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**Discussion Draft – FOR REVIEW BY:**

- *Municipal Mayors and Council Members*
- *Municipal Planning Commissioners*
- *Municipal Managers*
- *Municipal Planning and Development Directors*
- *Township Trustees*
- *Township Planning Commissioners*
- *Township Administrators*
- *Township Planning and Development Directors*
- *Others interested in the Potential of a Countywide Planning Partnership*

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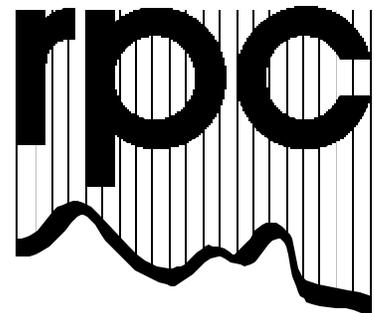
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HAMILTON COUNTY REGIONAL PLANNING COMMISSION

# Strategic Plan

*A "PLAN FOR PLANNING" IN HAMILTON COUNTY  
1999 TO 2003*



HAMILTON COUNTY

# Overview

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The Regional Planning Commission's Strategic Plan identifies changes and actions necessary to enable it to evolve into a solutions oriented organization that fits Hamilton County's needs in the 21<sup>st</sup> century. A revised organizational structure is proposed to expand its county-wide collaborative planning role (advance planning) while retaining the quality of its traditional development review role (current planning). The revised structure will assist Hamilton County and its communities, agencies and citizens in planning and achieving optimum sustainable development and related community and regional goals.

The goals and strategic actions in this plan are a result of an analysis of our strengths, weaknesses, opportunities and threats as identified through interviews and surveys of County Commissioners, the County Administrator, Regional Planning Commissioners and Planning Department Staff. To build on our internal strengths, overcome our internal weaknesses, exploit external opportunities and block external threats, the RPC will focus on the following four strategies:

## STRATEGIES

### 1. Partnerships and Meaningful Forums.

*Develop alliances and innovative coalitions with stakeholders for creating and implementing community plans and meaningful forums for dialogue and increase awareness of planning issues.*

### 2. Benchmarks and Essential Data.

*Provide pertinent analysis of data and related benchmarks of real importance to support self-determination of local communities as well as the county in the context of an agreed-upon regional vision.*

### 3. Countywide Plan and Regionalism

*Create a long-range countywide plan that can achieve optimal sustainable development and redevelopment through a continuous, collaborative and comprehensive process and identifies Hamilton County's growth opportunities in the context of the region.*

### 4.. Solutions Orientation and Capacity Building

*Become a solutions oriented department with appropriate diversity and capacity to enable increased focus on long-range regional planning, community building and problem solving.*

Implementation of the strategic plan will enable greater success in accomplishing the following vision and mission of the Hamilton County Regional Planning Commission.

## RPC VISION

- *To assist Hamilton County and its communities, agencies and citizens in planning and achieving sustainable development and related community and regional goals.*

## RPC MISSION

- *To build planning partnerships for creating and implementing community plans in the context of the region.*
- *To provide data management and analysis for effective planning and decision-making in Hamilton County governments.*
- *To promote an equitable balance of local, county and regional perspectives and interests in community planning forums.*

## RECOMMENDATIONS

The following recommendations related to changes in organizational structure, proposed committees, table of organization and specific strategies and measures have evolved through extensive discussions at public meetings and workshops of the Regional Planning Commission during the past six months.

# Proposed Organizational Structure

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Implementation of the strategic actions and achievement of the goals will require an organizational structure that is more conducive to collaborative planning. The proposed structure (see attachment) includes the following elements:

## RPC BOARD OF TRUSTEES

**Members:** The planning commission chairpersons or alternates from the individual planning commissions of 21 cities, 16 villages and 12 townships in Hamilton County and the members of the Hamilton County Development Review and Coordinating Committee (the RPC Executive Committee).

**Appointing Authority:** City and Village Councils, Township Trustees, County Commissioners and municipal planning commissions specifically authorized to appoint Executive Committee members.

### Mission:

- Review and render decisions on RPC structure, charter and membership fees.
- To develop a mutually beneficial agenda for Hamilton County participation in discussions at OKI, the metropolitan planning organization, related to land use, transportation and environment.
- Create and support a constituency for cooperative planning efforts in Hamilton County.
- Provide oversight in preparing and maintaining a comprehensive countywide plan that guides future physical development within Hamilton County.
- Integrate local, county and regional policy and set direction for development, redevelopment, and resource conservation for Hamilton County.
- Provide leadership in promoting and implementing adopted plans and a positive agenda for change in Hamilton County.
- Identify and accommodate the various interests related to development, redevelopment and resource conservation in Hamilton County.

**Meetings:** Annual and as needed

## RPC EXECUTIVE COMMITTEE (Hamilton County Development Review and Coordinating Committee)

**Members and Appointing Authority:** Seven members appointed as follows:

- 4 residents of the unincorporated area of Hamilton County who are nominated by Township trustees and other interested parties, and appointed by the Board of County Commissioners.
- 1 resident of a city or village with a planning commission who is appointed by the Board of County Commissioners.
- 1 resident of a city or village with a planning commission exclusive of Cincinnati, who is elected by mail ballot of municipal planning commissions.
- 1 resident from the City of Cincinnati appointed by the Cincinnati Planning Commission.

### Mission:

- review and provide recommendation upon all township and county zoning amendments
- review and render decisions on all subdivisions within the unincorporated area of the County
- review and render decisions on all township land use plans and amendments
- determine consistency with the Official Thoroughfare Plan for Hamilton County
- determine consistency with adopted township land use plans.
- review advisory committee reports and provide recommendations to the Board of Trustees.
- assist in implementation of adopted plans advisory committee recommendations.

- Provide recommendations to the Board of County Commissioners regarding appointments to committees based on nominations from Core Partnership Agencies
- Provide recommendations to the Board of County Commissioners regarding Committee charters and amendments to charters to be adopted by Board resolution.

**Meetings:** First Thursday of each month

### **RPC COMMITTEES**

**Members:** from Municipal and Township Planning Commissions in Hamilton County and other Core Partnership Agencies.

**Appointing Authority:** Board of County Commissioners

(Committee members are appointed by the BCC based on recommendations of the RPC Executive Committee. The Executive Committee makes recommendations on committee appointments based on nominations from municipal and township planning commissions and other core partnership agencies. Committee membership should be designed to tap the abundant resources of the Board of Trustees and Core Partnership Agencies.)

**Mission:** (per committee charter) A variety of standing and ad hoc advisory committees provide support to the RPC Board of Trustees and Executive Committee. These committees develop and review the technical aspects of planning concerns and report their findings and recommendation to the RPC Executive Committee. Like the inner workings of a clock, the committees are the mechanism that makes the organization run. They serve as the grist mill for new ideas and new approaches.

**Meetings:** per committee charter

### **CORE PARTNERSHIP AGENCIES**

**Members:** Public sector, private sector and civic sector organizations that share common goals related to the RPC' s vision and mission.

### **PLANNING DEPARTMENT**

**Mission:**

- coordinate cross-agency review and provide recommendation on all township and county zoning amendments
- coordinate cross-agency review and provide recommendations on new subdivision plans within the unincorporated area of the County
- review and provide recommendations on all township land use plans and amendments
- analyze and report upon census statistics and developmental statistics
- assign street numbers
- coordinate the preparation, adoption, amendment and update of plans and implementation methods
- review and report on annexation requests
- maintain planning layers of CAGIS
- provide staff assistance to RPC committees and county departments on planning matters.

# Proposed Committees

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## BENCHMARKS ADVISORY COMMITTEE

**Purpose:**

The Benchmarks Advisory Committee will establish indicators to measure progress in achieving the community that we want to live in. The benchmarks will include unbiased data that examines the well-being of our community in economic, environmental and social dimensions. The benchmarks program will help the various jurisdictions in Hamilton County establish priorities, take joint actions, direct resources to increase the economic competitiveness of the county, and achieve sustainable development.

**Objectives:**

1. *Initiate an inclusive process for developing and implementing a Countywide Benchmark Program.*
2. *Identify priorities and schedule for developing benchmarks related to public service and quality-of-life areas.*
3. *Identify essential background data to provide a foundation for benchmarks.*
4. *Facilitate stakeholder participation in identification of a vision statement for Hamilton County (to serve as a draft vision statement of the Board of County Commissioners).*
5. *Compile data and initiate systematic tracking of such data to monitor Hamilton County's economic competitiveness and quality of life.*
6. *Coordinate experts in the selection and development of benchmarks to:*
  - Identify the most important measures in public service and quality of life areas*
  - Identify the lead indicator in public service and quality of life areas*
  - Identify limitations of the measures (e.g., how don't they measure the concepts we are trying to measure)*
  - Identify data sources for selected measures.*
7. *Facilitate the review of data and trends by county and local leaders to enable decision-makers to determine whether or not existing policies are being implemented in a way which achieves their intended outcomes.*
8. *Monitor trends and progress in meeting countywide planning policies and goals following their adoption.*
9. *Develop broad-based partnerships with communities and other agencies to integrate and achieve consistency with other planning and benchmarking efforts related to economic, environmental and social dimensions of community life.*
10. *Increase awareness of interrelationships among environmental, economic and social elements of our County.*

## CENSUS STATISTICAL AREA COMMITTEE

**Purpose:**

The Census Statistical Area Committee will review and suggest changes to census tract and block group boundaries. The Committee will ensure that the boundaries of these critical census areas conform to physical features and population requirements and that citizens have ample opportunities to express their views concerning the proper positioning of the boundary lines. The Census Statistical Area Committee play's a pivotal role in the Census Bureau's efforts to maintain and update sensible data tabulation areas for the 2000 Census.

**Objectives:**

1. *Review building permits and highways by political jurisdiction to determine where census tracts and block groups should be split or merged.*
2. *Make actual changes in census tracts and block groups on Census Statistical Area maps provided by the Census Bureau.*
3. *Hold meetings in local communities to obtain public feedback about proposed changes to existing census tracts and block groups.*
4. *Establish partnerships with local communities to improve the prospects for a successful 2000 Census.*
5. *Set up a Complete Count committee with responsibility for promoting the most complete and accurate count possible for the 2000 Census.*
6. *Establish and maintain regular communication channels with the State Data Center and the U.S. Census Bureau so as to stay abreast of census and related developments.*
7. *Assist local communities with the Local Update of Census Addresses (LUCA) program.*

## ADDRESS ADVISORY COMMITTEE

### **Purpose:**

Enhanced addressing procedures are needed to ensure that all citizens receive vital services at their homes and businesses, particularly emergency response as administered through the Emergency 911 Communications System. In recognition of the tremendous impact addressing has on the ability of various, interdependent organizations to share information, the Committee will prepare and promote implementation of address guidelines and standards that will facilitate electronic records integration. In township areas, the committee will also serve as the first step for any public appeal of RPC staff (Address Reviewer) decisions.

### **Objectives:**

1. *Establish and promote implementation of “uniform guidelines and standards for street naming and addressing” for political jurisdictions in Hamilton County*
2. *Review and initiate amendments to State Law to improve the implementation of centralized addressing.*
3. *Review proposed and existing street names and addresses with respect to public safety, delivery of commercial and public services, intelligibility, and consistency*
4. *Provide recommendations to assist the Address Reviewer in County and Municipal jurisdictions in assigning and reassigning addresses and street names.*

## COUNTY-WIDE COLLABORATIVE PLANNING COMMITTEE

### **Purpose:**

The County-wide Collaborative Planning Committee will develop organizational alliances and innovative coalitions with stakeholders to create and implement community plans and meaningful forums for dialogue. The Collaborative will exchange information, alter activities, and share resources to enhance the capacity of participant institutions for mutual benefit and to achieve common purposes. The intent is to increase the capacity to set collective community priorities and control resources that are essential for increasing self-determination of individual communities. The process must produce long-term ownership of the collaborative’s purpose, processes and products. The Committee will increase awareness of regional and long-range planning issues and provide oversight of a countywide planning process. The plan will assist in achieving mutual benefits related to optimal sustainable development and redevelopment through a continuous, collaborative and comprehensive process. The plan and implementation framework will identify Hamilton County’s unique growth opportunities in the context of the region – achieving alignment with the evolving direction of OKI’s “Commission on Land Use” and the Metropolitan Growth Alliance’s “Regional Program” and forging new linkages for implementation. Important study areas having cross-jurisdictional impacts may include: population projections and demographic trends, transportation and land use balance, tax base and disinvestment trends, housing, resource protection, growth management opportunities, and land use regulatory improvements to achieve optimum sustainable development.

### **Objectives:**

1. *Achieve consensus on community purposes for collaborative planning (Why are we planning -- what are our mutual problems or opportunities?).*
2. *Obtain commitments from stakeholders / decision-makers (Who are the essential partners?).*
3. *Achieve consensus on a collaborative planning process (What’s the plan for planning?).*
4. *Prepare community profiles, identify constraints and opportunities (Where are we now?).*
5. *Determine community trends (Where are we going?).*
6. *Identify community values through a collaborative process (What do we value?).*
7. *Identify vision in various areas such as community, economic social and physical development and evaluate different scenarios (Where do we want to go?).*
8. *Determine goals and priorities required to fulfill the vision (What’s most important?).*
9. *Integrate Benchmarks program (What do we measure?)*
10. *Identify and evaluate collaborative action plan strategies (How do we get there? When?).*
11. *Integrate stakeholder / institutional work programs (How can we help each other?)*
12. *Evaluate progress (Are we getting there?).*
13. *Update the plan and revise collaborative action strategies.*

## PLANNING COMMISSIONER' S CERTIFICATION COMMITTEE

### **Purpose:**

The 49 local planning commissions and the Regional Planning Commission in Hamilton County make decisions or recommendations that affect physical, social and economic development in this county. Planning issues as well as the available tools and techniques for guiding growth and development are becoming increasingly complex. The Planning Commissioner' s Certification program will provide commissioners with the knowledge and skills needed to perform responsibilities more effectively and responsibly. The extent of need for this program in this region and the willingness of local and state organizations to collaborate on implementation may enable the program scope to be multi-county or state-wide.

### **Objectives:**

1. *Draft preliminary program scope*
2. *Identify partners and commitments*
3. *Develop classroom/workshop component*
4. *Develop self-study component*
5. *Initiate certification process*

## LEGISLATION ADVISORY COMMITTEE

### **Purpose:**

The Legislation Advisory Committee will insert citizen and professional planning perspectives from Hamilton County' s various planning commissions into public policy discussions at the County, regional and State level. The committee will increase local planning commissioners' awareness and understanding of current legislative initiatives and the need for initiating legislative initiatives to accomplish goals in Hamilton County communities.

### **Objectives:**

1. *Identify current legislative initiatives related to planning and development (in Hamilton county and vicinity).*
2. *Identify legislative needs related to planning and development.*
3. *Identify process for implementation and planning commissioner participation in achieving legislative revisions.*

## CONTRACT SERVICES ADVISORY COMMITTEE

### **Purpose:**

The Contract Services Advisory Committee will provide oversight related to the provision of common services desired by independent Planning Commissions or other Core Partnership Agencies. Centralized contract services will provide economies of scale enabling services at lower cost and higher quality.

### **Objectives:**

1. *Identify common need for planning commission services related to community planning, zoning, data management/analysis, mapping, addressing, etc.*
  2. *Identify potential partners*
  3. *Identify desired scope of service and fees.*
  4. *Obtain contractual commitments.*
  5. *Initiate contract services.*
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# Responses to County Commissioner's Questions

(from RPC/BCC Strategic Planning Workshop held on May 27, 1998)

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Note: In identifying the following responses to the County Commissioner's questions, the Planning Commissioners agreed that many of the following questions were best answered by the responses given by the County Commissioners and County Administrator in interviews conducted by the Executive Director. Those responses are included in the appendix to provide a more complete answer to the following questions.

## Purpose, Benefit and Measures of Success

1. What is the value or benefit to Hamilton County?
  - A planned future
  - It will promote sensible economic development
  - Jobs and growth – economic success
2. How can the new organization enable Hamilton County to be an easier place to do business; to be more user-friendly?
  - By focusing on promoting the County
  - By facilitating organized planning among all participants
  - By developing an "umbrella" structure
3. How can this concept position RPC to be ambassadors for improving the way we do business in Hamilton County?
  - By becoming a comprehensive source of information and perhaps an implementation vehicle.
  - By building on existing RPC staff reputation as a communication link/facilitator
  - By building on existing RPC staff reputation as a think-tank -- nonpolitical and therefore nonthreatening.
  - By creating a diverse commission and committee participants
4. Why is RPC interested in modifying or expanding its mission?
  - So we don't fall behind.
  - The economic success of the county depends on it.
  - Hamilton County needs to compete with and complement neighboring and competing counties.
  - Central urban counties need to be more organized to enable strategic growth as most growth opportunities have shifted to suburban counties
5. To be successful the proposed planning partnership must be meaningful -- how do you make participation meaningful?
  - By convincing participants of the importance of their participation.
  - By engaging participants in the decision making process
  - By promoting debate.
6. How will RPC define success? How will improvements or change be measured?
  - By the success of the region
  - By documenting widespread participation
  - By becoming competitive
  - By population growth and retention
  - By recycling of uses
  - By value of assistance to communities
7. Will results (after implementation of revised organization) be a whole lot different than current results?
  - There will be greater consensus and cooperation among the stakeholders
  - There will be greater understanding of planning and use of planning tools by local and county government.
  - RPC will become a solutions oriented department
  - How will results or outcomes be improved?
  - We need to build on successes.
  - We will plan properly for a changing culture

- We will identify Hamilton County' s niche in the region.

### Authority

1. What are the legal constraints?
  - There is no state mandated planning (or even minimum planning guidelines such as in Kentucky)
  - A business plan is needed before determining legal constraints
2. What actions are needed to eliminate legal constraints?
  - Board of County Commissioners need to concur on desired authority and scope of RPCs in Ohio.
3. Who will authorize RPC's work and keep RPC on focus?
  - The Board of County Commissioners with stakeholder involvement
4. Who will the RPC report to?
  - The Board of County Commissioners with stakeholder involvement
5. Who appoints the RPC and its executive committee?
  - The Board of County Commissioners with stakeholder involvement
  - Same as or similar to current structure.

### Scope

1. Should RPC focus on broader scope beyond land use planning?
  - Yes; to provide a backbone of direction (e.g., a vision and related benchmarks for stakeholders in Hamilton County) and to assist in identifying issues that are important in Hamilton County.
  - Scope of plans will focus on elements that the county can implement or assist in implementation.
  - RPC will monitor trends related to the health, vitality and competitiveness of our County so that local jurisdictions can recognize the need to take action on deterioration conditions.
2. Should the RPC think beyond collaboration of just Hamilton County Communities?
  - Yes

### Concept Clarity

1. How can we simplify the proposed organizational structure to assure understanding by stakeholders?
  - We will clarify general concepts – for guiding evolution of the organization
2. How can Commissioners explain this concept in a few sentences -- in a 30 second sound bite?
  - The RPC is preparing a plan that will enable it to evolve into a ***solutions oriented*** organization that fits ***Hamilton County' s needs in the 21<sup>st</sup> century.***
  - This change is occurring in its traditional development review role as well as in an ***expanded role in county-wide planning.***
  - It will assist Hamilton County and its communities, agencies and citizens in planning and ***achieving optimum sustainable development*** and related community and regional goals.
  - To accomplish this, the RPC will:
    - \* ***build partnerships*** for creating and implementing community plans.
    - \* plan for Hamilton County' s ***growth opportunities*** in the ***context of the region.***
    - \* promote ***dialogue*** among diverse community planning stakeholders.
    - \* provide pertinent ***analysis of data and related benchmarks*** to ***support self-determination*** of local communities in the context of an agreed upon regional vision.

### Cost

1. What will it cost?

- One full time employee will be required to enable initiation of committee work programs and coordination of consultant contracts.
- Special studies related to County wide planning needs will require incremental appropriations for consultant experts and staff support.

### **Stakeholder Support and Relationships**

1. How can this be presented to assure local communities and other organizations that RPC is not trying to usurp their power or threaten their individual autonomy?
  - We will emphasize that participation in the committee structure of the RPC is a choice and an opportunity.
  - We will identify examples of how the general health of the entire area can be improved with collaboration.
2. Who might feel disenfranchised by the proposed RPC organization -- how can we avoid this reaction.
  - No one -- all stakeholders should be included.
3. How will this structure avoid pitting one community against another when dealing with (voting on) controversial issues -- with regional goals?
  - The consensus process should soften this – but this situation exists now.
  - Helps to identify the appropriate niche for each community in the regional pie.
4. Should the RPC insert themselves into controversial issues?
  - Yes – as facilitator and consensus builder.
  - Yes -- whenever RPC can enhance the flow of accurate information.
5. How can RPC obtain commitment from the whole region on particular issues and balance regional interests with the interests of individual communities?
  - Create credibility in regional issues; reduce focus on site specific analysis
6. Is the threat of voting on issues of local concern the only incentive for local participation? Without such fear why would communities participate?
  - No; Local involvement will result from interest in RPC study of issues that affect them and interest in pending recommendations and decisions.

### **Implementation Process**

1. How can RPC build alliances or consensus on matters of regional interest in divergent political jurisdictions?
  - By providing a backbone of direction (e.g., a vision and related benchmarks) for stakeholders in Hamilton County – a process for developing, adopting and updating a county-wide plan.
  - By providing data management and analysis to support effective planning and decision-making in Hamilton County governments
  - By providing planning and related services that are needed but not currently provided in local communities.
  - By identifying how Hamilton county can improve its economic competitiveness relative to its neighboring counties and how our region can improve its economic competitiveness relative to the regions we compete with nationally.
  - By getting people in 49 communities to talk to each other and enable their vision to be broadened.
2. How can RPC create a meaningful forum that’s more than just another “debating society”?
  - By building planning partnerships (with communities, civic sector, business sector and government agencies) for creating and implementing community plans in the context of the region.
  - By promoting an equitable balance of local, county and regional perspectives and interests in community planning forums
  - By assisting Hamilton County and its communities, agencies and citizens in planning and achieving sustainable development and related community and regional goals.
  - By identifying optimal sustainable development.
  - By helping governments develop and effectively use planning tools.
  - By helping governments become more specific and effective in setting goals.

- By creating a committee structure that enables broad citizen participation with professional support and effective processes.
3. What actions will enable RPC to be successful in this mission?
- RPC should provide annual updates of county trends – explaining what’s happening and why – what’s important and why.
  - RPC should take a stronger role in the region on planning issues – as the core county, a driver of the region.
  - RPC should initiate improvements in the state’s planning legislation to enable effective county / regional planning.
  - RPC should facilitate preparation of a county-wide plan in the context of the OKI region – recognizing strengths and advantages of Hamilton County and of neighboring counties.
  - RPC should develop and promote the use of important indicators that increase awareness of problems and opportunities in Hamilton County (and changing conditions related to the County’s health/vitality/competitiveness) so that appropriate departments, agencies, and elected officials can react and plan appropriately.
4. What are the next steps?

HAMILTON COUNTY REGIONAL PLANNING COMMISSION

# Proposed Organizational Structure

(per recommendations of the Regional Planning Commission and Board of County Commissioners at a joint meeting on 11/18/98)

**BOARD OF TRUSTEES**

HAMILTON COUNTY Regional Planning Commission "A Planning Partnership" per O.R.C. 713.21			
Hamilton County Development Review and Coordinating Committee (7)	Township Planning Commissions (12)	Village Planning Commissions (16)	City Planning Commissions (21)

**EXECUTIVE COMMITTEE**

HAMILTON COUNTY Development Review and Coordinating Committee (The Executive Committee of the Hamilton County Regional Planning Commission -- per O.R.C. 713.21)
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**COMMITTEES**

		Census Statistical Area Committee	Address Committee	Benchmarks Policy Committee	Countywide Collaborative Planning Committee	Planning Commsnser's Certification Committee	Legislation Committee	Contract Services Committee		
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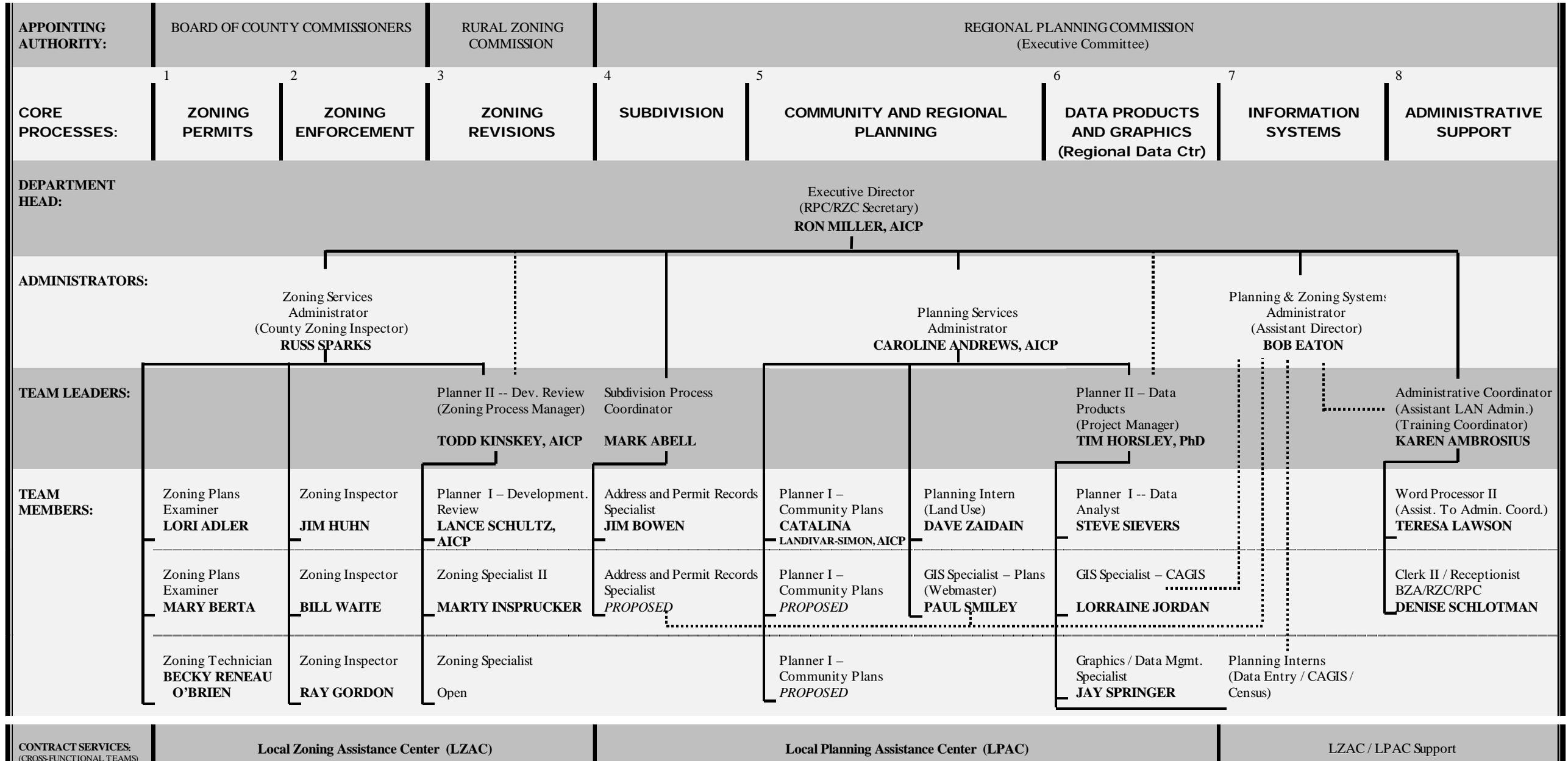
**CORE PARTNERSHIP AGENCIES**

<i>PUBLIC SECTOR</i>	<i>Township Association</i>	<i>Municipal League</i>	<i>OKI Regional Council of Governments</i>	<i>Ohio Data Users Center</i>	<i>School Districts</i>	<i>49 Planning Commissions</i>	<i>Adjacent County Planning Commissions</i>
	<i>H.C. Community Development Dept</i>	<i>H.C. Development Company</i>	<i>H.C. Dept of Environmental Services</i>	<i>H.C. Board of Health</i>	<i>Metropolitan Sewer District</i>	<i>H.C. Department of Public Works</i>	<i>H.C. Rural Zoning Commission</i>
	<i>County Engineer</i>	<i>State of Ohio Agencies</i>	<i>CAGIS</i>	<i>Planning Directors' Forum</i>	<i>Soil Conservation Service</i>	<i>Other Organizations</i>	
<i>PRIVATE SECTOR</i>	<i>Ohio Valley Development Council</i>	<i>Homebuilders Association</i>	<i>Chamber of Commerce</i>	<i>Metropolitan Growth Alliance</i>	<i>Other Organizations</i>		
<i>CIVIC SECTOR</i>	<i>United Way</i>	<i>Citizens for Civic Renewal</i>	<i>Cincinnati Association</i>	<i>Regional Greenspace Office</i>	<i>H.C. Environmental Action Comm</i>	<i>Regional Sustainability Initiative</i>	<i>Western Economic Council</i>
	<i>League of Women Voters</i>	<i>Hillside Trust</i>	<i>Neighborhood Community Groups</i>	<i>Other Organizations</i>			

# HAMILTON COUNTY

## Planning and Zoning Department

(Table Of Organization -- Hamilton County Regional Planning Commission and Rural Zoning Commission Staff)



Dotted lines indicate partial reporting relationships.

HAMILTON COUNTY REGIONAL PLANNING COMMISSION  
**STRATEGIC PLAN SUMMARY (OGSM)**

(Goals are based on interviews and surveys of County commissioners, County Administrator and Regional Planning Commissioners)

OBJECTIVES (mission and vision)	GOALS	STRATEGIES	MEASURES (timing)	
<p><b>Vision:</b> To assist Hamilton county and its communities, agencies and citizens in planning and achieving sustainable development and related community and regional goals</p> <p><b>Mission:</b></p> <ul style="list-style-type: none"> <li>■ To build planning partnerships for creating and implementing community plans in the context of the region.</li> <li>■ To provide data management and analysis for effective planning and decision-making in Hamilton County governments.</li> <li>■ To promote an equitable balance of local, county and regional perspectives and interests in community planning forums.</li> </ul>	<ol style="list-style-type: none"> <li>1. Provide <b>professional planning support</b> to local governments; provide effective planning and implementation processes. Facilitate dialogue and <b>consensus building</b> between townships and municipalities</li> <li>2. Increase availability of <b>quality services</b> at bargain prices.</li> <li>3. Improve county-wide coordination through <b>centralized planning services</b>.</li> <li>4. Help BCC determine what's important, County vision, and assist <b>effective use of planning tools</b>. Identify predictable/avoidable growth events and consequences to enable effective planning</li> <li>5. Initiate <b>partnerships</b> with other planning commissions and agencies to build consensus on <b>long range goals and priorities</b> for the county and individual communities in the context of the region. Identify an inclusive <b>RPC structure</b> to enable 49 planning commissions to talk to each other and enable visions to be broadened. Create <b>meaningful forums for dialogue</b> with agencies from all three sectors – government, business and civic.</li> <li>6. Initiate <b>partnerships with local communities and adjacent counties</b> to enable <b>analysis</b> for local areas in the context of the region</li> <li>7. Initiate forums to promote greater understanding of planning <b>use of planning tools</b> by local and county government. Provide planning <b>commissioner certification program</b>.</li> <li>8. Initiate <b>subcommittees</b> to increase <b>relevance</b> to stakeholders and achieve progress on the organization's strategic plan and County goals</li> <li>9. <b>Provide essential data</b> and information that supports local communities in their pursuit of <b>self-determination</b></li> <li>10. <b>Enlist local support</b> for improved county-wide planning program</li> <li>11. Increase opportunities for local government to <b>be aware of RPC</b> vision, mission and services.</li> <li>12. Increase opportunities for local government planners to <b>participate in RPC governance</b> -- identification of problems and opportunities as well as needed and preferred services (initiate active subcommittee structure; engage participants in the decision making process)</li> <li>13. Increase opportunities for local governments to <b>collaborate on cross-jurisdictional goals</b>. Increase understanding of mutual benefits and opportunities enabled by multi-jurisdictional collaboration.</li> </ol>	<p><b>1. Partnerships and Meaningful Forums</b> Develop alliances and innovative coalitions with stakeholders for creating and implementing community plans and meaningful forums for dialogue and increase awareness of planning issues.</p>	<p><b>Partnerships and Forums</b></p> <ol style="list-style-type: none"> <li>1. Meetings with key individuals 10/98</li> <li>2. Meeting with Township Association 10/98</li> <li>3. Meeting with Municipal League 10/98</li> <li>4. Meeting with 49 planning commission Chairpersons 11/98</li> <li>5. Meetings with other Core Partnership Agencies 11/98</li> <li>6. Funding committed 12/98</li> <li>7. Planning partnership formed 1/99</li> <li>8. Active web site 1/99</li> <li>9. Key issue consensus 2/99</li> <li>10. Advisory Committees formed 3/99</li> <li>11. Countywide Plan Policy Committees formed 4/99</li> </ol>	
	<ol style="list-style-type: none"> <li>14. Identify benchmarks of <b>indicators of real importance</b> in Hamilton County</li> <li>15. Prepare <b>socioeconomic / demographic analysis</b> and identification of trends and projections for local areas as well as the County in the context of the region</li> <li>16. Initiate <b>semi-annual dialogue</b> with BCC to discuss the emerging role of the RPC</li> </ol>	<p><b>2. Benchmarks and Essential Data .</b> Provide pertinent analysis of data and related benchmarks of real importance to support self-determination of local communities as well as the county in the context of an agreed-upon regional vision.</p>	<p><b>Benchmark Advisory Committee</b></p> <ol style="list-style-type: none"> <li>1. Advisory Committee formed 10/98</li> <li>2. Project Scope identified 11/98</li> <li>3. Consultant selected 1/99</li> <li>4. Work program defined 1/99</li> <li>5. Contract negotiated 2/99</li> <li>6. Participatory process initiated 3/99</li> <li>7. <b>Key benchmarks selected</b> 6/99</li> </ol>	

		8. Data collection initiated 9. Benchmarks reporting format approved 10. Final benchmarks report completed 11. Procedures for maintenance of benchmarks established	7/99 8/99 10/99 11/99
17. Develop alliances and <b>innovative coalitions</b> with stakeholders. Obtain long-term <b>commitment</b> from stakeholders. 18. Initiate long range <b>comprehensive plan</b> . Provide three-dimensional planning for optimum urban/suburban design 19. Identify process and plan for achieving optimal <b>sustainable development and redevelopment</b> -- i.e., highest and best use of property for all stakeholders -- not just implementable development; assist in growing the tax base and improving quality of life. 20. initiate a <b>continuous, collaborative and comprehensive county-wide plan</b> and process to provide a <b>backbone of direction</b> (e.g., a vision and related benchmarks) for stakeholders in Hamilton County; to enable local jurisdictions to know the <b>framework</b> in which they can fit. Identify framework for effective comprehensive plan in current urban county environment. 21. Increase awareness of importance of <b>sustainability and regionalism</b> 22. Increase focus on <b>economic development</b> . Identify how Hamilton County can improve its economic competitiveness relative to its neighboring counties and how our region can improve its economic competitiveness relative to the regions we compete with nationally. Identify how Hamilton County can <b>complement neighboring and competing counties</b>	<b>3. Countywide Plan and Regionalism</b> Create a long-range countywide plan that can achieve optimal sustainable development and redevelopment through a continuous, collaborative and comprehensive process and identifies Hamilton County's growth opportunities in the context of the region	<b>Countywide Planning Committee</b> 1. Policy Committee formed 2. Project scope identified 3. RFPs completed 4. Consultant team contracted 5. Foundation products completed 6. Community Form Component of Plan initiated 7. Livability Component of Plan initiated 8. Mobility Component of Plan initiated 9. Marketplace Component of Plan initiated 10. The Context for Change completed 11. The Strategies for Change completed 12. Master Plan Components completed 13. Specific Plans completed 14. Development codes updated 15. Other implementation tasks initiated  <b>Western Hamilton County Collaborative Plan</b> 1. Alternative growth scenarios evaluated 2. Preferred scenario selected 3. Regional benchmarks for preferred scenario developed 4. Regional implementation plan adopted 5. Consensus commitments from participating jurisdictions finalized 6. Collaborative work program for local phases identified 7. Local plans within selected scenario framework initiated 8. Local benchmarks developed 9. Local implementation plans developed	4/99 4/99 5/99 7/99 12/99 1/00 1/00 1/00 1/01 1/02 1/03 1/04 6/04 12/04  8/98 9/98 10/98 12/98 2/99 4/99 12/99+ 12/99+ 12/99+
23. Push the envelope of planning enabling legislation and traditional county planning programs in Ohio. Increase focus on problem solving and <b>community building</b> rather than regulating. 24. Identify action frameworks for stakeholders to enable <b>implementation thrust</b> 25. Increase <b>staff capacity</b> to expand its scope to regional issues 26. Improve <b>communication</b> with townships and municipalities to formulate <b>county-</b>	<b>4. Solutions Orientation and Capacity Building</b> Become a solutions oriented department with appropriate diversity and capacity to enable increased focus on long-range regional planning, community building and problem solving.	<b>Organizational Capacity</b> 1. Summary Concept finalized 2. Workload analysis completed 3. Key issues identified 4. RPC consensus achieved 5. BCC consensus achieved	7/98 7/98 8/98 8/98 9/98

	<p><b>wide perspective</b></p> <p>27. Expand diversity of <b>staff expertise.</b></p> <p>28. Become <b>asolutions oriented</b> department; promote development and assist in getting it done</p> <p>29. Enable <b>centralization of addressing</b> for Hamilton County communities to decrease local costs, improve quality of CAGIS data base and improve public safety</p>		<p>6. Funding committed 12/98</p> <p>7. Budget approved 1/98</p> <p>8. Positions filled 3/98</p> <p>9. Consultants selected 7/99</p> <p>10.</p> <p><b>Address Advisory Committee</b></p> <p>1. Advisory Committee formed 10/98</p> <p>2. Project scope identified 10/98</p> <p>3. Consensus on uniform countywide standards for street names and addresses achieved 12/98</p> <p>4. Sample municipal contracts prepared 1/99</p> <p>5. Meetings with municipalities initiated 2/99</p> <p>6. Initial contracts commenced 3/99</p> <p>7.</p> <p>8.</p> <p><b>Census Statistical Area Committee</b></p> <p>1. Begin review of census tracts and block groups 8/98</p> <p>2. Make initial changes to census tracts and block groups 10/98</p> <p>3. Discuss proposed changes with local jurisdictions 11/98</p> <p>4. Modify changes based on local input 12/98</p> <p>5. Submit final changes to U.S. Census Bureau 12/98</p> <p>6. Create Complete Count Committee 1/99</p> <p>7.</p> <p>8.</p> <p>9.</p> <p><b>Planning Commissioner' s Certification Committee</b></p> <p>1. Advisory Committee formed 2/00</p> <p>2. Alternatives researched 4/00</p> <p>3. Project scope identified 5/00</p> <p>4. Implementation process identified 6/00</p> <p>5.</p> <p>6.</p> <p>7.</p> <p>8.</p>	

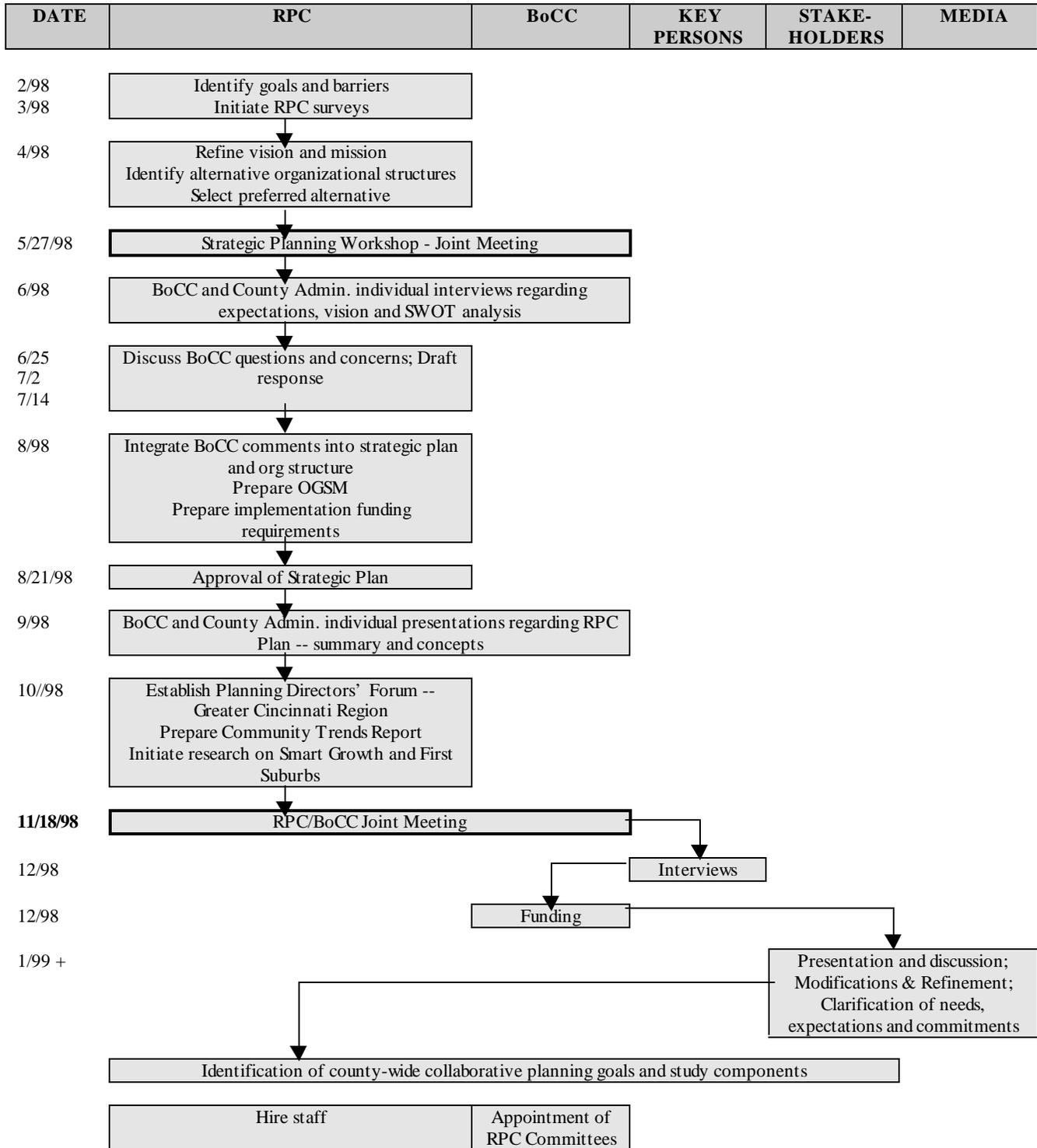
**HAMILTON COUNTY REGIONAL PLANNING COMMISSION  
STRATEGIC PLAN  
IMPLEMENTATION FUNDING REQUIREMENTS  
1999 to 2003**

STRATEGIES	MEASURES (timing)	1999 NEW FTE REQUIREMENTS	1999 CONSULTANT/ SPECIALIST CONTRACT REQUIREMENTS	1999 ADDITIONAL COSTS
<p><b>1. Partnerships and Meaningful Forums</b> Develop alliances and innovative coalitions with stakeholders for creating and implementing community plans and meaningful forums for dialogue and increase awareness of planning issues.</p>	<p><b>Partnerships and Forums</b></p> <ol style="list-style-type: none"> <li>1. Meetings with key individuals 10/98</li> <li>2. Meeting with Township Association 10/98</li> <li>3. Meeting with Municipal League 10/98</li> <li>4. Meeting / workshop with 49 planning commission Chairpersons 10/98</li> <li>5. Meetings with other Core Partnership Agencies 11/98</li> <li>6. Funding committed 12/98</li> <li>7. RPC charter amendment 1/99</li> <li>8. Planning partnership formed 1/99</li> <li>9. Active web site (per IPAC funding) 1/99</li> <li>10. Key issue consensus 2/99</li> <li>11. Advisory Committees formed 3/99</li> <li>12. Countywide Plan Policy Committees formed 4/99</li> <li>13. Annual support process and structure established 1/00</li> </ol>		0.5 FTE, (range 21 Planner I – Community Plans)	\$21,230
<p><b>2. Benchmarks and Essential Data</b> Provide pertinent analysis of data and related benchmarks of real importance to support self-determination of local communities as well as the county in the context of an agreed-upon regional vision.</p>	<p><b>Benchmark Advisory Committee</b></p> <ol style="list-style-type: none"> <li>1. Advisory Committee formed 10/98</li> <li>2. Project Scope identified 11/98</li> <li>3. Consultant selected 1/99</li> <li>4. Work program defined 1/99</li> <li>5. Contract negotiated 2/99</li> <li>6. Participatory process initiated 3/99</li> <li>7. Key benchmarks selected 6/99</li> <li>8. Data collection initiated 7/99</li> <li>9. Benchmarks reporting format approved 8/99</li> <li>10. Final benchmarks report completed 10/99</li> <li>11. Procedures for maintenance of benchmarks established 11/99</li> </ol>		0.5 FTE (range 21 Planner I – Community Plans)  (1 PC workstation)	\$21,230  \$5,000  \$10,000 (for data and contracts each year for 3 yrs)



	<p><b>Census Statistical Area Committee</b></p> <ol style="list-style-type: none"> <li>1. Begin review of census tracts and block groups 8/98</li> <li>2. Make initial changes to census tracts and block groups 10/98</li> <li>3. Discuss proposed changes with local jurisdictions 11/98</li> <li>4. Modify changes based on local input 12/98</li> <li>5. Submit final changes to U.S. Census Bureau 12/98</li> <li>6. Create Complete Count Committee 1/99</li> </ol> <p><b>Planning Commissioner' s Certification Committee</b></p> <ol style="list-style-type: none"> <li>1. Advisory Committee formed 2/00</li> <li>2. Alternatives researched 4/00</li> <li>3. Project scope identified 5/00</li> <li>4. Implementation process identified 6/00</li> </ol>			
<b>1999 TOTAL ADDITIONAL COSTS</b>		Training 3 FTE' s 3 workstations	Consultants	\$3,000 \$120,240 \$ 15,000 <u>\$310,000</u> <b>\$448,240</b>
<b>2000 TOTAL COSTS</b>				<b>\$425,240</b>
<b>2001 TOTAL COSTS</b>				<b>\$425,240</b>
<b>2002 TOTAL COSTS</b>				<b>\$425,240</b>
<b>2003 TOTAL COSTS</b>				<b>\$123,240</b>

HAMILTON COUNTY REGIONAL PLANNING COMMISSION  
**Strategic Planning Process – Phase 1**



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## CONTENTS:

*(NOTE: Only a few of the following documents are included in this summary report)*

- RPC Stakeholders (Categories)
- Historical Perspective
- Evolution of Mission and Structure
- 1998 Vision, Mission and Core Values
- 1998 RPC Organizational Structure
- 1998 Table of Organization, Planning and Zoning Department
- Strategic Plan -- 1993
- Routine Accountabilities and Key Results Areas -- 1998  
(for Core Process Teams)
- Planning Enabling Legislation, Ohio
- Request for Advance Input on Strategic Plan (Survey Form for RPC members and Staff)
- RPC (Commissioner) Responses to Strategic Plan Survey
- RPC Staff Responses to Strategic Plan Survey
- Summary of Goals (based on Strategic Plan Survey)
- Summary of Barriers (based on Strategic Plan Survey)
- Possible Implementation Actions (based on Strategic Plan Survey)
- Strategic Planning Workshop (Agenda, May 27, 1998)
- Summary of Questions and Concerns -- Categorized by Speaker  
(based on workshop with County Commissioners)
- Summary of Questions and Concerns -- Categorized by Concern  
(based on workshop with County Commissioners)
- Responses to County Commissioner' s Questions and concerns  
(RPC Special Meeting Record of Proceedings -- June 25, 1998)
- Request for Advance Input on Strategic Plan (Interview Questions)
- Summary of Interviews and Advance Input
- Summary of County Commissioner' s Goals and Recommendations
- Summary of Environmental Assessment and Related Goals  
(Categorized by Response to Environmental Assessment)
- Goals  
(Categorized by Major Topic Area)

HAMILTON COUNTY REGIONAL PLANNING COMMISSION **STRATEGIC PLAN**

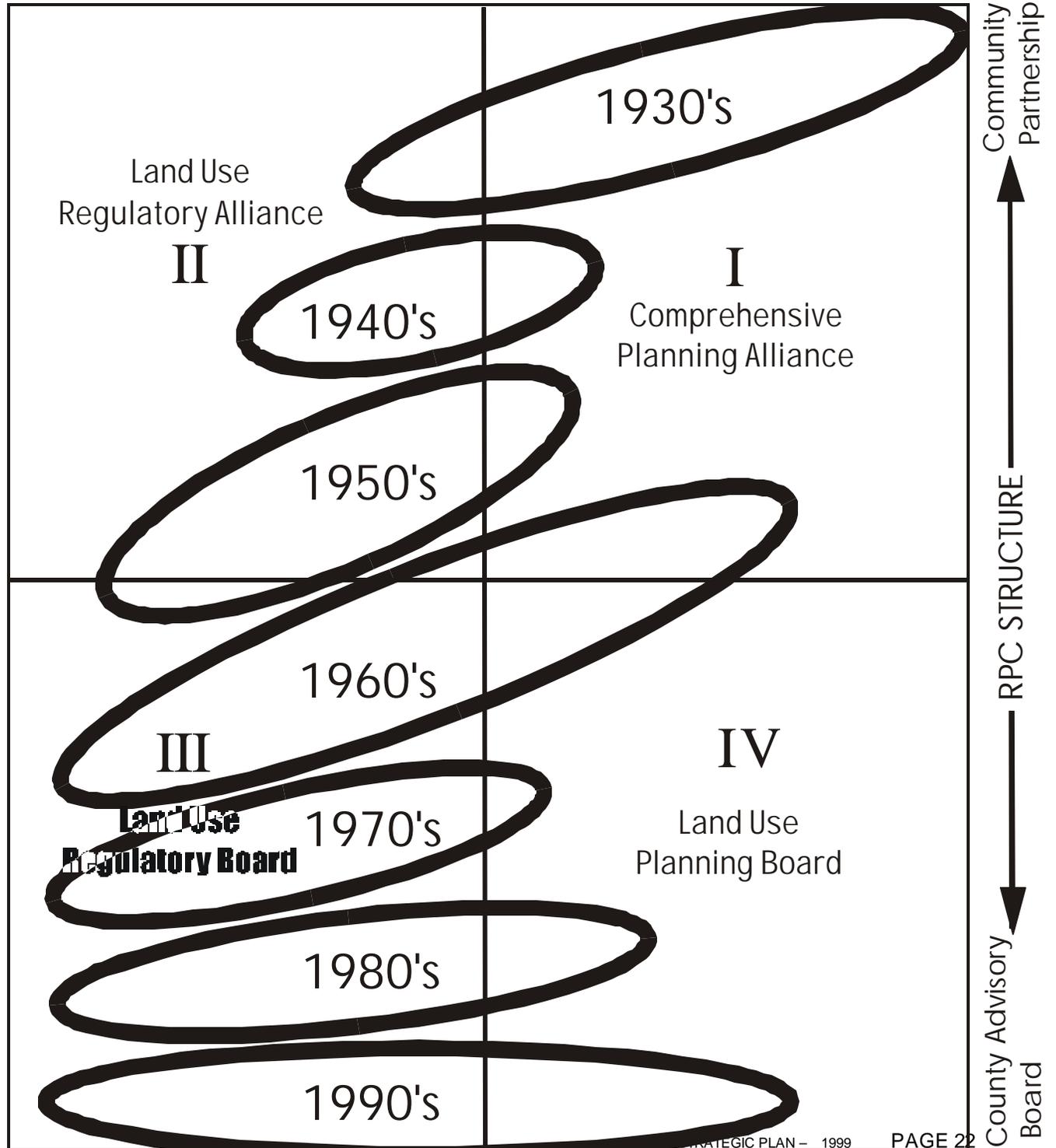
# Appendix

# Hamilton County Regional Planning Commission Evolution of Mission & Structure

Current Planning ← RPC MISSION → Advance Planning

Subdivision Regulations  
 Thoroughfare Regulations  
 Zoning Regulations  
 Address Assignment  
 Census Information  
 Site Plan Review

Regional Plans  
 Community Plans  
 Corridor Plans  
 Neighborhood Plans  
 Special Area Plans  
 General Plans



HAMILTON COUNTY REGIONAL PLANNING COMMISSION

# Historical Perspective

“A General Overview”

Decade	External Forces (Opportunities and Threats)	RPC Focus (Service Direction)
1920' s	<ul style="list-style-type: none"> <li>■ <i>U.S. regional planning movement</i></li> <li>■ U.S. zoning movement</li> <li>■ Ohio regional planning law</li> <li>■ <b>Ohio subdivision enabling legislation</b></li> <li>■ Uncoordinated suburban development</li> <li>■ Public health concerns</li> <li>■ Property value concerns</li> </ul>	<ul style="list-style-type: none"> <li>■ Choice of Regional versus County Planning Commission</li> <li>■ <b>Formation of the Hamilton County Regional Planning Commission</b></li> </ul>
1930' s	<ul style="list-style-type: none"> <li>■ Ohio legislation transferring platting authority from County Commissioners to the RPC</li> <li>■ Suburbanization</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop model subdivision regulations</li> <li>■ Adopt County subdivision regulations</li> <li>■ Promote subdivision control in municipalities</li> <li>■ Develop Hamilton County Thoroughfare Plan</li> </ul>
1940' s	<ul style="list-style-type: none"> <li>■ Ohio zoning enabling legislation</li> <li>■ Incorporation of 7 municipalities</li> <li>■ Completion of 1948 Cincinnati Master Plan with County-wide Elements</li> </ul>	<ul style="list-style-type: none"> <li>■ Prepare regional planning studies</li> <li>■ Update County subdivision regulations</li> <li>■ Initiate property addressing system for Hamilton County</li> <li>■ Promote state law amendments to enable zoning regulations</li> <li>■ Develop model zoning regulations for Hamilton County townships</li> <li>■ Create Rural Zoning Commission</li> <li>■ Adopt rural zoning in five townships (1949)</li> <li>■ Reorganization of the RPC</li> </ul>
1950' s	<ul style="list-style-type: none"> <li>■ Incorporation of 5 municipalities</li> <li>■ Interstate highway system</li> <li>■ Post-war sprawl development</li> <li>■ Start of fragmented zoning adoption by individual precincts</li> </ul>	<ul style="list-style-type: none"> <li>■ Short term planning and administration (subdivision and zoning)</li> <li>■ Adopt rural zoning in two additional townships</li> </ul>
1960' s	<ul style="list-style-type: none"> <li>■ <i>U.S. metropolitan planning movement</i></li> <li>■ U.S. Categorical Grants and 701 Planning Grants</li> <li>■ Ohio caselaw on annexation policy</li> <li>■ Rapid growth and storm water problems</li> <li>■ War on Poverty / Social Planning</li> <li>■ Model Cities / Urban Renewal Legislation</li> <li>■ Community Action Agencies</li> <li>■ Community Services Block Grants</li> </ul>	<ul style="list-style-type: none"> <li>■ Adopt rural zoning in two additional townships</li> <li>■ Develop Hamilton County Master Plan</li> <li>■ Update Hamilton County Thoroughfare Plan</li> <li>■ Develop Hamilton County Public Library Plan</li> <li>■ Develop Hamilton County Parks Plan</li> <li>■ Develop Code Enforcement Programs</li> <li>■ Comprehensive Storm Drainage &amp; Open Space Master Plan (1967)</li> <li>■ Collaborate in creation of OKI Regional Council of Governments</li> <li>■ Develop Planned Unit Development zoning regulations</li> </ul>
1970' s	<ul style="list-style-type: none"> <li>■ U.S. 701 Planning Grants</li> <li>■ Housing and Community Development Act of 1974</li> <li>■ Urban County Authority and Funding</li> <li>■ U.S. Community Development Block Grants</li> <li>■ State and Federal Scenic Rivers Program</li> <li>■ Movement from county zoning to township zoning</li> </ul>	<ul style="list-style-type: none"> <li>■ Collaborate in creation of Community Development Dept.</li> <li>■ Prepare Assisted Housing Plan</li> <li>■ Prepare Citizen Participation Plan</li> <li>■ Prepare Little Miami River Valley Study and Scenic River Program Planning</li> <li>■ Initiate Flood Insurance Program Regulations</li> <li>■ Update elements of Master Plan                             <ul style="list-style-type: none"> <li>Commercial-industrial element</li> <li>Housing element</li> <li>Environment / hillside development element</li> <li>Storm drainage element</li> <li>Sanitary sewers element</li> </ul> </li> <li>■ Adopt rural zoning in one additional township</li> </ul>
1980' s	<ul style="list-style-type: none"> <li>■ CMHA extended to County boundaries</li> <li>■ U.S. caselaw on land use, property rights and</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop Township land use plans</li> <li>■ Develop Corridor plans</li> </ul>

	<ul style="list-style-type: none"> <li>regulatory takings</li> <li>█ Taylor Creek Sewer Proposals for western Hamilton County</li> <li>█ Western Hamilton County development and stream pollution</li> </ul>	<ul style="list-style-type: none"> <li>█ Prepare analysis of Secondary Impacts of Sanitary Sewers</li> <li>█ Develop RPC Consistency Bylaws governing adoption, amendment, interpretation and implementation of adopted plans</li> <li>█ Expand zoning enforcement program</li> <li>█ Obtain certification as a Census Information Center for 4 counties</li> </ul>
1990' s	<ul style="list-style-type: none"> <li>█ Personal computer technology</li> <li>█ GIS computerized mapping technology</li> <li>█ West side sewer and water expansion</li> <li>█ Township home rule</li> <li>█ Movement from county zoning to township zoning</li> <li>█ Expansion of County government authority</li> <li>█ Property rights movement</li> <li>█ Expansion of global economy and regional competition</li> <li>█ Ohio smart growth movement</li> <li>█ U.S. community benchmarking movement</li> <li>█ U.S. sustainable development movement</li> <li>█ <i>U.S. regionalism movement</i></li> </ul>	<ul style="list-style-type: none"> <li>█ Develop computer network, information systems and services</li> <li>█ Develop data products and services</li> <li>█ Update Thoroughfare Plan</li> <li>█ Develop model subdivision regulations (SUAG)</li> <li>█ Develop model zoning regulations (ZUAG)</li> <li>█ Develop CAGIS layers</li> <li>█ Develop contract planning and zoning services (LZAC, LPAC)</li> <li>█ Develop automated zoning code</li> <li>█ Develop automated and integrated permitting system</li> <li>█ Develop web site</li> <li>█ Develop Strategic Plan for RPC organization</li> </ul>
2000 + (projected)	<ul style="list-style-type: none"> <li>█ Regional and global competition</li> <li>█ Suburban Gridlock</li> <li>█ Disinvestment in urban/suburban core</li> <li>█ Infill development</li> <li>█ Mass transit corridors</li> </ul>	<ul style="list-style-type: none"> <li>█ Revise RPC organizational structure to fit current environment.</li> <li>█ Develop effective partnerships with stakeholders</li> <li>█ Develop county-wide plan for community, environment and economic development in context of the region.</li> <li>█ Develop consensus on benchmarks and indicators to increase awareness of problems, opportunities and goals in Hamilton County.</li> </ul>

# Survey Questions

## (Request for Advance Input on Strategic Plan)

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*(Questions Regarding Expectations for RPC Performance and Scope of Service)*

### 1. **RE: Vision and Mission**

- a. In the “best of all possible worlds”, how would the RPC be described in the year 2003?
- b. In what way should the RPC vision statement be modified? (see attachment)
- c. In what way should the RPC mission statement be modified? (see attachment)

### 2. **RE: Barriers**

- a. What are the most significant barriers or obstacles that, if not addressed, could prevent the RPC from becoming the kind of organization that you have described?

### 3. **RE: Service Needs and Performance/Expectation Gaps**

- a. What must RPC do to become the organization you described?
- b. What RPC services and products do our customers need that we are not currently providing?
- c. What RPC services and products are we currently providing that are not of significant value to our customers?
- e. Does Hamilton County need a Comprehensive Plan? Why?
- f. What elements of a County Master Plan are most needed today?
- g. How can RPC services be changed to be of greater value to County Commissioners?
- h. How can RPC services be changed to be of greater value to Hamilton County?

### 4. **RE: Outcomes and Success Indicators**

- a. What specific outcomes or results should RPC be striving for?
- b. What information or data should we collect to enable us to measure (benchmark) outcomes and improve long term results?
- c. To what degree are RPC’ s services (and products) expected to be self-supporting versus subsidized by the County General Fund?

### 5. **RE: Organizational Structure**

- a. What organizational structure fits the mission and environment of the RPC today?
- b. What partnerships should RPC be forming to achieve its mission and vision?

### 6. **RE: Macroenvironment Appraisal**

- a. What are our Strengths and Weaknesses?
- b. What are our Opportunities and Threats?

## SWOT ANALYSIS (SUMMARY OF ENVIRONMENTAL ASSESSMENT AND RELATED GOALS)

CATEGORIZED BY RESPONSE TO ENVIRONMENTAL ASSESSMENT

(Based on interviews and surveys of County Commissioners, County Administrator, Regional Planning Commissioners and other Stakeholders)

### Internal Strengths

- Current planning -- administration of subdivision, platting, addressing, zoning, and site plan review
- Very competent staff -- excellent credentials; politically astute; technically expert; technologically advanced.
- Professional organization with objective independent thinking
- Dedicated commissioners
- Culture of continuous improvement; not complacent

#### 1.0

##### **Goals (to build on strengths)**

- 1.1 *Push the envelope of planning enabling legislation and traditional county planning programs in Ohio. Initiate long range comprehensive plan. Provide three-dimensional planning for optimum urban/suburban design. Increase focus on problem solving and community building rather than regulating.*
- 1.2 *Help BCC determine what's important, County vision, and assist in effective use of planning tools. Identify predictable/avoidable growth events and consequences to enable effective planning*
- 1.3 *Identify action frameworks for stakeholders to enable an implementation thrust*
- 1.4 *Identify benchmarks or indicators of real importance in Hamilton County*
- 1.5 *Develop alliances and innovative coalitions with stakeholders. Obtain long-term commitment from stakeholders.*
- 1.6 *Provide professional planning support to local governments; provide effective planning and implementation processes. Facilitate dialogue and consensus building between townships and municipalities*
- 1.7 *Increase staff capacity to expand its scope to regional issues*
- 1.8 *Improve county-wide coordination through centralized planning services.*
- 1.9 *Increase availability of quality services at bargain prices*

### Internal Weaknesses

- Advance planning; commission and staff lacks focus on long range planning and issues that are regional or county-wide
- RPC actions are not always aligned with township goals
- RPC actions are not always aligned with BCC goals
- Staff lacks practical development experience
- Commission periodically lacks political sensitivity; appears thin-skinned

#### 2.0

##### **Goals (to overcome weaknesses)**

- 2.1 *Improve communication with townships and municipalities to formulate a county-wide perspective*
- 2.2 *Identify process and plan for achieving optimal sustainable development and redevelopment-- i.e., highest and best use of property for all stakeholders -- not just implementable development; assist in growing the tax base and improving quality of life.*
- 2.3 *Expand diversity of staff expertise.*

### External Opportunities

- Positioned to provide county-wide information system related to benchmarks

- Positioned to present regional perspective, to promote regionalism
- Positioned to be consensus builder in multi-jurisdictional debates
- Positioned to be relevant source of good decision making data

### 3.0

#### **Goals (to exploit opportunities)**

- 3.1 *initiate partnerships with other planning commissions and agencies to build consensus on long range goals and priorities for the county and individual communities in the context of the region. Identify an inclusive RPC structure to enable 49 planning commissions to talk to each other and enable visions to be broadened. Create meaningful forums for dialogue with agencies from all three sectors – government, business and civic.*
- 3.2 *initiate a continuous, collaborative and comprehensive county-wide plan and process to provide a backbone of direction (e.g., a vision and related benchmarks) for stakeholders in Hamilton County; to enable local jurisdictions to know the framework in which they can fit. Identify framework for effective comprehensive plan in current urban county environment.*
- 3.3 *Initiate partnerships with local communities and adjacent counties to enable annual demographic analysis and identification of trends and projections for local areas as well as the County in the context of the region*
- 3.4 *Initiate forums to promote greater understanding of planning and use of planning tools by local and county government. Provide planning commissioner certification program.*
- 3.5 *Initiate subcommittees to increase relevance and achieve progress on the organization’s strategic plan and County goals*
- 3.6 *Provide essential data and information that supports local communities in their pursuit of self-determination*
- 3.7 *Enlist local support for improved county-wide planning program*

#### **External Threats**

- RPC’s community planning function is vague and not understood and therefore not perceived as being important.
- Being surrounded by short-term land use issues limits RPC’s ability to think in terms of long range planning.
- Potential for actions to be inconsistent with BCC policies
- Narrow influence -- i.e., focus on subdivision and zoning -- resulting in anonymity
- Hamilton County environment of parochialism
- Forces that lead government agencies to become another confusing layer in the bureaucracy

### 4.0

#### **Goals (to block threats)**

- 4.1 *Increase opportunities for local government to be aware of RPC vision, mission and services.*
- 4.2 *Increase awareness of importance of sustainability and regionalism*
- 4.3 *Increase focus on economic development. Identify how Hamilton County can improve its economic competitiveness relative to its neighboring counties and how our region can improve its economic competitiveness relative to the regions we compete with nationally. Identify how Hamilton County can complement neighboring and competing counties*
- 4.4 *Increase opportunities for local government planners to participate in RPC governance -- identification of problems and opportunities as well as needed and preferred services (initiate active subcommittee structure; engage participants in the decision making process)*
- 4.5 *Increase opportunities for local governments to collaborate on cross-jurisdictional goals. Increase understanding of mutual benefits and opportunities enabled by multi-jurisdictional collaboration.*
- 4.6 *Initiate semi-annual dialogue with BCC to discuss the emerging role of the RPC*
- 4.7 *Enable centralization of addressing for Hamilton County communities to decrease local costs, improve quality of CAGIS data base and improve public safety*
- 4.8 *Become a solutions oriented department; promote development and assist in getting it done.*

## GOALS

CATEGORIZED BY MAJOR TOPIC AREA

(Based on interviews and surveys of County Commissioners, County Administrator, Regional Planning Commissioners and other Stakeholders)

Numbers refer to environmental assessment.

- 1.0 refers to goals related to building on internal strengths.
- 2.0 Refers to goals related to overcoming internal weaknesses
- 3.0 Refers to goals related to exploiting external opportunities
- 4.0 Refers to goals related to blocking external threats

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### Partnerships and Meaningful Forums

- 1.6 Provide **professional planning support** to local governments; provide effective planning and implementation processes. Facilitate dialogue and **consensus building** between townships and municipalities
- 1.9 Increase availability of **quality services** at bargain prices.
- 1.8 Improve county-wide coordination through **centralized planning services**.
- 1.2 Help BCC determine what's important, County vision, and assist in **effective use of planning tools** Identify predictable/avoidable growth events and consequences to enable effective planning
- 3.1 Initiate **partnerships** with other planning commissions and agencies to build consensus on **long range goals and priorities** for the county and individual communities in the context of the region. Identify an inclusive **RPC structure** to enable 49 planning commissions to talk to each other and enable visions to be broadened. Create **meaningful forums for dialogue** with agencies from all three sectors – government, business and civic.
- 3.3 Initiate **partnerships with local communities and adjacent counties** so enable **analysis** for local areas in the context of the region
- 3.4 Initiate forums to promote greater understanding of planning and **use of planning tools** by local and county government. Provide planning **commissioner certification program**
- 3.5 Initiate **subcommittees** to increase **relevance** to stakeholders and achieve progress on the organization's strategic plan and County goals
- 3.6 **Provide essential data** and information that supports local communities in their pursuit of **self-determination**
- 3.7 **Enlist local support** for improved county-wide planning program
- 4.1 Increase opportunities for local government to be **aware of RPC** vision, mission and services.
- 4.4 Increase opportunities for local government planners to **participate in RPC governance**– identification of problems and opportunities as well as needed and preferred services (initiate active subcommittee structure; engage participants in the decision making process)
- 4.5 Increase opportunities for local governments to **collaborate on cross-jurisdictional goals**. Increase understanding of mutual benefits and opportunities enabled by multi-jurisdictional collaboration.

### Benchmarks and Essential Data

- 1.4 Identify benchmarks or **indicators of real importance** in Hamilton County
- 3.3 Prepare **socioeconomic / demographic analysis** and identification of trends and projections for local areas as well as the County in the context of the region
- 4.6 Initiate **semi-annual dialogue** with BCC to discuss the emerging role of the RPC

## Countywide Plan and Regionalism

- 1.5 Develop alliances and **innovative coalitions** with stakeholders. Obtain long-term **commitment** from stakeholders.
- 1.1 Initiate long range **comprehensive plan** Provide three-dimensional planning for optimum urban/suburban design
- 2.2 Identify process and plan for achieving optimal **sustainable development and redevelopment** i.e., highest and best use of property for all stakeholders -- not just implementable development; assist in growing the tax base and improving quality of life.
- 3.2 initiate a **continuous, collaborative and comprehensive county-wide plan** process to provide a **backbone of direction** (e.g., a vision and related benchmarks) for stakeholders in Hamilton County; to enable local jurisdictions to know the **framework** in which they can fit. Identify framework for effective comprehensive plan in current urban county environment.
- 4.2 Increase awareness of importance of **sustainability and regionalism**
- 4.3 Increase focus on **economic development** Identify how Hamilton County can improve its economic competitiveness relative to its neighboring counties and how our region can improve its economic competitiveness relative to the regions we compete with nationally. Identify how Hamilton County can **complement neighboring and competing counties**

## Solutions Orientation and Capacity Building

- 1.1 Push the envelope of planning enabling legislation and traditional county planning programs in Ohio. Increase focus on problem solving and **community building** rather than regulating.
- 1.3 Identify action frameworks for stakeholders to enable an **implementation thrust**
- 1.7 Increase **staff capacity** to expand its scope to regional issues
- 2.1 Improve **communication** with townships and municipalities to formulate a **county-wide perspective**
- 2.3 Expand diversity of **staff expertise**.
- 4.8 Become a **solutions oriented** department; promote development and assist in getting it done
- 4.7 Enable **centralization of addressing** for Hamilton County communities to decrease local costs, improve quality of CAGIS database and improve public safety