A Letter From the Planning Partnership

To the Reader:
Community COMPASS is a planning process begun by the Planning Partnership — a ground-breaking alliance of governments and planning commissions in Hamilton County, as well as civic and private sector organizations engaged in planning for the future of our 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. The Planning Partnership has incorporated the ideas from the Countywide Town Meeting into the vision we present in this document. This vision depicts a bold, bright future for Hamilton County.

It is now time to find solutions to the tough, complicated issues so that we can make this vision a reality. We have been challenged by the citizenry of Hamilton County 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. We encourage you and your organization or jurisdiction to join those who have already committed to making Hamilton County a place that our children and grandchildren are proud to call home.

Sincerely,
The Planning Partnership,
a committee of the Hamilton County Regional Planning Commission

A Letter From the Community COMPASS Steering Team

To the Reader:
On Saturday, January 12, 2002, at Cincinnati’s historic Music Hall, 1,300 participants and volunteers took part in a very special forum: the Countywide Town Meeting of Community COMPASS, the Comprehensive Master Plan and Strategies for Hamilton County.

At the Countywide Town Meeting participants sat at tables in groupings that reflect the diversity of Hamilton County — people of different races and nations of origin, different ages, city dwellers, suburbanites and rural residents, some who have lived here all their lives and some who have just recently arrived — but together, united, they crafted a vision for Hamilton County that will help lead the county toward a brighter future.

We would like to take this opportunity to thank all who were involved in making this event and the entire visioning process — from the values survey to the Countywide Town Meeting — such a success. We look forward to joining all of you as we work together to complete Community COMPASS.

Sincerely,
The Community COMPASS Steering Team,
a subcommittee of the Planning Partnership
What Is the Planning Partnership?

The Planning Partnership is a committee of the Hamilton County Regional Planning Commission created to carry out long-range planning for the county. The Planning Partnership membership is open to all of the jurisdictions in Hamilton County. Currently, jurisdictions representing over 80% of the county’s area and 88% of the county’s population are members of the Planning Partnership. These participating jurisdictions have agreed to participate in and fund the partnership and Community COMPASS — and, more importantly, the continuous planning and implementation process. Other public, private or civic sector organizations can participate in the Planning Partnership as affiliate members.

The Planning Partnership was established to meet three main goals:

- Leverage the unique qualities found in every community. By planning collaboratively to improve, stabilize and protect our communities, Planning Partnership members can successfully address complex issues such as population loss and disinvestment.
- Maximize the effectiveness and efficiency of all planning efforts by speaking with a unified voice. This unified voice can be more effective than individual communities when competing for state, federal, and other sources of funds.
- Achieve more together. By working together, the 49 jurisdictions and other planning entities (in public, private and civic sectors) can accomplish more than they would individually, especially on issues that cross community boundaries.

The mission of the Planning Partnership is to bring together public, private and civic sector organizations engaged in community planning, so that mutual goals related to physical, economic and social issues can be planned for comprehensively and achieved collaboratively.

What Is Community COMPASS?

Community COMPASS is the Comprehensive Master Plan and Strategies for Hamilton County. A comprehensive plan looks at all aspects of an area at the same time.

Comprehensive plans are important because sometimes 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. Many businesses and other organizations use a type of comprehensive plan called a strategic plan to help guide their decisions and reach their goals.

Hamilton County has not conducted a comprehensive plan since 1964. We cannot expect our governments to effectively invest our tax dollars based on a 38-year-old plan.

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 the Internet 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?

Many of these questions need our attention today. Without a broad vision for Hamilton County, priorities shift in the wind. Where will the next multimillion dollar investment be targeted — will it be solving the Mill Creek flooding problem? Fixing the existing county sewer system? Building light rail along I-71? Building new sewers where septic tanks are failing? Redeveloping old industrial properties? Building city schools? Developing Over-the-Rhine?

Without a plan that is current and has broad support, we may never solve these problems, while allowing new problems to develop and continue.
COMMUNITY COMPASS A Vision for Hamilton County’s Future

What’s Been Done So Far?

COMPASS, like many plans, uses data about existing conditions and citizen input about a desired future to develop a “to-do” list of how to improve the county. Broad citizen input was collected through a Values Survey and the Community Forum process. Existing plans have been assembled to assess conditions in Hamilton County and to identify existing conditions that need to be incorporated into Community COMPASS.

Values Survey

The Community COMPASS planning process officially started in November 2000 when the Hamilton County Regional Planning Commission sent a mail survey to 4,500 county residents. The survey was the first of many efforts COMPASS has used to ensure that the plan is based on the values of the citizens of Hamilton County. The Community Values Survey was designed to gauge the public’s opinion on development and other issues in the county. Through the survey results from 1,158 respondents, we heard that most of you who are Hamilton County residents are happy with where you live. However, the survey also showed that many people were considering moving out of Hamilton County to find new housing. Poorly-performing public schools were also cited as a reason why some people are moving out of the county.

Almost everyone in the survey agreed there should be more cooperation between jurisdictions on development issues, yet only about a third of respondents felt they have an outlet to voice their opinions regarding development in their community.

Review of Existing Plans

COMPASS is committed to efficiency and linking many aspects of the county together. The Community COMPASS Steering Team (a committee that oversees the comprehensive plan and is comprised of 70 representatives from the civic, public and private sectors) realizes that a tremendous amount of good planning work has already been completed. Rather than “reinventing the wheel,” COMPASS has collected over 100 completed studies and plans from communities and organizations in the county. Be it the Metromoves plan, or the Hamilton County Environmental Priorities Project, or the Metropolitan Sewer District’s Quality Upgrades for Effective Sewage Treatment (QUEST) plan, the research and citizen input that went into these plans must not be ignored. COMPASS participants will use the information contained in existing plans to help them understand the issues, and to help analyze how strategies recommended in existing plans can be linked together with each other and with the countywide COMPASS plan.

Community Forums

During October 2001, citizen input and involvement continued through a series of Community Forums held at locations throughout the county. Eight hundred citizens contributed 2,800 ideas on how to improve Hamilton County through a Youth Forum, 11 Community Forums, and an online Internet Forum.

Goal Writing Workshop and Formation of Core Issues and Goals

On November 15, the Community COMPASS Steering Team used the ideas from the Community Forums to create 12 goals for the county. Interconnected Core Issues were then formed as a framework to facilitate a comprehensive approach to deal with these goals.

The 12 Goals and four interconnected Core Issues were identified through the lens of broad public involvement. First, volunteers and members of the Community COMPASS Steering Team classified the 2,800 citizen ideas gathered at the 11 Community Forums and the Youth Forum into 12 categories. These categories are traditionally found in most comprehensive plans and include topics like housing, economic development, education, and natural resources. The Steering Team identified common themes among the ideas in each category to develop a goal for that particular category.

Remembering that comprehensive plans need to examine all aspects of the county at one time, the Community COMPASS Steering Team identified trade-offs, linkages, and common themes within the 12 goals, as well as common obstacles to achieving each goal. The trade-offs, linkages, themes, and obstacles from the Goal Writing Workshop led to the identification of four interconnected issues and a discussion draft of objectives for consideration at the Countywide Town Meeting. The four core issues are also viewed as Hamilton County’s Core Goals. These Core Goals are:

- Assuring Economic Prosperity
- Building Collaborative Decision-making
- Embracing Diversity and Equity
- Balancing Development and the Environment

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March 2002

Countywide Town Meeting (CTM)

On Saturday, January 12, 2002, 1,060 participants, along with 240 volunteers and facilitators, packed Cincinnati Music Hall’s ballroom for a full day to set the course for Hamilton County’s future. Meeting participants used wireless keypads and laptop computers to learn about each other and to discuss some of the most challenging issues facing Hamilton County. Participants were highly representative of the demographic profile of Hamilton County in the 2000 census. Among other activities in the first half of the meeting, participants reviewed, refined, and accepted a draft vision developed from themes, goals, and challenges identified at the Goal Writing Workshop. Following lunch, participants discussed challenges to each Core Goal that hinder Hamilton County’s current and future success and progress. At the end of the Countywide Town Meeting, nearly 600 people volunteered to serve on action teams to develop implementable strategies to realize Hamilton County’s vision for the future.

The vision and all other information obtained at the Countywide Town Meeting, as well as input from the Community Forums and Goal Writing Workshop, will be carried forward into the second phase of Community COMPASS, where the COMPASS Action Teams (CATs) will develop implementable strategies for action. The work of the CATs will be guided by the vision refined and accepted at the Countywide Town Meeting. A complete summary of questions and responses from the CTM is included at the end of this report.

Compass Action Teams

Compass Action Teams will build upon the results of the Countywide Town Meeting by further identifying and clarifying problems and opportunities, and generating strategies to address and implement the COMPASS goals and objectives. Their work will be based on each of the four issue areas and will use the results of the Values Survey conducted in November 2000, the 12 goals, and 2,800 ideas generated from the Community Forums, as well as the results of the Countywide Town Meeting. The CATs include any citizens interested in further exploring one of the issue areas, as well as persons with technical expertise or particular experience in that area. The CATs will meet from March through May 2002.

The CATs will review relevant studies, data and statistics, and identify any important areas that have not yet been covered by the Community COMPASS planning process. The COMPASS Steering Team will periodically review the CATs’ work to provide directional feedback.

The Next Steps

The outcome of the Compass Action Teams will be a comprehensive and prioritized set of strategies to be approved by the Steering Team, the Planning Partnership, and the Hamilton County Regional Planning Commission, as well as other stakeholder organizations, agencies, districts, and governments. 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. Plan Implementation Groups will be formed to facilitate necessary dialogue, coordination, and action between decision-making organizations and stakeholders.

To measure progress in working toward our vision, a series of indicators will be developed and updated on a regular basis. Indicators will play a vital role in future updates to the plan. Community COMPASS work to date is only the first step. Over the next few years Hamilton County will continue to change due to both internal and external influences. During this time we will learn more about our community as we begin to collaborate and deal with our big issues and opportunities. In three to five years the Community COMPASS vision, objectives, and strategies will need to be revisited and updated based on this new knowledge. The update process will once again be based on broad, diverse, and representative public participation. To ensure that the plan remains current and effective, this update process should recur every three to five years into the future.

Community COMPASS Goal Categories

- Mobility
- Natural Resources
- Economic Development
- Education
- Environmental and Social Justice
- Health and Human Services
- Governance
- Community Facilities
- Development Framework
- Civic Engagement and Social Capital
- Culture and Recreation
- Housing
A Vision for Hamilton County's Future

Core Goal One: Assuring Economic Prosperity

Objectives:
1. Create a quality of life that attracts and retains the young, the skilled and entrepreneurial people, including a ‘24-hour Downtown Cincinnati’ where people can live, work and play.
2. Build a strong cluster of attractions in arts, culture, sports, and entertainment for residents’ and visitors’ diverse backgrounds.
3. Develop a globally competitive and diversified economy that is on the cutting edge of emerging technologies, supports emerging industries and encourages entrepreneurial activities, while maintaining and strengthening existing business and industry.
4. Attract and retain business and industries that provide good-paying jobs for a diverse spectrum of county residents.
5. Increase emphasis on and support for university research that leads to new business development.
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
   • Results in a regional commitment to education beyond 12 years

Core Goal Two: Building Collaborative Decision-making

Objectives:
1. Create the necessary structure and relationships for effective and efficient coordination of countywide governance, which works proactively and cooperatively across political and school district boundaries with elected, appointed, and community leaders, and all citizens.
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 addresses obstacles to achieving such growth.
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 themselves.
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.
5. Create an accessible and open system of government that assures ethical decision-making.
6. Promote effective and ethical collaboration among private, public, civic, and institutional organizations and individual citizens in developing strategies for managing and guiding the future of the county and region through an agreed-upon development framework and government collaboration that extends beyond Hamilton County.
Core Goal Three: Embracing Diversity and Equity

Objectives:
1. Encourage and maintain clean, safe, inclusive, accessible, mixed income communities that foster open communication and opportunities for social integration.
2. Provide high-quality, equitable educational opportunities in safe learning environments and opportunities for students to gain cross-cultural experience and knowledge at all education levels.
3. Promote health and longevity for all residents of Hamilton County by ensuring equal access to preventative and restorative health and health-related services, and other social and community services.
4. Increase the availability of affordable recreational, social and cultural opportunities that appeal to the diverse population of Hamilton County.
5. Promote diversity* in our institutions, such as law enforcement, all levels of government (legislative, judicial and executive) and in our laws.
6. Promote acceptance of responsibility for regional issues such as affordable housing, social services, public transportation and mobility.

*Diversity — differences in racial and ethnic backgrounds, economic status, ability/disability, gender, lifestyle, age, religious backgrounds, etc.

Core Goal Four: Balancing Development and the Environment

Objectives:
1. Preserve, restore, and manage natural resources so as to enhance the unique character of the county.
2. Plan growth from a regional perspective so as to foster neighborhood-focused development, encourage revitalization of existing neighborhoods and create recreational green spaces, while protecting natural amenities and resources.
3. Strengthen investment, particularly reinvestment, in order to balance development in downtown, suburbs, and rural areas, using existing infrastructure** to reduce costs.
4. Develop an attractive and economical transportation system of many modes*** coordinated with the planning and development of roads, housing and business locations in order to better connect people to their jobs, services, and natural and cultural resources.
5. Plan and maintain a comprehensive infrastructure system that is coordinated with development, is constructed with consideration of the impact on the built and natural environments, and supports neighborhood centers.

**Infrastructure — facilities for transportation, water, sewer and other utilities
***Modes of Transportation — the many different ways to move from one place to another including walking, biking, driving, and riding public transit (buses, light rail, subways)

“Hamilton County hasn’t had a comprehensive plan in almost 40 years and it’s never been done quite like this. ‘The process is turned on its head,’ Planning Partnership representatives are fond of saying. Community COMPASS is not created with a consultant who collects data, massages it into a plan, and presents it to the powers that be, who hold what is often viewed as a token public hearing at the end. The community drives the process, not a consultant. The community input comes first, not at the end.”

— Paulette Leeper
Chairperson of the Planning Partnership Organizational Strategy Committee and member of the Planning Partnership Executive Committee
On Saturday, January 12, 2002, a historic event occurred when 1,000+ Hamilton County residents came together to form and evaluate a vision for the future of their community. The first-ever Countywide Town Meeting was the largest gathering of its type in which residents from across Hamilton County came together to plan for the county’s future. The meeting was the next stage in developing a comprehensive plan for Hamilton County, the first such plan in over 30 years.

Meeting participants used wireless keypads and laptop computers to learn about each other and begin discussing and addressing some of the most challenging issues facing Hamilton County. Each participant was assigned a wireless keypad to respond to polling questions asked throughout the day. There were 1,100 keypads distributed to 108 participating tables; of the 1,100 keypads, 874 were used at least once during the meeting. The average number of responses per question was 577. The largest response came when people were asked, “What part of Hamilton County are you from?” which resulted in a response from 729 participants.

To get used to the wireless technology, participants were polled about their chili preferences. When asked how they prefer to eat their chili, 33 percent of the participants preferred the chili, spaghetti and cheese combo of the 3-way. Four-ways and 5-ways rounded out the top three preferences with 17 percent and 19 percent, respectively. Participants then entered their demographic information. The group assembled was highly representative of the demographic profile of Hamilton County in the 2000 Census. Keypads were used not only to collect demographic information about the participants, but also to gauge their level of agreement with table discussions, vision statements, theme team analysis, and to measure their confidence in their own ability to influence the future of Hamilton County.

The following pages show responses to questions from the Countywide Town Meeting.
Identifying What We Value

Next, the participants were asked to identify on their table map the locations where they live, where they work, the place they value most in their community, and the place they value most elsewhere in the county.

To What Extent Does Your Table Share Common Values About the County?

They were then asked the following question, “Thinking about the places you have identified on the county map, what are the kinds of things and places you value about Hamilton County?” They reported their responses to the computer operator at their table. In turn, this data was sent to the Theme Team, and the Theme Team reviewed the many responses from the participants, combined similar ideas, and created a list of things that citizens value together about their county. These shared values include:

- Green space, parks, and the Ohio River
- Downtown Cincinnati
- Variety of arts, culture, and recreation
- Hillsides and topography
- Community facilities (hospitals, YMCA, library, zoo)
- Education (especially higher education)
- Historic resources and character
- Sense of community (walkable, bike & hike trails, diversity of neighborhood character)
- Easy accessibility to shops, work, facilities
Creating a Vision

The participants were presented with vision statements related to each of the four core issue areas, then asked to review and vote on their level of support for each. After indicating their level of support for the presented vision statements, the participants were asked what changes would be required to increase their level of support for each core issue area. The results of this exercise laid the foundation for the vision presented on pages 4 and 5 of this document.

Assuring Economic Prosperity

The draft vision presented at the Countywide Town Meeting:

• A quality of life that attracts and retains the young, the skilled and entrepreneurial people, including a ‘24-Hour Downtown Cincinnati’ where people can live, work and play
• A strong cluster of diverse attractions in arts, culture, sports, and entertainment for residents and visitors of all backgrounds
• 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
• Attraction and retention of business and industries that provide good-paying jobs for all county residents
• Increased emphasis on university research that can lead to the formation of spin-off businesses and industries
• A strong linkage between higher education and workforce needs

These Statements Fully Reflect the Vision for Assuring Economic Prosperity.

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When asked what changes would be required to increase their level of support for the vision for Assuring Economic Prosperity, participants responded with the following recommendations:

• Strong linkage between all levels of education and workforce needs, including employee retraining, educational training, and life skills programs
• Use of economic incentives to retain and attract businesses
• Economic and education programs that include citizens from all walks of life to maximize economic return to the region
• Connecting people to jobs via transportation and business location

Building Collaborative Decision-Making

The draft vision presented at the Countywide Town Meeting:

• Effective and efficient government that works proactively and cooperatively across political boundaries with elected, appointed, and community leaders responsive to all citizens and accessible by all citizens
• Effective collaboration between citizens and the private, public, and institutional sectors in developing effective strategies for managing and guiding the future of the county and region
• A continuing commitment to appropriate public input at the right stages of 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 themselves
• A strong sense of community within a countywide framework that encourages volunteering and makes full use of our social capital in county and local decision-making
• 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 — to limit sprawl

These Statements Fully Reflect the Vision for Building Collaborative Decision-Making.

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When asked what changes would be required to increase their level of support for the vision for Building Collaborative Decision-Making, participants responded with the following recommendations:

• Bringing issues back to the people through citizen involvement and participation with schools and local officials
• Eliminate perceived or real conflicts of interest by public officials — need to be more responsive to citizen concerns
• Wide regional framework and system of government that expands collaboration beyond Hamilton County
Embracing Diversity and Equity
The draft vision presented at the Countywide Town Meeting:
• Clean, safe, integrated communities with diverse and inclusive populations, economic opportunities and open communication
• High-quality, equitable educational opportunities in safe learning environments, and opportunities for students to gain cross-cultural experience and knowledge at school and college
• Affordable housing with a mix of residential choices that provides an opportunity for home ownership and rentals across all economic levels and age groups
• A high quality of life for all residents of the county, with improved facilities, health and community services, and recreation and cultural opportunities, and a multi-modal transportation system that will enable access by a diverse population
• Acceptance of regional responsibility for regional issues, such as affordable housing and social services, public transportation and mobility

Balancing Development and the Environment
The draft vision presented at the Countywide Town Meeting:
• Preservation, recreation, and management of natural resources to enhance the unique character of the county
• Well-planned, controlled growth in a development framework that limits sprawl, preserves open space, fosters neighborhood-focused development and encourages revitalization of existing neighborhoods
• Balanced investment and reinvestment in downtown, suburbs, and rural areas, using existing infrastructure to reduce costs
• A transportation system that is efficient and economical, taking account of population densities, is consistent with the development we want, and that increases accessibility of jobs, services, natural and cultural resources to all
• Well-planned and maintained comprehensive infrastructure that is coordinated with development, constructed with consideration of the impact on the built and natural environments, and that supports neighborhood centers

These Statements Fully Reflect the Vision for Embracing Diversity and Equity.
(Responses: 627)
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These Statements Fully Reflect the Vision for Balancing Development and the Environment.
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When asked, what changes would be required to increase their level of support for the vision for Embracing Diversity and Equity, participants responded with the following recommendations:
• Need to promote diversity — not assuming it will happen
• Accessibility for people with disabilities
• Address economic and social justice issues like income disparities, fair shake in justice system, elimination of racial and ethnic profiling, statutory protections for equity

When asked what changes would be required to increase their level of support for the vision for Balancing Development and the Environment, participants responded with the following recommendations:
• Need reinvestment and new investment — but emphasize reinvestment
• Citizen input into planning and development decisions
• Emphasize multimodal transportation systems, not just roads
• Development and environment decisions with regional perspective beyond Hamilton County
Probing Into Embracing Diversity and Equity

The participants were presented with the opportunity to engage in in-depth discussions related to the Embracing Diversity and Equity goal area. Two of the vision statements from Embracing Diversity and Equity — Affordable Housing and Increasing Educational and Employment Opportunities — were chosen for detailed table discussion. Prior to the table discussions, the participants were asked which of the vision statements was most urgent. They responded overwhelmingly (90%) in favor of improving education and employment opportunities for all. The room was split into two groups, with each group discussing and responding to the following questions:

How do we increase Education and Employment opportunities for all in our county, especially for minority and lower-income residents?
- School choice (vouchers, revenue sharing, vocational training)
- Support services (daycare, afterschool programs, mentoring)
- Systemic change to current education (child-centered focus, return to school for drop-outs, less focus on administration, increase co-op student opportunities)
- Community and business involvement in education and employment development

Secondary themes include:
- Make communities accountable for their education systems
- Raise educational standards across the board
- Teach life skills beginning at an early age
- Provide more technology-based classes to lower-income school districts

How do we increase the availability of Affordable Housing in the county, especially for minority and lower-income populations?
- Regulations to set aside % of affordable units with all residential developments
- Incentives for homeowners and developers for affordable housing (low interest loans, sweat equity opportunities, etc.)
- Homeowner education (how to find grants and how to do home maintenance)
- Transportation that links jobs with affordable housing
- Encourage mixed-income housing communities
- Eliminate predatory lending and red-lining by lenders

Secondary themes include:
- Focus on rehabilitating old buildings
- Make building codes more lenient to allow for more economical rehabilitation of buildings
- Deconcentrate Section 8 and affordable units throughout the county; in order for this to work, though, a better transportation system would be required

How Much of an Impact Will the Strategies You’ve Suggested Have on Increasing Educational and Employment Opportunities in the Next Five Years?

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<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant Impact</td>
<td>26%</td>
</tr>
<tr>
<td>Noticeable Impact</td>
<td>39%</td>
</tr>
<tr>
<td>Some Impact</td>
<td>22%</td>
</tr>
<tr>
<td>Little Impact</td>
<td>6%</td>
</tr>
<tr>
<td>No Impact</td>
<td>6%</td>
</tr>
</tbody>
</table>

How Much of an Impact Will the Strategies You’ve Suggested Have on Increasing Affordable Housing in the Next Five Years?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant Impact</td>
<td>29%</td>
</tr>
<tr>
<td>Noticeable Impact</td>
<td>36%</td>
</tr>
<tr>
<td>Some Impact</td>
<td>26%</td>
</tr>
<tr>
<td>Little Impact</td>
<td>7%</td>
</tr>
<tr>
<td>No Impact</td>
<td>2%</td>
</tr>
</tbody>
</table>
Challenges to Balancing Development and the Environment

Each participant was asked to brainstorm individually and report back to the table what they personally thought were significant challenges to achieving the vision for Balancing Development and the Environment for the whole county for the next decade. The table then discussed the challenges presented by each individual and came to an agreement on the most critical challenge, which was then reported to the Theme Team.

An Engaged Citizenry

The Countywide Town Meeting was a tremendous success. Residents of Hamilton County came together to express their common values and vision for the county’s future. The results of two keypad questions show how empowered citizens felt after participating in this event. By the end of the day, the number of respondents who were confident or very confident that they could influence the future of the county doubled (from 28% to 55%) from when the meeting began. The amount of civic energy in the room at the end of the day was also notable. A full three-quarters of the room was committed or very committed to remaining involved in the process. This energy was translated into a flood of volunteers to make this vision a reality through the work of the COMPASS Action Teams (CATs).

Which Is the Top Challenge of Balancing Development and the Environment?

(Responses: 621)

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resistance to Change by Vested Interests</td>
<td>23%</td>
</tr>
<tr>
<td>Lack of Leadership From Public Officials</td>
<td>17%</td>
</tr>
<tr>
<td>Lack of Regional Land Use Planning</td>
<td>15%</td>
</tr>
<tr>
<td>Balancing Private Property Rights With Public Good</td>
<td>14%</td>
</tr>
<tr>
<td>Policies That Encourage Sprawl</td>
<td>12%</td>
</tr>
<tr>
<td>Private Developers Drive Development</td>
<td>8%</td>
</tr>
<tr>
<td>Financing Transportation Enhancements</td>
<td>5%</td>
</tr>
<tr>
<td>Lack of Balance/Different Viewpoints</td>
<td>4%</td>
</tr>
<tr>
<td>Lack of Public/Private Partnership</td>
<td>3%</td>
</tr>
<tr>
<td>No Understanding of County Role in Development</td>
<td>1%</td>
</tr>
<tr>
<td>Lack of Regional Land-Use Planning</td>
<td>1%</td>
</tr>
<tr>
<td>No Understanding of County Role in Development</td>
<td>1%</td>
</tr>
<tr>
<td>Lack of Leadership From Public Officials</td>
<td>1%</td>
</tr>
<tr>
<td>Resistance to Change by Vested Interests</td>
<td>0%</td>
</tr>
<tr>
<td>Private Developers Drive Development</td>
<td>0%</td>
</tr>
<tr>
<td>Financing Transportation Enhancements</td>
<td>0%</td>
</tr>
<tr>
<td>Lack of Balance/Different Viewpoints</td>
<td>0%</td>
</tr>
<tr>
<td>Lack of Public/Private Partnership</td>
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</tr>
<tr>
<td>No Understanding of County Role in Development</td>
<td>0%</td>
</tr>
<tr>
<td>Lack of Regional Land-Use Planning</td>
<td>0%</td>
</tr>
<tr>
<td>No Understanding of County Role in Development</td>
<td>0%</td>
</tr>
<tr>
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<td>0%</td>
</tr>
<tr>
<td>Resistance to Change by Vested Interests</td>
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</tr>
<tr>
<td>Private Developers Drive Development</td>
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</tr>
<tr>
<td>Financing Transportation Enhancements</td>
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</tr>
<tr>
<td>Lack of Balance/Different Viewpoints</td>
<td>0%</td>
</tr>
<tr>
<td>Lack of Public/Private Partnership</td>
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<tr>
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</tr>
<tr>
<td>Lack of Regional Land-Use Planning</td>
<td>0%</td>
</tr>
<tr>
<td>No Understanding of County Role in Development</td>
<td>0%</td>
</tr>
<tr>
<td>Lack of Leadership From Public Officials</td>
<td>0%</td>
</tr>
</tbody>
</table>

How Confident Are You That You Can Influence the Future of Hamilton County?

(Responses: 700 — Afternoon Responses: 493)

<table>
<thead>
<tr>
<th>Confidence Level</th>
<th>Morning Responses</th>
<th>Afternoon Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Confident</td>
<td>14%</td>
<td>19%</td>
</tr>
<tr>
<td>Confident</td>
<td>17%</td>
<td>40%</td>
</tr>
<tr>
<td>Somewhat Confident</td>
<td>20%</td>
<td>24%</td>
</tr>
<tr>
<td>Not Confident</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Not Confident at All</td>
<td>10%</td>
<td>10%</td>
</tr>
</tbody>
</table>

How Committed Are You to Remaining Involved With This Process?

(Responses: 494)

<table>
<thead>
<tr>
<th>Commitment Level</th>
<th>Morning Responses</th>
<th>Afternoon Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Committed</td>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td>Committed</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Somewhat Committed</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Not Committed</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Not Committed at All</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Quality of the Meeting

How Would You Rate the Quality of the Countywide Town Meeting?

(Responses: 624)

<table>
<thead>
<tr>
<th>Rating</th>
<th>Morning Responses</th>
<th>Afternoon Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>55%</td>
<td>55%</td>
</tr>
<tr>
<td>Good</td>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td>Average</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Below Average</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Poor</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

How Much Value Did the Technology Contribute to the Workshop?

(Responses: 493)

<table>
<thead>
<tr>
<th>Value</th>
<th>Morning Responses</th>
<th>Afternoon Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Good</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Average</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Below Average</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Poor</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Photo courtesy of Brewster Rhoads
Community COMPASS Steering Team

Jacquelyn McCoy, Steering Team Co-Chair
Jim Wunsler, Steering Team Co-Chair

Public Sector/Planning Partnership Jurisdiction Members
Anderson Township  ...  Dave Meyer
Blue Ash  ...  Dave McKnight
Cincinnati  ...  Liz Blane
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Board of County Commissioners  ...  Todd Portune
HC Engineer  ...  Ted Hubbard
HC Office of Economic Development  ...  David Man
HC Department of Environmental Services  ...  Cory Chadwick
HC Soil and Water Conservation District  ...  Holly Utz
HC School Superintendents Association  ...  Ken Dir
HC Department of Community Development  ...  Dan Donn
HC Park District  ...  Sarah A. Bauer
HC Regional Planning Commission  ...  Mel Martine
Metropolitan Sewer District  ...  Pat Kamey
OKI Council of Governments  ...  Janet Keller
Port of Greater Cincinnati Development Authority  ...  Tim Sharp
Queen City Metro/SORTA  ...  Tim Reynolds
Cincinnati Metro Housing Authority  ...  Don Troendle

Private Sector
Chamber of Commerce of Greater Cincinnati  ...  Christina Meyers
Homesbuilders Association  ...  Dan Hendricks
African-American Chamber  ...  Jerald L. Tillman
Cincinnati Area Board of Realtors  ...  Dale J. Wrenn
AFGCO  ...  Joseph Zinna
Fidelity Investments  ...  Carlos L. Greene
President Bank  ...  Cheryl Johnson
Procter & Gamble  ...  Tony Kirk
Ohio Valley Development Council  ...  Robert Getolck
University of Cincinnati  ...  Dr. Gloriajean Wallace
Toole.com  ...  Ted Fischesser
Gluck, Schauer, Flack & Co.  ...  Martha Undercoffer

Civic Sector
League of Women Voters  ...  Chris Moran
Citizens for Civic Renewal  ...  Ruth Cronberg
Tri-State Futures Group  ...  Brandon Wiers
Grassroots Leadership Academy  ...  Jenny Lauer
Cincinnati  ...  Jim Petranen
United Way  ...  Terry Grendy
Leadership Cincinnati  ...  Reba St. Clair
Sustainable Cincinnati  ...  Alison R. Leavitt
Mill Creek Restoration Project  ...  Rob Groutsis
Smart Growth Coalition  ...  Tim Sisson
Hillside Trust  ...  Eric Russo
UC School of Planning  ...  Dr. David Varady
Community Action Agency  ...  Charles Kelly
Eldenova Development Corporation  ...  Rev. Kenneth Price
Catholic Social Action Commission  ...  Robert Prangley
Urban League  ...  Bernard Bremborn
Regional Greenspace Initiative  ...  Mark Alexander
Citizens Land Conservancy  ...  Roland Johnson
Price Hill Resident  ...  Sheila Rosenthal
Stew Club  ...  Brian Pasko
Jewish Federation  ...  Debbie Balk

Acknowledgements

Hamilton County Board of County Commissioners
John Dowlin, President
Tom Neyer, Jr.
Todd Portune

Hamilton County Regional Planning Commission
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Robert “Jay” Budzert
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James R. Tackell
Jerry Thomas
Ron Miller, AICP, Executive Director, Secretary

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Richard Huddleston, Chair
Robert Schuler, Chair-Elect
Don Money, Vice-Chair
Ron Miller, AICP, Secretary

Funding Organizations
The Hamilton County Board of County Commissioners
The Planning Partnership
The Greater Cincinnati Foundation

The Seaford Foundation
The Kettering Foundation
Miller-Valentine Group
Leadership Cincinnati Alumni Association
Cincinnati Museum Center
Fifth Third Bank
The Greater Cincinnati Chamber of Commerce
Time Warner Cable

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Countywide Town Meeting — ACP/Enclave
Public Relations — Dan Pinger Public Relations

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John Huth
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Ced McKinney
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Bryan Snyder
Russ Sparks
Jay Springer
Corinne Sturco, AICP
Sharon Stewart
Andy Vedvik
Bill Wade
Emily Wirtz
How to Get Involved

To Volunteer
The Planning Partnership and Community COMPASS can always use your help. Right now, we need volunteers to participate on the COMPASS Action Teams (CATs) to develop strategies and action steps for the goals and objectives that make up the County’s Vision. To sign up for the CATs, call Steve Johns (513-946-4457).

The Planning Partnership has seven permanent committees (Executive, Nominating, Membership, Organizational Strategy, Governance/Bylaws, Program and Funding) and four project committees (Community COMPASS, Capital Improvement Priorities, Planning Commissioners’ Training and Cost of Government Services). If you are interested in helping any of these committees continue to work toward implementing the mission of the Partnership, please call Catalina Landivar-Simon (513-946-4455).

To Become a Strategic Partner
The strategies and action steps developed by Community COMPASS can only become a reality when an existing business, jurisdiction or organization (public, private and civic) or coalition of such entities adopts the strategy or goal. Hamilton County has a great foundation of existing entities that can make the county’s vision a reality. We do not need to create new entities — we just need to focus the resources of existing entities.

Examples of what can happen when we join forces with a common purpose are not hard to find. Cincinnati Bell’s computer classrooms at Taft High School, Silverton and Deer Park’s Joint Fire District, the Regional GreenSpace Initiative, and Millcreek Watershed Council are just a few examples of how collaboration can save resources and improve our quality of life.

If your organization, jurisdiction or business is interested in adopting a Community COMPASS strategy, contact Caroline Statkus (513-946-4461).

To Join These Current Sponsors
The Planning Partnership has leveraged its funding from membership fees and Hamilton County’s general fund by obtaining grants and awards from philanthropic foundations and corporate sponsors, including the Greater Cincinnati Foundation, Kettering Foundation, Regional Initiatives Fund, Seasongood Foundation, Fifth Third Bank, Greater Cincinnati Chamber of Commerce, Miller-Valentine Group, Time Warner Cable, Chatter Research Institute and Leadership Cincinnati Alumni Association. If your foundation or business is interested in sponsoring the work of the Planning Partnership, including Community COMPASS, call Ron Miller, Executive Director (513-946-4453).

To Join the Planning Partnership
Encourage your jurisdiction to join the Planning Partnership. If your jurisdiction is not a member of the Planning Partnership, ask your elected officials to consider joining. The Partnership is doing many exciting things, and we need all jurisdictions to participate. Don’t let your jurisdiction’s voice go unheard.

Organizations are also welcome to apply for membership in the Planning Partnership as an affiliate member. Affiliate membership carries no requirement for funding, our greatest need is for your participation. Current affiliate members include Cincinnati/Hamilton County Community Action Agency, Cincinnati Association, Citizens for Civic Renewal, Greater Cincinnati Chamber of Commerce, Home Builders Association of Greater Cincinnati, League of Women Voters, Ohio Valley Development Council, United Way & Community Chest and the Western Economic Council.

Call Executive Director Ron Miller (513-946-4453) about membership in the Planning Partnership.
The following organizations have provided generous financial support to Community COMPASS

- The Hamilton County Board of County Commissioners
- The Planning Partnership
- The Greater Cincinnati Foundation
- The Seasongood Foundation
- The Kettering Foundation
- Miller-Valentine Group
- Leadership Cincinnati Alumni Association
- Charter Research Institute
- Fifth Third Bank
- The Greater Cincinnati Chamber of Commerce

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