively	X	
The Over-the-Rhine Housing Network	X	
Building and Zoning Departments		X
Hamilton County Community Development	X	
Southwestern Ohio Building Officials Association		
Ohio Building Officials Association		
International Code Council		
Greater Cincinnati Homebuilders Association	X	
Private Lending Institutions	X	
Caracole	X	
YWCA of Cincinnati	X	
The Coalition on Homelessness and Housing in Ohio	X	

Community COMPASS Vision Element	Non-Government Organization	Government Organization
Ohio Capital Corporation for Housing		
Ohio Housing Finance Agency		
Ohio Housing Network & CSU Housing Policy Research Program	X	
Ohio Urban University Program	X	
United Way Vision Councils (Vibrant Neighborhoods)	X	
Cincinnati Development Fund	X	
The Federal Home Loan Bank of Cincinnati	X	
Cincinnati Business Committee	X	
Home Ownership Center of Cincinnati	X	
3CDC-The Banks Working Group	X	
Downtown Cincinnati Inc.	X	
11. Land Use and Development Framework		
Hamilton County Regional Planning Commission / Planning Partnership		X
Hamilton County Commissioner's Office-Home Improvement Program		X
Hamilton County Engineer		X
OKI		X
Smart Growth Coalition	X	
Greater Ohio	X	
Ohio Urban University Program	X	
Sustainable Cincinnati	X	
First Suburbs Consortium	X	
Local planning commissions		X
Port of Greater Cincinnati Development Authority		X
Hamilton County Development Company (HCDC)	X	
Citizens for Civic Renewal	X	
Greater Cincinnati Water Works	X	
MSD		X
Ohio Environmental Protection Agency		X
Hamilton County Storm Water District		X
Hamilton County Caucus of OKI Representatives		X
12. Mobility		
Hamilton County Engineer		X
OKI		X
ODOT		X
SORTA / Metro	X	
AMOS Regional Transportation Partners for Equity Task Force	X	
Citizens for Civic Renewal Transportation Task Force	X	
Ohio Urban University Program	X	
Sustainable Cincinnati	X	
Hamilton County Caucus of OKI Representatives	X	
3CDC	X	

HAMILTON COUNTY 2030 PLAN AND IMPLEMENTATION FRAMEWORK

Policy Plan

A Community Workbook For Implementation Partners

Community COMPASS Report Number 17, Section 3
Public Discussion Draft - Version 1

**Community
COMPASS**



HAMILTON COUNTY
Regional
Planning
Commission

November 2004

Policy Plan For Intergovernmental Collaboration

PUBLIC DISCUSSION DRAFT
BASED ON OKI LAND USE COMMISSION RECOMMENDATIONS, NOVEMBER 2004

No foreign policy - no matter how ingenious - has any chance of success if it is born in the minds of a few and carried in the hearts of none.

HENRY KISSINGER

I never had a policy; I have just tried to do my very best each and every day.

ABRAHAM LINCOLN

The success of Community COMPASS and the *2030 Plan and Implementation Framework* rests on the collaboration between groups and individuals across the public, private, and civic sectors in Hamilton County. In a county with 49 local governments, alignment of public sector decisions and intergovernmental collaboration will play a critical role in implementation of Hamilton County's 2030 Plan.

As this plan moves ahead into implementation, coordination across the entire metropolitan area will be important to ensure success of various initiatives, and to coordinate local and county efforts with those taking place at the regional level. The intent of the Hamilton County Policy Plan for Intergovernmental Collaboration is to provide this coordination and assure appropriate alignment and consistency between local and regional goals.

The following set of draft policies is based on recommended policies for local governments developed in a five year process of discussion and refinement by the Land Use Commission of the Ohio-Kentucky-Indiana Regional Council of Governments (OKI). The OKI planning process parallels the efforts of Community COMPASS across an 8-county region. OKI established the Land Use Commission (LUC), with representation from each county (including more than 30 representatives from Hamilton County), for the specific purpose of producing a plan that will establish regional policies for land use, public facilities, and services.

OKI's process for creating a strategic regional policy plan is in response to federal transportation legislation enacted in 1991 and 1998. The LUC's recommendations are intended to guide local and county jurisdictions in ensuring that land use and transportation linkages are considered in all planning processes. Through the LUC's work, strategic issues, goals, objectives, and draft policies have been identified for transportation, public facilities and services, natural resources and open space, housing, economic development, and land use. The scope of the LUC's work includes policies related to six of the twelve elements of Community COMPASS. The policy plan does not include policies related to the Community COMPASS elements of civic engagement and social capital, culture and recreation, education, environmental and social justice, governance, and health and human services.

The Policy Plan for Hamilton County will be revised as OKI finalizes and approves its policy recommendations and as local governments and other stakeholders in Hamilton County continue to review and improve the recommended policies applicable to Hamilton County.

TRANSPORTATION

Policy Opportunity:

1. Coordination among transportation planning, land use planning, capital budgeting, and economic development by Hamilton County and local government can help to provide an effective, balanced, integrated and financially constrained¹ transportation system for Hamilton County and the region.

Implementation Policies:

1.1. Hamilton County and local governments in collaboration with OKI should develop and utilize comprehensive plan guidelines that link transportation, land use, economic development, public facilities, housing, natural resources, recreation, intergovernmental coordination and capital improvements².

1.2. The transportation elements of Hamilton County and local government comprehensive plans should be consistent with Hamilton County's 2030 Plan and OKI's long-range transportation plan and the transportation improvement plan.

1.3. The transportation element of Hamilton County and local government comprehensive plans should emphasize the high priority of access management and preservation and maintenance of existing transportation facilities.

1.4. Hamilton County and local government comprehensive plans should be implemented through regulations and incentives, such as zoning and subdivision regulations, that are consistent with such comprehensive plans.

Policy Opportunity:

2. Increasing modes of transportation and linking cities and villages, employment centers and residential areas, urban cores and suburbs can improve accessibility and mobility for citizens, especially the transportation disadvantaged³, which includes the elderly, disabled, low income, minority populations, and other zero-car households.

Implementation Policies:

2.1. The transportation network, especially public transportation facilities and services, should provide convenient, efficient and affordable access for people to places of employment, commensurate with transportation funds available.

2.2. Hamilton County and local governments should work together to assure that OKI's long-range transportation plan provides for a well-integrated, multimodal transportation system that serves local, county, regional, state, and national needs, and the long-range transportation plan's recommended projects should provide choice, mobility, access, and efficiency, commensurate with transportation funds available.

2.3. The special needs of the transportation disadvantaged³ should be addressed through coordination of service among transportation providers.

2.4. Transit development plans should facilitate the design of a system that incorporates multiple modes of transit service, links stations/stops and adjacent land uses, as well as integrates station/stops into neighborhoods. The recommendations of these transit development plans should focus on the desired outcomes of transit-friendly⁴ development, including accessibility, walkability, and interconnectivity, and high levels of ridership.

Policy Opportunity:

3. Hamilton County governments collaborating through the Hamilton County Caucus of OKI representatives can more effectively participate in OKI's prioritization process and pursue additional transportation funding.

Implementation Policies:

3.1. The Hamilton County Caucus of OKI representatives should work through OKI to assure that the OKI long-range transportation plan and the transportation improvement plan continue to be the primary tools for prioritizing regional transportation investments.

3.2. The Hamilton County Caucus of OKI representatives should work through OKI to assure that transportation investments that help to meet regional needs and maximize the effectiveness and efficiency of the transportation network are given funding priority.

3.3. Congestion pricing⁵, toll roads and lanes, and other road pricing strategies should be considered by OKI and the Hamilton County Caucus of OKI representatives as a means to assist in financing the development, maintenance and operation of the regional multimodal transportation system, in order to affect a more direct relationship between transportation system costs and user benefits.

3.4. OKI and the Hamilton County Caucus of OKI representatives should explore funding options for motorized and non-motorized transportation improvements to supplement traditional transportation funding sources.

3.5. OKI and the Hamilton County Caucus of OKI representatives should support and assist Hamilton County and local governments in applying and qualifying for federal funding for transportation projects, where consistent with the long-range transportation plan.

Policy Opportunity:

4. Coordination of transportation and land use planning between all levels of government will help to achieve the vision for Hamilton County's future.

Implementation Policies:

4.1. Hamilton County and local governments should coordinate with state and regional transportation planning and transit agencies on land use and transportation actions, such as access management, that affect state and regional facilities and services.

4.2. State transportation planning agencies should coordinate with OKI to ensure that transportation capital improvement decisions are consistent with comprehensive plans adopted by Hamilton County and local governments.

4.3. All levels of government should apply land use controls, such as access management and innovative subdivision design, to manage increased traffic associated with new development.

Policy Opportunity:

5. Local government collaboration through the Hamilton County Caucus of OKI representatives can enhance the evaluation of regionally significant transportation projects, identify sub-regional congestion impacts, decrease traffic congestion, and

improve related implications related to productivity, pricing of goods and services, use of personal time and fuel, and air quality.

Implementation Policies:

5.1. The Hamilton County Caucus of OKI representatives should work through OKI to evaluate transportation projects on the basis of regional need, efficiency, safety, access, and land use impact.

5.2. The Hamilton County Caucus of OKI representatives should work through OKI to develop technical assistance and models to help communities identify sub-regional congestion impacts.

5.3. The Hamilton County Caucus of OKI representatives should work through OKI to promote travel demand management and education programs, such as Rideshare, van pools and trip reduction, that shift travel demand from single-occupant vehicles and peak travel periods, reducing the need for new capital investments in surface transportation.

5.4. All levels of government should continue to promote reduction in vehicle miles traveled (by private automobile) through such measures as provision of a street and parking network designed for pedestrians, the disabled, bicyclists, automobiles, and transit; support of public and private sector efforts to carry out Transportation Demand Management (TDM) strategies that reduce congestion; and expansion of connections between transportation modes.

5.5 Regional corridor studies should consider transit systems along congested corridors that connect urban and suburban centers to help reduce vehicle miles traveled.

Policy Opportunity:

6. Giving transportation funding priority to projects that encourage the use of arterial and collector roadways for local trips will decrease unnecessary trips on Interstate highways and conserve interstate capacity.

Implementation Policies:

6.1 Increased traffic volume and safety impacts on existing arterial and collector roadway systems should be considered during development reviews by Hamilton County and local governments.

6.2. Hamilton County and local government comprehensive plans should direct development to town and neighborhood centers, rather than along Interstates and major arterials.

6.3. All levels of government should give high priority to preservation and rehabilitation projects that make more efficient use of existing arterial and collector roadways.

6.4. All levels of government should emphasize access management and signalization along arterials to increase roadway efficiency.

Policy Opportunity:

7. Aligning the transportation elements of Hamilton County and local government comprehensive plans will help minimize air pollution emissions from transportation sources.

Implementation Policies:

7.1. Hamilton County, local government and regional investments in transportation facilities and services should support compact, pedestrian-, bicycle-, and transit-friendly land uses, where appropriate, and facilitate travel demand management strategies.

7.2. Hamilton County and local government comprehensive plans should support a mix of land uses, higher density development, and non-motorized connections to reduce single-occupant vehicle trips, where appropriate.

7.3. Hamilton County and local government land use and infrastructure decisions and regional capital investments should support compliance with federal clean air standards.

PUBLIC FACILITIES AND SERVICES

Policy Opportunity:

8. Requiring adequate public facilities and services (e.g., water, sewer, and roads) to be in place for all planned development⁶, avoids ill-timed⁷ extension of water, sewer, and road facilities and services, and reduces the need for sprawling⁸, inefficient development.

Implementation Policies:

8.1 Local government comprehensive plans should follow County and regional guidelines that link transportation, land use, economic development, public facilities, housing, natural systems, recreation, intergovernmental coordination, and capital improvements⁹.

8.2. The public facilities element of Hamilton County and local government comprehensive plans should analyze the need for public facilities and services, as well as specify areas for capital improvements, in consultation with water and sewer providers.

8.3. The Hamilton County Caucus of OKI representatives should work with OKI to inventory and track the growth of water and sewer systems to help Hamilton County and local government and regional planners understand where new development is being encouraged and where transportation system improvements could be needed.

Policy Opportunity:

9. Requiring adequate¹⁰ infrastructure prior to approval of new development will enable Hamilton County and local governments to keep pace with the impacts of development.

Implementation Policies:

9.1. Hamilton County and local governments should ensure that the costs of providing public facilities and services for development are accounted for and covered by available funds, fee structures, and benefits to the community.

9.2. Hamilton County and local government comprehensive plans should include level of service standards¹¹, should identify the facilities needed to meet them, and should reference capital.

9.3. Hamilton County and local governments should evaluate land use proposals for consistency with the capacity and level of service of the public facilities and services identified in their comprehensive plans, and should estimate public facility and service costs associated with these proposals.

9.4. The Hamilton County Caucus of OKI representatives should work with OKI to develop evaluation criteria and techniques that can be used at the Hamilton County and local government level to ensure that needed infrastructure improvements are provided when the impacts of development occur.

Policy Opportunity:

10. Coordination among public facilities and services planning, transportation planning, and land use planning by all levels of government will enable achievement of Hamilton County’s vision for public facilities and services.

Implementation Policies:

10.1. Hamilton County and local governments should use OKI’s model comprehensive plan guidelines that link transportation, land use, economic development, public facilities, housing, natural systems, recreation, intergovernmental coordination, and capital improvements. Hamilton County and local government should work together through the Hamilton County Caucus of OKI representatives to assure that OKI provides adequate incentives to Hamilton County and local governments for preparing comprehensive plans.

10.2. Hamilton County and municipal subdivision regulations and other development related regulations should be consistent with county and regional policies.

10.3. The intergovernmental coordination element of Hamilton County and local government comprehensive plans should encourage cooperation within and between Hamilton County and local governments on issues related to public facilities, land use, and transportation.

10.4. The public facilities element of Hamilton County and local government comprehensive plans should encourage coordination with and among water and sewer providers and stormwater management authorities.

NATURAL SYSTEMS

Policy Opportunity:

11. Alignment of Hamilton County and local government comprehensive plans will help to protect and sustain groundwater, surface water resources and other natural systems¹².

Implementation Policies:

11.1 The Hamilton County Caucus of OKI representatives should work with OKI to develop model Hamilton County and local government comprehensive plan guidelines that link transportation, land use, economic development, public facilities, housing, natural systems, recreation, intergovernmental coordination, and capital improvements for use by all Hamilton County and local governments in the region. Hamilton County and local government comprehensive plans should be consistent with the region’s model comprehensive plan guidelines,

11.2. Hamilton County and local government jurisdictions should protect water quality through land use decisions and implementation of best management practices¹³ for stormwater run-off, with consideration of downstream impacts.

11.3. Hamilton County and local government jurisdictions should develop and adopt updated zoning and subdivision regulations, including conservation design practices¹⁴ for new residential and commercial developments, that support implementation of comprehensive plans.

11.4. The Hamilton County Caucus of OKI representatives should work with OKI to develop incentives and programs that could be used by Hamilton County and local governments to conserve regionally significant natural systems. The incentives and programs should include, but not be limited to the following: tax abatement or incentives, conservation easements, transfer of development rights, purchase of development rights, and land acquisition.

11.5. The Hamilton County Caucus of OKI representatives should work with OKI to pursue funding sources for water quality management to ensure continued regional planning as required by the federal government and continued technical assistance to Hamilton County and local government governments.

Policy Opportunity:

12. Hamilton County and local government decision processes can be modified to estimate the value of natural systems and to assure preservation of air, water, wildlife, and plant life.

Implementation Policies:

12.1. The Hamilton County Caucus of OKI representatives should work with OKI to develop a model to estimate the economic and environmental values of natural systems for use by Hamilton County and local governments in their planning efforts.

12.2. Hamilton County and local governments should use the outcomes of a regional economic/environmental model to establish comprehensive plan policies that protect valuable natural systems such as wetlands, water recharge areas, fish and wildlife habitat conservation areas, riparian zones, flood plains, and steep slopes.

12.3. The Hamilton County Caucus of OKI representatives should work with OKI to develop a coordinated process for use by Hamilton County and local governments to inventory natural systems in their jurisdictions.

Policy Opportunity:

13. Coordination among natural systems planning, land use planning, and public facilities planning in Hamilton County and local government comprehensive plans will help to achieve the vision for Hamilton County's future.

Implementation Policies:

13.1. The Hamilton County Caucus of OKI representatives should work with OKI to develop model comprehensive plan guidelines that link transportation, land use, economic development, public facilities, housing, natural systems, recreation, intergovernmental coordination, and capital improvements. Hamilton County and local government comprehensive plans should be consistent with the region's model comprehensive plan guidelines.

13.2. Hamilton County and local governments should enable the use of environmentally sensitive building practices¹⁵ to integrate growth with protection of the region's natural systems.

13.3. The Hamilton County Caucus of OKI representatives should work with OKI as well as townships, municipalities, counties, state agencies, non-profit interest groups, and land trusts in the region to develop regional green infrastructure¹⁶ strategies. The strategies should identify opportunities for contiguous greenspaces¹⁷, and recommend ways to preserve the functionality of existing greenspaces.

Policy Opportunity:

14. Hamilton County and local government involvement in watershed planning efforts will enable more informed planning and budgeting decisions and more effective protection of water resources.

Implementation Policies:

14.1. The Hamilton County Caucus of OKI representatives should work with OKI to share information about watersheds in the region, especially where land use decisions, pollution, and/or flooding pose risks to human health and welfare, natural systems, or desirable uses of water.

14.2. The Hamilton County Caucus of OKI representatives should work with OKI to assist Hamilton County and local governments and watershed groups in establishing wellhead protection programs and source water protection programs that are required by federal law.

14.3. Hamilton County and local governments should utilize the efforts of watershed planning groups in the development of comprehensive plans and implementing regulations.

HOUSING

Policy Opportunity:

15. Alignment of Hamilton County and local government comprehensive plans will help to assure a diverse mix of housing choices – in terms of size, price, type, transit accessibility, and location and maintain and improve the quality of the housing stock, property owner's assets and the community's fiscal strength.

Implementation Policies:

15.1. Hamilton County and local government comprehensive plans should include a housing element that assesses the physical condition of the jurisdiction's housing stock, provides for the maintenance of the community's character, fiscal strength, and property values, and ensures that safe, decent housing is available for all residents. Hamilton County and local governments should use the OKI comprehensive plan guidelines and regional policies to assure consideration of housing in the context of transportation, land use, economic development, public facilities (including schools), natural systems, recreation, intergovernmental coordination, and capital improvements¹⁸.

15.2. Hamilton County and local government comprehensive plans should include/establish housing policies that support revitalization, re-development, and re-investment in existing housing stock, where appropriate.

15.3. Hamilton County and local governments should use housing/property maintenance codes to protect the community's character, fiscal strength, and property values, and should enforce with legal action, when appropriate.

15.4. Hamilton County and local governments should pursue public and private funding and technical assistance to improve and maintain the housing stock in their communities, where appropriate.

Policy Opportunity:

16. Alignment of Hamilton County and local government comprehensive plans will help to provide for higher density housing convenient to transit and services such as shopping, daycare, and parks.

Implementation Policies:

16.1. Hamilton County and local governments should use the policies of their comprehensive plans to encourage mixed-use¹⁹, transit-friendly development²⁰, where appropriate.

16.2. Hamilton County and local governments should use the policies of their comprehensive plans to provide for increased housing densities near transit stops and economic activity centers, where appropriate.

16.3. The Hamilton County Caucus of OKI representatives should work with OKI to assure that OKI's long-range transportation plan acknowledges transit needs identified by Hamilton County and local government comprehensive plans and transit providers, whether or not project funding has been identified.

Policy Opportunity:

17. Affordable housing²¹ and a desirable range of housing choices, in terms of price, size, type and location can be more consistently available throughout the county and the region by working with homebuilders, state agencies, and housing authorities and aligning Hamilton County and local government comprehensive plans.

Implementation Policies:

17.1. Hamilton County and local governments should use the policies of their comprehensive plans to encourage a range of housing types, densities, and affordability within their communities.

17.2. Hamilton County and local government comprehensive plans should assess the condition of their existing housing stock and the current and future housing needs of residents and workers.

17.3. Hamilton County and local governments should continue to work with developers, public housing authorities, and private landlords to ensure the availability of scattered-site subsidized housing²².

17.4. Hamilton County and local government comprehensive plans should provide for varied rental and homeownership opportunities, as well as alternative housing options for various segments of the population, such as garage apartments, granny flats, mixed residential/office/commercial structures, and multi-family buildings, where appropriate.

17.5. Hamilton County and local governments should review and revise their zoning, subdivision, and building codes, where appropriate, to 1.) reduce unnecessary regulatory barriers to build affordable housing (such as large lot sizes, minimum unit size and floor space, setbacks, etc.), and 2.) establish regulations that promote the building of affordable housing units (such as zero lot line development, cluster development, accessory apartments, high-density zoning, mixed-use buildings, modified site improvement standards, alternate construction techniques, etc.).

Policy Opportunity:

18. Public school districts can affect and be affected by surrounding neighborhoods. Hamilton County and local governments can work with their school districts to address the actual and perceived problems associated with their students and the surrounding neighborhoods.

Implementation Policies:

18.1. Hamilton County and local government comprehensive plans and related policies should encourage public and private actions/programs that: 1.) attract and help keep families with children in the urban areas to improve the balance between urban and suburban, and residential and commercial growth; 2.) enhance existing neighborhood schools; 3.) provide school facilities to meet the demand of the community as it changes; and 4.) improve the physical and environmental conditions of all neighborhoods, where appropriate.

18.2. Hamilton County, local governments and school districts should work together to identify and resolve crime and safety issues that affect surrounding neighborhoods, where appropriate.

Policy Opportunity:

19. Hamilton County and local governments can assess and prioritize for action the socioeconomic issues prompting migration in and out of their jurisdiction.

Implementation Policies:

19.1. Hamilton County and local governments should encourage public and private efforts to create and maintain safe and livable neighborhoods where people want to live, work, learn, play, shop, and grow a business.

19.2. The housing element and policies of Hamilton County and local government comprehensive plan's should encourage a diverse mix of housing choices in order to attract and provide housing options for all income levels.

ECONOMIC DEVELOPMENT

Policy Opportunity:

20. By strengthening cooperation and coordination in regional economic development Hamilton County, local governments and other stakeholders can make our region the location of choice for diverse businesses and build the regional tax base.

Implementation Policies:

20.1. Hamilton County and local government comprehensive plans should encourage cooperation with economic development agencies and major institutions in the region to provide information about sites and services available for new and expanding businesses.

20.2. Hamilton County and local governments should support and participate in regional economic development partnerships, such as the “Cincinnati USA Partnership,”²³ led by the Greater Cincinnati Chamber of Commerce, to develop and nurture businesses that contribute to the needs of the regional economy.

20.3. Hamilton County and local governments should work together to establish a set of best practices that can be used to streamline Hamilton County and local government regulatory and permitting processes, thus improving the climate for business retention, expansion, and recruitment.

20.4. Hamilton County and local government comprehensive plans should support coordinated economic development by encouraging the location of new or expanded business in areas currently served by public facilities and services or in areas that are planned for infrastructure expansion.

20.5. Hamilton County and local government comprehensive plans should support clusters²⁴ of related industries and businesses that export outside the region, have strong multipliers²⁵, have the potential for future expansion, and are on the leading edge of international competition.

20.6. Hamilton County and local government comprehensive plans should encourage the thorough analysis of proposed public tax incentives and the use of performance provisions²⁶ to ensure the viability of economic development projects and the competitive position of the region.

Policy Opportunity:

21. Hamilton County and local governments, with economic development organizations, businesses and other stakeholders, can work together to ensure that a variety of workforce development programs are available and utilized in the region. An educated, skilled workforce can generate economic vitality.

Implementation Policies:

21.1. Hamilton County and local governments should collaborate with workforce policy boards to ensure the development of training and placement programs that offer high-quality education to potential employees and technical assistance to new and established businesses, consistent with their specific needs.

21.2. Hamilton County and local government comprehensive plans should encourage mutually beneficial school-to-work alliances between educational institutions at all levels and employers, to ensure that students are learning the technical and non-technical skills needed by businesses and necessary to function in the work environment.

21.3. Hamilton County and local government comprehensive plans should support a living and working environment that is attractive to highly skilled and educated adults so that they find sufficient reason to come to and remain in Hamilton County and the regional workforce.

Policy Opportunity:

22. By working together to attract, develop, and retain businesses and residents Hamilton County's core cities and older, inner-ring suburbs can help to reduce sprawling development patterns²⁷ and stabilize business districts.

Implementation Policies:

22.1. Hamilton County and local government comprehensive plans should lead to the revision of zoning ordinances to allow mixed-use development²⁸, where appropriate.

22.2. Hamilton County and local government comprehensive plans should support investments in public facilities and services within existing business districts, and foster the development of compact communities that are attractive to a range of income and skill levels, where appropriate.

22.3. Hamilton County and local governments should use their comprehensive plans to examine opportunities to improve the balance of jobs and housing within their jurisdictions in order to reduce commutes and enable people to live close to work, where appropriate.

22.4. Hamilton County and local government comprehensive plans should promote the adaptive reuse of buildings and sites in the region's urban cores and business districts, where appropriate.

LAND USE

Policy Opportunity:

23. Up-to-date, consistent, and coordinated comprehensive plans that links land use, transportation, economic development, public facilities, housing, natural resources, recreation, intergovernmental coordination and capital budgeting can expedite progress toward the collective vision for Hamilton County's future.

Implementation Policies:

23.1. Hamilton County and local government comprehensive plans should be consistent with the Hamilton County 2030 Plan and OKI's model comprehensive plan guidelines, which link transportation, land use, economic development, public facilities, housing, natural resources, recreation, intergovernmental coordination and capital improvement²⁹ programs and budgets..

23.2. Hamilton County and local government comprehensive plans should guide the adoption and amendment of Hamilton County and local government zoning regulations.

23.3. Hamilton County and local government comprehensive plans should balance the public interest and private property rights.

23.4. Hamilton County and local governments should assure that adopted comprehensive plans are current by scheduling an update and public review at least once every five years.

23.5. Hamilton County and local governments should work with their state legislators, professional associations, and others to ensure that state governments provide legislation, guidance, and incentives to prepare comprehensive plans and to achieve consistency between Hamilton County and local government plans and regulations, and between the Hamilton County and local government plans of neighboring communities.

Policy Opportunity:

24. Establishing strategies for minimizing the inefficiencies that arise from fragmented government authority and duplication of services can increase government efficiency and decrease local tax burden.

Implementation Policies:

24.1. Hamilton County and local governments should consolidate public facilities and services to achieve economies of scale where feasible, or establish equitable inter-Hamilton County and local government agreements to provide for more efficient delivery of public facilities and services.

24.2. Hamilton County and local governments should work together to maintain and enhance green infrastructure that crosses jurisdictional boundaries³⁰.

24.3. Hamilton County and local governments should work together to ensure that the timing and location of proposed development and transportation projects in one community do not adversely affect neighboring communities.

Policy Opportunity:

25. Increased understanding of public costs associated with new development and use of a consistent method for calculating public costs associated with new development can lead to development decisions that generate needed revenues.

Implementation Policies:

25.1. Hamilton County and local governments should use a standardized model supplied by OKI for calculating the public costs associated with new development.

25.2. Hamilton County and local governments should foster creative public/private financing mechanisms and partnerships for public facility improvements.

25.3. Hamilton County and local government comprehensive plans should consider public costs and revenues from new development, as well as the need for accommodating low revenue land uses (such as parks and affordable housing).

Policy Opportunity:

26. An increase in population density and guidance of population movement toward communities at the current centers of population and employment (where public facilities and services, roadways and other infrastructure have been expanded or are planned for expansion as outlined in Hamilton County and local government comprehensive plans) can decrease the rate of land consumption and lower the cost of government services.

Implementation Policies:

26.1. Hamilton County and local governments should use their comprehensive plans and zoning ordinances to direct development with a residential density of two or more household units per acre to areas with sewers and other urban services or to areas where it can be phased with the provision of sewers and other urban services.

26.2. Hamilton County and local governments should prioritize infrastructure capital investments, including civic facilities, to serve existing and planned centers of population and employment, rather than developing greenfields

26.3. Hamilton County and local governments should encourage patterns and forms of

development and redevelopment that maximize multi-modal transportation where appropriate, to reduce the total amount of daily vehicle miles traveled.

26.4. Hamilton County and local government zoning ordinances should permit mixed-use developments³¹ in centers of population and employment that are recommended in Hamilton County and local government comprehensive plans.

26.5. Hamilton County and local governments should give priority to transportation projects that facilitate infill and compact development, and foster transit-friendly³² developments.

Policy Opportunity:

27. Development of a regional database to identify abandoned and underutilized brownfield³³ sites available for redevelopment will help to make brownfield redevelopment more economical and competitive with greenfield development.

Implementation Policies:

27.1 Hamilton County and local governments should work together to research and document existing legislation (Hamilton County and local government, state, federal) that hinders brownfield redevelopment. This research and documentation should also include an identification of opportunities for grants and other funding sources to help make brownfield redevelopment more economically feasible while protecting public health and safety.

27.2 All levels of government should work together to streamline brownfield redevelopment approval processes.

27.3 Hamilton County and local governments should identify and plan for commercial and industrial reuse of brownfield sites in their comprehensive plans.

Policy Opportunity:

28. Comprehensive plans, land development regulations, and related incentives can help to create cost-effective public facilities and services and a diverse mix of housing choices with higher-density developments, linkage of residential, work place, and shopping uses, and decreases in the per-unit cost of public facilities, taxes, and the level of income needed to obtain housing.

Implementation Policies:

28.1 Hamilton County and local government comprehensive plans should encourage compact, transit-friendly, pedestrian-oriented development and redevelopment, where appropriate, in an effort to minimize the per-unit cost of public facilities and services.

28.2 Hamilton County and local government comprehensive plans should encourage the use of innovative street design³⁴ in conjunction with compact development to enhance or preserve community character, where such street design can be implemented safely and with balanced consideration of capacity needs for vehicles, bicycles, and pedestrians.

FOOTNOTES

(source: OKI Strategic Regional Policy Plan, Draft – November 2004)

[1] **Fiscally/financially constrained** means that the LRTP must compare the estimated revenue from existing and proposed funding sources that can reasonably be expected to be available for transportation projects, to the estimated *costs* of constructing, maintaining, and operating the total transportation system over the period of the plan.

[2] **Capital improvements** are physical assets constructed or purchased to provide, improve or replace a public facility and which are large scale and high in cost. The cost of a capital improvement is generally nonrecurring and may require multi-year financing. A capital improvements budget is the set of capital improvements put into dollars and cents terms, indicating the prorated amount to be expended for each project listed over a multi-year period, and including the projected sources of revenue.

[3] **Transportation Disadvantaged** means those persons who because of physical or mental disability, socio-economic status, or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, or other life-sustaining activities.

[4] **Transit-friendly** means an environment around a transit stop or station that supports pedestrian and transit use. This is done by providing for a mix of land uses in a safe, clean, vibrant, and active place.

[5] **Congestion pricing** means charging a price to use highways that is high at peak hours and lower or non-existent at off-peak times.

[6] **Planned development** means new development that is in accordance with an adopted comprehensive plan.

[7] **Ill-timed** addresses two trends: 1) the construction of public facilities which facilitates the premature or poorly planned conversion of rural land to other uses; and 2) the necessary public facilities and services to maintain level of service standards not being available when the impacts of development occur.

[8] **Sprawling development** means scattered, untimely, poorly planned development in urban fringe and rural areas. These patterns are typically manifested in one or more of the following ways: leapfrog development; ribbon or strip development; and large expanses of low-density, single-dimensional development.

[9] **Capital improvements** are physical assets constructed or purchased to provide, improve or replace a public facility and which are large scale and high in cost. The cost of a capital improvement is generally nonrecurring and may require multi-year financing. A capital improvements budget is the set of capital improvements put into dollars and cents terms, indicating the prorated amount to be expended for each project listed over a multi-year period, and including the projected sources of revenue.

[10] **Adequate** means having sufficient capacity in our water, sewer and roadway systems to accommodate the needs of the region's existing and future populations, or meet a required level of service standard.

[11] **Level of service standards** are qualitative ratings of the effectiveness of a facility or service to meet the public demand. They indicate the extent or degree of service provided by, or proposed to be provided by a facility based on and related to the operational characteristics of the facility. Level of service standards indicate the capacity per unit of demand for each public facility.

[12] **Natural systems** mean regularly interacting and interdependent components of air, water, land and biological resources.

[13] **Best management practices** are a pollution control system, or combination of systems, that improve water quality conditions for surface or groundwater bodies by dealing with runoff (nonpoint sources of pollution).

[14] **Conservation design practices** incorporate the conservation of land, natural features, and open space into the project design, resulting in substantial natural systems protection that would not be possible under traditional zoning and subdivision standards. Conservation design practices include shared driveways, stormwater runoff reduction, relaxed setback standards, smaller lots, and cluster housing.

[15] **Environmentally sensitive building practices** typically involve fewer materials, less energy consumption, less pollution, less natural habitat loss and better indoor air quality.

[16] **Green infrastructure** is a connective network or functional patchwork of greenspace that sustains the diversity and quality of natural systems, and that contributes to the health, economic vitality, and quality of life for communities and people.

[17] **Greenspace** is land that is in its undeveloped, natural, or restored state.

[18] **Capital improvements** are physical assets constructed or purchased to provide, improve or replace a public facility and which are large scale and high in cost. The cost of a capital improvement is generally nonrecurring and may require multi-year financing. A capital improvements budget is the set of capital improvements put into dollars and cents terms, indicating the prorated amount to be expended for each project listed over a multi-year period, and including the projected sources of revenue.

[19] **Mixed-use development** refers to development with more than one type of use (such as office, retail, residential, entertainment, cultural, recreation, etc.), all of which are physically and functionally integrated and are mutually supporting.

[20] **Transit-friendly development** is a mix of residential, retail, and office uses that is accessible to transit service and encourages walking and bicycling in the community.

[21] **Affordable housing**, as defined by HUD, is housing, either ownership or rental, for which a household pays no more than 30 percent of its gross annual income.

[22] **Subsidized housing** refers to housing where the rents are partially paid through government subsidies. It includes housing owned by housing authorities, Section 202 housing for the elderly, Section 811 housing for people with disabilities, project-based HUD-assisted housing, and Housing Choice Vouchers. The Housing Choice Voucher (sometimes called Section 8) is a tenant-based rental subsidy. The tenant qualifies for the subsidy based on family income and then finds a private rental unit in the neighborhood of their choice.

[23] **Cincinnati USA Partnership** is a public / private initiative facilitated by the Greater Cincinnati Chamber of Commerce, and designed to provide a unified image for the Cincinnati USA region, which is a three state, 15 county (OKI's 8 counties plus 7 others) area with more than 200 local units of government. Focusing on regional challenges to economic growth, the Partnership is an attempt to bring together the fragmented, diverse players from around the Tri-state to stimulate growth on a regional scale. The Partnership's program of work includes: business attraction, retention and expansion; regional marketing; workforce development; and new business development initiatives.

[24] **Clusters** refer to concentrations of companies and industries in a geographic region that are interconnected by the markets they serve and the products they produce, as well as by suppliers, trade associations and educational institutions. Clusters capitalize on an industry's strengths, assets and potential.

[25] **Multipliers** indicate the total impact on the local economy that can be expected from a change in a given economic activity.

[26] **Performance provisions** are enacted to ensure that foregone revenues and expenditures resulting from tax incentives (abatement, exemptions, credits, or grants) are recaptured if terms of the agreement are not met, such as failing to deliver on jobs, wages, or capital investment. Performance provisions are also referred to as clawback, reimbursement, or recapture provisions.

[27] **Sprawling development patterns** means scattered, untimely, poorly planned development in urban fringe and rural areas. These patterns are typically manifested in one or more of the following ways: leapfrog development; ribbon or strip development; and large expanses of low-density, single-dimensional development.

[28] **Mixed-use development** refers to development with more than one type of use (such as office, retail, residential, entertainment, cultural, recreation, etc.), all of which are physically and functionally integrated and are mutually supporting.

[29] **Capital improvements** are physical assets constructed or purchased to provide, improve or replace a public facility and which are large scale and high in cost. The cost of a capital improvement is generally nonrecurring and may require multi-year financing. A capital improvements budget is the set of capital improvements put into dollars and cents terms, indicating the prorated amount to be expended for each project listed over a multi-year period, and including the projected sources of revenue. A capital improvements program (CIP) is the proposed schedule of future capital improvement projects listed in order of construction priority together with cost estimates and the anticipated means of financing each project. Included are all major projects requiring the expenditure of public funds, over and above the annual local government's operating expenses, for the purchase, construction, or replacement of physical assets needed for the functioning of the community.

[30] **Green infrastructure** is a connective network or functional patchwork of greenspace that sustains the diversity and quality of natural systems, and that contributes to the health, economic vitality, and quality of life for communities and people.

[31] **Mixed-use development** refers to development with more than one type of use (such as office, retail, residential, entertainment, cultural, recreation, etc.), all of which are physically and functionally integrated and are mutually supporting.

[32] **Transit-friendly development** is a mix of residential, retail, and office uses that is accessible to transit service and encourages walking and bicycling in the community.

[33] **Brownfields** are abandoned, idled, or underutilized properties where use considerations are complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

[34] **Innovative street design** means a design for new construction, reconstruction, resurfacing (except for maintenance resurfacing), restoration, or rehabilitation of a roadway which may take into account: a) the constructed and natural environment of the area; b) the environmental, scenic, aesthetic, historic, community, and preservation impacts of the activity; and c) access for other modes of transportation including walking and biking. Innovative street design may deviate from traditional roadway design standards and guidelines while at the same time maintaining safety margins.

HAMILTON COUNTY 2030 PLAN AND IMPLEMENTATION FRAMEWORK

2030 Concept Plans for Countywide Systems

A Community Workbook For Implementation Partners

Community COMPASS Report Number 17, Section 4
Public Discussion Draft - Version 1

**Community
COMPASS**



HAMILTON COUNTY
Regional
Planning
Commission

November 2004

Concept Plans

Land Use, Transportation, and Greenspace

*If at first the idea is not
absurd, then there is no hope
for it!*

ALBERT EINSTEIN

*If you do what you always
did, you will get what you
always got.*

KENNETH W. JENKINS

*If you don't know where you
are going, you will wind up
somewhere else.*

YOGI BERRA

*If you don't know where
you're going, any plan will
do.*

PETER DRUCKER

These three Concept Plans are a merger of various individual plans in effect, or being developed, across the County dealing with land use, transportation, and greenspace issues. Each plan is an attempt to graphically identify long range, comprehensive goals consistent with The Vision For Hamilton County's Future. The 2030 Plan may eventually include additional Concept Plan maps. The Concept Plans serve as public discussion drafts of key concepts that require refinement in more detailed plans with implementation strategies. The graphic concepts, designed to be consistent with and supportive of other local and regional plans will continue to evolve as a consolidated view of the collective vision of our local and regional governments.

Each Concept Plan includes the following:

- Components are the individual plans and data sources that are referenced for each Concept Plan.
- Consistency describes how the recommendations of individual plans are aligned with Community COMPASS goals, objectives, and initiatives.
- Next Steps describes the key recommendations related to initial actions that individual plans have in common, and prioritizes them for implementation.
- Key Partners identifies the main groups that need to work together in order to refine the ideas and recommendations in the Concept Plans and push the final recommendations forward.
- Resources describes potential funding sources for various initiatives

Land Use Concept Plan

Purpose

The Land Use Concept Plan illustrates planned land uses and future development patterns desired by local governments in Hamilton County. It presents a consolidated view of the collective vision of our 49 local governments as well as the vision portrayed in other plans for corridors and subregions within the County. The concept plan enables local jurisdictions to have greater awareness of development patterns proposed by neighboring communities. Such awareness should be helpful in making compatible land use decisions for adjacent parcels of lands. This conceptual picture of future development in our County also helps local and multi-jurisdictional planning efforts to be prepared in the context of the whole interconnected county rather than as 49 unrelated parts.

Importance

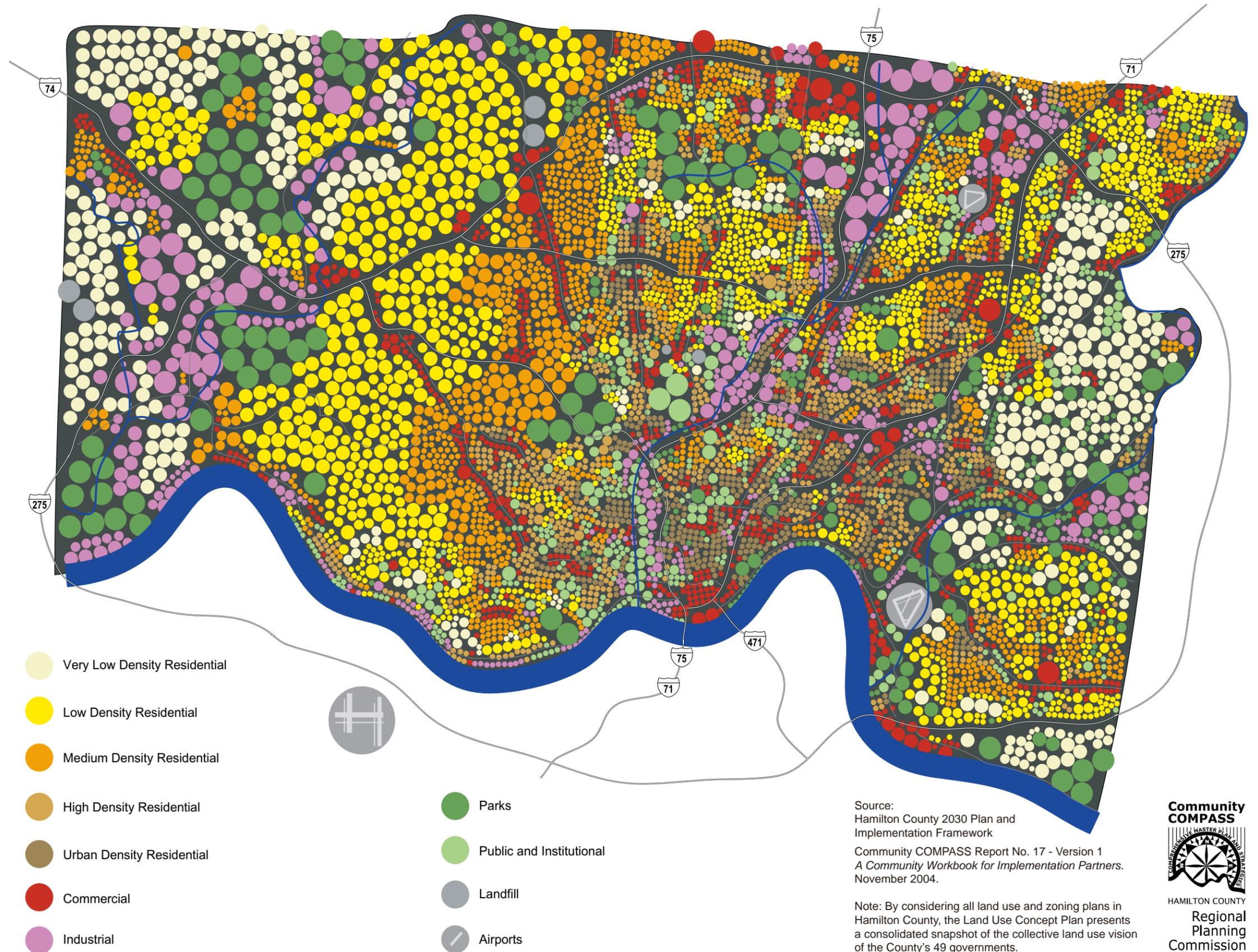
Land uses describe activities taking place on a piece of land, and hence determine in large part commuting patterns in the region. It is highly related to transportation and studies have uncovered linkages to the environment, particularly brownfields, air, and water quality. Recently, local practices, such as Not in My Backyard (NIMBY) and Locally Unwanted Land Uses (LULUs) have emerged as significant land use issues in environmental and social justice movements across the country.

Zoning regulations determine the types of land use, character of development, density, set back, etc. In many ways, it shows the built-out scenario for the land parcels or the maximum achievable development on the land. Coupled with the land use plans, zoning affects the development patterns in the region. By considering all land use and zoning plans in Hamilton County, the Land Use Concept Plan presents a consolidated snapshot of the collective land use vision of our 49 governments.

Formation

The Concept Plan reflects future land use recommendations identified in the Western Hamilton County Collaborative Plan, the Eastern Corridor Land Use Vision Plan, local community plans, and local zoning plans. In the absence of local land use plans, existing land uses as recorded by the Hamilton County Auditor were used. The following specific plans and maps are incorporated into the Concept Plan:

- Crosby Township Land Use Plan
- Colerain Township Land Use Plan
- Columbia Township Wooster Pike Land Use Plan
- Miami Township Land Use Plan
- Springfield Township Land Use Plan
- Sycamore Township Land Use Plan
- Symmes Township Land Use Plan



Source:
Hamilton County 2030 Plan and
Implementation Framework
Community COMPASS Report No. 17 - Version 1
A Community Workbook for Implementation Partners.
November 2004.

Note: By considering all land use and zoning plans in Hamilton County, the Land Use Concept Plan presents a consolidated snapshot of the collective land use vision of the County's 49 governments.

- Anderson Township Ohio Riverfront Comprehensive Land Use Plan
- Anderson Township Draft Comprehensive Plan
- Eastern Corridor Land Use Plan
- Western Hamilton County Collaborative Plan Concept
- Hamilton County Auditor’s Land Use Database

A common set of land uses identified from these plans are represented by using a matrix of dots and colors. The system of dots presents, in abstract, the intensity and patterns of land development and types of land use. The color of the dots shows the land use, while size and spacing provide a general indication of the development patterns and community characteristics. Smaller dots with closer spacing reflect urban development patterns of higher population densities, small lots, and dense street patterns. Whereas, larger dots spaced farther apart, reflect suburban and rural character of low density and large lot residential developments. The largest non-residential dots, either stand alone or clustered in groups, show regional land uses and large employment centers.

Components

The main components of the concept plan are a set of standard land uses synthesized from the aforementioned plans. The residential developments in the County were inspected more closely to come up with different residential densities. Particularly, the Single Family land uses are broke up into different densities. The residential development in Hamilton County varies from urban-level high densities, such as ten dwelling units or more per acre to sparse rural developments of one dwelling unit on more than one acre, permissible on agricultural lands. In addition, commercial land use shows retail and large commercial center developments; industrial land use includes light and heavy industries; and public and institutional land use includes university and public facilities. The Concept Plan also shows the major road network in the county, and local and international airports.

The following land uses are included in the concept plan:

- Residential Very Low Density/ Agriculture-- 1 dwelling unit per 1+ acres
- Residential Low Density-- 1-3 dwelling units per acre
- Residential Medium Density-- 3-7 dwelling units per acre
- Residential High Density-- 7-10 dwelling units per acre
- Residential Urban Density-- 10 plus dwelling units per acre
- Commercial (office and retail)
- Industrial
- Public/Semi Public
- Open Space/Recreation
- Landfill

- Airports

As the earliest developed county in the Cincinnati metropolitan area, Hamilton County hosts residential stock of every era varying from the earliest urban core developments to old streetcar suburbs to the latest single-family developments. Coupled with the topography, the varying development patterns provide uniqueness in Hamilton County’s skyline and built environment as well as its natural environment.

The completed map indicates that large areas of central and eastern Hamilton County are already developed and have little remaining vacant land. Sweeping changes in land use patterns in these developed areas are unlikely, although there are opportunities for smaller-scale infill and redevelopment projects. Most large parcels of land available for development are in western Hamilton County, generally outside the I-275 loop. Some smaller areas of undeveloped land also remain in Anderson Township, Symmes Township, and Sycamore Township. Existing land uses in undeveloped areas are generally low density agricultural and rural residential uses with some scattered commercial and industrial development. Also notable on the concept plan is how the interstate highways have affected development across the county. The largest regional land uses and employment centers are clustered along highway corridors and around interchanges with arterial roads.

The density of dots on the map illustrates that the most compact and varied development is in the urban core of Cincinnati and its inner-ring suburbs. Progressing outward along road corridors, land uses become less intense and more suburban oriented, transitioning into very low density rural uses in western Hamilton County.

Consistency With Related Plans

Refinement, amendment, and implementation of the land use concept plan should be consistent with:

- Community COMPASS Vision for land use and development framework
- Community COMPASS core goals (with emphasis on Goal 4 – Balancing Development and the Environment)
- Hamilton County Policy Plan for land use (adapted from the OKI Land Use Commission’s Strategic Regional Policy Plan)

Next Steps

- Convene public forums and key partner meetings to discuss the State of the County Report on land use and development framework, key indicators of progress, policy plan recommendations
- Refine implementation campaign and priorities
- Establish partner commitments

- Identify priorities and specific action plans for Community COMPASS strategies pertaining to:
 - Initiative 25 (Countywide Growth Plan)
 - Initiative 26 (Pedestrian and Bike Friendly Communities)
 - Initiative 27 (Revitalization Including First Suburbs)
 - Initiative 30 (Coordinated Planning and Infrastructure)
- Update the State of the County Report on land use and development framework and related key indicators of progress every five years.

Potential Key Partners

Potential partners for refining and implementing the plan and initiatives include:

- The AMOS Project
- American Farmland Trust (Cost of Community Services study)
- Citizens for Civic Renewal, Transportation Task Force
- Community Revitalization Initiative (Planning Partnership)
- City of Cincinnati (Strategic Program for Urban Redevelopment)
- Greater Ohio
- Hamilton County Engineer
- Hamilton County Caucus of OKI Representatives (Planning partnership)
- Hamilton County Development Company (Urban Land Assembly Program)
- Hamilton County Commissioner’s Office (Home Improvement Program)
- Housing Opportunities Made Equal
- Housing and Urban Development
- OKI Regional Council of Governments
- Ohio Environmental Protection Agency
- Port of Greater Cincinnati Development Authority (Brownfields Redevelopment Program)
- Mill Creek Watershed Council

Implementation Resources

Potential Federal funds or grants:

- Housing and Urban Development
- Environmental Protection Agency
- Federal Highway Administration

Potential Local funds or grants:

- Murray and Agnes Seasingood Foundation
- Greater Cincinnati Foundation



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In developing a broad vision with broad support, Community COMPASS will help ensure that trends are anticipated, challenges are addressed, priorities are focused, and our collective future is planned and achieved strategically over the next 20 to 30 years. Through an in-depth analysis of all aspects of the County, the multi-year process will result in a comprehensive plan.

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Hamilton County Regional Planning Commission

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513-946-4500 | www.hamilton-co.org/hcrpc

Transportation Concept Plan

Purpose

The Transportation Concept Plan shows highways, public transport, transit, and other transportation projects proposed in Hamilton County for the next thirty years. It is a blueprint of how the land-based transportation system will be shaped in the coming decades.

Importance

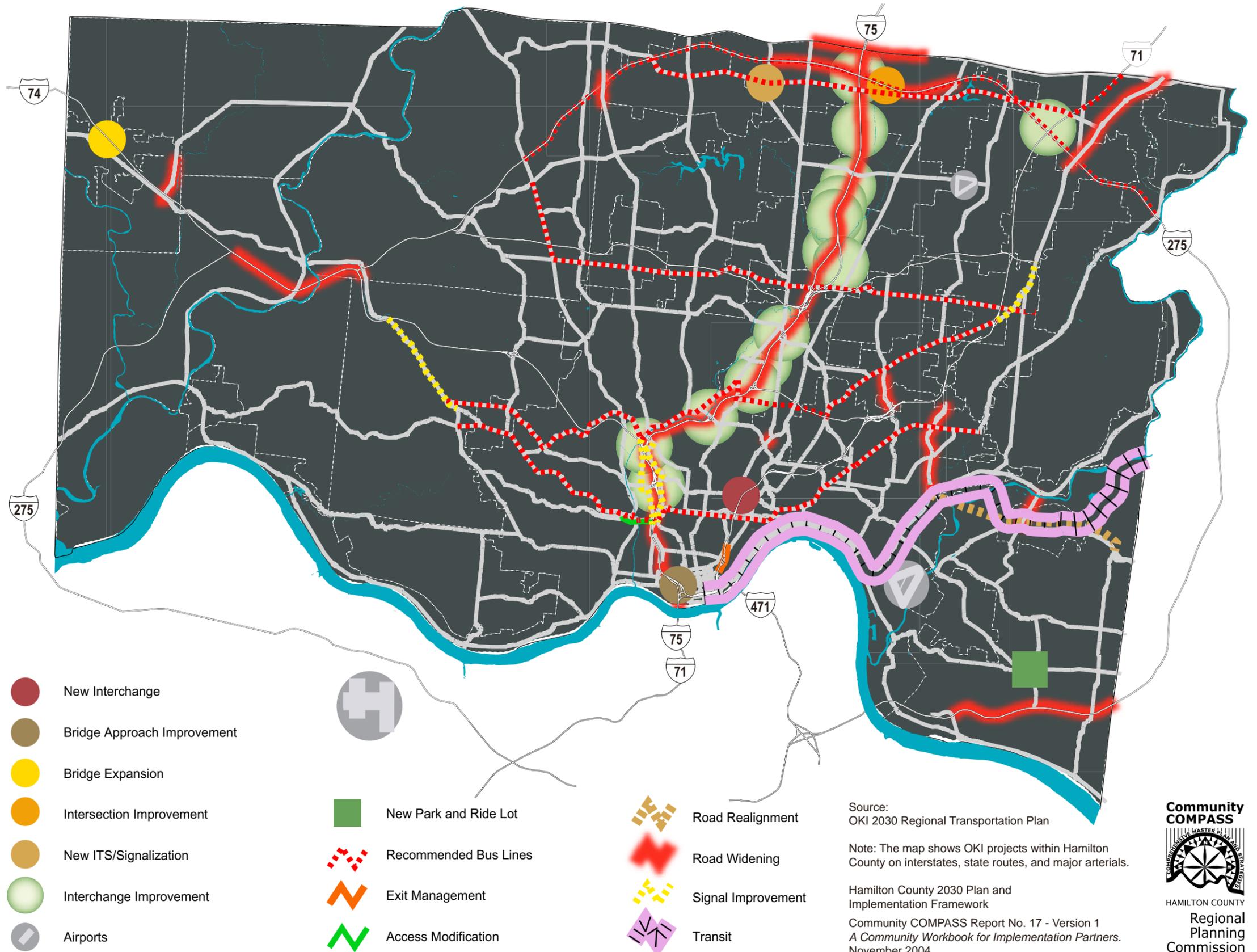
Transportation and logistics are key components of any urban and regional system providing connections within the region and to the outside world. Transportation simply means movement of people and goods, while logistics includes efficient and timely movement of these resources. Both components affect almost every aspect of the community including land use, economic development, environment, housing, etc. Social considerations such as equity and affordability are additional facets of transportation, which are now emerging as significant issues.

As the central county of the metropolitan region, Hamilton County is endowed with an array of different modes of transportation, ranging from inland water transportation to a well-developed road and rail system to local and international airports. The existing road network in the county responds to the topography – with regular pattern and closer spacing on level land and farther spacing on the hilly lands. Nationally significant corridors, such as I-71, I-75, and I-74 either pass through or originate in the County. The well-developed, multi-modal transportation system (highway, river, and rail) adds to Hamilton County’s geographical advantages as a centrally located place in the metropolitan region.

The implementation of the Concept Plan will further improve transportation infrastructure in the County, addressing the ever-growing needs of commuter travel and goods movement. The transportation concept plan and related Community COMPASS initiatives and strategies for mobility will help achieve Hamilton County’s vision for twenty-first century transportation infrastructure.

Formation

Hamilton County’s Transportation Concept Plan reflects the OKI 2030 Regional Transportation Plan, which includes essential projects for Hamilton County. OKI Regional Council of Governments is also the Metropolitan Planning Organization (MPO) for the Cincinnati metropolitan region, and hence prepares long-range transportation plans for 30-year periods. The 2030 Regional Transportation Plan conforms to the guidelines provided by the Federal Highway Administration (FHWA) and mandatory requirements of the Clean Air Act. OKI follows a standard four-step urban transportation planning method comprised of trip generation, distribution, modal



Source:
OKI 2030 Regional Transportation Plan

Note: The map shows OKI projects within Hamilton County on interstates, state routes, and major arterials.

Hamilton County 2030 Plan and Implementation Framework

Community COMPASS Report No. 17 - Version 1
A Community Workbook for Implementation Partners.
November 2004.

Community COMPASS



HAMILTON COUNTY
Regional Planning Commission

choice, and assignment. OKI has its own travel demand model, which is a "state of the practice" model. The transportation planning process included public participation through workshops, quantitative and qualitative assessments, financial feasibility, and air quality conformity. Updated in 2004, the OKI 2030 Regional Transportation Plan is approved by the Federal Highway Administration (FHWA). In this regard, Hamilton County projects included in the transportation concept plan are approved by OKI and the state and federal Departments of Transportation.

Components

The main components of the Transportation Concept Plan are highway projects of the following types:

- Road widening or increasing the number of lanes
- Intersection improvement or retrofitting the intersections for widened roads
- New interchanges to connect highways with the other arterial roads
- Signal improvements also known as Intelligent Transportation System (ITS)
- Bridge expansion or retrofitting old bridges for widened roads
- Park and Ride lots (where suburban commuters can change from their car to a bus)

The following major projects are proposed for Hamilton County:

- Widening of I-75 (Interstate) to eight or ten lanes for most of its length within Hamilton County including improvement of interchanges
- Interchange, ramp, and signal improvements on I-71 at some places within Hamilton County
- Widening of some portions on I-275 to eight lanes, reconstruction of 28 bridges, and intersection improvements within Hamilton County
- Upgrading traffic signals, bridge approach improvements, and a new park and ride lot at the vicinity of Beechmont Mall
- Eastern Corridor light rail project known as the Oasis Line, which extends from Milford in Clermont County through Hamilton County into downtown Cincinnati

Additionally, the Plan proposes a Central Area streetcar connecting downtown Cincinnati and Covington, cross-county bus routes for the public transport, and multi-modal transit centers for buses along the I-275 beltway and proposed bus routes. The proposed transit centers will function as transfer stations where commuters can change modes such as from their car to a bus or from one bus to another.

Out of \$7.5 billion of the total estimated cost for implementing the OKI 2030 Regional Transportation Plan, approximately \$1.9 billion are proposed for projects within Hamilton County over

the next 30 years. This includes large construction projects, such as reconfiguration of Ohio approaches to the Brent Spence Bridge. The OKI Transportation Plan is financially constrained in that the region does not have adequate federal, state, and local matching funds for all the required projects.

Consistency With Related Plans

Refinement, amendment, and implementation of the Transportation Concept Plan should be consistent with:

- Community COMPASS Vision for mobility
- Community COMPASS core goals (with emphasis on Goal 4 – *Balancing Development and the Environment*)
- Community COMPASS initiatives and strategies
 - Initiative 26- *Pedestrian and Bike Friendly Communities*
 - Initiative 28- *Regional and Multi-Modal Transit System*
 - Initiative 30- *Coordinated Planning and Infrastructure*
- Hamilton County Policy Plan for transportation (adapted from the *OKI Land Use Commission's Strategic Regional Policy Plan*)

Next Steps

Generally, any transportation plan should improve connectivity, accessibility, and mobility in the region. These are broad concepts and applicable to many fields in planning. However, in transportation, connectivity simply means adequate connections within the road network providing alternate pathways to reach a destination. Accessibility means ease of access or convenience in reaching different activities within reasonable commute time. Improving mobility requires easier physical movement of commuters and goods. Various tools are available to assess improvements in connectivity, accessibility, and mobility in urban areas. It is anticipated that implementation of the components of OKI 2030 Regional Transportation Plan for Hamilton County; Community COMPASS initiatives related to the vision element of *Mobility*; campaign for *Balancing Development and the Environment*; adapted OKI policies for transportation; and related initiatives undertaken by our implementation partners will lead to overall improvement in the connectivity, accessibility, and mobility in Hamilton County as well as the region.

Recommended Next Steps:

- Convene public forums and key partner meetings to discuss the State of the County Report on mobility, key indicators of progress, policy plan recommendations.
- Refine implementation campaign and priorities.
- Establish partner commitments
- Develop action plans for Community COMPASS strategies pertaining to:
 - Initiative 26 (Pedestrian and Bike Friendly

Communities),

- Initiative 28 (Regional and Multi-Modal Transit System), and
- Initiative 30 (Coordinated Planning and Infrastructure).
- Assess connectivity of streets and road network (e.g., using methods identified in *Planning for Street Connectivity*, Planning Advisory Services report number 515).
- Research measures of accessibility and tools for improving the jobs-housing balance.
- Assess economic benefits of proposed transportation investments in Hamilton County
- Establish and build capacity in the Hamilton County Caucus of OKI Representatives
- Update the State of the County Report on mobility and related key indicators of progress every five years.

Potential Key Partners

Potential partners for refining and implementing the plan and initiatives include:

- OKI Regional Council of Governments
- Hamilton County Engineer
- Hamilton County Caucus of OKI Representatives (Planning Partnership)
- Citizens for Civic Renewal, Transportation Task Force
- League of Women Voters, Friends of the Public Transit
- SORTA, Metro
- Cincinnati Center City Development Corporation (3CDC)
- The AMOS Project

Implementation Resources

Federal funds:

- Surface Transportation Program (STP)
- Congestion Mitigation/Air Quality (CM/AQ)
- National Highway System (NHS)
- Interstate Maintenance (IM)
- Bridge Replacement and Rehabilitation Program
- Federal Transit Administration Funding

State and local funds:

- State Capital Improvements Program (SCIP)
- Local Transportation Improvements Program (LTIP)
- Safety Program
- Major Bridge Program
- County Surface Transportation Program
- County Local Bridge Program
- Municipal Bridge Program
- Transportation Review Advisory Council (TRAC)

Ohio Department of Transportation (ODOT), County Engineer, city transportation and engineering departments, and the OKI Regional Council of Governments administer these funds.



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Greenspace Concept Plan

Purpose

The intent of the Greenspace Concept Plan is to promote a broad comprehensive vision for greenspace protection and restoration within Hamilton County. This conceptual plan, as it evolves, will promote complementary development and establish a common agenda and direction for the varied efforts of the many necessary participants – representatives of local and regional parks, conservation and civic groups, potential user groups, economic, business and real estate groups, government, etc. In this way, the Greenspace Concept is a framework for more detailed planning of opportunities for open space protection and trail connections.

Future refinement of the Greenspace Concept and development of a more detailed Greenspace Plan with implementation strategies will lead to the creation or enhancement of a system of natural corridors, countywide trail system, preservation of scenic views, and protection and restoration of critical natural areas. Public involvement through education and private property stewardship will also be key elements.

Importance

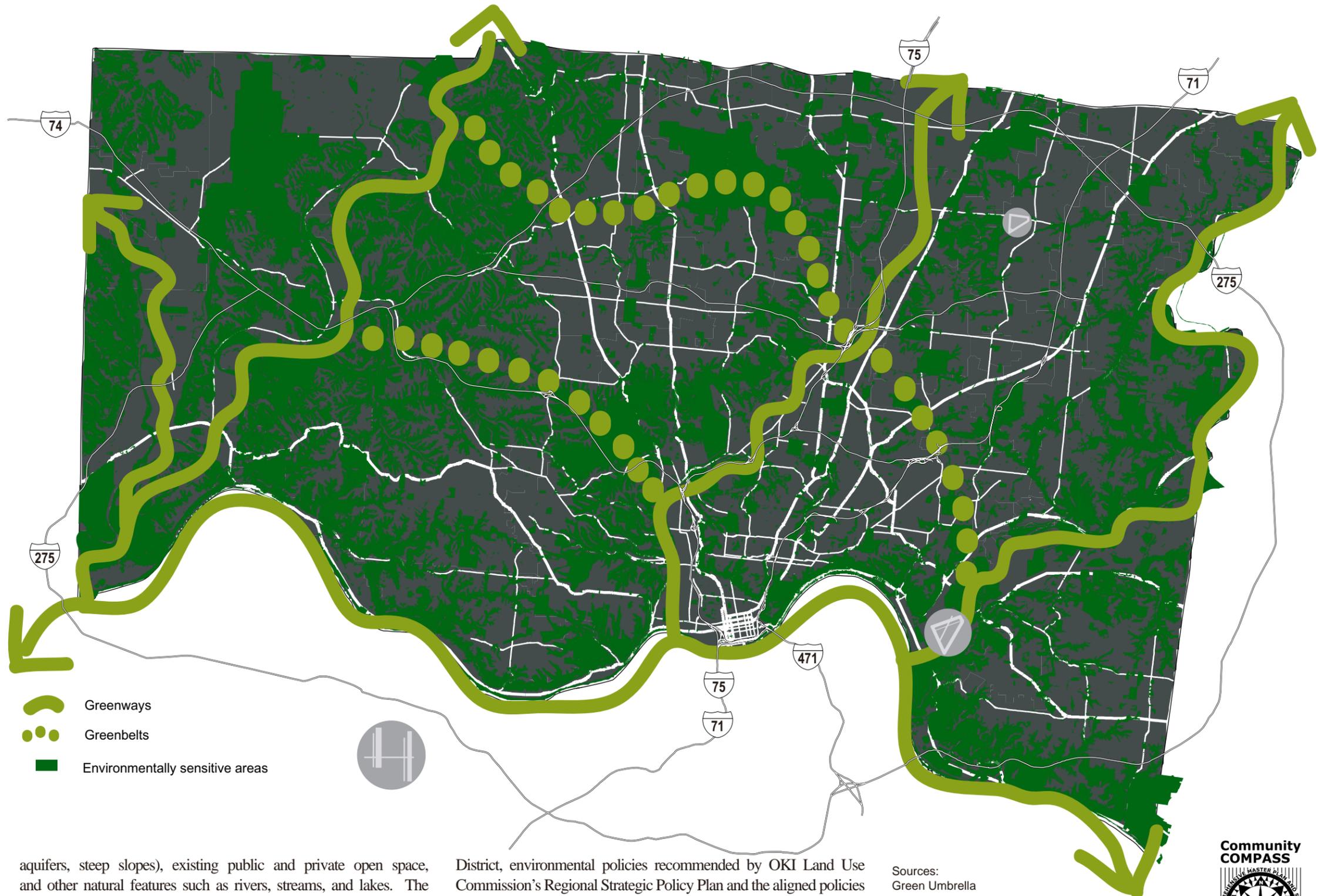
The natural environment has strongly influenced the development and urbanization of Hamilton County throughout its history. Forested hillsides, rivers and streams, floodplains, and open plains provide for the County’s environmental diversity and continue to be vital components in the social and economic development of the region today. Preservation, conservation, and restoration of natural resources, along with sustainable development, encourages residents and businesses to stay and promotes investment in Hamilton County’s future.

Unlike the past 50 years, where economic growth and new housing options were tied to the development of “greenfield” sites at the edge of the urbanized area, the future health of the County will be based upon its attraction as a sustainable, desirable, and healthy place to work, live, and play.

Implementation of the Greenspace Concept will assure future concentrations of tree canopy, which improves air filtration, erosion control, water quality and overall quality of life in the area. The Concept Plan will also promote conservation of corridors that provide connected habitats for land and aquatic plants and animals, which ensure survival of species more successfully than smaller disjointed areas.

Formation

The Greenspace Concept has evolved from the identification of environmentally critical and sensitive areas (e.g., flood zones,



aquifers, steep slopes), existing public and private open space, and other natural features such as rivers, streams, and lakes. The Greenspace Concept map utilizes the work and recommendations of various organizations including the recent HCRPC State of the County Report on environment as well as the nine county Regional Greenprint prepared by Green Umbrella*, and extensive geographic and environmental analyses completed by the Hamilton County Park

District, environmental policies recommended by OKI Land Use Commission’s Regional Strategic Policy Plan and the aligned policies related to environment in the Hamilton County Policy Plan. Hamilton County’s Greenspace Concept is designed to be consistent with, and supportive of, the Regional Greenprint prepared in April 2004 by Green Umbrella in collaboration with Hamilton County Park District.

Sources:
 Green Umbrella
 Hamilton County Park District
 Hamilton County 2030 Plan and Implementation Framework
 Community COMPASS Report No. 17 - Version 1
 A Community Workbook for Implementation Partners.
 November 2004.

Components

Hamilton County's Greenspace Concept Plan is a series of natural corridors which serve as an organizing framework for our county, linking communities to each other and to our environment. The Concept Plan is intended to promote a broad, comprehensive vision for greenspace protection, conservation, and restoration within Hamilton County for current residents and future generations. The Greenspace Plan is a first attempt to identify our most important greenspaces – those that merit the highest priorities for preservation and restoration. Planned green or open space, much like our planned transportation system, involves creating a “green infrastructure” that provides a connected, integrated network of sustainable green or open spaces to maintain natural resources, forest and farm land, protection of scenic landscapes, and preservation of historic and cultural resources. Like the region's roads, green spaces are a shared resource, connecting communities across political boundaries. Planning for greenwoods, greenways, and greenbelts as defined below promotes preservation and conservation of our uniquely beautiful, diverse landscape throughout the County.

Definitions

Open, or green, spaces. Open space includes both natural and maintained areas of land and water that are either publicly or privately owned. Natural areas include forested hillsides, preserves, wetlands and riparian corridors, rivers and streams, and undeveloped land. Maintained areas include managed forest and farm land, neighborhood and metropolitan parks and outdoor recreational areas, historic and cultural property, golf courses, and cemeteries.

Greenwoods. Greenwoods are defined as wide, uninterrupted expanse of land. Greenwoods act as hubs, or “anchors”, for a variety of natural processes and recreational features and provide the origin or destination for wildlife. These anchors include preserves, managed forest and farm land, and parks and open space areas.

Greenways. Greenways are defined as linear corridors of green space that often follow old or existing land or water routes, including waterways, stream valleys, and ridge tops, and provide linkage between natural, and/or maintained features or designations. Some greenways function as recreational corridors (walking or bike paths) or historic and scenic viewsheds and others function almost exclusively for environmental protection.

Greenbelts. Greenbelts are defined as linking corridors of green space that provide a partition between land uses, mitigate noise and air pollution, and act as travel corridors for wildlife and plant life. Often they form a visual and physical relief in the landscape, such as along ridge tops and along transportation routes.

Both greenways and greenbelts provide migration paths for animals moving across the land and for plants expanding or changing their habitats. Overall, greenways and greenbelts protect natural, cultural and scenic resources, provide recreational benefits, enhance our quality of life, and encourage sustainable growth.

Consistency With Related Plans

Converting the Greenspace Concept into a more detailed plan and related action strategies requires alignment and consistency with the efforts and recommendations of many organizations. Refinement, implementation, and amendment of the Greenspace Concept Plan should be consistent with:

- Community COMPASS Vision for Environment
- Community COMPASS Core goals (with emphasis on Goal 4 – Balancing Development and the Environment)
- Community COMPASS initiatives and strategies:
 - Initiative 23 - Regulations to Protect Natural Resources
 - Initiative 24 - Countywide Greenspace Plan
- Hamilton County Policy Plan for transportation (adapted from the OKI Land Use Commission's Strategic Regional Policy Plan)
- Green Umbrella Regional Greenprint
- Hamilton County Park District Strategic Plan
- Local government plans for parks, conservation, and greenspace
- Mill Creek Watershed Greenway Master Plan
- Anderson Township Greenspace Advisory Committee
- Ohio River Way
- Little Miami River Partnership
- Friends of the Great Miami and Rivers Unlimited Sustaining a River report
- Cincinnati Parks Department Greenspace Program

Next Steps

- Convene public forums and key partner meetings to discuss the State of the County Report on environment, key indicators of progress, and policy plan recommendations
- Refine implementation campaign and priorities
- Establish partner commitments
- Develop action plans for Community COMPASS strategies pertaining to:
 - Initiative 23 - Regulations to Protect Natural Resources
 - Initiative 24 - Countywide Greenspace Plan
- A more detailed study of greenspace opportunities should be designed to accomplish the following objectives:
 1. to assist communities to inventory and prioritize natural, cultural and recreational resources.
 2. to demonstrate how local greenspace priorities can be linked throughout each community and the region to form continuous corridors of open space that protect resources that cross community boundaries.

3. to explain how each community can more effectively employ land use techniques to protect meaningful open space as land is developed and redeveloped.
4. to demonstrate the multiple values of forestland for recreation, water quality protection, and habitat protection.
5. to identify areas with multiple resource values and promote conservation of landscape character.
6. to clarify priorities of key stakeholders and foster partnerships to achieve shared goals.

Potential Key Partners

Potential partners for refining and implementing the plan and initiatives include:

- Local Planning Commissions and Greenspace Committees
- Green Umbrella (and partner organizations)
- OKI Greenspace Office
- Hamilton County Parks District
- Ohio River Way
- Hamilton County Soil and Water Conservation District
- Watershed Councils
- Conservancy Districts
- Land Conservancies
- Friends of Great Miami River
- Imago, Inc
- Little Miami, Inc.
- Little Miami River Partnership
- Local Alliance for Nature and Development
- Mill Creek Restoration Project
- Oxbow Inc.
- Smart Growth Coalition
- Western Wildlife Corridor, Inc.
- Planning Partnership

Implementation Resources

A broad base of community support for preservation, restoration and conservation is reflected in the passage of the Ohio Conservation Fund in 2000, and, locally, in Hamilton County resident's support for the 2002 15-year, 1-mill replacement park levy. This levy gives Hamilton County Park District's (HCPD) Green Space Preservation Projects resources to add critical lands to existing parks and connect existing and proposed parklands to achieve multiple compatible objectives. Objectives include promoting naturally functioning ecosystems, floodwater management, reduction of air and water pollution, wildlife habitat protection and creation, and the preservation of open space.



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HAMILTON COUNTY 2030 PLAN AND IMPLEMENTATION FRAMEWORK

Implementation Campaigns

A Community Workbook For Implementation Partners

Community COMPASS Report Number 17, Section 5
Public Discussion Draft - Version 1

**Community
COMPASS**



HAMILTON COUNTY
Regional
Planning
Commission

November 2004

Implementation Campaigns

There are some people who live in a dream world, and there are some who face reality; and then there are some who turn one into the other.

DOUGLAS EVERETT

A dream is just a dream. A goal is a dream with a plan and a deadline

HARVEY MACKAY

There are two kinds of people, those who finish what they start and so on

...

ROBERT BYRNE

INTRODUCTION

Elected leaders in all of Hamilton County’s 49 jurisdictions, planning commissions, administrators, and citizens face choices and decisions every day. The choices they make—large or small—determine the continued health of their communities. Community COMPASS at its essence is a framework for decision-making for elected leaders, officials, civic organizations, and private citizens. Community COMPASS makes recommendations related to large capital improvement projects and large county-wide policy changes, for collaborative efforts by civic organizations and communities, and for incremental decisions made every day by elected and appointed officials in all 49 Hamilton County jurisdictions. Over time, large sweeping programs, coordinated efforts, and incremental decisions will achieve the goals and challenges set forth in this plan—the challenge of a better future for Hamilton County and the Cincinnati metropolitan region.

The principal result of Community COMPASS is a comprehensive set of goals and challenges for Hamilton County, and strategies to achieve these challenges. Overall, it is a product of our community’s values, arrived at through consensus and collaboration among the thousands of groups and individuals who participated in creating this plan. The realization of the Community COMPASS vision and objectives will be the result of numerous decisions made by many different organizations. In addition, individual strategies will often require the collaboration of several decision-making organizations and stakeholders.

Beginning with the Values Survey sent to 4,500 residents in November 2000 all the way through the final public hearings and adoption process in 2005, Community COMPASS has been and continues to be an open, collaborative effort. The cooperation and consensus-building that is a hallmark of Community COMPASS was not quick or easy to develop. Likewise, implementing the strategies recommended by this plan and achieving the goals and challenges before us will not be quick or easy. Some of the initiatives recommended in this plan may take decades of concerted effort to accomplish. Others can be implemented much more quickly and address pressing needs in the community.

Faced with an array of 30 different planning initiatives and their related strategies, the Community COMPASS Steering Team analyzed the list to determine which initiatives to implement first. This analysis is described in the *Steering Team Report on Prioritization of Initiatives* (Report No. 13-2). They determined that 13 of the initiatives have the highest priority based on strength of relationships with other initiatives and potential impact. In other words, implementing these Priority Initiatives will result in the greatest initial progress toward Community COMPASS goals. However, each of the 30 initiatives will actually come into play based on individual priorities of implementation partners – based on their mission, authority, responsibility, and current interests.

**COMMUNITY COMPASS
HIGH PRIORITY INITIATIVES**

Ranked by Community COMPASS Steering Team on July 30, 2002 -- based on strength of relationships with other initiatives and potential impact

The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into small manageable tasks, and then starting on the first one.

MARK TWAIN

Priority is a function of context.

STEPHEN COVEY

Priority	Initiative	Related Community COMPASS Vision Element
1	Initiative 4. Comprehensive economic development plan	Economy and Labor Market
2	Initiative 25. Countywide growth plan	Land Use and Development Framework
3	Initiative 28. Regional and multi-modal transit system	Mobility
4	Initiative 9. Collaboration on countywide issues	Governance
5	Initiative 19. Partnerships to support and improve schools and their roles in communities. <i>(initiatives 19 and 20 combined)</i>	Education
6	Initiative 27. Revitalization including First Suburbs	Economy and Labor Market, Land Use and Development Framework
7	Initiative 22. Addressing discrimination	Environmental and Social Justice
8 (tie)	Initiative 11. Increased citizen participation	Civic Engagement and Social Capital
8 (tie)	Initiative 10. Incentives for better collaborative decision making	Governance
8 (tie)	Initiative 29. Countywide sanitary & storm sewer systems & policies	Community Services
11 (tie)	Initiative 30. Coordinated planning and infrastructure	Community Services, Mobility, Land Use and Development Framework
11 (tie)	Initiative 24. Countywide greenspace plan	Environment
11 (tie)	Initiative 6. Regional development initiatives	Economy and Labor Market

Note: The entire list of 30 initiatives is presented in Section 2 along with related action strategies and implementation status. Many of the initiatives not listed as priorities by the Steering Team are closely related to, if not inseparable from, the "priority initiatives". As a result, implementation partners will likely set priorities among the 30 initiatives that differ from the Steering Team recommendations listed above. The priorities of Implementation Partners will also be affected by their mission, authority, responsibility, funding, and current interests.

IMPLEMENTATION CAMPAIGNS

There are four Community COMPASS Implementation Campaigns which correspond to the four Core Goals—Assure Economic Prosperity, Build Collaborative Decision-Making, Embrace Diversity and Equity, and Balance Development and the Environment. These Core Goals emerged from extensive public involvement and debate through the Values Survey, Community Forums, and the Countywide Town Meeting. Each Campaign brings a different perspective to implementing Community COMPASS in that they focus on particular aspects of the county’s growth and development. However, at the same time all four Campaigns interrelate and support one another in that they draw from the same array of initiatives and strategies, and they ultimately achieve the same goals and vision for Hamilton County.

Each Implementation Campaign includes these elements:

Objectives are broad statements that provide detail to each Core Goal and describe a recognizable outcome. Objectives are stated in terms of output or results rather than processes, activities, solutions or means of achieving an end. Each Objective provides guidance for strategies.

Initiatives are clusters of interrelated strategies. Citizen involvement in Community COMPASS produced thirty different Initiatives. However, the summary of commitments and progress listed below for each Implementation Campaign is limited to 13 High Priority Initiatives as recommended by the COMPASS Steering Team.

Strategies are statements of how objectives will be accomplished and provide a clear commitment that will eliminate problems or obstacles to (or pursue opportunities for) achieving an objective. Progress achieved by Strategies can be measured.

Commitments and Progress by HCRPC, Planning Partnership, and Partners reveal the many vital actions already underway in the quest to achieve the goals and objectives of Community COMPASS. However, this overall audit of commitments and progress also reveals the Priority Initiatives that are in need of action.

The underpinning philosophy behind Community COMPASS is active engagement across the public, private, and civic sectors in Hamilton County. Participation and endorsement by thousands of private citizens, business leaders, administrative and elected officials, and civic activists is the key to the success of this effort. Continuing this rich involvement will also be key to implementing the ideas contained in Community COMPASS. Successful implementation of the plan will rely on teams made up of various participants in the planning process. No individual organization or jurisdiction has the necessary resources or expertise to carry out all of the strategies contained in this plan.

COMMUNITY RESULTS ACCOUNTABILITY FRAMEWORK (CRAF)

HCRPC received a mandate from its stakeholders and funding partners to not only prepare a comprehensive plan but also to assure the plan is implemented. The issues addressed throughout Community COMPASS and the challenges facing Hamilton County are too important for this plan to end up the same as so many other plans—unrealized and ignored. The coalition of individuals and organizations behind Community COMPASS are as committed to implementing this plan as they were in creating it. Harnessing the energy and resources of this coalition and aligning their individual efforts toward Community COMPASS objectives is the next step and requires a different way of thinking about community planning.

The Community Results Accountability Framework is the method that will be used to implement Community COMPASS. It is an award winning process developed at the Hamilton County Regional Planning Commission based on proven methods for integrating and preparing vision-based comprehensive plans, results-based strategic plans and performance-based action plans. It provides a disciplined decision-making process, a focus on implementation, results measurement, and accountability which will be essential to sustaining community participation – including private sector and local government support. The framework includes a crucial distinction between results for whole populations and results for program customers. The process also incorporates best practices related to accountability. It is designed to improve community planning efficiency and effectiveness through community focus on measurement of results through objective data indicators provided in the *State of the County Reports*.

CRAF breaks with traditional planning and its industrial/military model of mission, goals and objectives and goes directly to the questions of interest to local participants: “What do you want?” “How will you recognize it in measurable terms when you get it?” “What will it take to get there?” CRAF starts with results and works backward to means – continuously building and refining emergent strategies. As a result of this common-sense thinking process, research is highly focused and relevant and implementation is continuously supported. This implementation method incorporates some of the best practices related to accountability developed by Mark Friedman in the Fiscal Policies Studies Institute (a social service model for agency accountability) and by Peter Block (a citizenship /stewardship model for creating a community of accountability). Implementation of Community COMPASS will require the creation of a community of accountability where citizens, planning commissioners, and organization leaders take personal and communal responsibility for the well being of the whole community; where people act as owners and stakeholders in pursuit of possibilities rather than fragmented problem solving. This shift in accountability and connectedness enables our community to move away from “leader dependence” (and blame) and the related destructive culture of citizen entitlement and passivity.

Implementation will also require a shift in leadership towards associations and associations of associations (which are self-created, self-governed and volunteer) rather than professional agencies and traditional players, which are often system constrained, externally controlled, and mandate reactive. Our emergent initiatives must be organized around communities and citizens, rather than solely by professionals and system agencies. The experts, authorities, and agencies are needed as conveners and participants, but not the only participants.

The Community Results Accountability Framework has five basic components:

1. All plans must start with ends and work to means.

Instead of being preoccupied with identifying and cataloging various problems in a community, or creating an encyclopedic analysis of social and demographic data, implementing Community COMPASS starts with the question “What do you want”? It seems simplistic, but identifying the results that stakeholders and participants want to achieve is often overlooked in comprehensive planning efforts. This focus on results identifies specific measurable results that the whole community will be accountable for. It further describes how we will identify these results once they are achieved, and what kind of information will be required to track progress towards these goals.

2. Community results accountability must be separated from program results accountability.

Community COMPASS generated desired results for the entire community through *The Vision for Hamilton County's Future* and its related goals and objectives. These results apply to the entire population of the county, and progress toward them will be measured through the data indicators provided in each of the 12 *State of the County Reports*. As implementation progresses, specific desired results for different strategic plans and programs need to be developed along with their own progress indicators. These goals will focus on the stakeholders or “customers” of a given program or strategic plan instead of the entire county population.

3. Analysis must be driven by data (indicators and baselines).

While identifying specific goals and results is vital to implementing Community COMPASS, perhaps even more important is designing a system to measure progress toward these results. CRAF requires that stakeholders be able use objective data indicators to measure progress toward each desired result. Analyzing the trend behind each data indicator helps to determine what needs to be done to reach the desired result in question, and what groups need to be involved.

4. Implementation must be integrated with a broad set of partners.

On any given Community COMPASS initiative, there are groups and individuals—in the public, private, and civic sectors—with experience and expertise that can help. Many of these groups have been involved in creating Community COMPASS. Many more need to be identified and brought into future implementation projects based on what expertise and resources they can bring to help achieve desired results.

Analysis of data trends help to identify desired results for strategic plans and track progress and achievement. This analysis is also important for identifying those groups and individuals who are best suited to help attain those desired results. “Who can help turn the curve?” is the key question to ask when building a constituency behind a particular strategy.

5. Moving from talk to action must occur as soon as possible.

Assembling the different components necessary for the Community Results Accountability Framework to work can take some time and resources. However, for Community COMPASS to succeed, this process needs to happen as efficiently and quickly as possible so strategies can be implemented and desired results achieved. The broad coalition behind this plan expects to see results and changes in the community, and HCRPC and its Community COMPASS partners are accountable to the larger community.

CRAF methodology is outlined in greater detail in Section 5-Implementation Campaigns, Appendix 2-Community COMPASS Process, and Community COMPASS Report No. 1-Project Design.

Campaign to Assure Economic Prosperity

*If you want to feel rich,
just count all of the
things you have that
money can't buy.*

*Prosperity is not
without many fears
and distastes;
adversity not without
many comforts and
hopes.*

FRANCIS BACON, SR.

OBJECTIVES

- 1.1 Create a quality of life that attracts and retains the young, skilled and entrepreneurial people, including a “24-hour Downtown Cincinnati” where people can live, work and play.
- 1.2 Build a strong cluster of attractions in arts, culture, sports and entertainment for residents and visitors of diverse backgrounds.
- 1.3 Develop a globally competitive and diversified economy that is on the cutting edge of emerging technologies, supports emerging industries and encourages entrepreneurial activities, and maintains and strengthens existing business and industry.
- 1.4 Attract and retain business and industries that provide good-paying jobs for a diverse spectrum of County residents.
- 1.5 Increase emphasis on and support for university research that leads to new business development.
- 1.6 Develop a strong linkage between all levels of education and workforce needs, including employee retraining, educational training, and life skills programs that matches workforce supply with demand, provides the non-college bound student with employment options, achieves employment preparedness, and results in a regional commitment to education beyond 12 years.

PRIORITY INITIATIVES

Initiative 4 | Comprehensive Economic Development Plan (Priority 1)

- Strategy 4.1* Prepare a comprehensive economic development plan and program for Hamilton County, that takes account of, and builds upon existing work and aligns recommended policies and actions with other plans (e.g., countywide growth plan, greenspace plan, etc.)
- Strategy 4.2* Create an alliance of existing economic development organizations for the purposes of sharing information and implementing the comprehensive economic development plan.
- Strategy 4.3* Develop an inventory of land throughout the county that is suitable for business and industry development.

Initiative 6 | Regional Development Initiatives (Priority 13)

- Strategy 6.1* Establish aggressive joint economic development strategies with State and other counties to be stronger players in the region.
- Strategy 6.2* Create partnerships with surrounding communities and states.
- Strategy 6.3* Coordinate resource and infrastructure development among counties in the region.

Initiative 27 | Revitalization including First Suburbs (Priority 6)

- Strategy 27.1* Encourage incentives for redevelopment
- Identify areas that need particular investment (land uses or transportation), prioritize, and establish county funding mechanism to implement projects
 - Develop local funding sources to provide local match for State and Federal dollars allocated to brownfield cleanup and redevelopment
 - Establish policies and programs for countywide investment, focusing on older communities before less developed areas
- Strategy 27.2* Promote changes in state and county funding criteria that will establish priority in funding for upgrading existing infrastructure.
- Strategy 27.3* Examine governmental policies and programs, and propose modifications where appropriate to support neighborhood business districts.
- Strategy 27.4* Emphasize revitalization in economic development efforts.
- Strategy 27.5* Encourage lobbying efforts that promote neighborhood revitalization.
- First Suburbs
 - State funding for infrastructure
 - Community Development Block Grants
 - Community Policing
- Strategy 27.6* Evaluate and modify where necessary current investment programs for commercial revitalization (e.g., business district incentives, façade grants, small business loans) and for residential reinvestment (e.g. homeownership, land reutilization, home improvement), incorporating a reward system for successful projects.

COMMITMENTS AND PROGRESS BY HCRPC / PLANNING PARTNERSHIP

State of the County Report: Economy and Labor Market

This report uses data from the US Department of Commerce, Bureau of Census, Bureau of Economic Analysis, Ohio Department of Job and Family Services, Office of Strategic Research and other respected sources to assess the state of Hamilton County's economy and labor force in the context of the Cincinnati metropolitan region. The report includes an analysis of economic trends that affect Hamilton County, Ohio and other counties of the Cincinnati Consolidated Metropolitan Region.

- Supports Initiative/Strategy 4.1

Business & Industry Clusters Report

In 2003, the HCRPC completed an identification and analysis of business and industry clusters in Hamilton County. In April 2004, the HCRPC published *Community COMPASS Special Research Report No. 3-6: Hamilton County's Comparative and Competitive Advantages: Business and Industry Clusters, 2003*. This report utilized data from the US Bureau of Census, County Business Patterns, and many reports issued by States, Cities, Universities, and other organizations and individuals in the US and elsewhere to make a preliminary identification of Industry Clusters that are present in Hamilton County and the region, and to outline the components and methods of an industry cluster approach to economic development for Hamilton County.

- Supports Objectives 2, 3, and 4
- Supports Initiative/Strategy 4.1

Community Revitalization Initiative Strategic Plan (CRI)

The strategies described in "Initiative 27: Revitalization Including First Suburbs" form the basis for the Community Revitalization Initiative Strategic Plan. The first meeting of the CRI was in March 2003, convened by the Hamilton County Planning Partnership. The CRI was an effort to bring together policymakers, community leaders, and administrative professionals from 25 of Hamilton County's jurisdictions to develop a plan for our First Suburbs. The Plan, published in March 2004, describes an overall vision and six goals for revitalizing old communities, fourteen development strategies, and eight objective data indicators for measuring progress and achievement. To implement the CRI Strategic Plan, HCRPC has facilitated the development of the First Suburbs Consortium by developing Bylaws, cooperation agreements and providing administrative support.

- Supports Initiative 27

Community Revitalization Tools Resource Book

A product of the Planning Partnership/Hamilton County Regional Planning Commission, the *Community Revitalization Tools Resource Book* and Website were designed as a quick reference toolkit/guides that assist administrators and economic development officials in locating resources available for the revitalization of housing and business districts. Including reference materials for more than 20 organizations and hundreds of programs with a cross reference system that allows the user identify at a glance where to go for assistance. Hard copies were produced for Planning Partnership jurisdiction members.

- Supports Initiative 27

Property Maintenance Workshop Series: Effective Code Enforcement Seminar & Legal Aspects of Code Enforcement Seminar

Major threats to communities are a decrease in property values and loss of population. Some Hamilton County communities are looking to property maintenance code enforcement as a viable tool against blight and decay. To address this issue, the Planning Partnership/Hamilton County Regional Planning Commission, in collaboration with PACE (Professional Association of Code Enforcement) presented workshops in August and December 2004 to create broader awareness of the current situation, options and local practices, as well as, to promote dialogue between local jurisdictions on property maintenance issues. Workshop presentations and information can be accessed at the Planning Partnership WEB page.

- Supports Initiative 27

Biotechnology Industrial Cluster Analysis

This analysis primarily be completed in the fall and winter of 2004 as components of a Ph.D. dissertation in Economic Geography at the University of Cincinnati. The analysis will include 1.) an examination of magnitude, specialization and change of biotech

clusters at the aggregate level for 51 major metropolitan regions; 2.) analysis of the internal structure inside biotech clusters at the industry sector level for Cincinnati and six comparable metropolitan areas: Pittsburgh, Indianapolis, St. Louis, Louisville, Cleveland and Columbus; and 3.) a firm level investigation of biotech firms in Cincinnati. This analysis will utilize the REMI Model for the analysis of biotech sector in Cincinnati. The study will evaluate the growth potential of biotechnology for the region compared to the potentials of other identified industrial clusters.

- Supports Objectives 3, 4

COMMITMENTS AND PROGRESS BY PARTNERS

Cincinnati USA Partnership

This partnership is a regional economic development initiative, facilitated by the Greater Cincinnati Chamber of Commerce, supported by a five-year campaign with investments from businesses and public-sector organizations throughout the 3-state, 15-county Cincinnati metropolitan region. The program of work funded by the Cincinnati USA Partnership includes: business attraction, retention and expansion; regional marketing-domestic and international; business information and workforce development; and new business development initiatives such as CincyTechUSA and the Minority Business Accelerator.

- Supports Objectives 3
- Supports Initiative/Strategies 6.1, 6.2

Cincinnati USA Partnership Industry Cluster Analysis

An industry cluster analysis has been recently been conducted by the University of Cincinnati and the University of Kentucky for the 15-county, three-state Greater Cincinnati Metropolitan Region. The partnership involved in this project included Greater Cincinnati Chamber of Commerce, Cinergy, OKI Regional Council of Governments, and Northern Kentucky Tri-ED.

- Supports Objectives 3, 5
- Supports Initiative/Strategies 6.1, 6.2

CincyTechUSA

This initiative of the Greater Cincinnati Chamber of Commerce, is a collaborative effort of major corporations, governments, universities, and associations in Southwestern Ohio and Northern Kentucky to foster and promote technology-based economic development. CincyTechUSA publishes the Innovation Quarterly (IQ) which presents the region's entrepreneurs, technology growth resources and innovations. In 2003, CincyTechUSA and Regional Technology Workforce Alliance developed the Regional Technology Workforce Alliance Action Plan, a two-to-three year strategic technology workforce plan. In the August 2004 IQ, the Leadership Letter states the CincyTechUSA is in the mist of doing strategic planning, including a benchmarking analysis of regions also emphasizing economic growth by supporting technology growth: Raleigh, Austin, San Diego, Minneapolis, St. Louis, Pittsburgh, Madison, Cleveland, Columbus, Indianapolis, and Louisville.

- Supports Objectives 3, 5
- Supports Initiatives 6

Cincinnati USA Regional Technology Workforce Alliance

The Alliance, created in 2003 by the Greater Cincinnati Chamber Commerce, "is a network of trade associations, technology companies, and educational providers working together to identify, coordinate and integrate the vast educational and training resources available in our community for comprehensively addressing our region's knowledge-based workforce challenges". The Alliance's purpose is "to address knowledge-based workforce development and build business-driven, demand-oriented

strategic partnerships among business, public and educational sectors throughout Southwest Ohio, Northern Kentucky, and Southeast Indiana”.

- Supports Objectives 3, 5
- Supports Initiative 6

Regional Technology Workforce Alliance Action (RTWA) Plan

In 2003, the RTWA had a survey/assessment completed of the technology workforce in Cincinnati USA of three industry clusters: Advanced Manufacturing, Biosciences and Information and Communication Technology. With the findings from the survey/assessment, the RTWA and CincyTechUSA developed a two to three-year strategic plan. This Action Plan recommended the development of the following: a self-service WEB site, Technologyworkforce.com; a database of technology-producing and technology-consuming companies; a database of educational and training programs in the region; an Industry Advisory Council for Technology Curriculum Enhancements and a system for increasing internships, co-ops and other experiential learning opportunities for students.

- Supports Objectives 3, 5
- Supports Initiative 6

IQ (Innovation Quarterly) Forum-The Race For Talent

In 2003, the Regional Technology Workforce Alliance, The Circuit, Techsolve, and CincyTechUSA hosted a Forum titled “The Race for Talent – Cincinnati USA is in to win it!” The forum included three presentations: 1.) A panel discussion of Young Professionals – discussing why they came to the area, why they stay and what issues are important to them; 2.) A report by Patricia J. Cirillo Ph.D. of Cypress Research Group concerning the region’s labor force in advanced manufacturing, bioscience, information and communication technology clusters; 3.) A presentation by Joel Kotkin—international authority on global economic, political and social trends—that addressed turning the brain drain in brain gain.

- Supports Objectives 1, 2, 3, 4, 6
- Supports Initiative 6

TechSolve

TechSolve, formerly the Institute of Advanced Manufacturing Sciences (IAMS) was founded in 1982 as part of a regional effort to improve the competitiveness of manufacturing and related businesses. The original partners for this initiative were the City of Cincinnati, the Greater Cincinnati Chamber of Commerce, the University of Cincinnati, and local industry groups. In 1984, TechSolve became an Ohio Edison Technology Centers through the Ohio Department of Development. TechSolve sites its major accomplishments in the last five years include: more than 800 major productivity improvement projects with manufacturers that have enabled \$95 million in cost savings, \$600 million in increased sales retention or creation of more than 600 manufacturing jobs, \$22 million in new salary income added to the economy and more than 16,000 manufacturing employees trained.

- Supports Objectives 3, 4, 6

Ohio Valley Affiliates for Life Sciences (OVALS)

OVALS is a partnership of the University of Cincinnati, Wright State University, University of Louisville, University of Kentucky, the Kentucky Office of the New Economy, Lexington United, BIO/START and CincyTechUSA. OVALS facilitates the scientific collaborations between the research institutions of the member universities and also with the related industry and economic development groups. Its intent is to expand life science research options, find new funding sources and expand the commercial potential of new technologies.

- Supports Objectives 3, 4, 5
- Supports Initiative 6

Ohio Third Frontier Project

The Third Frontier Project was created by the Ohio Legislature in 2003. It is administered by the Third Frontier Commission and is a 10 year, \$1.1 billion initiative designed to 1.) build world-class research capacity, 2.) support early stage capital formation and the development of new products, and 3.) Finance advanced manufacturing technologies to help existing industries become more productive. The Third Frontier Project has invested \$25.2 million for the Center for Computational Medicine at Cincinnati Children's Hospital Medical Center and \$9 million for the University of Cincinnati Genome Research Institute.

- Supports Objectives 3, 5
- Supports Initiative 6

World Class Ohio

A Prospectus for Achieving Success in the Third Frontier (June 2003)---A product of the Ohio Business Roundtable, a statewide organization of CEOs, and the Ohio Technology Partnership, a union of the state's major regional technology councils and the Ohio Business Roundtable, the Prospectus identifies five areas that will provide a foundation for world-class technology-based economic development in Ohio: 1.) Advanced materials, 2.) Biosciences, 3.) Information technology, 4.) instruments, controls, electronics, and advanced manufacturing technologies and 5.) power and propulsion. The Prospectus emphasizes the commercialization of technology and the need to ensure the innovation in technology is market-driven, not research driven. Actionable Next Steps are recommended in the Prospectus that "focus on creating a more competitive business climate, a more robust entrepreneurial environment, more seed and early stage capital, and workforce development".

- Supports Objectives 3, 4, 5
- Supports Initiative 6

Housing Improvement Program (HIP)

Housing Improvement Program (HIP) is a low-interest, home improvement loan program by the Hamilton County Commissioners and the Hamilton County Treasurer. Hamilton County homeowners can get loans at 3% below market rate for a 5 year term to repair or remodel homes or rental property. Loans can also be used for code violation compliance and property upgrades. As of June 2004, HIP had leveraged over \$10 million of private investment to improve aging housing in the County.

- Supports Initiative 27

First Suburbs Consortium

The Southwest Ohio First Suburbs Consortium is an association of elected and appointed officials whose mission is to initiate and promote public policies that maintain the vitality of the member communities, protect and redevelop these mature communities and foster regional cooperation. The member communities of the Consortium are City of Milford, City of Silverton, Village of Greenhills, City of Madeira, Village of Glendale, Amberley Village, City of Montgomery, City of Wyoming, City of Springdale, Village of Lockland, Village of Lincoln Heights, City of Deer Park, Village of Evendale and Springfield Township. These mature communities are all facing major challenges that include aging housing stock and infrastructure, shrinking tax base, abandoned commercial and industrial sites and increasing social costs. The First Suburbs Consortium describes itself as "the largest government-led advocacy organization in the country working to revitalize mature, developed communities, and raise public and political awareness of the problems and inequities associated with urban sprawl and urban disinvestment".

- Supports Initiative 27

Hamilton County Development Company (HCDC)

Formed in 1982, the Hamilton County Development Company (HCDC) is a private not-for-profit corporation with the mission to promote economic development in Hamilton County. The HCDC administers the U.S. Small Business Administration (SBA) and State of Ohio loan programs. The HCDC claims that over twenty years it has approved 700 loans with a total value of \$149 million, creating over 5,200 jobs. The HCDC also developed and operates the Hamilton County Business Center, a business incubator. The HCDC states that over 190 companies have progressed through their business incubation program and 55% of the 138 graduates are successfully still in business. The HCDC is also one of the largest incubators in the Ohio Edison Business Incubator Program, which specializes in assisting high-tech firms get up and running. HCDC manages the Hamilton County Economic Development Office which administers the Enterprise Zone and Community Reinvestment Area programs that provide tax incentives for companies to relocate into Hamilton County, or for existing companies to expand their businesses. The HCDC states that these incentives programs have leveraged over \$2.2 billion in new investment and created or retained over 37,900.

- Supports Objectives 3, 4

Board of County Commissioners

The Hamilton County Commissioners have invested in economic development projects in the last few years that include major capital projects such as Paul Brown Stadium and the Great American Ballpark, both partly financed by the Hamilton County voters approving an additional sales tax in 1996. Other capital projects with significant economic development impact include riverfront parking (\$71 million) and public improvements for Fort Washington Way and the Floodway (\$66 million). The County has also contributed to the Convention Center expansion [annual debt service--\$4.9 million-Lodging Tax (began in 2002) and \$250,000—General Fund (Beginning in 2005) and a one time capital contribution \$1,750,000—Auto Title Fund (12/2)].

The Commissioners also commit annual funding to agencies or programs involved in economic development programming in Hamilton County including the Hamilton County Development Company (HCDC)--\$499,000 General Fund and \$94,000 CDBG funds; Port Authority of Greater Cincinnati--\$350,000 General Fund; Partnership for Greater Cincinnati--\$250,000 General Fund; Link Deposit Program--\$16,000 General Fund; Greater Cincinnati Convention and Visitors Bureau (GCCVB)--\$4,020,000 Lodging Tax; and the Northern Cincinnati Convention and Visitors Bureau--\$250,000 General Fund, \$250,000 Lodging Tax passed through GCCVB. The Commissioners have also set aside \$2 million from the General Fund specifically for economic development initiatives.

In the summer 2004, the Commissioners requested the International Economic Development Council (IEDC) to do an assessment of the County's economic development policy and programs and then provide recommendations for improving their effectiveness. The IEDC identified economic development strengths for the County as: regional growth; a civic-minded business community; a wealth of cultural, arts and entertainment resources; Hamilton County's place as the core county of the region; the riverfront and its development potential; a renewed emphasis on economic development in Cincinnati; a strong county organization in HCDC; and strong educational and research institutions. The County's challenges were competition from outlying counties; highly fragmented system of government; limited supply and high cost of undeveloped land; some school systems in the county performing poorly; population loss; stadium debt; organizational challenges; public safety; public perception; and loss of hotel room nights.

The IEDC's recommendations to the County are:

1. Develop a strategic, comprehensive economic development plan for the county.
 2. Engage in joint branding efforts
 3. Expand the scope and strategic role of the Hamilton County Development Company.
 4. Partner with the City of Cincinnati to boost key projects.
 5. Strengthen powers to assemble and redevelop land.
 6. Establish a formal process for managing TIF districts.
- Supports Objectives 1, 2, 4
 - Supports Initiative 4, 6

The Center City Plan: Setting Priorities

A collaborative effort sponsored by the Cincinnati Business Committee, Downtown Cincinnati Inc., the Regional Initiatives Fund and the City of Cincinnati. This is a strategic plan for the revitalization of the Center City of Cincinnati- starting with the downtown core. It defines four priorities: 1. enforcing aggressive public safety policies; 2. restoring Fountain Square as the center of downtown; 3. developing diverse, mixed-use neighborhoods, including implementation of the Over-the-Rhine plan adopted by the City – focusing first on Washington Park – and integrating the Riverfront Master Plan adopted by the City and Hamilton County, including The Banks development in the overall Center City program, and 4. Creating the organization and financial resources to drive successful Center City Development.

- Supports Objectives 1, 2

Cincinnati Center City Development Corporation (3CDC)

3CDC is the private sector real estate development organization created by the City of Cincinnati in July 2003 to oversee Center City Plan projects and programs. 3CDC was created with the intent to strengthen and leverage downtown Cincinnati core assets, initially focusing on Fountain Square, Over-the-Rhine, and The Banks. In fact, 3CDC is organizationally divided into three working groups, one each for Fountain Square, Over-the-Rhine and The Banks. At its creation, 3CDC had commitments of \$150 million for five years of public and private sector capital, with \$100 million from the City of Cincinnati and \$50 million from with the creation of a new private sector equity fund, targeting to raise \$50 million over five years.

- Supports Objectives 1, 2

Downtown Cincinnati Inc.

Downtown Cincinnati Inc. has been instrumental in revitalization of downtown Cincinnati. It was a collaborator in the development of *The Center City Plan: Setting Priorities* and is actively engaged with 3CDC in its Fountain Square Working Group to transform the heart of Cincinnati and Hamilton County. It has continued its Safe and Clean Program by expanding its Ambassador Program and implementing its recommendations from its Panhandling and Homeless Task Force. Downtown Cincinnati Inc. also conducted a market analysis for market-rate housing in the urban core and continues to track this expanding market.

- Supports Objectives 1

Central Riverfront Urban Design Master Plan (April 2000)

This Plan was a collaboration between the City of Cincinnati and Hamilton County to give direction to two public policy areas: to site the two new stadiums for the Reds and Bengals and to develop an overall urban design framework for the development of the central riverfront, leveraging the major investments in stadiums and parking. The Plan also integrated the master planning for the 70-acre Central Riverfront Park and the planning for The Banks mixed use district, completed by the Riverfront Advisors

Committee. Other major elements of the Plan include underground parking for 6,000 cars, a narrowed, redesigned Fort Washington Way and an intermodal, below grade transportation center.

- Supports Objectives 1, 2

Port of Greater Cincinnati Development Authority

In late 2000, the City of Cincinnati and Hamilton County collaborated to create the Port of Greater Cincinnati Development Authority. The newly created Port Authority was actually the reconstitution of an existing port authority now with the added responsibility to oversee the development of The Banks/Central Riverfront Project, while also continuing the redevelopment of brownfield areas. The Port Authority was authorized to implement Central Riverfront Urban Design Master Plan. In February 2004, the Port Authority and 3CDC in a Memorandum of Understanding together reached an agreement on a formal, structured relationship for implementing The Banks development. The Port Authority will remain with full responsibility for the development, with the capacity to exercise necessary public powers like issuing revenue bonds, receiving funds from and entering into cooperative agreements with other government entities, and also, financing, owning and leasing property. 3CDC will act as Development Manager of The Banks project and will act as strategic advisor to the Port Authority in the implementation of the plan for The Banks. 3CDC will also assemble the professional team needed to develop the project, manage planning and communications and work with the Port Authority on financing strategies.

- Supports Objectives 1, 2

Arts & Culture Task Team Plan: Artist Vitality and Creative Economy in Cincinnati – Beginning in Over-the-Rhine

In 2003, the City Council of Cincinnati's Arts and Culture Committee recommended \$2.2 million for support of arts and culture for capital improvements and investments in 2003 and 2004, primarily for arts organizations in the Over-the-Rhine. The recommendation came from findings of the Committee's Task Team Plan *Artist Vitality and Creative Economy in Cincinnati – Beginning in Over-the-Rhine*. The Plan stated that "the monies will be appropriated to realize artist vitality and creative economy in Cincinnati with particular emphasis on the Center City and beginning in Over-the-Rhine". The Arts Capital Funding Recipients for 2003 and 2004 were: Art Academy of Cincinnati-\$250,000 in 2004; Arts Consortium-\$70,000 in 2004; Artworks-\$10,000 in 2003; Cincinnati Ballet-\$125,000 in 2003, \$125,000 in 2004; Cincinnati Museum Center-\$125,000 in 2003, \$125,000 in 2004; Cincinnati Opera-\$350,000 in 2003; Cincinnati Shakespeare Festival-\$25,000 in 2003; Contemporary Arts Center-\$75,000 in 2003, \$50,000 in 2004; Emery Theater-\$250,000; Ensemble Theater-\$20,000 in 2003; Learning Through Art, Inc.-\$15,000 in 2003; School for Creative and Performing Arts-\$5,000 in 2003; SSNOVA-\$35,000 in 2003; Taft Museum-\$350,000 in 2003, and Cincinnati Preservation Association-\$50,000.

- Supports Objectives 1, 2

Over-the-Rhine Comprehensive Plan (June 21, 2002)

This "consensus-based plan" was prepared for the Over-the-Rhine (OTR) Community by the City of Cincinnati Planning Department in collaboration with the OTR Community Council, OTR Coalition, ABCD Resident's Table and other community stakeholders. The Plan's recommendations focus on revitalizing this important Center City neighborhood by using its many significant assets including: committed residents and stakeholders; a rich and diverse arts and cultural community; distinct historical architecture; home to historical Findlay Market and Music Hall, and a prime location between the downtown and the uptown areas of the Central City. The Plan recommendations also confront the many challenges of the area including: disinvestment, loss of population and economic activity, crime and the perception and reality of an unsafe and unhealthy environment, concentrations of poverty, and lack of mutual respect and community cohesion in a racially and economically diverse

neighborhood. Per the Executive Summary of the Plan, the recommendations of the plan “are designed to rebuild the housing and economic infrastructure of the neighborhood in a way that will create an economically and racially diverse community that can be sustained over the long term.”

- Supports Objectives 1, 2

Art Academy of Cincinnati

The Art Academy began its Leadership Phase of its Capital Campaign to relocate and expand in the Over-the-Rhine in March 2001. The Art Academy purchased a building at 12th Street and Jackson Street and were drawn to the area by the many artists and arts organizations that have long been urban pioneers in redeveloping the OTR. The Art Academy is presently renovating the building and expects to move in during 2005.

- Supports Objectives 1, 2

Cincinnati Tomorrow/The Creative City: A Plan of Action

Influenced by the bestselling book by Professor Richard Florida, *The Rise of the Creative Class*, a group of young Cincinnati professionals started an organization, Cincinnati Tomorrow, that is “dedicated to building a city that attracts and retains young and creative people”. Florida’s basic theory is that economic development in the future will be driven by a young, creative class of professionals that are attracted to cities and regions that offer many economic opportunities, but also a stimulating cultural and artistic scene and a variety of other recreational/athletic amenities. Cincinnati Tomorrow also developed *The Creative City: A Plan of Action* that acknowledges that young professionals have left Cincinnati for cities that offer “more status, amenities and creative energy” and that the area must “maintain a tolerant, active urban core” in order to attract and keep the creative class and “build a vibrant growing economy”. Some of the recommendations from the Plan include: market Cincinnati as an energetic and open city; brand unique neighborhoods; support minority driven arts and entertainment; launch a local music initiative; and cultivate active recreational options. A continuing program of Cincinnati Tomorrow is their After5 Walks, where they have organized tours for young professionals of different Cincinnati neighborhoods sampling their restaurants, unique shops and nightspots.

- Supports Objectives 1, 2

Cincinnati Metropolitan Housing Authority/HOPE VI—City West

The Cincinnati Metropolitan Housing Authority is transforming a long-standing, inner-city neighborhood characterized by public housing projects and a debilitating urban crime culture into the HOPE VI City West neighborhood, with new homes in historical styles, a large new urban park, community and recreational facilities and new retail spaces. The intent is for this to be a vibrant, mixed-use, but more importantly, mixed-income neighborhood.

- Supports Objectives 1

City of Cincinnati Business Development and Permit Center

One of the recommendations of the Mayor Luken’s Economic Development Task Force in March 2003 was the development of a one-stop development center to expedite the development/re-vitalization process. On April 26, 2004, the City of Cincinnati Business Development and Permit Center opened at 3300 Central Parkway. The City’s entire Department of Buildings and Inspection has been relocated there. The Center’s WEB page proclaims that ‘approximately 80 percent of our building permit customers simply need a “walk-through” permit. Those will continue to be issued on the spot, in 90 minutes or less. For larger, more complex development projects, which require research and analysis, Center representatives will work with customers to schedule meetings and follow-up, in order to expedite issuance of a permit’.

- Supports Objectives 1

Campaign to Build Collaborative Decision Making

Never doubt that a small group of thoughtful committed people can change the world; Indeed it is the only thing that ever has.

MARGARET MEAD

In helping others to succeed we insure our own success.

WILLIAM FEATHER

OBJECTIVES

- 2.1 Create the necessary structure and relationships for effective and efficient coordination of countywide governance, that works pro-actively and cooperatively across political and school district boundaries with elected, appointed, and community leaders, and all citizens.
- 2.2 Develop a system of collaborative governmental decision-making that enables a countywide development framework, producing well-planned, controlled growth that balances investments in downtown, neighborhoods and communities with preservation of open space and natural areas, and that address obstacles to achieving such growth.
- 2.3 Encourage and facilitate public input, throughout the planning and decision-making process, which leads to improved public decision-making and improved public involvement, with buy-in from all sectors of the County including citizens.
- 2.4 Foster a strong sense of countywide community that engages all citizens (including youth), encourages volunteerism, and makes full use of our social capital in County and local decision-making.
- 2.5 Enhance an accessible and open system of government to assure ethical and effective decision-making.

PRIORITY INITIATIVES

Initiative 9 | Collaboration on countywide issues (Priority 4)

- Strategy 9.1* Identify and prioritize important issues that need to be addressed countywide or in multiple jurisdictions and identify essential collaborating partners (may include projection of trends and forecasting of crisis conditions).
- Strategy 9.2* Identify and apply actions, policies and programs, tools, and methods (past and current), locally and nationally, that are models of positive collaborative decision-making.
- Strategy 9.3* Identify existing structure and opportunities for government collaboration in Hamilton County and evaluate effectiveness
- Strategy 9.4* Develop a communication program for increasing level of awareness of important issues and trends requiring collaboration. (may include partnerships with news media, web sites, periodic Countywide Town Meetings, etc.)

- Strategy 9.5* Identify critical issues that require public, private and civic sector collaboration and develop strategies to address them.
- Strategy 9.6* Build consensus on a unified, comprehensive community vision for Hamilton County.
- Strategy 9.7* Improve existing structures for collaborative decision-making and initiate additional structure where desired (may include development of incentives for government collaboration).
- Strategy 9.8* Hold regular community forums on specific issues to continue dialogue within and across political jurisdictions and agencies.
- Strategy 9.9* Create a forum to lobby for Hamilton County’s collaborative interests to regional, state and federal decision-makers.
- Strategy 9.10* Create a resource center for problem-solving and conflict resolution (For example – to deal with conflicts that arise in the “critical issues requiring collaboration” mentioned in strategy 9.5).

Initiative 10 | Incentives for better collaborative decision making (Priority 8 [tie])

- Strategy 10.1* Establish incentives, and identify the benefits, to reinforce the desired countywide development framework (defined as the adopted strategies of the Community COMPASS plan).
- Strategy 10.2* Provide funding to support implementation of elements in updated community and agency comprehensive plans that coordinate the economic, environmental, and social aspects of development.
- Strategy 10.3* Provide rewards/recognition to individuals and organizations for “best practices” in accomplishing this objective (i.e., public input throughout the planning and decision-making process).
- Strategy 10.4* Create local and statewide incentives and motivators to promote participation, planning and goal setting.
- Strategy 10.5* Promote consideration of local and countywide comprehensive plans in private, public, civic, and institutional sector decision-making.

Initiative 11 | Increased Citizen Participation (Priority 8 [tie])

- Strategy 11.1* Identify and promote new ways to seek public input and encourage civic participation.
- Collaborate with news media and other mechanisms of public communication
 - Develop and maintain interactive web site, including links with other websites
 - Involve schools, churches, i.e. social capital groups, to encourage ongoing citizen input.
 - Need civic activist education program, including outcomes, teaching best practices about civic involvement
 - Promote/support citizen organizations through civic education programs as an outlet for civic involvement efforts – a place to use what you learn

- Strategy 11.2* Encourage adequate and timely notice of public meetings.
- Strategy 11.3* Ensure public meetings are held in accessible places and promote scheduling them at times of day at which stakeholders can attend.
- Inquire of citizens about the best times and places (which might rotate)
 - Ensure meetings are accessible (handicapped accessible, accessible by public transportation, time of day), rotate meetings around to various communities, including website and cable participation
- Strategy 11.4* Develop other means of communicating issues and decisions to general public.
- Develop and maintain web sites
 - Collaborate with local papers – develop weekly section specifically for government information
 - Establish and award or recognition by the Planning Partnership of the broadcast media and print media
 - Disseminate information through flyers in utility billings
 - Email to known citizens who have shown interest in that issue
 - Movie theatres
 - Church bulletins
 - Civic organization newsletters, email, websites, etc.
- Strategy 11.5* Improve communication between planning commissions and planning officials at all levels and forms of government and public, private and civic sector stakeholders.
- Strategy 11.6* Establish processes for incorporating citizen input when decisions are made during the implementation of Community COMPASS.
- Strategy 11.7* Encourage the citizens of Hamilton County to become informed on and involved in regional issues.
- This regional stewardship concept is based on the notion that residents in the region enjoy the benefits of the whole region and, in collaboration with elected and appointed public officials, civic groups and the private sector, should participate in its planning, maintenance, improvement, and governance
 - Examples of such collaboration include the Planning Partnership, the Mill Creek Watershed Council, Little Miami, Inc., Citizens for Civic Renewal and the League of Women Voters among others.
 - As an extension of this concept, Hamilton County elected officials should be encouraged to foster strong working relationships with the leaders of surrounding counties in order to better address regional issues that impact the multi-county area

COMMITMENTS AND PROGRESS BY HCRPC / PLANNING PARTNERSHIP

State of the County Report on Governance

This report presents existing conditions and trends in Hamilton County related to Governance. The report identifies 6 important findings as well as the importance of

trends associated with each finding, and provides key indicators for measuring progress toward the Vision for Hamilton County's Future.

- Supports Initiative 9.3

Annual Workshop for Newly Elected Officials

This information session allows newly elected officials in county jurisdictions to network with other elected officials and to have a head start on plans, projects and initiatives of county or regional significance. The workshop also introduces the resources available to local officials through the Hamilton County Regional Planning Commission and the Planning Partnership. This an event that is held every other year. It is organized by the Planning Partnership.

- Supports Objectives 1 and 5
- Supports Initiatives 10.5 and 11.2

Directory of Planning Partnership Representatives

The Directory of Planning Partnership Representatives compiles contact information of all Planning Partnership members, committee members, local, county and state representatives, and other human resources available to our members through its association with the Planning Partnership. The Directory is updated on an annual basis and distributed at the Partnership's Annual Meeting.

- Supports Objective 1
- Supports Initiative 11.5

Hamilton County Caucus of OKI Representatives

The Hamilton County Caucus, comprised of Hamilton County's OKI representatives (OKI Board of Trustees and the Intermodal Coordinating Committee) and representatives of Hamilton County political jurisdictions, improves understanding of issues under consideration at OKI and their impacts on Hamilton County and its local jurisdictions. As a result, OKI representatives in Hamilton County have a more unified voice and more effective representation on regional policy and funding decisions affecting our communities. The Hamilton County Caucus meets as needed to identify and discuss individual and collective interests related to OKI transportation issues and recommendations, OKI Land Use Commission issues and recommendations, other regional issues in OKI's work program, and new regional issues that representatives in Hamilton County want OKI to address.

- Supports Objective 1
- Supports Initiatives 9.1, 9.2, 9.7, 9.8, 9.9, and 11.5

Housing Forum

Due to the imminence of the release of a number of reports on housing by a number of local organizations, the Planning Partnership has convened a group that is looking to organize a countywide housing forum. The purpose of the event is to disseminate the information and promote the dialogue between organizations, and between organizations and the general public on housing related issues. The organization of this event is in initial stage. Tentatively it will be offered sometime in 2005.

- Supports Objective 1
- Supports Initiatives 9.5, 9.7, 9.8, and 11.5

First Suburbs Consortium of Southwest Ohio

The First Suburbs Consortium is the largest government-led advocacy organization in the country working to revitalize mature, developed communities, and raise public and political awareness of the problems and inequities associated with ex-urban development and urban disinvestment.

- Supports Objective 1 and 2
- Supports Initiatives 9.1, 9.2, 9.5, 9.7, 9.8, 9.9, and 11.5

PlanningPartnership.org

PlanningPartnership.org is the website of the Planning Partnership, and the central communication hub for Partnership public, private, and civic sector members. Key offerings on the website include a regularly updated calendar of meetings and events, products and tools developed by the Partnership, and committee meeting minutes.

- Supports Objective 1
- Supports Initiatives 9.4, 11.4, and 11.5

Planning Partnership/Community COMPASS Newsletter-UPDATE

UPDATE the Planning Partnership Newsletter is a quarterly publication that focuses on news relevant to planning, and zoning commissioners in Hamilton County.

- Supports Initiatives 9.4 and 11.5

Planning Partnership ListServ

The listserv is an online discussion group that includes almost 400 people in the Greater Cincinnati Area. Ongoing.

- Supports Initiatives 9.4 and 11.5

Conversations on Governance

The Conversations on Governance forum series builds upon the work on governance accomplished through Community COMPASS, to create possibilities for implementing “The Vision for Hamilton County’s Future”, and to translate the collective vision into meaningful actions. The first round of forums resulted in a draft strategic plan focused on the Community COMPASS vision for governance, and an action plan and draft concept overview to launch what is now the Hamilton County Caucus of OKI Representatives. Partners in the first round of Conversations on Governance included the Leadership Cincinnati Alumni Association and the Grassroots Leadership Academy. Future rounds of the Conversations on Governance series will further refine the governance strategic plan and develop other action plans and implementation concepts.

- Supports Objectives 1, 2, 3, and 5
- Supports Initiatives 9.1, 9.2, 9.7, 9.8, and 9.9

Great Partners in Planning Award Program

The Planning Partnership recognizes on an annual basis contributions by its members that support and advance the mission of the Planning Partnership.

- Supports Initiative 10.3 and 11.4

Property Maintenance Workshop Series: Effective Code Enforcement Seminar & Legal Aspects of Code Enforcement Seminar

Major threats to communities are a decrease in property values and loss of population. Some Hamilton County communities are looking to property maintenance code enforcement as a viable tool against blight and decay. To address this issue, the Planning Partnership/Hamilton County Regional Planning Commission, in collaboration with PACE (Professional Association of Code Enforcement) presented workshops in January, August and November 2004 to create broader awareness of the current situation, options and local practices, as well as, to promote dialogue between local jurisdictions on property maintenance issues. Workshop presentations and information can be accessed at the Planning Partnership WEB page.

- Supports Objective 2
- Supports Initiative 9.5, 9.8, and 11.5

Property Maintenance Workshop Handbook

The Property Maintenance Workshop for Elected Officials and Administrators was offered in January 2004. A compilation of reports and other resources was made

available to workshop participants, in a CD format. The handbook is also available online at www.planningpartnership.org.

- Supports Initiatives 9.5 and 11.5

Stormwater Management Education Program (with handbook and presentation materials)

The Stormwater Management Education Program is an educational/information resource program for commissioners (citizen planners), staff and elected officials in Hamilton County involved in the process of reviewing site plans. The focus of this program is creating awareness that storm water is as much a resource as a threat, that properly used site development principles and applications will improve the storm water quality management disposal practices, and that intergovernmental cooperation and coordination in addressing storm water management issues is vital.

- Supports Objective 1
- Supports Initiatives 9.4, 9.5, 9.7, and 11.5

Certified Planning Commissioners' Program

The Certified Planning Commissioner's Program improves the ability of participating Commissioners to interpret and analyze technical and legal information, understand the laws that affect Planning Commissions, understand the unique role of Commissions within their communities and counties, and how to conduct effective public meetings. University of Cincinnati School of Planning professors, professional planners from the Hamilton County Regional Planning Commission, professional facilitators, and other professionals, such as attorneys and planning consultants, lead presentations and small group discussions at this 16 hour, bi-annual workshop.

- Supports Objectives 3 and 5
- Supports Initiatives 10.5, 11.2, 11.3, and 11.5

Planning Commissioners Procedure Manual

The Procedures Manual is an available tool for commissioners. It outlines the main documents that a newly appointed commissioner should receive in order to use as a reference and perform it job better. The procedures manual is available online at www.planningpartnership.org.

- Supports Objectives 3 and 5
- Supports Initiatives 10.5, 11.2, 11.3, and 11.5

Asset Based Community Development Seminar

The Asset Based Community Development Seminar, held in February 2004, introduced participants to a comprehensive, asset-based approach to planning, community development, and revitalization work. This model was developed by John P. Kretzmann and John L. McKnight from Northwestern University. Their extensive research on individuals, community groups and corporations show that groups that are focused on their community assets are more successful than those focused on problems (what is wrong with a place). The training offered practical advice and helpful tools to locate, analyze and promote neighborhood-based efforts that build upon and enhance local capacities to address issues and solve problems, and develop policy recommendations aimed at supporting those efforts.

- Supports Objectives 3, 4, and 5
- Supports Initiatives 11.1 and 11.5

Site Plan Review Seminar

The Site Plan Review Seminar is designed for the newly appointed commissioner that focuses on the development of analytical abilities to read and interpret technical and legal documents of a development submission, enabling the commissioner to make sound recommendations to elected officials. Instructors walk participants through the use of essential concepts, tools and best practices needed to understand and evaluate a

site plan application using hands-on exercises. At the end of the session, attendees are able to identify specific elements of the plan and to answer questions about the application with confidence.

- Supports Objective 5
- Supports Initiatives 10.5 and 11.5

Ethics and Meeting Management

The Ethics and Meeting Management Workshop is specially designed for planning and zoning commissioners looking for a refresher on how to run meeting more efficiently. The course also discusses ethical questions and considerations, and provide guidance for resolving ethical problems.

- Supports Objective 5
- Supports Initiatives 10.5, 11.2, 11.3, and 11.5

Strategic Plan for Community Revitalization

The strategies described in “Initiative 27: Revitalization Including First Suburbs” form the basis for the Community Revitalization Initiative Strategic Plan. The first meeting of the CRI was in March 2003, convened by the Hamilton County Planning Partnership. The CRI was an effort to bring together policymakers, community leaders, and administrative professionals from 25 of Hamilton County’s jurisdictions to develop a plan for our First Suburbs. The Plan, published in March 2004, describes an overall vision and six goals for revitalizing old communities, fourteen development strategies, and eight objective data indicators for measuring progress and achievement. To implement the CRI Strategic Plan, HCRPC has facilitated the development of the First Suburbs Consortium by developing Bylaws, cooperation agreements and providing administrative support.

- Supports Objectives 1, 2, and 3
- Supports Initiatives 9.1, 9.2, 9.5, 9.7, 9.8 and 11.5

Community Revitalization Tools Resource Book / Website

A product of the Planning Partnership/Hamilton County Regional Planning Commission, the *Community Revitalization Tools Resource Book* and Website were designed as a quick reference toolkit/guides that assist administrators and economic development officials in locating resources available for the revitalization of housing and business districts. Including reference materials for more than 20 organizations and hundreds of programs with a cross reference system that allows the user identify at a glance where to go for assistance. Hard copies were produced for Planning Partnership jurisdiction members.

- Supports Initiative 9.2 and 11.5

COMMITMENTS AND PROGRESS BY PARTNERS

OKI Land Use Commission

The Commission on Land Use was provided for in OKI’s Year 2010 Regional Transportation Plan. Its main task is to identify linkages between land use and transportation, and develop a transportation-sensitive regional land use plan. The 2010 Plan was attempting to address the federal guidelines in the transportation planning process. One of those factors is the effects of transportation policy on land use and development.

OKI’s Board of Trustees recognized that the land use - transportation connection is very complex, involving such issues as natural resources, economic development, water and sewer infrastructure, social issues and fiscal policies. Because of that complexity, the Board of Trustees elected to sit as the land use commission.

The OKI Land Use Commission outlined a process that will present the big picture of where this region is today, where the region wants to be at some future date, and how to get there - a strategic approach.

- Supports Objectives 1 and 2
- Supports Initiatives 9.1, 9.8, and 11.5

State of the Community United Way Indicators Project

The United Way's State of the Community is a report on the Socio-Economic Health of the Greater Cincinnati Region. Solving the region's problems and building on strengths is enhanced through a mechanism that identifies key indicators of the region's social and economic health and tracks those indicators over many years. This is an ongoing project through which change is measured in the region's well-being by a set of 26 high-quality, valid and reliable indicators. This process will determine whether the quality of life in the region is improving or not – and whether strategic interventions are making a difference. The report concludes that our region is particularly strong compared to national averages in the following areas: percent of college-age persons attending college; percent of area residents with a Bachelor's Degree or Higher; per capita income; unemployment rate; percent of population in poverty; housing affordability ratio; commuting time; murder rate and; voting. The region fairs worse than the national average on the following: infant mortality rate; percent of adults smoking; obesity; percent of job gain or loss; percent of workforce 20-35 years old; residential segregation and; non-violent crime.

- Supports Initiative 9.4, 9.5, 11.4, and 11.7

Sustainable Cincinnati Regional Indicators Project

Sustainable Cincinnati was born of the belief that the 8-county, tri-state metropolitan region can become a sustainable community by paying attention to where we are now and holding one another accountable for our future. The Indicators Project is rooted in the concept of sustainable community – recognizing the interdependence of the environment, economic development, and social equity. We want to support a decision-making climate that invests in what is good for today without compromising the future for our children, a climate that benefits each person and the common good.

- Supports Objective 3
- Supports Initiatives 9.4, 11.4, and 11.7

Greater Ohio

Greater Ohio is the citizens' network promoting — through research, public education and grassroots advocacy — public policy to grow our economy and improve our quality of life through intelligent land use. To this end, Greater Ohio will work to support redevelopment of existing communities, strengthen regional cooperation and protect the countryside and Ohio's natural resources.

- Supports Objective 3
- Supports Initiatives 9.4, 9.5, 10.4, and 11.4

Citizens for Civic Renewal – Cincinnati Metropatterns

The Cincinnati Metropatterns Report, commissioned by Mryon Orfield and released in October of 2001, identified three key trends that faced the Cincinnati Region: social separation; urban sprawl, and fiscal disparities. The concentrated poverty in the urban core reveals some of the most pronounced patterns of separation by race and income in the nation which affects the entire region. The sprawling nature of the region increases the financial pressure on newer, outer-ring communities to keep up with the costs of growth plus contributes to additional congestion on roadways and threatens air and water quality. Fiscal disparities further exasperate the problems in the older inner-cities and struggling first suburbs.

- Supports Objectives 4 and 5
- Supports Initiatives 9.4, 9.5, 11.4, and 11.7

Mill Creek Watershed Council

The Mill Creek Watershed Council is a publicly funded, non-profit corporation representing all 37 political jurisdictions in the Mill Creek watershed. The Council acts as a forum for making watershed-based decisions by convening and coordinating meetings and projects related to the improvement of the Mill Creek. Through these forums, the Council invites public input on watershed-related issues. The full council meets quarterly at locations throughout the watershed and creates a quarterly newsletter, Voice of the Mill Creek, that is mailed to approximately 1400 addresses throughout the watershed.

- Supports Objective 1
- Supports Initiative 9.1, 9.2, 9.4, 9.5, and 11.7

Campaign to Embrace Diversity and Equity

The truth is that there is nothing noble in being superior to somebody else. The only real nobility is in being superior to your former self.

The person who identifies a single facet of the solution is usually identifying the thing farthest removed from his own responsibility.

WHITNEY M. YOUNG, JR.

Instead of comparing our lot with that of those who are more fortunate than we are, we should compare it with the lot of the great majority of our fellow men. It then appears that we are among the privileged.

HELEN KELLER

OBJECTIVES

- 3.1 Encourage and maintain clean, safe, inclusive, accessible, communities that foster open communication.
- 3.2 Promote health and longevity for all residents of Hamilton County by providing opportunities for equal access to preventive and restorative health and health-related services, and other social and community services.
- 3.3 Promote quality, educational opportunities in safe learning environments, and opportunities for students to gain cross-cultural experience and knowledge at all education levels.
- 3.4 Increase the availability of affordable recreational, social and cultural opportunities that appeal to the diverse population of Hamilton County.
- 3.5 Welcome diversity in our institutions and in all levels of government (legislative, judicial and executive/administrative)
- 3.6 Promote regional solutions to regional issues such as affordable housing, social services, public transportation and mobility.

PRIORITY INITIATIVES

Initiative 19 | Partnerships to Support and Improve Schools and Their Roles in Communities (Priority 5)

Strategy 19.1 Make school facilities more available to the community outside of school hours (e.g. for gym facilities, computer labs, meeting space, latchkey programs)

Strategy 19.2 Encourage use and funding of existing after school programs

Strategy 19.3 Explore new and strengthen existing partnerships to support and improve schools

Strategy 19.4 Implement strategies to strengthen parent involvement in schools

Initiative 22 | Addressing Discrimination (Priority 7)

Strategy 22.1 Encourage all residents, institution, businesses, organizations, agencies, governments, jurisdictions and entities, both public and private, to oppose discrimination of any type.

Strategy 22.2 Provide opportunities in the twelve Community Systems Plans for resolution of issues related to discrimination of any type.

COMMITMENTS AND PROGRESS BY HCRPC / PLANNING PARTNERSHIP

State of the County Report: Environmental and Social Justice

This report studies issues of environmental and social justice using data and research from the U.S. Environmental Protection Agency, Universities, and Governmental and Non Governmental Organizations. The report identifies major trends related to justice affecting Hamilton County and documents variety of organizations involved in environmental and social justice initiatives in the Cincinnati Metropolitan Region.

- Supports Initiatives 21 and 22.

State of the County Report: Housing

The changes in demographics, economics, and the political aspects of Hamilton County have impacted the character of housing and the health of its neighborhoods. This report examines Hamilton County's trends in the demand and supply for market-rate, public, and "affordable" housing as well as the impact of such trends on people of different racial and ethnic backgrounds, different incomes, and different household configurations.

- Supports Initiatives 21 and 22.

State of the County Report: Education

As a whole, Hamilton County's public school districts provide good opportunities for students to receive an education and prepare for college or careers. By many measures, Hamilton County schools operate on par with school districts in Ohio's other large urban counties. Significant challenges emerging from countywide population loss, socioeconomic and demographic changes, mandates from state and federal government, and the need for schools to increasingly become an active partner in community-building need to be successfully overcome in order for our schools to continue to prosper. Policymakers and education professionals have to deal with a complex mixture of race, socio-economics, academic performance, and community development trends when trying to design a school district and curriculum that can provide an education to all students. This report discusses five trends facing our education system and provides data indicators for measuring progress toward dealing with them.

- Supports Objective 3.3
- Supports Initiative 7.1 through 7.3, 19.1 through 19.4

State of the County Report: Health and Human Services

This report presents existing conditions and trends in Hamilton County related to public health and human services. It provides an analysis of local health trends including those involving the expansion of medical research, healthcare providers, public health and community health indicators. It also addresses human services trends including the revolutionary transformation of welfare reform and the transition to an integrative, comprehensive approach for planning and providing human services.

- Supports Objective 3.2, 3.3
- Supports Initiative 19.1 through 19.4

State of the County Report: Culture and Recreation

The Cincinnati Metropolitan Region has a great wealth of professional arts, cultural and entertainment organizations. The report shows how recent major investments in arts, cultural and entertainment are stimulating urban revitalization for downtown

Cincinnati and the steps taken to build on this revitalization process. The report also presents how recreational opportunities and facilities are increasing for all age groups throughout the County including new parks, new comprehensive fitness and health facilities, outdoor competitive fitness events and new park infrastructure, such as skate parks.

- Supports Objective 3.4

Economic Impacts of Home Improvement Program (HIP)

The Home Improvement Program in Hamilton County provides loans at 3% lower than market rate to Hamilton County residents. Residents use the loans for renovating, improving, and making additions to their houses. Using the REMI model, it can be assessed how much impact the HIP Program has in reducing population loss. Additionally, REMI can forecast economic gains such as creation of new jobs both short-term and long-term.

- Supports Initiatives 15 and 17

Housing Forum

The purpose of Housing Forum is to present, discuss, and build understanding and commitment on interrelated housing recommendations contained in Community COMPASS, the Report of the Housing Advisory Council, the OKI Land Use Commission / Report on Housing, Greater Ohio, the recommendations for The House Subcommittee on Growth and Development and the Impediments to Fair Housing Choice Report.

- Supports Initiatives 15, 16, and 17

COMMITMENTS AND PROGRESS BY PARTNERS:

Ohio Board of Regents

The Ohio Board of Regents (is an 9-member coordinating board with 2 ex-officio representatives from the State Legislature created in 1963 by the General Assembly to) provide higher education policy advice to the Governor and General Assembly; develop strategy involving Ohio's public and independent colleges and universities; advocate for and manage state funds for public colleges; and coordinate and implement state higher education policies. The Regents have a direct, non-governing relationship with all of Ohio's colleges and universities.

- Supports Objectives 1.6, 3.3
- Supports Initiative 7.1 through 7.3

Ohio Department of Education

The State Board of Education and the Ohio Department of Education (ODE) are working toward educational reform in Ohio by making sure that what they expect of students is taught in classrooms and measured by assessments. This aligned state system of academic content standards, curriculum models, achievement and diagnostic tests is improving both teaching and learning in Ohio schools. State and national data show that Ohio's students are performing at higher academic levels than ever before. When this system is fully in place, all of Ohio's 1.8 million school children will have access to a quality education, no matter where they live. Their commitment is to make sure that all students reach high levels of achievement, including students with disabilities, limited English proficiency and low socioeconomic status. This includes students from major ethnic and racial groups. A fairer and better accountability system ensures that all of us are responsible for improving the performance of all Ohio's students.

- Supports Objectives 1.6, 3.3
- Supports Initiative 19.1 through 19.4

Great Oaks Institute of Technology and Career Development

Great Oaks, the largest career and technical education district in the United States, has been providing career development, workforce development and economic development services to individuals, business, industry, labor, communities and other organizations in southwest Ohio since 1970. The educational programs and services available through Great Oaks enhance the lives of tens of thousands of people each year. Yet, even though it covers over 2,200 square miles and serves so many people, the belief is that each individual is unique and that it has a responsibility to assist each one as they determine their chosen path and take the steps leading to their destination. They also believe that everyone can learn and can be a productive, contributing member of society.

- Supports Objectives 1.6, 3.3
- Supports Initiative 8.1 through 8.3

Cincinnati State Technical and Community College

At Cincinnati State, one can train to be a nurse, a draftsman, a network administrator, or one of many other professions. One can also complete general education coursework that can be transferred to a four year institution on completion of Associate's degree.

Chartered by the Ohio Board of Regents in 1969, Cincinnati State is Accredited by the North Central Association of College and Schools and offers over 75 associate degree programs and majors, and over 40 certificate programs. Cincinnati State incorporates cooperative education and/or clinical practice as part of studies, and operates one of the ten largest co-op education programs in the nation as measured by the number of student placements. It boasts 2900 co-op student job placements in 2001-2002, 800 co-op employers in 2001-2002, and \$8.6 million earned by co-op students in 2001-2002. Cincinnati State has many partnerships in the community. It works with educational systems, other colleges and universities, public agencies, and organizations. The faculty and staff hold leadership positions in professional societies as well as community associations.

- Supports Objectives 1.6, 3.3
- Supports Initiative 8.1 through 8.3

Greater Cincinnati Chamber of Commerce

The Greater Cincinnati Chamber of Commerce is the nation's fifth largest Chamber, representing the interests of more than 6,000 member businesses. An award-winning membership organization, the Chamber has been recognized as national Chamber of the Year twice in the past decade. It supports members and the Cincinnati USA region in pursuit of success in today's global economy. The Chamber provides numerous services, including business retention and attraction, education and networking, benefit products to improve members' bottom line, solutions to members' workforce challenges, as well as legislative and regulatory advocacy to create and sustain a positive business climate for our community.

- Supports Objective 1.6
- Supports Initiative 7.1 through 7.3, 8.1 through 8.3

Hamilton County Job and Family Services (HCJFS)

HCJFS is the largest combined human services agency in Ohio: welfare, child support and child protection programs all administered by a single organization. The Workforce Development division helps Hamilton County residents join the workforce and move up the economic ladder.

- Supports Objective 3.3
- Supports Initiative 8.1 through 8.3

Southwest Ohio Career Resource Network

The Southwest Ohio Career Resource Network is this region's new one-stop employment and training services project. The center and its four satellite offices bring Employers and Job Seekers together. The services are designed to help people find jobs, improve their skills, upgrade their employment and to assist businesses in need of a trained workforce. It helps job seekers develop the skills that employers want and helps employers find the workers they need. With the exception of job training services, which do have eligibility criteria, services are available to anyone at no cost.

- Supports Objective 1.6
- Supports Initiative 8.1 through 8.3

Cincinnati Public Schools—Community Learning Centers

More than just a school building, Community Learning Centers assemble a variety of partners to offer academic programs, enrichment activities and support to students, families and community members — before and after school, and during the evenings and on weekends. Community learning centers often become the neighborhood's center of activity. Some examples include after-school programs that are integrated into the school curriculum, comprehensive wellness programs offered on-site with medical, dental and optometry clinics operating at the school, and evening job-readiness classes available at the school for local community residents.

- Supports Objectives 3.3, 4.2
- Supports Initiative 19.1 through 19.4

KnowledgeWorks Foundation

KnowledgeWorks Foundation provides funding and leadership for education initiatives throughout Ohio. They believe that education is the key to the success of individuals and society. KnowledgeWorks Foundation is working to create partnerships that will produce measurably better educational results throughout the state. The Foundation is committed to sharing knowledge gained and lessons learned with others in Ohio and across the U.S. They believe that educational barriers can be eliminated by collaborating with those public and private entities across the state and the nation who share that goal.

- Supports Objectives 1.6, 3.3
- Supports Initiative 19.1 through 19.3

OKI Environmental Justice Advisory Committee

OKI Regional Council of Governments, Greater Cincinnati's metropolitan planning organization, has formed an advisory committee comprised of citizens and elected officials to help formulate environmental justice policy for transportation planning. This policy will be aimed towards minorities, low income, elderly, disabled, and zero car households. Now oriented towards transportation planning, it is anticipated to be expanded to other areas in the future.

- Supports Objective 3.6
- Supports Initiative 22

Citizens for Civic Renewal (CCR)

Citizens for Civic Renewal has formulated a transportation task force comprised of citizens, experts, and other concerned members from governmental and non-governmental organizations. Amongst various strategies for transportation identified during CCR's citizens' regional roundtable meeting in April, 2004, "build support for a public transit system that serves the entire region" has the highest priority. Additionally, CCR has task forces for education, economic development, governance and tax structure, housing, and land use planning.

- Supports Objective 3.1 through 3.6
- Supports Initiative 22

Housing Opportunities Made Equal (HOME)

HOME exists to eliminate illegal discrimination in housing, especially racial discrimination and to promote balanced living patterns. HOME provides Section 8 assistance, community relations support, job placement services, mediation, fair housing training for real estate and rental professionals and outreach services to schools, churches and civic groups.

- Supports Objective 3.5
- Supports Initiatives 17, 21, and 22

AMOS Project

AMOS Project is a group of congregations committed to living out their faith through public action. They are involved in various initiatives related to transportation, education, equity, and eradication of poverty.

- Supports Objective 3.1 through 3.6
- Supports Initiatives 21 and 22

Over the Rhine Housing Network

The Over-the-Rhine Housing Network was created in 1988 to help revitalize the neighborhood of Over-the Rhine through the development of quality affordable housing including promoting the development of racially integrated, decent, safe, sanitary, and affordable housing for current and future residents of Over-the-Rhine; saving old buildings from demolition and restore them to affordable housing; promoting housing development and neighborhood revitalization; and providing a base of neighborhood-owned and controlled housing and sharing resources, information, and experiences among members.

- Supports Objective 3.1
- Supports Initiatives 17, 21, and 22

Environmental Community Organization (ECO), Campaign for Safe Neighborhoods

ECO began in 1996 as The Environmental Network (TEN). One of its campaigns known as the Campaign for Safe Neighborhoods is a coalition of groups and individuals to help clean and protect the environment, improve health, safety, and quality of life for all. Under this campaign, communities ask local industries to become accountable by reducing pollutants and clean up any past environmental contamination.

- Supports Objective 3.1
- Supports Initiatives 22 and 24

Center for Peace Education (CPE), Student and Children Programs on Peace

CPE started as Cincinnati Coalition for Peace Education in 1979 with the objective of teaching peace in Cincinnati. Now, CPE collaborates with Greater Cincinnati and Northern Kentucky schools (Kindergarten to 12) to help children develop essential life skills, such as how to resolve conflict constructively, interact with peers effectively, and appreciate unique perspectives of others. CPE has developed a curriculum, Student’s Creative Response to Conflict, for students learning about peace and skill building exercises in the five theme areas of: affirmation, communication, appreciation of differences, creative conflict management, and cooperation.

- Supports Objectives 3.3 and 3.5
- Supports Initiatives 12, 19, and 21

Christ Church Cathedral (Racial Reconciliation Initiative, Tell Us Your Story Project)

Christ Church Cathedral along with other church groups has launched a new initiative on racial reconciliation. “Tell Us Your Story” invites people from all races, class, and backgrounds to share their experiences. The first part of the project is “Listening” or participants tell their story through a website, dedicated phone line, and in front of a panel comprised of invited dignitaries from different occupations.

- Supports Objective 3.5
- Supports Initiatives 21 and 22

Greater Cincinnati Community Shares

Community Shares of Greater Cincinnati is a partnership of local nonprofit organizations, which collaborate to achieve social, economic, and environmental justice by expanding public awareness about its member organizations and by raising funds to support their programs and services throughout Cincinnati and the surrounding region. Various programs include helping women, who are abused in childhood, lead happy, healthy lives, reducing unemployment through job skills training, preserving the environment through education and pollution reduction, moving families from homelessness to homeownership, maintain drug-free lives, and teach conflict resolutions.

- Supports Objectives 3.1 through 3.6
- Supports Initiatives 21 and 22

Cincinnati Association (Inter-Group Relations Action Team—Greater Cincinnati Commitment)

Cincinnati Association has formed an Inter-Group Relations Action Team, which recently started the Greater Cincinnati Commitment Campaign. Based on the principles of Alexandria Declaration, a similar initiative launched decades ago in U.S., members of Cincinnati Association pledged to remove different forms of institutional racism from their associated organizations. Other initiatives related to inter-group relations are also underway. This group supports initiatives on improving community police relationships, such as the Community Problem Oriented Policing (CPOP) program currently undergoing in Cincinnati.

- Supports Objective 3.5
- Supports Initiatives 21 and 22

National Underground Railroad Freedom Center (Healing through History)

The inauguration of National Underground Railroad Freedom Center (NURFC) took place in the month of August 2004. As a unique center of learning, NURFC and National Conference for Community and Justice have developed a joint program known as “Healing through History”. Participants will work in small groups in a series of interracial dialogues focusing on different episodes of history. These facilitated dialogues will be a unique learning experience for the participants.

- Supports Objectives 3.3 and 3.5
- Supports Initiatives 12, 21, and 22

Intercommunity Justice and Peace Center

Founded in 1985, Intercommunity Justice and Peace Center is a coalition of faith-based organizations and individuals who work to educate around justice issues, take collaborative action, and do public witness. The center addresses local, national and international concerns focusing on economic justice, women's issues, human rights, racial equality, peace and the environment.

- Supports Objective 3.5
- Supports Initiative 22

Cincinnati Human Relations Commission

The Cincinnati Human Relations Commission (CHRC) studies and investigates problems of the relationships between the various racial, religious, and ethnic groups in order to foster mutual respect and understanding; works to alleviate prejudice and discrimination in the city; and encourages equality and fairness in the treatment of all citizens to enhance the quality of life in the Cincinnati area. CHRC has different programs such as Unity Ambassadors, who work for creating a diverse society and Street Workers, who build trust with youths in an effort to improve their life.

- Supports Objective 3.5
- Supports Initiative 22

National Association for the Advancement of Colored People (NAACP)

The primary focus of the NAACP continues to be the protection and enhancement of the civil rights of African Americans and other minorities. The following programs are focused on economic development and opportunity in urban areas: the Fair Share Program, the Economic Reciprocity Initiative, and the Financial Empowerment Initiative. The local office of the NAACP has been a joint plaintiff along with HOME (Housing Opportunities Made Equal) in housing discrimination lawsuits against various lending agencies and insurance companies.

- Supports Objective 3.5
- Supports Initiatives 21 and 22

Metro Area Religious Coalition of Cincinnati (MARCC), Justice and Peace Office

MARCC is a network of Jewish, Greek Orthodox, Roman Catholic and Protestant judicatories working together on agreed upon local social policy decisions.

- Supports Objective 3.5
- Supports Initiatives 21 and 22

Women's City Club (WCC), National Speaker Forum

The mission of the Woman's City Club of Greater Cincinnati has been to secure a more just and livable community for all. The WCC pursues this mission through programs, which educate, encourage, and equip citizens to play an active role in civic affairs. The WCC currently focuses our attention on these issues: social and economic justice, the status of women, affordable housing, harmony among cultures, races, classes, sexual orientation and other differences, quality of the environment, effectiveness of city and area governments. The WCC's Women in Poverty Action Group is an advocacy group for poor and disadvantaged women in the Over-the-Rhine area of Cincinnati. The focus of The Environmental Improvement Committee has been on water quality issues and improving environmental conditions in urban Cincinnati. In 2004, WCC invited ABC correspondent Michael Martin to speak on "Healing the Racial Divide: The Role of Hard Truths."

- Supports Objective 3.5
- Supports Initiatives 21 and 22

United Way

United Way of Greater Cincinnati's vision is to have a vital region, a caring community where all children thrive, all people enjoy maximum health and self-sufficiency, and all neighborhoods and communities are vibrant, inviting places to live. United Way is a master community organization that provides funding, support and information to other local charity and non-profit organizations. United Way's Community Building Institute promotes citizen-led, asset-based community development in area neighborhoods and communities through training opportunities for citizen activists and professionals, neighborhood consultations and community research for area philanthropic

organizations supporting community development. Vibrant Neighborhoods and Communities program provides operating support and technical assistance to community development corporations working to improve physical and economic conditions of low- and moderate-income neighborhoods and increase resident participation in regeneration efforts.

- Supports Objective 3.1 through 3.6
- Supports Initiatives 21 and 22

Friends of the Collaborative

Following the riots in 2001, U.S. Department of Justice and Cincinnati Police Department came into an agreement to improve efficiency of the police force by introducing race related and community policing programs. Various programs were initiated under this collaborative agreement, a five-year plan. Many established organizations working for social and environmental justice in the Cincinnati Metropolitan Region agreed to serve as the Friends of the Collaborative to make it a success. Community Problem Oriented Policing (CPOP) is a part of this collaborative agreement. Similarly, Scanning, Analysis, Response, and Assessment model or SARA is one of the methods to implement the CPOP. It consists of scanning or identifying problems and concerns in the community; analysis to determine causes of those concerns; determining strategies for the community; and finally assessing achievements of those strategies.

- Supports Objective 3.5
- Supports Initiative 22

Hamilton County Indigent Care/Hospital Tax Levy

The “hospital levy” was originally passed by the citizens of Hamilton County in 1966 to provide hospital care for the poor and provide inmates health care, drug treatment and tuberculosis treatment. The levy has been voted on and approved every five years since 1966. The levy originally funded care at only General Hospital, then a City-owned teaching hospital. Now the levy proceeds are split between University Hospital, 74.4 percent, Childrens’ Hospital, 18.6 percent and the remaining, about 7% to inmate care.

- Supports Objective 3.2

Hamilton County Health and Hospitalization (for Drake Center, Inc.) Tax Levy

Health Alliance of Greater Cincinnati/Center for Closing the Health Gap

The Center for Closing the Health Gap is an initiative of the Health Alliance of Greater Cincinnati (University Hospital, Christ Hospital, Jewish Hospital, St. Luke Hospitals, and Fort Hamilton Hospital). Its mission is to eliminate racial and ethnic health disparities in Greater Cincinnati through advocacy, education and community outreach. The Center also coordinates the annual Conference on Closing the Health Gap in Greater Cincinnati. The conference provides information about major health issues confronting the region and offers techniques to deal with these issues.

- Supports Objective 3.2

Legal Aid Society of Greater Cincinnati/Healthcare Access Advocacy Project

The Healthcare Access Advocacy Project is an initiative of the Legal Aid Society of Greater Cincinnati, the Health Foundation of Greater Cincinnati and The Access Project. Its mission is to increase access to appropriate and affordable healthcare for low-income families and individuals, through improved utilization of and expanded eligibility for applicable health insurance programs.

- Supports Objective 3.2

Cincinnati Health Network/Southwest Ohio Community Access Program

With a grant from the Department of Health and Human Services, the Southwest Ohio Community Access Project, led by the Cincinnati Health Network, Inc. is developing a link for an exiting health information network that connects four hospitals to other primary givers. This link will establish a common database, SHARE, for the uninsured and under-insured, and a standard screen for eligibility in public insurance programs. Partners in this effort include community health centers and other hospital providers.

- Supports Objective 3.2

City of Cincinnati Health Centers: Ambrose Clement, Price Hill, Millvale, Northside, Braxton Cann and Elm Street

The City of Cincinnati operates six health centers: Ambrose Clement, Price Hill, Millvale, Northside, Braxton Cann and Elm Street, which serve the poor and uninsured populations. Approximately 45,000 patients are seen annually at these community health centers. In 2004, the budget for these health centers was approximately \$15 million.

- Supports Objective 3.2

Community Non-profit Health Centers: Crossroads, East End, Mt. Auburn, West End, Winton Hills and Walnut Hills/Evanston and Lincoln Heights

The City of Cincinnati and Hamilton County also receive the benefit of community non-profit health centers that serve uninsured and indigent that include in Cincinnati: Crossroads, East End, Mt. Auburn, West End, Winton Hills and Walnut Hills/Evanston. These centers serve approximately 12,000 patients a year and receive funding from the City of Cincinnati (\$900,000) and the U.S. Department of Human Services. In Hamilton County outside of Cincinnati, the Lincoln Heights Health Center just opened a new \$5.8 million facility in June 2004. The Center treats about 11,000 patients per year, but expects to double that figure with the opening of a new facility.

- Supports Objective 3.2

The Cincinnati Fine Arts Fund

The Cincinnati Fine Arts Fund is the oldest united arts fund in the U.S. Begun in 1949, in 2004 it's the nation's number one arts fund raising over \$10 million in 2004. The Fund helps support 17 member organizations: 1.) Cincinnati Art Museum, 2.) Cincinnati Ballet, 3.) Cincinnati Opera, 4.) Cincinnati Playhouse in the Park, 5.) Cincinnati Symphony Orchestra, 6.) Contemporary Arts Center, 7.) May Festival, 8.) Taft Museum of Art, 9.) Arts Consortium of Cincinnati, 10.) The Children's Theater, 11.) Cincinnati Chamber Orchestra, 12.) Cincinnati Shakespeare Festival, 13.) Ensemble Theater of Cincinnati, 14.) Fitton Center for Creative Arts, 15.) Kentucky Symphony Orchestra, 16.) Madcap Productions Puppet Theater, and 17. Theatre IV. Seventy smaller arts organizations also receive some support from the Fine Arts Fund.

- Supports Objective 3.4

Museum Center Levy

In March 2003, the Hamilton County voters passed a 0.2 mill, five-year property tax levy to pay for maintenance and repairs at the Cincinnati Museum Center at Union Terminal. The levy will generate about \$3.5 million per year and be used for operating expenses, maintenance and repairs for the historic building. Museum officials are expected to develop an endowment during the levy's term so that public subsidies can be reduced and then deleted.

- Supports Objective 3.4

Cincinnati Art Museum

On May 17, 2003 the Cincinnati Art Museum eliminated its general admission charge and opened free to the public, made possible by a generous endowment of \$2.15 million given by The Lois and Richard Rosenthal Foundation. The Art Museum also opened a new permanent display—“The Cincinnati Wing: The Story of Art in the Queen City” in May 2003. The Cincinnati Wing is 18,000 square feet in 18 galleries displaying 400 pieces spanning over 200 years of Cincinnati art history.

- Supports Objective 3.4

ArtWorks/Public Art Projects

Art Opportunities, Inc./ArtWorks is a nonprofit arts organization that offers job training for young artists, creative services and successful public art projects such as the Big Pig Gig , Flower Power (with the Cincinnati Horticultural Society) and Bats Incredible!.

- Supports Objective 3.4

Arts & Culture Task Team Plan: Artist Vitality and Creative Economy in Cincinnati – Beginning in Over-the-Rhine

In 2003, the City Council of Cincinnati’s Arts and Culture Committee recommended \$2.2 million for support of arts and culture for capital improvements and investments in 2003 and 2004, primarily for arts organizations in the Over-the-Rhine. The recommendation came from findings of the Committee’s Task Team Plan *Artist Vitality and Creative Economy in Cincinnati – Beginning in Over-the-Rhine*. The Plan stated that “the monies will be appropriated to realize artist vitality and creative economy in Cincinnati with particular emphasis on the Center City and beginning in Over-the-Rhine”. The Arts Capital Funding Recipients for 2003 and 2004 were: Art Academy of Cincinnati-\$250,000 in 2004; Arts Consortium-\$70,000 in 2004; Artworks-\$10,000 in 2003; Cincinnati Ballet-\$125,000 in 2003, \$125,000 in 2004; Cincinnati Museum Center-\$125,000 in 2003, \$125,000 in 2004; Cincinnati Opera-\$350,000 in 2003; Cincinnati Shakespeare Festival-\$25,000 in 2003; Contemporary Arts Center-\$75,000 in 2003, \$50,000 in 2004; Emery Theater-\$250,000; Ensemble Theater-\$20,000 in 2003; Learning Through Art, Inc.-\$15,000 in 2003; School for Creative and Performing Arts-\$5,000 in 2003; SSNOVA-\$35,000 in 2003; Taft Museum-\$350,000 in 2003, and Cincinnati Preservation Association-\$50,000.

- Supports Objective 3.4

Campaign to Balance Development and the Environment

*There is a sufficiency
in the world for man's
need but not for man's
greed.*

MOHANDAS GANDHI

*Don't blow it - good
planets are hard to
find.*

UNKNOWN

*Because we don't think
about future
generations, they will
never forget us.*

HENRIK TIKKEN

OBJECTIVES

- 4.1 Preserve, restore, and manage natural resources so as to enhance the unique character of the County.
- 4.2 Plan and manage growth by seeking regional cooperation, fostering neighborhood-focused development, encouraging revitalization of existing neighborhoods, and preserving open space, while incorporating citizen input in the decision-making process.
- 4.3 Strengthen investment, particularly reinvestment, in order to balance development in downtown, suburbs, and rural areas, using existing infrastructure to reduce costs.
- 4.4 Develop attractive, economical, multi-modal public transportation coordinated with planning and development of roads, housing and business locations in order to better connect people to their jobs, services, and natural and cultural resources.
- 4.5 Plan and maintain a comprehensive infrastructure system, that is coordinated with development, constructed with consideration of the impact on the built and natural environments, and that supports neighborhood centers.

PRIORITY INITIATIVES

(also see Initiatives 23 and 26, listed in Section 2, which are closely related to the following Initiatives)

Initiative 24 | County Greenspace Plan (Priority 11)

- Strategy 24.1* Develop a countywide greenspace plan with appropriate development guidelines that include
- Establishment of development guidelines for the protection of environmentally sensitive areas and areas in proximity to protected resources (buffer and transitional zones)
 - Implementation of programs to landscape and maintain interchanges and community gateways
 - Development of an Ohio River Parks Plan that extends the entire length of the county
 - Alignment of recommended policies and actions with other plans (e.g. economic development plan, countywide growth plan, etc.)

- Strategy 24.2* Encourage local jurisdictions to designate areas for permanent protection as natural areas, passive recreation areas and active recreation areas consistent with the Greenways Plan
- Strategy 24.3* Encourage local funding sources to provide local match for State and Federal dollars allocated to greenspace and natural resource preservation.
- Strategy 24.4* Encourage adoption of land use plans in each jurisdiction that contain a sustainable growth component and seek to preserve environmentally sensitive areas by ranking them and identifying viable options and funding sources for their protection.
- Strategy 24.5* Develop farm preservation program that includes grants (Clean Ohio Funds plus other sources) for purchase of conservation easements.
- Strategy 24.6* Encourage communities to include pathways (bicycle and pedestrian) as component of land use and greenspace planning.
- Strategy 24.7* Enhance existing and encourage new public and private education programs to generate environmental awareness.
- Strategy 24.8* Encourage incentives for the protection of riparian corridors including, but not limited to, the Great Miami, Whitewater, Little Miami, and Ohio Rivers and Mill Creek.
- Strategy 24.9* Encourage opportunities to restore overdeveloped and spoiled environments.

Initiative 25 | Countywide Growth Plan (Priority 2)

- Strategy 25.1* Develop countywide growth plan from the perspective of the central county within a metropolitan area.
- Identify and inventory lands within existing communities and the urban core that are suitable for new development and/or redevelopment (in-coordination with plans for open space, infrastructure, etc.). Create incentives that will promote the development of these identified lands as viable alternatives to extending development into suburban counties and rural areas.
 - Develop policies and incentives that attract industries and businesses, which do not unduly compromise human health and are compatible with the needs of new and existing neighborhoods and surrounding land uses.
 - Align recommended policies and actions with other plans (e.g., economic development plan, green space plan, etc.)
- Strategy 25.2* Lobby State to allow municipalities and townships the option to assess impact fees.
- Strategy 25.3* Determine ability of existing infrastructure and government services to meet demands of growth.

- Strategy 25.4* Create and implement local and countywide plans through continuous and collaborative planning relationships with planning partners in the public, private and civic sectors within a regional framework.
- Strategy 25.5* Create a countywide development council/forum (perhaps as a committee of the Planning Partnership) to enable a unified countywide voice on growth and conservation issues in the County and in the region.
- Strategy 25.6* Develop land use policies and model zoning ordinances that include mixed-use development/town center development (such as housing, services, employment, transportation, cultural and recreational opportunities, greenspace, etc.)
- Strategy 25.7* Promote compact development and mixed use zoning to use infrastructure more efficiently

Initiative 27 | Revitalization Including First Suburbs (Priority 6)

- Strategy 27.1* Encourage incentives for redevelopment
- Identify areas that need particular investment (land uses or transportation), prioritize, and establish County funding mechanism to implement projects.
 - Develop local funding sources to provide local match for State and Federal dollars allocated to brownfield cleanup and redevelopment.
 - Establish policies and programs for countywide investment, focusing on older communities before less developed areas
- Strategy 27.2* Promote changes in state and county funding criteria that will establish priority in funding for upgrading existing infrastructure
- Strategy 27.3* Examine governmental policies and programs, and propose modifications where appropriate to support neighborhood business districts
- Strategy 27.4* Emphasize revitalization in economic development efforts
- Strategy 27.5* Encourage lobbying efforts that promote neighborhood revitalization
- First Suburbs
 - State funding for infrastructure
 - Community Development Block Grants
 - Community Policing
- Strategy 27.6* Evaluate and modify where necessary current investment programs for commercial revitalization (e.g., business district incentives, façade grants, small business loans) and for residential reinvestment (e.g. homeownership, land reutilization, home improvement), incorporating a reward system for successful projects.

COMMITMENTS AND PROGRESS BY HCRPC / PLANNING PARTNERSHIP

State of the County Report: Environment

This report presents existing conditions and trends in Hamilton County related to air, land, and water resources. The report identifies important findings as well as the importance of trends associated with each finding, and provides key indicators for measuring progress toward the Vision for Hamilton County's Future.

- Supports Objective 4.1

State of the County Report: Land Use and Development Framework

This report examines land use and growth issues in Hamilton County and studies various factors causing growth and development patterns in the region. It has five key findings identifying features of growth and land development at the regional, county, and local levels. It studies impacts of these trends on the economy, housing, transportation, utilities, environment, and fiscal resources, and identifies indicators for measuring the trends.

- Supports Objectives 4.2 and 4.5

Concept Plans – Land Use, Transportation, and Greenspace

These three Concept Plans are a merger of various individual plans in effect, or being developed, across the County. Each plan graphically identifies long range, comprehensive goals consistent with the Vision for Hamilton County's Future. The Concept Plans serve as public discussion drafts of key concepts that require refinement in more detailed plans with implementation strategies. The graphic concepts, designed to be consistent with and supportive of other local and regional plans will continue to evolve as a consolidated view of the collective vision of our local and regional governments.

- Supports Objectives 4.2, 4.4, and 4.5
- Supports Initiatives 24, 25, and 27

Community Revitalization Initiative Strategic Plan (CRI)

The strategies described in "Initiative 27: Revitalization Including First Suburbs" form the basis for the Community Revitalization Initiative Strategic Plan. The first meeting of the CRI was in March 2003, convened by the Hamilton County Planning Partnership. The CRI was an effort to bring together policymakers, community leaders, and administrative professionals from 25 of Hamilton County's jurisdictions to develop a plan for our First Suburbs. The Plan, published in March 2004, describes an overall vision and six goals for revitalizing old communities, fourteen development strategies, and eight objective data indicators for measuring progress and achievement. To implement the CRI Strategic Plan, HCRPC has facilitated the development of the First Suburbs Consortium by developing Bylaws, cooperation agreements and providing administrative support.

- Supports Objectives 4.3 and 4.5
- Supports Initiative 27

Community Revitalization Tools Resource Book

A product of the Planning Partnership/Hamilton County Regional Planning Commission, the *Community Revitalization Tools Resource Book* and Website were designed as a quick reference toolkit/guides that assist administrators and economic development officials in locating resources available for the revitalization of housing and business districts. Including reference materials for more than 20 organizations and hundreds of programs with a cross reference system that allows the user identify at a

glance where to go for assistance. Hard copies were produced for Planning Partnership jurisdiction members.

- Supports Objective 4.3
- Supports Initiative 27

Economic Impact of the Hamilton County Transportation Improvement Program (TIP)

The Transportation Improvement Program (TIP) is an implementation tool of the OKI 2030 Long Range Transportation Plan that identifies roads and other transportation projects for construction or preliminary engineering funding. The 2004-2007 TIP is already operating and funds allocated to the Hamilton County projects. This will create new jobs in construction and other industrial sectors in Hamilton County. In addition to construction jobs, which are a direct benefit, transportation projects provide many indirect and induced benefits such as a decrease in congestion, pollutants, etc. Economic impacts of transportation projects included in the 2004-2007 TIP will be assessed by using REMI, a regional economic impact model.

- Supports Initiatives 25 and 28

Hamilton County Caucus of OKI Representatives

Planning Partnership of Hamilton County Regional Planning Commission has launched a new initiative for representatives of Hamilton County in the OKI Regional Council of Governments. This includes the OKI board members, members of Intermodal Coordinating Committee, Prioritization Subcommittee, etc. The objective includes encouraging and promoting participation of Hamilton County members in the OKI meetings. The caucus meets regularly to discuss issues of significance to the County.

- Supports Initiative 30

Hamilton County Home Improvement Program (HIP)

See campaign on “Balancing Diversity and Equity.”

- Supports Initiative 27

COMMITMENTS AND PROGRESS BY PARTNERS

Green Umbrella, Regional Greenspace Alliance, Ohio Kentucky Indiana

Green Umbrella is an advocacy organization working with over 40 local environmental groups, citizen’s land trusts, planning commission, and other stakeholders interested in protecting, preserving, and restoring greenspace. Green Umbrella seeks to define, organize and unite the power that already exists within its diverse Partnership. Guiding all of Green Umbrella’s initiatives is the firm belief that a collaborative process creates true long term value.

- Supports Objective 4.1
- Supports Initiatives 24.1, 24.2, 24.6, 24.7, 11

Hamilton County Soil and Water Conservation District

Earthworks regulations and procedures have been enacted specifically to help eliminate, or at least minimize creation of new or aggravation of existing sensitive land areas and formations within unincorporated Hamilton County, either known or not known, through control of earth disturbing activities which have an effect on the stability of hillsides and slopes and which may cause hazardous erosion, sedimentation and associated problems.

Wet Weather Initiative provides a forum for effective management of stormwater throughout Hamilton County to reduce the impacts of pollution on surface and

groundwater resources and to minimize the effects of erosion and flood damage on structures, stream banks, and riparian corridors.

- Supports Objective 4.1
- Supports Initiatives 23.1, 23.2

Hamilton County Parks District

Hamilton County Park District in 2002 received support from County residents in the form of a 15 year, one mill property tax levy to be used in its efforts to preserve greenspace, and expanse partnership opportunities with other conservation and environmental groups and agencies.

The ForEverGreen Conservation Program partners with other interested parties to acquire and protect land throughout the county to ensure that preserved areas are connected to create green wildlife corridors, preserve water quality, and preserve open spaces., and enhance nature education programs.

The Land Management Department's objective is to maintain the widest possible diversity of wildlife habitats to sustain diversified biological communities and varied flora and fauna.

The Community Out-Reach Naturalist program enhances nature education by bringing fun and exciting nature programs directly into classrooms, senior centers and social service agencies within the City of Cincinnati..

The Park District conducted an Open Space Study in 2001 using factors such as connectivity, landslide susceptibility and existing vegetation cover, were used to examine potential properties for acquisition as green space.

- Supports Objective 4.1
- Supports Initiatives 24.1, 24.2, 24.3, 24.4, 24.6, 24.9

Hillside Trust

The Hillside Trust actively works to help achieve a balance between the competing interests of development and conservation of our remaining hillside land. The Hillside Trust accomplishes its mission through work in three broad program areas: research and education, land conservation, and advocacy of responsible land use. They have identified hillsides that are most susceptible to landslides and development and encouraged the purchase of hillside parkland and the use of zoning overlay districts. Currently, the Hillside Trust has nearly 164 acres of hillside land under protection.

- Supports Objective 4.1
- Supports Initiative 24.1, 24.2, 23.2

Environmental Education Council of Ohio (EECO)

It is the mission of EECO to lead in facilitating and promoting environmental education which nurtures knowledge, attitudes and behaviors that foster global stewardship.

- Supports Objective 4.1
- Supports Initiative 24.7

Regional Ozone Coalition (ROC)

The Regional Ozone Coalition provides air quality educational opportunities and materials to schools, businesses and citizens in the seven county Greater Cincinnati/Northern Kentucky area. The ROC promotes its “do your share for cleaner air” message through sponsoring teacher workshops, calendar contests and special events throughout the year.

- Supports Objective 4.1
- Supports Initiative 24.7

Cincinnati Environmental Quality Districts

Cincinnati’s Hillside Overlay District Regulations provide criteria for establishing a hillside overlay district. “Hillside Overlay District regulations are to establish standards for development in hillside areas and procedures for the review of proposed development so development will be compatible with the natural environment and respect the quality of the urban environment in those locations where the hillsides are of significant public value.” The City of Cincinnati has approximately 3,500 acres of land protected in its EQ Hillside Development districts.

- Supports Objectives 4.1,4.2
- Supports Initiatives 24.1, 23.1

Port of Greater Cincinnati Development Authority, Cincinnati Strategic Program for Urban Redevelopment (SPUR), and the Hamilton County Urban Land Assembly Program (ULAP)

Redevelopment of underutilized, commercial, and industrial brownfield properties in the County is being facilitated by the partnerships among the Greater Cincinnati Port Authority, the Cincinnati Strategic Program for Urban Redevelopment (SPUR), and the Hamilton County Urban Land Assembly Program (ULAP). ULAP has inventoried 68 sites in the older, first ring suburbs for brownfield redevelopment and revitalization. SPUR has inventoried and created 16 proposed initial districts in Cincinnati. The Port Authority acts as a local resource of information, education, and assistance on brownfields redevelopment for the 49 jurisdictions in the County.

- Supports Objectives 4.1, 4.3
- Supports Initiative 24.9

Ohio River Way, Inc.

The Ohio River Way will create a 150-mile trail, braiding together the arts, commerce, ecology, heritage and recreation assets of the river corridor. The trail and greenway will be designed and built through partnerships with local and state government, business and civic organizations from the cities and towns on the river banks.

- Supports Objective 4.1
- Supports Initiative 24.1

Ohio-Kentucky-Indiana Regional Council of Governments (OKI) Greenspace Office

OKI’s Greenspace Office is working with local environmental groups and government agencies to assist in preserving, protecting, and restoring natural systems. One goal of the Greenspace Office is the development of a strategic regional greenspace plan.

- Supports Objectives 4.1, 4.2,
- Supports Initiatives 24.1, 24.2, 24.4, 24.6, 10.

The Natural Resources Assistance Council (NRAC)

NRAC was established in accordance with legislation related to the Clean Ohio Conservation Fund, serves as the implementing body for the green space portion of the funds and represents project applications associated to Hamilton County. NRAC reviews applications that request funds for preservation of open spaces, sensitive ecological areas, and stream corridors. For 2002, more than 2 million dollars were allocated to projects.

- Supports Objective 4.1
- Supports Initiatives 24.8, 24.3

Ohio River Valley Water Sanitation Commission (ORSANCO)

Since 1948, ORSANCO and its member states have cooperated to improve water quality in the Ohio River Basin so that the river and its tributaries can be used for drinking water, industrial supplies, and recreational purposes; and can support a healthy and diverse aquatic community. ORSANCO operates monitoring programs to check for pollutants and toxins that may interfere with specific uses of the river, and conducts special studies to address emerging water quality issues.

- Supports Objective 4.1
- Supports Initiative 24.8

Mill Creek Restoration Project and the Mill Creek Watershed Council

The Watershed Action Project includes representatives from Ohio EPA, Ohio Department of Natural Resources, Natural Resources Conservation Service, U.S. EPA, U.S. Army Corps of Engineers, MSD, Butler County Department of Environmental Services, Butler County Floodplain Regulations and Stormwater Committees; Hamilton County Wet Weather Initiative; Hamilton and Butler County Soil and Water Conservation Districts, Mill Creek Watershed Council, Cincinnati Stormwater Management Utility (part of MSD), City of Forest Park stormwater program, the Greater Cincinnati Chamber of Commerce, Hamilton County Municipal League, local universities, and civic and environmental groups.

The interagency aspect of the team has enabled it to work on identifying common priorities for watershed restoration and protection; to link local, state and federal programs with common objectives; and to resolve any conflicting agency priorities.

- Supports Objectives 4.1, 4.4
- Supports Initiatives 24.2, 24.3, 24.6, 24.7, 24.8

Little Miami INC.

Little Miami, Inc. (LMI) is a river conservation organization dedicated to the conservation of the Little Miami National & State Scenic River, a Class 1 river flowing 105 miles through the rolling terrain of Southwest Ohio, USA. Founded in 1967 by Glenn Thompson, 600 families, individuals, foundations and local businesses support LMI's conservation efforts which focus on riparian forest protection and water quality protection.

- Supports Objective 4.1
- Supports Initiative 24.8,

Little Miami River Partnership

The Little Miami River Partnership's mission is to promote a healthy Little Miami River watershed through community involvement. The vision is to assist local communities in the protection, restoration, conservation and preservation of the Little Miami River watershed by focusing on the issues of: planning, facilitation, stewardship, and education.

- Supports Objective 4.1
- Supports Initiatives 9.4, 9.8 23.1, 24.8, 25.4

Ohio Environmental Protection Agency Southwest District Office

The Southwest District Office of the Ohio Environmental Protection Agency serves 16 counties in southwestern Ohio. According to 2002 Census data the service area population is 2,817,182. The total land area within the district is 7,240 square miles. Major rivers include the Great Miami River and the Little Miami River. The Little Miami River became Ohio's first state and national designated Scenic River in 1969 and 1973 respectively.

There are seven program divisions represented in the Southwest District Office. They are: Air Pollution Control, Ground Water Unit, Public Drinking Water Unit, Division of Emergency & Remedial Response, Emergency Response & Special Investigations, Hazardous Waste Management, Office of Federal Facilities Oversight, Solid and Infectious Waste Management, and Surface Water & Water Quality.

- Supports Objective 4.1
- Supports Initiatives 24.9, 24.8, 24.7, 29.3, 29.2, 29.1

Hamilton County Environmental Action Commission

We will provide a forum for a broad range of stakeholders to discuss environmental issues and identify ways to improve environmental quality in the Hamilton County area. To accomplish this mission, the Commission may :Be a think tank and catalyst for action on past, present and future problems; Identify, study and recommend strategies for improving the environment; Stimulate other groups to take on responsibility for action; Encourage broader and better educated public participation; Publish factual information and sponsor public forums; Practice and nurture processes for collaborative and consensual decision making; Promote open communications and cooperation among all issue stakeholders and provide a network for information exchange; Consider ideas and projects that address sustainability, environmental justice, smart growth and economic prosperity; Be a body composed of persons representing various interest areas such as business, academia, government and the public at large; and Hold open Commission meetings that are frank, civil and not encumbered by passion, self interest or duty.

- Supports Objective 4.1
- Supports Initiatives 11.2, 11.7

Sierra Club: Miami Group

The Miami Group of the Sierra Club represents the nation's oldest, largest and most influential grassroots environmental organization in Cincinnati, Ohio. The Miami Group works diligently to promote the conservation of our natural environment. Local Environmental issues are addressed under Conservation Campaigns: Sewer Quality, Transportation Choices, Environmental Enforcement, Environmental Justice, Water Quality, Urban Sprawl, and Public Education.

- Supports Objective 4.1
- Supports Initiatives 11, 24.7, 24.8, 24.4

Sustainable Cincinnati:

The League of Women Voters of the Cincinnati Area convened a broad range of organizations to explore the possibility of a sustainable communities indicators project. Over 55 organizations pledged to participate in the development of regional indicators and to integrate sustainability indicators into planning and decision making processes.

- Supports Objective 4.2
- Supports Initiatives 9.1, 9.4, 9.7, 13.3,

Keep Cincinnati Beautiful

Keep Cincinnati Beautiful offers proven, practical programs to enable residents and neighborhoods to devise solutions for local solid waste management issues.

- Supports Objective 4.1
- Supports Initiatives 24.7, 24.2, 24.1

University of Cincinnati Department of Environmental Health Environmental Policy Center

The Environmental Policy Center (EPC) was established in December 2002 by the University of Cincinnati College of Medicine's Department of Environmental Health. Housed within the Division of Epidemiology & Biostatistics, its purpose is to incorporate sound environmental policy toward the improvement of public decision-making and the prevention of environmentally-induced diseases. The Center provides a forum for the identification of important policy issues in the Tri-state area, for reasoned discussion of these issues among the major stakeholders (industry, academia, environmentalists, community leaders, government officials and the public) and assistance to policy makers in arriving at scientifically sound and politically viable decisions.

- Supports Objectives 4.1, 4.2, 4.3
- Supports Initiatives 9.1, 9.2, 9.5, 9.8

Ohio First Suburbs Consortium

The First Suburbs Consortium is the largest government-led advocacy organization in the country working to revitalize mature, developed communities, and raise public and political awareness of the problems and inequities associated with urban sprawl and urban disinvestment.

- Supports Objectives 4.2, 4.3
- Supports Initiatives 27.1 through 27.6

Greater Ohio

Greater Ohio is the citizens' network promoting — through research, public education and grassroots advocacy — public policy to grow our economy and improve our quality of life through intelligent land use. To this end, Greater Ohio will work to support redevelopment of existing communities, strengthen regional cooperation and protect the countryside and Ohio's natural resources.

- Supports Objectives 4.2, 4.3, 4.4, 4.5
- Supports Initiatives 27.1 through 27.6,

Cincinnati Neighborhood Indicator Project

Cincinnati's neighborhoods are its assets. The quality of life measures for each asset include: Real Estate Property Value, Public Residential Investment, Public Investment, Delinquent Real Estate Taxes, CAP Crime, Housing Trends, Economic Baseline, and Demographic Data. Understanding these elements and formulating measurable strategies are critical if the City of Cincinnati is going to reverse past trends of population and household loss. The development and use of our Neighborhood Indicator Project for Redevelopment provides the data and methodology needed in determining existing neighborhood conditions, targeting private/public funding, and/or providing technical assistance. This resource is important and necessary for neighborhood residents and leaders, and those organizations and agencies who work with them in Cincinnati.

- Supports Objectives 4.2, 4.3
- Supports Initiatives 9.1, 9.4, 9.7, 13.3

National Center for Bicycling and Walking

When health-care professionals talk about "active living," they are referring to a lifestyle that includes daily physical activity. Walking and bicycling are, or should be, the easiest ways to fit activity into our lives. Unlike, say, weight-lifting and swimming — both of which are great exercise — walking and bicycling are more than great exercise; they are transportation, or ways to get from here to there ... and back again. We all should be able to walk or bicycle to school, to work, to the bus stop, or simply

to explore our neighborhoods. By making conditions safer for bicycling and walking, we will encourage a greater number of people to make physical activity a regular part of their lives.

- Supports Objective 4.2
- Supports Initiatives 26.1 through 26.4

OKI Land Use Commission

The Commission on Land Use was provided for in OKI's Year 2010 Regional Transportation Plan. Its main task is to identify linkages between land use and transportation, and develop a transportation-sensitive regional land use plan. The 2010 Plan was attempting to address the federal guidelines in the transportation planning process. One of those factors is the effects of transportation policy on land use and development.

OKI's Board of Trustees recognized that the land use - transportation connection is very complex, involving such issues as natural resources, economic development, water and sewer infrastructure, social issues and fiscal policies. Because of that complexity, the Board of Trustees elected to sit as the land use commission. The OKI Land Use Commission outlined a process that will present the big picture of where this region is today, where the region wants to be at some future date, and how to get there - a strategic approach.

- Supports Objectives 4.2, 4.4
- Supports Initiatives 25.1, 25.6, 25.7

Smart Growth America

Americans want fewer hours in traffic and more opportunities to enjoy green space; housing that is both affordable and close to jobs and activities; healthy cities, towns and suburbs; air and water of the highest quality; and a landscape our children can be proud to inherit. Smart growth offers the best chance we have of attaining those goals. To that end, Smart Growth America's coalition is working to support citizen-driven planning that coordinates development, transportation, revitalization of older areas and preservation of open space and the environment.

- Supports Objectives 4.2, 4.3, 4.4, 4.5
- Supports Initiatives 25.1, 25.3, 25.4, 25.7, 27.1 through 27.6, 28.1, 30.1 through 30.3

Community Affairs in the Federal Reserve System

The mission of the Federal Reserve System's Community Affairs program is to support the System's economic growth objectives by promoting community development and fair and impartial access to credit. The Community Affairs program reflects the structure of the Federal Reserve System. Within the framework of a shared mission and goals, each of the twelve Reserve Banks establishes its own programs and responds to local needs in its District. As part of a nationwide entity, the Community Affairs program has the ability to collaborate on projects, to share information and resources, and to work together to accomplish goals at regional and national levels.

- Supports Objective 4.3
- Supports Initiative 11.1

Xavier University Community Building Institute

The Community Building Institute facilitates collaborative action among residents, local organizations and institutions that leads to comprehensive, asset-based community development. The CBI team is a diverse group of community-building professionals from Greater Cincinnati with extensive grassroots experience in a wide range of areas including planning, community organizing, public policy, media

relations, government administration, nonprofit administration, corporate philanthropy, community relations, programs for the disabled and home ownership.

- Supports Objective 4.2,
- Supports Initiatives 15.2, 11.1,

Heritage Ohio

Heritage Ohio has been established to better serve Ohioans in the preservation and revitalization movement. This collaborative effort has been a partnership among Downtown Ohio, Inc., the National Trust for Historic Preservation, the Ohio Historic Preservation Office and the Ohio Department of Development. Through this partnership and the creation of Heritage Ohio, organizations and individuals will greatly increase the effectiveness in saving the state's rich heritage and furthering downtown revitalization and historic preservation in communities across Ohio.

- Supports Objective 4.3
- Supports Initiatives 27.1 through 27.6

LISC Greater Cincinnati and Northern Kentucky

By providing capital, project training, and consultation, LISC supports the development of local leadership and the creation of affordable housing, commercial and community facilities, businesses and jobs. The Local Initiatives Support Corporation of Greater Cincinnati & Northern Kentucky works to bring new, significant, project-related financial and technical assistance to Community Development Corporations (CDCs) operating in Clermont and Hamilton Counties in Ohio and Boone, Campbell, and Kenton Counties in Kentucky.

LISC's work begins and ends with the premise that local residents can best identify community needs and develop solutions that solve neighborhood issues. Through its nuanced and tailored lending, granting, and technical assistance (TA) support, LISC provides individuals and communities with the capital and technical expertise they need to revitalize and rebuild neighborhoods. By engaging neighborhood residents in physical development and strengthening capacity of local CDCs to plan and execute real estate projects, LISC empowers whole communities and gives residents a voice in shaping their local market, civic environment, and physical neighborhoods.

- Supports Objectives 4.2, 4.3
- Supports Initiatives 27.1 through 27.6, 26.1, 25.1, 11.1

Hamilton County Economic Development Company

HCDC has launched Urban Land Assembly Program (ULAP) for redeveloping vacant and underutilized commercial and industrial sites in Hamilton County. The program focuses specifically to sites located in the inner ring suburbs. ULAP contains a website making information available about lot sizes, locations, present conditions, zoning, etc. It encourages using funds available for redevelopment, such as Clean Ohio Fund and funds from Environmental Protection Agency.

- Supports Initiatives 25 and 27

Port of Greater Cincinnati Development Authority

Port of Greater Cincinnati Development Authority has an ongoing brownfield redevelopment program. Brownfields are vacant, partially or fully developed lots, which have proven or perceived environmental contamination. Often located within city neighborhoods, brownfield redevelopment forms an integral part of urban redevelopment programs. The Port Authority provides various assistance including acquiring and developing lots; acquiring and distributing public funds; project management; financing; legal aspects; and environmental assessment and clean-up.

- Supports Initiatives 25 and 27

American Farmland Trust

American Farmland Trust is doing cost of community services study at Butler County and in Northern Kentucky. The cost of community services study includes estimation of revenues and expenditures for different land uses. The study determines ability of land uses to pay for itself.

- Supports Initiative 25

HAMILTON COUNTY 2030 PLAN AND IMPLEMENTATION FRAMEWORK

Performance Development: Milestones, Products, and Schedule

A Community Workbook For Implementation Partners

Community COMPASS Report Number 17, Section 6
Public Discussion Draft - Version 1

**Community
COMPASS**



HAMILTON COUNTY
Regional
Planning
Commission

November 2004

Evaluation and Performance Development

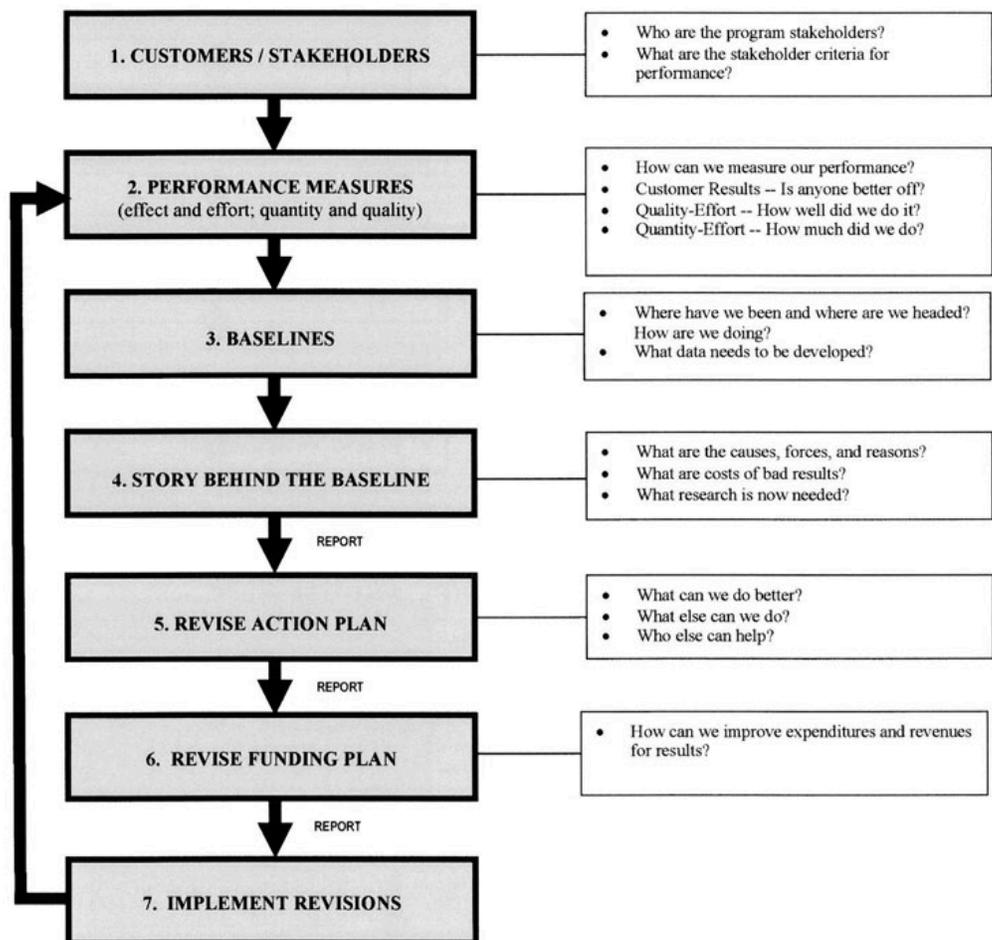
Not everything that can be counted counts, and not everything that counts can be counted.

ALBERT EINSTEIN

Even if you are on the right track—you'll get run over if you just sit there.

ARTHUR GODFREY

This process graphic (also available in Community COMPASS Report No. 1 *Project Design*) illustrates the method which will be used to evaluate the progress various initiatives and projects make toward achieving the goals of this plan. This program evaluation process, an integral part of the Community Results Accountability Framework, will be carried out periodically as different groups and organizations begin to carry out the initiatives recommended in the *2030 Plan and Implementation Framework*.



1. Customers/Stakeholders

Compared with the goals described for the entire County population in *The Vision for Hamilton County's Future*, desired results need to be determined for individual groups that will benefit or otherwise be affected by strategies implemented through this plan. These are the “customers” or “stakeholders” of a particular project, and their needs are primary—although it is assumed that their needs will align with the needs of the larger community. Being a long range plan, even unborn generations will have to be considered as our customers and stakeholders.

2. Performance Measures

Performance Measures allow strategic planning teams to measure their program progress toward a particular goal, and how well they serve a customer/stakeholder group, using objective data. Each strategic plan project that emerges from Community COMPASS will develop specific performance measures. Various public, private, and civic organizations across the county have developed a different level of measurement for community-wide and regional progress. These measurements, referred to as indicators, can be referenced as needed to measure progress toward Community COMPASS objectives for the whole community. The 12 *State of the County* reports also describe more detailed data trends that will be used as community level indicators. Other community and regional indicators sets include:

- *Benchmarks for Progress, Hamilton County, Ohio: Key Community Trends for Policy Makers* -- Prepared by Hamilton County Regional Planning Commission in Collaboration with The Cincinnatus Association
- *Sustainable Cincinnati: A Regional Indicators Project Measuring the Economic, Environmental, and Social Health of the Tri-state Metropolitan Area* -- Prepared by Sustainable Cincinnati, Inc. and the League of Women Voters, Cincinnati Area
- *The State of the Community: A Report on the Socio-Economic Health of The Greater Cincinnati-Northern Kentucky Region* -- Prepared by United Way of Greater Cincinnati

3. Baselines

Related to a particular data trend or indicator, baselines answer the question “Where have we been and where are we headed?”, regarding a particular issue or challenge facing the community. Developing a baseline data trend is an essential component of the Community Results Accountability Framework because it focuses attention on the issue and helps identify strategies that could be used in crafting a solution. Data availability also is a factor in developing baselines—if enough of the right kind of data is not available, a clear baseline may not be possible.

4. Story Behind the Baseline

The trends identified in the *State of the County Reports* did not just happen spontaneously—they happened because of a variety of social and economic forces at work in our communities. Demographic shifts across the county, technology changes, new industries growing and old ones declining, changes in the County’s total workforce, state and national economic trends, and as multitude of public and private decisions all have a part to play in the trends evident in our communities. Discovering and describing the “story” behind baseline trends makes sense out of all these

competing factors and further focuses attention on the true issue, and helps identify groups and individuals who should be involved in developing solutions.

5. Revise Action Plan

6. Revise Funding Plan

7. Implement Revisions

The first 4 items are created prior to implementing an Action Plan for a specific initiative. These next 3 items come into effect after a plan has been implemented and the outcomes from that plan are measurable through data indicators. Put simply, if a plan and implementation program is working well, then reviewing the performance measures can verify and identify how to continue progress. If a plan is not working well, this same review will identify where improvements need to be made. Revisions to program funding and implementation follow from these improvements.

Milestones, Products and Schedule

*SUMMARY PROCESS FOR PREPARATION, CONSENSUS BUILDING, AND IMPLEMENTATION OF
HAMILTON COUNTY'S VISION, COMPREHENSIVE MASTER PLAN, AND STRATEGIES*

Row No.	MILESTONES (Major Tasks and Public Participation Opportunities)	PRODUCTS AND OUTPUTS	START	COMPLETE (Proposed)
1.	RPC Strategic Plan	• "A Plan for Planning in Hamilton County"	Feb. 1998	Jan. 1999
2.	RPC Reorganization	• Resolutions of Cooperation <ul style="list-style-type: none"> ○ Establishing the Planning Partnership (for long range comprehensive planning) ○ Re-establishing HCRPC (for short range planning / development review) 	Feb. 2000	Sep. 2000
3.	Local endorsement of Planning Partnership (BCC and 49 Planning Commissions)	• Adopted Planning Partnership Bylaws • Adopted Resolutions of Cooperation <ul style="list-style-type: none"> ○ By HCRPC ○ BOCC ○ By local jurisdictions 		Apr. 2001 May 4, 2000 May 10, 2000 Nov. 26, 2001
4.	Local endorsement of Community COMPASS	• Resolution by BOCC • Resolution by HCRPC • Resolution by Planning Partnership • Resolution by Hamilton County Municipal League		Aug. 29, 2001 Sep. 6, 2001 Sep. 26, 2001 Oct. 9, 2001
5.	Initial Meeting of the Planning Partnership	• Mission and Desired Outcomes • Organizational Strategy	Sep. 2001	Mar. 2001 Nov. 2001
6.	Mail Survey to 4500 households (26% response rate)	• "Community Values Survey" (for entire county and five subareas)	Nov. 2000	Jan. 2001
7.	Website	• www.communitycompass.org • www.planningpartnership.org		Continuous Continuous
8.	Public Meetings	• Project Design <ul style="list-style-type: none"> ○ Project Plan Summary (Feb 2003) ○ Process for Results Accountability (Mar. 2003) ○ Citizen Involvement Plan ○ Consensus Process ○ Vision Process ○ Strategic Plan Process ○ Committee Launch Process 	Dec. 24, 2002	Oct. 2001 +

Row No.	MILESTONES (Major Tasks and Public Participation Opportunities)	PRODUCTS AND OUTPUTS	START	COMPLETE (Proposed)
		<ul style="list-style-type: none"> ○ Action Plan Process ○ Appreciative Inquiry Process ○ Evaluation Process ○ The Role of Local Governments ○ Report Sequence ○ Staff Structure and Alignment 		
9.	Community Relations Advisors	<ul style="list-style-type: none"> ● Citizen Involvement Plan 		Jan. 12, 2002
10.	Outreach Team	<ul style="list-style-type: none"> ● Outreach Plan 		Jan. 12, 2002
11.	Youth Forum	<ul style="list-style-type: none"> ● Ideas, Treasures, and Challenges (800 ideas from 200 Students from 32 high schools) 		Oct. 2001
12.	Online Internet Forum	<ul style="list-style-type: none"> ● Ideas, Treasures, and Challenges (1000 ideas from 400 participants) 		Oct. 2001
13.	11 Community Forums	<ul style="list-style-type: none"> ● “The Report of the Community Forums – Ideas, Treasures, and Challenges” ● Initial Issues list and 2800 ideas from 800 participants 	Oct. 2001	Nov. 2001
14.	Goal Writing Workshop (34 Participants)	<ul style="list-style-type: none"> ● “The Report of the Goal Writing Workshop” (Draft goals and strategies for consideration at Town Meeting) 		Nov. 15, 2001
15.	Countywide Town Meeting (1300 participants)	<ul style="list-style-type: none"> ● “The Countywide Town Meeting Participant Guide” ● “A Vision for Hamilton County’s Future – The Report of the Countywide Town Meeting” (Jan. 2002) (Vision, Core Goals and Objectives) ● Vision (summary statements): <ul style="list-style-type: none"> 1. Civic Engagement and Social Capital 2. Community Services 3. Culture and Recreation 4. Economy and Labor Market 5. Education 6. Environment 7. Environmental and Social Justice 8. Governance 9. Health and Human Services 10. Housing 11. Land Use and Development Framework 12. Mobility ● Core Goals and Objectives: <ul style="list-style-type: none"> 1. Assure Economic Prosperity 2. Build Collaborative Decision-making 	Jan. 12, 2002	Jan. 12, 2002

Row No.	MILESTONES (Major Tasks and Public Participation Opportunities)	PRODUCTS AND OUTPUTS	START	COMPLETE (Proposed)
		<ul style="list-style-type: none"> 23. Regulations to protect natural resources 24. Countywide greenspace plan 25. Countywide growth plan 26. Pedestrian and bike friendly communities 27. Revitalization including first suburbs 28. Regional and multi-modal transit system 29. Countywide sanitary and storm sewer systems and policies 30. Coordinated planning and infrastructure 		
		<ul style="list-style-type: none"> • Interrelationship Digraph / Prioritization Matrix • Recommended prioritization of initiatives 		
20.	COMPASS Steering Team (81 Participants)	<ul style="list-style-type: none"> • Recommendations for refinement of initiatives and strategies • Prioritization of Initiatives: <ol style="list-style-type: none"> 1. Comprehensive economic development plan 2. Countywide growth plan 3. Regional and multi-modal transit system 4. Collaboration on countywide issues 5. Improving school performance 6. Revitalization including first suburbs 7. Addressing institutionalized discrimination 8. Increased citizen participation 9. Incentives for better collaborative decision making 10. Countywide sanitary and storm sewer systems and policies 11. Coordinated planning and infrastructure 12. Countywide greenspace plan 13. Regional development initiatives • "Steering Team Report on Prioritization of Initiatives; Methodology, Analysis, and Findings" (CC Report No. 13-2) 	Jul. 2002 Aug. 2002	Aug. 2002
21.	Elected Official's Roundtable Discussions (3 Forums)	<ul style="list-style-type: none"> • "Perspectives on Governance: A Guide for Public Deliberation" 		Dec. 2002
22.	Planning Partnership	<ul style="list-style-type: none"> • Recommendations on The Vision for 		Jan. 2003

Row No.	MILESTONES (Major Tasks and Public Participation Opportunities)	PRODUCTS AND OUTPUTS	START	COMPLETE (Proposed)
	Public Hearings	Hamilton County's Future		
23.	HCRPC Public Hearing	<ul style="list-style-type: none"> 4 page summary brochure: "The Vision for Hamilton County's Future" Resolution approving The Vision For Hamilton County's Future (and certification to 49 jurisdictions) 	Oct. 3, 2002	Feb. 6, 2003
24.	Planning Partnership Public Hearings (Jurisdiction Member Review)	<ul style="list-style-type: none"> Revised Vision for Hamilton County's Future (Recommended Core Goals, Objectives, Priority Initiatives and Strategies) 	Aug. 6, 2002 Sep. 25, 2002 Oct. 23, 2002 Nov. 21 2002 Dec. 3, 2002	Jan. 9, 2003
25.	Hamilton County Regional Planning Commission Public Hearing	<ul style="list-style-type: none"> Revised Vision for Hamilton County's Future (Adopted Core Goals, Objectives, Priority Initiatives and Strategies) 	Oct. 3, 2002	Feb. 6, 2003
26.	Planning Partnership	<ul style="list-style-type: none"> Recommendations for revisions to Initiatives and Strategies (revisions, findings and reservations) Approval of 30 Initiatives and 117 Strategies 	Jan. 22, 2003 Feb. 13, 2003 Feb. 26, 2003 Mar. 25, 2003 Apr. 2, 2003 Apr. 29, 2003	Jul. 1, 2003
27.	Hamilton County Regional Planning Commission Public Hearing	<ul style="list-style-type: none"> Approval – "Initiatives and Strategies – Community COMPASS Report No. 18" 	2003	Jul. 3, 2003
28.	Board of County Commissioners Public Hearing	<ul style="list-style-type: none"> Resolution adopting "The Vision for Hamilton County's Future" (Community COMPASS Goals and Objectives) Resolution supporting the concepts of the "Initiatives and Strategies" 	Feb. 6, 2003	Nov. 26, 2003
29.	Report Production	<ul style="list-style-type: none"> "Graphic Standards" (for HCRPC, HCRZC, Planning Partnership, and Community COMPASS Reports) 	Jan. 2004	Aug. 2004
30.	Analysis of External Forces	<ul style="list-style-type: none"> "External Influences: The Impact of National Trends on Hamilton County's Future" 	Jan. 2002	Mar. 2003
31.	Population Analysis	<ul style="list-style-type: none"> "Hamilton County Population Trends" "Hamilton County Population Projections" "Spreading Out: The March to the Suburbs" 	Oct. 1999 Oct. 1999 Oct. 1999	Nov. 2004 Nov. 2004 2003
32.	Final Reports on Existing Conditions and Trends	State of The County Reports: <ol style="list-style-type: none"> Civic Engagement and Social Capital Community Services Culture and Recreation 	Jan. 2002	Nov. 2004

Row No.	MILESTONES (Major Tasks and Public Participation Opportunities)	PRODUCTS AND OUTPUTS	START	COMPLETE (Proposed)
		<ul style="list-style-type: none"> 4. Economy and Labor Market 5. Education 6. Environment 7. Environmental and Social Justice 8. Governance 9. Health and Human Services 10. Housing 11. Land Use and Development Framework 12. Mobility 13. Executive Summary 		
33.	Preliminary Report on "Implementation Status of Initiatives and Strategies"	<p>Comprehensive Plan – Implementation Status:</p> <ul style="list-style-type: none"> 1. Civic Engagement and Social Capital 2. Community Services 3. Culture and Recreation 4. Economy and Labor Market 5. Education 6. Environment 7. Environmental and Social Justice 8. Governance 9. Health and Human Services 10. Housing 11. Land Use and Development Framework 12. Mobility 	Jul. 2004	Nov. 2004
34.	<p>Draft Concept Report: Community COMPASS: 2030 Plan and Implementation Framework</p> <p>Campaigns for:</p> <ul style="list-style-type: none"> ▪ Economic Prosperity (C1) ▪ Collaborative decision-making (C2) ▪ Diversity and equity (C3) ▪ Balanced development and environment (C4) 	<p>Comprehensive Plan – Status of initiatives and Priority Recommendations:</p> <ul style="list-style-type: none"> 1. comprehensive economic development plan 2. countywide growth plan 3. regional and multi-modal transit system 4. collaboration on countywide issues 5. improving school performance 6. revitalization including first suburbs 7. addressing institutionalized discrimination 8. increase citizen participation 9. incentives for better collaborative decision making 10. countywide sanitary and storm sewer systems and policies 11. coordinated planning and infrastructure 12. countywide greenspace plan 13. regional development initiatives 14. others 	Sep. 1, 2004	Nov. 2004
35.	Printing of Final Reports	<ul style="list-style-type: none"> • Limited printing of report sets (plan package) <ul style="list-style-type: none"> ○ Background Reports (Initial research) ○ Population ○ 12 State of the County Reports ○ Community COMPASS 	Nov. 8, 2004 Nov. 8, 2004	Nov. 12, 2004 Nov. 12, 2004

Row No.	MILESTONES (Major Tasks and Public Participation Opportunities)	PRODUCTS AND OUTPUTS	START	COMPLETE (Proposed)
		Plan and Implementation Framework		
		<ul style="list-style-type: none"> • Burning of CDs (all COMPASS reports) 		
36.	Presentation to HCRPC	<ul style="list-style-type: none"> • Copies of complete COMPASS report sets • Presentation of launched initiatives (implementation campaigns) • Presentation of format and content for 2030 Plan and Implementation Framework 		Nov./Dec. 2004
37.	Transmittal to BOCC	<ul style="list-style-type: none"> • Copies of complete COMPASS report sets • Presentation of launched initiatives (implementation campaigns) • Presentation of format and content for 2030 Plan and Implementation Framework 		Nov./Dec. 2004
38.	Preparations for Commencement Meeting	<ul style="list-style-type: none"> • Meeting design (content, interaction, structure) • Promotion and Outreach <ul style="list-style-type: none"> ○ Invitations (Planning Commission focus) ○ Flyer / postcard information on access /availability of reports (web, CD, libraries, government offices) ○ Etc. 	Sep. 1, 2004	Nov. 1+, 2004
39.	Commencement Meeting: "From Vision to Action" -- by Planning Partnership / Community COMPASS	<ul style="list-style-type: none"> • Announcement of availability of 12 State of the County Reports and the 2030 Plan and Implementation Framework • Promote use of Special Topic Reports by Planning Commissions, public officials and others – civic, public, private sectors: <ul style="list-style-type: none"> ○ Population ○ Community Values Survey ○ Conflicting Views on Suburbanization ○ Spreading Out ○ Industry clusters ○ Initiatives and Strategies ○ Prioritization of Initiatives ○ External Influences ○ Population ○ Community Revitalization Initiative Strategic Plan • Presentation of plan recommendations • Presentation of implementation actions / campaigns launched by HCRPC / Planning Partnership (status of initiatives) 	Nov. 2004	Nov. 19, 2004 and Nov. 20, 2004

Row No.	MILESTONES (Major Tasks and Public Participation Opportunities)	PRODUCTS AND OUTPUTS	START	COMPLETE (Proposed)
		<ul style="list-style-type: none"> • Presentation of initiatives and strategies in progress and completed by community partners or other organizations (status of initiatives) 		
40.	Planning Partnership	<ul style="list-style-type: none"> • Review of State of the County Reports • Review of Community COMPASS Plan and Implementation Framework and commitment to implementation. 	Dec. 2004 +	2005
41.	HCRPC Public Meeting	<ul style="list-style-type: none"> • Review of State of the County Reports • Review of Community COMPASS Plan and Implementation Framework and commitment to implementation. 	Dec. 2004 +	2005
42.	BOCC Staff Meeting / Public Meeting	<ul style="list-style-type: none"> • Review of State of the County Reports • Review of Community COMPASS Plan and Implementation Framework and commitment to implementation. 	Dec. 2004 +	2005
43.	Public Forums and Key Partner Meetings on State of the County Reports and related Implementation Campaign Priorities	<ul style="list-style-type: none"> • Public Forums and Key Partner Meetings <ul style="list-style-type: none"> ○ Civic Engagement and Social Capital ○ Community Services ○ Culture and Recreation ○ Economy and Labor Market ○ Education ○ Environment ○ Environmental and Social Justice ○ Governance ○ Health and Human Services ○ Housing ○ Land Use and Development Framework ○ Mobility 	2005	2006
44.	Implementation Campaign Formation: <ol style="list-style-type: none"> 1. Campaign for Economic Prosperity 2. Campaign for Collaborative Decision-making 3. Campaign for Diversity and Equity 4. Campaign for Balanced Development and Environment 	<p>For each Implementation Campaign:</p> <ul style="list-style-type: none"> • Strategy Selection and Alignment • Action Plan Development <ul style="list-style-type: none"> ○ Commitments (for each strategy) ○ Tasks (for each strategy) ○ Responsibility (for each task) ○ Schedule (for each task) ○ Budget / Funding (for each strategy) 	2005	2006

Row No.	MILESTONES (Major Tasks and Public Participation Opportunities)	PRODUCTS AND OUTPUTS	START	COMPLETE (Proposed)
45.	Implementation	<ul style="list-style-type: none"> • Campaign for Economic Prosperity <ul style="list-style-type: none"> ○ Progress toward Major Objectives and Key Indicators • Campaign for Collaborative Decision-making <ul style="list-style-type: none"> ○ Progress toward Major Objectives and Key Indicators • Campaign for Diversity and Equity <ul style="list-style-type: none"> ○ Progress toward Major Objectives and Key Indicators • Campaign for Balanced Development and Environment <ul style="list-style-type: none"> ○ Progress toward Major Objectives and Key Indicators 	2005	2005 to 2030
46.	Evaluation <ul style="list-style-type: none"> • Community Results • Organizational Performance 	<ul style="list-style-type: none"> • COMPASS Report Card <ul style="list-style-type: none"> ○ Community Outcome Indicators (based on Key Indicators in Community COMPASS State of the County Reports) ○ Organization Performance Measures <ul style="list-style-type: none"> based on: <ul style="list-style-type: none"> ▪ Customer Results (Is anyone better off?) ▪ Quality-Effort (How well did we do it?) ▪ Quantity-Effort (How much did we do?) 	2006	2006 to 2030
47.	Continuous Improvement Actions <ul style="list-style-type: none"> • Revise Action Plan • Revise Funding Plan 	<ul style="list-style-type: none"> • Amendments to Strategies, Implementation Actions and Campaigns <ul style="list-style-type: none"> ○ What can we do better? ○ What else can we do? ○ Who else can help? ○ How can we improve expenditures and revenues for results? 	2006	2006 to 2030
48.	Implement Revisions to Plans	<ul style="list-style-type: none"> • Revised Campaign for Economic Prosperity <ul style="list-style-type: none"> ○ Progress toward Major Objectives and Key Indicators • Revised Campaign for Collaborative Decision-making <ul style="list-style-type: none"> ○ Progress toward Major Objectives and Key Indicators • Revised Campaign for Diversity and Equity <ul style="list-style-type: none"> ○ Progress toward Major Objectives and Key Indicators 	2006	2006 to 2030

Row No.	MILESTONES (Major Tasks and Public Participation Opportunities)	PRODUCTS AND OUTPUTS	START	COMPLETE (Proposed)
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- Revised Campaign for Balanced Development and Environment
 - Progress toward Major Objectives and Key Indicators

HAMILTON COUNTY 2030 PLAN AND IMPLEMENTATION FRAMEWORK

Appendices

A Community Workbook For Implementation Partners

Community COMPASS Report Number 17, Section A
Public Discussion Draft - Version 1

**Community
COMPASS**



HAMILTON COUNTY
Regional
Planning
Commission

Appendices

Appendix	1	Glossary of Terms
Appendix	2	Process
Appendix	3	Local Jurisdictional Plans
Appendix	4	Multi Jurisdictional Plans
Appendix	5	Countywide Plans
Appendix	6	State and Regional Plans
Appendix	7	Alignment with OKI
Appendix	8	State of the County Indicators
Appendix	9	Benchmarks for Progress
Appendix	10	Sustainable Cincinnati regional Indicators
Appendix	11	United Way Regional Indicators
Appendix	12	Smart Growth Principles
Appendix	13	Other COMPASS Publications

Appendix 1 Glossary of Terms

Vision:

A guiding theme based on shared wishes and dreams that clarifies future direction and becomes a unifying force for achieving goals.

Goals:

- Compelling but often abstract picture of our future
- Broad directions – larger, more general ideas (not actions, not how, when or who)
- General expressions of community values and uniqueness of the community
- Statements of what our community will be like as we achieve our vision
- Describe our optimum achievements, ideal results and mutual aspirations
- Provide guidance for objectives and strategies

Vision Elements:

Elements of the vision pertaining to specific community systems (12 in Community COMPASS) that provide guidance for development of Core Goals and Objectives. Vision Elements identify the focus of research for traditional elements of the comprehensive plan.

Core Goals:

Interrelated goals (four in Community COMPASS) that provide guidance for development of Objectives and Strategies. The Core Goals will be used to measure progress toward achievement of interrelated Action Plans.

Objectives:

- Broad statement (more detailed and concrete than a goal), describing a recognizable outcome desired by the community. Objectives are usually stated in terms of output or results rather than processes, activities, solutions or means of achieving an end
- Realistic achievement within the authority or influence of collaborating partners
- Driving force or desired direction that creates momentum and helps to make a difference
- Consistent with community Goals
- Guidance for strategies

Strategies:

- Statements of how objectives will be accomplished (may include traditional objectives, policies, criteria, standards, principles and actions)
- Clear commitments that will eliminate problems or obstacles to achieving the objective or create opportunities for building on assets that will achieve the objective
- Guidance for action plans

Initiatives:

A cluster of interrelated strategies

Priority Initiative:

Initiatives identified by the steering team that offer the greatest leverage when implemented.

Partner:

Organizations contributing through their programs and/or projects to the accomplishment of initiatives.

Campaigns:

- Implementation phase to be organized around Four Campaigns of Action based on the four Core Goals.
- Status of the four campaigns will be partially gauged by commitments and progress of existing programs and projects of the Hamilton County Regional Planning Commission, Planning Partnership and other partners.
- The four campaigns will also include development of strategic and action plans for priority initiatives.

Strategic Plans:

A process for organizing strategic planning committees for each priority initiative (who will convene, what is the interest in the initiative, who is willing to collaborate?)

- Define vision, or desired results, for an initiative (what is the common view of citizens?)
- Define key indicators for each initiative (what should be measured in order to recognize results?)
- Identify baseline trends and projections, and the story behind the baseline.
- Identify potential partners
- Identify what works for the initiative (best practices, etc.)
-

Action Plans:

A specific method and tasks by which goals, objectives and strategies will be achieved (how, when to start and complete, by whom, at what cost and priority)

- Define specific objective measures or indicators of success (how we know goals and strategies are accomplished)
- Generate partner commitments, identify tasks, determine responsibility, develop schedule, and develop budget/funding
- For participants, identifies "What will I do tomorrow?" (logistics)

Program:

A plan or system under which action may be taken toward a goal

Project:

A planned undertaking

Policy:

A definite course or method of action selected from various alternatives to guide and determine present and future directions.

Appendix 2

Community COMPASS Process

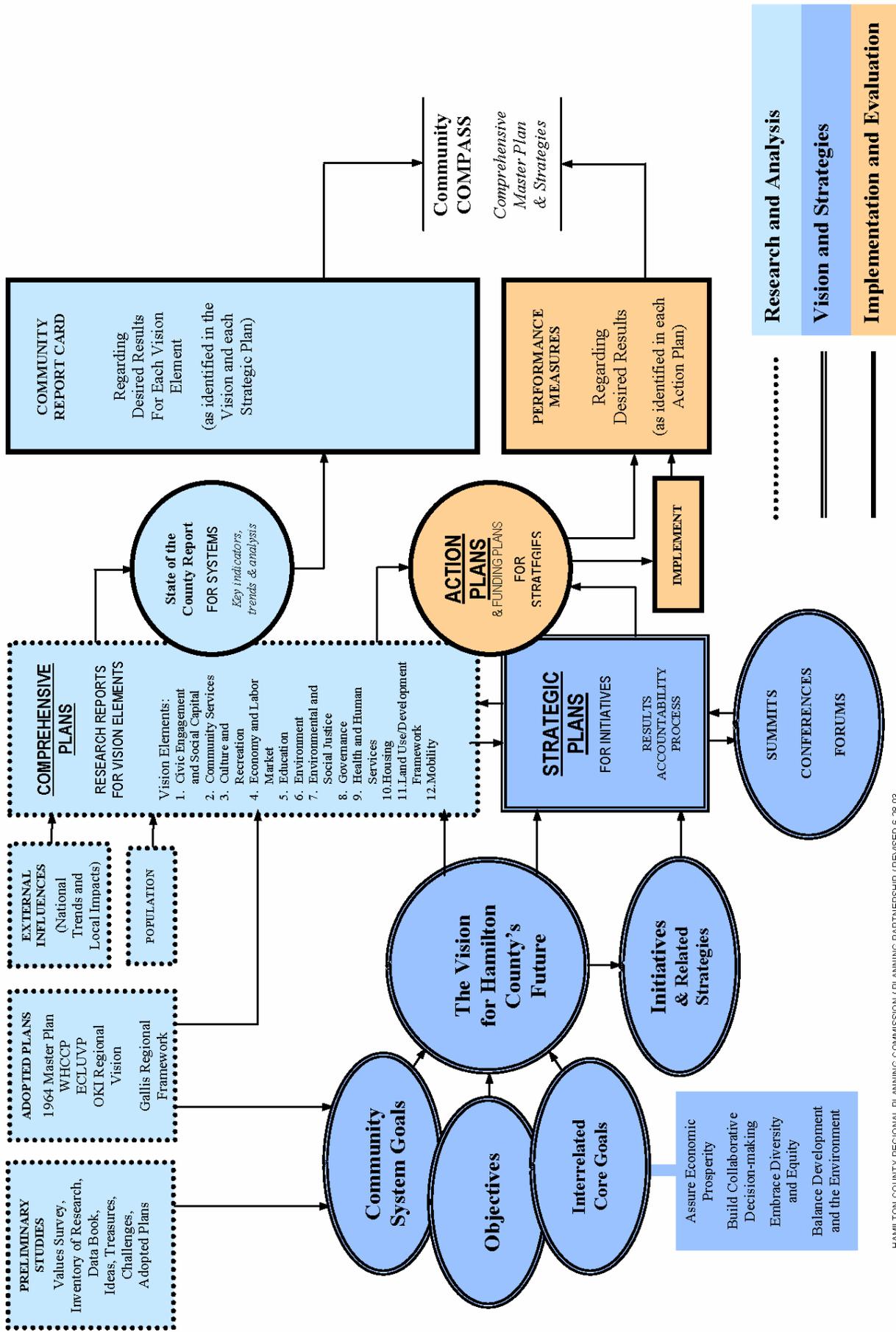
With the fragmented governance framework of 49 political jurisdictions, 23 school districts, and many more special purpose districts and overlapping community service areas, carrying out a comprehensive planning process in Hamilton County is a daunting task. This complexity is one reason why a comprehensive plan has not been attempted in Hamilton County for over 40 years.

When the Planning Partnership launched the Community COMPASS project, it challenged the community to produce a truly useful comprehensive plan developed using a bottom-up approach. It is apparent that collaborative decision-making and consensus-building on a variety of issues is vital to continued economic and social development in Hamilton County. It required creating a forum for government officials, civic organizations, business groups, and private individuals to all have equal standing and equal voice in charting the future growth, economic development, and social advancement in Hamilton County. The consensus that has been created through Community COMPASS is in itself an achievement as important, far-reaching, and historic as the new comprehensive plan.

In developing a broad vision with broad support, Community COMPASS ensures that community trends are anticipated, challenges are addressed, priorities are focused, and that our collaborative future is planned strategically, with full consideration given to all the potential impacts on project can have on another aspect of community life. This broad support will continue to be vital to the implementation and success of the *2030 Plan and Implementation Framework*.

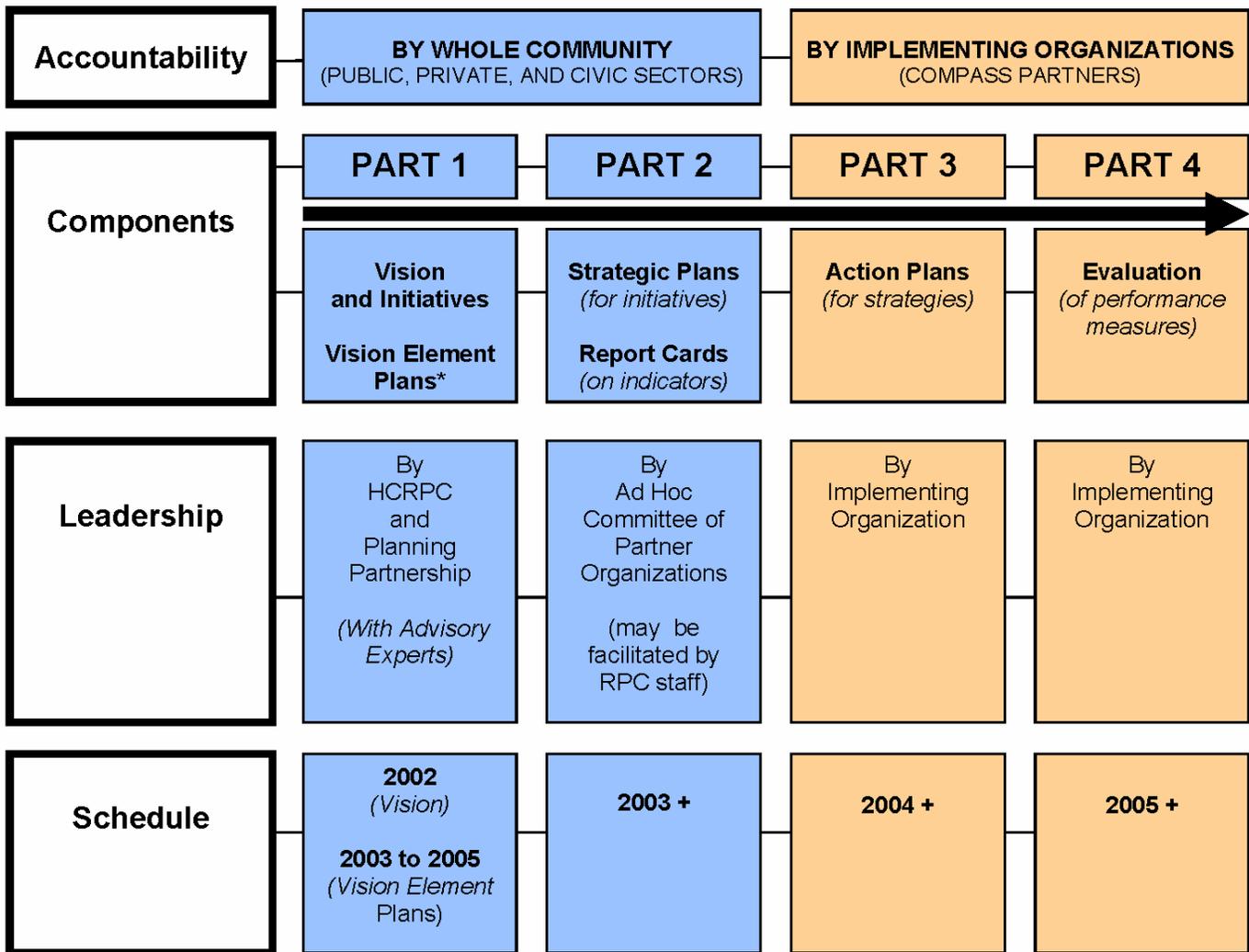
Community COMPASS Report No. 1, *Project Design*, describes in detail the process that was used throughout the project, and that resulted in the strong coalition behind this plan.

Components of Community COMPASS



HAMILTON COUNTY REGIONAL PLANNING COMMISSION / PLANNING PARTNERSHIP / REVISED 6-28-03

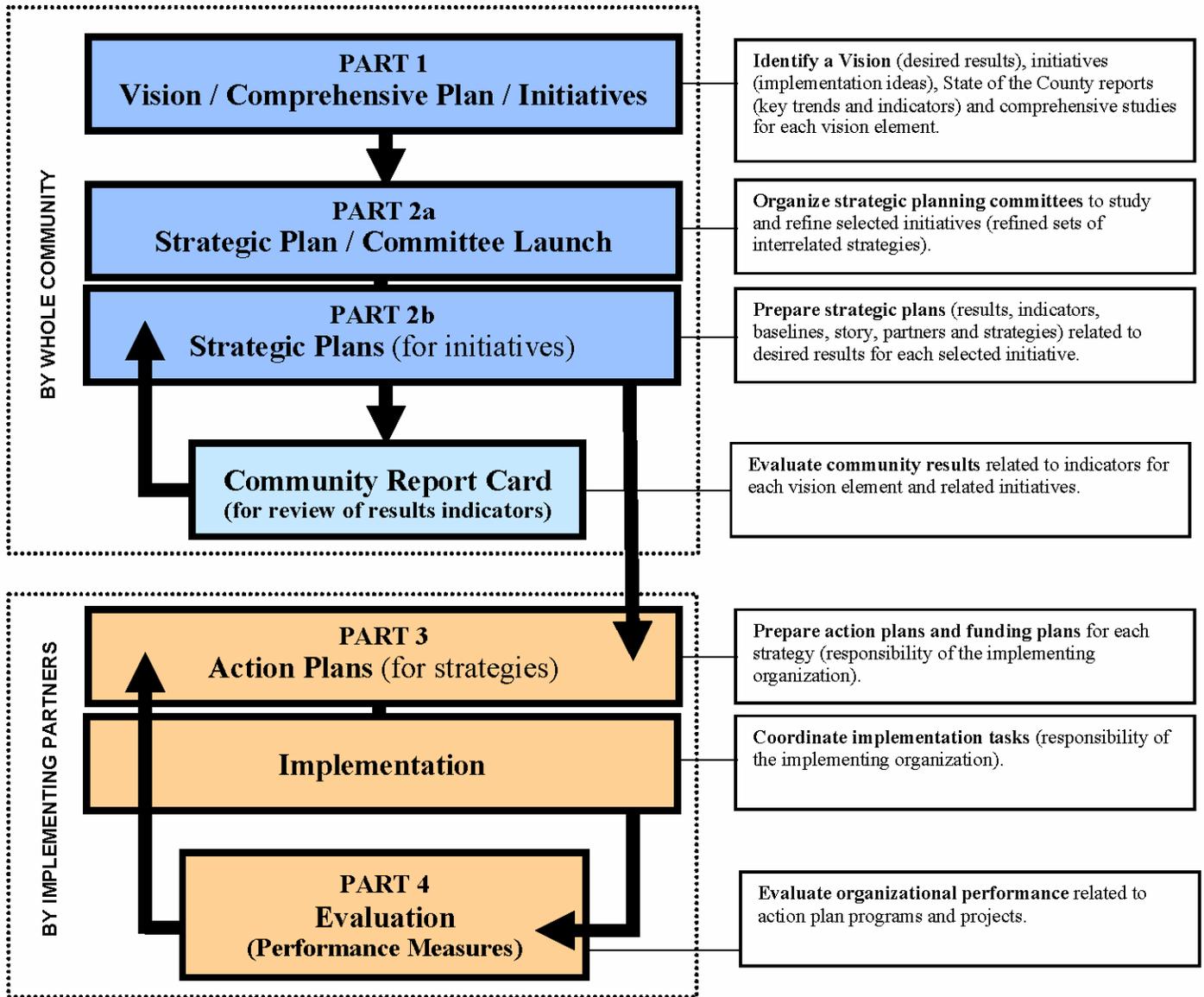
Process, Accountability and Schedule



*** VISION ELEMENTS:**

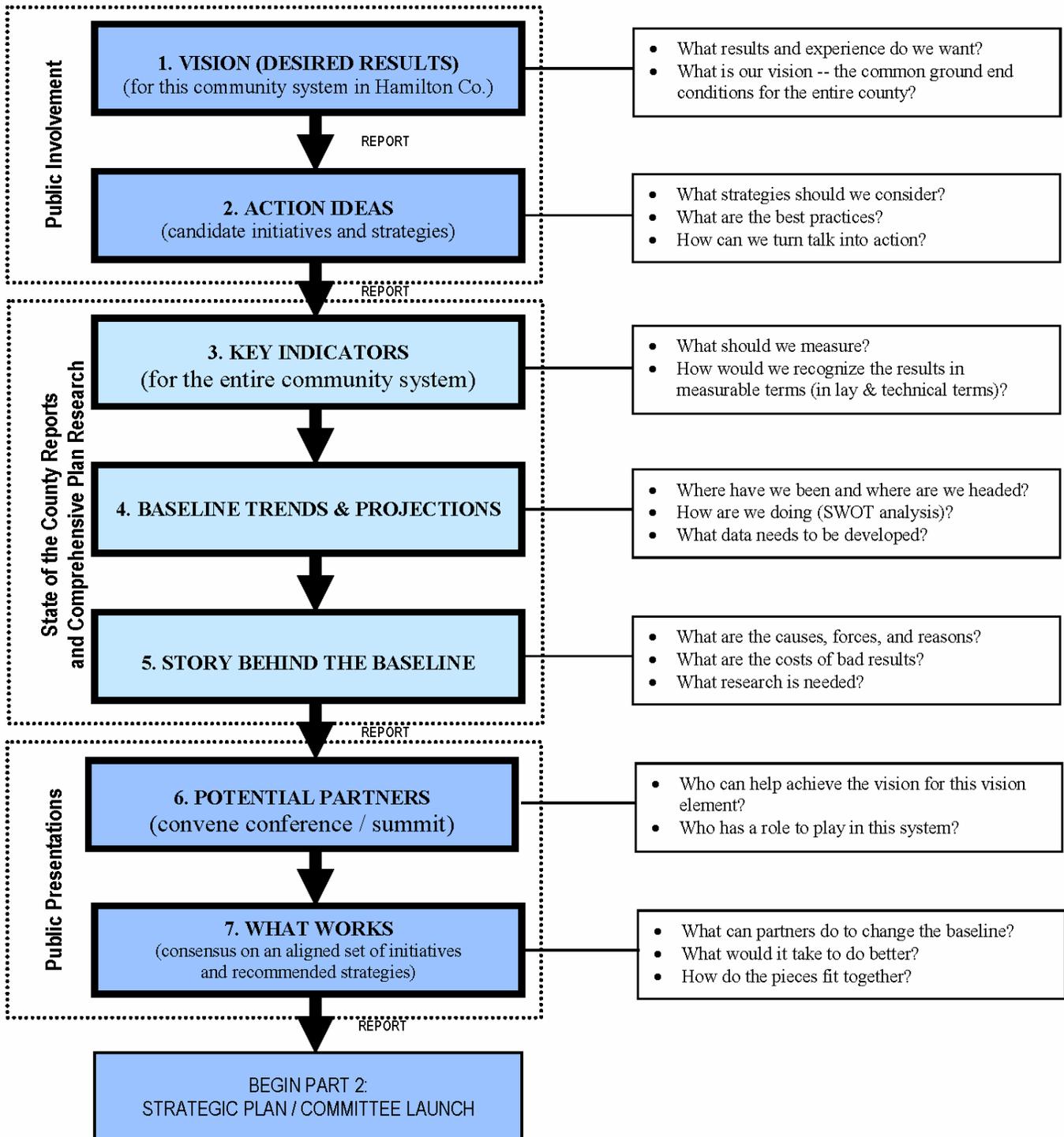
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|--|-------------------------------------|--|
| 1. CIVIC ENGAGEMENT AND SOCIAL CAPITAL | 5. EDUCATION | 9. HEALTH AND HUMAN SERVICES |
| 2. COMMUNITY SERVICES | 6. ENVIRONMENT | 10. HOUSING |
| 3. CULTURE AND RECREATION | 7. ENVIRONMENTAL AND SOCIAL JUSTICE | 11. LAND USE AND DEVELOPMENT FRAMEWORK |
| 4. ECONOMY AND LABOR MARKET | 8. GOVERNANCE | 12. MOBILITY |

Process Summary



Part 1: Vision and Comprehensive Plan Research

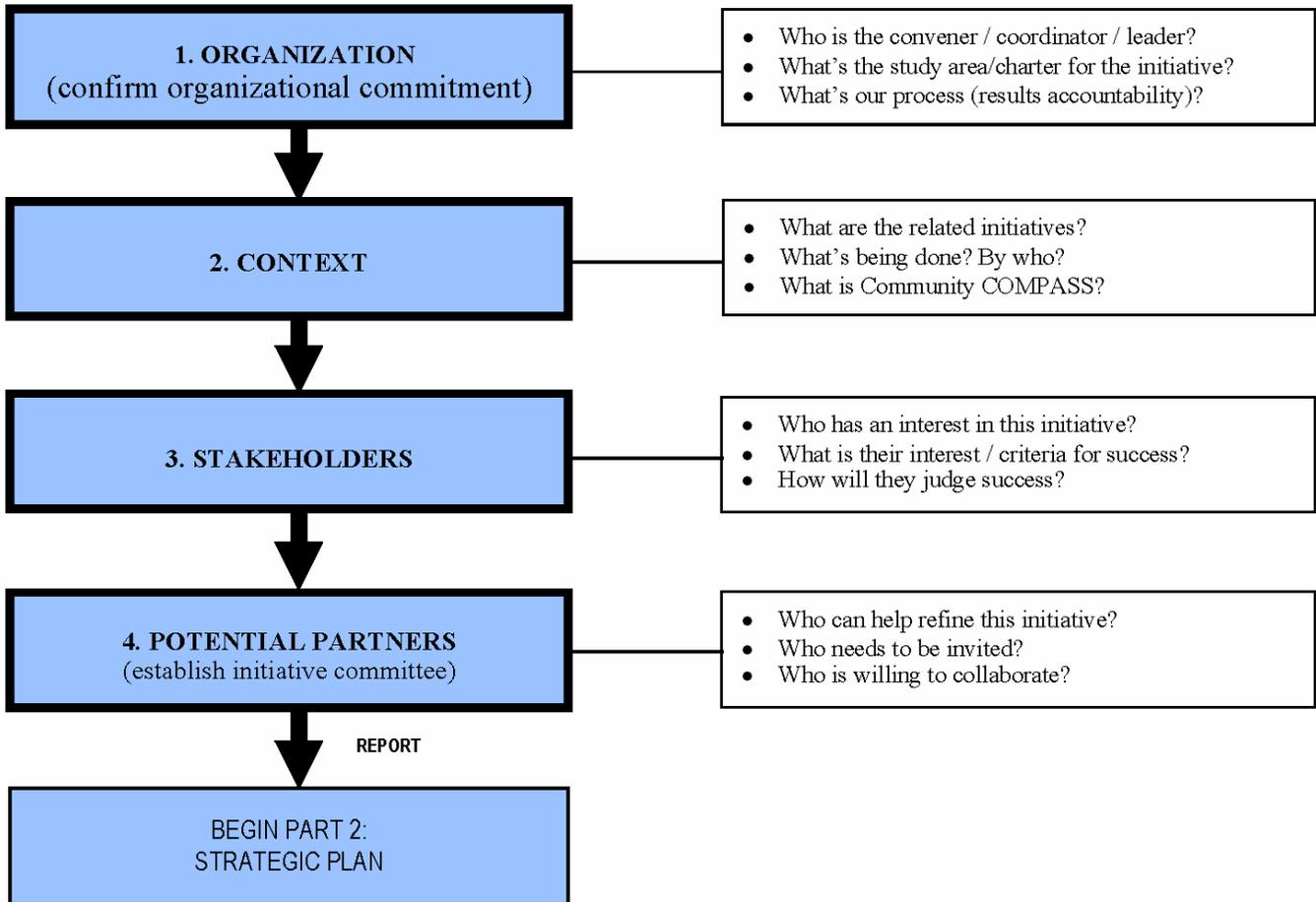
(Identifying a Vision for Each Vision Element* and Preparing a State of the County Report Based on the Vision for Each Vision Element)



COMMUNITY COMPASS

Part 2: Strategic Plans / Committee Launch

(Organizing a Strategic Planning Committee for Each Initiative**)

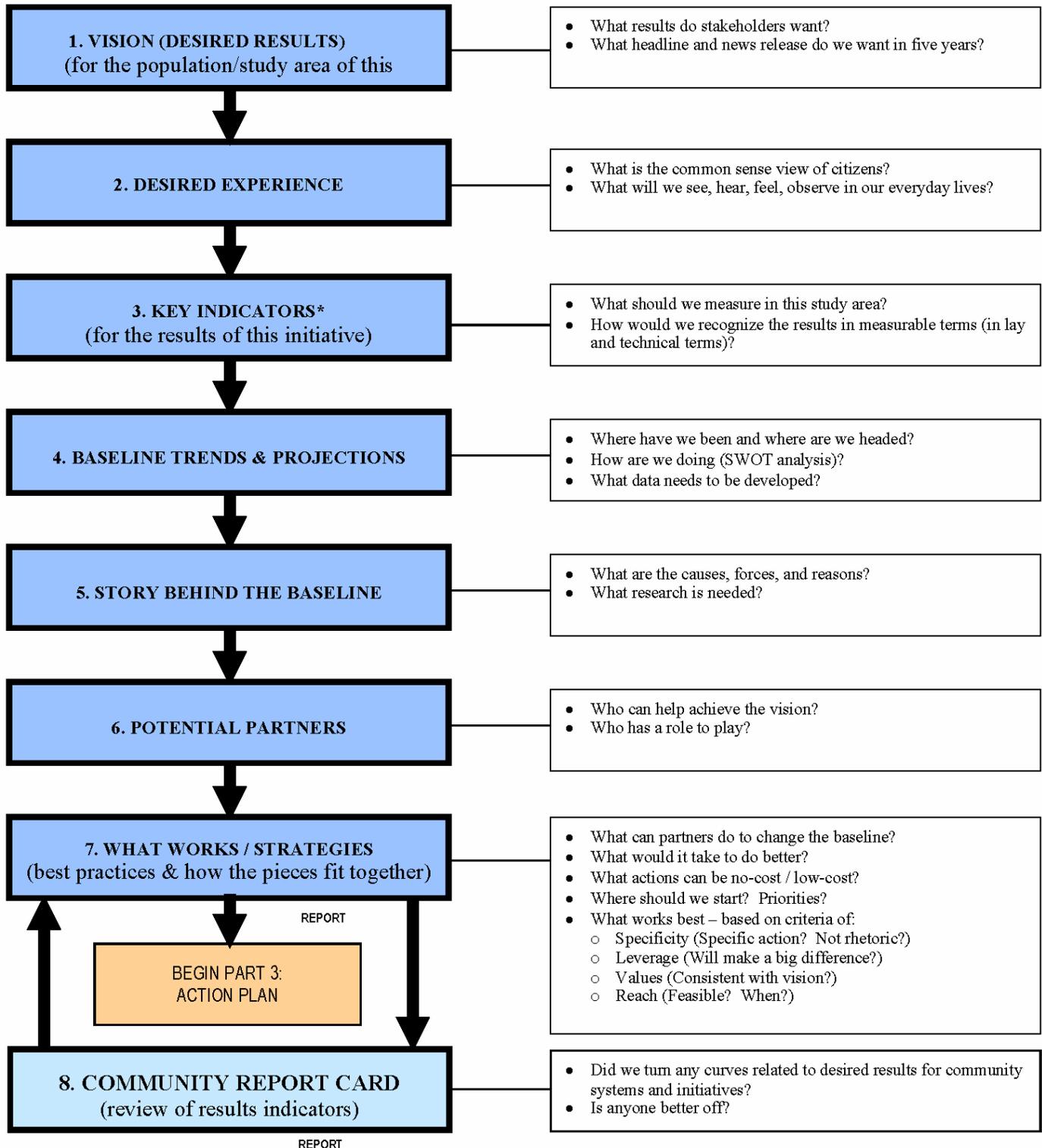


*** VISION ELEMENTS:**

- | | | |
|--|-------------------------------------|--|
| 1. CIVIC ENGAGEMENT AND SOCIAL CAPITAL | 5. EDUCATION | 9. HEALTH AND HUMAN SERVICES |
| 2. COMMUNITY SERVICES | 6. ENVIRONMENT | 10. HOUSING |
| 3. CULTURE AND RECREATION | 7. ENVIRONMENTAL AND SOCIAL JUSTICE | 11. LAND USE AND DEVELOPMENT FRAMEWORK |
| 4. ECONOMY AND LABOR MARKET | 8. GOVERNANCE | 12. MOBILITY |

** An Initiative is an interrelated set of recommended strategies

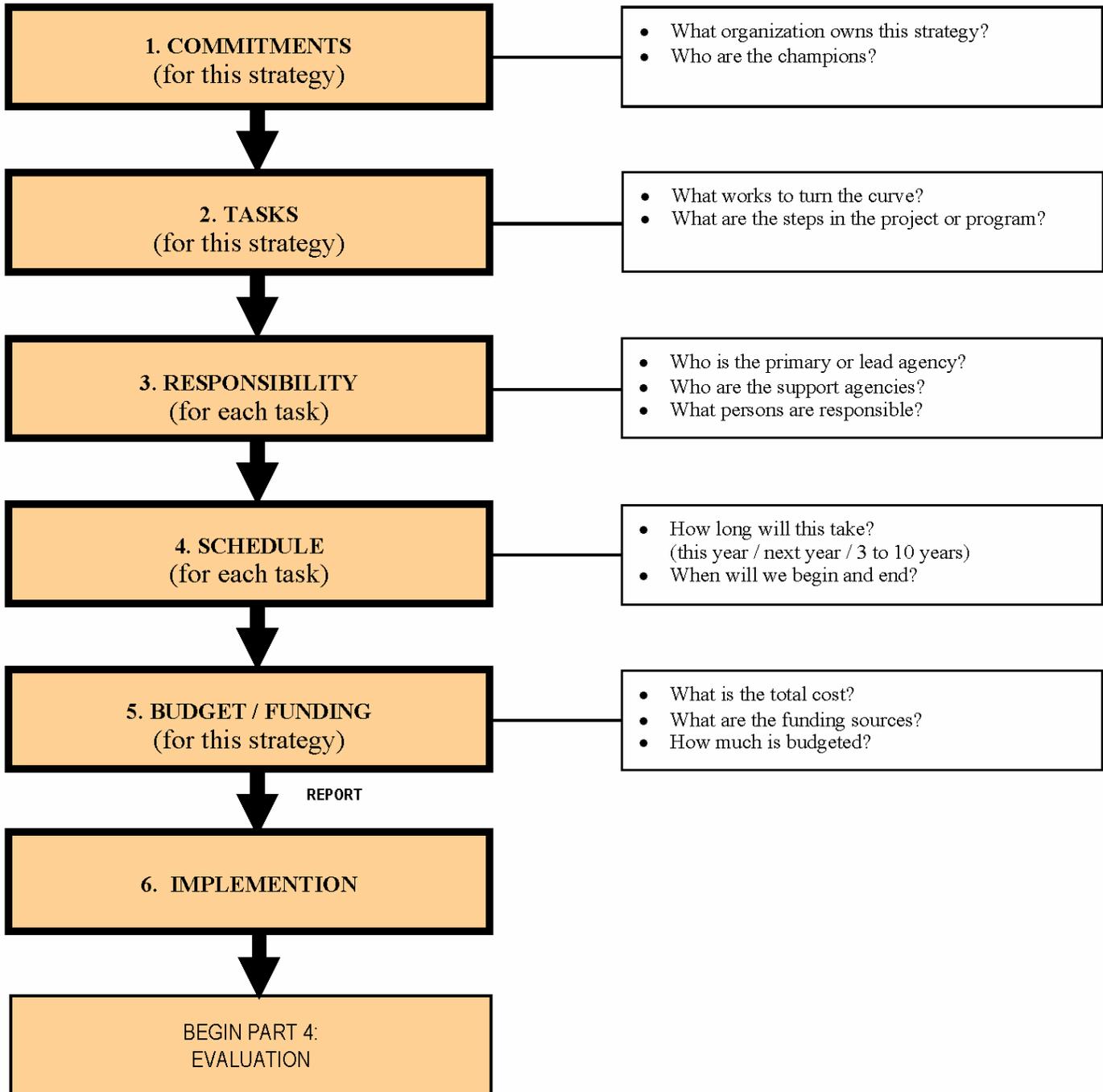
Part 2: Strategic Plans (for initiatives)



*Indicator Rating Criteria: 1) Communication Power; 2) Proxy Power; 3) Data Power

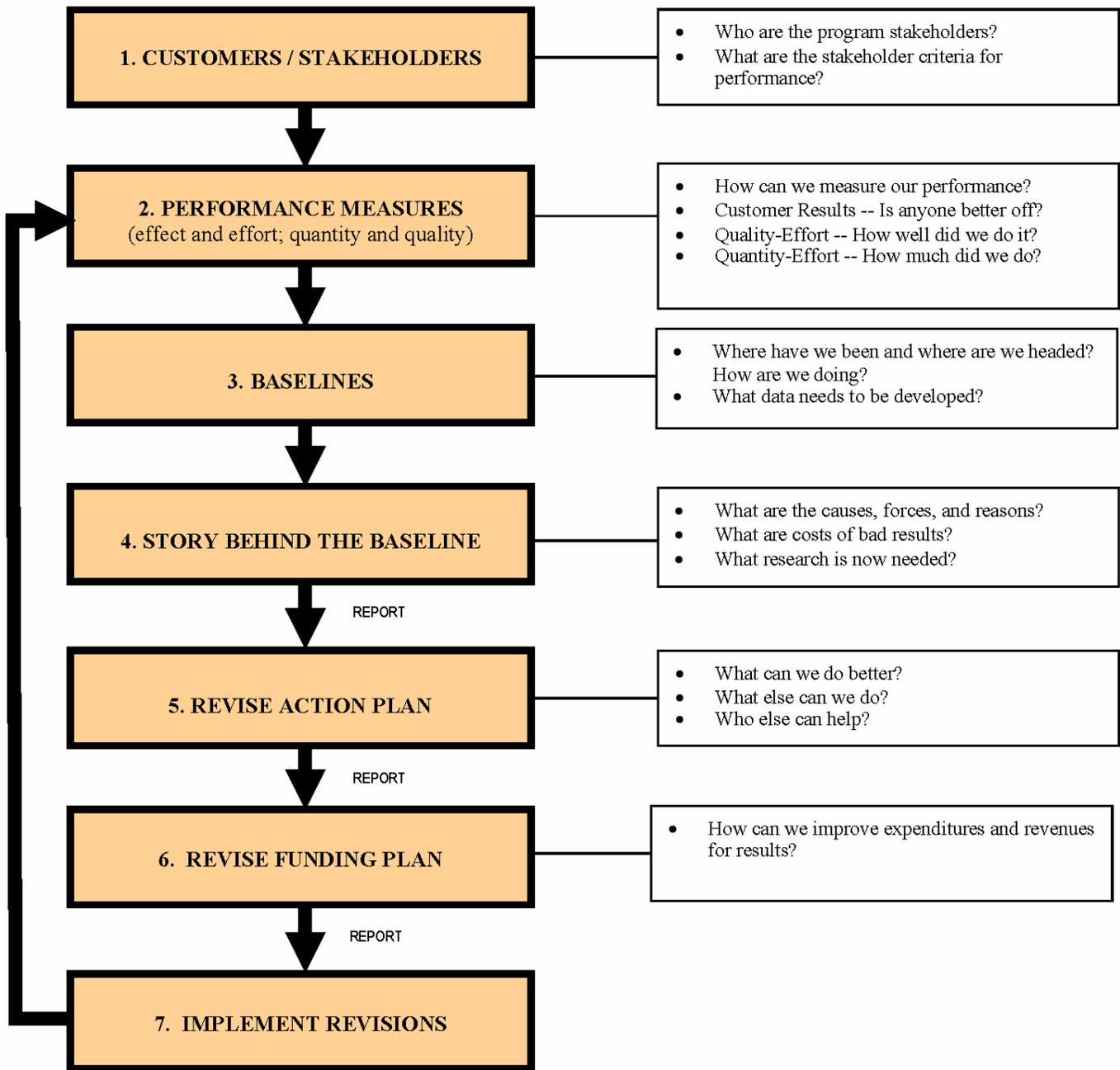
Part 3: Action Plans (for strategies)

Partner organizations prepare and implement plans for programs and projects.



Part 4: Evaluation (for performance development)

Partner organizations evaluate and develop their programs and projects.



Appendix 3

Local Jurisdiction Plans

	JURISDICTION (in alphabetical order)	LAST MAJOR UPDATE OF ZONING CODE	RECENTLY ADOPTED PLANS
1.	Village of Addyston	1968	In Process
2.	Village of Amberley Village	Yearly ordinances are incorporated into zoning code each year	None
3.	Village of Arlington Heights	None since 1998	None
4.	Anderson Township	Approved Sept. 2004, going into effect the week of Oct. 11, 2004	Beechmont Corridor Trans. Study-Jan.2002; Beechmont Ave. Landscape plan-Jan.2002; Ohio Riverfront area proposed land use-Sept. 2002; Anderson Twp. Revised sidewalk Plan- April 2004; Anderson Trails/ Walkways plan-April 2004.
5.	City of Blue Ash	March 2003	Comprehensive Plan-2003
6.	Village of Cleves	Late 2003	Credit Re-investment-2002
7.	City of Cheviot	Currently being updated	Comprehensive Plan-1973
8.	City of Cincinnati	January, 2004	Since 1999, the City of Cincinnati has adopted 25 Comprehensive, community, neighborhood, re- development, corridor, connector, urban design and urban renewal plans
9.	Colerain Township	Currently being updated, to be approved by Feb. or March, 2005	NW, NC, SW, SC, & SE Sector Land Use Plans-1998, NE Sector Land Use Plan-Dec. 2001.
10.	Columbia Township	1996-The township follows Hamilton County's Code	Currently undertaking a comprehensive plan to be completed Feb.2005, then it will be sent to HCRPC
11.	Crosby Township	Currently being updated, to be approved shortly	Crosby Township Land Use Plan-June 2004
12.	City of Deer Park	None since 1969	None
13.	Delhi Township	Recently cleaned up grammar, organization- nothing major	Land Use Policy and Strategic Plan-1993
14.	Village of Elmwood Place	Only small changes when needed	None
15.	Village of Evendale	None since 1999	Reading Rd. Revitalization-to be voted on in Nov., 2004
16.	Village of Fairfax	2002	Comprehensive Master Plan-Sept. 2004
17.	City of Forest Park	1986	Master Plan Update-1990
18.	Village of Glendale	2000, Reviewed every other year, the last time was 2003	Master Plan-2000
19.	Village of Golf Manor	2001, minor sign ordinance in Aug., 2004	Urban Blight 2003, Urban Blight 2004(identified blighted areas)
20.	Green Township	1996, North sector was updated in 2000	Land Use Plan Update & Sector Consolidation-May 2000

JURISDICTION (in alphabetical order)		LAST MAJOR UPDATE OF ZONING CODE	RECENTLY ADOPTED PLANS
21.	City of Greenhills	1966	PUD (one area) 2003
22.	City of Harrison	2002	Master Plan-2000
23.	Harrison Township	1996	Comprehensive Plan (With Land Use Plan)-Feb. 2001, Special Public Interest Strategies Plan-Sept. 2003
24.	Village of Indian Hill	January, 2004	Land Use Plan-1986
25.	Village of Lincoln Heights	1997	Currently beginning a study to adopt a plan
26.	Village of Lockland	1998	Urban Renewal Plan-1996; 5 Year Economic Development Strategy-1996
27.	City of Loveland	In review now, hope to enact in late 2005	Comprehensive Plan-Updated 2002
28.	City of Madeira	1971, text amendments, but no major changes	Updating Land Use Plan, hopes to be in effect in 2005
29.	Village of Mariemont	1999	None
30.	Miami Township	Oct. 2004	Land Use Policy & Strategic Plan-Updated Aug. 2003
31.	City of Milford	1999	State Route 28 Access Management Plan-2000
32.	City of Montgomery	Jan. 2002	Comprehensive Community Plan-2002
33.	City of Mt. Healthy	1989, has been discussion for update in 2005	Land Use Plan-1989
34.	Village of Newtown	1999	Newtown-A Village at the Crossroads-1997
35.	Village of North Bend	May, 2003	None
36.	City of North College Hill	1999	Comprehensive Plan-1980
37.	City of Norwood	1985	Comprehensive Action Plan-Oct. 2002
38.	City of Reading	May 2002	None
39.	City of Sharonville	1984	Comprehensive Plan-1991
40.	City of Silverton	1978, study in progress	Corridor Study for Downtown Silverton-recently completed, not yet enacted
41.	City of Springdale	2000	Route 4 Corridor Study-1990; West Kemper/Springfield Pike Urban Renewal Plan-1997; Springfield Pike Corridor-Critical Planning Assessment-1997
42.	Springfield Township	1996, North Springfield Township, 2004(soon to become effective)	Land Use Plan-Jan. 2004
43.	City of St. Bernard	1966	Comprehensive Plan-1999
44.	Sycamore Township	1998	Land Use Plan-Feb. 2003
45.	Symmes Township	1996	Land Use Plan-Sept. 2003
46.	Village of Terrace Park	Currently being updated, should be passed by council 2005	None
47.	Whitewater Township	Unzoned	None
48.	Village of Woodlawn	1986	None

Appendix 4

Multi-jurisdiction Plans

Government and Non-government

Western Hamilton County Collaborative Plan 1999

The Western Hamilton County Collaborative Plan is the result of a three-year planning process with extensive citizen participation. Beginning in April, 1996, the planning process encompassed the development of 4 alternative scenarios (including the “trend”) for the future development and growth of the 6 townships, 1 city and 3 villages that make up Western Hamilton County.

The planning groups finally adopted a “Preferred Scenario” for the area, and it is this scenario that forms the basis of the Western Hamilton County Collaborative Plan. The aim of the Plan is to provide a framework for healthy growth and economic development with equal emphasis on preserving the west side's rural legacy. The Plan is based on an effort to develop regional agreement on issues such as utility expansion, land use, transportation improvements, and environmental protection.

On April 1st, 1999, the Hamilton County Regional Planning Commission adopted the WHCCP. On July 1st, 1999, the Board of County Commissioners gave their support to the Plan, and approved implementation of a recommended “action strategy” enabling the Regional Planning Commission to review capital improvement plans and advise the County Commissioners whether or not proposals for (for example) water and sewer extensions, are in compliance with the provisions of the Plan. The new task now is to work with the Western Hamilton County communities to see how the Plan's provisions fit them individually, and what adjustments need to be made.

Eastern Corridor Land Use Vision Plan 2002

The Eastern Corridor project is evaluating long-term transportation solutions necessary to meet growing usage patterns in the region extending from downtown Cincinnati and eastern Hamilton County to western Clermont County. Covering nearly 200 square miles in parts of Hamilton and Clermont Counties in Ohio and parts of Campbell County in Kentucky, the project area extends east from the Cincinnati Business District to Milford, Batavia and Amelia, and into Northern Kentucky along I-275 and I-471. Although the initial planning phases included improvements to be made in the Northern Kentucky region of the Eastern Corridor area, all planned improvements now focus on Ohio.

By 2020, it's expected that almost 200,000 people will call some section of the Corridor home. Employment projections estimate that by 2020 87,000 people will work in the Eastern Corridor. Transportation system improvements must be made now to meet these increasing growth patterns. The Eastern Corridor project takes a unique approach by analyzing current and future land use along with possible transportation improvements. This "land use visioning" looks at existing patterns of land use and, through examining land capability, environmental concerns, planned transportation improvements, market conditions and public input, determines a desired "template" for future land use in the Eastern Corridor.

Community Revitalization Initiative Strategic Plan 2004

In order to address the opportunities and challenges facing our older suburban communities, the Hamilton County Planning Partnership and Regional Planning Commission launched the Community Revitalization Initiative. This is an effort to bring together policymakers, community leaders, and administrative professionals from 25 of Hamilton County's jurisdictions to develop a strategic plan for our First Suburbs. The plan describes an overall vision and six goals for revitalizing older communities, fourteen redevelopment strategies, and eight objective data indicators for measuring progress and achievement.

OKI/MVRPC North-South Transportation Initiative 2004

The North South Transportation Initiative is a comprehensive evaluation of the transportation needs within the major north/south transportation artery that spans nearly 100 miles from Northern Kentucky, through Cincinnati and Dayton to the Miami County line. The North South transportation corridor that is being studied includes the major cities of Cincinnati, Middletown and Dayton as well as seven (7) counties, 22 other cities, six villages and 14 townships. Principle elements of this corridor include Interstate 75 (I-75) and its adjacent north/south railroad lines. This transportation artery has served as a major link in the country's commerce. It has carried people and goods throughout the Greater Cincinnati and Miami Valley regions and across the country since the late 1950s.

Today, I-75 and the parallel railroads are among the nation's busiest for the movement of people and goods. I-75 is among the busiest trucking routes in North America with truck traffic approaching 6 billion miles annually according to Federal Highway Administration estimates. More than 250 freight trains per day pass through or have destinations within the study area.

OKI 2030 Regional Transportation Plan Update 2004

The OKI 2030 Regional Transportation Plan 2004 Update serves as a blueprint for transportation projects in our region through the year 2030. It addresses current and future needs created by growth and development. At the same time, it responds to Federal Highway Administration and Clean Air Act requirements to mitigate congestion, and to address air quality and other environmental, social and financial issues. In order to continue to address local needs, this plan is updated every three years. As the region grows, increased pressure will be placed on our transportation system. By preparing a transportation plan for the year 2030, OKI is working to plan the solutions today for the challenges of tomorrow.

The OKI 2030 Regional Transportation Plan 2004 Update is a comprehensive, balanced and coordinated plan for the region and will serve as a guide for policy boards and implementing agencies that make transportation investments and service decisions. As the OKI Land Use Commission and the OKI Board of Trustees continue to consider the issues of regional development patterns and ways to enhance existing communities, changes may be needed to ensure that transportation investments support those objectives. The OKI Land Use Commission has been studying the transportation-land use connection, including land use patterns and growth trends. Currently, the Commission is working on policies that will produce more cost-effective land uses, more mobility choices and adequate infrastructure.

Cincinnati Water Works Water Distribution System Master Plan 1999

The Water Distribution System Master Plan report has been prepared to provide Cincinnati Water Works (CWW) with a long-range plan for improvement and expansion of CWW's water distribution system. The Master Plan also included an evaluation of improvements for CWW's water transmission main system. The recommended improvements will serve as a basis for the design, construction, and financing of facilities to meet CWW's anticipated population growth expansion and commercial development. The recommended system improvements will be required during the study period to provide an adequate and dependable supply of water to existing and future customers. The study period for this plan is from 1995 through 2020. Existing and projected populations, historic water use, and metered water sales were used to estimate water use for Base Year 1995 and Design Years 2010 and 2020.

OKI Land Use Commission Regional Policy Plan

The Commission on Land Use was provided for in OKI's Year 2010 Regional Transportation Plan. Its main task is to identify linkages between land use and transportation, and develop a transportation-sensitive regional land use plan. The 2010 Plan was attempting to address the federal guidelines in the transportation planning process. One of those factors is the effects of transportation policy on land use and development.

OKI's Board of Trustees recognized that the land use - transportation connection is very complex, involving such issues as natural resources, economic development, water and sewer infrastructure, social issues and fiscal policies. Because of that complexity, the Board of Trustees elected to sit as the land use commission. The OKI Land Use Commission outlined a process that will present the big picture of where this region is today, where the region wants to be at some future date, and how to get there - a strategic approach.

Linking Our Communities - Light Rail Transit for the I-71 Corridor 1999

The Ohio-Kentucky-Indiana (OKI) Regional Council of Governments is proposing to design and construct a 43-mile Light Rail Transit (LRT) line in a corridor extending north from the Cincinnati/Northern Kentucky International Airport and Florence, Kentucky to the City of Mason, Ohio. The proposed alignment will use an existing right-of-way along a portion of Interstate 71 as well as a former Conrail Railroad right-of-way and active right-of-way of the Indiana and Ohio (I&O) Railroad, owned by the Southwest Ohio Regional Transit Authority (SORTA).

Potential benefits of light rail transit in the I-71 corridor include improved air quality, decreased need for highway widening, time savings, energy savings, improved access to jobs across the county, economic development opportunities, and improved access to special events and cultural amenities.

MetroMoves Plan 2001

Whether a nation, a region, or a city, economic success depends on a viable transportation system. Even in an age of e-mail and e-commerce, people and goods still have to be transported from one place to another—for work, shopping, visiting, and enjoying all the cultural amenities available in a multicultural society. As vibrant as Cincinnati is, the city would not last long—nor grow and thrive— without a successful transportation system. Only a public transit system—one dynamic enough to not only serve the transit-dependent but to attract non-traditional transit riders and even lure a few drivers away from their cars—can maintain the viability of a city's transportation network.

In the last few years, many urban areas have begun to focus on mobility and public transit issues. The aging population is growing rapidly and is already the largest single demographic group. As seniors stop driving, their need for alternative transportation will increase. With the passage of the Americans with Disabilities Act in 1990, the physically disabled have the right to full access to public facilities, employment, transportation, government services, and telecommunications. Transit is not only included in the facilities that must be fully accessible, it becomes the main method for achieving accessibility. Those who are transit-dependent—such as those who are too young or too old to drive or too poor to afford an automobile—have the same access and mobility needs as drivers, but not the means to meet those needs without a public transit system.

Fair Housing Impediments Analysis: The City of Cincinnati and Hamilton County 1996

This report is part of a comprehensive program developed by the Department of Housing and Urban Development to assure that communities are meeting requirements “...to affirmatively further fair housing” as set forth in the Community Development Block Grant Program. The designated goal of the Analysis, which goes well beyond the review of past and present fair housing activities, is to identify impediments to fair housing and provide recommendations that can be used to ameliorate any fair housing impediments.

Fair housing is simply a guarantee that the City and County make to their current and future residents that they will be able to live where they want and can afford. Non-discrimination in all aspects of housing—buying, selling, renting, financing, insuring, developing, and regulating—is an established benefit to the City and County. Equality in housing is an essential building block for the foundation of any community.

Mill Creek Watershed Greenway Master Plan 1999

The focus of this plan is the entire riverine system within the Mill Creek watershed, the natural and human made systems, and the environmental and economic possibilities. This plan is most importantly a broad partnership among residents, government agencies, businesses, and industry to stop the decline of the Mill Creek and to implement an aggressive plan to transform it into a community asset. This will be accomplished by defining strategies for ecological restoration and improvement of the Mill Creek channel and tributaries.

The Report of the Riverfront Advisors Commission (The Banks) 1999

The Cincinnati Central Riverfront Master Plan is the result of a public participation planning process begun in October 1996. Hamilton County and the City of Cincinnati engaged Urban Design Associates to prepare a plan to give direction in two public policy areas: to site the two new stadiums for the Reds and the Bengals; and to develop an overall urban design framework for the development of the central riverfront which would capitalize on the major public investment in the stadiums and structured parking. A Riverfront Steering Committee made up of City and County elected officials and staff was formed as a joint policy board for the Central Riverfront Plan. Focus groups, interviews, and public meetings were held throughout the planning process.

A Concept Plan was published in April 1997 which identified three possible scenarios for the siting of the stadiums and the development of the riverfront. The preparation of a final Master Plan was delayed due to a November 1998 public referendum on the siting of the Reds Ballpark. Once the decision on the Reds Ballpark was made by the voters in favor of a riverfront site, Hamilton County and the City of Cincinnati in January 1999 appointed sixteen prominent citizens to the Riverfront Advisors

Commission who were charged to “recommend mixed usage for the Riverfront that guarantees public investment will create sustainable development on the site most valued by our community.” The result of that effort was The Banks, a September 1999 report from the Advisors which contained recommendations on land use, parking, finance, phasing, and developer selection for the Central Riverfront.

Hillside Protection Strategy for Greater Cincinnati 1991

This is Volume III of a comprehensive study of hillside development and projection in Hamilton County. The first two volumes concentrate on analysis of hillside issues. This document discusses precisely what sorts of measures are required to insure that development within hillside areas is appropriately sited, is visually compatible with the surrounding environment, and does not create landslide or other geological problems. The guidelines recommended in this document can be justified as essential components in a comprehensive program of hillside protection. The full set of guidelines discussed in the report has been extended to make it as comprehensive as possible. Some are more appropriate to a suburban than an urban setting. Some can be administered easily by a small community. Others are more suitable to larger jurisdictions with specialized professional staffs. Individual communities must examine the groups of guidelines in conjunction with their planning objectives and then work to enact those combinations which, taken together provide a comprehensive strategy for protecting the community’s hillsides.

Appendix 5
Countywide Plans
By Government Agency

Hamilton County, Ohio Thoroughfare Plan Update (January 1993)

This plan was prepared for the Hamilton County Regional Planning Commission and Hamilton County Engineer by Woolpert Consultants. This plan updates the master plan completed in 1964, which was no longer valid because of the great amount of development that happened since 1964. This plan was designed to provide long-range guidance in the development of a future transportation network capable of safely accommodating traffic volumes generated by growth and development. The plan include recommendations that identify all aspects of traffic flow including needed upgrades, road replacements, signalizations, and new roads and bridges.

Hamilton County Access Management Plan (2nd Draft September 2004)

In 2002, the Ohio General Assembly adopted House Bill 366, which is now Chapter 5552 of the Ohio Revised Code (ORC), to allow counties and townships to develop access management regulations for all county and township roads. Access management is the systematic control of the location, spacing, design, and operation of driveways, median openings, interchanges, and street connections to a roadway. It also involves roadway design applications, such as median treatments and auxiliary lanes, and the appropriate spacing of traffic signals. From Transportation Research Board's *Access Management Manual*. The Hamilton County Engineer and the Hamilton County Regional Planning Commission have completed a 2nd Draft as of September 2004. This draft states that access management is important because it protects the public's investment in its road/transportation system and extends the life of roads and streets.

Hamilton County Emergency Operations Plan (October 2004)

The purpose of the Hamilton County Emergency Operations Plan is to develop, implement and maintain an integrated emergency management program for emergencies or major disasters, whether natural or manmade. This plan is intended to facilitate multi-agency and multi-jurisdictional coordination, particularly between local, state and federal agencies in emergency operations. This plan predetermines, to the extent possible, actions to be taken by responsible elements of the governments of Hamilton County, and of cooperating private organizations, to prevent avoidable disasters and reduce vulnerability of county residents to any disasters that may strike. When confronted with a minor emergency, county agencies normally carry out their responsibilities largely independent of other agencies. However, large-scale emergencies and disasters often generate situations requiring planned, coordinated responses by multiple agencies and jurisdictions. Such disasters and emergencies pose major threats to life and property and have long-term economic, political, and/or environmental implications.

QUEST Unsewered Areas of Hamilton County Master Plan MSD 1994

The Quality Upgrades for Effective Sewage Treatment (QUEST) program was initiated in 1993, after the Hamilton County Board of County Commissioners and the Metropolitan Sewer District of Greater Cincinnati (MSD) determined that a plan was needed for wastewater management in areas of the County that lack sewers. In 1993, it

was estimated that the unsewered area of the County was approximately 35 percent, including areas that used on-site wastewater treatment systems. It was estimated that the total number of residential on-site systems in 1993 was 17,000 with possibly half of them not functioning properly, making them potential public health problems. The QUEST planning objectives were to “include planning for a network of future interceptors, trunk sewers, and treatment facilities for existing unsewered areas, providing a cost-effective alternative for sewer service to many of the existing on-site treatment systems in the County.” The QUEST Plan was developed to provide a comprehensive plan to accommodate both existing and future development.

City of Cincinnati, Ohio Department of Water Works Water Distribution System Master Plan September 1999

This master plan was prepared to provide Cincinnati Water Works (CWW) with a long-range plan for improvement and expansion of CWW’s water distribution system. The plan also includes an evaluation of improvements for CWW’s water transmission main system. The recommended improvements serve as the basis for the design, construction, and financing of facilities needed to meet anticipated population growth and commercial development. The recommended system improvements will be required during the study period (1995 through 2020) in order to provide an adequate and dependable supply of water to existing and future customers.

Hamilton County, Ohio 2000-2005 Consolidated Housing Plan

In response to regulation by the Department of Housing and Urban Development, Hamilton County has prepared a Consolidated Plan for Fiscal Years 2005 through 2009, with an action plan for FY05, beginning March 1, 2005 and ending February 28, 2005. The Consolidated Plan for Hamilton County consists of six parts. Part 1 of the Plan consists of General Strategies to be followed within Hamilton County. Part 2 describes housing needs within the County, including a Housing Market Analysis and a Statement of Priority Housing Needs. Part 3 describes the homeless needs and priorities for the County. Part 4 focuses on General Community Development needs and priorities. Part 5 addresses non-homeless special need populations and their priorities within Hamilton County. Part 6 is an Annual Action Plan for Fiscal Year 2005. The Action Plan describes all project activities that will be undertaken with 2005 funding from the Community Development Block Grant Program, the HOME Investment Partnership Program, and the Emergency Shelter Grant Program.

Hamilton County Overall Economic Development Plan (1997/1998 Update)

The *Hamilton County Overall Economic Development Plan (OEDP Plan)* identifies and prioritizes major economic development challenges and opportunities for Hamilton County. It is a guide for implementing and funding creative economic development programs throughout the County. The OEDP Plan is used as the basis for funding major economic development, public works, and planning projects through the U.S. Department of Commerce, Economic Development Administration (EDA). It also is utilized to justify the need under other state and federal grant programs, such as the Empowerment Zone Program. The OEDP Plan is developed by the committee of representatives from a cross section of economic development and planning officials from the Hamilton County Area, under the direction of the Greater Cincinnati Chamber of Commerce. The OEDP Committee’s recommendation for the 1997/1998 Update were: 1.) Deliver site to the marketplace through redevelopment of Brownfield sites and underutilized facilities and through development of Greenfield sites; 2.) Retention and re-engineering of maturing manufacturing; 3.) Facilitation of entrepreneurs and emerging industries and technologies; 4.) Workforce Development; 5.) Encouraging conventions and tourism; 6.) Expansion of export trade; 7.) Commercial business district revitalization and 8.) Improve the region’s transportation network.

Hamilton County Comprehensive Economic Development Strategy (2004)

The Hamilton County Development Company (HCDC), as part of its contract with Hamilton County, will develop a Comprehensive Economic Development Strategy (CEDS) for Hamilton County, to be completed by mid-2005. HCDC will incorporate the findings of the *Assessment and Recommendations To Improve the Effectiveness of Economic Development Efforts in Hamilton County, Ohio September 2004* and guidance from the Board of County Commissioners, as it is configured based on the election in November 2004. The Hamilton County CEDS 2004 will replace the *Hamilton County Overall Economic Development Plan (1997/1998 Update)*, as the requirement for qualifying for U.S. Department of Commerce, Economic Development Administration (EDA) assistance. The CEDS will include four main elements: Analysis, Vision, Action Plan and Evaluation. The analysis will assess the state of the regional economy, the opportunities and threats posed by external trends and forces, and the availability of partners and resources for economic development. The community's visions and goals, together with an appraisal of the region's competitive advantage, will set the strategic direction for the action plan. The action plan will establish program priorities for implementation. Finally, the CEDS will establish criteria and performance measures for evaluation of the process and for periodic update of the document.

Assessment and Recommendations To Improve the Effectiveness of Economic Development Efforts in Hamilton County, Ohio September 2004 Submitted by the International Economic Development Council for the Hamilton County Board of County Commissioners.

At the request of the County Commissioners, the International Economic Development Council (IEDC) completed an assessment of the County's economic development policy and programs and provided recommendations for improving their effectiveness in the summer of 2004. The IEDC identified economic development strengths for the County as: regional growth; a civic-minded business community; a wealth of cultural, arts and entertainment resources; Hamilton County's place as the core county of the region; the riverfront and its development potential; a renewed emphasis on economic development in Cincinnati; a strong county organization in HCDC; and strong educational and research institutions. The County's challenges were competition from outlying counties; highly fragmented system of government; limited supply and high cost of undeveloped land; some school systems in the county performing poorly; population loss; stadia debt; organizational challenges; public safety; public perception; and loss of hotel room nights. The IEDC's recommendations to the County are: 1.) Develop a strategic, comprehensive economic development plan for the county; 2.) Engage in joint branding efforts; 3.) Expand the scope and strategic role of the Hamilton County Development Company; 4.) Partner with the City of Cincinnati to boost key projects including helping to transform Over-the-Rhine into an arts district and continuing efforts to redevelop The Banks; 5.) Strengthen powers to assemble and redevelop land and 6.) Establish a formal process for managing TIF districts.

ReBuild Hamilton County Ten Year Plan

This Plan, proposed by County Commissioner Todd Portune in July 2004, includes a leadership agenda in response to recommendations from the International Economic Development Council Report and recent census figures on population loss. The Plan addresses challenges and opportunities for Hamilton County in three areas: Housing, Economic Development/Job Creation, and partnership with the City of Cincinnati in the downtown basin (including Over-the-Rhine). The Plan recommends action to achieve eight results:

1. 10,000 new homes constructed in the next decade
2. Condo Conversions in the downtown and Over-the Rhine
3. Renewing the County Campus proposal to complete the OTR transformation

4. Provide major support for small business facility improvements, employee benefit assistance for small business and the working poor
5. Generate a \$20 Million to \$110 Million economic development investment tool for businesses and community/neighborhood business districts – especially targeted to the First Suburbs Communities
6. Coordinate and leverage existing and planned investments in community public works projects
7. Promote business retention, expansion and relocation within Hamilton County by designating Hamilton County as Ohio’s investment Capitol
8. Provide support for the major employee benefit of health insurance in ways that promote small businesses.

The Public Library of Cincinnati and Hamilton County Strategic Plan 2004-2008

This Plan was adopted in October 2003. With the many evolving technologies, changing demographics, the reduction in traditional funding sources and the general economic downturn, the Library was motivated to develop a strategic plan that would address the public’s changing needs and assure a viable future funding plan to accommodate those needs. The Plan included a large public involvement component which included: 1.) 68 public focus group sessions involving 700 participants; 2.) 559 households responding to mail surveys; 3.) 431 individuals responding to a WEB survey; 4.) 8 staff focus groups involving 95 staff members and 5.) interviews with 22 Planning Steering Committee Members. The identified priorities include Priority I- Relevant Services which recommended for some of its potential strategies to: 1.) Identify community needs; 2.) Define/Identify core services; 3.) Develop current staff; 4.) Develop a masters facilities plan. For Priority II-Financial Strength, some of the potential strategies include: 1.) Secure ongoing State support; 2.) Develop a long-rang Financial Plan; and 3.) Develop a Fund-Development Plan. For Priority III-Community Awareness, some of the potential strategies are 1.) Develop a Marketing Plan and 2.) Increase the Library’s visibility in the Community. For Priority IV-Dynamic Organization some the potential strategies are: 1.) Communicate Mission, Vision and Institutional Values to the community and 2.) Develop a plan for managing change. During 2004, the Library initiated the planning process to develop its Masters Facilities Plan, to be completed in February 2005.

The Land Use Policy Plan for the Unincorporated Territory of Hamilton County, Ohio 1995 (LUPP) This plan was developed with the intention to give direction to the substance and form of revisions to land use regulations. Its objectives and policies reflect the public interest in development issues and can be used by the Regional Planning Commission, Rural Zoning Commission and Board of County Commissioners as benchmarks or criteria for evaluating the comprehensive revision of a revised zoning resolution as well as future zoning text and map changes. The LUPP evolved from a citizen participation process in 1987 to identify land use and zoning issues in the unincorporated areas of Hamilton. County. ...

Hamilton County Parks Plan (Park District Strategic Plan)

The Hamilton County Park District is currently updating a strategic plan that will guide the agency during the next three to five years. The proposed objectives and corresponding goals of the plan include increasing revenue production and securing alternative funding sources, strengthening the identity of the Park District, attracting, retaining and developing high performing employees, preserving regionally significant natural resources for conservation and compatible outdoor recreation, creating a best practices program to enhance effectiveness, and preparation of infrastructure maintenance strategies in anticipation of the growth of the Park District.

Hamilton County Park District Open Space Study -3/22/01

In 2001 the Hamilton County Park District completed an analysis of all open space in Hamilton County through the application of Geographic Information System (GIS) technology. The goal was to create a tool to assist Park District planners when contemplating potential purchase of greenspace. The criteria evaluated in the study included slopes, soils, floodplains, forest cover quality, parcel land area versus parcel building area, and man-made corridors (abandoned rail corridors, sewer easements, surface drainage systems, gas lines, electric lines). A composite map was created indicating the highest rated groups of parcels with potential for acquisition and protection. The Park District staff continues to use the information from the study as it purchases land throughout the county.

Hamilton County Solid Waste Management District Plan 2000-2014 (1999)

This plan is required to be updated every five years. This Update identified that there was adequate disposal capacity and funding available throughout its 15-year planning period (2000 through 2014) to manage Hamilton County's solid waste and provide programs to reduce the waste system. After the Introduction (Section 1) and the Executive Summary (Section 2), the Plan Update is divided into 7 sections: Inventories (Section 3), which utilized 1996 as a reference year to identify the existing waste reduction and recycling services operating in Hamilton County; Reference Year Population and Residential/Commercial Waster Generation (Section 4); Planning Period (2000-2014) Projections and Strategies (Section 5); Methods of Management (Section 6); Measurement of Progress Toward Waste Reduction Goals (Section 7); Cost and Financing of Plan Implementation (Section 8) and District Rules (as required by ORC) (Section 9).

Hamilton County Storm Water Management Plan 2003

This document outlines the Hamilton County Storm Water District's plan to develop, implement, and enforce a storm water management program designed to reduce the discharge of pollutants to the "maximum extent practicable", to protect water quality, and to satisfy the appropriate requirements of the Clean Water Act in accordance with the Ohio EPA NPDES Phase II program.

Flood Insurance Study For Hamilton County (and Incorporated Areas) (FEMA May 17, 2004)

This Flood Insurance Study investigates the existence and severity of flood hazards in Hamilton County, Ohio and aids in the administration of the National Flood Insurance Act of 1968 and the Flood Disaster Protection Act of 1973. Periodically, the U.S. Corps of Engineers (COE), Louisville District, completes hydrologic and hydraulic analysis for FEMA of needed areas in Hamilton County, Ohio in order to update and revise the Flood Insurance Rate Map for Hamilton County, Ohio. The most recent updates of the Flood Insurance Study and Map were published by FEMA on May 17, 2004. The updated Study and Map were included as part of the recently amended Flood Damage Prevention Regulations for Unincorporated Hamilton County, Ohio, adopted by the Hamilton County Board of Commissioners on April 12, 2004.

Open Space Element Hamilton County Land Use Plan (September 1977)

The Synopsis for this plan is presented here:

This is the initial report of the Open Space Element Update to the Hamilton County Land Use Plan. Its purpose is to develop an open space priority framework based on significant environmental and development pressure variables operating in Hamilton County, Ohio. The variables considered are topography, geology, floodplains, sanitary sewers, major roads, land use and size. The study concentrates on four urbanizing/urbanized townships (Green, Colerain, Anderson, & Delhi) where the development of fragile environmental settings is evident. Selected parcels in each

township are prioritized relative to the need for public policy action to protect unique and sensitive environmental conditions which exist on them. It is recommended that further work be initiated by the Hamilton County Regional Planning Commission, in cooperation with other public regulatory agencies, to develop a comprehensive set of public policies relative to the prioritized land identified in the study.

Natural Hazard Mitigation Plan Hamilton County, Ohio (December 2003)

The Federal Disaster Mitigation Act of 2000 requires that local communities develop a Natural Hazard Mitigation Plan (HMP) to mitigate natural disasters such as flooding, severe storms, tornadoes and landslides. The Hamilton County Emergency Management Agency (EMA) received a grant from the FEMA in 2002 to prepare an HMP for Hamilton County, to be completed by November 2003. The planning process included meetings held in 2003 of officials from County, Municipal, and Township governments, emergency service agencies and the Red Cross to establish: overall goals, hazards to be evaluated, problem statements, alternatives, action steps, and implementation. The plan's findings determined flooding as the most serious and costly hazard facing the County. The Action Items identified in the Plan include developing Public Service Announcements (PSA's) for educating landowners on stream maintenance, educating residents on use of weather radios, evaluating the potential for consistent floodplain regulations county-wide; and preparing watershed studies to address areas of localized flooding concerns.

Hamilton County Hazardous Materials Emergency Response Plan (October 2004)

Originally developed in 1991 under the auspices of the Hamilton County Local Emergency Planning Committee (LEPC), this plan addresses requirements pertinent to the federal Superfund Amendments and Reauthorization Act – Title III and subsequent Ohio enabling legislation, ORC Chapter 3750. The purpose of the plan is to provide policy and procedures under which Hamilton County and its political jurisdictions will operate in the event of a hazardous materials emergency. The plan further defines the roles, responsibilities and inter-organizational relationships in response to a hazardous materials incident including the appropriate response to protect the population of Hamilton County.

Appendix 6

State and Regional Plans

Jobs and Progress Plan: Ohio's Transportation Improvement Strategy (August 2003)

In 2003, Governor Taft unveiled the "Jobs and Progress Plan", the largest transportation initiative in Ohio since the creation and construction of the interstate system. The plan includes a \$5 billion, 10-year Ohio construction program to address the state's most pressing needs; address high-congestion, high-crash locations on freeways; improve state bridges and pavement conditions; and connect all parts of Ohio by completing the rural routes.

The majority of funds for plan implementation are already in place. The Jobs and Progress Plan address many transportation needs in Greater Cincinnati and Southwest Ohio, including

- Major improvements to I-75 in Cincinnati,
- Working with Kentucky on a new Brent Spence Bridge,
- Improved access throughout the Eastern Corridor,
- Improvements to State Route 63 in Butler County,
- Improvements to U.S. 22 in Warren County,
- Upgrading State Route 232 in Clermont County,
- Widening State Route 4 on the Hamilton/Butler County line to reduce congestion, and
- Upgrading the intersection at State Route 73 and State Route 503 in Butler County.

Access Ohio 2004-2030 Statewide Transportation Plan (Draft)

Scheduled to be finalized this year, Access Ohio is the statewide transportation plan prepared by the Ohio Department of Transportation. It includes comprehensive analysis of the existing transportation conditions and a 26-year projection of the needs and recommendations for Ohio's multi-modal transportation system. The study includes roads, bridges, bicycles and pedestrian trails, rail systems, and air and water ports. The recommended projects include projects identified by the Metropolitan Planning Organizations (MPO) in their long-range plan, projects first identified by Governor Taft's Jobs and Progress Plan, Ohio Rail Development Commission and others. The foremost goal is to increase the safety and efficiency of Ohio's transportation system.

The Ohio Third Frontier Project

The Third Frontier Project was unveiled in 2002. It is the state's largest initiative on expanding high-technology research capabilities and promotes innovation and company formation. This 10-year, \$1.1 billion initiative is designed to build world-class research capacity, support early stage capital formation and development of new products, and finance advanced manufacturing technologies to help existing industries become more

productive. The objective includes creating high paying jobs. The related projects and programs include:

- The Third Frontier Fuel Cell Program- a grant to support the growth of Ohio's fuel cell industry
- Biomedical Research and Technology Transfer Partnership Program- grants to support biomedical and biotechnology research and innovation in Ohio
- Wright Center of Innovation- grants to support large-scale world-class research and technology development platforms to accelerate the pace Ohio commercialization. These centers will be collaborations between institutions of advanced learning, non-profit research organizations, and Ohio companies in the area of advanced material, bioscience, power, etc.

Several other programs including loan funding and internship programs are part of the Third Frontier.

The Clean Ohio Fund Program

The Clean Ohio Fund program is one of the most innovative and comprehensive brownfields program in the nation. According to Ohio Department of Development (ODOD), it is also one of the largest state brownfield programs in the country. The Office of Urban Development at ODOD administers the program by making below market rate loans to assist communities with brownfield remediation and aid communities in Ohio's Appalachian region to identify brownfield properties and to apply for brownfield funds. The goal is to revitalize blighted neighborhoods by returning abandoned or underutilized industrial properties to productive use and promote economic development. According to the Office of Urban development's annual report, brownfield redevelopment helps community reclaim and improve its lands, create jobs, and expand tax base.

OKI 2030 Regional Transportation Plan 2004 Update

The OKI 2030 Regional Transportation Plan 2004 Update is the blueprint for transportation projects in the OKI region, which includes eight counties in three states: Butler, Clermont, Hamilton and Warren counties in Ohio; Boone, Campbell and Kenton counties in Kentucky; and Dearborn County in Indiana. It is designed to address current and future transportation needs necessitated by growth and development. It also must meet Federal Highway Administration and Clean Air Act requirements to mitigate congestion, and to address air quality and other environmental, social and financial issues. In order to adequately address local needs this plan is updated every three years. The Introduction to the Plan states that this "is a comprehensive, balanced and coordinated plan for the region and will serve as guide for policy boards and implementing agencies that make transportation investments and service decisions".

OKI Land Use Commission Policy Plan

OKI established the Land Use Commission to produce a plan that will establish regional policies for land use, public facilities, and services, in response to federal transportation legislation enacted in 1991 and 1998. The original intent was to create a commission whose membership represents the region geographically. Since broad representation is also the foundation of the OKI Board of Trustees, the Board elected to sit as the Land Use Commission. To assist in their work, the Board apportioned themselves among three working committees and added representatives from throughout the region who bring their particular expertise to the project. The Commission's three working committees are

Land Use Planning and Policy, Environment and Infrastructure, and Economic Development and Funding.

OKI envisioned that the LUC would make recommendations in support of land use patterns to promote multimodal travel alternatives and reduced trips. These recommendations would be included in the strategic regional policy plan, which could then be used to guide local and county jurisdictions to ensure that land use and transportation linkages are considered in all planning processes. Through the Commission's work, strategic issues have been identified for transportation, public facilities and services, natural resources and open space, housing, economic development, and land use.

OKI Regional Bicycle Plan

As a component of the region's multi-modal transportation plan, the OKI regional bicycle plan has the following goals:

- develop a regional bicycle system integrated with other transportation systems,
- provide a safe, convenient and appealing bicycling environment,
- secure adequate funding for bicycle improvements in the region, and
- encourage and support bicycle safety, education and enforcement programs.

The purpose is to identify problems and recommend actions to improve conditions for bicycling in the seven county transportation planning area of Butler, Clermont, Hamilton, Warren, Boone, Campbell, and Kenton Counties. Many recommendations in the plan strive to improve the region's road system for safe traveling by bicycles. The plan includes recommendations for bicycle facilities on roads and bridges, network of shared use paths, bicycle parking opportunities, and bikes on transit programs.

Cincinnati/Northern Kentucky International Airport (CVG) Plans

FAR Part 150 Noise Compatibility Study

Federal Aviation Regulations (FAR) Part 150 provides the standards for the development of Noise Exposure Maps and Noise Compatibility Programs that may be developed by airport operators. The Kenton County Airport Board (KCAB) is the official airport operator for CVG. The purpose of the FAR Part 150 Noise Compatibility Study is to assist the KCAB in assessing the impacts of noise on the surrounding community and develop a balanced plan that:

- Reduces the impact of aircraft noise
- Mitigates the impact of noise caused by aviation activities
- Resolves local conflicts at the local level to protect the National Aviation System
- Enables CVG to become eligible to request FAA funding assistance to implement the program

The 2004 FAR Part 150 Study is an update to the Noise Compatibility Plan that has been in operation since 1999.

Master Plan Study Update

An airport Master Plan Study provides guidance for efficiently handling aviation demand while remaining flexible enough to respond to changes in the aviation industry. The CVG Master Plan Study provides a framework for the development of the airport through the year 2025 and includes a list of projects to be implemented, when demand dictates the need for each project. The purpose and need for each project and a graphic representation of the preferred development concept is included in the plan. The reason for conducting a Master Plan Update is to reflect major growth in the region, a continued increase in operations since 1991, heightened security requirements, the consolidation of

airport hubs, and the decision of DHL to consolidate its operation at Wilmington Airport instead of at CVG. The CVG Master Plan Update will be completed utilizing the input of a large group of community representatives through the CVG Planning Advisory Committee and is expected to be approved in late 2005.

Appendix 7

Alignment with OKI

(per recommendations of the OKI Land Use Commission)

COMPARISON OF COMPREHENSIVE PLAN ELEMENTS – COMMUNITY COMPASS AND OKI LAND USE COMMISSION

Community COMPASS Elements (Hamilton County 2030 Concept Plan and Implementation Framework)	Recommended Elements of a Comprehensive Plan (OKI Land Use Commission)
1. Civic Engagement and Social Capital	NA
2. Community Services	Public Facilities / Capital Improvements
3. Culture and Recreation	Recreation / Capital Improvements
4. Economy and Labor market	Economic Development
5. Education	NA
6. Environment	Natural Resources / Capital Improvements
7. Environmental and Social Justice	NA
8. Governance	Intergovernmental Coordination
9. Health and Human Service	NA
10. Housing	Housing
11. Land Use and Development Framework	Land Use
12. Mobility	Transportation / Capital Improvements

ALIGNMENT OF COMMUNITY COMPASS HIGH PRIORITY INITIATIVES WITH SCOPE RECOMMENDED BY OKI LAND USE COMMISSION

Community COMPASS Priority	Community COMPASS High Priority Initiatives	Community COMPASS Elements (Hamilton County 2030 Concept Plan and Implementation Framework)	OKI Land Use Commission Recommended Elements of a Comprehensive Plan
1	Initiative 4. Comprehensive economic development plan	Economy and Labor Market	Economic Development, Housing
2	Initiative 25. Countywide growth plan	Land Use and Development Framework	Land Use, Housing
3	Initiative 28. Regional and multi-modal transit system	Mobility	Transportation
4	Initiative 9. Collaboration on countywide issues	Governance	Intergovernmental coordination
5	Initiative 20. Improving school performance	Education	Public Facilities
6	Initiative 27. Revitalization including First Suburbs	Economy and Labor Market; Land Use and Development Framework	Economic Development, Land Use, Housing
7	Initiative 22. Addressing institutionalized discrimination	Environmental and Social Justice	
8 (t)	Initiative 11. Increased citizen participation	Civic Engagement & Social Capital	
8 (t)	Initiative 10. Incentives for better collaborative decision making	Governance	Intergovernmental Coordination
8 (t)	Initiative 29. Countywide sanitary & storm sewer systems & policies	Community Services	Public Facilities
11 (t)	Initiative 30. Coordinated planning and infrastructure	Land Use and Development Framework; Mobility; Community Services	Capital Improvements
11 (t)	24. Countywide green-space plan	Environment	Natural Resources, Recreation
11 (t)	6. Regional development initiatives	Economy and Labor Market	Economic Development

Indicators: Community COMPASS State of the County Report

COMMUNITY COMPASS: Hamilton County's Comprehensive Master Plan and Strategies

Community Compass is a long-range plan that seeks to address mutual goals related to physical, economic, and social issues among the 49 communities within Hamilton County. Through a collective shared vision for the future based on the wishes and dreams of thousands of citizens, Hamilton County now has direction to chart its course into the 21st century.

In developing a broad vision with broad support, Community COMPASS will help ensure that trends are anticipated, challenges are addressed, priorities are focused, and our collective future is planned and achieved strategically over the next 20 to 30 years. Through an in depth analysis of all aspects of the County, the multi-year process has resulted in a comprehensive plan – the Hamilton County 2030 Plan and Implementation Framework.

The 2030 Plan is supported by the State of the County Report – a series of 12 reports that outlines conditions, findings, opportunities, and key measures related to improving and sustaining quality of life in the twelve major community systems in our county.

The 12 reports include:

1. Civic Engagement and social Capital
2. Community Services
3. Culture and Recreation
4. Economy and Labor Market
5. Education
6. Environment
7. Environmental and social Justice
8. Governance
9. Health and Human Services
10. Housing
11. Land Use and Development Framework
12. Mobility

The comprehensive research in each of the 12 community systems has been guided by the 12 elements of “The Vision for Hamilton County’s Future” – identified by citizens in 2002 and approved by your Board on November 26, 2003.

The State of the County Reports form the baseline for development of measurable action plans to achieve Hamilton County's vision. The reports are designed to assist citizens, agencies, and a multitude of stakeholders (in public, private and civic sectors) in understanding the complexities of each system and in applying the findings to develop successful implementation actions. Objective data indicators within each of the reports lay the groundwork for an overall State of the County Report Card to measure future progress, and provide direction for refining action strategies in Hamilton County's 2030 Plan.

To provide a context for studying and assessing Hamilton County's conditions and trends, a Population report provides an overview of changing demographics that impact each of the 12 community systems. Future projections of growth through 2030 have been calculated to provide direction for planning for transportation, housing, community services and other countywide systems.

Beginning in 2005, the 12 reports together with the Population Report will be used by local governments, planning commissions and other public, private and civic sector organizations as we convene key implementation partners to prioritize action strategies, refine implementation campaigns and coordinate commitments.

COMMUNITY COMPASS

State of the County Indicators

1. INDICATORS FOR ECONOMY AND LABOR MARKET

1	Total dollar value of exports annually
2	Growth trends in jobs and number of business and industry establishments
3	Trends in business start ups and deaths
4	Growth trends in selected revenue collections (e.g. sales tax, property tax, income tax)
5	Population trends
6	Number and strength of existing and emerging industry clusters
7	Average per capita payroll income by industry
8	Number of business and industry establishments
9	Number of employees of business and industry establishments by size class of industry
10	Total jobs and total labor force
11	Unemployment rates
12	Population change by age cohort
13	Level of education attainment of Hamilton County residents aged 25 years and over
14	Percent of Hamilton County population aged 18-24 years enrolled in college or graduate school
15	Percent of population 25-34 years with bachelors degree or higher
16	Levels of funding for public education

2. INDICATORS FOR MOBILITY

1	Daily vehicle miles traveled
2	Means of travel to work
3	Commute patterns
4	Daily rush hours
5	Roadway congestion index
6	Excess fuel consumed
7	Travel time index (Texas Transportation Institute for CMSA)
8	Percentage of streets and highways with congestion (Texas Transportation Institute for CMSA)
9	Percentage of land-miles with congestion (Texas Transportation Institute for CMSA)
10	Commute times (U.S. Census Bureau for County)
11	Level of service (OKI for Major Roads)
12	Number of Major Investment Studies (MIS) funded (OKI for Eight Counties OKI)

	Region)
13	Percentage of MIS recommendations implemented (OKI for Eight Counties OKI Region)
14	Percentage of streets ending in cul-de-sacs or dead-ends (CAGIS and HCRPC for county)
15	Miles of roadway without sidewalks (CAGIS and HCRPC for county)
16	Persons per square mile (HCRPC for county)
17	State and Federal expenditures on transit in Hamilton County (OKI for Eight Counties OKI Region)
18	Annual Metro ridership
19	Transit ridership per capital (SORTA)
20	Vehicle miles of transit routes (SORTA)
21	Means of commuting to work
22	Level of air quality (Hamilton County Department of Environmental Services for County)
23	Freight tonnage for goods shipped by air, rail, road, and water (U.S. Census Bureau for CMSA)
24	Number of warehousing establishments (U.S. Census Bureau for County)
25	Number of employees in interstate transportation firms
26	Number of accidents involving trucks (Ohio Department of Transportation for County)

3. INDICATORS FOR CIVIC ENGAGEMENT AND SOCIAL CAPITAL

1	Voter turnout in presidential Elections
2	Metro rank of per capita giving to United Way
3	Per capita giving by total population and employment category
4	Average charitable donation by county
5	Level of Education (U.S. Census Bureau)
6	Rate of violent and property crime (U.S. Federal Bureau of Investigation)
7	Community stress levels (Sperling's Best Places)
8	Number of Hamilton County high schools with community service prerequisites (public and private schools)

4. INDICATORS FOR ENVIRONMENT

1	Acres of protected environmentally critical and sensitive areas in Hamilton County
2	Connectivity of green areas
3	Percent of new buildings on hillsides of 20% or greater
4	Acres in hillside protection zoning overlay districts
5	Number of landslides per year
6	1-hour number of days worse than "moderate air quality levels in Hamilton County

7	8-hour number of days worse than “moderate” air quality levels in Hamilton County
8	Air Quality Index (AQI) days worse than “moderate”
9	Pounds of toxic chemical releases to air, water, and land
10	Total Maximum Daily Load (TMDL) for watersheds
11	Water quality of watersheds
12	Watershed scores
13	Number of redeveloped Industrial acres

5. INDICATORS FOR COMMUNITY SERVICES

1	Number of miles of sewer construction annually
2	MSD treatment plant capacity
3	Number of mechanical on-site sewage disposal failures per year
4	Number of non-mechanical sewage disposal failures per year
5	Number of homes on private sewage systems that convert to public sewer
6	Number of measurable goals implemented by the HCSWD per year
7	Number of combined sewer overflows (CSO) and sanitary sewer overflows (SSO) per year
8	Number of reports of water in basements
9	Tons of total waste recycled annually
10	Number of years of capacity for Rumpke Sanitary Landfill (Hamilton County Solid Waste District)
11	City of Cincinnati violent crime incidents per 100,000 residents
12	City of Cincinnati property crime incidents per 100,000 residents
13	Violent crime incidents per 100,000 residents in the Cincinnati metropolitan region
14	Property crime incidents per 100,000 residents in the Cincinnati metropolitan region
15	Percent of required funds allocated in Hamilton County to meet federal DHS guidelines
16	Percent of homes with broadband internet access (30% in Hamilton County in 2003)
17	Number of wireless access locations (45 in May 2004)
18	Grant dollars from Third Frontier Network (27.4 million in 2003)
19	Number of high-tech jobs
20	Number of start-up technology based companies in the Digital Rhine (200 as of May 2004)

6. INDICATORS FOR LAND USE AND DEVELOPMENT FRAMEWORK

1	Increase in housing units in Hamilton County
2	Increase in businesses and industries in Hamilton county (County Business Patterns and U.S. Census Bureau)
3	Housing vacancy rates

4	Percent growth in taxable value of real property
5	Percent of population in transit supportive densities
6	Residential land use in acres per 100 persons
7	Vehicle miles traveled and vehicle hours traveled (Texas Transportation Institute for the CMSA)
8	Vacancy rates of retail, office, and industrial spaces (realtor websites for the CMSA)
9	Retail and industrial land uses in acres per 100 persons
10	Total taxable value of real property per capita (Ohio Department of Development, 2001 - \$17,241 per capita)
11	Percent change in assessed value of property (Hamilton County Auditor for county jurisdictions, 1992-2002, 66 percent increase)
12	Number of at-risk developed and at-risk developing communities in Hamilton county
13	Land cover change
14	Land use distribution

7. INDICATORS FOR ENVIRONMENTAL AND SOCIAL JUSTICE

1	Poverty and minority population impacted by toxic releasing facilities (TRI)
2	Number of implemented CAN recommendations (City of Cincinnati)
3	Number of individuals who sign “the Cincinnati Commitment” (Inter-Group Relations Action Team, Cincinnati Association)
4	Racial isolation in social areas (The Social Areas of Cincinnati: An Analysis of Social Needs, 2004)
5	Socioeconomic segregation in social areas ((The Social Areas of Cincinnati: An Analysis of Social Needs, 2004)
6	Transit access from low income neighborhoods to job centers
7	Academic achievement test scores in low income neighborhood public schools (Ohio Department of Education)

8. INDICATORS FOR CULTURE AND RECREATION

1	Annual attendance at festivals (e.g., Mid Point Music Festival in 2002 had 10,000; in 2003 had 25,000 and in 2004 had 40,000; Taste of Cincinnati, Cincinnati Flower Show, Oktoberfest-Zinzinnati, Summerfair, etc.)
2	Annual attendance at museums (e.g., Cincinnati Art Museum, Taft Museum of Art, National Underground Railroad Freedom Center, CAC. Etc.)
3	Annual attendance at Cincinnati Reds and Cincinnati Bengal games
4	Annual fine arts funds donations
5	Library annual circulation figures
6	Number of hotel room nights generated from convention/trade shows (179,524 in 2002 ; source: Greater Cincinnati Convention and Visitors Bureau)
7	Development of new market-rate housing units in central city (51 in 1999, 118 in 2000, 353 in 2001, 451 in 2002, and 235 in 2003; source: Downtown Cincinnati Inc.)
8	Number of Businesses in OTR (907 in 2003; source: Neighborhood Indicator

	Project for Redevelopment)
9	Crime Statistics for central city (source: City Manager's Quality of Life Index-reported quarterly)
10	Total convention attendance (218,665 in 2002; source: Greater Cincinnati Convention and Visitors Bureau)
11	Economic impact generated by convention attendance (source: Greater Cincinnati Convention and Visitors Bureau)
12	Acres and percent of parkland in the City (and other County jurisdictions)
13	Acres of parkland per 1,000 residents of City (and other County jurisdictions)
14	Miles of bike/hike trail developed on the Ohio River
15	Miles of bike/hike trail developed on other rivers/creeks
16	New skate park facilities developed

9. INDICATORS FOR EDUCATION

1	Percent change in enrollment by district
2	Average per pupil revenue generated by source
3	Average percentage of Black students by school district
4	Average median income by school district
5	Average number of state academic standards achieved by school district
6	Number of Hamilton County students attending charter schools
7	Amount of funding for charter schools
8	Academic performance of charter schools
9	Number of Community Learning Centers in operation
10	Number of new or renovated schools completed under Cincinnati Public Schools Facilities Master Plan
11	Number of Hamilton County high school graduates attending college in Ohio
12	State budget allocated for higher education spending
13	Growth in knowledge-based jobs in Hamilton County

10. INDICATORS FOR GOVERNANCE

1	Number and size (number of participating jurisdictions) of intergovernmental agreements.
2	Number of communities classified as "at risk"
3	Percent of regional population living in communities classified as "at risk"
4	Number of Hamilton County jurisdictions with current, adopted comprehensive plans (i.e., updated within the past five years; nine jurisdictions in November 2004)
5	Number of local Non Government Organizations involved in planning efforts
6	Civic sector expenditures on community planning initiatives
7	Percent and number of jurisdictional and organization voting members that attend OKI Board of Trustees and Planning Partnership meetings
8	Percent of Hamilton County residents represented by voting members of the Planning Partnership (80% in 2004)

11. INDICATORS FOR HEALTH AND HUMAN SERVICES

1	NIH grant funding levels
2	Number of jobs created by BIO/START tenant companies (100 jobs have been generated as of 2004)
3	Revenues generated by BIO/START tenant companies (\$30 million generated in equity investments, small business innovation research grants, sales revenue, and other grants and research contracts as of 2004)
4	New hospital beds in suburban areas (Greater Cincinnati Health Council)
5	Loss of hospital beds on "Pill Hill" (Greater Cincinnati Health Council)
6	New health facilities in suburban areas (Greater Cincinnati Health Council)
7	New specialty hospitals built (Greater Cincinnati Health Council)
8	Vacancy rate for nurses at hospitals compared to national average (Greater Cincinnati Health Council)
9	Number of general physicians per capita compared to Tri-State and Midwest comparable regions
10	Number of specialty physicians per capita compared to Tri-State and Midwest comparable regions
11	Hospital emergency room shifts on diversion
12	Number of uninsured Hamilton County residents (9.1% - Indicators of Healthy Communities 2003 for Greater Cincinnati)
13	Hamilton County unemployment rate
14	Hamilton County poverty rate
15	Deaths by major disease category
16	Non-fatal injuries requiring hospitalizations
17	Injury death rates for persons over 65 years of age (from 1997 to 2001, the injury rate was 71 per 100,000 persons, source: Hamilton County General Health District)
18	Overweight and obese population
19	Tobacco users
20	Infant mortality
21	Low birth weight
22	Number of welfare recipients
23	Number of children receiving subsidized child care
24	Number of families served by Accountability & Credibility Together (ACT) 1,400 families served in 2003 – source: Hamilton County Department of Job and Family Services
25	Number of indigent male population requesting service from Free Store (11,600 male service requests in 2001)
26	Student attendance levels per school
27	Education attainment rates
28	Violent crime rates

12. INDICATORS FOR HOUSING

1	Prime interest rates
2	Average household size
3	Number of housing units by rooms
4	Percent change in household categories
5	Household income (U.S. Census Bureau)
6	Headship rate by age group (U.S. Census Bureau)
7	Housing unit change
8	Expansion of critical infrastructure (Cincinnati Water Works; Metropolitan Sewer District; City of Harrison Utilities Department; Hamilton County Engineer)
9	Monetary deficits due to CRA Programs (Hamilton County Auditor)
10	Total tax credit amount for historic preservation (U.S. Internal Revenue Service)
11	Number of subsidized units by agency and location
12	Percent change in subsidized housing units by jurisdiction
13	Vacancy rate changes
14	Estimated number of homeless person (Greater Cincinnati Coalition for the Homeless)
15	Regional housing affordability
16	Housing affordability threshold price
17	Single family housing under \$80,000
18	Median value of single-family homes
19	Segregation Index
20	Suburbanization rate by race

Appendix 9
Indicators:
Benchmarks for Progress
Key Community Trends for Policymakers

BENCHMARKS FOR PROGRESS 2002

*Prepared by Hamilton County Regional Planning Commission in Collaboration with
The Cincinnati Association*

The County Government Panel of the Cincinnati Association began a benchmarking project in late 1994 in order to measure the quality of life in Hamilton County, Ohio and the Cincinnati metropolitan region. The project was developed to provide local policy makers, both elected and appointed public officials, and also, religious and business leaders and other civic-minded groups and individuals significant data to evaluate the quality of life for the community. The intent was to make important decision-makers aware of any harmful trends illuminated by the benchmark data with the expectation that appropriate steps would be taken to set goals and commit adequate resources and programming in order to improve the trends.

The Introduction to the Benchmarks Report stated that the report's benchmarks are presented as "run charts" that show data trends over a number of years, with the objective that they be "unbiased, comprehensive data" which can "reliably identify areas of good and bad performance". Also, the Benchmark Report was not designed to include a critical analysis showing cause and effect, but simply recent trends that may necessitate further review and/or reveal the need for improvement. The expectation is that after "periodic and continuous reporting of key trends", the community leaders would be ready to appropriately choose specific areas for improvement. The Report proposes that a goal setting process should be implemented utilizing heavy citizen input, thereby mobilizing public support for any needed policy changes.

Although initiated by the Cincinnati Association, the Report states that the task of "maintaining and updating the benchmarks" would be transferred to the Hamilton County Regional Planning Commission (HCRPC). This is consistent with HCRPC's mission to provide data management and analysis for effective planning and decision-making in Hamilton County.

Indicators of Education

1. Student Enrollment in Public School
 2. Student Enrollment in Non-Public Schools.
 3. Graduation Rates
 4. School Expenditures Per Student
 5. Total Assessed Property Valuation
 6. Assessed Property Valuation Per Student
-

Indicators of the Economy

1. Employment
 2. Payroll and Earnings
 3. Personal Income
 4. Housing Permits.
-

Indicators of Public Safety

1. Incidents Dispatched by Service
 2. Radio Transmissions and Telephone Calls
 3. Hamilton County Sheriff
 4. Jail Population
-

Indicators of the Courts

1. Municipal Court –Number of Case Filings; Total Costs
 2. Common Pleas Court-Number of Case Filings; Total Cost
 3. Court of Appeals-Number of Case Filings: Total Cost
 4. Juvenile Court-Number of Case Filings; Total Cost
 5. Domestic Relations Court-Number of Hearings; Total Cost
 6. Prosecutor-County Population; Total Costs
 7. Public Defender-Total Number of Cases; Total Costs
-

Indicators of Government and Politics

1. Voter Registration
 2. Voting Trends
 3. County Elected Office Holder Diversity
 4. County Payroll
 5. Budgeted Revenues and Appropriations
-

Indicators of Social Environment

1. Child Abuse / Neglect
2. United Way Contributions
3. Human Services Expenditures
4. Hamilton County Juvenile Court Complaints
5. Kids Under Care

Indicators of Natural Environment

1. Ozone Exceedences
2. Water Quality Index (WQI) Exceedences..
3. Solid Waste

Indicators of Health

1. Infant Mortality Rate

Indicators of Transportation

1. Bus Ridership
2. SORTA Budget
3. Air Travel

Indicators of Culture and Recreation

1. Parks & Recreation Expenditures
2. Parks & Recreation Acreage
3. Fine Arts Fund Giving History

Appendix 10
**Indicators:
Sustainable Cincinnati**

*Sustainable Cincinnati 2002:
A Regional Indicators Project Measuring the
Economic, Environmental, and Social Health
of the Tri-state Metropolitan Area*

In 1999 the League of Women Voters convened a small group of organizations to explore the idea of developing a indicators project of the Cincinnati metropolitan region. This evolved into a coalition of 59 organizations from the region that includes local governments, nonprofit organizations, universities, businesses, and faith-based groups. Over a two-year period the coalition heard from national experts, met many times and finally decided on 14 key indicators for the region.

The participants in the development of this indicator project were “rooted in the concept of sustainable community – recognizing the interdependence of the environment, economic development, and social equity”. The mission statement for the Project further explains the parameters of a Sustainable Community:

A sustainable community meets its present needs without sacrificing the ability of others, now and in the future, to meet their own needs. These needs include economic prosperity, quality of life, and healthy, functioning ecosystems. The foundation of sustainability is ensuring that economic prosperity, quality of life, and healthy ecosystems are enduring values for our region.

The introduction to this report states that for as many indicators as possible five years of data or more were collected. The intent was to publish this report annually in order to closely monitor trends for specific indicators. However, for some indicators that were best suited to reflect sustainability, good data was not available. These indicators were labeled “under construction”, with the goal to pursue more complete data in the future.

Regional Indicators

(Sustainable Cincinnati 2002. A Regional Indicators Project Measuring the Economic, Environmental, and Social Health of the Tri-state Metropolitan Area)

ECONOMIC PROSPERITY

	INDICATOR	DATA SOURCE
1	Entrepreneurial spirit as measured by new business starts	Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School
2	Percent of workforce between 20 and 35 years of age	U S Census
3	Cumulative percent of students who finish high school and are “work ready” or prepared for higher education	<i>Under Construction</i> — http://measuringup.highereducation.org/
4	The percent of the eligible workforce earning enough to be self-sufficient	<i>Under Construction</i> —U S Census

HEALTHY ECOSYSTEMS

	INDICATOR	DATA SOURCE
5	Percent of land in the region devoted to people, habitat, car habitat, wildlife habitat, and agriculture	OKI Regional Council of Governments
6	Pounds of waster per capita sent to landfills or other disposal	Hamilton County Solid Waste District
7	Number of days that air quality is unhealthy based on national standards	Hamilton County’s Department of Environmental Services’ Air Quality Monitoring Network, Kentucky Division of Air Quality, Dearborn County
8	Percent of stream miles meeting state water quality standards	2002 Kentucky Report to Congress on Water Quality; Ohio EPA; Indiana Department of Environmental Management

HEALTHY PEOPLE AND HEALTHY COMMUNITIES

	INDICATOR	DATA SOURCE
9	Healthy People Index	“Indicators of Healthy Communities” by the Health Improvement Collaborative of Greater Cincinnati, www.the-collaborative.org .
10	Sense of community measured by the Social Capital Index	Robert D. Putnam, <i>Bowling Alone: The Collapse and Revival of American Community</i> , 2000 (national trends), Social Capital Community Benchmark Survey, www.cfsv.org (comparison among metropolitan areas), “Social Capital in Greater Cincinnati”, Institute for Policy Research (comparison among different groups in the Cincinnati area), voter statistics from Secretaries of State websites.
11	Violent crime rate in the region	FBI Violent Crime Statistics-1999, 2000
12	Number of people using public transportation	Office of Strategic Research, Ohio Department of Development: Ohio County Indicators

...AND JUSTICE FOR ALL

INDICATOR	DATA SOURCE
13 Percent of population that feels treated with fairness and respect in public interactions, reported by race, ethnicity, sexual orientation and disability status	<i>Under Construction—</i>
14 Racial and income segregation in the region measured by the index of dissimilarity	<i>Under Construction—</i> Census, "Racial and Ethnic Residential Segregation in the United States: 1990-2000" (Report No. CENSR-3). Census Bureau poverty data.

Appendix 11
Indicators:
United Way State of the Community

*The State of the Community:
A Report on the Socio-Economic Health of
The Greater Cincinnati-Northern Kentucky Region*

The United Way of Greater Cincinnati, in collaboration with other organizations (the United Way Research Council) initiated the State of the Community Report in 2004. The United Way intends this to be an ongoing project that can regularly measure the region's well-being with a set of valid and reliable indicators. The United Way aims for this and future reports, along with additional data such as demographic breakouts on social and economic health, to be available to the public through an easy-to-use web site.

Tracking key indicators over a period of time will enable greater understanding of whether quality of life for residents is improving or decreasing, and whether strategic interventions are making a difference. In this way, the indicators present a challenge to improve on our weaknesses and build on our numerous strengths. The report includes 31 indicators, including five "placeholders" for which data are not yet available.

MAJOR FINDINGS*

(based on United Way of Greater Cincinnati. *The State of the Community 2004. Executive Summary*)

The Cincinnati metropolitan region **"is particularly strong compared to national averages in the following areas"**:

1. Percent of college age persons attending college;
2. Percent of area residents with a Bachelor's degree or higher;
3. Per capita income (especially in Hamilton County);
4. Unemployment rate---though the rate has been rising in our region recently;
5. Percent of population in poverty---though the gap is narrowing compared to U.S.;
6. Housing affordability;
7. Average commuting time;
8. Murders;
9. Voting.

The Cincinnati metropolitan region **"is worse than the national average on 10 of 23 indicators for which there are comparable local and national data"**:

1. Population change,
2. Infant mortality rate,

3. Physical health,
4. Percent of adults smoking,
5. Obesity,
6. Percent uninsured,
7. Job change in percent,
8. Percent of workforce 20-35 years old,
9. Residential segregation,
10. Non-violent crime.

The trend line over a number of years shows that we are **“going in the wrong direction on eight indicators”**:

1. Infant mortality rate,
2. Low birth rate,
3. Obesity,
4. Job change in percent,
5. Percent of workforce 20-35 years old,
6. Unemployment rate,
7. Housing Affordability ratio,
8. Average commuting time.

Regional Indicators

(The State of the Community. A Report on the Socio-Economic Health of the Greater Cincinnati-Northern Kentucky Region)

ECONOMIC DATA

Self Sufficient People – Jobs

	INDICATOR	DATA SOURCE
1	Job Change in Percent	Bureau of Economic Analysis/Regional Economic Information System
2	Percentage of Workforce 20-35 Years Old	U.S. Bureau of Census, Current Population Survey

Self Sufficient People - Entrepreneurship

3	Business Starts	Office of Strategic Research, Ohio Department of Development: Ohio County Indicators
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Self Sufficient People - Income

4	Per Capita Income	Bureau of Economic Analysis/Regional Economic Information System
5	Unemployment Rate	US Bureau of Labor Statistics: Local Unemployment Statistics
6	Percent of Population in Poverty	Census Bureau: Housing and Household Economics Statistics, Small Area Estimates Branch

Broader Community - Population

7	Percent Population Change	Population Estimates Program, Population Division, US Census Bureau
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HEALTH AND HUMAN SERVICES DATA

Thriving Children/Healthy People – Health Risk Behaviors

8	Obesity	1999 & 2002 Greater Cincinnati Community Health Status Survey, 1999 & 2002 Behavior Risk Factor Surveillance System
9	Percent of Adults Smoking	1999 & 2002 Greater Cincinnati Community Health Status Survey, 1999 & 2002 Behavior Risk Factor Surveillance System
10	Underage Substance Abuse	Coalition for a Drug Free Cincinnati

Healthy People – Health Access Indicators

11	Lack of Access to Regular Healthcare Provider	199 & 2002 Greater Cincinnati Community Health Status Survey, 1999 & 2002 Behavior Risk Factor Surveillance System
12	Percent Uninsured	<i>Indicator on Hold</i> 1999 & 2002 Greater Cincinnati Community Health Status Survey, 1999 & 2002 Behavior Risk Factor Surveillance System

Thriving Children – Population Health

13	Low Birth Rate	Center for Disease Control and Prevention, National Center for Health Statistics
14	Infant Mortality Rate	Center for Disease Control and Prevention, National Center for Health Statistics
15	Health Status Index (SF-12)	Health Foundation of Greater Cincinnati

Thriving Children/Self Sufficient People – Education

16	Percent of College Age Persons Attending College	U.S. Bureau of Census, Current Population Survey
17	Enrollment County of Local Colleges & Universities	Data provided by CSTCC, MSJ, HUC, MUO, MUH, NKU, SSCC, TMC, UC and XU
18	Years of Education for Persons age 25+	U.S. Bureau of Census, Current Population Survey

Thriving Children – Education

19	Early Child School Readiness	<i>No data available</i> A common measure is needed.
20	High School Graduation Rates	<i>No data available</i> No standard methodology or consistency.
21	Grade Level Assessment Tests	<i>No data available.</i> No Child Left Behind-new grade level assessments will be available for future reports.

Vibrant Neighborhoods – Voting

22	Voting	Indiana Secretary of State, Kentucky Secretary of State, Ohio Secretary of State
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Vibrant Neighborhoods – Racial & Ethnic Dispersion

23	Residential Integration	US Bureau of Census: 1980, 1990 and 2000 Census of Population and Housing
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Broader Community –

24	Housing Affordability Ratio	US Bureau of Census: 1990 and 2000 Census of Population and Housing
25	Air Quality	US Environmental Protection Agency
26	Average Commuting Time	Texas Transportation Institute: 2003 Urban Mobility Report
27	Race Relations	<i>No national methodology or benchmark available</i>

CRIME DATA**Thriving Children/Vibrant Neighborhoods - Crime**

28	Juvenile Crime	<i>Limited data available</i>
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Vibrant Neighborhoods - Crime

29	Non-violent Crime	Federal Bureau of Investigation; Uniform Crime Reporting Program Data – All Arrests Statistics
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30	Murders	Federal Bureau of Investigation; Uniform Crime Reporting Program Data – All Arrests Statistics
31	Violent Crime	Federal Bureau of Investigation; Uniform Crime Reporting Program Data – All Arrests Statistics

Appendix 12
**Smart Growth Principles for
Communities**

Smart Growth has evolved as a term for planned growth that considers a wide array of potential impacts. There are different viewpoints as to the development of the concept of Smart Growth. Many believe that “Smart Growth” originated from the discourse on sustainable development, a movement developed during the 1980s. The most widely used definition of sustainable development came from *Our Common Future* also known as the Brundtland Report from the World Commission on Environment and Development in 1987:

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Overall, the concepts of Smart Growth and sustainability are interrelated and reinforce each other. According to the American Planning Association (APA), the Smart Growth movement emerged as a response to “sprawl,” a broad term whereby the spread of development across the landscape far outpaces population growth. As people and jobs have been moving outward from Hamilton County over the last few decades, the cost of new growth in suburbs and exurban areas along with abandonment of existing infrastructure in cities has led to fiscal, environmental, and social concerns.

American Planning Association Smart Growth Definition

The Chapter Delegate Assembly of APA adopted a policy guide on Smart Growth in the year 2002. APA defines Smart Growth as:

Smart growth means using comprehensive planning to guide, design, develop, revitalize and build communities for all that:

- have a unique sense of community and place;
- preserve and enhance valuable natural and cultural resources;
- equitably distribute the costs and benefits of development;
- expand the range of transportation, employment and housing choices in a fiscally responsible manner;
- value long-range, regional considerations of sustainability over short term incremental geographically isolated actions; and
- promote public health and healthy communities.¹

The core principles of Smart Growth by APA include:

- Recognition that all levels of government, and the non-profit and private sectors, play an important role in creating and implementing policies that support Smart Growth

¹ <http://www.planning.org/policyguides/smartgrowth.htm>. *Policy Guide on Smart Growth*. American Planning Association.

- State and federal policies and programs that support urban investment, compact development, and land conservation
- Planning processes and regulations at multiple levels that promote diversity, equity and Smart Growth principles
- Increased citizen participation in all aspects of the planning process and at every level of government
- A balanced, multi-modal transportation system that plans for increased transportation choice
- A regional view of community
- One size does not fit all – a wide variety of approaches to accomplish Smart Growth
- Efficient use of land and infrastructure
- Central city vitality
- Vital small towns and rural areas
- A greater mix of housing choices in neighborhoods and communities focused around human-scale, mixed-use centers accessible by multiple transportation modes
- Conservation and enhancement of environmental and cultural resources
- Creation and preservation of a “Sense of Place”

Community COMPASS Vision Elements

The core principles and ideas related to Smart Growth are reflected in the twelve vision elements of Community COMPASS:

- Civic engagement and social capital;
- Community services;
- Culture and recreation;
- Economy and labor market;
- Education;
- Environment;
- Environmental and social justice;
- Governance;
- Health and human services;
- Housing;
- Land use and development framework; and
- Mobility

Appendix 13

Hamilton County Treasures

Community Assets and Strengths

Hamilton County benefits from many and varied treasures, assets and strengths as the central county of a major metropolitan region. Many of these assets are long-standing arts, cultural and recreational organizations and venues located in the central city, Cincinnati. However, other recreational, natural and economic-oriented strengths are located though out the County. Presented below are the treasures as identified by Hamilton County citizens during the Community COMPASS Community Forum meetings. Also presented are recent national rankings for the area and a compilation of livability and economy accolades.

Community Forums:

In October 2001, Community COMPASS held eleven Community Forums throughout the County at various high schools. These meetings of approximately 100 people were based around small group interaction and encouraged citizens to discuss ideas and issues concerning their desired future for Hamilton County. Each meeting was identical in format, however various locations and times were provided to facilitate the greatest amount of citizen participation.

Citizens were asked their ideas and opinions, but most importantly to give voice to what they saw as the vital issues and priorities for the future of Hamilton County. They were promised that all their ideas would be placed in a database, organized by categories and used throughout the planning process. The categories of ideas were used to draft overall goals for Community COMPASS. At all the Community Forums, participants were asked to complete Treasure Cards that listed what they thought were the most important treasures and/or assets of Hamilton County. The complete listing of the 295 responses are presented in *Community Forums Report Supporting Documentation: COMMUNITY COMPASS REPORT NO. 4.1 Hamilton County, Ohio November 2001*. Presented below is a table from the Report 4.1 that lists the general themes and the number of responses for each treasure theme.

Hamilton County Treasure Card Themes

(Numbers represent frequency out of the 295* Responses)

- The Beauty of the Wooded Hillsides, the Combination of Nature & City in One County (82)
- Hamilton County Park System (55)
- Independent Communities & Neighborhoods with Distinct, Historic Architecture (52)
- The Ohio & Surrounding Rivers (30)
- The Culture & History – theatres, museums, art, entertainment (27)
- Big City Benefits with Comfortable, Small Town Feeling (19)
- Quality of Life with a Low Cost of Living (10)

- Hamilton County and Cincinnati Public Library System (7)
- Diversity of People, Diversity of Economy (5)

**Some of the 295 responses covered multiple themes. Overall, approximately 95% of the responses fall into these themes.*

Recent National Rankings:

Hamilton County and the Cincinnati metropolitan area has been recognized recently by national publications and organizations.

Ranking	Date	Ranking Organization
Most Livable City	April 2004	Partners for Livable Communities
Top Metro Area for New & Expanded Facilities	March 2004	Site Selection Magazine
Top 10 "Cities that Rock"	April 2004	Esquire Magazine
Cincinnati USA - No. 5 U.S. arts destination	Summer 2004	American Style Magazine
Cincinnati Playhouse in the Park – 2004 Regional Theater Tony Award	Summer 2004	Tony Award Productions
Cincinnati USA - No. 1 College Basketball City	August 2004	Sporting News
Newport on the Levee - No. 1 family friendly shopping centers and malls	Summer 2004	Zagat Survey: Zagat's Top 50 National Attractions
Cincinnati Zoo and Botanical Garden - No. 13	Summer 2004	Zagat's Top 50 National Attractions
Newport Aquarium - No. 25	Summer 2004	Zagat's Top 50 National Attractions
Cincinnati Art Museum-best art museum (tied with four museums including the Metropolitan Museum of Art in New York and the Art Institute in Chicago)	Summer 2004	Zagat's Top 50 National Attractions

Livability Accolades:

- Greater Cincinnati is ranked in the top ten by Fortune magazine as a great place to live and work.
- Paramount's Kings Island ranked #4 overall in "child appeal" category by the Zagat Survey. Cincinnati Museum Center at Union Terminal and Great American Ball Park received top rankings as well.
- "Worth the Trip" – Endorsed by the first lady of daytime talk, *O, The Oprah Magazine*, calls attention to Cincinnati's "urban renewal" citing such attractions as the Lois & Richard Rosenthal Center for Contemporary Art, the Cincinnati Opera, the Cesar Pelli-designed Aronoff Center for the Arts and the nation's latest gem, the National Underground Railroad Freedom Center. The JeanRo Bistro is noted for its renowned chef, Jean-Robert de Cavel and Rookwood Pottery Restaurant for its ambiance.
- Special Millennium Edition of Places Rated Almanac ranked Greater Cincinnati eleventh - the top 3% of metro areas.
- "Top Fun City" In a list compiled by Bert Sperling, creator of Money magazine's annual "Best Places to Live" placed Cincinnati among the top 20 fun cities in the United States. The list based the ranking by reviewing "fun" characteristics of top U.S. cities such as the number of sports teams, restaurants, types of retail, arts performances, and city budget spent on recreation.
- Dubbed the "Queen City of the West" by Longfellow and called "America's most beautiful inland city" by Churchill.
- Study found that the average buying power in Cincinnati was eighth best in the nation.
- Cincinnati's Fine Arts Fund, the oldest in the nation, ranks among the top three in the country for total dollars raised by a united arts campaign.
- The Maisonette has achieved the five-star rating for 41 consecutive years, the longest of any restaurant in North America.
- World-renowned symphony orchestra, fifth oldest in the nation.
- Cincinnati Opera – internationally acclaimed second oldest company in the U.S.
- The May Festival, oldest choral music event in the Western Hemisphere.
- One of the top five zoos in the U.S. and the second oldest. Renowned for breeding exotic animals and recently added Manatee Springs. Nation's first and largest Insectarium. Most gorilla births of any zoo.
- Paramount's Kings Island – one of the top ten amusement parks in the nation.

- The Newport Aquarium – in Newport, KY., with 11,000 creatures, the nation’s largest air shark viewing area and largest King Penguin collection.
- Krohn Conservatory - one of the nation’s largest public greenhouses.
- One of the largest municipal park systems of a major U.S. city.
- Waynesville – the antique capital of the Midwest.

Source: Cincinnati USA web site, accessed November 17, 2004
<http://www.cincinnatiusa.org/pdf/living/accolades.pdf>

The Public Library of Cincinnati and Hamilton County is the nation’s third-oldest library and nationally ranks:

- #1 in holdings per capita
- #1 in circulation per card holder
- #2 in annual circulation per capita
- #3 in total circulation
- #3 in size of holdings with 9.6 million items.

Source: Public Library of Cincinnati and Hamilton County

Economy Accolades:

- Home to ten Fortune 500 headquarter firms. In addition, another 400 Fortune firms have operations in Greater Cincinnati.
- More than 1,000 firms engaged in international trade - ranking Greater Cincinnati 22nd nationally in total exports.
- *Fortune* Magazine ranked Cincinnati 7th among the Top 15 Cities as Great Places to Live and Work.
- *Forbes* Magazine calls the region one of the "Best Places for Business and Careers".
- Business Development OUTLOOK Magazine names Cincinnati one of the top 25 "2000 Choice Cities" for business expansion or relocation.
- *The New York Times* says, "Cincinnati exemplifies the cities driving the U.S. economy".
- *Employment Review* and *Outlook* both listed Cincinnati among the Top 20 Best U.S. Cities in which to Live and Work.
- *Inc. Magazine* ranked Cincinnati among the top 25 Large Metro Areas to Start a Business in Now.
- *Entrepreneur* Magazine ranked Cincinnati 16th for entrepreneurship and #1 for “Lowest Failure Rates”.
- *Yahoo Internet Life* says Cincinnati is one of the Top Wired Cities in 2000 - ranking it 25th out of 50.

- *Sprint Business* ranked Greater Cincinnati on their list of "Most Productive Cities in America" based on economic productivity composite index.
- *Sales & Marketing Management* ranked Cincinnati 10th in its Top 20 Hottest Markets for Selling and Doing Business. Factors considered included population increases, retail sales, effective buying income, increase in building permits, unemployment rates, job growth, mix of industries, tax rates, number of corporate relocations and number of new corporations.
- *Dun & Bradstreet* and *Entrepreneur Magazine* ranked Cincinnati 16th among large cities in its "Best Cities for Small Business."
- *Dun & Bradstreet* and *Entrepreneur Magazine* ranked Cincinnati 1st with the Lowest Business Bankruptcy Rates.

Source: Cincinnati USA web site, accessed November 17, 2004
<http://www.cincinnatiusa.org/pdf/eco/accolades.pdf>

Education Accolades:

- **UC Medical Center in Top Tier**
 UC's Colleges of Medicine, Nursing, and Allied Health Sciences are among the nation's best according to the April 2003 *U.S. News & World Report's* graduate school rankings:

 Top Specialty Programs - Pediatrics - UC College of Medicine #4
 Top Nursing - Anesthesia - UC College of Nursing #16
- **UC Cooperative Education**
 Fourth in the nation (fall 2002)
- **UC College of Design, Art, Architecture and Planning**
 Interior Design Program: 1st in U.S. (for the fifth straight year)
 Architecture (undergraduate) Program: 1st in U.S.
 (DesignIntelligence 2004 annual survey of design employers)
- **UC School of Design** was named among world's top ten, the only public institution to make that list. (October 2002 I.D. Magazine)
- **UC Music and Arts Programs** (spring 2001)
 Opera/Voice: 3rd in the U.S.
 Musical Conducting: 5th in the U.S.
 Music: 6th in the U.S.
 Music Composition: 9th in the U.S.
 Orchestra/Symphony: 9th in the U.S
- **UC Science and Engineering Programs**
 Paleontology: 9th in the U.S.
 Environmental Engineering: 20th in the U.S.

Source: U.S. News & World Report

- **External Funding**

- In 2003, UC led all universities in Ohio, Kentucky and Indiana in patent income for the fourth-straight year, according to the Association of University Technology Managers.
- The university's position in the national rankings rose to 27th nationally out of 151 research institutions in the survey.
- In fiscal-year 2003, UC and its affiliates earned more than \$300 million in grants and contracts, an 18.6 percent increase over the prior year.

- **Entrepreneurial Education**

- In the April 2003 issue, UC placed in the top tier (13 colleges) of all regional entrepreneurial education programs, out of a field of more than 700 such program across the country.
- UC was one of only three regional entrepreneurship programs ranked in the top 10 by both entrepreneurship program directors and entrepreneurship faculty. (Entrepreneur Magazine)
- In October 2002, UC's Economics Center for Education & Research was singled out from among 250 centers of its kind around the nation to receive the first-ever outstanding performance award. (National Council on Economic Education)

Source: University of Cincinnati Web site, accessed November 17, 2004
<http://www.uc.edu/ucinfo/ranking.htm>

Community Planning Accolades:

- In 2004, the Hamilton County Regional Planning Commission / Planning Partnership was recognized for having the best program for Citizen Involvement (for large jurisdictions) in the world – Community COMPASS and the Community Results Accountability Framework. (International City/County Management Association)
- In 2003, the Hamilton County Regional Planning Commission / Planning Partnership was recognized for having the best Community Planning Initiative in the nation – the Community COMPASS Countywide Town Meeting. (National Association of Counties)
- Between 2002 and 2004, the Hamilton County Regional Planning Commission / Planning Partnership has been recognized for excellence and innovative programs, receiving 2 state awards, 18 national awards, and an international award.

Community COMPASS Publications

The following Community COMPASS reports are components of Hamilton County's Comprehensive Master Plan and Strategies. The reports are available at the Hamilton County Regional Planning Commission and can be downloaded at www.communitycompass.org.

1. Project Design -- Scope and Process (Oct. 2001)
2. The Community Values Survey (Jan. 2001)
3. Special Research Reports
 - 3-1. Inventory of Research (2002)
 - 3-2. Conflicting Views on Suburbanization (Sept. 1999)
 - 3-3. Spreading Out: The March to the Suburbs (Oct. 1999; revised 2003)
 - 3-4. Summary Report -- Spreading Out: The March to the Suburbs (Oct. 1999; revised 2003)
 - 3-5. The Use of Public Deliberation Techniques for Building Consensus on Community Plans: Hamilton County Perspectives on Governance (A Guide for Public Deliberation) (Dec. 2002)
 - 3-6. Hamilton County's Comparative and Competitive Advantages: Business and Industry Clusters (Oct. 2003)
 - 3-7. Census 2000 Community Profiles: Political Jurisdictions of Hamilton County
 - 3-8. Community Revitalization Initiative Strategic Plan (Aug. 2003)
4. The Report of the Community Forums --Ideas, Treasures, and Challenges (Nov. 2001)
5. The Report of the Goal Writing Workshop (2001)
6. The Countywide Town Meeting Participant Guide (Jan. 2002)
7. Hamilton County Data Book (Feb. 2002)
8. A Vision for Hamilton County's Future --The Report of the Countywide Town Meeting (Jan. 2002)
9. The CAT's Tale: The Report of the Community COMPASS Action Teams (June 2002)
10. Steering Team Recommendations on The Vision for Hamilton County's Future (Jan. 2002)
11. Planning Partnership Recommendations on The Vision for Hamilton County's Future (Jan. 2003)
12. The Vision for Hamilton County's Future (Brochure) (Feb. 2003)
13. Initiatives and Strategies
 - 13-1. Steering Team Recommendations on Community COMPASS Initiatives and Strategies (2002)
 - 13-2. Steering Team Prioritization of Initiatives -- Methodology and Recommendations (Aug. 2002)
 - 13-3. Planning Partnership Recommendations on Community COMPASS Initiatives and Strategies (revisions, findings and reservations) (Dec. 2002)
 - 13-4. Community COMPASS Initiatives and Strategies -- Hamilton County Regional Planning Commission Recommendations (Jul. 2003)
14. External Influences: The Impact of National Trends on Hamilton County's Future (Mar. 2003)
15. Population
 - 15-1 Summary Report (Nov. 2004)
 - 15-2 Atlas / comprehensive report (2005)
16. State of the County Reports (Key trends, Issues, and Community Indicators) (Nov. 2004)
 - 16-1 Civic Engagement and Social Capital
 - 16-2 Community Services
 - 16-3 Culture and Recreation
 - 16-4 Economy and Labor Market
 - 16-5 Education
 - 16-6 Environment
 - 16-7 Environmental and Social Justice
 - 16-8 Governance
 - 16-9 Health and Human Services
 - 16-10 Housing
 - 16-11 Land Use and Development Framework
 - 16-12 Mobility
 - 16-13 Executive Summary
17. 2030 Plan and Implementation Framework (Nov. 2004)

**Hamilton County Regional
Planning Commission**

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www.communitycompass.org

**Community
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