PLAN CINCINNATI

a comprehensive plan for the future

Adopted by Cincinnati City Council
November 21, 2012

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a comprehensive plan for the future

Adopted by:

City Planning Commission - October 19, 2012
Livable Communities Committee - November 19, 2012
Cincinnati City Council - November 21, 2012

CITY OF CINCINNATI MAYOR
Mark Mallory

Winter 2013

Dear Cincinnati –

Great cities do not become great by accident. Truly great cities are the result of vision, planning, and hard work. That is what our ancestors did to make Cincinnati the special place that it is, and that is our responsibility to future generations of Cincinnatians.

It is my pleasure to present Plan Cincinnati, our city-wide comprehensive plan that will set the course for the next several decades in Cincinnati. The City has not adopted a comprehensive plan since 1980, and a lot has changed since then. That is why one of the first things that I did as Mayor was recreate the Planning Department and task them with developing a new plan for our city.

In order to succeed, Plan Cincinnati has to reflect the vision of the citizens of Cincinnati. Under the leadership of Director Charles C. Graves III, the Department of City Planning and Buildings has led an exhaustive, three-year process talking to thousands of people from all walks of life and getting feedback and ideas to guide the development of the plan. As a result, the voices of Cincinnatians can be heard throughout.

Over the last several years, Cincinnati has experienced unprecedented revitalization and growth. Together, the City Manager, City Council, and I have been aggressively building partnerships to make this transformation happen. From the Riverfront, through Downtown, into Over-the-Rhine, up the hill to Uptown, and out to our neighborhoods, new development is everywhere you look.

For all of the progress that we have seen, it is more important than ever to look to the future and create a vision that locks in our success and builds on it. That is where Plan Cincinnati comes into play. This is our vision to continue our thriving re-urbanization. This plan contains a range of goals, strategies and action steps, that all work together to build on our assets to create diverse, healthy, and livable neighborhoods, with great transportation options and strong public infrastructure. The ultimate goal is to strengthen all parts of the city, so that everyone can enjoy living in Cincinnati.

It is our charge to make Cincinnati the greatest city that it can be. Plan Cincinnati represents the vision and planning, and now it is up to all of us to contribute the hard work.

I am confident that we have set a bold and imaginative vision for our city. And I am even more confident that we have the spirit, passion, and conviction to make that vision a reality.

Sincerely,

Mark Mallory
Mayor

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Cincinnati Park Board
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University of Cincinnati School of Planning, Spring Quarter 2011

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Charlotte R. "Tommie" Thompson, 2003

DEDICATION

Plan Cincinnati is dedicated to the many professional and citizen planners in the Cincinnati area who have worked tirelessly for the benefit of our City throughout the decades. Their tenacity made this Plan possible.

In particular, this Plan is dedicated to one person who embodies the spirit of professional and citizen planners alike: **Charlotte R. "Tommie" Thompson, AICP.**

Originally from Detroit, Michigan, Tommie moved to Cincinnati after attending Miami University. Tommie began her career as a social worker, and was drawn to the planning profession through her role as a community activist. In the 1960s, Tommie helped organize the Kennedy Heights Community Council and worked in the Cincinnati Public Schools as an ombudsman and school community aide.

After obtaining a master's degree in community planning from the University of Cincinnati, Tommie spent 27 years as a planner for the City of Cincinnati. As a planner, Tommie worked on countless neighborhood plans and projects, and frequently played the role of convener, facilitator and peace-maker. She played a major role in the establishment of an Office of Human Services and maintained a constant vigilance that the City follow fair and equitable housing practices for all city residents.

Tommie was loved by the Cincinnati community, but was also highly respected by her professional peers. She served as Vice President of the Ohio Chapter of the American Planning Association (APA) and participated on the AICP Nominating and Ethics Committees. She received many awards for her professional and community service work, assisted in the publication of numerous articles concerning housing issues, and participated on a U.S. Senate Special Committee Panel on Aging sponsored by Senator John Glenn.

However, some of her most truly influential work was in teaching and inspiring the next generation of planners. She was an adjunct professor at the School of Planning, in the College of Design, Architecture, Art, and Planning (DAAP) at the University of Cincinnati, and over the years actively mentored hundreds of student and professional planners, including many of the current staff of the Department of Planning and Buildings as well as several members of the Plan Cincinnati Steering Committee.

Tommie retired from the City of Cincinnati City Planning Department in December of 2002 and continued to work as a private consultant and community volunteer until her death in June of 2008.

Tommie's highest priority was always to do the right thing for Cincinnati's neighborhoods and the people who live and work there. In her way, she inspired Plan Cincinnati through this philosophy.

Preface

Preface

In 2009, the year we began the process of developing Plan Cincinnati, the U.S. Department of Housing and Urban Development (HUD), U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA) joined together to help create more livable communities by creating the Partnership for Sustainable Communities.

They developed six Livability Principles to guide their work:

1. Provide more transportation choices.
Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.

2. Promote equitable, affordable housing.
Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.

3. Enhance economic competitiveness.
Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.

4. Support existing communities.
Target federal funding toward existing communities—through strategies like transit-oriented, mixed-use development and land recycling—to increase community revitalization and the

efficiency of public works investments and safeguard rural landscapes.

5. Coordinate and leverage federal policies and investment.
Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

6. Value communities and neighborhoods.
Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

Plan Cincinnati and its recommendations support all six Livability Principles. From its four Geographic Principles, to the five Initiative Areas, 14 Goals and numerous Strategies and Action Steps, the Livability Principles and their underlying values permeate Plan Cincinnati.

In 2010, Cincinnati was honored to be a recipient of the first round of a Community Challenge Planning Grant offered through the Partnership for Sustainable Communities. With an award of $2.4 million over three years, Cincinnati is in the process of consolidating its existing zoning, subdivision regulation, building, and environmental codes; creating new community-oriented regulations that allow for development promoting social, economic, and environmental benefits; and streamlining processes and procedures for review and approval of development and improvement projects without sacrificing public input.

With the consolidation of tools such as Form-Based Code, Complete Streets, Transit-Oriented Development, Inclusionary Zoning, Transfer of Development Rights, Incentive Zoning, and Crime Prevention through Environmental Design into a new unified Land Development Code, Cincinnati will be innovative on a national scale in terms of providing land development regulation tools that promote the six Livability Principles.

Perhaps most importantly, the Land Development Code project began just as Plan Cincinnati was working through its final year of development, allowing for a synergy between the two. As Plan Cincinnati is adopted by City Planning Commission and City Council, one of the primary recommendations of the plan will be well on its way to implementation. The Community Challenge Planning Grant provided Cincinnati that opportunity.

Clearly, the Partnership for Sustainable Communities is looking for partners to fully integrate community development, transportation and the environment. Cincinnati is that partner, and Plan Cincinnati is our roadmap.

As Plan Cincinnati passes the baton to the Land Development Code project, we know that the six Livability Principles will come to life in Cincinnati, with a result that is truly ground-breaking.

Introduction

An Introduction to **PLAN** CINCINNATI

PLAN CINCINNATI was designed to represent the voice of the people of Cincinnati and guide the future of our city. After three years, hundreds of meetings, thousands of conversations, and countless ideas bandied back and forth by community members, business people, city leaders, students from elementary school to college, and property owners, we found that Cincinnatians had a lot to say.

Some said that this is a place with a lot of potential, as we are a city with "good bones," and others took it a step further to say that we are currently experiencing a renaissance. Some said this is a city that has a lot wrong with it; others said Cincinnatians are too hard on themselves and do not see all of the amazing things happening here. Some thought that Cincinnati is the best-kept secret in the country, and that we should no longer keep that secret to ourselves. Some said that Cincinnatians need to have more pride in who and what we are.

Everyone said they loved their city; but no one said they wanted it to never change.

PLAN CINCINNATI is the opportunity to strengthen what we love about this city, what works, and what needs more attention to be truly great. We can also set a course for making improvements, stimulating new ideas, and changing old processes that no longer work in a modern environment.

Cincinnati is a city that largely grew and developed in the 19th century, and that saw further growth followed by disinvestment in the 20th century. In the 21st century, Cincinnati seeks to re-establish itself as a model of a thriving urban city.

Cincinnati saw its fastest growth during the Industrial Revolution, when business and manufacturing increased in size and in scale, taking advantage of the numerous efficiencies that come with size. At the same time, we as a nation began to expand. Over the past century, things have gotten bigger, and we translated that concept to everything, including our communities – roads, schools, buildings, houses, shopping centers.

Over the past half-century in particular, our development patterns, even in cities, have largely been driven by suburban models and guided by regulations that encourage a suburban form. This includes separation of uses, lower residential densities, and a reliance on the automobile to get from place to place. This has had huge implications for cities because the types of development that helped create the compact, walkable, urban communities that built our cities and made them great have been routinely prohibited under modern development regulations and replaced by incompatible suburban form.

These regulations were created with the best of intentions, with the assumption that they would make our cities more modern, efficient, orderly, and livable. The unintended consequence was that our residents became less connected with their neighborhoods. Our communities, and therefore people's lives, became compartmentalized and their quality of life suffered.

Dissatisfied, American society is now beginning to reverse the trend with the hope of returning to an environment that is more economically and environmentally sustainable, less dependent on the automobile, closer in scale to human form, and ultimately, truly more livable.

The key to this is reinvigorating our urban places and re-urbanizing those places that have become more auto-oriented. Urban places are economically and environmentally sustainable. They provide for efficient service delivery, and maximize infrastructure and public investment. They foster community, create the quality of life that people want, and provide the livability that is essential. Future generations will be placing a higher priority on quality of life and livability issues. This new focus introduces the opportunity for a new environment for our cities.

Cincinnati is the ideal place to explore this opportunity because we have struggled over the last half-century with some of the same issues as other cities across the country: population decline, disinvestment in some of our neighborhoods, suburbanization and auto-orientation of many of our corridors, and demolition of historic building fabric. While we have struggled, we also have the infrastructure and historic development patterns in place to support a thriving urban city. We have also seen some recent success: revitalization in many of our neighborhoods, a stimulated downtown, including improvements at Fountain Square and new development at the Banks, reinvestment in Over-the-Rhine and Uptown, and a renewed interest in living in and supporting the City. But there is work yet to do, and we need a guide to get us there and get us there quickly.

PLAN CINCINNATI is that guide. It redefines our city and what it means to be a thriving urban city.

A thriving urban city is walkable with an integrated mix of uses and multiple transportation options. It has a networked leadership that encourages innovation and creativity. It is economically diverse, with access to jobs and support for employers. It has integrated incomes and is socially and economically inclusive. It is a place that values public investment in civic spaces. Its residents are physically healthy and well-educated, and are proud, supportive and protective of their city. A thriving urban city might be physically dense, but even a less-dense area can be a thriving urban area if it is at human scale. The human scale is related to the size of the built environment, certainly, but also incorporates access to schools, local shopping, and arts and culture. Most of all, being a thriving urban city is about having choices and access to opportunities.

PLAN CINCINNATI describes our shared values of living in a thriving urban city and defines how it is operationalized in both a physical and a policy framework. It refocuses on the human scale with a conceptual framework that guides future development building on our historic building patterns. Cincinnati is already developed and the bulk of the infrastructure for a thriving urban city is already here. Because we are a city with "good bones," we don't need to create a new Cincinnati, we just need to reinvigorate it in order to become the modern city we want to be.

Cincinnati has an important role in the history of planning in the United States. As the first city to have a comprehensive plan adopted by a City Council in 1925, we led the way that cities strategically plan their growth and development. Once again, we have that opportunity.

PLAN CINCINNATI signals a significant shift in planning in the United States. Some jurisdictions have moved forward with pieces that support quality of life and livability in an urban context, but paired with the Land Development Code, Form-Based Code, and other initiatives, Plan Cincinnati represents a truly comprehensive sea-change. This is a plan that can show the nation how to recreate urban form in contemporary ways in light of the people and economy of a 21st century place.

PLAN CINCINNATI**,** at its core, is a chance for Cincinnatians to dream about what the future might hold. In our shared efforts to implement Plan Cincinnati, we can indeed be that model of a thriving urban city.

History and Past Plans

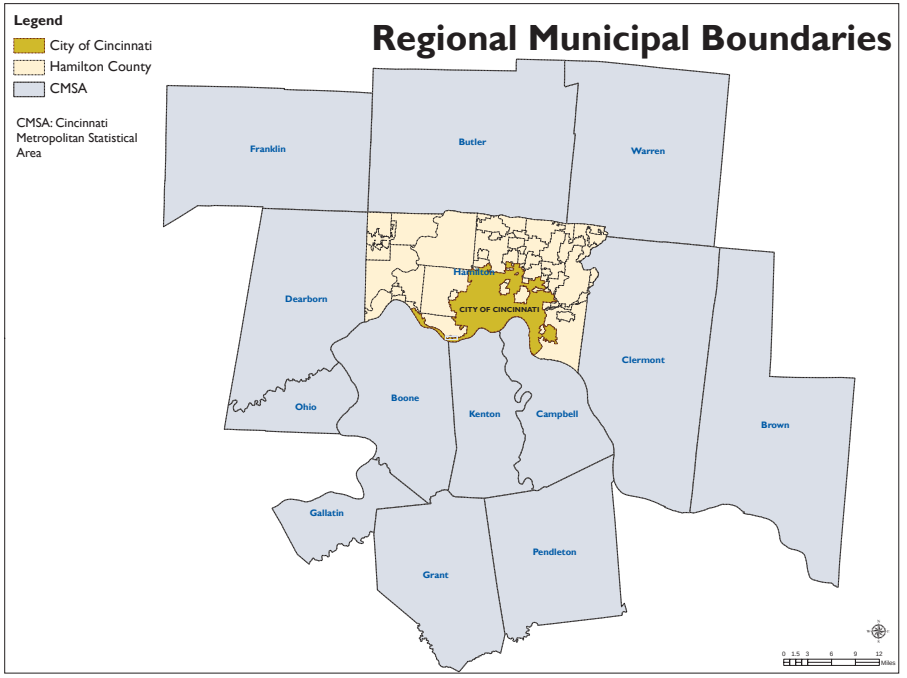
Cincinnati's History

The City of Cincinnati was founded on the north shore of the Ohio River in Hamilton County, Ohio in 1788, just after the American Revolution. It is the largest metropolitan area in a region totaling approximately 185 miles in diameter. Cincinnati was, for many years, the largest city west of the Appalachians. In Longfellow's commemoration, it was the "Queen City of the West." Churchill thought it was the "most beautiful inland city" in America.

Hamilton County is in the southwestern corner of the state and neighbors southeastern Indiana and Northern Kentucky, both of which are part of the 14-county region. To the east lie the Ohio counties of Clermont and Brown, to the northeast is Warren, and to the north is Butler.

Development in Hamilton County was initially confined to a basin area consisting of 3.7 square miles that includes today's neighborhoods of Queensgate, West End, Over-the-Rhine, and the CBD-Riverfront (Central Business District-Riverfront). This basin area is surrounded by some of Cincinnati's best-known hills: Price Hill, Clifton, Mt. Auburn, Mt. Adams, and Walnut Hills. Cincinnatians eventually developed these hilltops and the riverfront to the west and the east. However, before this happened, the basin area was one of the most densely populated urban areas in the world. It was primarily the well-to-do who could initially move to these hilltops; people who did not have to descend into the congested, polluted basin each day. The geographic barrier represented by the hills of the Ohio River Valley continues to separate and define our neighborhoods today.

Cincinnati began as a river town. Its busy port justified later investments in canals and then railroads, necessary adjuncts to the river transport system and ancillary warehouses along the river. While the river still handles more cargo than the Panama Canal, it is now merely an important component in the regional transportation system, and not the key component. As a result, the riverfront property that was dedicated to commerce 100 years ago has been gradually redeveloped for residential, recreational, and entertainment use. Neighborhoods with direct access to the Ohio River include Sayler Park, Riverside, Sedamsville, Lower Price Hill, Queensgate, the CBD, East End, and California.



Cincinnati was initially dependent upon river traffic and later benefited from the construction of the Miami-Erie Canal. Currently, the Ohio River remains an integral part of the 25,543-mile system of inland and intercoastal waterways in the United States. There are 52 barge facilities along the banks of the Ohio and Licking Rivers in the Cincinnati area.

While most of Cincinnati lies between the floodplains of the Great and the Little Miami Rivers, another tributary of the Ohio played a more important role in the City's development than either of the Miami Rivers: the Mill Creek. The Mill Creek is heavily shaped by decades of flood control projects, and supplemented by storm water sewers, that one may discount its significance, and yet the Mill Creek Valley is as closely involved in Cincinnati's history as the Ohio.

Along the Mill Creek Valley are situated the Cincinnati neighborhoods of Lower Price Hill and North and South Fairmount to the west and West End and Camp Washington to the east. The Mill Creek hugs the base of the Clifton hill, with South Cumminsville, Northside, and Spring Grove Village on its western bank. It continues through the municipality of St. Bernard, which is completely surrounded by the City, and runs north between Roselawn on the east and Carthage and Hartwell on the west.

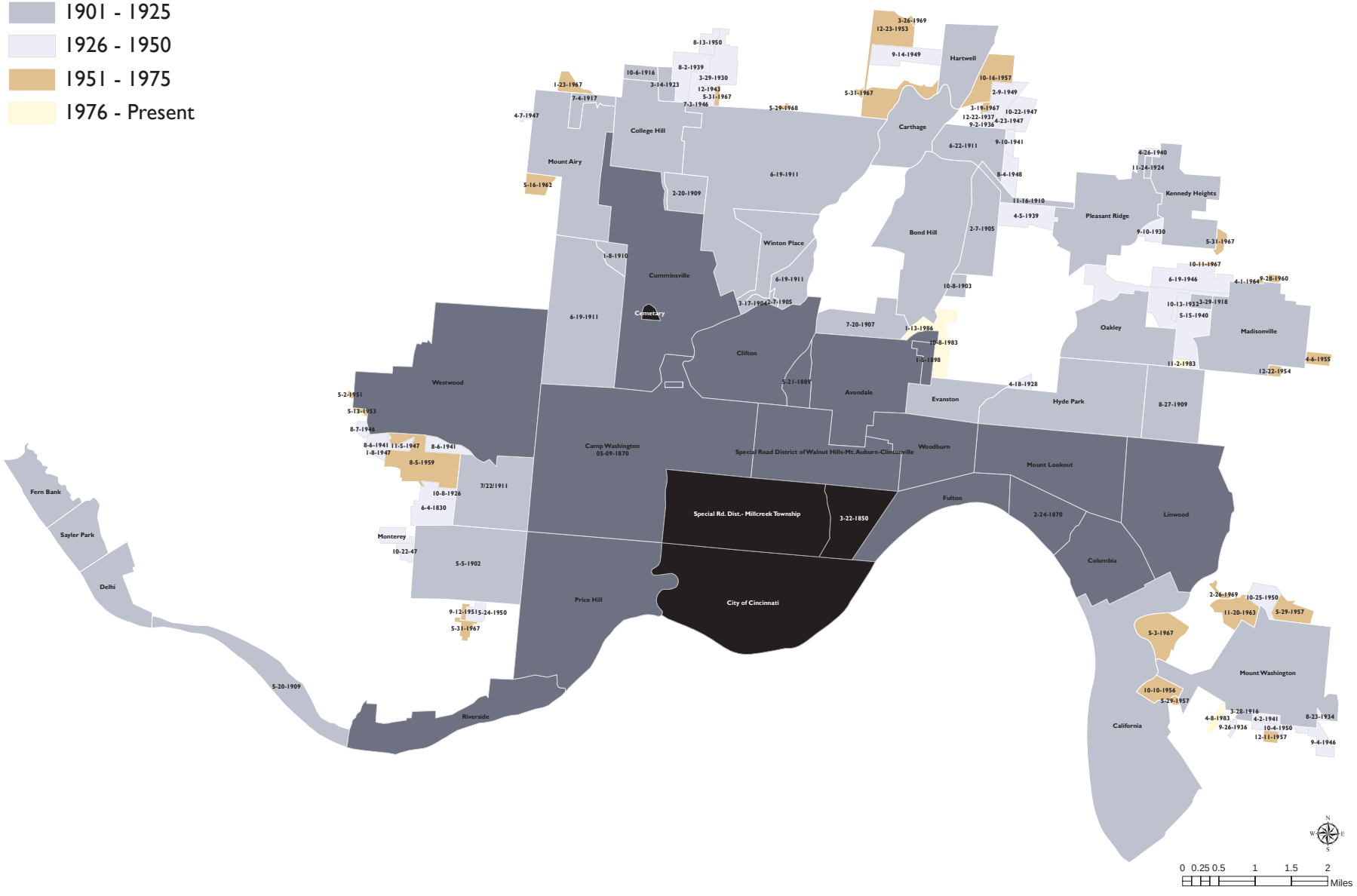
The Mill Creek provided an avenue for industrial development growing out of the basin in the 19th century, and all of the communities on the Valley floor except for Roselawn are 19th century working-class communities. The industrialization of the valley was facilitated by the canal which ran through it and, later, Interstate 75, which traces its course.

The first railroad in the Cincinnati area was the Little Miami Railroad. Charted in 1836, it connected Cincinnati with Springfield, Ohio. Railroads continue to play an important role in the region's transportation and economy. The north-south rail corridor has the most activity with lines connecting Detroit to Atlanta. Even today, Queensgate Yards handles over 5,000 cars a day. The railroads permitted the development of the first true commuter suburbs to the north. The City itself benefited most from these new transport technologies. Canals and railroads allowed Cincinnati to extend its economic reach to the north. After inclined railways were constructed to tie the basin area to the tops of Price Hill, Clifton Heights, Mt. Auburn, and Mt. Adams, the working class could finally live on the hilltops. The streetcar extended the urbanized area out as far as East Price Hill, Northside, Spring Grove Village, Madisonville, North Avondale, Oakley, and Hyde Park. Residents could travel downtown in 30-45 minutes from any of these communities. The streetcar system, with 222 miles of track in Cincinnati and Northern Kentucky, was dismantled in 1951.

The City grew by annexation and was largely built out to the edges of these neighborhoods by 1920. The automobile facilitated the development of Cincinnati's outermost ring of communities: Westwood, Mt. Airy, College Hill, Roselawn, Pleasant Ridge, and Mt. Washington. For a brief period from 1930 to 1950, Cincinnatians were building and occupying large numbers of single-family detached homes. Traffic congestion soon followed. Although there was an attempt to construct a subway immediately after World War I, the plan was aborted and today Cincinnati's only form of mass transit is the bus. The emphasis on automobile traffic, however, did produce the beautiful parkways of Cincinnati: Columbia (along the river), Central (up the Mill Creek Valley) and Victory (to the northeast).

The 1950s saw the beginning of the interstate system, and while the circle freeway (Interstate 275), was not completed until the late 1970s, the expressways eventually made it possible for people from well outside of Hamilton County to travel comfortably to work downtown in 30 minutes or less. The expressways also opened up the "greenfields" of the surrounding

Historic Annexations



Cincinnati's Planning History

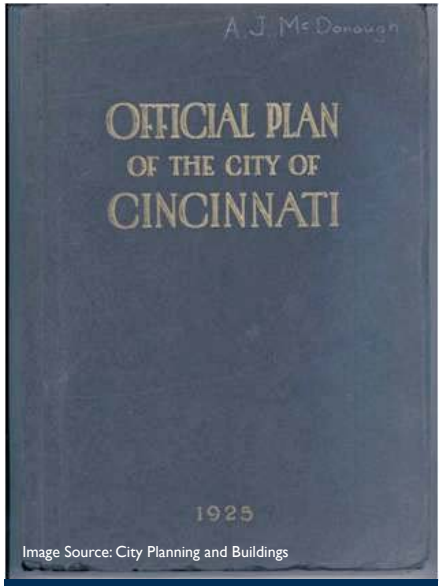
area to a building boom that has lasted for more than 50 years and is still continuing today.

The City of Cincinnati holds a unique place in our nations planning history. In 1925, Cincinnati became the first city in the country to have an official plan that was approved and adopted by a City Council. Although other cities had plans that pre-dated Cincinnati's 1925 Plan, they had been prepared by civic organizations or other public welfare groups. Never before had the elected leaders of a city adopted into city law a plan that was intended to guide the future development of a city.

Official Plan of the City of Cincinnati (1925)

The 1925 Plan of Cincinnati was a very general plan with visionary ideas. The scope of the plan aimed to coordinate the region's needs, not only the needs of the City. Citizen involvement was stressed very heavily; the plan suggested including citizen groups, contests with prizes, exhibits of the plan in libraries and museums, and even cartoons about the plan to be deployed in the newspaper. The Citizens' City Planning Committee program was also included in the process to guide the Planning Commission and inject citizen influence into the project.

The plan's proposals can generally be divided into two categories: matters affecting the control of the character and intensity of use of private property (which can be controlled by ordinance or law), and matters related to the acquisition or improvements of public property (which involve expense to the City). It was also realized that the plan's efforts couldn't be cut off immediately at the arbitrary political boundaries of the City. The problems of the City extend beyond these lines,



Official Plan, 1925

and therefore must be dealt with as a regional effort.

In the changing world of the 1920's, transportation was a primary concern. As a result, transit improvements were a large focus of the 1925 Plan. This included public transportation (bus routes, streetcars, rail) and automobile transportation (developing a more complete system of interconnected thoroughfares and parkways). Much focus was also placed on the maintenance and development of Cincinnati's park system. The 1907 Kessler Plan, renowned nation-wide, helped to develop Cincinnati parks and their wonderful vistas of the river and the basin. The City wanted to protect the integrity of the extensive park system and develop it even further to make the parks accessible to all of the citizens of Cincinnati.

The timeline for the plan included both short-term and long-term strategies. The plan has a chapter devoted to "Immediate Program to Meet Deficiencies," while the rest of the proposals are planned to be executed in five or ten-year periods over a fifty-year range. The premise for this was that execution of the proposals would be spread out in a way that would not burden the taxpayer in any given five or ten year period.

Cincinnati Metropolitan Master Plan (1948)

The scope of the 1948 Plan was the whole Metropolitan Area (defined in the plan as urbanized portions of Hamilton County in Ohio, and Kenton and Campbell counties in Kentucky). This plan aimed to assess the existing conditions of all of these areas, and then, through intergovernmental cooperation, address the needs of the community to ensure healthful living conditions and the highest degree of economic well-being. To accomplish this, the plan acted as a guide, showing relationships between different aspects of the community, and estimated conditions that would exist in the future. In doing so, the plan proposed goals that were set in the short-term, defined as ten years in the future. In order to accommodate these short-term and additional long-term goals, it proposed a gradual refashioning of the land use pattern of Cincinnati by organizing residential sections, consolidating industrial sections and ensuring functional organization of public services.

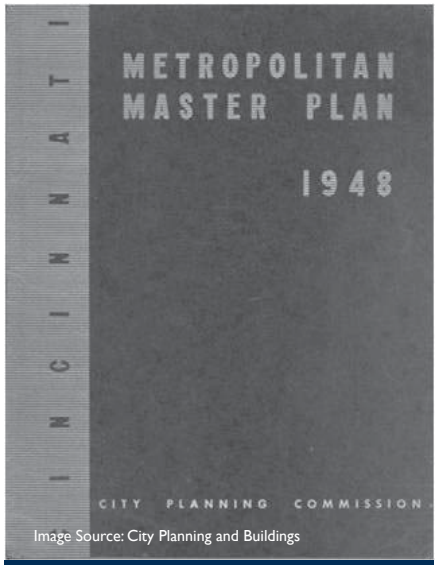


Image Source: City Planning and Buildings

Metropolitan Master Plan, 1948

Again, a heavy focus was placed on transportation. The influx of vehicles since the 1920s rendered Cincinnati's street system outdated. The transition from streetcar to rubber tire vehicles was enacted, and an expressway system was introduced. Another focus was to update Cincinnati's institutions, as the City either needed several public buildings or needed to renovate or relocate buildings (such as City Hall).

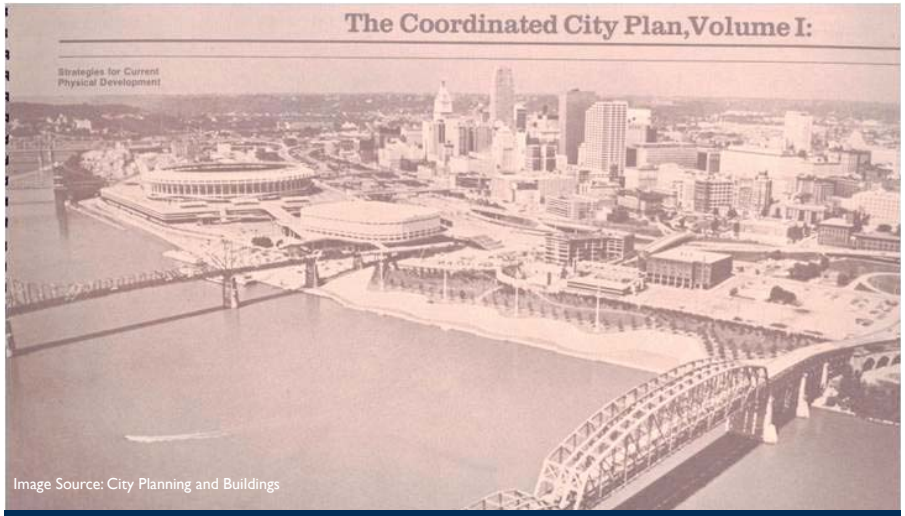


Image Source: City Planning and Buildings

The Coordinated City Plan, 1980

The Coordinated City Plan: Volumes I and II (1980)

The 1980 Plan identifies four elements to direct the planning efforts: plan to produce with our available limited assets, plan to develop the assets of a mature city, plan to conserve and rehabilitate in order to avoid costly replacement, plan to improve the quality of the physical environment rather than expand the quantity of physical facilities. During this plan's development, Cincinnati was facing decreased revenue. Because of this, redevelopment and seeking new sources of revenue became themes of the plan. This emphasis makes the plan more of an analysis of existing conditions and a capital improvement plan than the more general visionary goals of the 1925 and 1948 plans.

In 1948, the plan forecasted a rise in population and employment, and increases in development. In 1980, population was not projected to grow, and the City's revenue was not increasing. Additionally, the demand for services was increasing. Because long-range trends and conditions are difficult to predict accurately, the 1980 Plan focuses on many short-range projects geared towards the realities of limited resources.

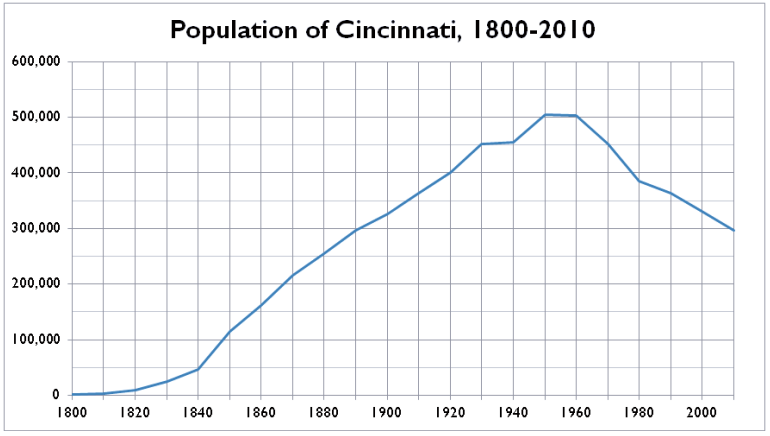
Demographics

Cincinnati's Demographic Conditions

The 1948 Metropolitan Master Plan was a highly visionary and progressive plan for its time, paving the way for some of the City's most ambitious infrastructure investments. The City's current thoroughfare and expressway systems, for example, are vestiges of that plan's recommendations. The 1948 Plan could be so ambitious because the city's growth was predictable and unstoppable. From 1840 until 1950, except for a slow period during the Great Depression, the City's population had been growing consistently at a rate of around 45,000 persons per year. Cincinnati boasted a reputation as a major player among Midwestern cities and the prime example of the latest developments in city planning. There was no reason for the City to believe that the future would be any less bright.

By 1980, the decline of the City was apparent and officials adopted a new plan, focused on adapting to a new reality and shaping Cincinnati to become better, not bigger.

Today, though, it appears that this long-term demographic and economic decline is coming to an end. We have decided, based on this possibility, to plan for population stabilization or growth. We believe the plan will help us achieve this goal. However, we do recognize that based on historical trends we could continue to lose population and should be prepared to respond to this. While creating two plans was beyond the scope of this process, we recommend revisiting the strategies presented in this plan in five year increments to assess a different course of action should population continue to decline. Various cities across the country have started to prepare for population decline and we will turn to them as models. The plan will be amended in the future if the strategies do not move the City in the right direction.



Source: US Census 2010

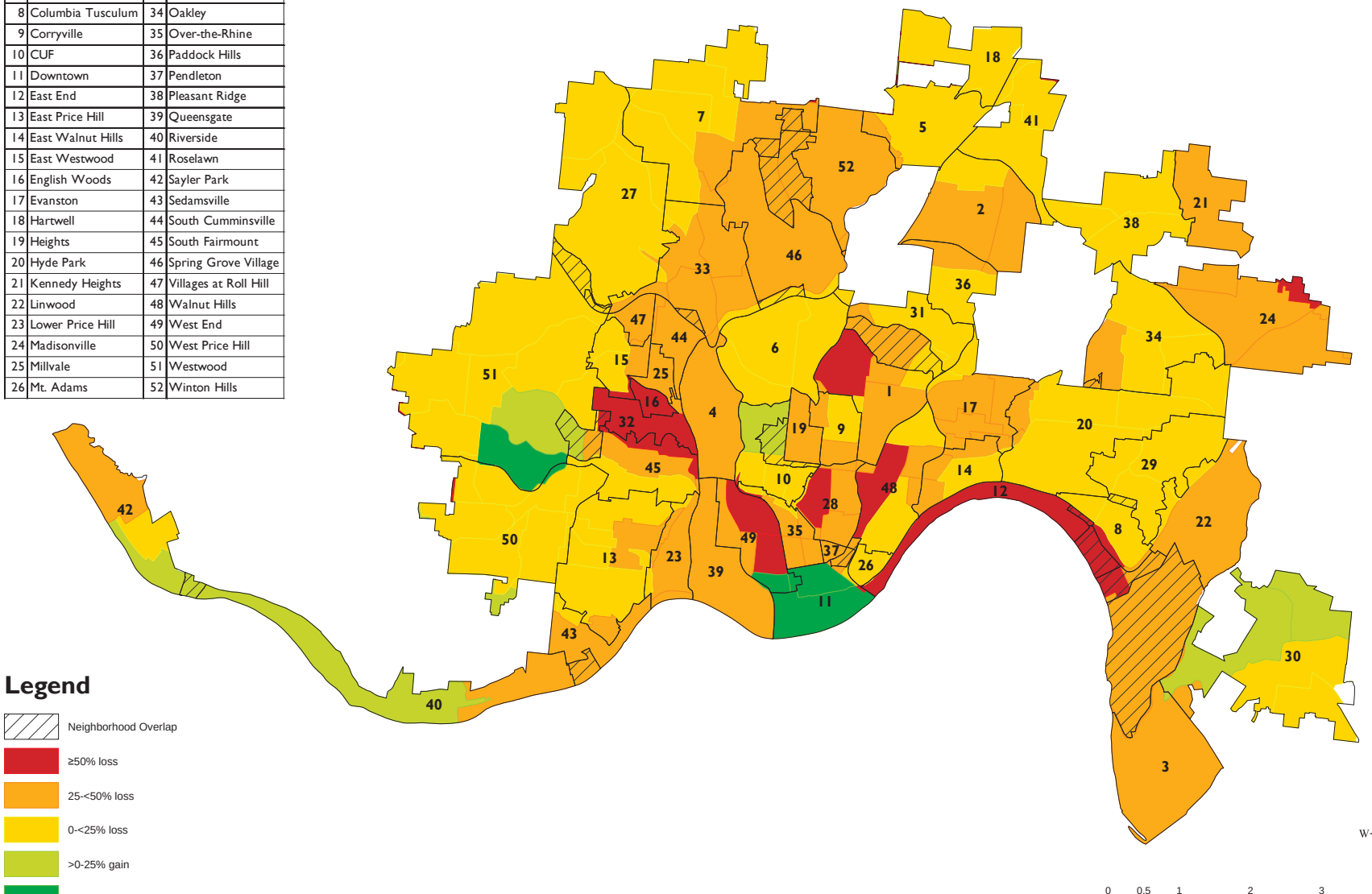
Population

Like most major cities in the Midwest, Cincinnati has lost population over the last half century. The Census Bureau counted 296,945 people living in the city limits in 2010, down 41% from Cincinnati's highest recorded population in 1950. Certain neighborhoods have borne a greater share of this population loss than others. The downward trend in population, however, is expected to decelerate in the coming decades and perhaps even reverse. A population projection conducted by the Hamilton County Regional Planning Commission, following the 2000 Census, anticipated continued population loss both for the City and Hamilton County into the foreseeable future. However, Cincinnati lost less than the projection anticipated for 2010, outperforming it by 32%. Other population projections, including another County projection using an econometric model, actually show the City and County both regaining population beginning in the present decade. Preliminary analysis of data from the 2010 Census and 2011 population estimates supports the suggestion that Cincinnati's population may increase between 2010 and 2020, departing from the current pattern.

Population Change Since 1980

(By Census Tract; Neighborhoods Outlined)

1	Avondale	27	Mt. Airy
2	Bond Hill	28	Mt. Auburn
3	California	29	Mt. Lookout
4	Camp Washington	30	Mt. Washington
5	Carthage	31	North Avondale
6	Clifton	32	North Fairmount
7	College Hill	33	Northside
8	Columbia Tusculum	34	Oakley
9	Corryville	35	Over-the-Rhine
10	CUF	36	Paddock Hills
11	Downtown	37	Pendleton
12	East End	38	Pleasant Ridge
13	East Price Hill	39	Queensgate
14	East Walnut Hills	40	Riverside
15	East Westwood	41	Roselawn
16	English Woods	42	Sayler Park
17	Evanston	43	Sedamsville
18	Hartwell	44	South Cumminsville
19	Heights	45	South Fairmount
20	Hyde Park	46	Spring Grove Village
21	Kennedy Heights	47	Villages at Roll Hill
22	Linwood	48	Walnut Hills
23	Lower Price Hill	49	West End
24	Madisonville	50	West Price Hill
25	Millvale	51	Westwood
26	Mt. Adams	52	Winton Hills



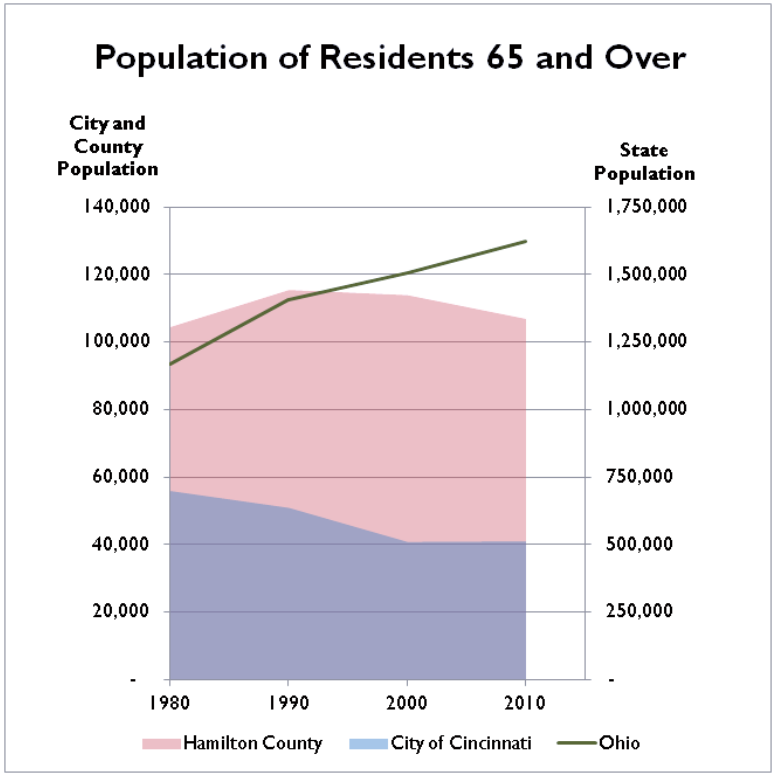
Source: US Census, 1980-2010

Age

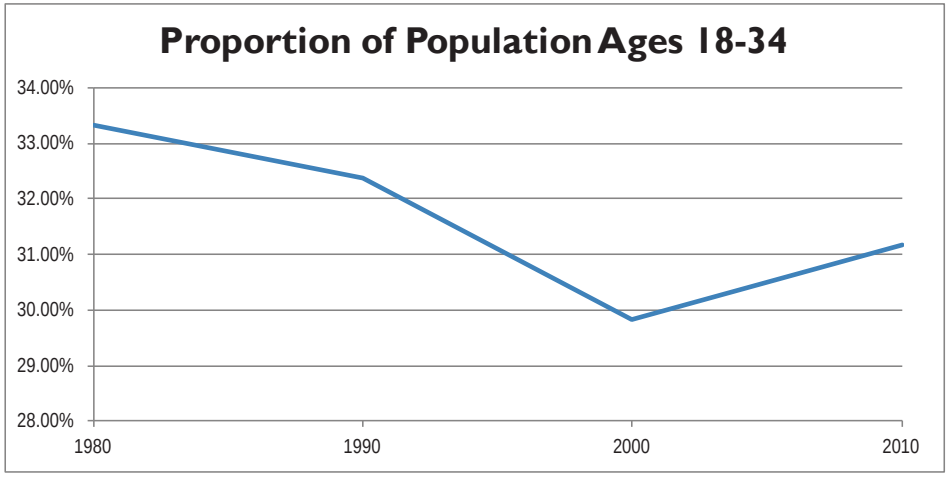
Other notable trends can be found among critical age groups. Since 1980, the largest decrease from any one age group has been from among those 65 and older and has not slowed significantly since then. The number of Hamilton County residents 65 and older, however, has not significantly changed since 1980, indicating that these residents are not necessarily leaving the state as some have speculated, but are mostly leaving the City.

More positive population trends have emerged also. From 1980 through 2000, the second-largest decrease in population from any one age group was among those 18 through 34 years old. The past decade, however, has seen a remarkable stabilization in the number of residents from this generation, making this age cohort the largest share of Cincinnati's population in 2010.

Many urban academics anticipate a return to the city in the near future based on expected consumer demands. In particular, urban real estate experts see the beginning of in-migration to cities by the "creative class" of young professionals and a number of retiring Baby Boomers. Although at nearly opposite ends of the age spectrum, these two generations share a desire for the amenities of urban living that are not available in post-war suburbs. After six decades of population loss, Cincinnati is poised to begin accepting population gains again.



Source: US Census, 1980-2010



Source: US Census, 1980-2010

Proportion of Residents Under 18

(By Census Tract; Neighborhoods Outlined)

1	Avondale	27	Mt. Airy
2	Bond Hill	28	Mt. Auburn
3	California	29	Mt. Lookout
4	Camp Washington	30	Mt. Washington
5	Carthage	31	North Avondale
6	Clifton	32	North Fairmount
7	College Hill	33	Northside
8	Columbia Tusculum	34	Oakley
9	Corryville	35	Over-the-Rhine
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18	Hartwell	44	South Cumminsville
19	Heights	45	South Fairmount
20	Hyde Park	46	Spring Grove Village
21	Kennedy Heights	47	Villages at Roll Hill
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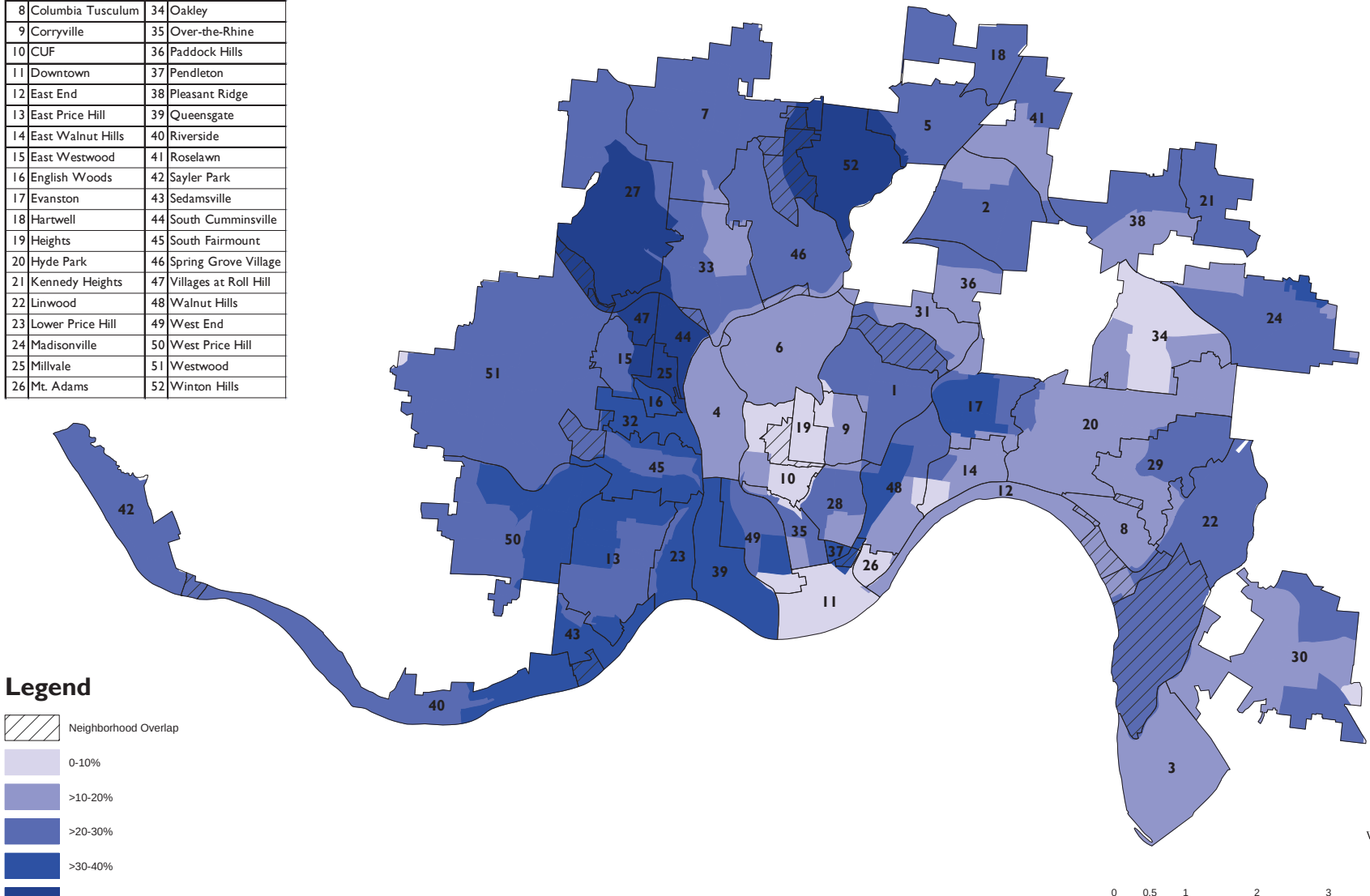

Source: US Census 2010

Proportion of Residents 65 and Over

(By Census Tract; Neighborhoods Outlined)

1	Avondale	27	Mt. Airy
2	Bond Hill	28	Mt. Auburn
3	California	29	Mt. Lookout
4	Camp Washington	30	Mt. Washington
5	Carthage	31	North Avondale
6	Clifton	32	North Fairmount
7	College Hill	33	Northside
8	Columbia Tusculum	34	Oakley
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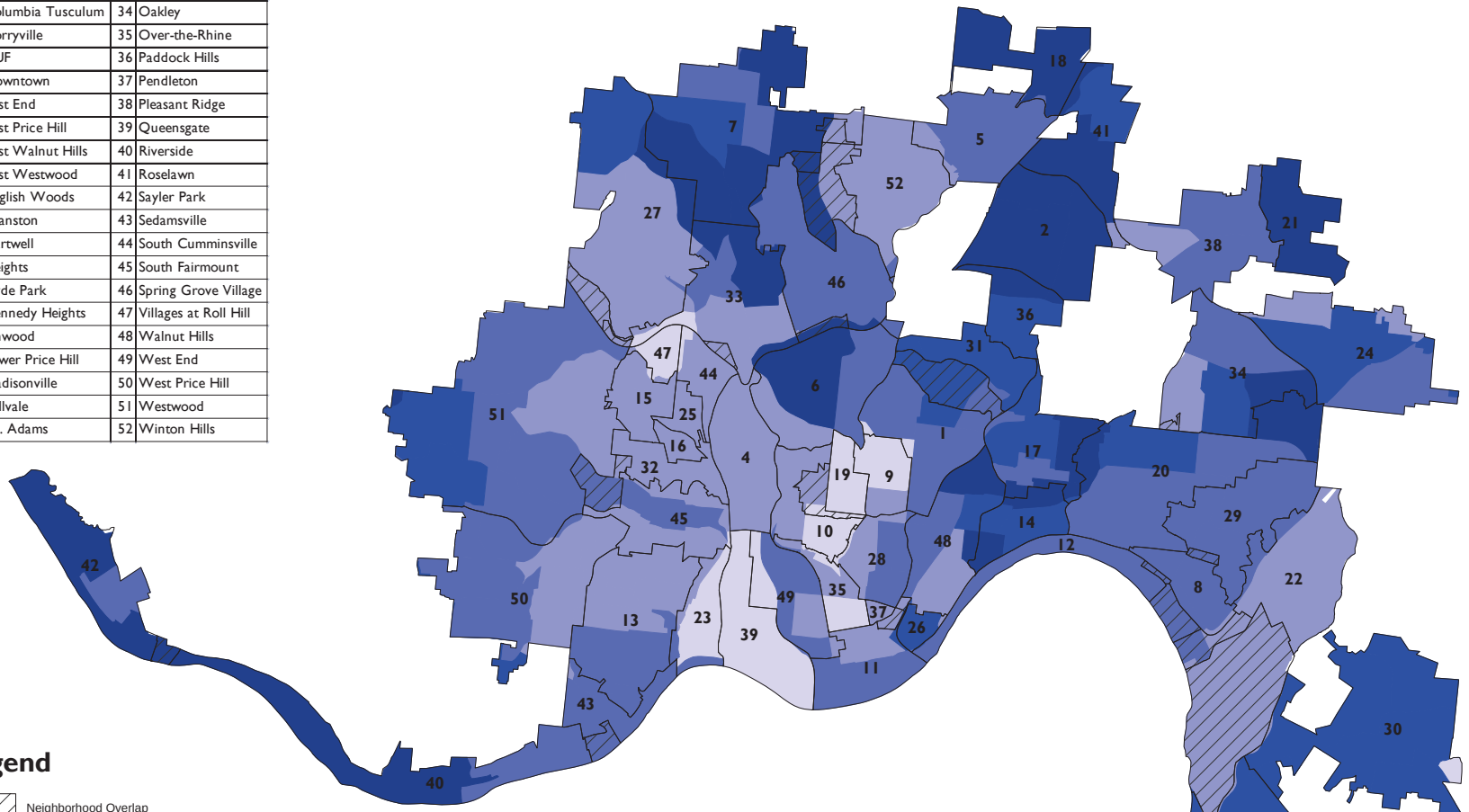

Source: US Census 2010

Source: Image © 2012 Gary Kessler courtesy of Cincinnati Park Board

Families

Households and families are the most basic elements of our society. They raise our children and shape our lives. The composition of our households plays an important role in how we live daily and how we grow with our families. Similar households and families tend to demand the same types of services from their city and neighborhoods. It is long understood, though, that the "nuclear family" is no longer the norm for city residents. The makeup of our households today has altered how we live and grow in Cincinnati and will impact the experiences of residents for many decades to come.

Consistent with many urban areas, Cincinnati has a higher proportion of non-traditional living arrangements than most households nationally. Since 2000, just over half of the City's households are non-family households—households composed of people living alone or with unrelated roommates—while only one-third of all households in the United States are non-family. Of the families who do live in the city, less than half are husband-wife families even though almost three-quarters of all families nationwide are husband-wife families.

These conditions are represented at varying levels throughout the City's neighborhoods. Not surprisingly, the two neighborhoods with the greatest proportion of both multi-person non-family households and total non-family households are CUF and Corryville surrounding the University of Cincinnati. Consistent with their location near the University, these neighborhoods also have a particularly high number of 18-24 year old residents.

In nine neighborhoods, over half of the households are residents living alone, correlating to the extremely high rates of renter-occupied housing also found in these neighborhoods. This includes Downtown, Mt. Adams, and Oakley, which are predominantly Caucasian, 22-39 years old, and college-educated. However, this also includes neighborhoods such as Over-the-Rhine, Walnut Hills, and West End, which are predominantly African-American and not college-educated, with median household incomes of $20,000 or less and less than one-tenth of all households composed of husband-wife families.

1	Avondale	27	Mt. Airy
2	Bond Hill	28	Mt. Auburn
3	California	29	Mt. Lookout
4	Camp Washington	30	Mt. Washington
5	Carthage	31	North Avondale
6	Clifton	32	North Fairmount
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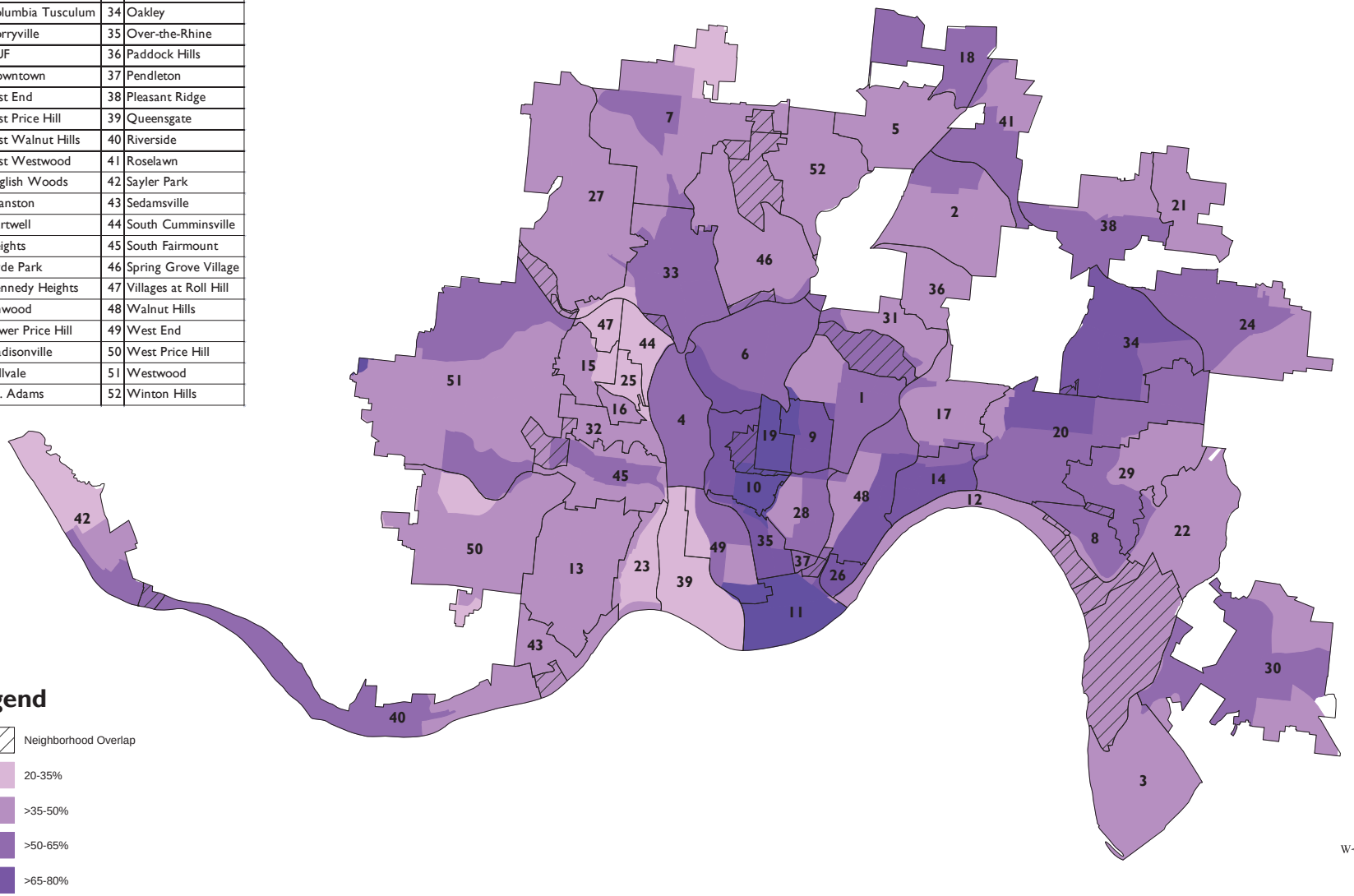
Proportion of Non-Family Households

(By Census Tract; Neighborhoods Outlined)



Source: US Census 2010

Proportion of Husband-Wife Families

(By Census Tract; Neighborhoods Outlined)

1	Avondale	27	Mt. Airy
2	Bond Hill	28	Mt. Auburn
3	California	29	Mt. Lookout
4	Camp Washington	30	Mt. Washington
5	Carthage	31	North Avondale
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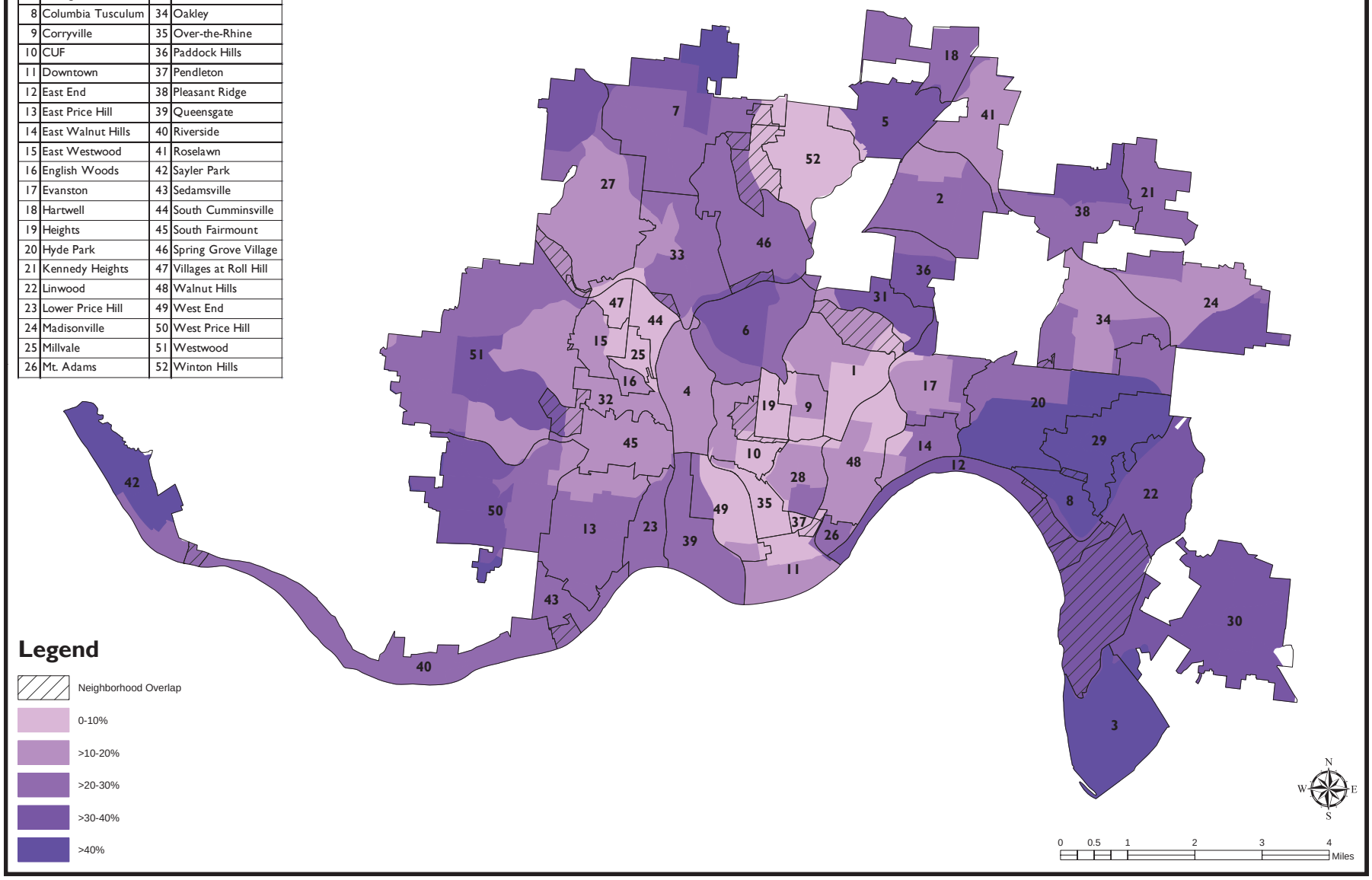
7	College Hill	33	Northside
8	Columbia Tusculum	34	Oakley
9	Corryville	35	Over-the-Rhine
10	CUF	36	Paddock Hills
11	Downtown	37	Pendleton
12	East End	38	Pleasant Ridge
13	East Price Hill	39	Queensgate
14	East Walnut Hills	40	Riverside
15	East Westwood	41	Roselawn
16	English Woods	42	Sayler Park
17	Evanston	43	Sedamsville
18	Hartwell	44	South Cumminsville
19	Heights	45	South Fairmount
20	Hyde Park	46	Spring Grove Village
21	Kennedy Heights	47	Villages at Roll Hill
22	Linwood	48	Walnut Hills
23	Lower Price Hill	49	West End
24	Madisonville	50	West Price Hill
25	Millvale	51	Westwood
26	Mt. Adams	52	Winton Hills



Source: US Census 2010

1	Avondale	27	Mt. Airy
2	Bond Hill	28	Mt. Auburn
3	California	29	Mt. Lookout
4	Camp Washington	30	Mt. Washington
5	Carthage	31	North Avondale
6	Clifton	32	North Fairmount
7	College Hill	33	Northside
8	Columbia Tusculum	34	Oakley
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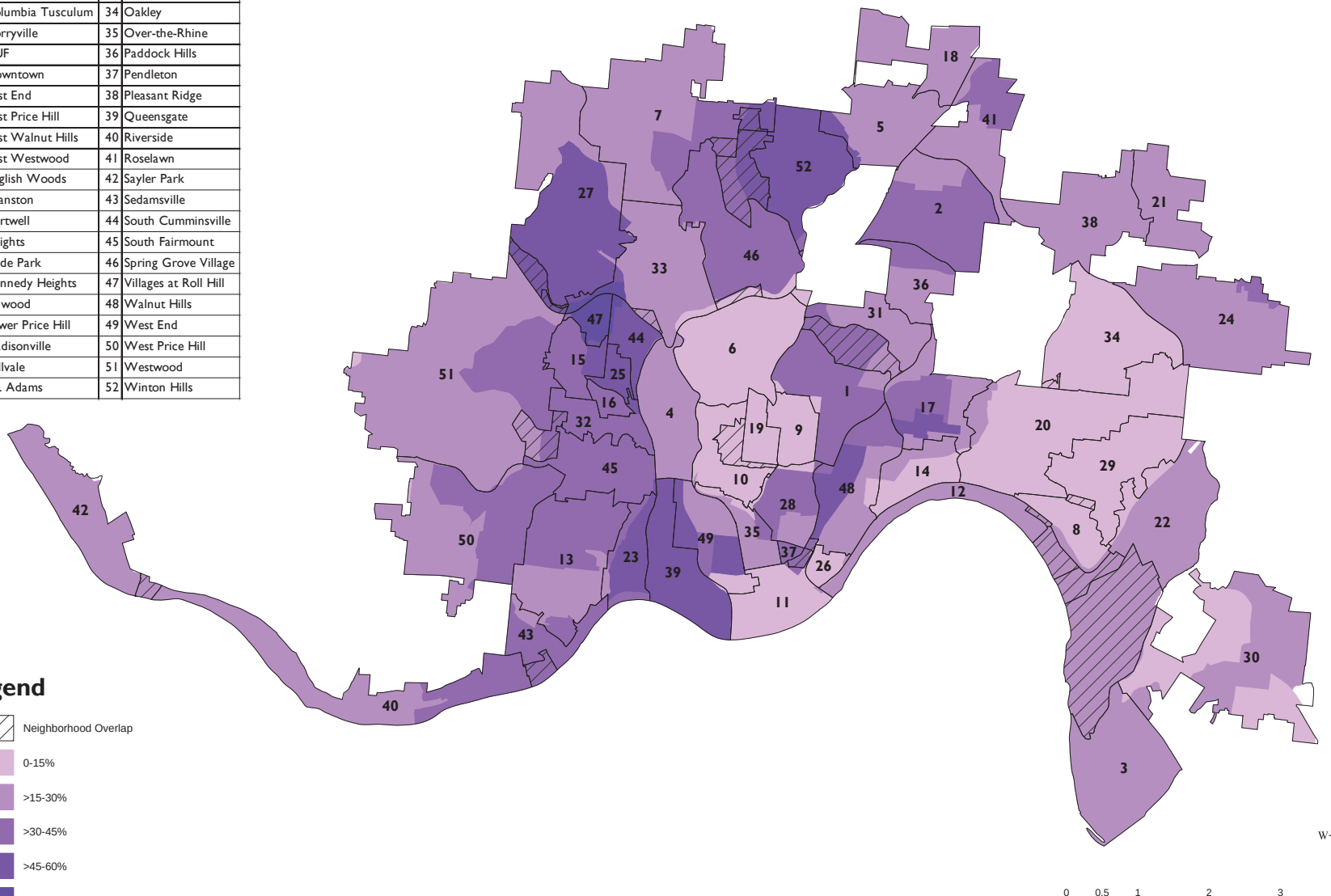
Proportion of Single Parent Families

(By Census Tract; Neighborhoods Outlined)



Source: US Census 2010

Families (cont'd.)

There is a geographic correlation between distance from the center city and the number of husband-wife families. Neighborhoods that are farther from the center city tend to have higher concentrations of husband-wife families. This is consistent with the cultural expectation of the last half century that those with greater social mobility, who tend to form traditional families, will move farther from the city to raise their families. Meanwhile, neighborhoods with very low rates of single parent families are concentrated in the center city, Uptown, and the East Side. In contrast, the eight neighborhoods with the highest concentration of single parent households are all located around the Mill Creek Valley.

The neighborhoods farthest from the city center also have the highest rates of homeownership and the highest concentrations of single-family housing stock. Overall, the rate of homeownership is very slowly increasing from 38.34% in 1990 to 39.44% by 2010. The rate of homeownership in each neighborhood, however, strongly correlates to the proportion of detached single-family housing units in each neighborhood.

Neighborhoods with high rates of single parent households also had the lowest concentration of residents aged 65 and older and had the highest concentration of children and youth under 18. In many of those neighborhoods, one in three residents was under 18, and in some neighborhoods, as many as half of the residents were under 18.

The Downtown, Uptown, and East Side neighborhoods, meanwhile, had the lowest proportion of residents under 18. The northern neighborhoods, such as Roselawn, Kennedy Heights, and North Avondale, house the highest concentration of residents 65 years and older, with as many as 18% of residents being 65 years or older, compared to the citywide average of 11%.

Family structure, as an indicator of a family's ability to earn income, is also an indicator of poverty. Following the gains from 1980-2000, the economic situation of most Cincinnatians in the past decade have declined or stagnated.

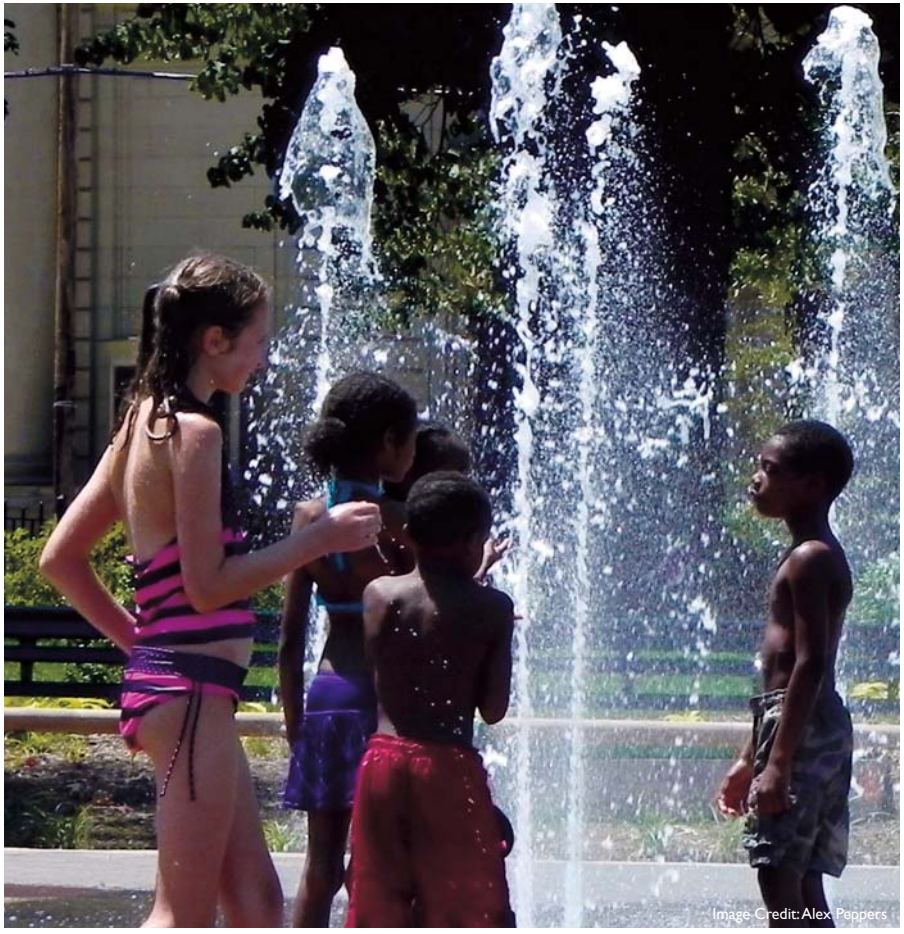


Image Credit: Alex Peppers

In real dollars, median household income has fallen almost 10% since 2000 to a level comparable to 1980. Poverty rates for families citywide, however, have remained relatively stable at around 22%. Poverty is highest for families near the riverfront and along the Mill Creek Valley, and lower for families on the East Side of the city.

Homeownership Rates

(By Census Tract; Neighborhoods Outlined)

1	Avondale	27	Mt. Airy
2	Bond Hill	28	Mt. Auburn
3	California	29	Mt. Lookout
4	Camp Washington	30	Mt. Washington
5	Carthage	31	North Avondale
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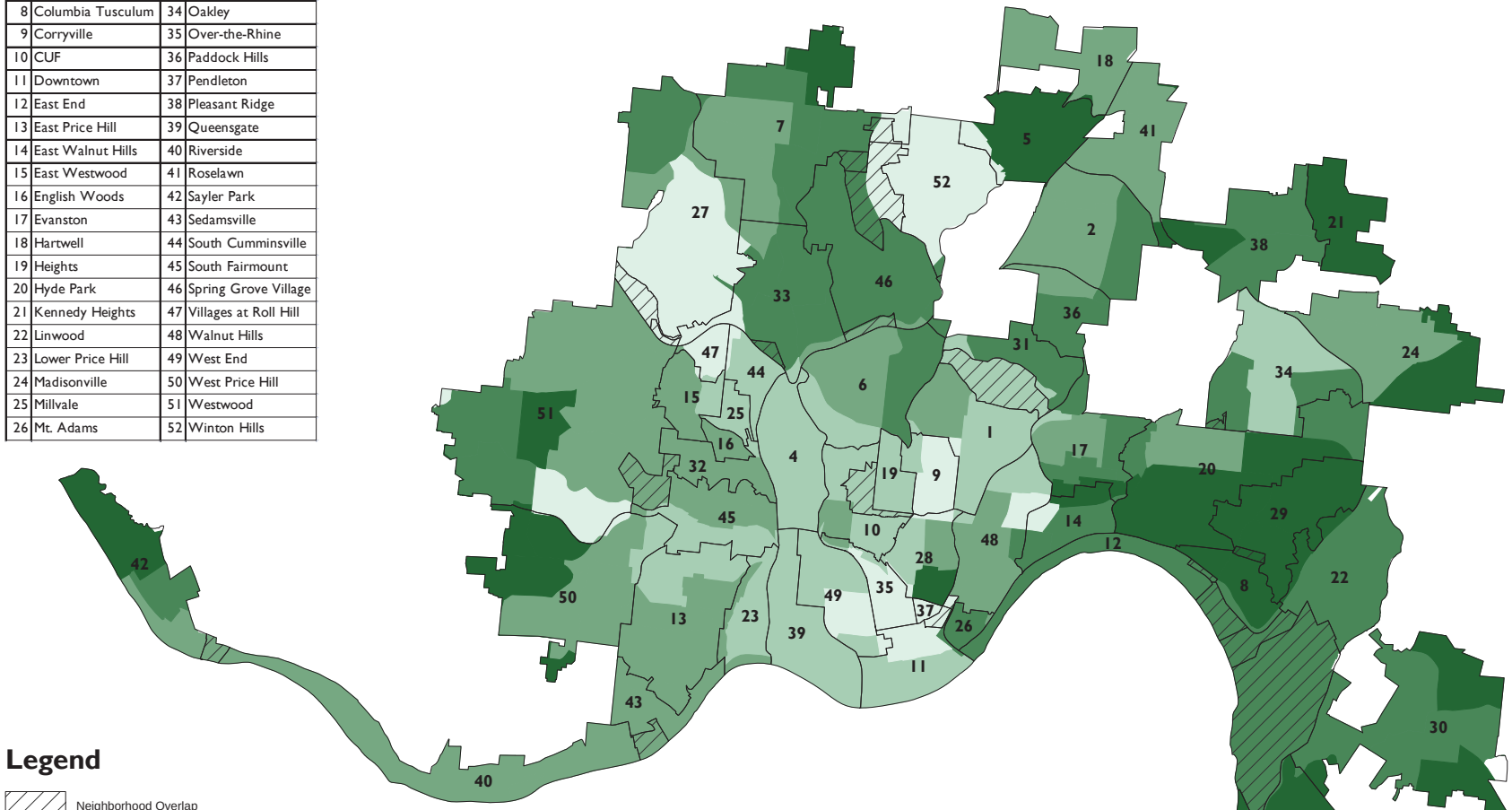

Source: American Community Survey five-year estimates, 2006-2010

Proportion of Detached Single-Family Housing Units

(By Census Tract; Neighborhoods Outlined)

1	Avondale	27	Mt. Airy
2	Bond Hill	28	Mt. Auburn
3	California	29	Mt. Lookout
4	Camp Washington	30	Mt. Washington
5	Carthage	31	North Avondale
6	Clifton	32	North Fairmount
7	College Hill	33	Northside
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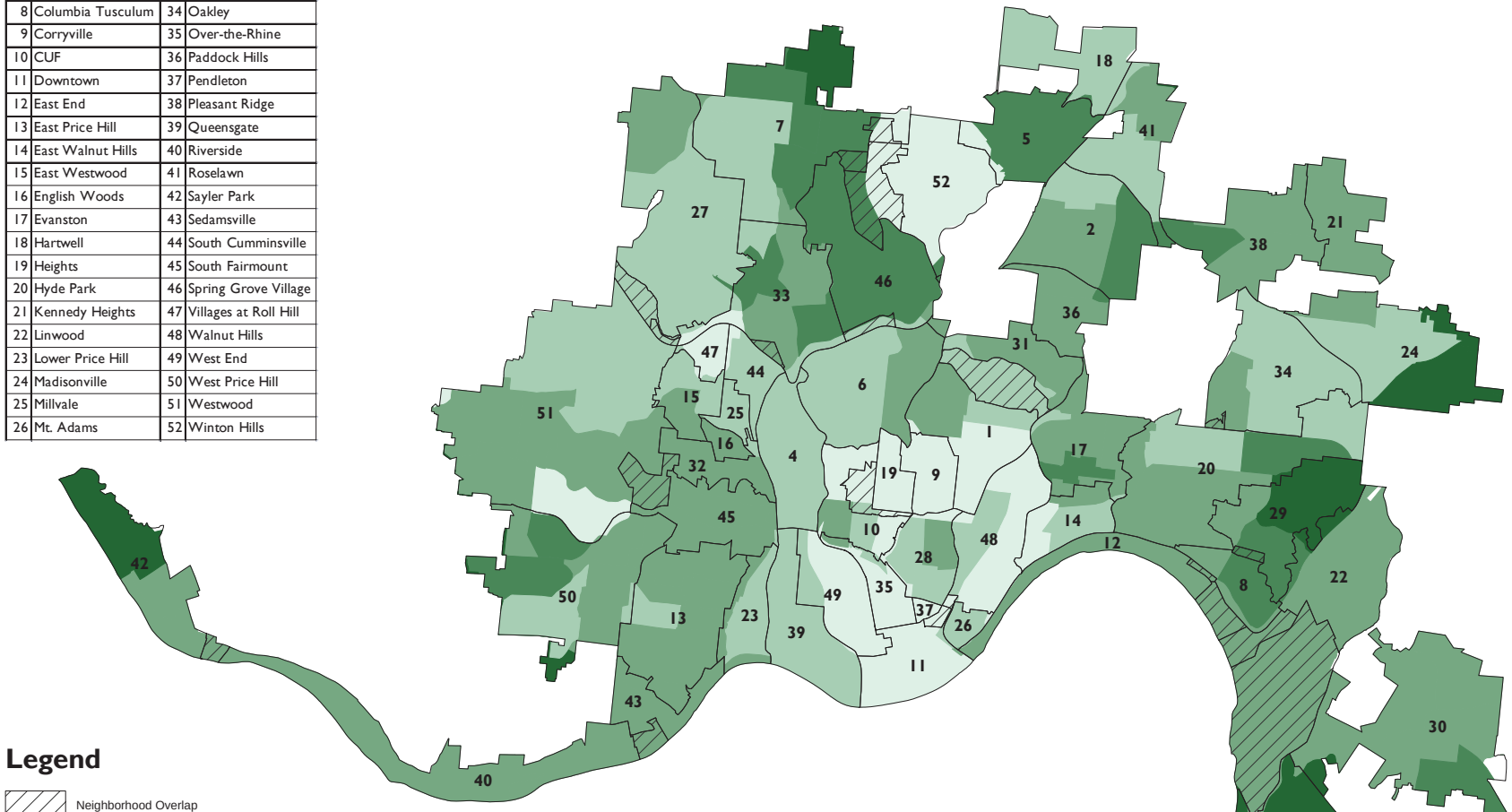

Source: American Community Survey five-year estimates, 2006-2010

Family Poverty Rates

(By Census Tract; Neighborhoods Outlined)

1	Avondale	27	Mt. Airy
2	Bond Hill	28	Mt. Auburn
3	California	29	Mt. Lookout
4	Camp Washington	30	Mt. Washington
5	Carthage	31	North Avondale
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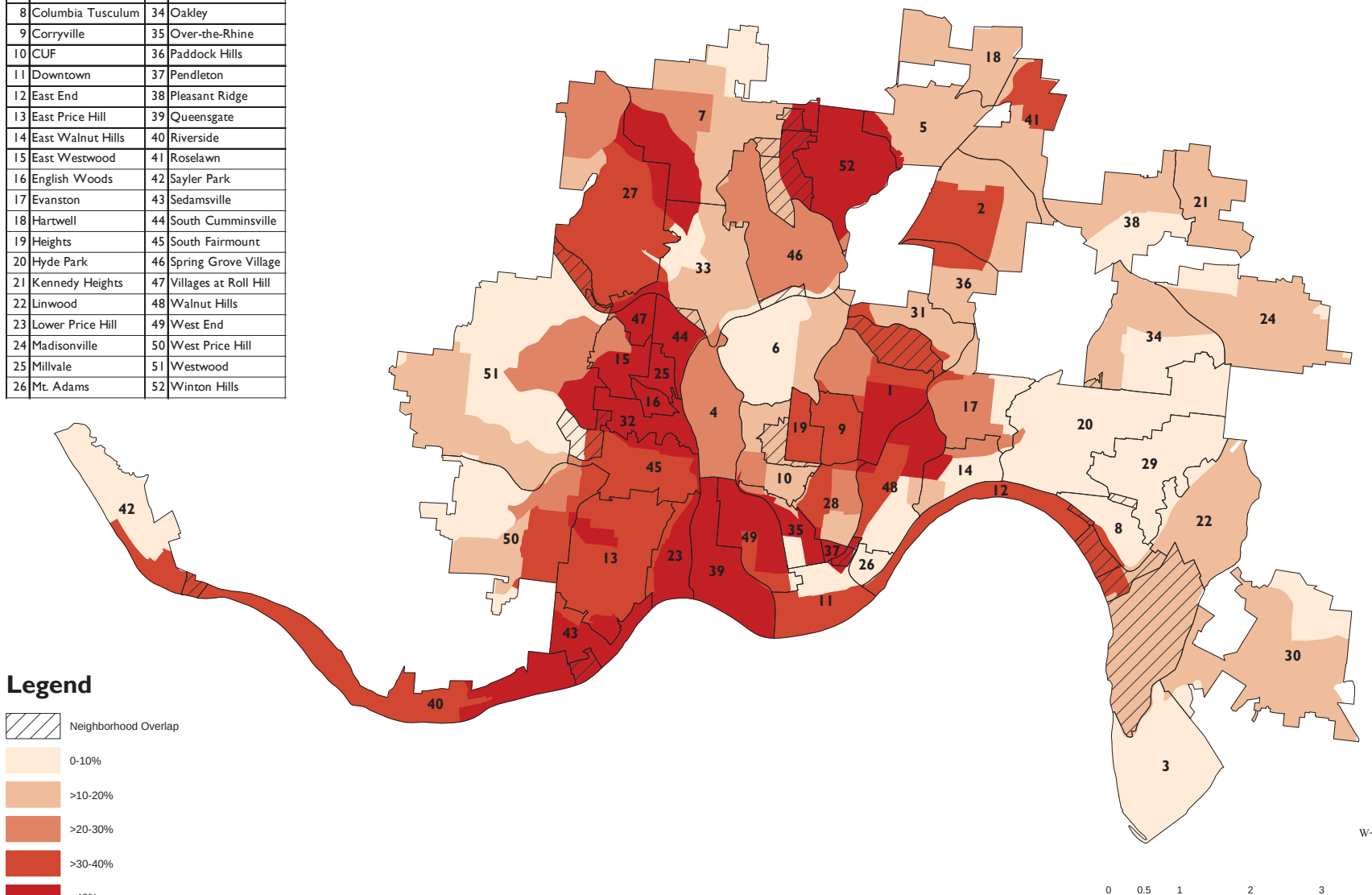
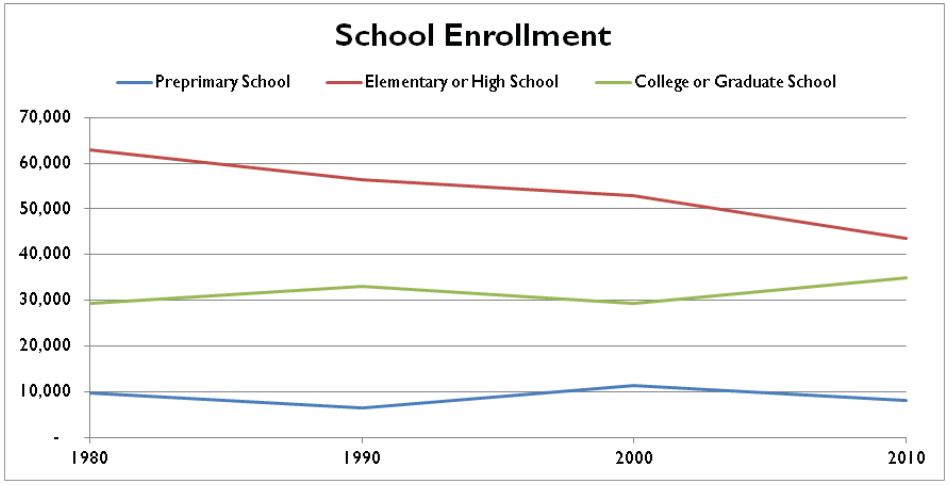


Source: American Community Survey five-year estimates, 2006-2010

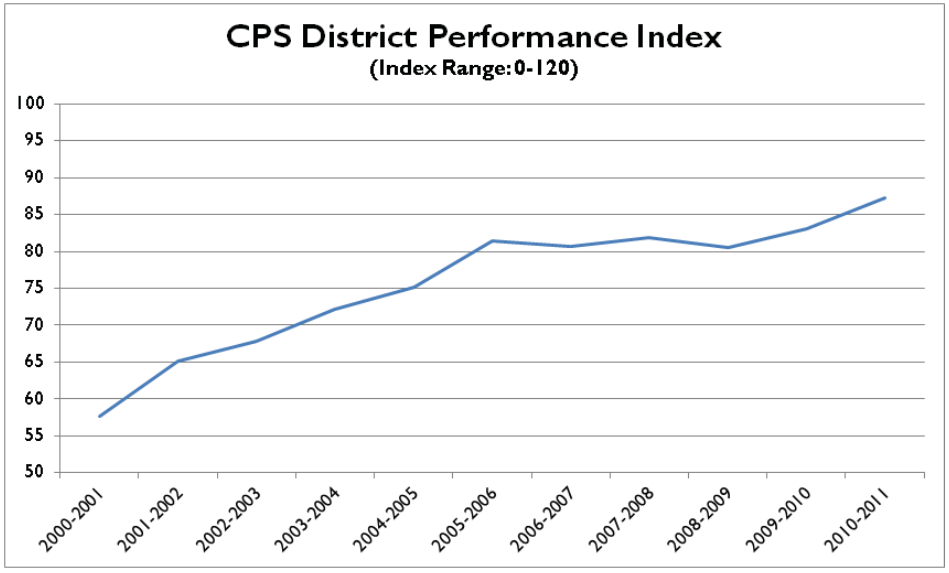
Education

The Cincinnati Public School (CPS) District provides preschool through high school education for all residents of Cincinnati and portions of neighboring jurisdictions. Enrollment in the district has declined over the past few decades by around 800 students per year, and in the 2009-10 school year, average daily enrollment for the district was 32,525 students, or 63% of all students in the city. Of the district's students, 20.8% were disabled and 69.8% were economically disadvantaged. Most students not attending the district schools attend a public charter school or private school of their choice.

The performance of the local school district is important both because it reflects the quality of primary and secondary education that the majority of the City's students are receiving and because it influences where families with school-aged children choose to live. At the primary level, CPS offers a combination of neighborhood schools, which draw from a local area, and magnet schools, which attract students from anywhere in the city based on specific programs. Like the magnet schools, each high school is open to all students in the district regardless of neighborhood and offers specialized focuses for careers or higher education.



Source: US Census 1980-2000 Data; American Community Survey five-year estimates 2006-2010

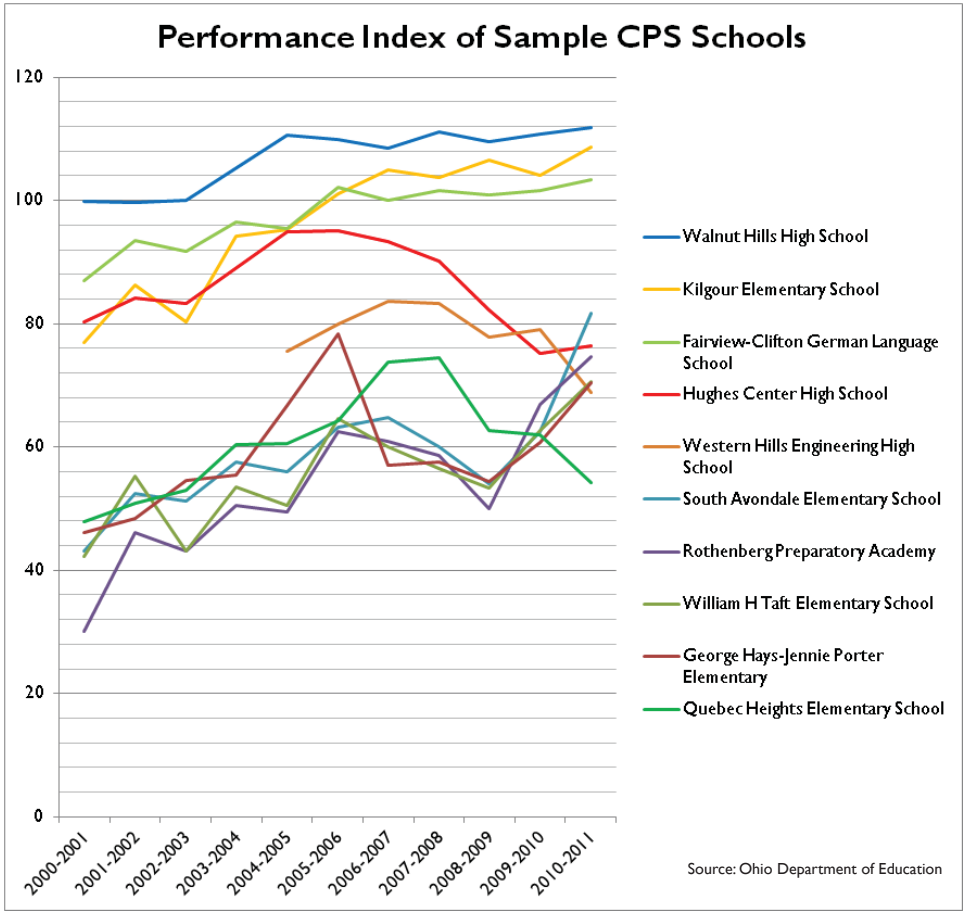


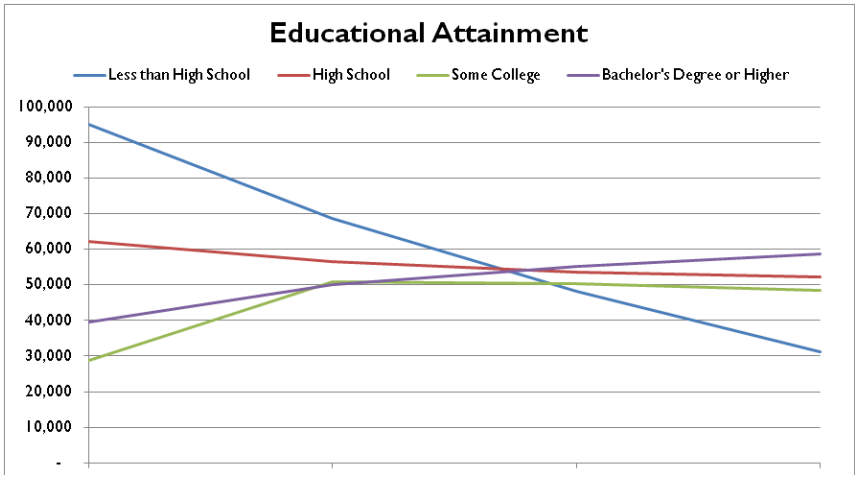
Source: Ohio Department of Education

Overall, CPS's performance has improved dramatically over the past decade. In the 2010-11 school year, 66% of students were rated at least academically proficient, compared to 41% a decade earlier. The performance of individual schools is also improving overall; however, there are noticeable differences in the performance between schools.

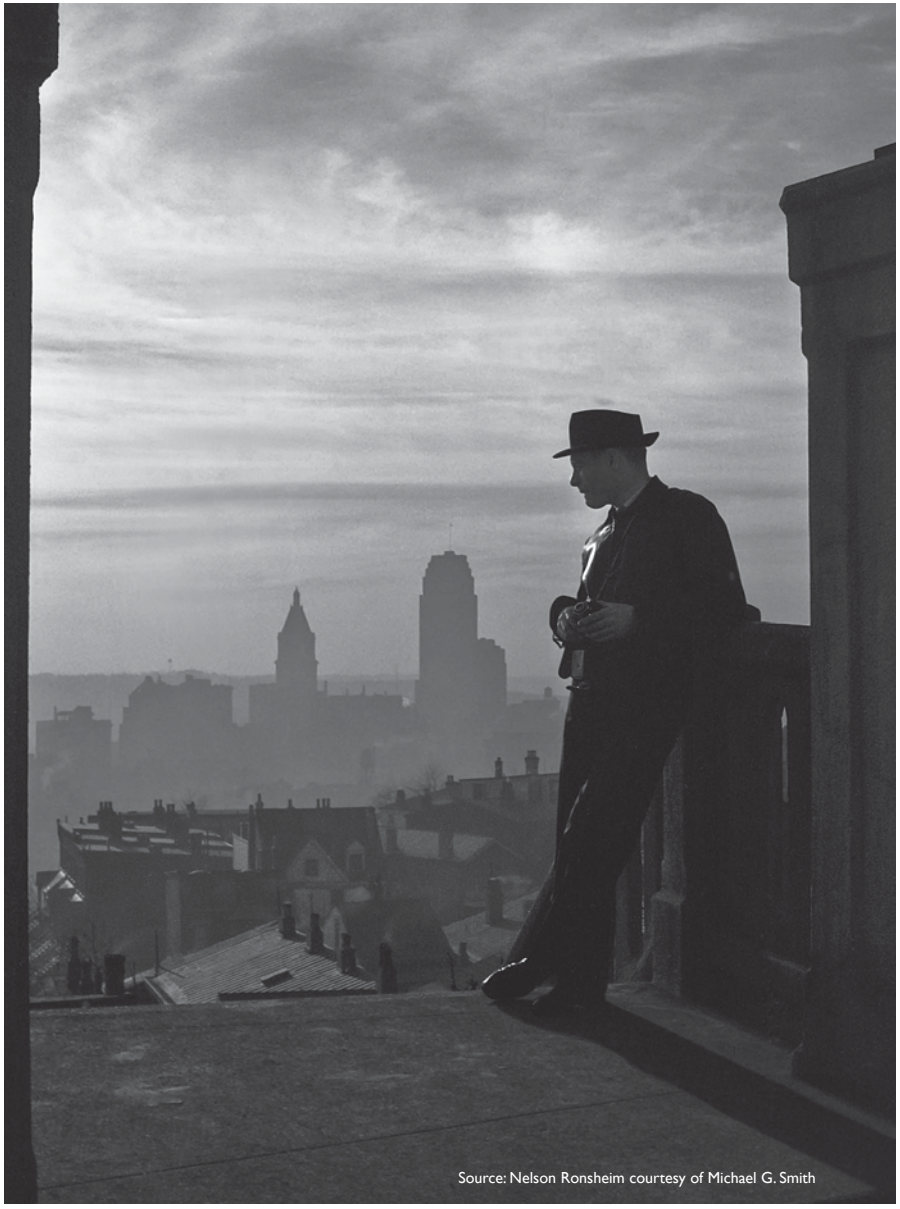
The figure below represents the achievements of a sample of the best- and worst-performing schools in the district over the past ten years.

The improvement in the CPS system is reflected in the overall educational attainment of the city residents. As in most parts of the nation, the number of people who have less than a high school education has been rapidly declining for many decades due to improving standards of living, rising workforce expectations, and compulsory education. The number of people with only a high school education or some incomplete college experience has remained steady over the past twenty years, although their proportion is rising compared to the total population of the city. The number of college graduates with at least a bachelor's degree, however, is rising at a rate of around 5,000 people per year despite the city's overall population loss.





Source: American Community Survey five-year estimates, 2006-2010



Source: Nelson Ronsheim courtesy of Michael G. Smith

Conclusion

Although the recent past has left its mark on Cincinnati, the old glory of the City has remained in the passion and civic pride of its residents. Today, there is much more energy about the City, reminiscent of the atmosphere of Cincinnati almost two hundred years ago, and it is expected that the City will begin to grow again and emerge better than before.

In order to accommodate these positive trends and foster them as we move into the future, Cincinnati must prepare its services and plan its environment accordingly. City planners must address the challenges that will arrive as more families and young people return to Cincinnati and neighborhoods that have been struggling for decades begin to revitalize with the influx of population. As housing demand increases in the oldest neighborhoods, the City's broad and reputable historic building stock should be preserved to the greatest extent practicable. The diversity of quality places and housing types needs to expand in response to new realities of homeownership and family living. Transportation systems need to be updated to reflect the latest in economical technology and serve greater numbers of people who are increasingly less reliant on their cars.

Finally, local government financing is changing dramatically and the growth of many suburbs is now beginning to slow. In addition, technology has radically altered the landscape of politics and civic engagement, and the role of City government in the community is shifting. This will all but require leaders in the community to work together again in the spirit of the 1948 Metropolitan Master Plan to envision and achieve a better Cincinnati for the future.

Location and Physical Features

Cincinnati's Location and Physical Features

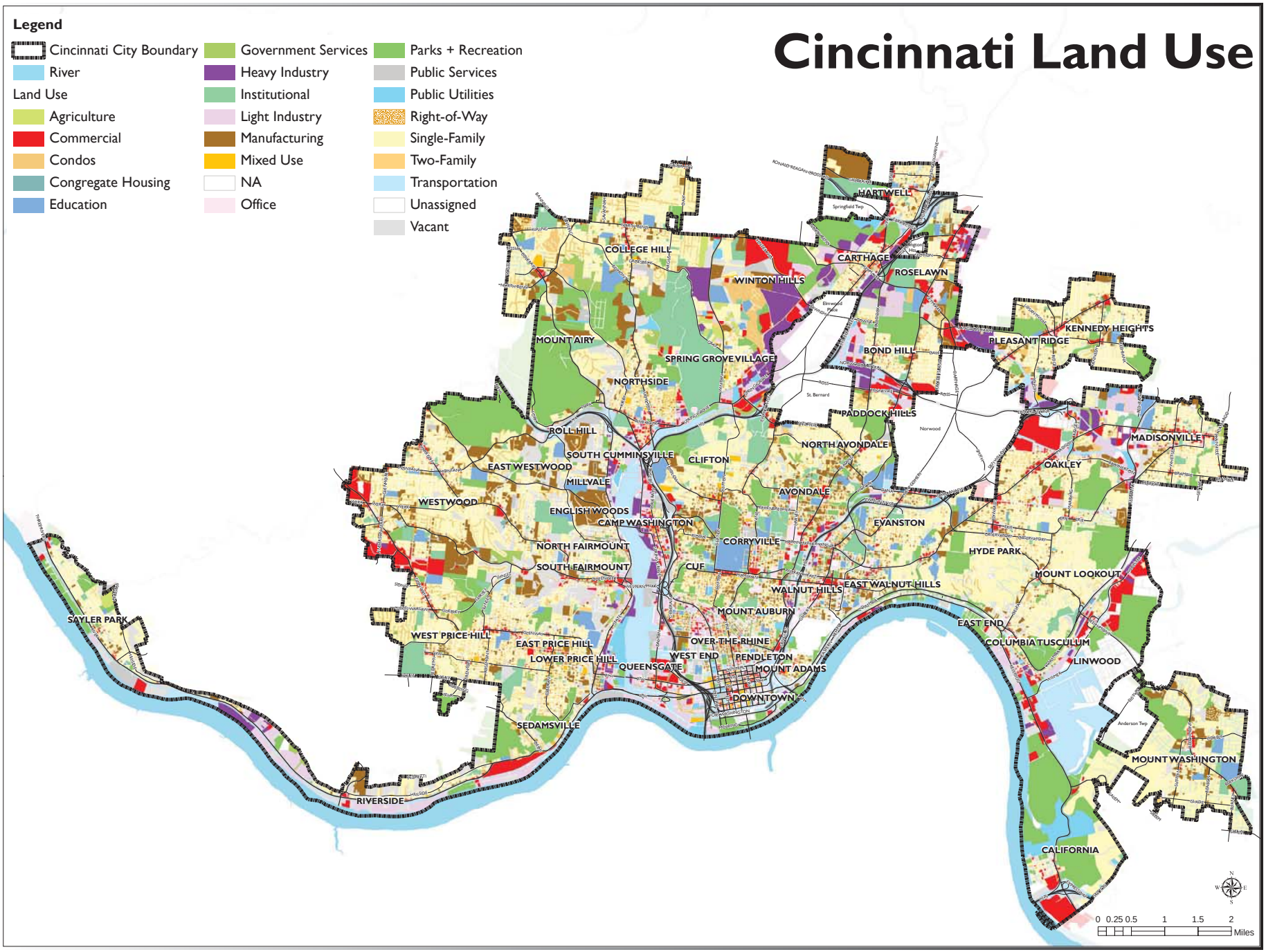
Land Use and Zoning

The City of Cincinnati encompasses nearly 80 square miles (about 50,000 acres). The land area increased about 2 percent between 1950 and 1960 and has remained roughly unchanged since 1960.

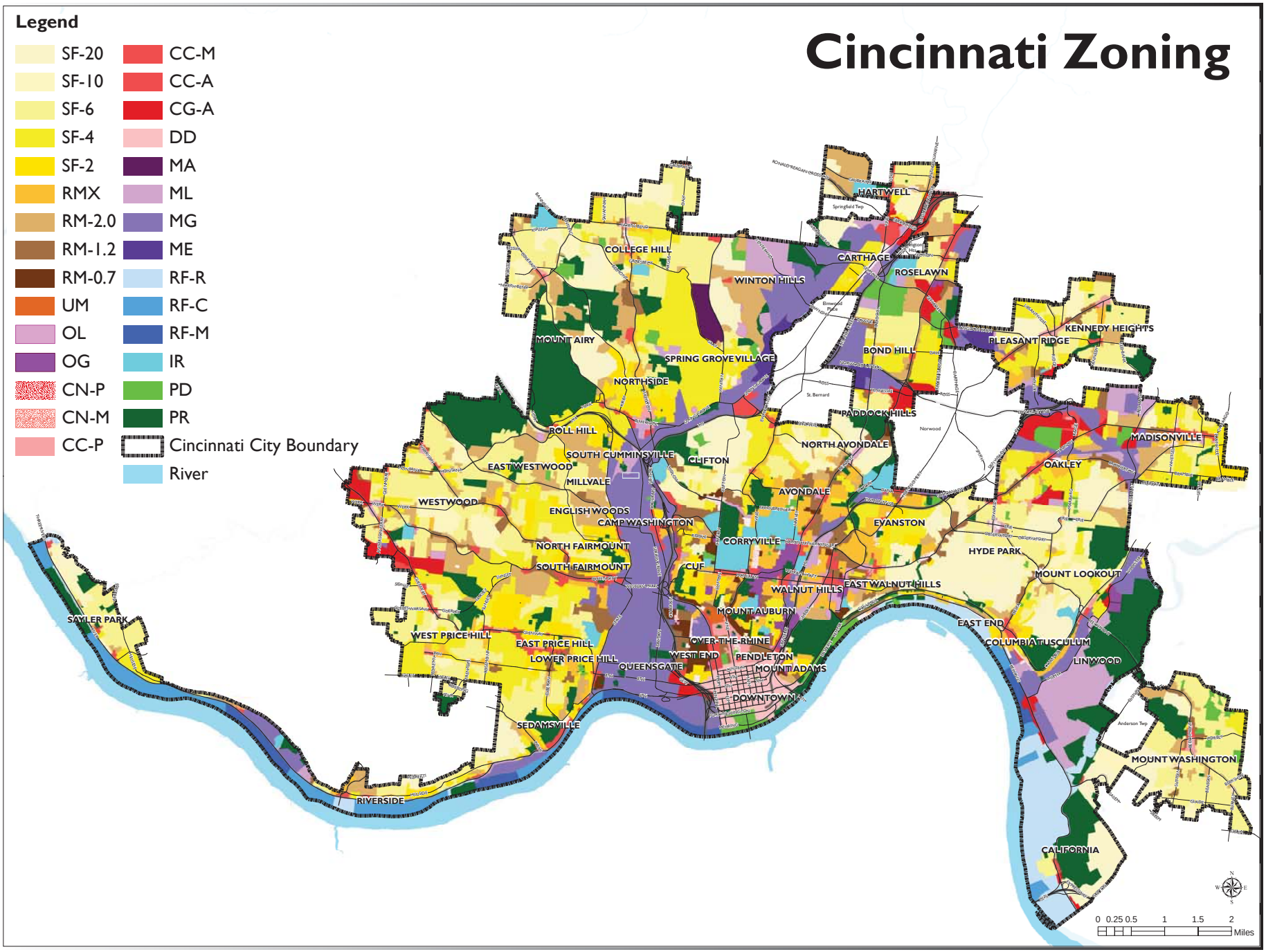
The bulk of Cincinnati's land area is in use, with nearly 40% of Cincinnati's land area used for residential purposes. The second largest use in Cincinnati is parks and recreation, which encompasses approximately 15% of Cincinnati's land area. Only 7% of the land area is used for commercial or office uses, and just 6% for industrial purposes (heavy and light industrial). Institutions, such as schools, hospitals, and churches occupy about 9% of the City's land area. Less than 4,000 acres, or 7% of the City, is used for agriculture, or is vacant land or open space. The remainder of the City's acreage (12%) is used for public services such as utilities or road right-of-way. (Several of the land use classifications are defined in the Glossary).

LAND USE	TOTAL ACRES	% OF TOTAL ACREAGE
Agriculture	120.96	0.26%
Commercial	2,628.70	5.55%
Condominiums	300.88	0.64%
Congregate Housing	47.76	0.10%
Educational	1,349.66	2.85%
Green and Open Space	419.74	0.89%
Heavy Industrial	1,275.11	2.69%
Institutional	2,878.71	6.08%
Light Industrial	1,638.33	3.46%
Multi-Family	3,382.06	7.14%
Mixed Use	298.46	0.63%
Office	536.26	1.13%
Parks & Recreation	6,890.05	14.55%
Public Service	552.56	1.17%
Public Utilities	683.83	1.44%
Right-Of-Way	728.16	1.54%
Single Family	13,039.45	27.54%
Transportation	3,877.53	8.19%
Two-Family	1,578.89	3.33%
Vacant	2,907.23	6.14%
Unassigned	102.27	0.22%
Not Available	2,110.05	4.46%
TOTAL	47,346.67	100.00%

Cincinnati Land Use



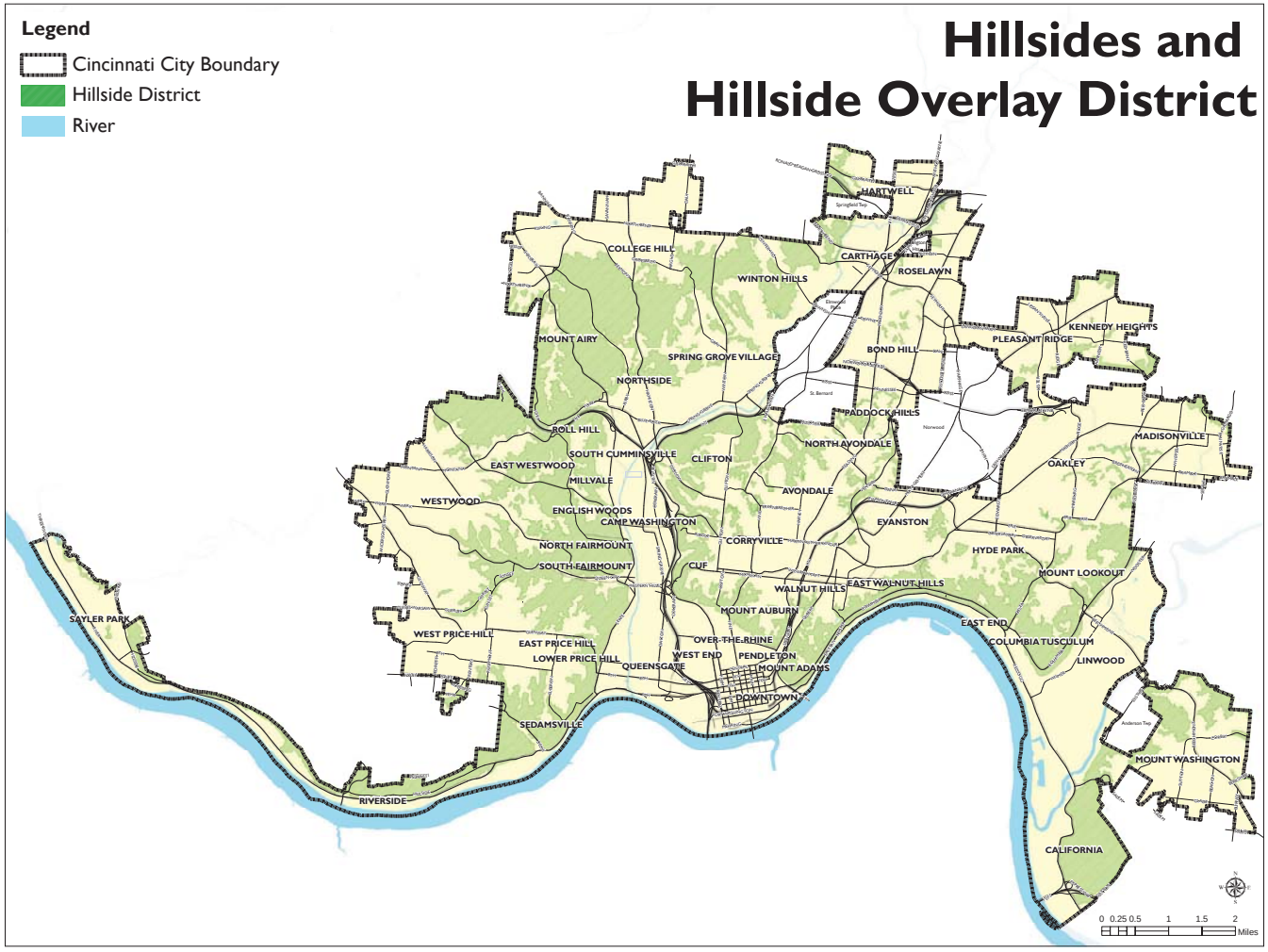
Cincinnati Zoning



Topography

Cincinnati's hillsides make our City unique, but can also make development precarious due to the natural instability of hillsides. Cincinnati regulates development on hillsides that have a higher potential for landslide. The regulations are found in the Hillside Overlay District of the Cincinnati Zoning Code (See Chapter 1433 – Hillside Overlay Districts).

In hillside areas, the existence of a 20 percent slope, in combination with the Kope geologic instability, is evidence of a condition of natural critical instability and development under conventional regulations may lead to landslides or excessive soil erosion. "Kope formation" means the shale bedrock that is overlaid by colluvium soils (soil material, rock fragments or both, moved by creep, slide or local wash deposited on or at the base of hillside slopes).



The colluvium forms a deposit that is thin on the steeper, higher slopes and gradually becomes thicker near the bottom of the hill. Landslides may occur in the colluvium, because the colluvium is derived from the weathering of bedrock. The additional regulations of the Hillside District are needed to respect the contours and views of the hills for all equally, not for the sole benefit of a few individuals.

Presently, approximately 13,362 acres, or about 26% of the City, are in the Hillside District.

Flood Plain (or Flood Zones)

Flood zones are geographic areas that the Federal Environmental Management Agency (FEMA) has defined according to varying levels of flood risk. These zones are depicted on a community's Flood Insurance Rate Map (FIRM) or Flood Hazard Boundary Map. Each zone reflects the severity or type of flooding in the area.

Parts of Cincinnati are considered to be in Moderate to Low Risk flood zones. FEMA's maps designate areas of low flood hazard (areas where flooding has a 0.2% chance of being exceeded in any given year; formerly referred to as a 500-year flood zone) and areas of moderate flood hazard (areas where flooding has a 1% chance of being exceeded in any given year; formerly referred to as a 100-year flood zone). Chapter 1109 of the Cincinnati Municipal Code contains the "Flood Damage Reduction" regulations to maintain the City's compliance with the National Flood Insurance Program (NFIP).

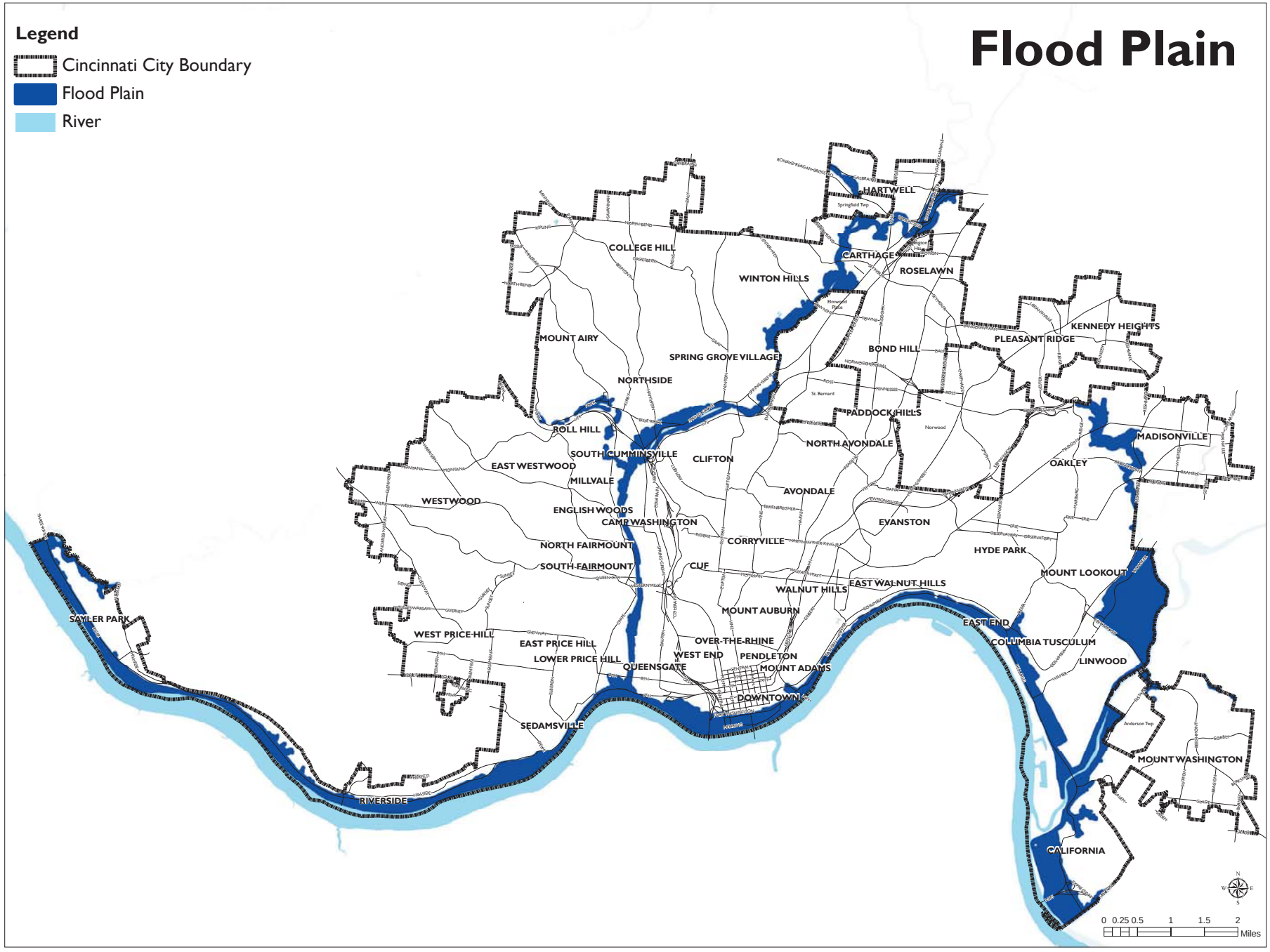
Streets and Right-of-Way

Cincinnati contains approximately 1,000 miles of streets, 132 bridges, 48 miles of retaining walls, 1,200 miles of sidewalks, and 400 hillside stairways. There are approximately 291 miles of railroad that are located within the City of Cincinnati (and run through Elmwood Place, Golf Manor, and Norwood).

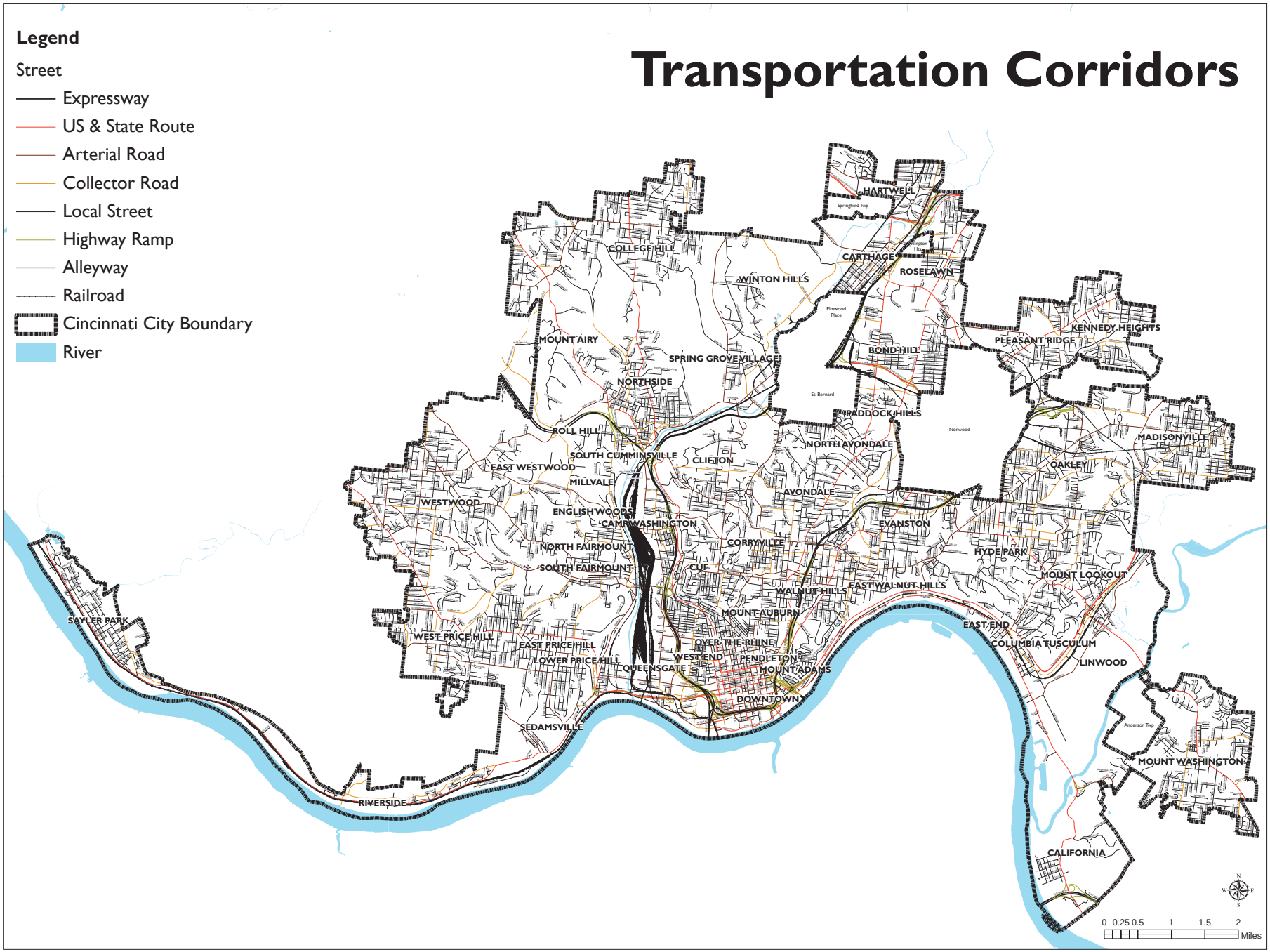
A residential street in spring time

Vine Street in Over-the-Rhine

Flood Plain


Legend
Cincinnati City Boundary
Flood Plain
River
HARTWELL
COLLEGE HILL
CARTHAGE
ROSELAWN
WINTON HILLS
KENNEDY HEIGHTS
PLEASANT RIDGE
MOUNT AIRY
BOND HILL
SPRING GROVE VILLAGE
NORTHSIDE
PADDOCK HILLS
ROLL HILL
MADISONVILLE
NORTH AVONDALE
SOUTH CUMMINSVILLE
CLIFTON
OAKLEY
EAST WESTWOOD
MILLVALE
AVONDALE
WESTWOOD
ENGLISH WOODS
CAMP WASHINGTON
EVANSTON
CORRYVILLE
NORTH FAIRMOUNT
HYDE PARK
SOUTH FAIRMOUNT
CUF
MOUNT LOOKOUT
EAST WALNUT HILLS
WALNUT HILLS
SAYLER PARK
MOUNT AUBURN
EAST END
WEST PRICE HILL
OVER-THE-RHINE
COLUMBIA TUSCULUM
EAST PRICE HILL
WEST END
PENDLETON
LOWER PRICE HILL
QUEENSGATE
MOUNT ADAMS
LINWOOD
DOWNTOWN
SEDAMSVILLE
MOUNT WASHINGTON
RIVERSIDE
CALIFORNIA
0 0.25 0.5 1 1.5 2
Miles

Transportation Corridors

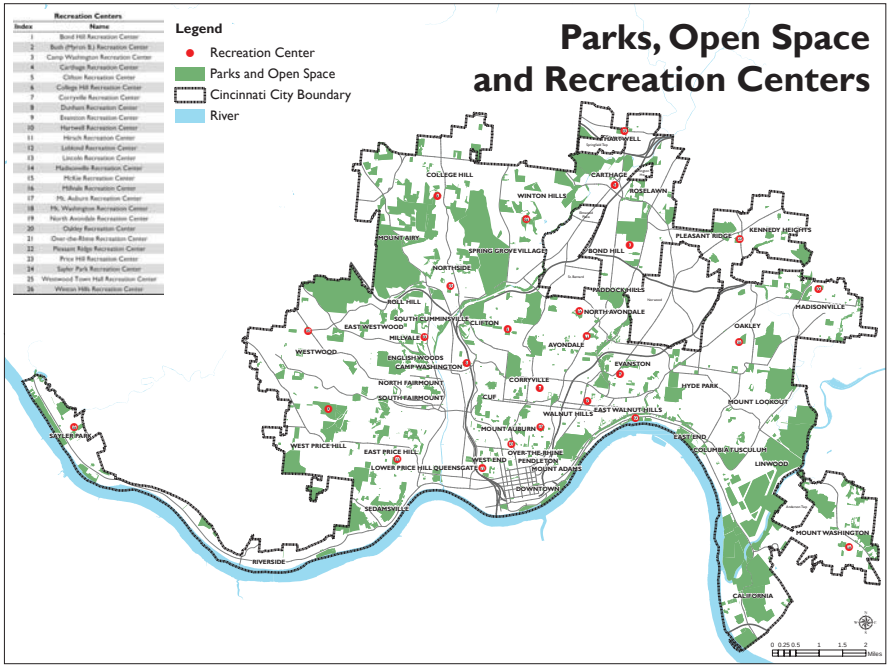


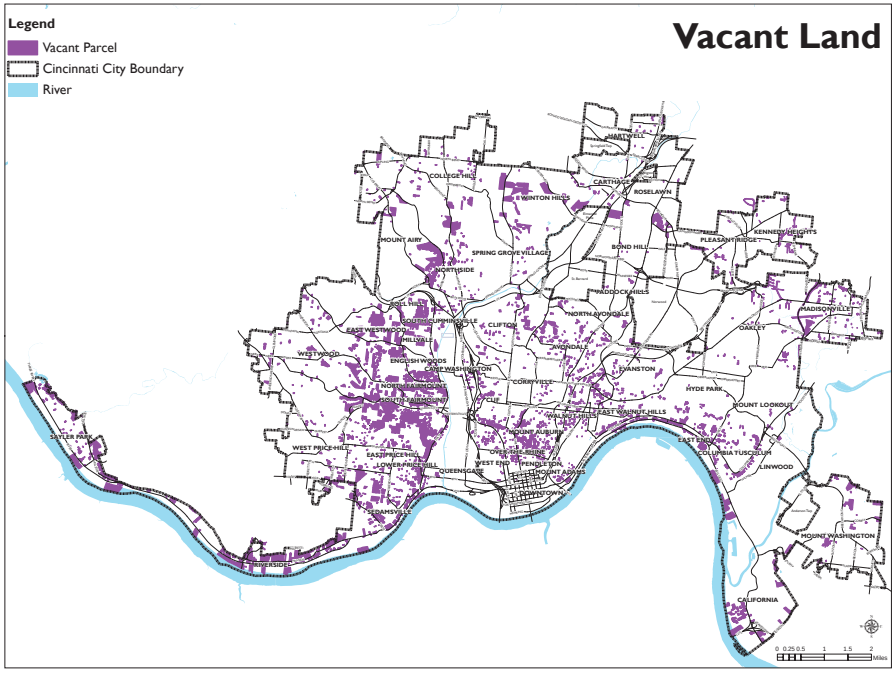
Parks and Recreation Areas

Cincinnati is home to over five regional and 70 neighborhood parks and 34 nature preserves, as well as parkways and neighborhood gateways, 26 public recreation centers all on nearly 7,000 acres of land.

Vacant Land

Approximately 6% of the land area in the City of Cincinnati is vacant land. Vacant land does not include green and open space. Green and open space includes intentionally undeveloped land that is to be kept in a state of natural vegetation or as a garden, while vacant land includes land currently without a building but where development could occur in construction was consistent with City regulations. Land with vacant buildings is not typically included in this classification; instead they are typically classified as the use of a building if it were occupied.





Historic Landmarks and Districts

Cincinnati has a wealth of historic landmarks and districts that give our streets and neighborhoods character. In the mid-1960s City Hall was designated a local landmark and conservation districts were created to preserve Lytle Park and Dayton Street. In 1980, Cincinnati passed more comprehensive local legislation and established the Historic Conservation Board to recommend designation of historic structures, sites and districts to the City Planning Commission and City Council and review exterior alterations, new construction and demolitions to ensure compatible change. Today there are 23 local historic districts and 28 individual local landmarks.

Local Historic Landmarks

There are 28 Local Historic Landmarks in the City of Cincinnati

1. Benn Pitman House
2. Carthage Flagpole
3. Cincinnati Athletic Club Building
4. Cincinnati Bell Building
5. Cincinnati City Hall
6. Cincinnati Union Terminal
7. Citadel Building
8. Court Street Fire Station
9. Covenant-First Presbyterian Church
10. Cuvier Press Club
11. Doctor's Building
12. Harriet Beecher Stowe House
13. Henry Probasco House
14. Holy Cross Monastery
15. Krippendorf-Dittman Building
16. Laurel Court
17. Moore-Knight House
18. Plum Street Temple
19. Provident Bank Building
20. Riverview Playground Entrance
21. Sayler Park Indian Statue
22. St. Frances Desales Church
23. St. Frances Xavier Church
24. St. Louis Church
25. St. Peter-in-Chains Cathedral
26. Tyler-Davidson Fountain
27. Underwriter's Salvage Corps
28. WLWT

Local Historic Districts

The City of Cincinnati has 22 designated Local Historic Districts (LHDs).

1. Auburn Avenue Historic District
2. Betts-Longworth Historic District
3. Cleinview-Hackberry Historic District
4. Columbia Tusculum Historic District
5. Court Street Historic District
6. Dayton Street Protection Area
7. East Walnut Hills Historic District
8. Hyde Park Observatory Historic District
9. Lincoln-Melrose Historic District
10. Lytle Park Protection Area
11. Main Street Historic District
12. Mohawk-Bellevue NBD Historic District
13. Ninth Street Historic District
14. Northside NBD Historic District
15. Old Bond Hill Historic District
16. Over-the-Rhine Historic District
17. Prospect Hill Historic District
18. Sacred Heart Academy/Mt. Storm Park
19. Third-Main Street Historic District
20. Uplands Historic District
21. West Fourth Street Historic District
22. Woodburn Avenue NBD Historic District

In addition, Cincinnati has a plethora of properties that are listed in the National Register of Historic Places, the nation's official list of properties worthy of preservation. Although the National Register is a program of the National Park Service, it is administered at the state level by the Ohio Historic Preservation Office. Cincinnati's National Register-listed resources include 28 individual properties and 30 historic districts.

National Historic Landmarks
Cincinnati has eleven National Historic Landmarks (NHLs), an extraordinary number for a city its size. NHLs represent the most significant places in the history of our nation. Designated by the Secretary of the Interior, these cultural resources possess exceptional value or quality in illustrating or interpreting the heritage of the United States in history, architecture, archeology, engineering, and culture. By contrast, properties listed in the National Register of Historic Places are primarily of state and local significance. Fewer than 2500 historic places in the U.S. bear this distinction.

National Historic Landmarks

There are 11 National Historic Landmarks in the City of Cincinnati

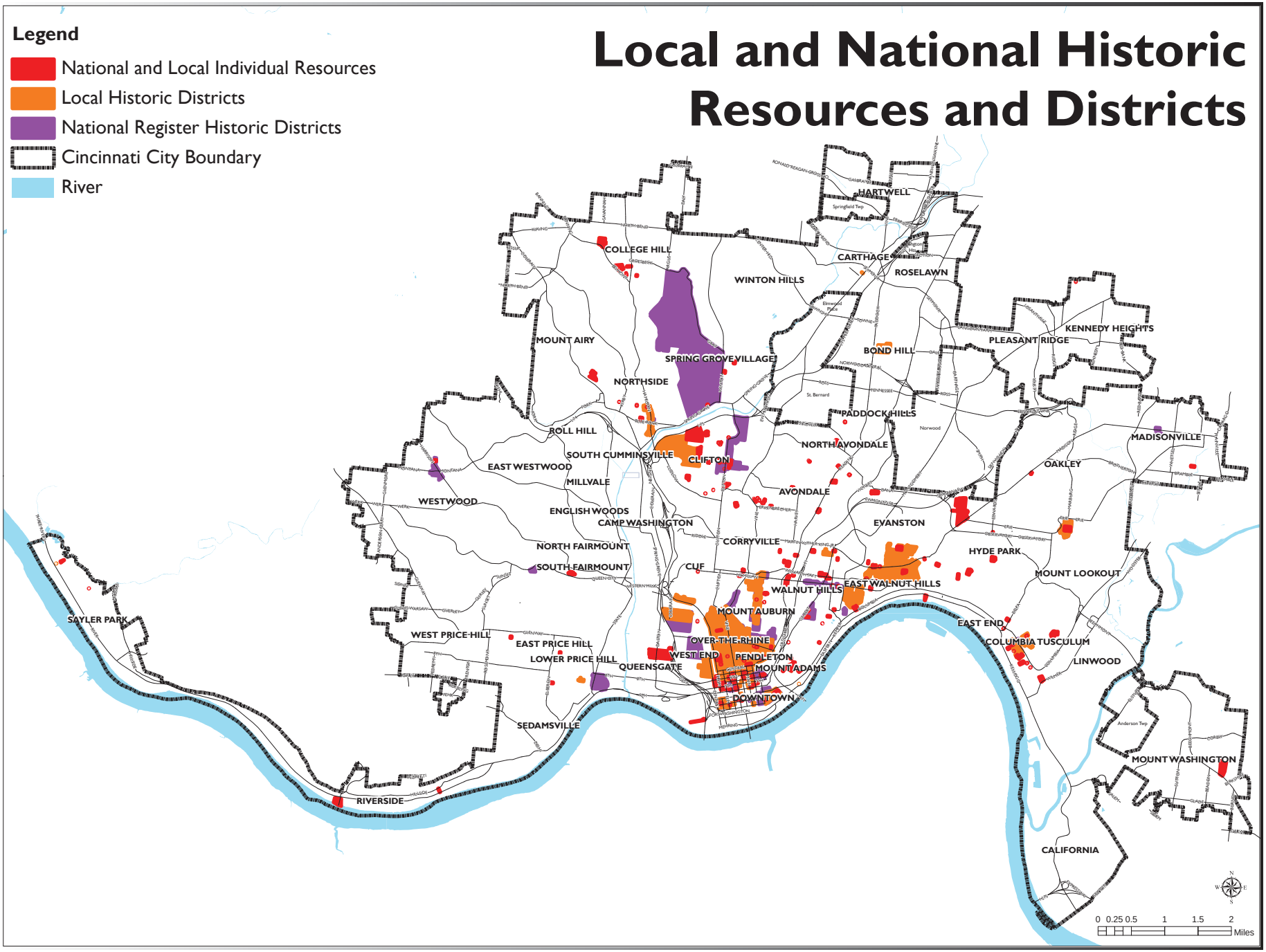
1. Baum-Taft House (Taft Museum)
2. Carew Tower-Netherland Plaza Hotel
3. Cincinnati Music Hall
4. Cincinnati Observatory
5. Cincinnati Union Terminal
6. Cincinnati Zoo Historic Structures
7. Majestic (Showboat Majestic)
8. Pendleton (George Hunt) House
9. Plum Street Temple
10. Spring Grove Cemetery
11. Taft (Alphonso) Home

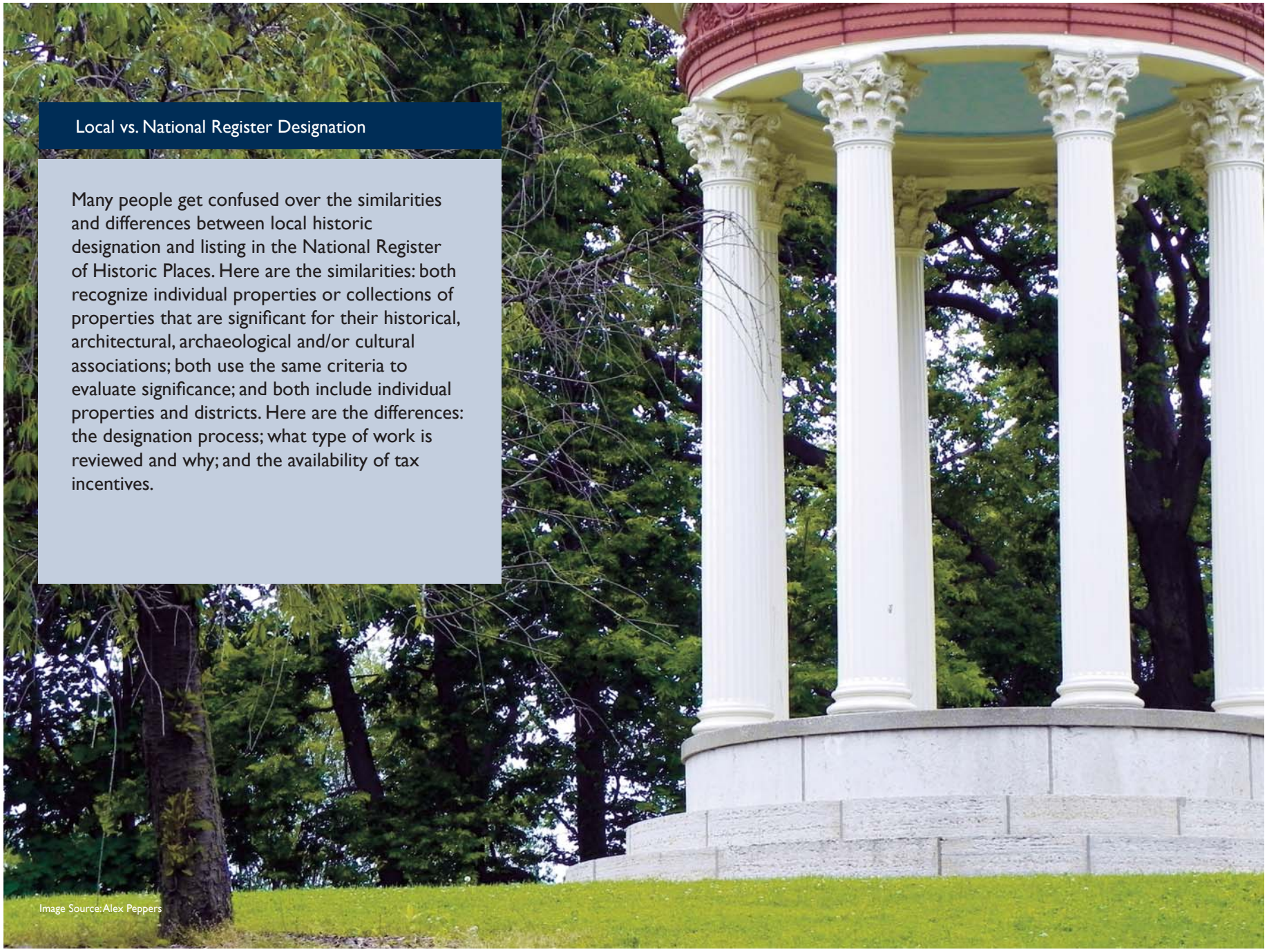
National Historic Districts

The City of Cincinnati has 30 districts listed in the National Register of Historic Places. These districts range in size from a small grouping of three buildings to a collection of over 1,200 buildings.

1. Betts-Longworth Historic District
2. Cincinnati East Manufacturing and Warehouse District
3. Cincinnati Observatory Historic District
4. Clifton Avenue Historic District
5. Columbia Tusculum Historic District
6. Dayton Street Historic District
7. East Fourth Street Historic District
8. Eastwood Historic District
9. Edgecliff Area Historic Group
10. Gilbert-Sinton Historic District
11. Hoffner Historic District
12. Laurel Homes Historic District
13. Lower Price Hill Historic District
14. Lytle Park Historic District
15. Madison-Stewart Historic District
16. Madison and Woodburn Historic District
17. Main and Third Street Cluster
18. Mount Auburn Historic District
19. Ninth Street Historic District
20. Over-the-Rhine Historic District
21. Peeble's Corner Historic District
22. Prospect Hill Historic District
23. Race Street Historic District
24. Sedamsville River Road Historic District
25. St. Francis de Sales Historic District
26. St. Peter's Lick Run Historic District
27. St. Paul's Church Historic District
28. Sycamore-13th Street Grouping
29. West Fourth Street Historic District
30. Westwood Town Center Historic District

Local and National Historic Resources and Districts





Local vs. National Register Designation

Many people get confused over the similarities and differences between local historic designation and listing in the National Register of Historic Places. Here are the similarities: both recognize individual properties or collections of properties that are significant for their historical, architectural, archaeological and/or cultural associations; both use the same criteria to evaluate significance; and both include individual properties and districts. Here are the differences: the designation process; what type of work is reviewed and why; and the availability of tax incentives.

Image Source: Alex Peppers

The Process

The Plan Cincinnati Process

Throughout the development of Plan Cincinnati there was a great deal of public participation and different outreach programs created by the City. The entire process had direction and oversight provided by a Steering Committee of approximately 40 people. Much of the work developing the goals and action steps of the Plan was provided by 12 Working Groups, some with fewer than 10 people, others with upwards of 30 involved. It was these groups of local stakeholders, along with assistance from City Staff from nearly all departments, which truly set the direction of Plan Cincinnati and developed its details.

The Progression of the Plan

Plan Cincinnati was designed to be community-based, with the Plan essentially being guided and written by the Cincinnati community.

There were numerous opportunities to participate in the Plan Cincinnati process. For those who were able to spend a substantial amount of time on the Plan, there was a Steering Committee and 12 Working Groups, both of which had a significant impact on crafting the actual language of the Plan.

There were two public Open Houses and two years of the Cincinnati Neighborhood Summit were dedicated fully to Plan Cincinnati, which accommodated stakeholders who were interested in shaping the Plan, but who could not spend a sustained amount of time focusing on it.

For those who simply wished to know what was being proposed, Plan Cincinnati had an active website that posted all documents, and a Facebook page that alerted interested parties of upcoming events.

Members of the Cincinnati community were invited to play a part in the Plan Cincinnati process in whatever way they felt comfortable and their schedule would allow.

What follows is a general timeline of the Plan Cincinnati Process and evolution of the Plan:

The 12 Plan Cincinnati Elements

Plan Cincinnati began as 12 Elements seen as the basic building-blocks of Cincinnati's future:

1. Arts and Culture
2. Economic Development and Business Retention
3. Fiscal Impact
4. Health, Environment, and Open Space
5. Housing and Neighborhood Development
6. Historic Conservation
7. Institutions
8. Intergovernmental Cooperation
9. Land Use
10. Transportation and Transit
11. Urban Design
12. Utilities and Infrastructure

These 12 elements formed the basis for the preliminary goals, proposed at the 2010 Neighborhood Summit, and the Working Groups, who were tasked with modifying the goals and developing action steps to reach those goals.

The Steering Committee

The first step of the public engagement process was to develop a Steering Committee to provide oversight and give direction to Plan Cincinnati. The Steering Committee, appointed by Mayor Mark Mallory, is a team of approximately 40 people representing local community organizations, businesses, non-profits, and institutions. (A full list of Steering Committee

members is located in the Acknowledgments section). Over the course of the three-year Plan Cincinnati process, the Steering Committee met approximately 25 times, and guided Plan Cincinnati through many renditions to its current state.

Community Information Sessions

The next step began in the summer of 2009 with visits to all Community Councils to explain the purpose of a comprehensive plan and advertise the first round of public meetings. Those meetings took place in the fall of 2009 and were called Community Information Sessions. The four Community Information Sessions, were held in Recreation Centers in Corryville (centrally located), Price Hill (on the west side of the city), College Hill (on the north side of the city), and Madisonville (on the east side of the city). Participants in those sessions discussed what makes a great city, and what is needed to make Cincinnati a great city. These discussions gave Planning Staff the direction needed to begin crafting preliminary goals for the plan.

2010 Neighborhood Summit

In February 2010, the City held its annual Neighborhood Summit at the Cintas Center at Xavier University. The Neighborhood Summit is a meeting held each year for community members and organizations in Cincinnati to discuss current issues and upcoming projects. With approximately 600 people in attendance each year, the Neighborhood Summit was the perfect forum for in-depth discussion and deliberation about Plan Cincinnati. The day was constructed as a series of sessions where participants used hand-held audience response system (ARS) technology to respond to and rank the importance of approximately 50 preliminary Plan goals and answer critical questions about key issues. The day began with a keynote speech by Scott Bernstein, President and founder of the Center for Neighborhood Technology (CNT), which develops resources to promote healthy, sustainable communities. At lunch, participants listened to a panel discussion featuring Anthony Williams, the former Mayor of Washington D.C. and Ellen M. McCarthy, the former Planning Director in Washington D.C. They discussed the importance of comprehensive planning and the transformative power of citizen involvement in creating a comprehensive plan.

Image Source: City Planning and Buildings

The Community Information Session in Corryville

The Working Groups

As a result of the 2010 Neighborhood Summit, approximately four-hundred Cincinnatians signed up to participate in Working Groups that met from April to December 2010. The Working Groups, one for each of the 12 elements of the Plan, were tasked with revising the Goals and crafting the Action Steps for each element. The revisions were based not only on feedback received at the Neighborhood Summit, but also on existing conditions data discussed at the second Working Group meeting.

Image Source: City Planning & Buildings

One of the first meetings of the Working Groups

Image Source: City Planning & Buildings

The Steering Committee crafting the Plan Cincinnati Vision

Working Group Meeting One

The Working Groups began with an orientation meeting held in April 2010, where participants learned about the Planning Process, reviewed the results of the Neighborhood Summit, and learned about the City's basic demographic background.

The first round of working group meetings were held in May and June 2010 and were intended to give all participants common baseline knowledge about each of the 12 Elements. The meetings began with a presentation about any previous plans, projects, data and outstanding issues related to the Element. Participants also talked about what additional information they would need to make good decisions in their working group. In all, Working Group members requested nearly 600 pieces of additional information in the form of data, maps, best practices, and plan/policy review.

Summer Learning Forums

In the summer months of 2010, Working Group members left their small groups and joined together to attend a series of panel discussions providing information about important local and regional initiatives that would impact the work of Plan Cincinnati. The Local Plans and Policies forum included the GO Cincinnati and Green Cincinnati plans, and a presentation by the United Way analyzing local demographic trends. The Regional Plans and Policies forum included Agenda 360, Hamilton County Community COMPASS, the OKI 2030 Regional Transportation Plan and the OKI Strategic Regional Policy Plan. There was a third session scheduled to provide a primer on the city's budget process entitled Budget Basics.

Working Group Meeting Two

In response to the additional information requested at the first Working Group meeting, a profile of information relevant to all Working Groups entitled Common Existing Conditions Analysis was released on September 1, 2010.

In September and October 2010, the Working Groups met for their second round

of meetings, and participants received a data and information profile specific to their Working Group's individual requests. The Working Groups discussed the implications of the data on the preliminary goals and whether the goals were still valid. In many cases, the Working Groups altered the Goals or added new ones.

Planting the Future – Engaging ages 5-18

Beginning in July 2010, Planning staff held a special event for Cincinnati's youth called Planting the Future in which over 600 local students from grades K-12 provided input to Plan Cincinnati.

The Planting the Future program was developed to provide Cincinnati's youth a voice in expressing their hopes, dreams, fears and concerns about the future of Cincinnati. To reach this population, a program was designed based on the art therapy concept. Flowerpots were used as vessels of expression. Each participating student was given a flowerpot and asked to paint their fears and concerns for Cincinnati on the inside of pot. Visions and dreams for the future of Cincinnati were painted on the outside of pot.

Planting the Future week, July 26-30, 2010, kicked off the program, and five additional events were conducted in the months of September and October, 2010. Over 400 flower pots were painted by children in Cincinnati Recreation Center programs, the YMCA, and Cincinnati Public Schools (CPS). Surprisingly, the pots revealed that the overwhelming majority of the children who participated in this program dreamed of having a clean, safe city with jobs for them to earn a decent living along with affordable transportation alternatives. Their vision for the future of Cincinnati did not focus on a futuristic city of advanced technology. Our children want nothing more than basic services and safe neighborhoods.

It was expressed by one young person as follows: "Only if today every child had a home to go to; a bed to sleep in. Maybe if every child could walk down the street without a fear in the world. Suppose every street was

Students paint their vision of the future city on clay flower pots

A child shows her painted pot expressing her dream for the future Cincinnati

clean, no trash. Maybe one day we wouldn't have to see the drug dealers and the gangbangers. A clean street gives a brighter future."

In collaboration with CPS and the Mayor Mallory's Young Professional Kitchen Cabinet (YPKC) a Planting the Future Contest was conducted in November 2010 for the entire CPS system. A total of 148 entries were received from Hays-Porter School, Hughes STEM High School, Sayler Park School, Riverview East Academy, and Westwood Elementary School. Students had the option of writing an essay or a letter to the Mayor, painting a pot or creating a poster. Winners of the contest had a lunch with Mayor Mark Mallory, along with a tour of City Hall.

The children of Cincinnati had their voices heard in very powerful exhibits of these pots including the 2011 Neighborhood Summit and the Brazilian Butterfly Show at Krohn Conservatory. On April 23, 2011 Art Beyond Boundaries hosted an Ice Cream Reception and displayed works from all the Planting the Future events.

The unprecedented success of Planting the Future events led to expansion of the program to senior citizens. Four events were conducted in May, 2011, where over 50 senior citizens participated in the program painting their concerns and fears along with their hopes and dreams for the City of Cincinnati.

The Initiative Areas

In the fall of 2010, as the Plan Cincinnati process entered its second year, it became clear that some issues were being deliberated by multiple Working Groups, and that perhaps it would be more effective to develop the plan around common themes. The Steering Committee worked to develop five action-oriented themes, called Initiative Areas:

Compete - Be the pivotal economic force of the region.
Connect - Bring people and places together.
Live - Strengthen our magnetic City with energized people.

The Five Initiative Areas

Every issue within each of the 12 Elements was integrated into one of the five Initiative Areas. The following table shows which Initiative Area included each Element.

Initiative Area	Elements Integrated
Compete	Economic Development and Business Retention, Arts and Culture, Fiscal Impact, Institutions
Connect	Transportation and Transit, Economic Development and Business Retention, Land Use, Utilities and Infrastructure
Live	Housing and Neighborhood Development, Urban Design, Arts and Culture, Land Use
Sustain	Health, Environment, and Open Space, Fiscal Impact, Historic Conservation, Land Use, Utilities and Infrastructure
Collaborate	Intergovernmental Cooperation, Institutions, Utilities and Infrastructure

Sustain - Steward resources and ensure long-term vitality.
Collaborate - Partner to reach our common goals.

Because each goal developed for each of the 12 Elements would fit very naturally into one of the five Initiative Areas, this change was simply advancing the process to a more integrated approach.

The Vision

With the Initiative Areas in place, the Steering Committee was now able to craft an overall Vision for Plan Cincinnati. After much discussion and deliberation, the vision developed for the Plan Cincinnati is: "Thriving Re-Urbanization: The vision for the future of Cincinnati is focused on an unapologetic drive to create and sustain a thriving inclusive urban community, where engaged people and memorable places are paramount, where creativity and innovation thrive, and where local pride and confidence is contagious."

The Vision has been an overall guide and touchstone for the full development of the Plan.

The Working Group Open House

In February 2011, the work that all of the Working Groups had completed thus far, consisting of a total of 126 goals, was presented to the community at a public Open House. By this point in the process, the 12 elements had been condensed into five Initiative Areas: Compete, Connect, Live, Sustain, and Collaborate. Each goal from each of the 12 elements fit into one of the Initiative Areas. Community members were able to see all of the proposed goals in one place, along with maps and graphics used by each Working Group when making decisions, and were asked to comment on the work done so far. The comments received helped Planning Staff refine, consolidate, and edit the 126 goals (some of which were actually Action Steps and not Goals) into 18 goals with up to 12 action steps each.

2011 Neighborhood Summit

The 2011 Neighborhood Summit was another opportunity to gather several hundred community members together to further Plan Cincinnati. The day was set up into three tracks of sessions: Policy, Character, and Making Impact. The Policy track, facilitated by Gianni Longo from ACP Visioning+Planning, gave attendees a hands-on opportunity to reword the 18 goals and all of their action steps and to create new action steps. The Character track brought the physical and geographic side of the Plan into discussion by focusing on the neighborhood centers, public spaces and corridors. The attendees of this track participated in sessions facilitated by Jamie Greene of ACP Visioning+Planning, Greg Dale of McBride Dale Clarion, Dan Parolek of Opticos Design, Inc., and Rick Hall of Hall Planning and Engineering. This track of sessions integrated the tools of Form-Based Codes and Complete Streets in the creation of strategy maps for the Plan. The Making Impact track concentrated on implementation of the Plan, and projects already underway in our neighborhoods that will help implement Plan Cincinnati.

Community members give input at the Neighborhood Summit

Participants enjoyed thought-provoking lunchtime speeches by Mitchell J. Silver, AICP, Planning Director for the City of Raleigh, NC, and President Elect of the American Planning Association and Gianni Longo, Principal at ACP Visioning+Planning and former Chair of the Planner's Task Force at the Congress for New Urbanism (CNU). Mr. Silver spoke about his experience with the 2030 Comprehensive Plan for the City of Raleigh, NC and the creation of their Form-Based Code. Mr. Longo gave an inspiring speech about creating great neighborhoods.

The 2011 Neighborhood Summit was also the public kick-off for the Land Development Code. At the Friday evening Neighborhood Summit dinner, Shelley R. Poticha, Director for Office of Sustainable Housing and Communities, spoke about the Six Livability Principles and officially presented the award of $2.4 million to the City of Cincinnati to prepare the Land Development Code as awarded in the Community Challenge Grant. On Saturday, several sessions in the Making Impact track were dedicated to the Land Development Code project.

Image Source: City Planning & Buildings

Avondale Youth Council members volunteering at the Neighborhood Summit

Investing in the Future – Engaging ages 18-25

Through March-June 2011, Planning Staff identified the 18-30 year olds as an additional population that was difficult to reach and therefore lacking in participation. A special course was held at the University of Cincinnati to engage the youth once again. Taught by Margaret Wuerstle, City of Cincinnati Chief Planner at the time, it allowed students to write their own chapter for Plan Cincinnati. Entitled, "Investing in the Future: Engaging Cincinnati Youth," it was prepared as a special topics course in the School of Planning at the University of Cincinnati's College of Design, Architecture, Art and Planning. Sixteen students engaged eight youth stakeholder groups in assessing the needs and desires of Cincinnati's youth.

The other organizations and teens who participated in the process included: Teen Spot and Homework Central at the Public Library of Cincinnati and Hamilton County; Lighthouse Youth Services; Parents for the Hyde Park School; the YMCA Cincinnati After School Program at Winton Hills Academy; Elementz; students at the University of Cincinnati, Cincinnati State and Cincinnati Art Academy; Cincinnati Christian University and Over-The Rhine Community Housing. These college students, together with their peers and our younger residents, envision Cincinnati to be, "A community of invested youth who live in a vibrant, interconnected city that provides social, economic, and educational opportunities in a safe and clean environment." As with the Planting the Future program, the vision for Cincinnati of our younger population remains constant: A clean, safe, interconnected city with opportunity for a higher quality of life.

The Steering Committee Sub-Groups

Initially, Steering Committee meetings focused on the overall planning process and hearing the findings of consultant studies.

However, as time progressed, the Steering Committee wished to have a more hands-on role in the development of the Plan.

As a result, throughout the summer and fall of 2011, the Steering Committee divided into six groups, called Sub-Groups, to thoroughly review and revise the goals and action steps proposed thus far. There was one Sub-Group for each of the five Initiative Areas and one for the overall structure of the Plan, called the Conceptual Framework.

With assistance from City Staff from many departments, the Sub-Groups worked to edit, rework and refine the Plan's goals and action steps, narrowing down each Initiative Area to the top five to seven priorities. In this way, the Steering Committee was able to influence the Plan with their considerable knowledge and experience. Additionally, if the Steering Committee felt that there was a voice or expertise missing from their Sub-Group, they invited other local experts to participate in their Sub-Group discussions.

While the Sub-Groups working with each of the Initiative Areas focused the City's policy priorities through the Goals and Action Steps, the Conceptual Framework Sub-Group set out to direct the physical priorities for Cincinnati. They developed a set of four "Overall Geographic Principles" to guide future physical development.

These principles were to: Focus revitalization on existing centers of activity, Link centers of activity with effective transportation for maximum accessibility, Create new centers of activity where appropriate, and Maximize industrial reinvestment in existing industrial areas. These principles aim to guide the implementation of the Plan's strategies by directing the location of future growth and investment. These principles are discussed in greater detail in the Overall Geographic Principles section.

After completing their work, each Sub-Group presented their findings and proposed Goals and Action Steps to the rest of the Steering Committee. These Goals and Action Steps were then used to craft the draft Plan document as presented to the public in the Draft Plan Open House.

The Draft Plan Open House

In March 2012, the draft of Plan Cincinnati was presented to the public in the form of an Open House. Each of the five Initiative Areas was complete and in the form of the document. The four Geographic Principles were also displayed, along with the Conceptual Framework maps, for review.

The public, as well as other City departments, were asked to review and comment on the draft Plan, to prioritize the Action Steps and their proposed timetable, and to suggest additional implementation partners. Approximately 220 people attended the Open House, and others viewed the Draft Plan on the Plan Cincinnati website.

All comments received were considered for the final document and many action steps received edited language and altered timetables based on the comments from both the public and other City departments.

The Plan Adoption Public Hearings

On Friday, October 19, 2012 Cincinnati City Planning Commission officially adopted Plan Cincinnati as the comprehensive plan for the City of Cincinnati. On Monday, November 19, 2012, the Livable Communities Committee of City Council held a public hearing to approve Plan Cincinnati, and finally on Wednesday, November 21, 2012, Cincinnati City Council adopted Plan Cincinnati.

Plan Cincinnati officially took effect on December 21, 2012.

Plan Organization

Plan Cincinnati initially had 12 Elements:

Arts and Culture

Economic Development and Business Retention

Fiscal Impact

Health, Environment, and Open Space

Housing and Neighborhood Development

Historic Conservation

Institutions

Intergovernmental Cooperation

Land Use

Transportation and Transit

Urban Design

Utilities and Infrastructure

The Plan further evolved to the following structure...

Vision

The overall visualization of the future of Cincinnati.

Overall Policy Principles

The big ideas guiding Cincinnati's future policies.

Overall Geographic Principles

A guide to Cincinnati's future physical development.

Initiative Areas

The plan is separated into five distinct parts, each representing what we as a community will do. Cincinnati will:

Compete **Connect** **Live**

Sustain **Collaborate**

Within each Initiative Area, there is a series of Goals and the subsequent steps to achieve them, drilling down to specific tasks that will be completed within approximately 10 years. Each Initiative Area is divided as demonstrated on the following page:

Goals

The desired future state of Cincinnati. Each Initiative Area contains up to three Goals.

Strategies

The ways we plan to achieve the Goal. Each Goal has up to four Strategies.

The Element Icons are a series of graphic icons representing each of the 12 Elements of Plan Cincinnati. They show the basic concepts addressed in the strategy as well as which Working Groups assisted in crafting the Strategy, Action Step, Tasks, and Partners associated with it.

Action Steps

The steps we must take to meet the Strategy. Each Strategy has up to four Action Steps.

Tasks are divided by the approximate schedule for accomplishment

Short-range (1-3 years):

- Expected to be complete with the first one to three years following Plan adoption.

Mid-range (4-7 years):

- Expected to be complete with the first four to seven years following Plan adoption.

Long-range (8-10 years):

- Expected to be complete with the first eight to ten years following Plan adoption.

Current Initiatives

People and organizations in Cincinnati are already working on activities and programs that meet the basic tenets of each strategy in Plan Cincinnati. It's important to recognize the good work being done, and while this is by no means a complete list, the first page of each strategy gives a brief description of ways that we as a community are already working to successfully achieve each strategy.

Partners

While the City of Cincinnati will play a role in almost every Action Step and Task in Plan Cincinnati, we cannot accomplish this work alone. There are many other entities and stakeholders within our region, including individual community members, who helped create this Plan. These are our Partners, and we will also rely on their efforts to help implement the Plan. In some instances, it may be appropriate for one of our Partners to take the lead on certain Action Steps or Tasks.

Vision

Our Vision: Thriving Re-Urbanization

The vision for the future of Cincinnati is focused on an unapologetic drive to create and sustain a thriving inclusive urban community, where engaged people and memorable places are paramount, where creativity and innovation thrive, and where local pride and confidence are contagious.

Guiding Policy Principles

The "Big Ideas" of Plan Cincinnati

During the course of the public participation process of Plan Cincinnati, a series of themes arose as the "Big Ideas" of the Plan. These ideas were brought up many times, by a variety of people, as early as the very first meetings. These "Big Ideas" became the overall principles guiding the goals, strategies, action steps and their detailed tasks that are the policies set forth in this Plan.

Image Source: Alex Peppers

Increase our population.

Increasing Cincinnati's population will result in a City with greater diversity, give us a larger pool from which to draw innovation, and increase our tax base. With some federal funding formulas based on population, an increase in population could translate to greater assistance in transforming our less-stable neighborhoods.

It is important to recognize, however, that Cincinnati wishes to remain a medium-size city. Bigger is not always better, and we want to find the right size for our city so that we can continue to have access to our vast array of big-city amenities but never lose our feeling of connectedness and the quality of life that comes with a more manageably sized city.

The Plan Cincinnati recommendation:
To do this we will be a vibrant city with a collection of "Neighborhoods of Choice," offering a full spectrum of housing options for people at all stages of life and welcoming and engaging public spaces.

Build on our assests.

Cincinnati doesn't need to create a new city, we simply need to build on what we already have: our natural beauty (river, hillsides, parks and greenspace); our historic resources; our unique neighborhood character (we are, after all, a city of neighborhoods); our exceptional amenities (entertainment, recreation, culture, education); and our proximity and accessibility (you can get anywhere in the greater Cincinnati area in around 30 minutes).

The Plan Cincinnati recommendation:
Our neighborhoods are structured around centers of activity that contain all of the amenities that we need to go about our daily life. We will focus our development on these centers of activity, and strategically select areas for new growth.

Image Source: Nicolas Vitori

Image Source: Nicolas Vitori

Be Recognized.

We want Cincinnati to be known as a great city, both nationally and internationally. We see ourselves as one of the world's best kept secrets, but we want to be recognized and sought out as a place to live, do business, and visit.

The Plan Cincinnati recommendation:
Our plan is to capitalize on the things that make us great, including our rich culture and history, and to do a better job of telling the stories about the good things happening in Cincinnati by developing a comprehensive marketing and branding strategy to bring our story to the world.

Be aggressive and strategic in future growth and development.

Economic development and job growth is the key to maintaining a stable city and growing our tax base to allow for public services and future improvements. We have an existing economic development strategy in the GO Cincinnati Plan, but we also need a broader approach to include strategies for revitalizing our neighborhood business districts and helping our existing businesses grow and succeed.

The Plan Cincinnati recommendation:

As recommended in the GO Cincinnati Plan, Cincinnati will capitalize on the areas where there is existing investment, such as Downtown, Over-the-Rhine, and Uptown, and focus future economic growth in targeted areas such as the Madison Road Corridor, Queensgate and the Mill Creek, and the Seymour and Reading Road corridors.

We also will strive to "Grow our Own" by focusing on retention and expansion of existing businesses, developing entrepreneurship opportunities, improving our educational options and success-rates, and streamlining the development process.

New business recruitment will target industries in Cincinnati's established clusters of Aerospace, Automotive, Chemistry and Plastics, and Financial Services and our emerging clusters of Advanced Energy, Consumer Products and Creative Services, Information Technology, and Life Sciences.

Redesignation of the Port of Cincinnati from its current 26 mile length to 200 miles and preserving our multi-modal transportation links will open up global markets to Cincinnati.

Image Source: Katie Dale

Preserve or create a pedestrian-scaled city.

Much of our city is already walkable, but we want Cincinnati to become truly human-scaled by focusing on accommodating the person and not the automobile. We want to preserve our compact, walkable areas where they already exist and strategically create them where they don't. The key to modernization of our thriving urban city is to contemporize, but not suburbanize.

The Plan Cincinnati recommendation:
We will permeate our neighborhoods with compact, walkable mixed-use development, bikable streets and trails, and transit of all types (such as bus, light rail, bus rapid transit, light rail transit, streetcar/circulator vehicles, and passenger rail). The development of a Complete Streets policy and adoption of a Form-Based Code are tools that will help reach this goal.

Spend public funds more strategically.

Our City's budget is tight, and we need to spend our public funds in the most cost-effective way possible. By being strategic in the way we fund development projects we can see real change without spending beyond our means.

The Plan Cincinnati recommendation:
The City's Capital Budget will be consistent with and guided by Plan Cincinnati, and Cincinnati will focus its funding on projects that will stabilize targeted neighborhoods. We may focus on fewer projects each year, but they will be projects that create transformative change. To determine the long-term viability of development projects, Cincinnati will perform a fiscal analysis that not only takes into consideration the up-front costs but also long range maintenance costs for project investments. When making investments in housing projects, we will focus on strengthening neighborhoods, not simply adding units.

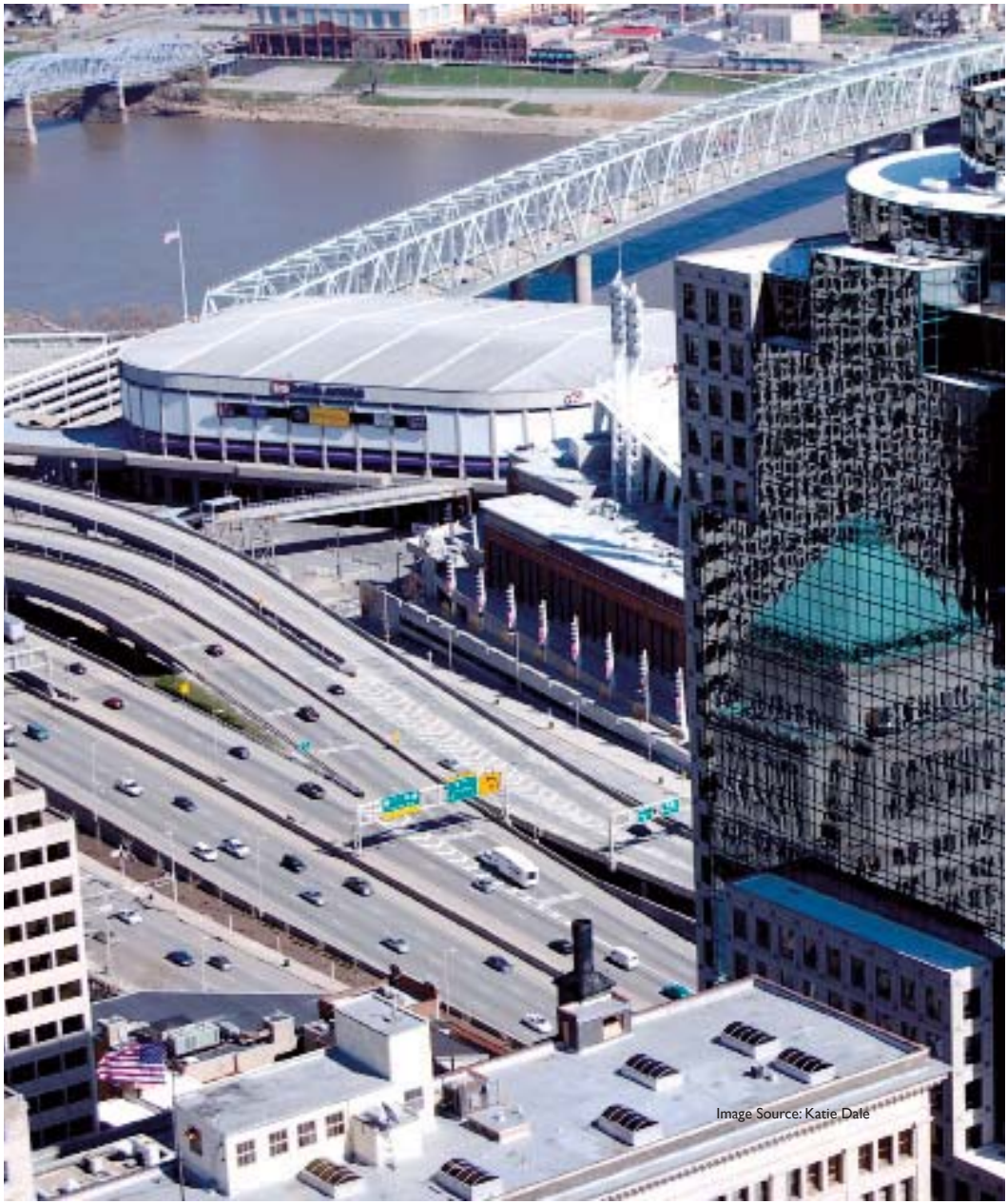


Image Source: Katie Dale

Develop a culture of health embodied by thriving residents.

The health of our residents is critically correlated to the health of our city, because healthier people are more civically-engaged, productive, and happier people. We want to quantify health not simply by lack of disease but by true vibrancy.

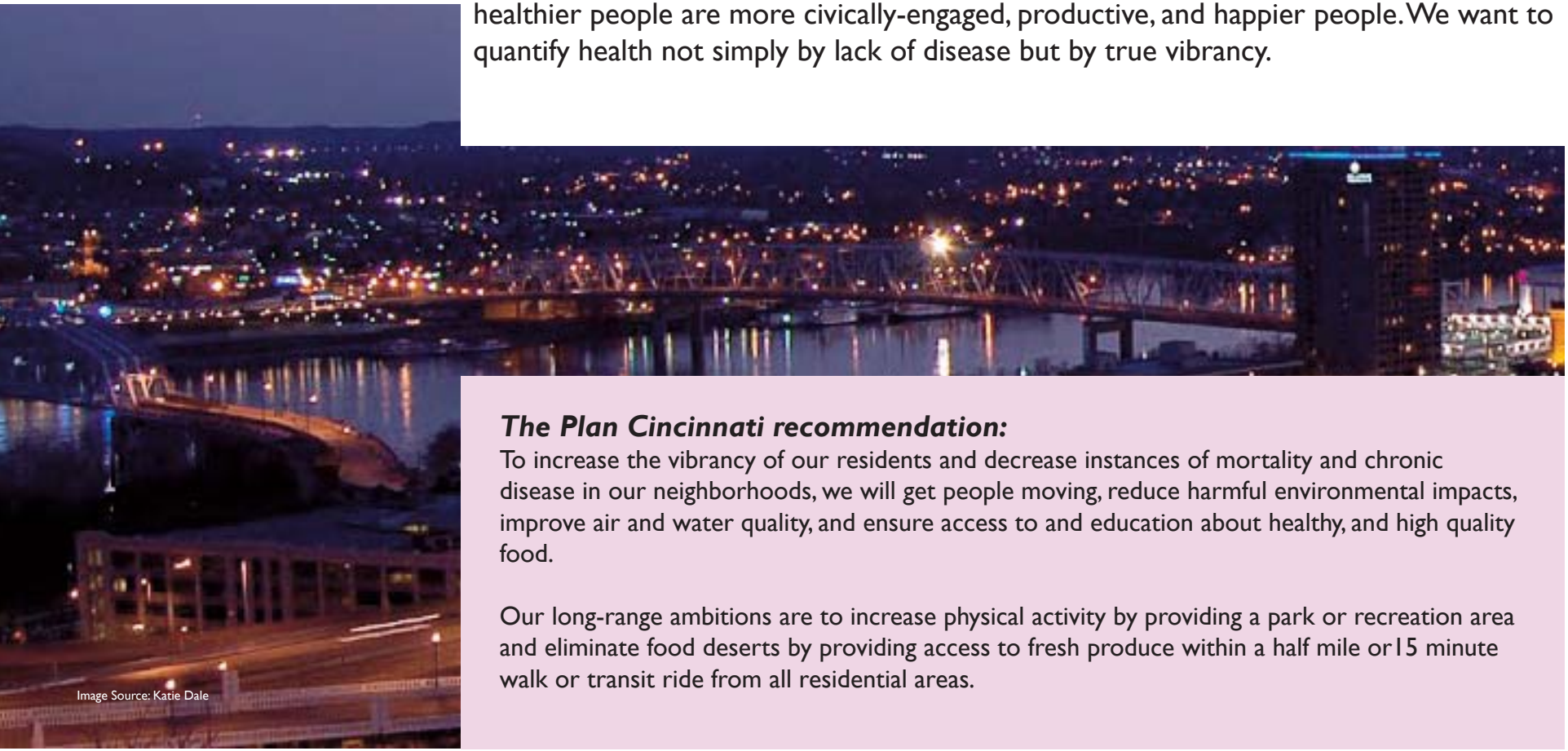


Image Source: Katie Dale

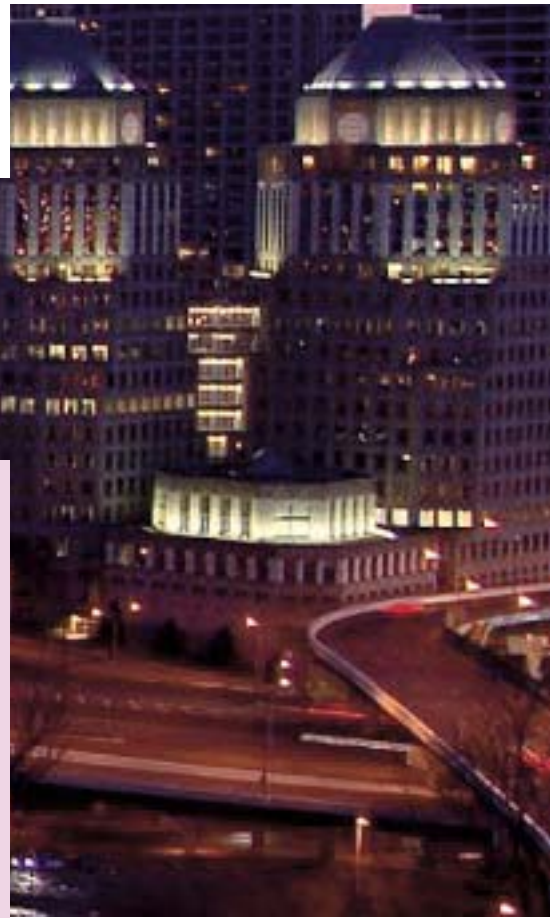
The Plan Cincinnati recommendation:

To increase the vibrancy of our residents and decrease instances of mortality and chronic disease in our neighborhoods, we will get people moving, reduce harmful environmental impacts, improve air and water quality, and ensure access to and education about healthy, and high quality food.

Our long-range ambitions are to increase physical activity by providing a park or recreation area and eliminate food deserts by providing access to fresh produce within a half mile or15 minute walk or transit ride from all residential areas.

Preserve our resources and facilitate sustainable development.

Our natural beauty, such as our river, hillsides, parks and greenspace, and our built resources such as our walkable neighborhoods and historic structures, are some of our city's greatest assets. We need to protect our assets and reverse the modern trend of "disposable" development.



The Plan Cincinnati recommendation:

Implementing the Green Cincinnati Plan will help improve our air and water quality, and lessen environmental impacts on our neighborhoods. Implementing our Park Board's Master Plan will help to protect our existing parks and ensure future growth of these important resources. By putting our drafted Public View Corridor regulations in place we can protect our beautiful panoramic vistas. Creating new Historic Districts and considering less stringent forms of regulations will help protect our vast inventory of historic treasures.

Image Source: City Planning and Buildings

Strengthen community organizations.

The City expects its community organizations, such as Community Councils, Business Associations, Community Development Corporations and others, to actively participate in the development and revitalization of the communities they represent. We need to build capacity in these organizations so that they can part a significant role in dictating their communities' future.

The Plan Cincinnati recommendation:
Cincinnati will improve communication between the City and its community organizations, and help provide community organizations with the tools they need to build capacity and succeed.

Lead by example to strengthen our region.

Cincinnati is the primary urban center of a region that consists of 15 counties spanning 3 states, and 49 jurisdictions within Hamilton County alone. As a result, other jurisdictions look to us for leadership. Other endeavors to strengthen our region such as Agenda 360, Vision 2015, and Hamilton County Community Compass, share some of the same goals as Plan Cincinnati. Cincinnati must step up and lead our region to strengthen it as a whole.

The Plan Cincinnati recommendation:

Cincinnati will be unapologetic about our role in the region and will take the lead on furthering regional initiatives by collaborating with Hamilton County and other jurisdictions in our region. Cincinnati will also work with other jurisdictions to consider options that make the best use of tax-payer money, such as co-location of facilities and, if mutually beneficial, annexation of jurisdictions within our boundaries. Although annexation is not preferable and will not be actively sought out, if a jurisdiction approaches the City and a cost-benefit analysis shows that it would be beneficial to the City, it would be considered.

Image Source: Nicolas Vitori

Image Source: City Planning and Buildings

Implement our Plan.

After 30 years since the most recent Comprehensive Plan, Plan Cincinnati provides new direction for the City of Cincinnati, provided through many hours of hard work and discussion by the residents, businesses, and other stakeholders of today for the benefit of those in the future. Participants and stakeholders want to ensure that Plan Cincinnati will be implemented and considered valid by future decision-makers regardless of change in elected leadership or staff.

The Plan Cincinnati recommendation:

Plan Cincinnati will be reviewed annually, including a progress update to City Council, during the City's budget process. This will be facilitated by the Priority-Driven Budget process, newly developed and based on the tenets guiding Plan Cincinnati. Plan Cincinnati will be updated every 5 years. After 10 years, the City will consider whether Plan Cincinnati should be simply updated or completely rewritten. Developing Planning Consistency policies for the City Planning Commission will ensure adherence to the Plan and guidance for future Neighborhood Plans.

Guiding Geographic Principles

There are four overall geographic principles that guide Plan Cincinnati and the implementation of its strategies. The four principles are designed to strategically guide the location of future investment and growth.

1. Focus revitalization on existing centers of activity.
2. Link centers of activity with effective transportation for maximum accessibility.
3. Create new centers of activity where appropriate.
4. Maximize industrial reinvestment in existing industrial areas.

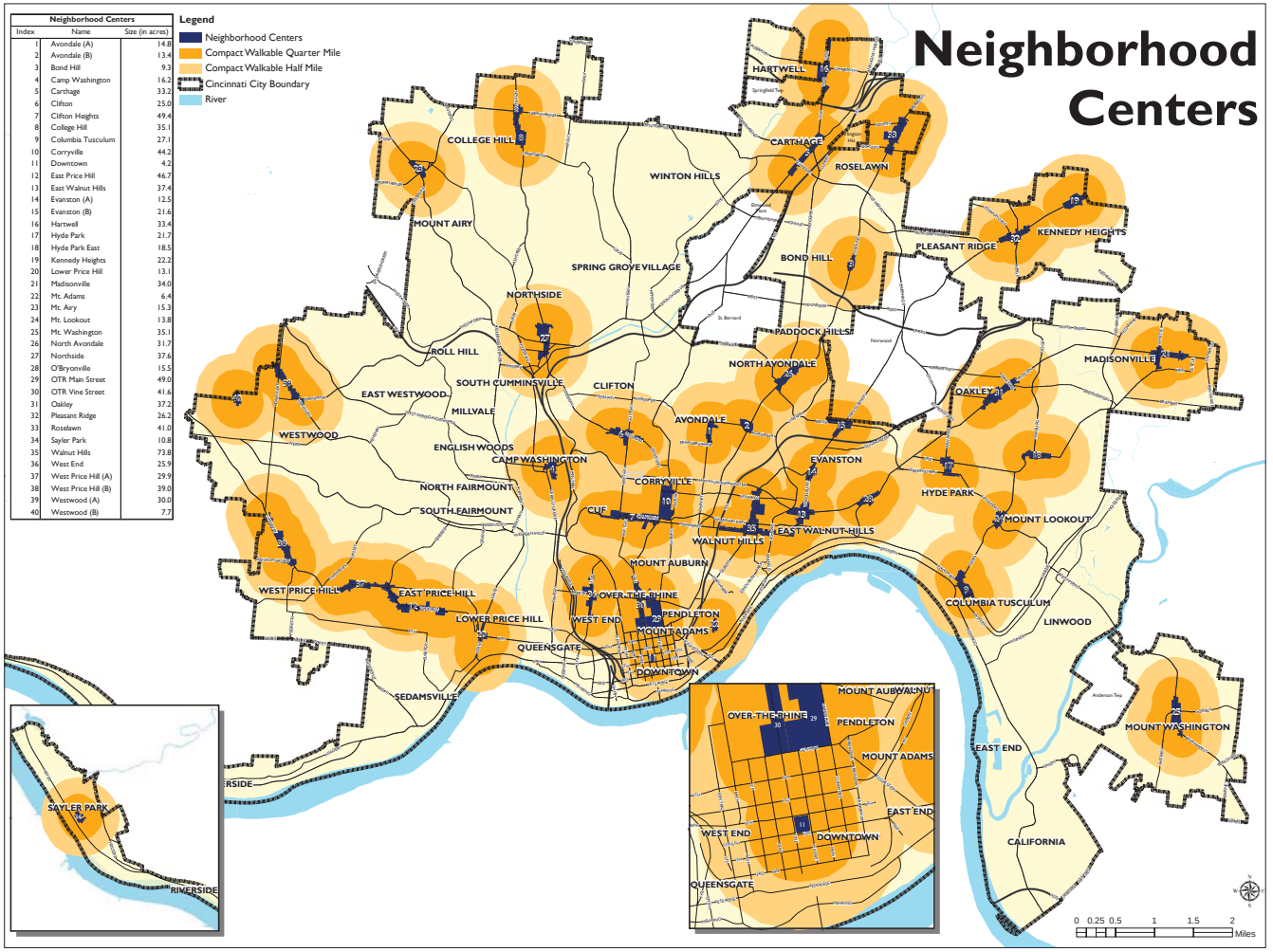
1. Focus revitalization on existing centers of activity.

Cities throughout the United States are trying to design communities around pedestrian-scale main streets surrounded by residential neighborhoods. In Cincinnati, we already have this, and it is one of our greatest assets.

Although most of these centers surround our Neighborhood Business Districts, they are more than simply commercial areas. They include civic infrastructure such as schools, churches, recreation centers, libraries, and post offices.

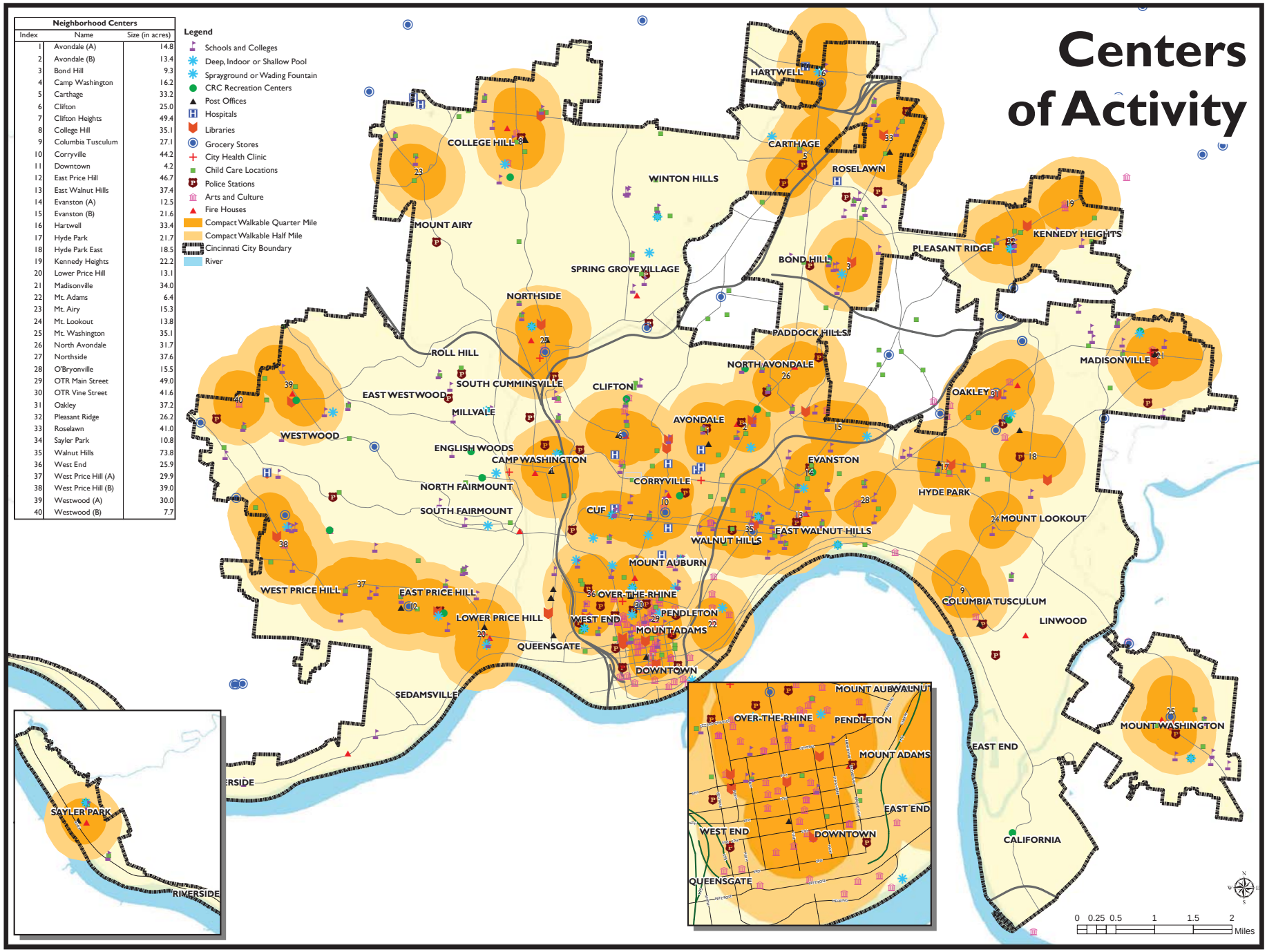
In order to strengthen these assets, Cincinnati must first improve neighborhood centers in order to meet the needs of surrounding residential neighborhoods. We also must invest in our existing infrastructure, focusing our resources into maintaining, evolving, or transforming the walkability of our existing centers of activity. We will locate new commercial and civic activities into our existing centers and discourage the creation of new centers in places that already have an existing center.

By leveraging the power of our existing assets we can create thriving urban places.



Neighborhood Centers		
Index	Name	Size (in acres)
1	Avondale (A)	14.8
2	Avondale (B)	13.4
3	Bond Hill	9.3
4	Camp Washington	16.2
5	Carthage	33.2
6	Clifton	25.0
7	Clifton Heights	49.4
8	College Hill	35.1
9	Columbia Tusculum	27.1
10	Corryville	44.2
11	Downtown	4.2
12	East Price Hill	46.7
13	East Walnut Hills	37.4
14	Evanston (A)	12.5
15	Evanston (B)	21.6
16	Hartwell	33.4
17	Hyde Park	21.7
18	Hyde Park East	18.5
19	Kennedy Heights	22.2
20	Lower Price Hill	13.1
21	Madisonville	34.0
22	Mt. Adams	6.4
23	Mt. Airy	15.3
24	Mt. Lookout	13.8
25	Mt. Washington	35.1
26	North Avondale	31.7
27	Northside	37.6
28	O'Bryonville	15.5
29	OTR Main Street	49.0
30	OTR Vine Street	41.6
31	Oakley	37.2
32	Pleasant Ridge	26.2
33	Roselawn	41.0
34	Sayler Park	10.8
35	Walnut Hills	73.8
36	West End	25.9
37	West Price Hill (A)	29.9
38	West Price Hill (B)	39.0
39	Westwood (A)	30.0
40	Westwood (B)	7.7

Centers of Activity



Community Character
Our neighborhood centers are the building blocks of our neighborhoods. They are the traditional, walkable cores of our communities that feature not only commercial uses but also contain much of our civic infrastructure and the amenities that we need to go about our daily lives such as schools, day care centers, grocery stores, pools and recreation centers, police stations and sub-stations, fire stations, post offices, and libraries.

The revitalization of a neighborhood begins with its center. To support this endeavor, and specifically in guiding future regulatory tools such as form-based code, each neighborhood center has been classified by Neighborhood Type and by Degree of Change. The Neighborhood Type is based on the existing physical character of the neighborhood center and the area immediately surrounding it. The Degree of Change shows the level of change necessary to make the neighborhood center more walkable. Each of these classifications may be used by the neighborhoods to help guide their revitalization efforts.

Neighborhood Type
Each of our neighborhood centers has its own unique character, but as a whole they can be classified into three basic neighborhood center types, based on the physical character of the buildings within the Neighborhood Business District (NBD) as well as the character of the surrounding residential structures: Urban Center, Urban Neighborhood, and Traditional Neighborhood.

The ***Urban Center*** generally contains mid-to-high-rise vertical mixed use buildings with ground floor retail and upper floor commercial or residential uses. This area serves as one of the primary employment and civic centers for the City and includes residential and institutional uses, cultural and entertainment venues, and sports stadiums. The edges of this area may transition into Urban Neighborhoods. Cincinnati only has one downtown, so there is only one Urban Center.

The ***Urban Neighborhoods*** are primarily composed of attached and semi-detached rowhouse building types near walkable business districts. There are often a small percentage of these areas that have a larger footprint and taller buildings within them, frequently along major corridors. There is typically an interconnected network of streets and small to medium block sizes, unless interrupted with topography constraints or other natural or infrastructure breaks.

Cincinnati has 10 neighborhood centers classified as Urban Neighborhoods: Camp Washington, Clifton, Clifton Heights, Corryville, Lower Price Hill, Mt. Adams, Northside, Over-the-Rhine Main Street, Over-the-Rhine Vine Street, and West End.
The ***Traditional Neighborhoods*** are primarily composed of single-family homes on lots that vary in size. There also may be small footprint, medium-density housing types – such as duplexes, fourplexes, rowhouses, and small apartment buildings – that are either typically along a major corridor or in areas transitioning from the single-family homes into a neighborhood main street. The neighborhood typically includes one or more main streets or corners stores within a short walking distance from a large percentage of homes that are an important part of their walkability. There is typically an interconnected network of streets and small to medium block sizes, unless interrupted with topography constraints or other natural or infrastructure breaks.

Cincinnati has 29 neighborhood centers classified as Traditional Neighborhoods: Avondale (A), Avondale (B), Bond Hill, Carthage, College Hill, Columbia Tusculum, East Price Hill, East Walnut Hills, Evanston (A), Evanston (B), Hartwell, Hyde Park, Hyde Park East, Kennedy Heights, Madisonville, Mt. Airy, Mt. Lookout, Mt. Washington, North Avondale, O'Bryonville, Oakley, Pleasant Ridge, Roselawn, Sayler Park, Walnut Hills, West Price Hill (A), West Price Hill (B), Westwood (A), Westwood (B).

Degree of Change to Create a Walkable Neighborhood Center

One of the overall goals of Plan Cincinnati is to preserve or create walkable neighborhoods. While all of our residential neighborhoods have sidewalks and residents may be able to easily walk from house to house or around the neighborhood, a neighborhood is not considered truly walkable unless the neighborhood center is also walkable.

For a neighborhood center to be walkable, it is mostly based on character, but also takes into consideration availability of services and amenities, and building occupancy. The criteria are not meant to be a checklist or measurement, but more as a general guide for helping neighborhoods determine how walkable their neighborhood center is and what changes are needed to make it more walkable in the future. All 40 neighborhood centers were classified based on the existing character and the degree of change that is necessary for the center to become a truly compact walkable area. These classifications will be used when determining neighborhood revitalization strategies and when creating a regulating plan for a Form-Based Code.

The criteria used to classify each neighborhood center are as follows:

For neighborhood centers where the character is already quite walkable we simply need to ***Maintain:***

- Structures address the street in a consistent pattern.
- Primary location of parking is on-street or consolidated in lots or structures, preferably behind buildings.
- Pedestrians are buffered from traffic by a tree lawn, landscaping, street furniture, or on-street parking and there are few curb-cuts.
- Neighborhood services and amenities are located within the NBD or Compact Walkable area.
- NBD draws people from outside the neighborhood because of uses or character.
- There is a defined community gathering space in the NBD.
- The NBD is an appropriate size to maintain its uses, has low vacancy, has clear, visible boundaries, and pedestrians are able to walk to end to end without an unusual break in the pattern (window-shopping effect).

The primary objective for the Maintain neighborhood centers is to enhance an area, building upon its existing character with small-scale improvements.
Cincinnati has seven neighborhood centers classified as areas to Maintain: Clifton, Hyde Park (A), Hyde Park East (B), Mt. Adams, Mt. Lookout, Oakley, and O'Bryonville.

For neighborhood centers that need to ***Evolve*** to become more walkable:

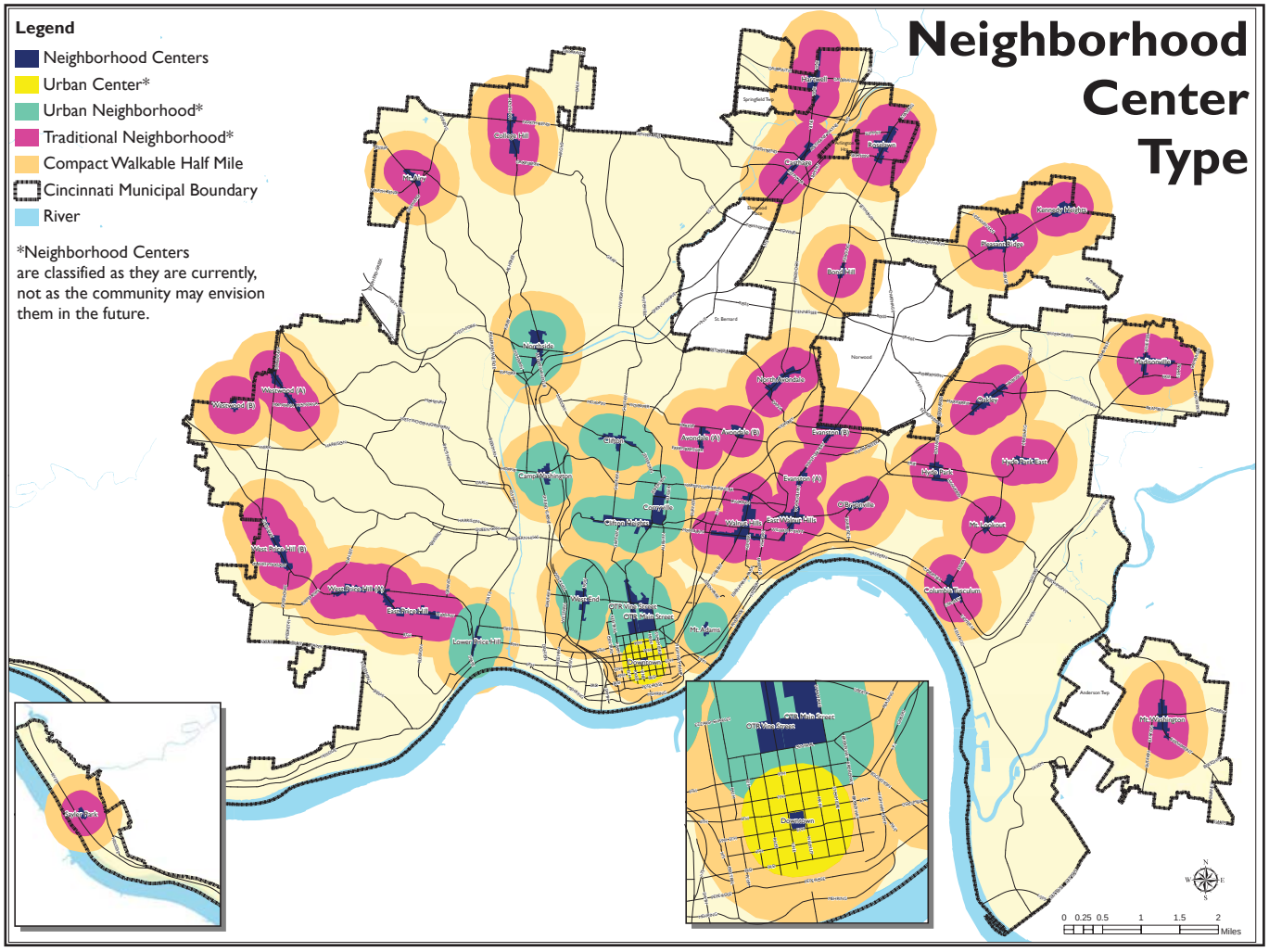
- Structures address the street in a somewhat consistent pattern, but there may be missing teeth, some structures that are out of place, or some properties set farther back with parking in front.
- Parking location may vary throughout the district – there may be some front yard parking and no consolidated lots or structures.
- Pedestrians are somewhat buffered from traffic but may not feel entirely comfortable due to curb cuts or lack of a tree lawn, landscaping, street furniture, or on-street parking.
- There may be some neighborhood services and amenities but they may not be sufficiently diverse or comprehensive to meet daily needs.
- There may be a defined community gathering space in the NBD, but it might not be sufficient in size, location, or appearance.
- The NBD may be too large to maintain its uses, may have some vacancies, may not have visible boundaries, and pedestrians are not able to walk to end to end without an unusual break in the pattern due to either building pattern, vacancies, and street thoroughfare design.

The primary objective for the Evolve neighborhood centers is to target opportunities for incremental changes, such as infill opportunities or public improvements, but still reinforce the existing character and scale of the area.

Cincinnati has 12 neighborhood centers classified as areas to Evolve: Clifton Heights, College Hill, Columbia Tusculum, Corryville, Downtown, East Walnut Hills, Mt. Airy, North Avondale, Northside, OTR Main Street, OTR Vine Street, Pleasant Ridge, and Sayler Park.

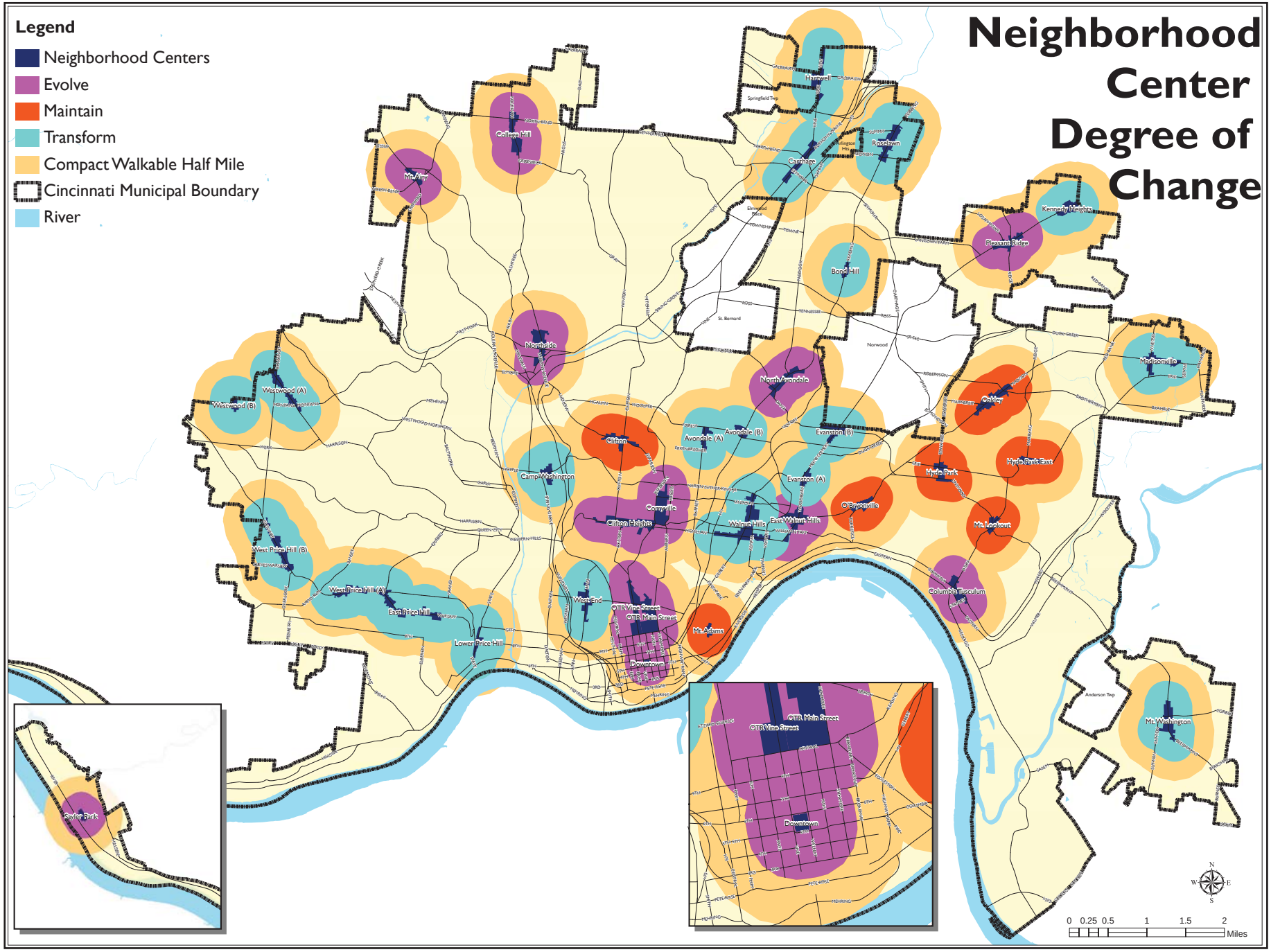
For neighborhood centers that need to ***Transform*** to become more walkable:

- Structures do not address the street in a consistent pattern nor do they have a consistent size or character, some properties are set farther back with parking in front.
- Parking location varies throughout the district but is mostly front yard parking. There are no consolidated lots or structures.
- Pedestrians are not buffered from traffic and do not feel safe walking due to curb cuts or lack of a tree lawn, landscaping, street furniture, or on-street parking.
- There may be some neighborhood services and amenities but they may not be sufficiently diverse or comprehensive to meet daily needs.
- There is no defined community gathering space in the NBD.
- The NBD may be too large to maintain its uses, has vacancies, does not have visible boundaries, and pedestrians are not able to walk to end to end without an unusual break in the pattern due to either building pattern, vacancies, and street thoroughfare design.



The primary objective for the Transform neighborhood centers is to target major opportunities for large-scale changes, such as infill, redevelopment, and public improvements. The character of the area is intended to completely change.

Cincinnati has 21 neighborhood centers classified as areas to Transform: Avondale (A), Avondale (B), Bond Hill, Camp Washington, Carthage, East Price Hill, Evanston (A), Evanston (B), Hartwell, Kennedy Heights, Lower Price Hill, Madisonville, Mt. Washington, Roselawn, Walnut Hills, West End, West Price Hill (B), Westwood (A), and Westwood (B).


Legend
Neighborhood Centers
Evolve
Maintain
Transform
Compact Walkable Half Mile
Cincinnati Municipal Boundary
River
Neighborhood Center Degree of Change
Hartwell
College Hill
Mt. Airy
Carthage
Roselawn
Kennedy Heights
Pleasant Ridge
Bond Hill
Northside
Madisonville
Westwood (A)
Westwood (B)
North Avondale
Oakley
Clifton
Avondale (A)
Avondale (B)
Evanston (B)
Hyde Park
Hyde Park East
Evanston (A)
Camp Washington
Corryville
Clifton Heights
Walnut Hills
East Walnut Hills
O'Bryonville
Mt. Lookout
West Price Hill (B)
West Price Hill (A)
East Price Hill
Lower Price Hill
West End
OTR Vine Street
OTR Main Street
Mt. Adams
Downtown
Columbia Tusculum
Anderson Twp
Mt. Washington
Sayler Park
0 0.25 0.5 1 1.5 2
Miles

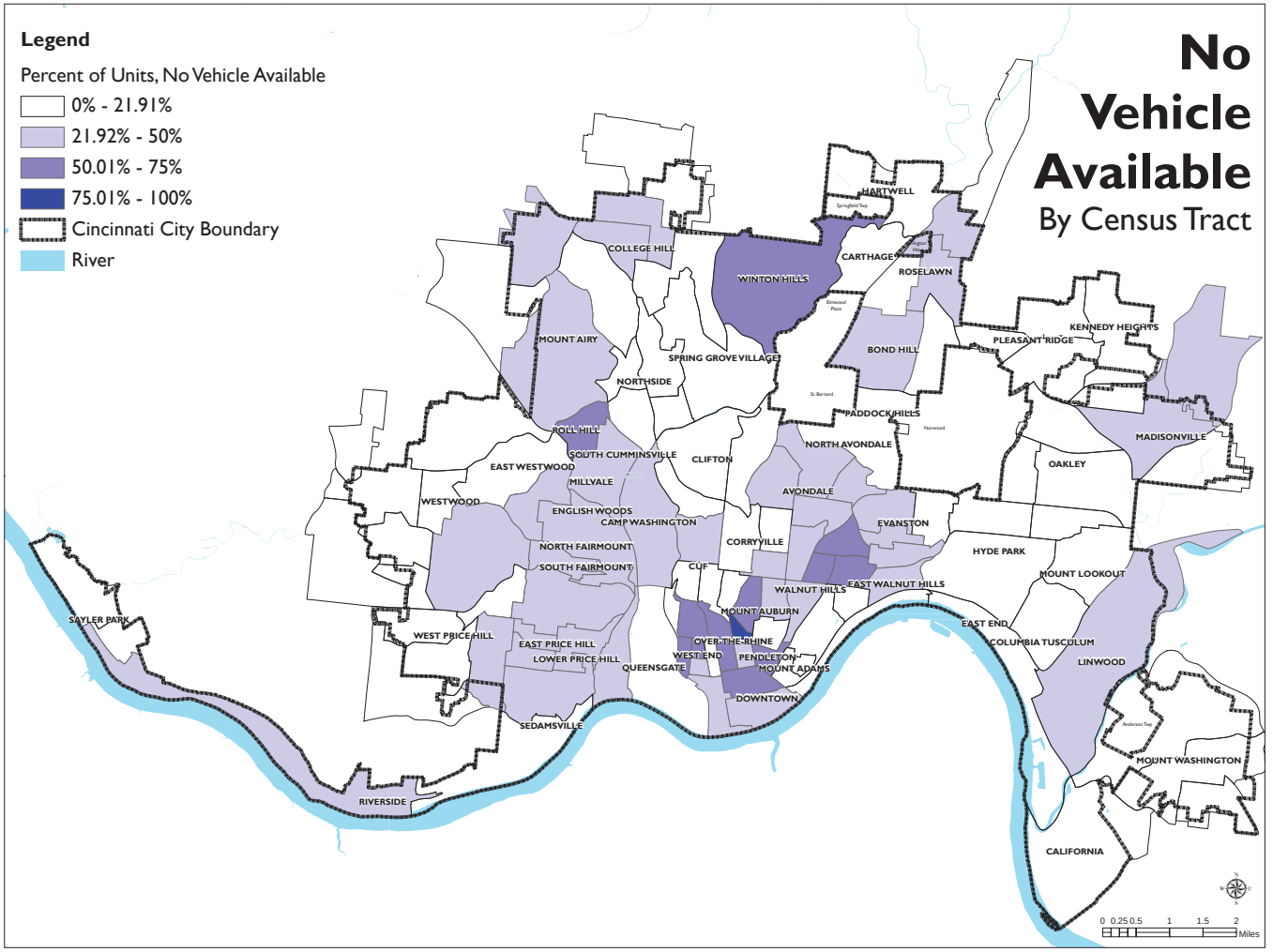
2. Link centers of activity with effective transportation for maximum accessibility.

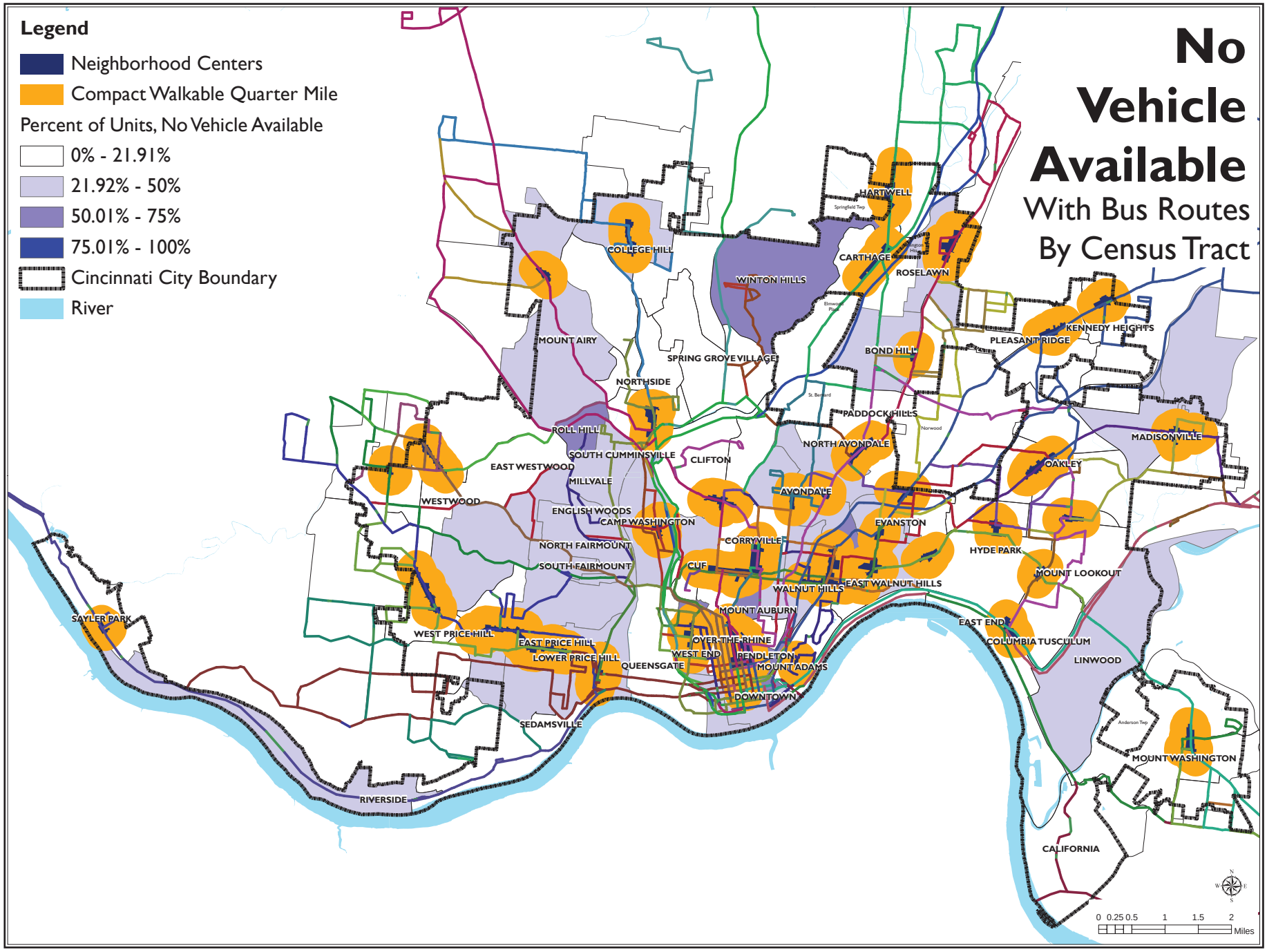
22% of our housing units do not have a vehicle available, meaning that those residents have no choice but to walk, bike, or ride transit to meet their daily needs.

We will ensure that people can access our centers of activity on foot, by bike, or on public transportation. We need to be especially vigilant about doing this for the residential areas with the highest percentages of housing units without access to a private vehicle.

The neighborhoods with census tracts with the highest percentage of housing units with no vehicle available are: Downtown, Mt. Auburn, Over-the-Rhine, Pendleton, Villages at Roll Hill, Walnut Hills, West End, and Winton Hills.

Other neighborhoods with a higher-than-average percentage include: Avondale, Bond Hill, Camp Washington, College Hill, Corryville, CUF, East Price Hill, East Walnut Hills, East Westwood, English Woods, Evanston, Linwood, Lower Price Hill, Madisonville, Millvale, Mt. Airy, Roselawn, South Cumminsville, North Fairmount, Riverside, Sayler Park, South Fairmount, and Westwood.




Legend
Neighborhood Centers
Compact Walkable Quarter Mile
Percent of Units, No Vehicle Available
0% - 21.91%
21.92% - 50%
50.01% - 75%
75.01% - 100%
Cincinnati City Boundary
River
No Vehicle Available
With Bus Routes By Census Tract
HARTWELL
COLLEGE HILL
WINTON HILLS
CARTHAGE
ROSELAWN
KENNEDY HEIGHTS
PLEASANT RIDGE
BOND HILL
MOUNT AIRY
SPRING GROVE VILLAGE
NORTHSIDE
PADDOCK HILLS
ROLL HILL
NORTH AVONDALE
MADISONVILLE
SOUTH CUMMINSVILLE
CLIFTON
OAKLEY
EAST WESTWOOD
MILLVALE
AVONDALE
WESTWOOD
ENGLISH WOODS
CAMP WASHINGTON
EVANSTON
CORRYVILLE
NORTH FAIRMOUNT
HYDE PARK
SOUTH FAIRMOUNT
CUF
MOUNT LOOKOUT
WALNUT HILLS
EAST WALNUT HILLS
SAYLER PARK
MOUNT AUBURN
EAST END
WEST PRICE HILL
OVER-THE-RHINE
COLUMBIA TUSCULUM
EAST PRICE HILL
WEST END
PENDLETON
LINWOOD
LOWER PRICE HILL
QUEENSGATE
MOUNT ADAMS
DOWNTOWN
SEDAMSVILLE
MOUNT WASHINGTON
RIVERSIDE
CALIFORNIA
0 0.25 0.5 1 1.5 2
Miles

3. Create new centers of activity where appropriate.

While much of the City is within close distance to a center of activity, or multiple centers of activity, some residential populations are not being adequately served by existing centers. Currently, there are large under-served areas on the west and north sides of the City. *

Areas that are currently underserved include: California, East Westwood, English Woods, Linwood, Millvale, North Fairmount, Riverside, Sedamsville, South Cuminsville, South Fairmount, Spring Grove Village, Villages at Roll Hill, large portions of Westwood, and Winton Hills.

Portions of the following neighborhoods are also currently underserved, although they all have a center of activity located within their neighborhood: Avondale, Bond Hill, Clifton, College Hill, East Price Hill, Hartwell, Hyde Park, Kennedy Heights, Madisonville, Mt. Airy, Mt. Washington, North Avondale, Northside, Oakley, Pleasant Ridge, Roselawn, Sayler Park, and West Price Hill.
A small portion of Mt. Auburn is also underserved. Although it doesn't have its own neighborhood center, much of the residential neighborhood has access to other centers.

In those areas, new centers of activity should be created and nurtured with funding and policy assistance. Despite the importance of this action, it must be done sparingly by creating new centers only in locations where there is a residential population with needs that are not met. New centers should be located by identifying areas where some services are already clustered.

Access to public transportation, proximity to residential populations, and topography should be considered and a market study should be completed to pinpoint the locations with the highest likelihood of success.

A preliminary review of the underserved areas, when taking into account existing commercial land uses, existing civic amenities, current public transportation routes shows that there are several preliminary locations that should be considered when determining new centers of activity.

Areas where there are existing amenities and commercial uses with underserved residential populations close by include: River Road/Anderson Ferry Road; Harrison Avenue/McHenry Avenue; Baltimore/McHenry Avenue; approximately W. Mitchell and Este Avenue in Spring Grove Village; Woolper Avenue and Vine Street; Riverside Drive in the East End; and Kellogg Avenue in California.

There are also several locations where public or private projects are presently in the works, creating the opportunity for new centers or mixed-use developments to meet the needs of underserved populations, including: the Price Avenue/Incline District area; the South Fairmount/Lick Run area; the North Fairmount/English Woods area; Swifton Commons; the site at Reading Road/Showcase Drive; Auburn Avenue in Mt. Auburn; and the remainder property surrounding the Kennedy Connector.

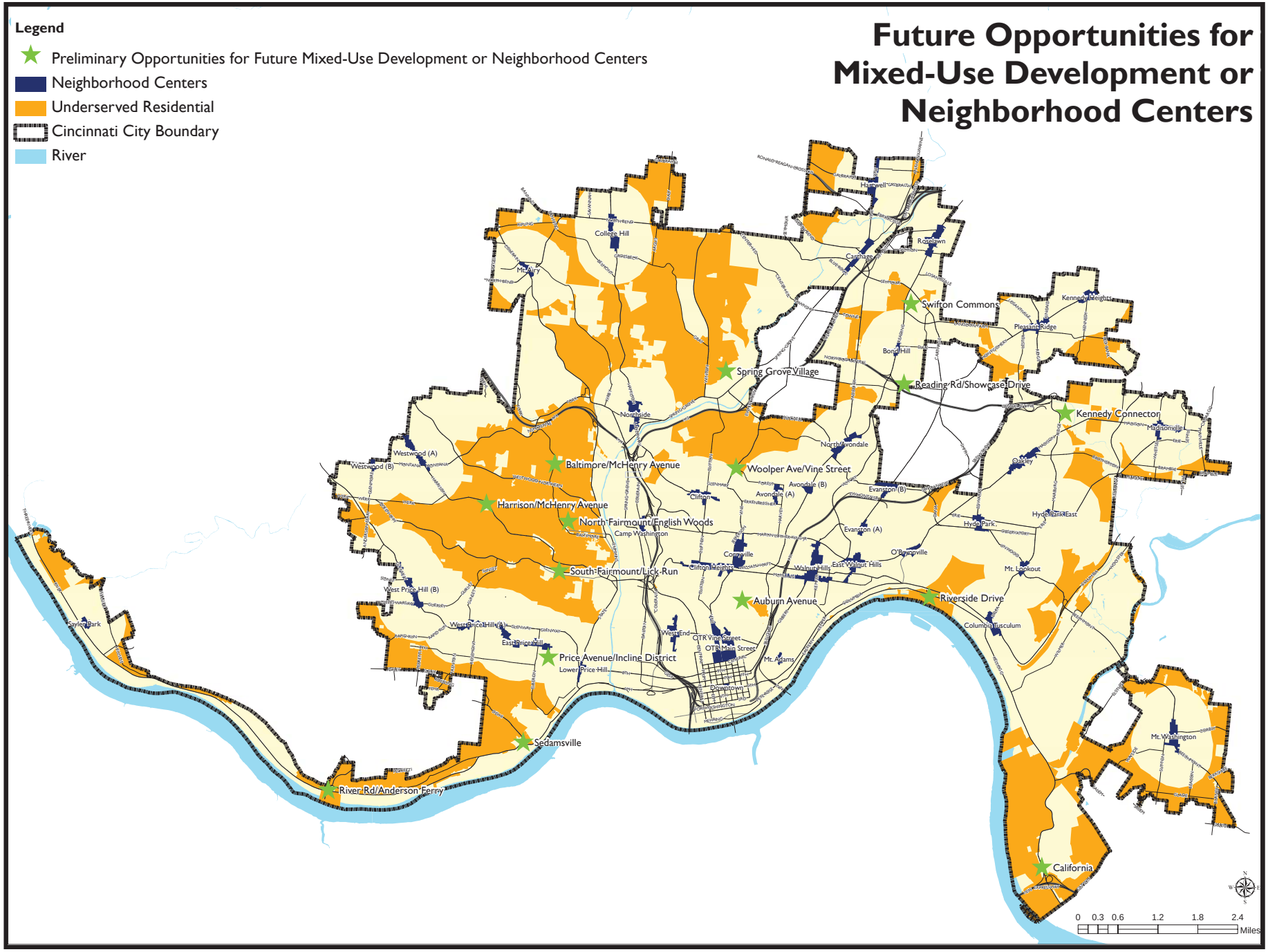
These locations are simply potential opportunities. Other locations may present themselves after further assessment, including a market study. Also, these suggested potential locations will not sufficiently meet the needs of all underserved residential populations, especially in the northwest portion of the city, making further study needed to determine additional appropriate sites.

When creating new centers of activity or mixed-use development, it is imperative to consider the impact of any new development on existing centers. No new centers should be created if by doing so it will harm or weaken an existing center.

In all future neighborhood centers, application of Form-Based Codes should be strongly considered in order to create sustainable centers with compact walkable community character.

**For purposes of this map, underserved areas were determined by the geographic inverse of the 1/2 mile radius around the existing activity centers, and does not represent whether or not a community's needs are met by their existing activity center. Additionally, the Potential Opportunities for Future Mixed-use Development or Neighborhood Centers identified have not yet been evaluated to determine the likelihood of the success of drawing surrounding residents to utilize the activity center (based on level of population density, and topographic and infrastructure issues, etc.) to achieve the vision of the Plan.*

Future Opportunities for Mixed-Use Development or Neighborhood Centers

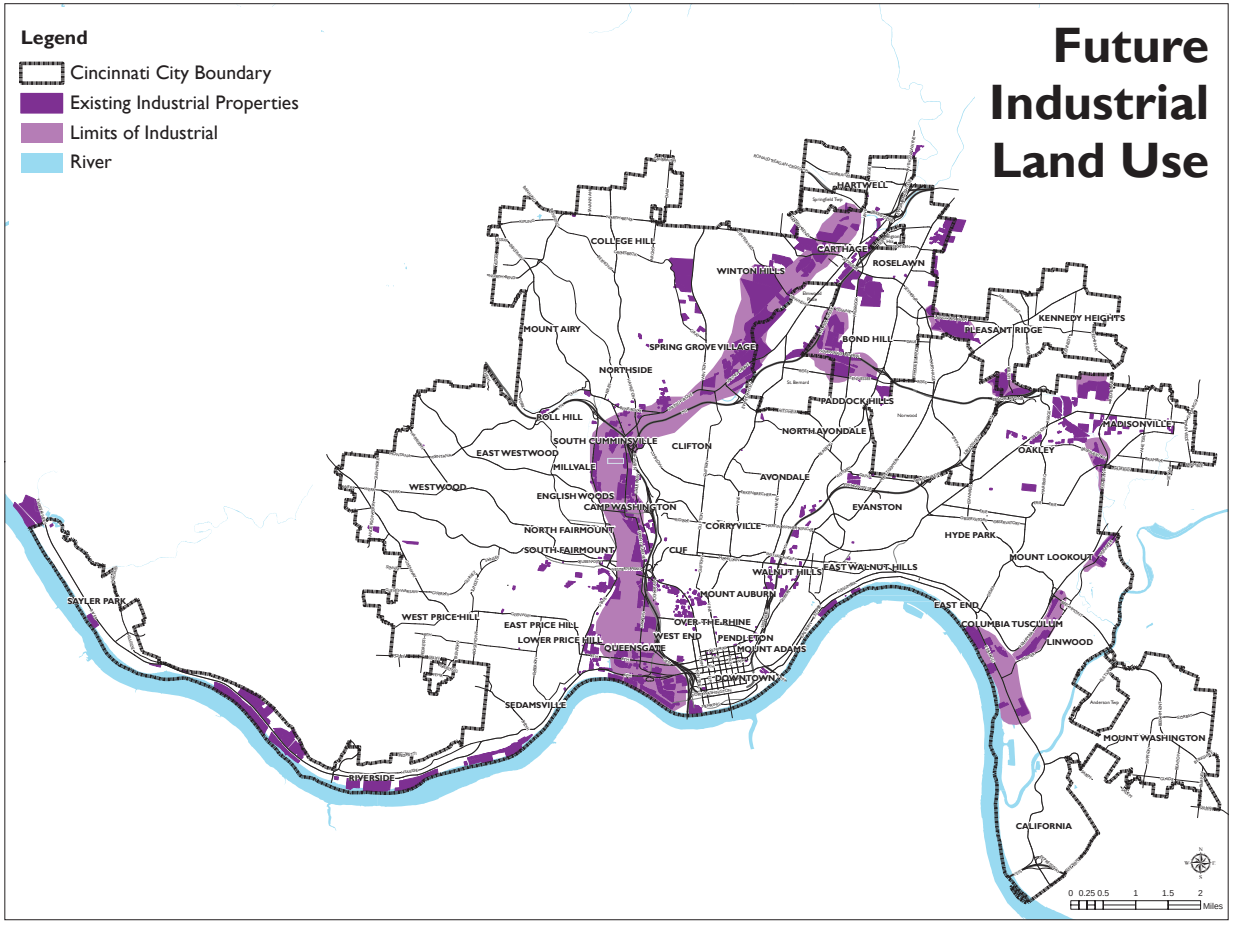


4. Maximize industrial reinvestment in existing industrial areas.

Industrial uses are needed in order for our economic base to grow, but we need to designate where those future industrial uses belong. Approximately 6% of our City's land use is industrially-based, and future industrial develop should be concentrated in those places.

One of the most important locations for industrial development and growth is in the Mill Creek corridor. Because of its central location, flat lands, and access to the Ohio River and key railroad lines, the Mill Creek corridor has historically been the location for industrial uses.

It is important to note that not all industrial development needs to be heavy industry but can be clean technology and innovation industry.



The Conceptual Land Use Map

Plan Cincinnati considers future land use and development patterns in a new way. It focuses on a more diverse mix of land uses, guided by a set of zoning and development regulations that are distinctive and progressive.

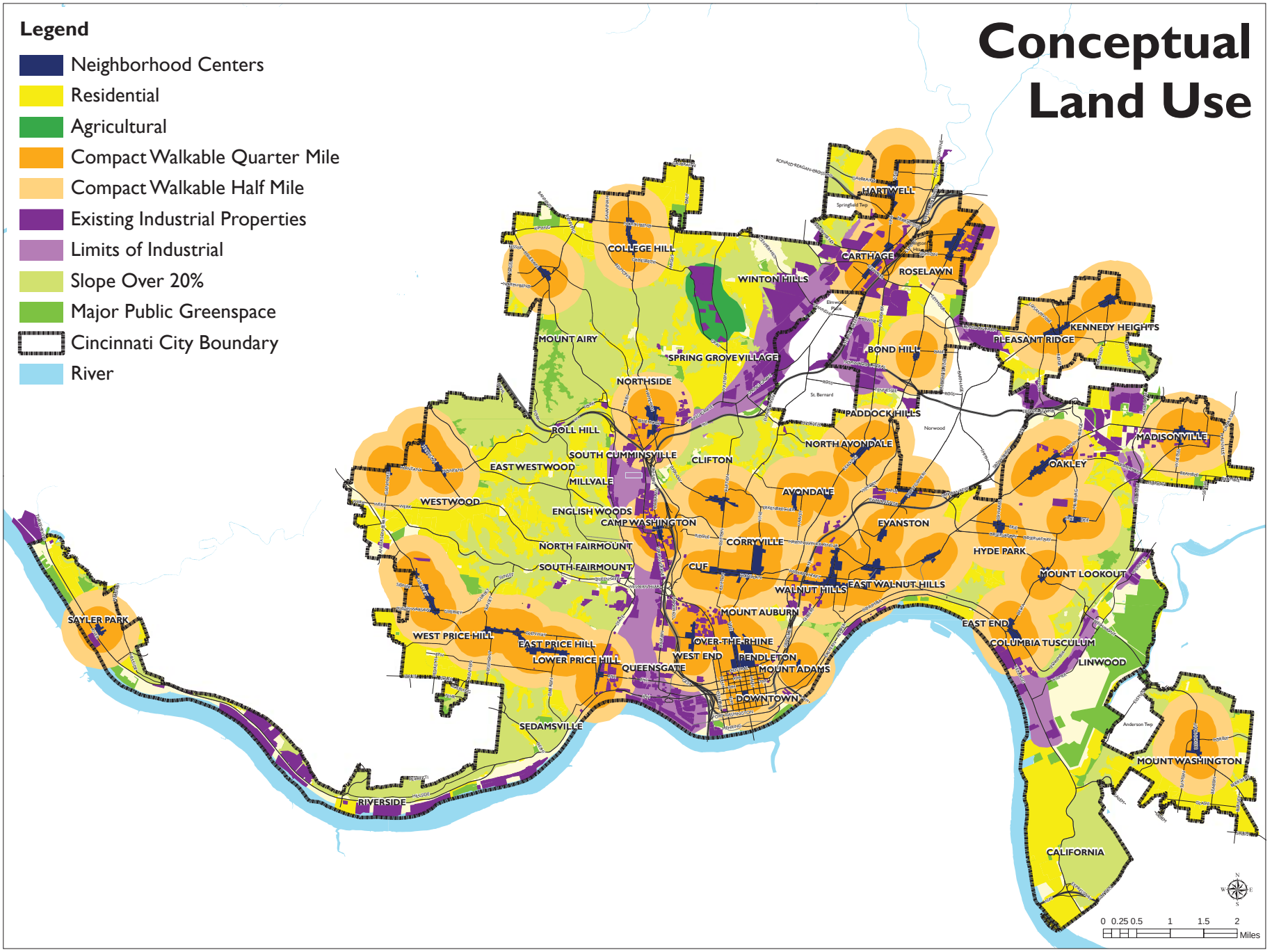
The future land use map visualizes this new approach for land use and comprehensive planning. Instead of showing the location of proposed future land use laid out in a parcel-by-parcel scenario, the land use map for Plan Cincinnati is more conceptual, showing the general location of future uses. Moving away from a strict division between uses, some areas even show multiple types of land uses overlapping.

The details that will support reaching the conceptual land use map will be addressed in the forthcoming Land Development Code (LDC), an independent policy document. The LDC will create new community-oriented regulations that allow for development promoting social, economic, and environmental benefits. It will streamline processes and procedures for review and approval of development and improvement projects without sacrificing public input.

This streamlining will occur through the consolidation of existing zoning, subdivision regulations, building, and environmental codes. The LDC will also consider new tools such as Form-Based Code, Complete Streets, Transit Oriented Development, Inclusionary Zoning, Transfer of Development Rights, Incentive Zoning, and Crime Prevention through Environmental Design to help reach the goals of Plan Cincinnati.

The Form-Based Code in particular will provide a regulating plan to flesh out the compact walkable areas shown on the Conceptual Land Use map.

The Conceptual Land Use Map, coupled with Plan Cincinnati, will guide the LDC. Through the LDC we envision the realization of a more flexible way to empower these new and progressive strategies to facilitate quality development.


Legend
Neighborhood Centers
Residential
Agricultural
Compact Walkable Quarter Mile
Compact Walkable Half Mile
Existing Industrial Properties
Limits of Industrial
Slope Over 20%
Major Public Greenspace
Cincinnati City Boundary
River
Conceptual Land Use
HARTWELL
COLLEGE HILL
CARTHAGE
WINTON HILLS
ROSELAWN
KENNEDY HEIGHTS
PLEASANT RIDGE
MOUNT AIRY
SPRING GROVE VILLAGE
BOND HILL
NORTHSIDE
PADDOCK HILLS
ROLL HILL
NORTH AVONDALE
MADISONVILLE
SOUTH CUMMINSVILLE
CLIFTON
OAKLEY
EAST WESTWOOD
MILLVALE
AVONDALE
WESTWOOD
ENGLISH WOODS
CAMP WASHINGTON
EVANSTON
CORRYVILLE
NORTH FAIRMOUNT
HYDE PARK
SOUTH FAIRMOUNT
CUF
MOUNT LOOKOUT
WALNUT HILLS
EAST WALNUT HILLS
SAYLER PARK
MOUNT AUBURN
EAST END
WEST PRICE HILL
OVER-THE-RHINE
COLUMBIA TUSCULUM
EAST PRICE HILL
WEST END
PENDLETON
LINWOOD
LOWER PRICE HILL
QUEENSGATE
MOUNT ADAMS
DOWNTOWN
SEDAMSVILLE
MOUNT WASHINGTON
RIVERSIDE
CALIFORNIA
0 0.25 0.5 1 1.5 2
Miles

The Five Initiative Areas

At the core of Plan Cincinnati, there are five primary initiatives that we must prioritize in order to reach the future that we envision. To attain our Vision, we must:

Compete:	Be the pivotal economic force of the region.
Connect:	Bring people and places together.
Live:	Strengthen our magnetic city with energized people.
Sustain:	Steward resources and ensure long-term viability.
Collaborate:	Partner to reach our common goals.

Compete

Be the pivotal economic force of the region.

The key to becoming the pivotal economic force of the region is economic development that is sustainable, meaning that it is strategic and can be maintained. When development decisions are made with a reasoned approach, based on an accepted strategy, the result is more stable and long-lasting.

Businesses want to operate in a place where they can attract and retain talented employees. Our success, then, is not based on jobs alone, but also on our ability to increase our population by appealing to skilled and productive residents, including young professionals, who will enhance our workforce and increase our tax base.

As a result, our city's quality of life and livability must be our highest priority. Although most of the specific goals and strategies related to livability and quality of life are detailed in the *Live* Initiative Area, their successful implementation will have a great impact on Cincinnati's ability to Compete.

Our Goals

1. **Foster a climate conducive to growth, investment, stability, and opportunity.**
   - **A. "Grow our own"** by focusing on retention, expansion and relocation of existing businesses.
   - B. Pursue new growth and business recruitment efforts in **target industries.**
   - C. Build a **streamlined and cohesive** development process.

2. **Cultivate our position as the most vibrant and healthiest part of our region.**
   - **A. Target investment** to geographic areas where there is already economic activity.
   - B. Strategically select areas for **new growth.**

3. **Become nationally and internationally recognized as a vibrant and unique city.**
   - **A. Promote Cincinnati's** lifestyle.

Image Source: University of Cincinnati Hospitals

Compete Goal 1: Foster a climate conducive to growth, investment, stability, and opportunity.

Cincinnati will increase its economic base through focused business retention, expansion, and entrepreneurism efforts; a skilled workforce; and a strong, supportive business climate. We will encourage, nurture and support business development for everyone while increasing opportunities for African- American, Hispanic, Asian, and other minority community members.

Our Strategies

"Grow our own" by focusing on retention, expansion and relocation of existing businesses.

Pursue new growth and business recruitment efforts in **target industries.**

Build a **streamlined and cohesive** development process.

Downtown Cincinnati's skyline from the Ohio River

"Grow our own" by focusing on retention, expansion and relocation of existing businesses.

Retention and expansion of Cincinnati's existing businesses will be our primary focus. To expand investment, we will nurture our small and medium sized businesses to help them expand and make Cincinnati their permanent home.

Communicate better with our existing businesses.

The most important way to retain our existing businesses is to truly understand their needs and help them achieve their goals.

Short-range (1-3 years):

- Build a coordinated retention program to provide better communication and determine business needs and concerns.
- Develop a single point of entry for businesses seeking assistance by improving the City's web and social media presence.
- Create criteria and performance metrics to track larger business trends for business retention and expansion.

Mid-range (4-7 years):

- Develop retention programs specifically designed for each neighborhood or area of the City.
- Create new tools to assist businesses that do not qualify for existing programs.

Long-range (8-10 years):

- Continue to track larger business trends for business retention and expansion and evaluate business retention program.

Image Source: Chris Thompson

A locally owned restaurant recognizing Cincinnati's brewing heritage

Foster innovation and entrepreneurship.

By coordinating our existing regional resources, we will foster opportunities for entrepreneurs, including minority and women-owned businesses, to try bold and innovative ideas and flourish. By nurturing these entrepreneurs and strengthening the local

entrepreneurial network, today's small start-ups can become tomorrow's stable, growing, mid-sized businesses.

Short-range (1-3 years):

- Partner to increase the level of angel and venture funding for early-stage companies.
- Compile an accessible central database of all regional entrepreneurial resources.
- Engage established businesses to mentor entrepreneurs.

Mid-range (4-7 years):

- Create an incubator and supportive services for businesses in our emerging target industries.
- Cultivate small businesses producing local goods and tie them into the local entrepreneurial network.

Long-range (8-10 years):

- Review and revise the programs offering incentives and financial assistance for start-up businesses.
- Create a program to nurture youth and develop their entrepreneurial skills.

Current Initiatives:

- **Business incubators and accelerators** such as Hamilton County Development Company (HCDC), CincyTech, the Brandery, Cintrifuse, and others actively provide support to local entrepreneurs.
- Partnerships between business and education, such as the relationship between **Taft High School and Cincinnati Bell**, provide mentoring opportunities and help increase graduation rates.
- Cincinnati's **Economic Development website, www.choosecincy.com**, details loans and incentives available to new and existing businesses.
- The **Economic Development Division** has recently been proactive in setting up one-on-one company visits to Cincinnati businesses of all sizes to build relationships and assess business needs.
- The **GE Foundation** has granted Cincinnati Public Schools (CPS) a total of $25.3 million over eight years to improve instruction. The GE grant's goal is to improve students' scores in math and science, while closing achievement gaps between groups of students and increasing the number of students entering college. The latest 3-year extension of $5.3 million was awarded in August 2011. It will help CPS implement the Common Core State Standards a national initiative to place the focus of education on critical thinking to ensure all students are prepared with knowledge and skills for success in college and careers — and ready to compete in a global marketplace.
- The **Strive Partnership** brings together leaders from various sectors including education, businesses, non-profit agencies, and civic and philanthropic groups to help improve outcomes for children in Cincinnati, Covington and Newport, Greater Cincinnati's urban core. The partnership's work focuses on generating results through collaborative action, the effective use of data and the alignment of scarce resources to strategies that work.
- **Success By 6** is a national United Way program operating in more than 350 cities, focused on raising awareness about the importance of early childhood education (preschool and kindergarten) and of making it a top priority for resources and funding. Success By 6 works with CPS' youngest students to assure they are ready to succeed in school when entering first grade.
- **Cincinnati State Technical and Community College** and other institutions offer a curriculum focused on development of skills for green jobs.
- **University of Cincinnati** offers the first and one of the largest co-operative education programs in the nation, giving its students real-world job experience and networking opportunities and providing them with an education that goes beyond the classroom.

Secure a trained and skilled workforce.

Because businesses are attracted to markets with a qualified work force, we will prioritize attraction and retention of talent and ensure that our workers receive the training they need to fill skilled positions. Cincinnati's workers will be trained and skilled for all levels of employment within existing and emerging industries.

It begins with education. By leveraging resources in partnership with regional organizations in benefit of childhood education and making learning a life-long process, we are creating a pipeline of leaders for every facet of our City's future.

Short-range (1-3 years):

- Improve early childhood education programs and provide assistance to parents to ensure that all children are ready for school.
- Charge a single entity to coordinate workforce development to align goals among public and
  - Fully engage the entities working to ensure there is a match between the services they offer and the demand in the marketplace.
  - Collaborate with service providers to develop a comprehensive job-readiness program for youth.
  - Create a workforce liaison within the City Administration so that stakeholders are aware of the wide range of programs and services available.
- Continue to link schools, including secondary schools, technical schools, and colleges and universities, with local businesses to create partnerships that improve graduation rates and prepare the next generation of skilled workers.

Mid-range (4-7 years):

- Recruit employers that require a variety of educational background and skill levels.
- Seek employers from a broader range of wage levels including low-skill and bridge positions.
- Collaborate with employers and universities to ensure that more co-op students are placed in Cincinnati companies.

Long-range (8-10 years):

- Increase early childhood outcomes and college graduation rates.
- Develop and maintain a partnership with secondary schools, technical schools, colleges and universities that increases post-secondary opportunities for local students.

Partners in helping Cincinnati "Grow Our Own"

- Urban League of Greater Cincinnati
- Greater Cincinnati Microenterprise Initiative
- Cincinnati USA Regional Chamber of Commerce
- Cincinnati and Northern Kentucky African- American Chamber of Commerce
- Hispanic Chamber of Commerce
- Local non-profit organizations
- Local business incubators and accelerators
- Strive
- Success By 6
- Knowledgeworks
- All local colleges, universities and technical schools
- Cincinnati Public Schools
- Private, Parochial, and Charter Schools
- All Community Councils and Other Community Organizations
- Community Development Corporations

City Agencies:

- Economic Development Division
- Department of Community Development
- Department of City Planning and Buildings
- Office of Budget and Evaluation
- Office of Contract Compliance

Image Source: Joe Rosemeyer

Pursue new growth and business recruitment efforts in target industries.

To strengthen our economic performance, Cincinnati will focus growth and recruitment efforts on a limited number of economic clusters that reflect the strengths of our region.

Embrace a cluster-based approach to economic development.

To accelerate growth of businesses in our target industries, we will create an operating environment in which they can thrive.

Short-range (1-3 years):

- Identify the network of businesses and organizations important to each cluster.
- Meet with businesses in each cluster to learn about retention and expansion opportunities, and act on them.
- Create a structure for the businesses and organizations within each cluster to come together and begin forming a stronger, more tangible network.
- Identify the gaps that need to be filled within each cluster, be it a skills gap, a lack of proper facilities, or a programmatic or service gap. Prioritize and begin to address those gaps.
- Develop a program for leadership within the existing economic clusters to mentor leadership in the emerging clusters.

Mid-range (4-7 years):

- Open or expand facilities that address gaps in each cluster.
- Continue to address the skills gap and gaps in programs and services.
- Consider new innovation and research structures that target clusters can tie into.
- Expand the number of Green Jobs by developing "Green Light Districts" that offer development incentives to businesses in sectors related to renewable/ sustainable technologies (e.g. solar photovoltaic, wind, fuel cell, smart grid, biofuels, and battery industries).

Long-range (8-10 years or ongoing):

- Implement a structure for long term evolving cluster growth that includes the promotion of innovation, including: high technology, energy, and water technology innovation clusters.
- Re-evaluate the health of each cluster and retool to meet evolving needs.

Current Initiatives:

- **Agenda 360** includes a priority area related to Business Growth and is leveraging our strengths as a region to retain, attract, and create businesses and jobs.
- The Cincinnati USA Regional Partnership for Economic Development is focused on growing established industry clusters through their **Regional Business Retention Committee** efforts.
- The Cincinnati USA Partnership for Economic Development works in concert with companies and organizations in emerging industry clusters through their **Competitiveness Committee's Emerging Cluster Councils** to identify industry trends and new investment opportunities.

What are Economic Clusters?

Economic clusters are geographic concentrations of interconnected businesses, suppliers and organizations in a particular field. In the United States, there are certain cities or regions that support specialized clusters. Examples include:

- Silicon Valley (hi-tech)
- Massachusetts (life sciences)
- North Carolina (aerospace)
- Portland (active wear)
- Akron (polymers)

Cincinnati is currently home to a number of **Established Clusters,** including:

- Aerospace
- Automotive
- Chemistry & Plastics
- Financial Services

Certain economic clusters have been identified as having the potential for developing and growing in Cincinnati. These **Emerging Clusters** include:

- Advanced Energy
- Consumer Products & Creative Services
- Information Technology
- Life Sciences

Agenda 360 proposes that we connect related businesses with one another so they can look at ways to collaborate and grow, engage the leaders in cluster industries to help recruit related companies move here and look for opportunities to spin-off startup businesses from larger companies.

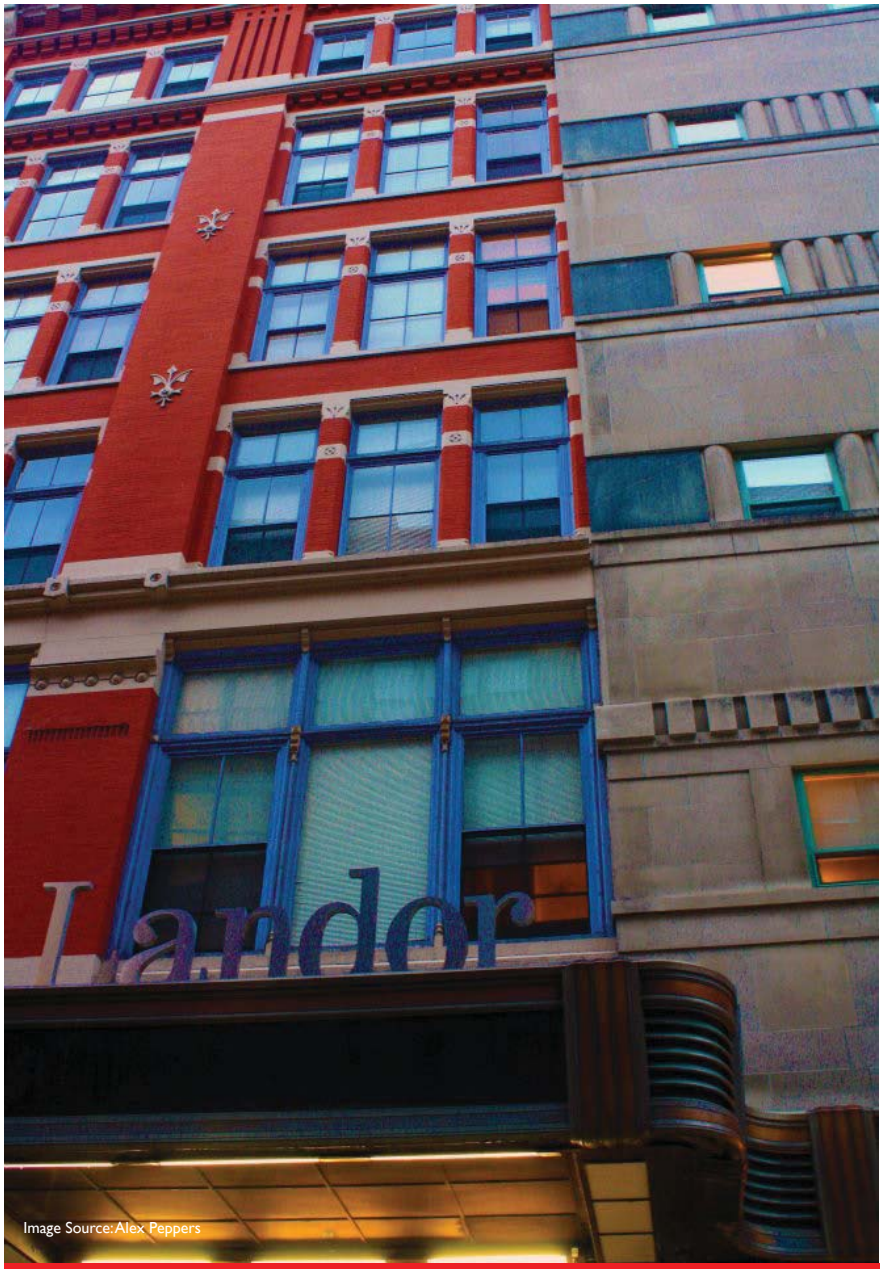


Image Source: Alex Peppers

Cincinnati is known for branding and marketing

Partners in helping Cincinnati pursue growth in target industries:

- Cincinnati USA Regional Chamber of Commerce
- Cincinnati USA Partnership for Economic Development
- Cincinnati and Northern Kentucky African American Chamber of Commerce
- Hispanic Chamber of Commerce
- Hamilton County Development Company (HCDC)
- Community Development Corporations
- Port of Greater Cincinnati Development Authority
- Downtown Cincinnati, Inc. (DCI)
- Local Leaders in each of our Economic Clusters

City Agencies:

- Economic Development Division
- Department of Community Development
- Department of City Planning and Buildings
- Department of Transportation and Engineering
- Office of Budget and Evaluation
- Office of Contract Compliance
- Law Department

Image Source: Alex Peppers

Build a streamlined and cohesive development process.

To provide superior service, Cincinnati will build a streamlined, cohesive economic development financing program and permitting process that leverages our significant talent and organizational resources. Increasing coordination and simplifying procedures will result in a smoother development process with faster and more positive outcomes.

Establish and maintain clear roles for entities doing economic development on behalf of the City.

Currently, economic development activities in Cincinnati are being performed by multiple agencies: the City, the County, the Cincinnati USA Regional Chamber of Commerce, and the Port of Greater Cincinnati Development Authority.

A clear definition of duties will help shorten development time and make the approval process easily understood. Wishing to be an area of greater focus within the region, the City of Cincinnati will take the leadership role in clarifying roles and spearheading development.

Short-range (1-3 years):

- Agree upon which entity provides specific development services for all types of projects in different areas of the City.
- Refer potential developers to the appropriate entity, coordinating multiparty consultations when necessary.

Mid-range (4-7 years):

- Reassess roles, monitor feedback from the development community, and make adjustments if necessary.
- Develop new programs and financing products for development types not currently served.

Long-range (8-10 years):

- Continually monitor feedback and adjust the process as necessary.

Improve the regulatory and permitting process to create a fair, transparent, and quick process.

The permitting process must ensure that the City's regulations are followed for the health, safety and welfare of our residents and for the continuity of character in our built environment. However, the process needs to balance these goals with the need to make the development process transparent and accessible.

Current Initiatives:

The City of Cincinnati's Department of City Planning and Buildings is undertaking the ***Plan Build Live*** initiative by evaluating and rewriting our complex building and zoning regulations into a smooth process that will make it easier for residents and businesses to improve Cincinnati.

Short-range (1-3 years):

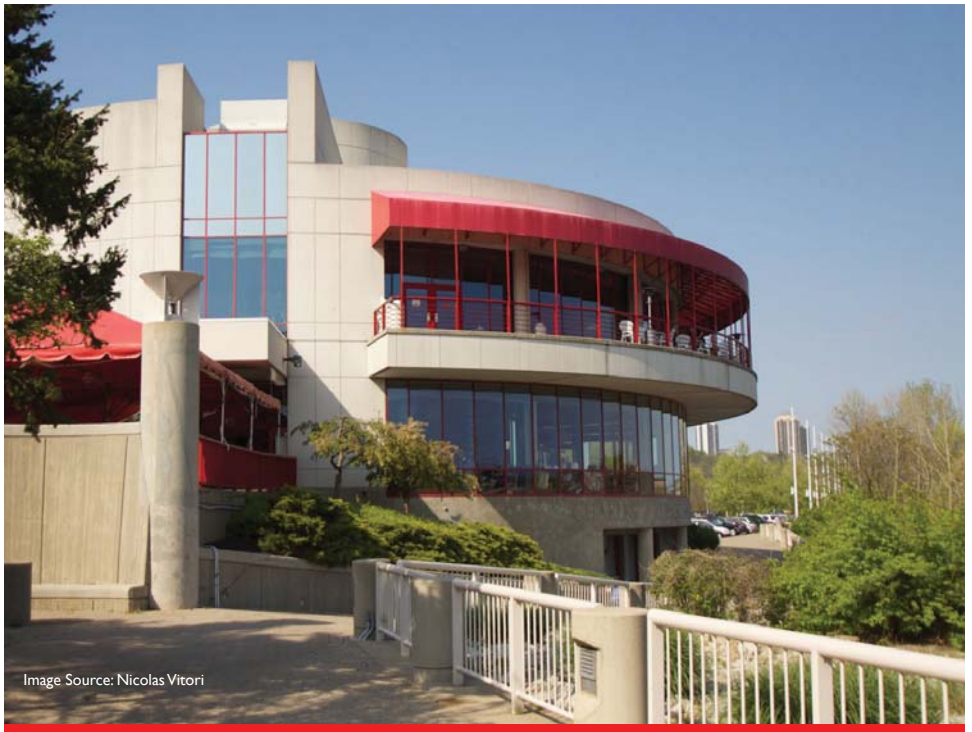
- Complete the review and revision of the City's codes and development processes into one unified Land Development Code.
- Convert to a primarily paperless permitting process to decrease review time and lessen environmental impact.

Mid-range (4-7 years):

- Co-locate all plan review and approval entities to create a truly one-stop development center.

Long-range (8-10 years or ongoing):

- Fully implement all recommendations that result from the *Plan Build Live* initiative.
- Continue to review and revise the permitting and development process as needed, finding ways to incorporate new technology whenever possible.



Montgomery Inn restaurant at the Boathouse

Partners in helping Cincinnati build a streamlined and cohesive development process:

- Cincinnati USA Regional Chamber of Commerce
- Cincinnati and Northern Kentucky African- American Chamber of Commerce
- Hispanic Chamber of Commerce
- Port of Greater Cincinnati Development Authority
- Downtown Cincinnati, Inc. (DCI)
- All Community Development Corporations
- Local Developers
- Duke Energy
- All Community Councils and Other Community Organizations

City Agencies:

- Department of City Planning and Buildings
- Economic Development Division
- Department of Community Development
- Department of Transportation and Engineering
- Metropolitan Sewer District (MSD)
- Greater Cincinnati Water Works (GCWW)
- Cincinnati Fire Department
- Finance Department
- Office of Budget and Evaluation
- Law Department

Image Source: Katie Dale

Compete Goal 2: Cultivate our position as the most vibrant and economically healthiest part of our region.

The City of Cincinnati is the heart of our region, and downtown Cincinnati is its economic focal point. However, we are also fortunate to be a "City of Neighborhoods," and the vitality of our residential communities and business districts is also integral to the economic health of our city and region. Reinvesting in these assets will create the environment where people and businesses can thrive.

Our Strategies

Target investment to geographic areas where there is already economic activity.

Strategically select areas for **new growth.**

Image Source: Alex Peppers

Cincinnati is a hub for sports, arts and cultural activities

Target investment to geographic areas where there is already economic activity.

Cincinnati has 52 neighborhoods, and all but one have some form of residential community. Commercially, we have one downtown and about 40 neighborhood business districts providing niche commercial and neighborhood-level services. Our manufacturing uses are scattered on various sites throughout the City, but are primarily concentrated along the Ohio River and the Mill Creek. These are areas where Cincinnati has spent capital and other resources for decades.

By directing resources toward our existing assets we will get greater value for our investment by stabilizing our residential, commercial and industrial areas, and providing an environment that will attract jobs and increase earnings tax revenue.

Continue development of Existing Growth Opportunity Areas.

In December 2009, Mayor Mallory's GO Cincinnati: Growth and Opportunities Study for the City of Cincinnati Final Report established an economic development strategy to increase City tax revenues. The study concluded that the City must focus its resources on "place-based" development activities where the greatest opportunities exist in conjunction with strategic workforce development and transportation investments. The report identifies Existing Growth Opportunity Areas, Central Business District (CBD), Over-the-Rhine (OTR), and the Uptown neighborhoods as the primary sources of City tax revenue.

Short-range (1-3 years):

- Capitalize on the investment of the Casino development to improve housing, commercial, and tourism options in the surrounding neighborhoods.
- Create a new strategic plan for economic development in the basin neighborhoods of the Central Business District, Queensgate, West End, Pendleton, and Over-the-Rhine.

Current Initiatives:

- The City of Cincinnati's Department of Community Development and Economic Development Division are working to eliminate blight and brownfields in our high-growth corridors by focusing staff and financial resources to facilitate real estate redevelopment projects in line with the **Growth and Opportunities (GO)** Cincinnati study.
- There has been significant progress in the revitalization of the **Over-the-Rhine** neighborhood including the development of the Gateway Quarter on Vine Street, the newly revitalized Washington Park, improvements at Findlay Market, and other redevelopment efforts.
- The **Central Business District** has also seen significant progress in recent years including the redesign of Fountain Square, opening of the Smale Riverfront Park, the Casino and Banks project beginning construction, and other redevelopment efforts.
- The **Uptown** neighborhoods have also seen much progress including the beginning of the U-Square project, Christ Hospital redevelopment and other hospital expansions, redevelopment of Burnet Avenue, the University of Cincinnati Strategic Plan implementation, and other efforts.
- The **Uptown Access Study**'s goals are to reduce travel times, simplify wayfinding, and promote economic vitality within the Uptown area and neighboring communities.

Mid-range (4-7 years):
- Determine and begin construction on a preferred alternative for development of an I-71 interchange at Martin Luther King or Taft/ McMillan as recommended in the Uptown Access Study.

Long-range (8-10 years):
- Increase growth in the Uptown neighborhoods by expanding existing healthcare and educational services clusters and developing a mix of office and research/ development space.
- Increase the residential opportunities, decrease the office vacancy rate, and reposition retail in the Central Business District.
- Continue mixed-use redevelopment in Over-the-Rhine.

Focus development on the existing centers of activity

One of the overall geographic principles of the Plan is to focus our resources on existing assets in order to strengthen them. In doing so, we will develop compact walkable mixed use districts and better connect them to residential areas.

Short-range (1-3 years):
- Develop a Form-Based Code as a zoning tool for increasing compact walkable development in the centers of activity.
- Define and establish arts districts surrounding cultural assets.
- Create a policy to focus retail and commercial development only in appropriate and sustainable areas.
- Identify non-functioning retail/commercial corridors and develop a strategy to revitalize or repurpose them.
- Strategically plan with communities to identify nearby clusters of economic activity to ensure that those clusters identified are supported through adjacent community services and businesses.
- Conduct market studies that not only consider the current commercial market, but also incorporate a strategic vision of the future markets.
- Work with communities to create a development strategy for each center of activity to determine individual development assets, needs, opportunities, and challenges.
- Actively pursue small and medium-sized local businesses to locate within centers of activity to help businesses grow and neighborhoods revitalize.
- Measure potential demand and monitor the market for continued investment and development to avoid over-saturating the market.

Mid-range (4-7 years):
- Implement the Form-Based Code in select locations to create compact walkable development within the centers of activity.
- To maximize the value of this important asset, complete a Master Plan for the Cincinnati riverfront integrating commercial, industrial, transportation, residential, and recreational uses.
- Assemble vacant and underutilized properties within existing centers of activity and target them for reinvestment
- Develop a comprehensive study to determine which services are available and lacking in each center of activity.

Long-range (8-10 years):
- Repurpose corridors that no longer function for retail to other uses such as commercial, office, or residential.

Partners in helping Cincinnati target development:

- Cincinnati USA Regional Chamber of Commerce
- Cincinnati and Northern Kentucky African American Chamber of Commerce
- Hispanic Chamber of Commerce
- Port of Greater Cincinnati Development Authority
- Downtown Cincinnati, Inc. (DCI)
- Cincinnati Center City Development Corporation (3CDC)
- All Community Development Corporations
- Local Developers
- Duke Energy
- All Community Councils and Other Community Organizations
- Uptown Consortium
- Local Developers

City Agencies:

- Economic Development Division
- Department of City Planning and Buildings
- Department of Community Development
- Department of Transportation and Engineering
- Office of Budget and Evaluation
- Finance Department
- Law Department

A New Economic Development Plan for our Basin Neighborhoods

The Plan directing development in the Central Business District (also called the CBD or Downtown) is entitled the Cincinnati 2000 Plan. It was adopted in 1982, and, as the name suggests, was intended to guide the development of Downtown Cincinnati during the twenty years leading up to the year 2000. The Plan is based on the premise that Cincinnati's Downtown is the economic, governmental, spiritual, and cultural center of our region, and it is designed around the principles of growth of office space, improvement of transportation systems, preservation of the pedestrian network, conservation of land and energy, and growth in housing development.

While many of the principles in that Plan remain the same today, the economic environment is significantly changed from 1982, as is the skyline of Downtown Cincinnati. Today, a plan for Downtown Cincinnati must also consider the interconnected role of all neighborhoods in the basin of Cincinnati: Downtown, Queensgate, West End, Pendleton, and Over-the-Rhine. Each part of the basin plays a key role and responsibility in maintaining our position as the economic center of our region. Any economic development plan for the center of our city must consider how these distinct areas interact and support each other. In addition, a plan for the basin should consider:

- Preserving the physical character of the Basin by requiring compatible quality development.
- Implementing and updating (as needed) the City's 2009-2010 parking studies that assessed current and future needs.
- Establishing physical connections between all basin neighborhoods.
- Leveraging our entertainment destinations and cultural institutions to redevelop targeted areas.
- Integrating more active commercial and entertainment space on Third Street and other streets leading from the CBD to the Banks.
- Analyzing street-level building space to incorporate alternative uses beyond retail.
- Developing a strategy to help property owners re-establish viable Class B and Class C office space, and considering converting underutilized Class B and C office space to residential and mixed-use residential-commercial uses.
- Developing numeric goals and a timeline for the development of new and rehabilitated housing units in the basin neighborhoods.
- Determining appropriate sites for future park, recreation, and open space opportunities.

Image Source: Alex Peppers

Strategically select areas for new growth.

While our primary strategy is to target investment to places where there is already economic activity, in a long-range plan it is imperative to also establish areas where new growth should occur. We must be very strategic about where we locate new growth to ensure that it does not weaken established areas.

The GO Cincinnati Plan recommends three specific locations for new growth. Additionally, we must determine which areas are underserved by existing activity centers. Our City's resources should be focused on these defined areas.

Implement the GO Cincinnati Plan recommendations in the Madison Road, South Mill Creek, and Reading Road corridors.

Our established and emerging walkable urban places give Cincinnati a competitive advantage in this nation-wide trend. However, the real estate market analysis in the GO Cincinnati Plan determined that Cincinnati lacks sufficient drivable real estate products suitable for large-scale commercial and light industrial development to compete with surrounding suburban areas.

The Plan recommended that these products be developed in conjunction with both for-sale and for-rent residential uses.

The market study identified three areas where these uses could be developed most successfully: the Madison Road, South Mill Creek, and Reading Road corridors. The market study determined that the Madison Road corridor has the best opportunity for short-term growth.

Short-range (1-3 years):

- Focus development of modern office space and retail/light industrial sites in the Madison Road Corridor to complement a high-density

Current Initiatives:

- The **Hamilton County Land Reutilization Corporation** is a tool designed to return vacant, tax foreclosed and underutilized residential and commercial property to productive use, also known as the "landbank" for Hamilton County.
- The **Strategic Program for Urban Redevelopment** (SPUR) was created to identify and to remove real or perceived barriers to development in order to return vacant, contaminated, or underutilized land to productive uses that benefit Cincinnati by creating jobs, increasing the tax base, and enhancing public health.
- The **GO Cincinnati Plan** is being implemented in specific areas throughout Cincinnati including the South Mill Creek Corridor (Queensgate, etc.), Seymour-Reading Corridor (Graeter's factory, Eurostampa, etc.), Madison Road Corridor (Med Pace, Gorilla Glue, Oakley Station, etc.), the Uptown area, Over-the-Rhine, and the Central Business District.

walkable redevelopment of the neighborhood business districts.

Mid-range (4-7 years):

- Develop a mix of suburban Research and Development (R&D), flex/industrial, and back office space uses in the Seymour Corridor.
- Develop walkable urban mixed-use developments within the Reading Road corridor.

Long-range (8-10 years):

- Redevelop brownfields and underutilized sites into green industrial uses in Queensgate and the Mill Creek Corridor.

Identify underserved areas where new development can occur.

While much of the City is within close distance to a center of activity, or multiple centers of activity, some residential populations are not being adequately served by existing centers. New centers should be located by identifying areas where some services are already clustered. Access to public transportation, proximity to residential populations, and topography should be considered and a market study should be completed to pinpoint the locations with the highest likelihood of success.

Short-range (1-3 years):

- Create a task force to create new centers in underserved areas.
- Complete a market study to determine the best location for new centers of activity.
- Inventory vacant and underutilized land to find opportunities for property assembly.

Mid-range (4-7 years):

- Create a new strategic plan for the riverfront to balance the competing interests along the Ohio River.
- Assemble vacant and under-utilized properties for development and expansion.

Smale Riverfront Park and The Banks Project

Long-range (8-10 years):

- Assess commercial uses throughout the City to determine how much commercial property the City can support and where it should be located.

Partners in helping Cincinnati select areas for new growth:

- Cincinnati USA Regional Chamber of Commerce
- Cincinnati and Northern Kentucky African American Chamber of Commerce
- Hispanic Chamber of Commerce
- Port of Greater Cincinnati Development Authority
- Hamilton County Land Reutilization Corporation
- Downtown Cincinnati, Inc. (DCI)
- All Community Development Corporations
- Local Developers
- Duke Energy
- All Community Councils and Other Community Organizations

City Agencies:

- Department of City Planning and Buildings
- Economic Development Division
- Department of Community Development
- Department of Transportation and Engineering
- Metropolitan Sewer District (MSD)
- Greater Cincinnati Water Works (GCWW)
- Finance Department
- Office of Budget and Evaluation
- Law Department

Image Source: Alex Peppers

Compete Goal 3: Become nationally and internationally recognized as a vibrant and unique city.

We know that Cincinnati is an exceptional City, but to many we are unknown. We see ourselves as one of the world's best kept secrets, but we want to be recognized and sought out as a place to live, do business, and visit.

Our Strategies

Promote Cincinnati's lifestyle.

Findlay Market is a part of Cincinnati's vibrant and unique cultural heritage

Promote Cincinnati's lifestyle.

Cincinnati is a special place, with the all the benefits of a large city, yet the closeness and comforts of smaller town. Our distinctive housing, unique and walkable neighborhoods, natural beauty, outstanding historic districts and landmarks, exceptional arts and cultural attractions, major league sports, and first-rate higher-education offerings make us a city with a lifestyle that is competitive with some of the largest cities in the country. Our medium size population and relatively affordable housing costs make it all accessible to everyone. By actively promoting these benefits, Cincinnati can begin to grow into a large city while maintaining the benefits of a smaller community.

Capitalize on our historic character and cultural heritage.

Cincinnati is home to a wide array of unique places and things to do such as sports, music entertainment, local festivals, unparalleled arts and cultural attractions, historic landmarks, the Zoo, our parks and recreational opportunities, and the river. We also have a diverse local cultural heritage that is often the uniting factor in our community. Taking advantage of what makes Cincinnati special is one way to promote a lifestyle that is distinctly Cincinnati.

Short-range (1-3 years):

- Better promote our rich arts and cultural assets through a coordinated system or single portal of information.

Current Initiatives:

- **The Architectural Foundation of Cincinnati and Cincinnati Preservation Association** developed **walking tours** in various areas of the city called Architreks: Cincinnati Walks to explore places, discover history, and learn about Cincinnati.
- Cincinnati has various other **heritage tours and programs** including the Queen City Tour, Cincinnati Museum Center's Heritage Programs, American Legacy Tours, BB Riverboats, and more.
- The **Cincinnati Arts Association** works to promote, program, and manage some of the finest performing arts venues in the region, including the Aronoff Center for the Arts and Music Hall.
- The City of Cincinnati recently updated its **logo and branding** to reflect a city moving forward and is redesigning its website to include modern technology including social media outlets such as Facebook, Twitter, and Vimeo.
- Many projects, programs, and events in Cincinnati have recently gained **national media press**, including the Banks project, the MidPoint Music Festival, the Bunbury Festival, Washington Park, and the World Choir Games.
- The **Cincinnati Real Estate Ambassadors Program** provides and utilizes the knowledge and training of Realtor participants to promote urban living and to help increase the homeownership rate in the City of Cincinnati.

- Provide support to businesses that focus on our City's historic heritage of beer brewing, pork production, riverboat travel, sports, music, the arts, and other cultural traditions.

Mid-range (4-7 years):

- Develop a coordinated heritage tourism program that promotes Cincinnati's historic and architecturally significant structures.
- Develop a more coordinated program for students, interns, and young professionals to help them discover all that the City has to offer and encourage them to make Cincinnati their long-term home.
- Create educational programs and opportunities for the public to learn about Cincinnati and our region's heritage.

Long-range (8-10 years):

- Attract world-renowned art and artists to complement local talent.
- Achieve national recognition for our Historic Conservation program.

Image Source: Nicolas Vitori

Thirty-one story tall 4th & Vine Tower is home to many corporate leaders

Fund and implement a comprehensive identity and marketing strategy.

Cities around the world use branding and marketing to develop an identity, including a recognizable theme and logo that conveys their strengths, values and individuality. With Cincinnati's immense local talent in the branding and marketing profession, it is only logical that Cincinnati develop such a brand for itself, apart from any branding or marketing that has been done regionally. We want to be known as a city with a vibrant downtown and neighborhoods connected by transit; a city with a world-class workforce and a model city for the commercialization of research.

Short-range (1-3 years):

- Collaborate to develop an overall brand and marketing strategy promoting Cincinnati.
- Improve our City's self-image by telling the positive stories; "Toot our own horns."
- Use our local heritage to shape the image of Cincinnati in the national media.

Mid-range (4-7 years):

- Create specialized marketing strategies for individual neighborhoods and business districts.

Long-range (8-10 years):

- Work with partner governmental entities and local organizations to communicate and reinforce the City's brand.
- Continue to work with the local and national media to encourage more coverage about the positive things happening in Cincinnati.
- Increase our social media presence as new methods are introduced.

Partners in helping Cincinnati promote its lifestyle:

- Cincinnati USA Regional Chamber of Commerce
- Cincinnati and Northern Kentucky African American Chamber of Commerce
- Hispanic Chamber of Commerce
- Downtown Cincinnati, Inc. (DCI)
- Local Colleges and Universities
- Local Marketing/Branding Firms
- Local Developers
- Local Media
- Cincinnati Area Board of Realtors
- All Community Councils and Other Community Organizations
- All Community Development Corporations

City Agencies:

- Economic Development Division
- Department of Community Development
- Department of Transportation and Engineering
- Department of City Planning and Buildings
- Office of Budget and Evaluation
- CitiCable

Image Source: Alex Peppers

Connect

Bring people and places together.

Transportation infrastructure is arguably the most important physical asset that local government provides and is often referred to as the "backbone of the economy" at a local, regional and national level. A transportation system that is well planned, maintained, interconnected, and that offers multiple modes of transportation options can positively affect the economy and the overall quality of life in the City.

Our Goals

1. **Develop an efficient multi-modal transportation system that supports neighborhood vitality**
   A. Expand options for **non-automotive travel.**
   B. Plan, design, and implement a safe and sustainable **transportation system.**

2. **Develop a regional transportation system that promotes economic vitality.**
   A. Use the City's transportation network to help **facilitate economic development** opportunities.
   B. Support **regional and intercity** transportation initiatives.

Image Source: Alex Peppers

Connect Goal 1: Develop an efficient multi-modal transportation system that supports neighborhood livability.

Linking people and places, true connectivity provides people with multiple transportation options. Multi-modal transportation options are vital to link people to employment, goods, services, and recreation. The design of the transportation system will complement and support both the built environment and its users.

Our Strategies

Expand options for **non-automotive** travel.

Plan, design and implement a safe and sustainable **transportation system.**

SORTA and TANK provide comprehensive bus services throughout the region

Expand options for non-automotive travel.

The ultimate goal of non-automotive transportation is to provide access to goods, services and activities through means other than a motor vehicle. Decreasing auto-dependency and increasing options for non-automotive travel results in decreased traffic congestion, lower road maintenance and parking facility costs, decreased consumer costs, and less environmental degradation. Tools to promote non-automotive travel include planning for sidewalks, bike lanes, paths, bus transit route expansion, bus rapid transit (BRT), rail transit connectivity, multi-use street improvements, maintenance, safety, personal security, universal ADA access, non-motorized traffic law enforcement, education and encouragement programs, and a commitment with all City Departments and neighboring jurisdictions for a coordinated effort.

Expand connectivity and facilities for pedestrians, bicyclists and transit users.

In urban areas, walking and cycling are often the fastest and most efficient way to perform short trips if the appropriate infrastructure is in place. Close coordination between the various City departments is necessary to establish a coordinated, safe and effective transit, pedestrian, and cyclist program.

Short-range (1-3 years):

- Support a Bicycle and Pedestrian Program to ensure coordination and continuity among City departments and local advocacy groups.
- Maintain public stairway and alleyway systems.
- For all new development proposals, encourage pedestrian connections through sidewalks and other pedestrian facilities between private property and the public right-of-way.
- Apply Crime Prevention Through Environmental Design (CPTED) standards to ensure pedestrian safety.
- Review all new residential, commercial and mixed use developments to incorporate or extend multi-modal transportation networks (roads, bicycle

Current Initiatives:

- The City of Cincinnati's **Bike Plan** includes the coordination of linkages with surrounding communities to ensure a comprehensive Bike Plan.
- Cincinnati Department of Transportation and Engineering (DOTE) policy and design integrates bike facilities with street rehabilitation and public right-of-way improvements when appropriate.
- **Bike facilities**, such as parking, showers and storage are being implemented at bike destinations.
- Cincinnati DOTE provides the non-motorized public with safe and convenient means to cross streets and adds facilities as needed.
- The **Hillside Step Information System** maintains and inventories public stairways.
- Cincinnati DOTE is currently working at a regional level to update the **Regional Rail Transit Plan** with OKI and other partner municipalities and organizations. They are also investigating the applicability of bus rapid transit (BRT) options.
- Cincinnati DOTE is continually **coordinating with transit agencies** (Metro, TANK, Clermont County, etc.) for improvements and enhancements, such as bus stops and shelters and transfer points.
- The **Wasson Rail Corridor** is proposed to be redeveloped for multi-modal transportation. To facilitate this, the City will be conducting a land use and transportation study on the Wasson Rail Corridor to find the best recommendation for its use, taking into consideration regional transportation plans such as the Eastern Corridor Plan, and OKI Regional Rail Plan.

paths, pedestrian systems).
- Develop bike and car sharing programs.

Mid-range (4-7 years):
- Infill gaps in sidewalks with missing segments of sidewalk and add sidewalks where possible to promote better walkability.
- Educate automobile drivers as to methods for safely and successfully driving on local roadways with bicyclists.
- Implement bike and car sharing programs.
- Plan and develop scenic bikeways and greenways, with emphasis on increasing connections to areas that are poorly represented in current plans.
- Create links to the regional bicycle, greenway, and transit systems.
- Conduct a feasibility study to evaluate the potential for building a system of inclines.

Long-range (8-10 years):
- Design and construct the Ohio River Bike Trail through Cincinnati.
- Continue to identify and prioritize future right-of-way locations for transit and path corridors outside of the roadway system.
- Obtain rights-of-way through purchase, transfer of development rights program, or exactions and public/private partnership projects.

Offer a comprehensive transportation system that emphasizes public transit.

Public transportation is an important mobility component in any urban environment. As a result, Cincinnati will drive development of a comprehensive transportation system that emphasizes public transit within the City. As the largest City in the region, Cincinnati will act as a leader in regional transportation planning initiatives.

Short-range (1-3 years):
- Coordinate system development with other transportation agency and regional plans.
- Incorporate transit-oriented development into City codes by incentivizing density and mixed-uses around transit hubs.
- Continue development of Phase Two of the Cincinnati Streetcar Project that includes securing funding for design and build.
- Improve cross town bus connections to increase neighborhood access to employment and institutional centers.

Mid-range (4-7 years):
- Coordinate with METRO to create better bus routes that are more efficient and allow more riders access outside of the traditional routes.
- Coordinate with regional transit agencies to enhance mobility to-and-from underserved areas, including the development of reliable trip schedules.
- Support transit-oriented development options with a network of multi-modal hub locations.
- Implement Phase Two of the Cincinnati Streetcar project to connect Cincinnati's two largest employment centers and create opportunities for investment and transit oriented development along the route.
- Integrate Phase 1 of the streetcar into our existing transportation system.

Long-range (8-10 years):
- To better connect hilltop communities to the larger transit network, investigate the feasibility of reinvestment in inclines, trams, or other hillside-friendly pedestrian transportation modes.

Maintain a connected street network that accommodates the needs of all land uses and users.

Providing the best possible streets to support livability, accommodate economic development, and develop multi-modal travel choices requires a new approach to planning and designing streets. This will be a comprehensive system that incorporates urban design, transportation and land use elements for each arterial and collector corridor with the understanding that one size does

not fit all. Cities across the country, including Cincinnati, are seeing the need to plan for and design "complete" streets – streets that enable safe access for users of all ages, abilities and modes: pedestrians, cyclists, transit riders and operators of motor vehicles.

Short-range (1-3 years):

- Adopt a Complete Streets Policy citywide to balance the needs of users in specific contexts.
- Develop and implement street standards that coordinate the desired land use character with the traffic needs of the Through Street System and corridor character areas (i.e., lane width and configuration, street lighting, sidewalks, trees, fixtures and amenities).
- Balance the needs of residents and businesses during peak hours along commuter corridors by designing with context or character type and not purely functional classification.
- Consider conversion of one-way streets to two-way streets in neighborhood design and street improvements, analyzing the impacts to residents, businesses and the transportation system.
- Update the DOTE subdivision and development streets manual to include options for compact urban walkable locations and suburban drivable locations.

Mid-range (4-7 years):

- Maintain and enhance alleys as part of the pedestrian network, freight delivery points, and access for building maintenance.

Long-range (8-10 years):

- Develop, fund, and implement a right-of-way preservation plan that identifies and prioritizes rights-of-way for all modes of transportation (current or future) to ensure adequate and appropriate connectivity in a safe, accessible and efficient manner.
- Evaluate and recalibrate complete streets and character corridor policies as needed on project by project basis.

Important principles to be considered for pedestrian design:

The pedestrian environment should be safe.
Sidewalks, pathways, and crossings should be designed and built to be free of hazards and to minimize conflicts with external factors such as noise, vehicular traffic, and protruding architectural elements.

The pedestrian network should be accessible to all.
Sidewalks, pathways and, crosswalks should ensure the mobility of all users by accommodating the needs of people regardless of age or ability.

The pedestrian network should connect to places people want to go.
It should provide continuous direct routes and convenient connections between destinations, including homes, schools, shopping areas, public services, recreational opportunities, and transit.

The pedestrian environment should be easy to use.
Sidewalks, pathways, and crossings should be designed so people can easily find a direct route to a destination and delays are minimized.

The pedestrian environment should provide good places.
Good design should enhance the look and feel of the pedestrian environment. The pedestrian environment includes open spaces such as plazas, courtyards, and squares, as well as the building facades that give shape to the space of the street. Amenities such as street furniture, banners, art, plantings, and special paving, along with historical elements and cultural references, should promote a sense of place.

The pedestrian environment should be used for many things.
It should be a place where public activities are encouraged. Commercial activities such as dining and vending may be permitted when they do not interfere with safety and accessibility.

The pedestrian environment should be economical.
Pedestrian improvements should be designed to achieve the maximum benefit for their cost, including initial cost and maintenance cost as well as reduced reliance on more expensive modes of transportation. Where possible, improvements in the right-of-way should stimulate, reinforce, and connect with adjacent private improvements.

Important principles to consider in a bicycle design:

Cyclists vary significantly in abilities, needs and preferences.
Both children and less experienced cyclists may benefit from facilities with separated right-of-way. Those utilizing bicycles for daily commute require ample secure parking as well as suitable routes that offer direct (or mostly direct) access from neighborhoods to places of employment. Experienced bicycle commuters and experienced recreational bicyclists often prefer riding in traffic or on highway shoulders as a method of direct route. Therefore, planning for many different types of bicyclists in a fiscally responsible manner is necessary to ensure the greatest usage of facilities.

Consider the right type of facility based on the use and need of the bicyclist.
There are five major categories of bicycle facilities:

1. Bike paths and trails - Entirely separated from the roadway except at infrequent intersections. These are generally "multi-use" facilities used by both bicyclists and pedestrians. These are generally "multi-use" facilities for pedestrians, and sometimes equestrians, as well as bicyclists. These can be established on available rights-of-way including abandoned railroad lines, open space connecting developments and along waterways to create a separate network.
2. Bike lanes - A portion of the road marked with a line, for use by bicyclists. They are always one-way facilities, with cyclists traveling in the same direction as motor vehicle traffic in the adjacent lane and are generally found on arterial roads and on major collectors.
3. Bike routes - Roads particularly suitable for cycling that are marked with signs. This is typically appropriate for streets with low traffic speeds and volumes.
4. Other roadway improvements for cyclists include level joints and utility covers, safe drain grates, prompt and smooth repairs, smooth railroad track crossings, bicycle sensitive traffic sensors, frequent sweeping and debris cleanup, high traction paint for roadway markings, etc.
5. Destination facilities include parking facilities, showers and clothes lockers.

University of Cincinnati bike share program

Partners in helping Cincinnati expand options for non-automotive travel:

- Metro/SORTA
- OKI
- Queen City Bike
- MOBO Bicycle Co-op
- Go Vibrant
- Spring in our Steps
- All Community Councils and Community Organizations

City Agencies:

- Department of Transportation and Engineering
- Department of City Planning and Buildings
- Economic Development Division
- Department of Community Development
- Department of Public Services
- Cincinnati Park Board
- Cincinnati Recreation Commission
- Cincinnati Police Department
- Cincinnati Health Department

Image Source: Michael Providenti

Plan, design and implement a safe and sustainable transportation system.

To create a sustainable transportation network that reinforces the quality of life, minimizes impacts to the environment and is fiscally responsible, we will plan for and implement an efficient, balanced, multi-modal system. We will take consider future land use as well as the function of the transportation facility, including the continued use of existing infrastructure by implementing multiple modes of transportation and, when creating new streets and roads, applying complete streets principles.

Incorporate environmental best practices in the planning and design of transportation systems.

Clean and efficient transportation options that are safe and affordable will be available to develop a sustainable transportation system serving the needs of all users. This effort is not a one-step process and has already begun in many cases, and the efforts will continue to reach efficiency in both the City and the region.

Short-range (1-3 years):

- Implement transportation components included in the Office of Environmental Quality, Green Cincinnati Plan (Climate Protection Plan 2008), such as energy efficient street lighting and traffic signals.

Mid-range (4-7 years):

- Complete greening the fleet of Cincinnati with hybrid, diesel, propane and electric systems where appropriate.
- Work with METRO to pursue hybrid buses and various other types of vehicles that can serve the routes in varying degrees of capacity.

Long-range (8-10 years):

- Continue to research and apply new methods to increase sustainability in transportation systems.

Image Source: Michael Providenti

Bicyclists sharing the road

Preserve and maintain the transportation network and associated public rights-of-way.

First and foremost, the City will maintain the grid network and connectivity of the existing street system to provide the backbone for the mobility network for the City. A through-street system provides multiple linkage options for travelers, helping to reduce congestion on the interstates and arterial roadways. Second, the City will look for opportunities to provide additional connectivity as right-of-way prospects arise.

Short-range (1-3 years):

- Prioritize investment in the maintenance and upgrading of existing infrastructure before investing in new infrastructure.
- Establish a City policy that ensures the preservation and continued maintenance of the existing grid network. This will include the minimization of cul-de-sacs and dead end streets.

Current Initiatives:

- All Cincinnati departments and agencies participate in **coordination with other City plans**; including the Cincinnati Parks Master Plan, GO Cincinnati, Revive Cincinnati: Neighborhoods of the Lower Mill Creek, and the Cincinnati Bike Plan.
- **Inter-jurisdictional transportation** efforts are coordinated with regional planning and transportation agencies to include prioritization, funding and operations to ensure that proper connectivity, multi-use and right-of-way preservation occur.
- Cincinnati DOTE has policies that address **curb space demands** as they relate to through lanes, metered parking, taxi stands, and valet zones, loading zones, bus stops, food truck zones and carriage stands.
- Cincinnati DOTE coordinates with **METRO** to create better bus routes that are more efficient and allow more riders to access outside of the traditional routes.
- The City administration works with the local Metropolitan Planning Organization (MPO) **Ohio-Kentucky-Indiana Regional Council of Governments** (OKI) to ensure that projects conform to all appropriate local, state and federal environmental regulations.
- Cincinnati DOTE identifies and prioritizes **rights-of-way** (whether street or other) for all modes of transportation to ensure adequate and appropriate future connectivity in a safe, accessible and efficient manner.

Mid-range (4-7 years):

- Consider future maintenance costs in design decisions and development of infrastructure standards.
- Investigate and implement fiscally responsible methods of purchasing/acquiring right-of-way.

Long-range (8-10 years):

- Seek outside funding sources or grants to research and implement minor system improvements for safety and expansion of modes.

Provide for the safety of the infrastructure for the public.

Transportation systems will be designed to be as safe as possible. This includes adequate separations between different modes of transportation (including those that share the same right-of-way), design and location of the various modes of transportation, access management, engineering, signage and lighting.

Short-range (1-3 years):

- In coordination with public safety agencies, consider personal safety in design considerations for walls, landscaping, lighting, etc. Implement Homeland Security initiatives, where needed.
- Comprehensively identify and address critical safety concerns/problem areas – those areas/corridors/ intersections with high crash rates leading to injuries, fatalities and property damage to identify areas for needed improvements.

Mid-range (4-7 years):

- Develop funding and implementation plans to meet ever-changing federal and state requirements for roadway and traffic control.

Long-range (8-10 years):

- Implement rail grade crossing upgrades as needed.

Amtrak train on an elevated structure headed for Ohio River Bridge

Partners in helping Cincinnati Plan design and implement a safe and sustainable transportation system:

- Metro/SORTA
- OKI
- Ohio Department of Transportation (ODOT)
- All Community Councils and Community Organizations

City Agencies:

- Department of Transportation and Engineering
- Department of City Planning and Buildings
- Economic Development Division
- Department of Community Development
- Department of Public Services
- Cincinnati Police Department
- Cincinnati Health Department

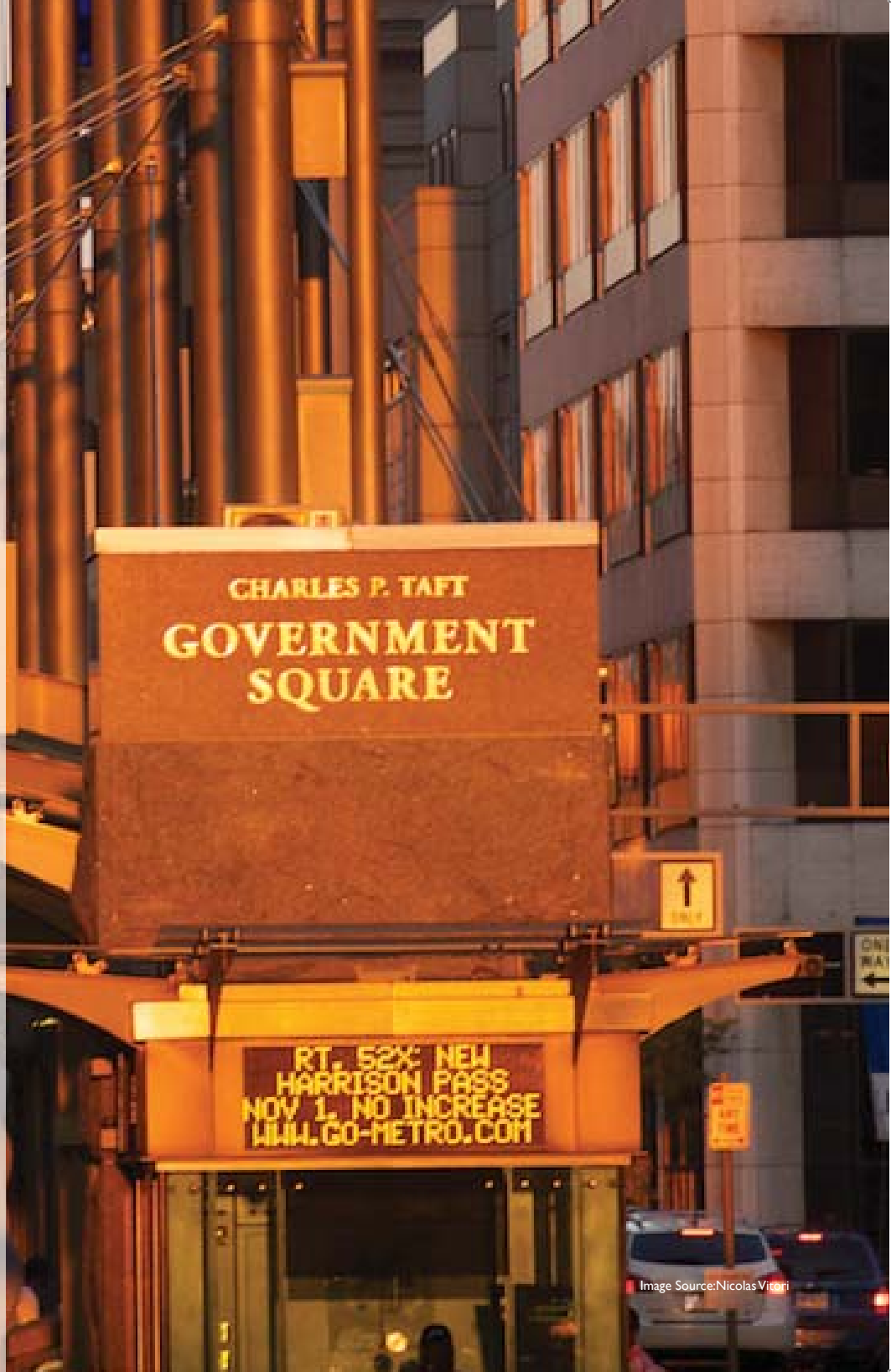


Image Source: Nicolas Vitori

Connect Goal 2: Develop a regional transportation system that promotes economic vitality.

A primary determinant of the growth potential of any city is the efficient transportation of people and goods between its region and the rest of the world.

Our Strategies

Use the City's transportation network to help **facilitate economic development** opportunities.

Support **regional and intercity** transportation initiatives.

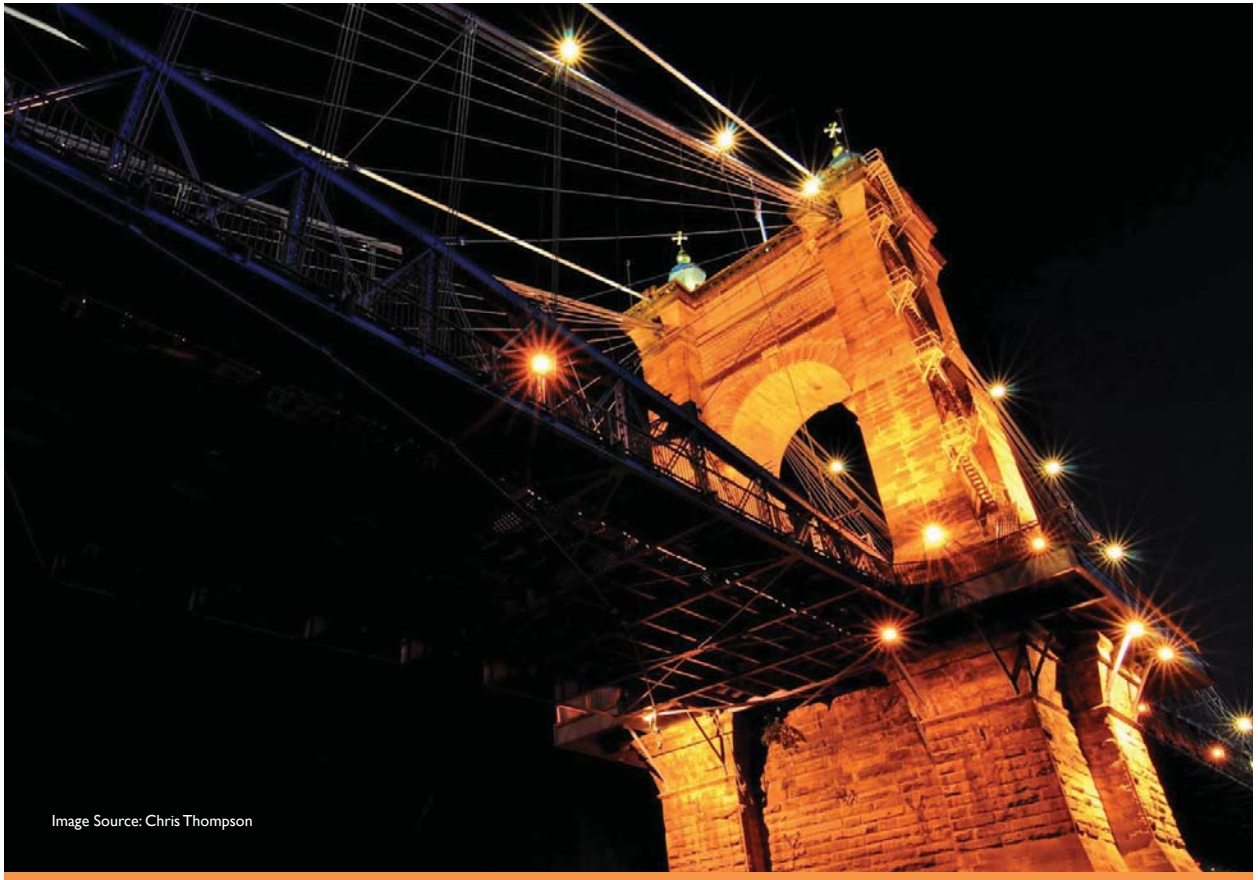


Image Source: Chris Thompson

The John A. Roebling Suspension Bridge over the Ohio River, connecting Ohio and Kentucky

Use the City's transportation network to help facilitate economic development opportunities.

Transportation enables economic activity by connecting people, businesses and resources. The movement of freight and goods through Cincinnati, as well as access to goods and services by the consumer, is a vital part of the overall economy of the City. Whether by road, air, rail or river, there are multiple modes of transportation that complement and conflict movement within the City. These conflicts need to be minimized.

Recognize the importance of freight movements to-and-from the City for jobs, goods delivery, and our position in the global marketplace.

Transportation policy and planning decisions must support economic development to the degree they increase efficiency while maintaining the quality of life for the residents of the City.

Short-range (1-3 years):

- Utilize the OKI Freight Plan and the City Railroad Improvement and Safety Plan for prioritization and potential funding of improvement projects.
- To increase the significance of the Port of Cincinnati and improve opportunities for federal and state public funding, act as the lead in preparing a proposal to the US Army Corps of Engineers for re-designation of the "Port of Cincinnati" as the Ohio River from near Portsmouth, Ohio to Madison, Indiana; thereby promoting that the river port serves over 200 miles of the river rather than 26 miles as currently designated.
- Support freight and loading needs in street design and use, applying urban standards that allow for industrial-related land uses, while still accommodating the needs of pedestrians, bicycles, and transit.
- Adopt a policy that places a higher priority on transportation improvements which decrease transportation costs and increase safety which will stimulate economic development.

Current Initiatives:

- The City of Cincinnati participates in **regional planning at OKI** so that City transportation projects are included in long-range planning and corridor studies.
- Cincinnati DOTE works to **coordinate roadway project development with economic development initiatives** through internal multidepartment committee and external public meetings.

- Investigate the potential for providing incentives for voluntary off-peak shipping and receiving operations to private companies to reduce peak or daytime traffic.

Mid-range (4-7 years):

- Advocate for the City as a major hub of multimodal opportunities in the National Freight Policy.
- To maximize the value of this important asset, complete a master plan for the Cincinnati riverfront integrating commercial, industrial, transportation, residential, and recreational uses.
- Establish policy that gives precedence to developments that promote higher value trips and more efficient modes, including freight and business transport, and high occupant vehicles (carpools, vanpools and public transit) over projects that do not.
- Establish policy that emphasizes asset management by insuring that existing infrastructure is properly utilized and maintained before adding more capacity.
- Work with rail companies to identify freight rail improvements needed to alleviate congestion in the Mill Creek Valley and to provide capacity for future intercity passenger rail and enhance the on-time delivery of goods to local companies.

Image Source: Department of Transportation and Engineering

The Norfolk Southern Intermodal Facility in Queensgate

Bulk intermodal transfer: river to rail

Long-range (8-10 years):

- Actively advocate for the maintenance and improvement of Ohio River locks and dams.
- Partner with private sector transportation companies to improve system efficiencies in the City and the region that facilitate timely movement, safety and the efficient intermodal transfer of goods between modes of shipping and delivery transportation.

Collaborate with other public agencies and private developers to improve the transportation system and maximize funding opportunities.

We will participate in direct collaboration and dialogue with other public agencies and private companies to fairly share the costs of transportation improvements that benefit both public and private sector.

Short-range (1-3 years):

- Convene an advisory group comprised of freight stakeholder representatives (rail, barge, trucking), regional and City leaders that meet regularly to discuss cooperation and coordination of planned facility and transportation related efforts for each mode of freight distribution.

Mid-range (4-7 years):

- Prioritize projects and leverage City funds to obtain maximum possible outside funding.

Long-range (8-10 years):

- Use public/private partnership arrangements for the funding of design, construction, and operation of bikeway, roadway, and transit facilities.

Partners in helping Cincinnati's transportation network facilitate economic development opportunities:

- Metro/SORTA
- OKI
- Ohio Department of Transportation (ODOT)
- Port of Cincinnati Development Authority
- River Advisory Council
- US Army Corps of Engineers

City Agencies:

- Department of Transportation and Engineering
- Department of City Planning and Buildings
- Economic Development Division
- Department of Community Development
- Department of Public Services
- Office of Budget and Evaluation

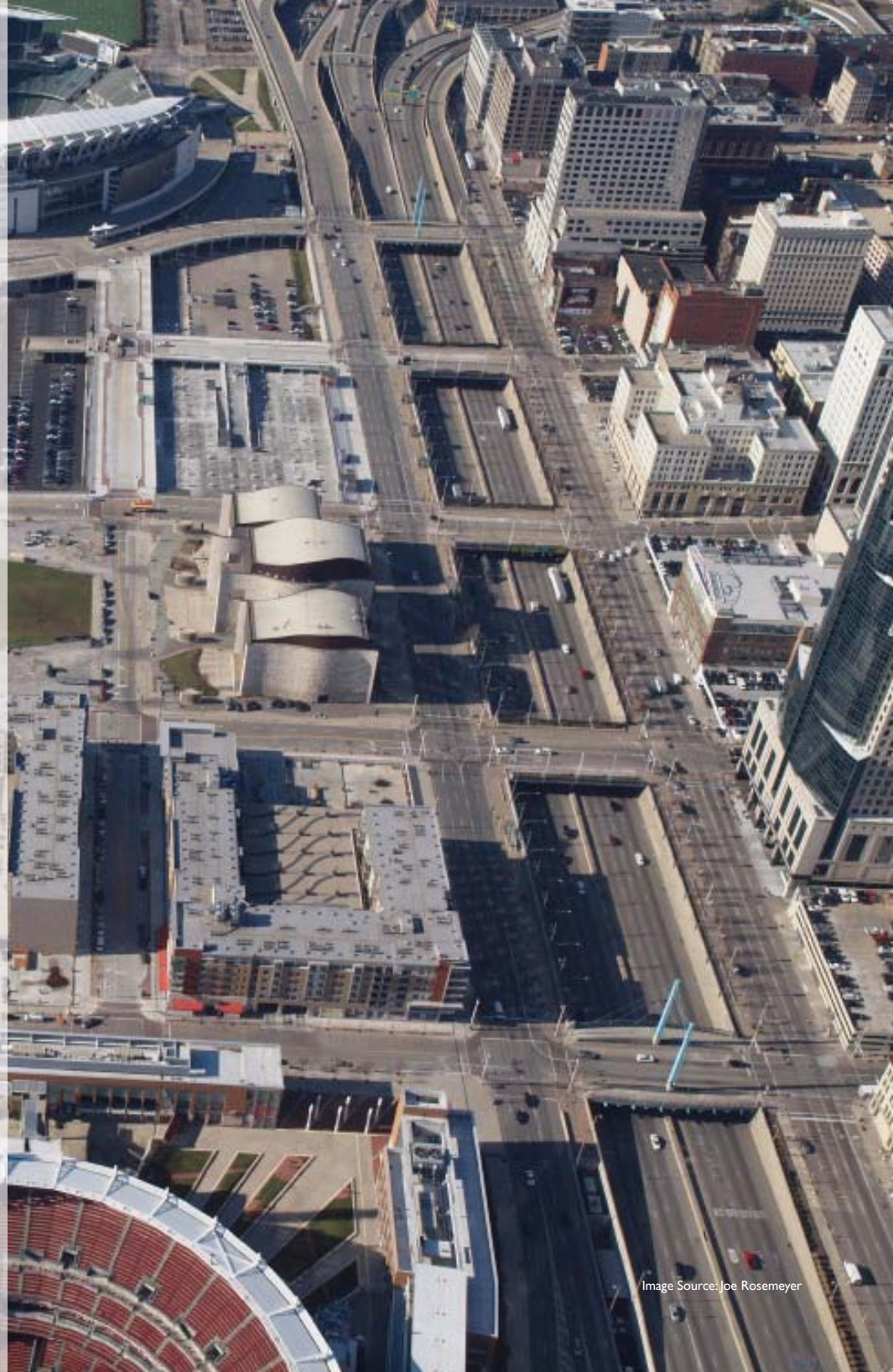


Image Source: Joe Rosemeyer

Support regional and intercity transportation initiatives.

Regional and intercity transportation is accomplished through individual and mass transit opportunities including passenger car, bus, rail and air.

Recognize the importance of intercity travel for residents, business retention and expansion, and visitors.

Intercity travel is important to maintain as we move forward in a regional and global economy. We will work with partners to expand the existing connections and create new opportunities through bus, rail, and air to improve on the level of service that brings visitors and business opportunities to and from Cincinnati.

Short-range (1-3 years):

- Participate in the Cincinnati/ Northern Kentucky International Airport Master Plan, including improvements to access between Cincinnati and the airport.

Mid-range (4-7 years):

- Work with Amtrak on improved passenger service, including additional service, track improvements, and wayfinding.
- Work with Greyhound, Megabus and GOBus on improved passenger service, accessibility and wayfinding.
- Continue to explore options to enhance the status of the Cincinnati Union Terminal as the Passenger Rail Station in Cincinnati, by advancing projects such as the Station Track and Southwest Connection.

Long-range (8-10 years):

- Continue to enhance Lunken Airport functions and facilities according to the 2004 Airport Master Plan.
- Work with the states of Illinois and Indiana to implement the proposed high-speed Chicago-to-Cincinnati corridor of the Midwest Regional Rail System Plan.
- Create an interconnected intercity rail, bus, streetcar, taxi and BRT/LRT system, led by development of a bus-based regional transit system.

Coordinate with other local government agencies, regional business committees, and OKI to ensure that the City's needs are considered in regional transportation planning.

Regional transportation policy coordination is important to the viability of Cincinnati. We will continue to work with partnering agencies, committees and regional government councils to ensure that these policies transcend political boundaries and develop a comprehensive regional transportation system.

Short-range (1-3 years):

- Adopt and implement a policy for railroad right-of-way preservation, and coordinate with regional partners for acquisition, funding, and maintenance.

Mid-range (4-7 years):

- Coordinate City plans such as GO Cincinnati and Revive 75 with regional goals and initiatives such as Agenda 360 and Vision 2015.

Long-range (8-10 years):

- Prioritize regional planning in City transportation projects so that projects are included in long-range planning and corridor studies with regional, state and federal funding.

Partners in helping Cincinnati support regional and intercity transportation initiatives:

- Metro/SORTA
- OKI
- Ohio Department of Transportation (ODOT)
- Port of Cincinnati Development Authority
- Amtrak
- Cincinnati Union Terminal
- River Advisory Council
- US Army Corps of Engineers

City Agencies:

- Department of Transportation and Engineering
- Department of City Planning and Buildings
- Economic Development Division
- Department of Community Development
- Department of Public Services
- Office of Budget and Evaluation

Current Initiatives:

- The City of Cincinnati is an advocate for the maintenance and improvement of **Ohio River locks and dams** at both the state and federal level.
- Cincinnati DOTE is utilizing the **City Railroad Improvement and Safety Plan** and **OKI Freight Plan** for prioritization and potential funding of improvement projects.
- Cincinnati DOTE is supporting **freight and loading needs** in street design and use, applying urban standards that allow for industrial-related land uses, while still accommodating the needs of pedestrians, bicycles, and transit.
- Cincinnati DOTE is pursuing enhancements that will assist in making **Cincinnati Union Terminal** will be the permanent passenger rail station for existing and new intercity passenger rail service for the City of Cincinnati (as stated in City Council Resolution passed on March 3, 2010).

Image Source: Katie Dale

Live

Strengthen our magnetic city with energized people.

The key to any successful city is livability. To create and sustain a thriving urban community where local pride and confidence is contagious, we must improve the public life and residential experience for our workforce and residents. People are the most important piece of a society. Our residents must experience a welcoming civic atmosphere and quality, healthy housing.

Our Goals

1. **Build a robust public life.**
   A. Develop and maintain inviting and **engaging public spaces** that encourage social interaction between different types of people.
   B. Create a **welcoming** civic atmosphere.

2. **Create a more livable community.**
   A. Become more **walkable**.
   B. Support and stabilize our neighborhoods.

3. **Provide a full spectrum of housing options, and improve housing quality and affordability.**
   A. Provide **quality healthy housing** for all income levels.
   B. Incentivize housing options of varied sizes and types for residents at all **stages of life**.
   C. Evenly distribute housing that is affordable throughout the City.
   D. Affirmatively further **fair housing.**

Image Source: Joe Rosemeyer

Live Goal 1: Build a robust public life.

Cincinnati has a vibrant and thriving public life. The key to future population growth and social vitality is an active, engaged citizenry and an atmosphere that is welcoming to an array of backgrounds, including immigrant populations.

Our Strategies

Develop and maintain inviting and **engaging public spaces** to encourage social interaction between different types of people.

Create a **welcoming civic atmosphere**.

Image Source: Nicolas Vitori

Sawyer Point provides excellent recreational opportunities for all residents

Develop and maintain inviting and engaging public spaces to encourage social interaction between different types of people.

Cincinnati offers a wide variety of civic experiences and public events that make our City unique. We will promote these experiences and events and campaign to broaden and diversify our experiences through arts and cultural opportunities throughout Cincinnati.

Identify or create public spaces beyond downtown where people of all backgrounds and abilities can congregate.

Downtown Cincinnati has traditionally been the heart of the city and the natural location of where people congregate. We must continue and broaden our outreach of designating new gathering spaces in various areas of our city to attract people of all backgrounds to feel welcome.

Short-range (1-3 years):

- Designate existing or new community gathering spaces in every neighborhood where people of all backgrounds can congregate.
- Increase the number of events at public spaces outside of downtown.

Mid-range (4-7 years):

- Create public-private partnerships that provide programming and market events and activities in public spaces throughout the City.
- Activate public space by making public spaces and buildings more openly available for events and activities, including private events.

Long-range (8-10 years):

- Re-use vacant and underutilized sites, including demolished foreclosed properties, as locations for community gardens and other gathering spaces.
- Provide maintenance, access, and security to reduce potential barriers to community space.

Current Initiatives:

- **Fountain Square**, in downtown Cincinnati, is seen as the City's primary gathering space for both impromptu and organized activities. Cincinnati Center City Development Corporation (3CDC) manages Fountain Square and provides year-round programming such as concerts, movies, and other special events.
- Many of Cincinnati's neighborhoods have recognizable **neighborhood public gathering spaces**. Whether they feature an official landscaped square or are simply a small space where community members gather, they are undoubtedly seen as the center of their communities.
- This City of Cincinnati City Council regularly provides **support for festivals and other public cultural events** by waiving certain portions of the City's Municipal Code such as regulations related to the use of Fountain Square, the closure of streets and sidewalks, as well as other provisions prohibiting the sale of alcohol, the solicitation of money, and the sale of wares.
- **ArtWorks' summer mural program**, developed by Mayor Mark Mallory, is an award-winning community beautification and teen employment initiative that has created 46 murals in 28 Cincinnati neighborhoods.
- ArtWorks also has initiated many other **public art projects** such as the Big Pig Gig (100 artist decorated pigs scattered throughout downtown), Queen City Art Racks (artist designed yet functional bike racks), and others.
- The **Cincinnati Park Board's public art collection** is the largest in the Midwest.

Promote the civic experiences and public events that make Cincinnati unique.

Cincinnati has a rich heritage of festivals and events that have always made our city unique and attracted hundreds of thousands of people from our region and elsewhere. Promotion of these events has been successful in the past, but needs to be broadened each year to keep up with growing technologies and help maintain our success and expand to allow for interaction between all Cincinnatians.

Short-range (1-3 years):

- Provide support to Cincinnati's professional, college, and high school sport teams and unique public events such as Oktoberfest Zinzinnati, Taste of Cincinnati, Macy's Music Festival, the Flying Pig Marathon, Black Family Reunion, Mid-Point Music Fest, Paddlefest, Riverfest, and other events.

Mid-range (4-7 years):

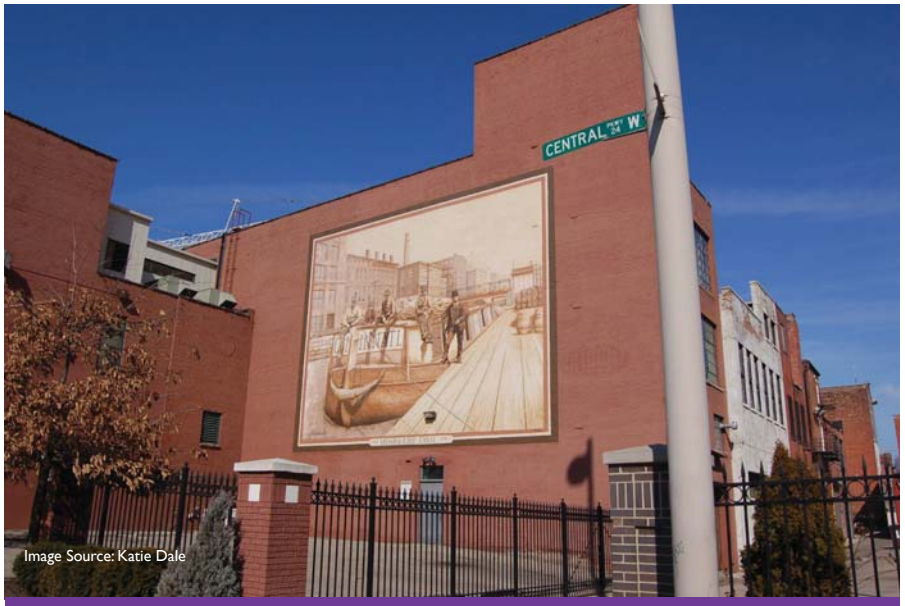
- Market events and activities in unique ways, using methods to reach all ages, backgrounds, and ethnicities, so that everyone has information and feels welcome.
- Support events and festivals of various scales that animate public space, ensuring that persons of all ages, background, and ethnicities have access to a rich and vibrant public realm.

Long-range (8-10 years):

- Develop and promote new events that get inter-ethnic groups meeting together and with the larger community.

Make art an essential element of our public spaces and buildings.

Art has always been a component of our public spaces and buildings, helping to make our city distinctive. We will increase opportunities for temporary public art installations as well as making permanent public art an essential element of our public spaces and buildings. Public Art can come in many forms, inclusive of but not limited to performance and visual. The role of art in the public realm should be focused on creating an engaging experience.



An ArtWorks mural on a building facing Central Parkway

Short-range (1-3 years):

- Manage existing public art in a more coordinated manner by creating a comprehensive inventory and maintenance plan.
- Develop policy guidelines for the acceptance and maintenance of future public art.
- Develop a plan for artists to activate public spaces through temporary and interactive art installations, creating an engaging and vibrant experience for residents and visitors of Cincinnati.

Mid-range (4-7 years):

- Pursue new funding sources for creation and maintenance of art including public-private partnerships.

Long-range (8-10 years):

- Develop new arts and cultural opportunities that are representative of our city's demographics and cultural heritage.

Partners in helping Cincinnati develop and maintain engaging public spaces:

- Cincinnati USA Regional Chamber of Commerce
- Cincinnati and Northern Kentucky African- American Chamber of Commerce
- American Institute of Architecture
- American Planning Association
- Urban Land Institute
- Local Businesses
- Local Arts Organizations
- Local Cultural Organizations
- Local Arts and Cultural Venues
- Local schools, universities, and art schools
- All Community Councils and Other Community Organizations
- Downtown Cincinnati Inc.
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Cincinnati Park Board
- Cincinnati Recreation Commission
- Economic Development Division
- Department of Community Development
- Department of Transportation and Engineering
- Department of City Planning and Buildings
- Office of Budget and Evaluation
- Finance Department
- Law Department

Image Source: Alex Peppers

Create a welcoming civic atmosphere.

Since 1950, Cincinnati has seen a steady decrease in population. Part of the approach to increasing our population is to be welcoming to all people and embracing new residents, including immigrants, encouraging them to make Cincinnati their long-term home and be engaged in their community. We will welcome and support all ethnicities, races, religions, and sexual orientations. We will create a Cincinnati that is connected, welcoming, and attractive to all people.

Build stronger communities by increasing civic engagement.

When people feel like they are truly a part of their community, they are more likely to feel optimistic and actively participate in improving their neighborhood. Cincinnati will increase its level of social capital, also known as "community connectedness," which refers to social networks and the trust and reciprocity that they share. Studies show that communities with high levels of social capital are likely to have higher educational achievement, better performing government, faster economic growth, and less crime and violence. People in these communities are also likely to be happier, healthier, and have a longer life expectancy. When all of our residents are involved and creatively engaged at the neighborhood and city level, our city can be extraordinary.

Current Initiatives:

- **CoreChange** is a grassroots community effort to tackle long-standing social issues such as child care, jobs for those with limited skills, transportation, food deserts, and changing the narrative and attitudes of local citizens. One of the CoreChange Working Groups is focused on increasing civic engagement.
- **Bridges for a Just Community** publishes an annual Human Relations Progress Report that shows progress towards inclusion, closeness and fair treatment among different social groups living in the Greater Cincinnati area.
- Hosted by Cincinnati Public School Roberts Academy, Literacy Center West and Santa Maria, the **International Welcome Center** (IWC) in Price Hill gives Cincinnati's immigrants a unique, effective and open community education and support center with programs provide them with helpful resources and a welcoming environment.

Short-range (1-3 years):

- Develop community-level activities to get neighbors talking to each other (e.g. community picnics, meet-ups, block-parties, book clubs, or public-service projects).
- Increase creative methods for public outreach to ensure that community organizations are truly representative of their populations.
- Research successful community-engagement methods used by local organizations and best practices from across the country.
- Encourage community groups to come together to exchange ideas about how they successfully engage the community.
- Conduct a social capital survey to measure the degree of connectedness, interaction, and trust among residents and other stakeholders in the community.
- Develop a civic engagement strategy to help increase the capacity of the public to participate in the decision-making process.

Image Source: Alex Peppers

A connected community makes the city vibrant

Mid-range (4-7 years):

- Assess the results of the social capital survey to identify gaps and where improvements in connectedness and engagement are needed.

Long-range (8-10 years):

- Revisit the social capital survey to assess progress and retool engagement strategies.

Partners in helping Cincinnati create a welcoming civic atmosphere:

- Core Change
- Community Building Institute
- Citizens for Civic Renewal
- United Way of Greater Cincinnati
- Community Development Corporations (CDCs)
- All Community Councils and community organizations
- Local colleges and universities
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- City Manager's Office
- Economic Development Division
- Department of Community Development
- Department of City Planning and Buildings
- Department of Transportation and Engineering
- Cincinnati Recreation Commission
- Cincinnati Park Board
- Office of Budget and Evaluation

Image Source: Joe Rosemeyer

Live Goal 2: Create a more livable community.

The physical space of a community should help us live healthy, engaged, and positive lives. Driving is becoming more expensive and less desirable, and individuals and families want walkable neighborhoods that encourage interaction. We will adapt our neighborhoods to respond to these growing trends.

Our Strategies

Become more **walkable**.

Support and stabilize our neighborhoods.

Walkable public places encourage social interactions

Become more walkable.

Cincinnati will begin incorporating strategic regulatory tools to promote stable mixed-use neighborhoods through more creative development and will enforce codes and ordinances that regulate safety and cleanliness. We will also be innovative and help guide the future character of development with tools such as form-based codes, transfer of development rights, transit-oriented development, and others.

Increase mixed-use, compact walkable development throughout the basin and uptown, surrounding our centers of activity, and along transit corridors.

In strategic areas, we will meet the demand for more mixed-use, compact walkable development and in turn increase the vibrancy of our neighborhoods.

Short-range (1-3 years):

- Revise the City's Building and Zoning Codes and Subdivision Regulations into one unified Land Development Code with standards that emphasize traditional neighborhood development over suburban development.
- Integrate Universal Design standards into codes to facilitate the creation of more accessible structures.
- Existing sidewalks should be repaired and widened when practical.
- Create new pedestrian crossings at suitable intersections and mid-street crossings and educate motorists and pedestrians about crosswalk safety.
- Continue to maintain the City Hillside Step Information System to maintain an inventory of each set of steps and track inspection and repair information. Whenever possible, retain public ownership of steps.

Current Initiatives:

- All development in the City is required to provide **sidewalks**. As a result, most residential areas are connected with sidewalks. The Department of Transportation and Engineering estimates that there are about 1,700 miles of improved sidewalk space in the City of Cincinnati.
- There are nearly 400 sets of City **hillside steps** serving the residents, visitors and commuters. Besides being an integral part of our city's transportation system, the hillside steps are recognized as a unique feature and point of destination for many visitors of the City.
- The City of Cincinnati is in the process of developing a **Form-Based Code**, a zoning tool that, instead of being guided primarily by use, uses a community's walkable urban development pattern as the framework for the code to ensure compatible, predictable, high-quality built results.
- The City of Cincinnati is in the process of developing **Complete Streets** guidelines to ensure that its streets are built not simply for vehicular traffic but for transit, bikes, and pedestrians as well.

- Collaborate with State and Federal Transportation agencies to increase non-motorized and pedestrian safety along U.S. and State routes.
- Lobby the State and Federal Government to provide more flexibility to communities to increase walkability by street calming.

Mid-range (4-7 years):

- Integrate more housing into our neighborhood business districts to strengthen them and increase pedestrian activity.
- Approve only development proposals that are compatible with established residential and commercial districts.

Long-range (8-10 years):

- Complete updated neighborhood and area plans for all areas within the City to help preserve character and guide future development.

Image Source: Tina North

Safe, walkable streets make community events like the Redlegs Run for Home 5K possible

Partners in helping Cincinnati become more walkable:

- American Institute of Architecture
- American Planning Association
- Urban Land Institute
- Local Businesses
- Local Developers
- Community Development Corporations (CDCs)
- All Community Councils and Other Community Organizations
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Economic Development Division
- Department of Community Development
- Department of City Planning and Buildings
- Department of Transportation and Engineering
- Cincinnati Recreation Commission
- Cincinnati Park Board
- Office of Budget and Evaluation
- Law Department

Image Source: Joe Rosemeyer

Support and stabilize our neighborhoods.

It is essential for Cincinnati to offer quality neighborhoods for our residents. First and foremost, we need to stabilize neighborhoods in need and support those that are already strong, and protect the historic character of housing.

Respond to our aging housing stock and deteriorating neighborhoods.

Cincinnati will analyze and respond to neighborhood deterioration through targeted rehabilitation, modernization, or demolition.

Short-range (1-3 years):

- Create a comprehensive neighborhood indicators system for tracking neighborhood health and stability.
- Analyze housing stock to determine what structures can be remodeled and which are more appropriate for demolition, taking historic guidelines into account.
- Target demolition of non-contributing, functionally obsolete, non-accessible, abandoned, condemned buildings.
- Analyze the housing product types not currently available in Cincinnati and determine where those products could be feasibly developed.
- Target rehabilitation of residential structures in good condition.
- Continue acquisition and redevelopment of vacant and foreclosed properties in targeted residential areas and business districts.
- Assist moderate-income renters make the transition to homeownership.
- Provide assistance to ensure that low and very-low income homeowners can remain in and adequately maintain their housing units.

Mid-range (4-7 years):

- Develop a plan for future use of surplus land vacated as a result of demolition.
- Monitor neighborhood indicators system to determine where to focus neighborhood redevelopment efforts and resources.
- Reduce the supply of functionally obsolete 2-4 unit apartment buildings through conversion or demolition.

Long-range (8-10 years):

- Continue to monitor neighborhood indicators system.
- Assemble vacant and underutilized properties in targeted areas for larger redevelopment opportunities.

Improve safety and cleanliness in all neighborhoods.

One of the most important quality of life matters for our neighborhoods is safety and cleanliness. We will build partnerships between city departments and the community to make our neighborhoods safe, feel welcoming, and look beautiful.

Short-range (1-3 years):

- Improve enforcement of property maintenance codes.
- Increase the neighborhoods that participate in

community-oriented policing programs.
- Collaborate law and code enforcement professionals with groups of neighborhoods to target enforcement of areas of illegal activity and ensure that revitalization of one neighborhoods does not result in a spread of crime and disorder to other surrounding neighborhoods.

Mid-range (4-7 years):
- Prioritize neighborhoods targeted for comprehensive code enforcement using housing policies and programs as a guide.
- Develop programs to assist property owners with external property renovations.

Long-range (8-10 years):
- Continue targeting neighborhoods for comprehensive code enforcement until all neighborhoods have had the opportunity to participate.

Current Initiatives:

- The **Neighborhood Stabilization Program (NSP)**, which is funded through the American Recovery and Reinvestment Act of 2008 (federal stimulus program) targets millions of dollars of housing investment to mitigate the harmful effects vacant and foreclosed properties have on the neighborhoods statistically identified as having the greatest need.
- The award-winning City of Cincinnati **Neighborhood Enhancement Program (NEP)** targets two-to-three neighborhoods a year for a surge of code-enforcement and offers solutions for troubled homeowners to make repairs.
- The City's **Demolition and Hazard Abatement Program** targets demolition of blighted and obsolete structures to stabilize neighborhoods and clear the way for future redevelopment. In 2012, this program targeted more than sixty structures.
- The **Moving Ohio Forward** program will provide $7 million to Cincinnati for targeted demolition of non-contributing, functionally obsolete, non-accessible, abandoned, condemned buildings.
- To help prevent residential foreclosures, the City of Cincinnati provides funds annually to the **Legal Aid Society of Greater Cincinnati for Emergency Mortgage Assistance** to low and moderate income households.
- The City of Cincinnati has contracted with **Working In Neighborhoods** (WIN) to provide assistance to residents who are in danger of losing their homes due to foreclosure. WIN, in conjunction with Smart Money, the Home Ownership Center of Greater Cincinnati, and the Better Housing League, provides at least 198 households within Cincinnati each year with up to 10 hours of one-on-one counseling and intervention.
- The Home Ownership Center of Greater Cincinnati and Working In Neighborhoods offer **Home Buyer Training Programs**.
- In conjunction with Cincinnati Public Schools' (CPS) ten-year $1 billion Facilities Master Plan, all new and renovated buildings were designed with space for community use called Community **Learning Centers** (CLCs). The CLCs act as hubs for community services, providing a system of integrated partnerships that promote academic excellence and offer recreational, educational, social, health, civic and cultural opportunities for students, families and community.
- Cincinnati offers many **exceptional choices** in education, from elementary to graduate school and everything in between. Cincinnati Public Schools (CPS) has several nationally recognized exemplary schools, including Clark Montessori High School and National Blue Ribbon Winners Taft Information Technology High School, Kilgour Elementary School, Walnut Hills High School, and the School for Creative and Performing Arts. Walnut Hills High School is consistently ranked highly in the U.S. News & World Report Best High Schools Rankings (#90 in 2012, ranked #1 in Ohio). There are also numerous private and faith-based schools with prestigious reputations. Art Academy of Cincinnati, Cincinnati Christian University, Hebrew Union College, Union Institute and University, University of Cincinnati, and Xavier University all offer post-secondary education opportunities, some with nationally ranked programs.

Develop our schools as neighborhood focal-points.

Education is the key to a successful community. To recruit and retain young families we will provide high quality pre-school through 12th grade school options and promote the wealth of secondary education opportunities available. We will continue to collaborate to improve the total educational experiences available from cradle to career.

Short-range (1-3 years):

- Build coalitions across all sectors of the community to advocate for more equitable state funding policies and ensure more local control over public school property.
- Increase communication and promotion of the nationally recognized schools and programs in our city.
- Leverage school investment by focused redevelopment of properties around schools.
- Involve the community in seeking new uses for former schools and school sites, preserving historic contributing buildings whenever possible.

Mid-range (4-7 years):

- Develop incentives for families to choose local educational institutions from pre-school to higher education.
- Provide increased educational choices for families of all incomes by supporting cost-effective schools that continuously improve their academic performance.

Long-range (8-10 years):

- Develop future new/ renovated schools in locations that help to strengthen communities.
- Form educational partnerships to provide more educational choices for students and lessen building and maintenance costs through shared community facilities.

Cincinnati's schools serve as neighborhood anchors

Partners in helping Cincinnati stabilize and support our neighborhoods:

- Cincinnati Public Schools
- Private, Charter, and faith-based Schools
- Local Colleges and Universities
- Community Development Corporations (CDCs)
- All Community Councils and Other Community Organizations
- Citizens on Patrol
- Greater Cincinnati Energy Alliance (GCEA)
- Housing Opportunities Made Equal (HOME)
- Local Initiative Support Corporation (LISC)
- Community Building Institute (CBI)
- Greater Cincinnati Northern Kentucky Apartment Association
- Educational Organizations such as Strive, Success by 6, and Knowledgeworks
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Department of Community Development
- Department of City Planning and Buildings
- Cincinnati Police Department
- Department of Public Services
- Cincinnati Health Department
- Economic Development Division
- Department of Transportation and Engineering
- Cincinnati Recreation Commission
- Office of Budget and Evaluation
- Finance Department
- Law Department

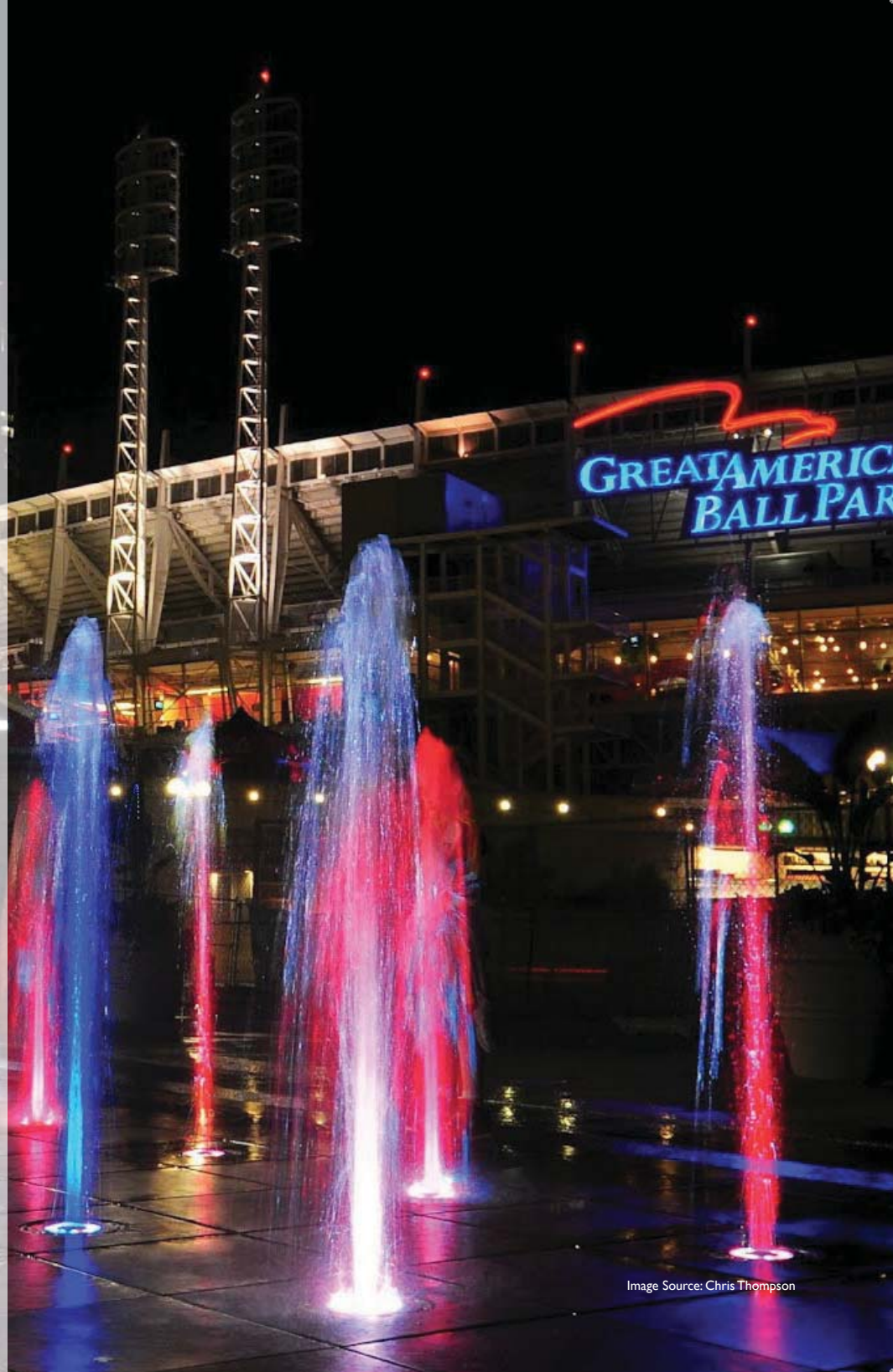


Image Source: Chris Thompson

Live Goal 3: Provide a full spectrum of housing options, and improve housing quality and affordability.

To meet the needs and wants of our current and future residents, Cincinnati will consist of a collection of "Neighborhoods of Choice," offering a variety of high quality housing options and neighborhood amenities meeting all populations, income levels, and lifestyles.

Our Strategies

Provide **quality healthy housing** for all income levels.

Offer housing options of varied sizes and types for residents at **all stages of life.**

Evenly distribute housing that is affordable throughout the City.

Affirmatively further **fair housing.**

Row Houses in Mt. Auburn

Provide quality healthy housing for all income levels.

Quality healthy housing is essential for our neighborhoods to thrive. Cincinnati will offer quality housing options for all populations and income levels. Specifically, we will increase the stock of quality moderate and upper income housing to help increase population and expand our tax base.

Improve the quality and number of moderate to high-income rental and homeowner units.

To help grow our population, we will attract more moderate to high-income families and individuals by increasing Cincinnati's stock of quality moderate and high-income housing.

Short-range (1-3 years):

- Remove barriers and encourage development of high income (120% AMI and above) units as a means of neighborhood revitalization in lower-income neighborhoods.

Mid-range (4-7 years):

- Direct funding to develop more moderate and high-income rental and homeownership housing stock.
- Direct funding to create more mixed-income developments that will result in more economically diverse neighborhoods.
- Expand the option of homeownership for those who want it and can afford it by increasing the number of housing units available for homeownership.
- Assist low- and moderate-income renters make the transition to homeownership and successfully retain ownership of their homes.

Current Initiatives:

- **Strategies to End Homelessness** (formerly the Cincinnati/Hamilton County Continuum of Care for the Homeless) works to prevent at-risk households from becoming homeless, house people who are homeless, and reduce the recurrence of homelessness, by aligning the work of over 25 organizations and strategically coordinating resources.
- The **Homeless to Homes Plan** is a comprehensive plan developed to ensure that homeless individuals have access to appropriate shelter facilities and comprehensive services to facilitate their movement to permanent housing. Prepared by Strategies to End Homelessness and adopted by Cincinnati City Council in 2009, it does not rely on emergency shelter alone, but strives to increase transitional and permanent supportive housing.
- In 2012, Cincinnati Metropolitan Housing Authority (CMHA) was awarded one of 13 Choice **Neighborhood Initiative** (CNI) grants from the U.S. Department of Housing and Urban Development (HUD) to develop a comprehensive neighborhood redevelopment plan for the 70 acres of land comprising the former English Woods community as well as the surrounding neighborhoods of North and South Fairmount. The City is a partner in this process.
- Cincinnati's numerous **Community Development Corporations** (CDCs) work to stabilize and revitalize their communities by increasing housing and homeownership options, eliminating blight, and supporting their neighborhood business districts.

Long-range (8-10 years):
- Develop workforce housing (80% -120% Area Median Income) with modern amenities.
- Continue to review and remove unnecessary regulations and other barriers that may slow market-rate housing.

Develop additional incentives for inclusion of affordable units in new-construction rental properties.

Many families and individuals in Cincinnati are classified as low-income and need safe, high-quality housing options. By providing high-quality affordable units to those that are in need, we will continue to be competitive and underscore our basic value that all people deserve safe, decent housing at a cost they can afford.

Short-range (1-3 years):
- Target income-restricted housing where the private market does not already offer an affordable product.

Mid-range (4-7 years):
- Expand the quantity of low-income rental units available to address the low-income rental gap.

Long-range (8-10 years):
Review progress on targeting income-restricted housing investments. Continue with geographically-targeted, sustainable, mixed-income housing located in a supportive, healthy environment and neighborhood.

Provide high-quality new public assisted units and improve the quality of those that already exist.

Public-assisted housing is an important component of Cincinnati's housing stock. The quality of existing units should be improved and any new public-assisted housing should be strategically located, sustainable, high-quality and meet the needs of our neighborhoods.

Short-range (1-3 years):
- Develop additional incentives for inclusion of affordable units in new-construction rental properties

Historic Italianate-style rowhouses in Over-the-Rhine

- Work with CMHA to develop and implement a plan that identifies a new use for the English Woods site, focusing on redevelopment as a mixed-use community.

Mid-range (4-7 years):
- Work with CMHA and community organizations to determine the best use for surplus public housing property in each neighborhood.

Long-range (8-10 years):
Distribute income-restricted housing (e.g. Housing Choice Voucher recipients and Project-Based Section 8) equitably throughout the region.

Improve services for homeless population and availability of transitional and permanent supportive housing.

Cincinnati will provide basic services and improve opportunities for the homeless to access safe, appropriate facilities that will provide comprehensive services necessary for them to obtain and maintain housing.

Short-range (1-3 years):
- Establish gender-specific shelters for homeless individuals.
- Focus a portion of federal resources on developing geographically-targeted transitional housing and permanent supportive housing.
- Continue to conduct a point-in-time study on an annual basis to provide accurate data on the number of chronically homeless persons.
- Continue the engagement of homeless persons in determining unmet needs.

Mid-range (4-7 years):
- Continue aggressively pursuing additional geographically-targeted transitional housing and permanent supportive housing to meet the target benchmarks set forth in the Homeless to Homes Plan.

Long-range (8-10 years):
- Evaluate progress on the Homeless to Homes Plan and the number of shelter beds, transitional housing units, and permanent supportive housing units produced as compared to the goals in the Homeless to Homes Plan.

Create and rehabilitate homes to be healthy and safe

Cincinnatians should not have to choose between a house they can afford and a house that is healthy for their family. Health and safety risks may be present in both old and new homes. We will work to reduce elevated blood lead levels in children, asthma rates, and unintentional injuries that result from housing-related health and safety hazards.

Short-range (1-3 years):
- Create at least two-hundred lead-safe housing units per year.
- Focus healthy homes funding resources on homes with at-risk populations (e.g. children under six).
- Improve healthy homes education through targeted outreach and programming.

Mid-range (4-7 years):
- Maintain and expand relationships with hospitals in referring targeted patients (e.g. with elevated blood lead level or with asthma) for healthy homes investigations.

Long-range (8-10 years):
- Further incorporate lead standards into building procedures throughout the City.
- Design, construct, renovate, and maintain new and existing homes with nonhazardous materials that are free from unnecessary and avoidable hazards.

Partners in helping Cincinnati provide quality healthy housing:

- Affordable Housing Advocates (AHA)
- Strategies to End Homelessness (formerly the Cincinnati/ Hamilton County Continuum of Care for the Homeless)
- Cincinnati Metropolitan Housing Authority (CMHA)
- Homebuilders Association of Greater Cincinnati
- Community Development Corporations (CDCs)
- Housing Opportunities Made Equal (HOME)
- Legal Aid
- Greater Cincinnati Energy Alliance (GCEA)
- Local Initiatives Support Corporation (LISC)
- All Community Councils and Other Community Organizations
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Department of Community Development
- Department of City Planning and Buildings
- Cincinnati Health Department
- Economic Development Division
- Department of Transportation and Engineering
- Office of Budget and Evaluation

Image Source: Katie Dale

Offer housing options of varied sizes and types for residents at all stages of life.

Cincinnati will be welcoming and provide housing choices to people in all stages of life - children, teenagers, college students, young professionals, singles, married couples, families, empty-nesters, and seniors.

Preserve and rehabilitate Cincinnati's single-family residential neighborhoods.

Most of Cincinnati's neighborhoods have single-family housing stock. In many cases, these homes are located on tree-lined streets with traditional or historic neighborhood character. Although Cincinnati has seen a decline in the number of traditional families, there will always be a market for single-family homeownership opportunities, and preservation and rehabilitation of our single-family areas will help spur revitalization throughout our neighborhoods.

Short-range (1-3 years):

- Target rehabilitation and modernization of single-family homes in areas with large numbers of single-family residential homes with traditional neighborhood character or where there is a market for single family product.
- Focus new construction of single-family dwellings on infill lots in existing residential areas, targeting neighborhoods where the greatest impact will be realized.
- Conduct a housing market

Current Initiatives:

- The City of Cincinnati's **Single Family Support Fund** provides gap financing to Community Development Corporations (CDCs) so they can construct or rehabilitate homeownership units quickly and on a smaller scale, empowering communities to quickly target spot blight.
- The City of Cincinnati's **Community Reinvestment Area Residential Tax Abatement Program** encourages rehabilitation and new construction of condominiums and one, two, or three unit residential structures. Property tax abatement is available for any increased valuation that results from the improvements to the property for both new construction and renovation.
- The City of Cincinnati provides **Downpayment Assistance** for first-time homebuyers at or below 80% of the median area income who wish to purchase a home within the limits of the City of Cincinnati. Applicants may be awarded up to $5,000 in the form of a 5-year forgivable loan that can be used for down payment and/or closing costs.
- The urban home show known as **CiTiRAMA®** is a partnership between the City of Cincinnati and the Home Builders Association of Greater Cincinnati, Inc. (HBA). Since 1996, this partnership has produced approximately 10 new single-family housing developments in neighborhoods throughout the city.
- The City of Cincinnati's **Rental Rehab Program** is a loan program to increase the availability of affordable, quality rental housing for low-income families throughout the City. The program provides owners of rental property for low-income households up to 50% of the total cost of repair and renovation work.
- The trained staff and volunteers at **People Working Cooperatively** (PWC) help low-income, elderly, and disabled homeowners stay in their homes by providing critical home repairs, energy conservation and weatherization, mobility modifications, and maintenance services.
- The City of Cincinnati provides **Tenant Based Rental Assistance** to help disabled low-income persons pay for rent, utility costs, security deposits, or utility deposits.
- Ohio Historic Preservation Tax Credits and Federal Tax Incentives for Historic Preservation have been enormously instrumental in spurring rehabilitation in Over-the-Rhine and other historic districts throughout Cincinnati.

study to determine where there is additional demand for single-family housing opportunities in Cincinnati.

Mid-range (4-7 years):
- Adjust single-family housing strategies according to the outcomes of the housing market study.

Long-range (8-10 years):
- Revisit the housing market study and revise the demand model to determine if further policy changes are needed.

Increase multi-family living options in targeted areas.
Cincinnati has a need for more new multi-family housing options. Nation-wide trends suggest that more households are non-traditional families, including singles, young professionals and empty nesters, who may be less interested in the traditional single-family detached home.

Short-range (1-3 years):
- Increase the supply of townhomes and multi-family living options around centers of activity and along transit corridors.
- Conduct a housing market study to determine where there is demand for single-family new-construction housing opportunities in Cincinnati.
- Conduct a housing market study to determine where there is demand for multi-family new-construction rental and homeownership opportunities in Cincinnati.

Mid-range (4-7 years):
- Identify strategic locations based on the housing market study where multi-family living is in demand and can be increased according.

Long-range (8-10 years):
- Revisit the housing market study and revise the demand model to determine if further policy changes are needed.

Increase housing options that provide improved accessibility and encourage aging in place.

According to the U.S. Census Bureau, approximately 14% of Cincinnati's population over the age of 5, and approximately 50% of the population over the age of 65, has a vision, hearing, or ambulatory difficulty. Additionally, accessible and visitable housing products are in high demand as the baby boom generation ages and wishes to age in their own homes. Cincinnati will increase accessible and visitable housing opportunities, especially along transit corridors and surrounding our centers of activity.

Short-range (1-3 years):
- Assist seniors in stabilizing and upgrading existing housing to facilitate aging in place.
- Develop tax incentives for properties meeting minimum visitability requirements.
- Develop training programs and a tool kit for builders, rehabbers, and the general public introducing the concept and value of visitability.
- Develop visitability educational programs for realtors and the Multiple Listing Service.
- Work with the Hamilton County Auditor to identify in property records if a property meets visitability requirements.
- Incorporate visitability concepts into applicable portions of the Land Development Code.

Mid-range (4-7 years):
- Identify strategic locations in Cincinnati where accessible senior living is in higher demand and can be increased.

Long-range (8-10 years):
- Incentivize housing products that include a percentage of accessible units for public-funded new and rehabilitation construction.

Partners in helping Cincinnati provide a variety of housing options:

- Council on Aging of Southwestern Ohio
- Affordable Housing Advocates (AHA)
- Strategies to End Homelessness (formerly the Cincinnati/Hamilton County Continuum of Care for the Homeless)
- Working in Neighborhoods (WIN)
- Center for Independent Living Options
- Cincinnati Metropolitan Housing Authority (CMHA)
- Homebuilders Association of Greater Cincinnati
- Community Development Corporations (CDCs)
- Housing Opportunities Made Equal (HOME)
- Local Initiatives Support Corporation (LISC)
- Cincinnati Visitability Task Force
- Council on Aging of Southwest Ohio
- All Community Councils and Other Community Organizations
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Department of Community Development
- Department of City Planning and Buildings
- Cincinnati Health Department
- Economic Development Division
- Department of Transportation and Engineering
- Office of Budget and Evaluation
- Finance Department
- Law Department

Source: Glenn Peppers

Evenly distribute housing that is affordable throughout the City.

When focusing on new housing opportunities that are appropriate for residents of all income levels, we will be strategic in targeting where to locate them. We will begin evenly distributing these units across all neighborhoods in Cincinnati.

Create a stock of housing in each neighborhood that is affordable at all income levels.

Cincinnati will make investments that strengthen our neighborhoods, not simply add units. In order to do so, we need to begin focusing on initiatives such as sustainable homeownership instead of the number of homebuyers.

Short-range (1-3 years):

- Provide public education about housing cost burden, what affordable housing is, and who needs and qualifies for affordable housing.
- Incorporate inclusionary zoning policies into the new Land Development Code.
- Target public funding

Current Initiatives:

- **Affordable Housing Advocates** (AHA) is a group of housing providers, advocates, and civic groups who promote, educate, and advocate for affordable housing in Cincinnati and identify and work to overcome barriers to affordable housing. Their focus is on meeting the housing needs of very low, low, and moderate-income individuals and families.
- **Cincinnati Metropolitan Housing Authority** (CMHA) was established in 1933 to provide quality, affordable housing for low- to moderate-income families. CMHA serves nearly 5,200 Public Housing households in neighborhoods throughout Hamilton County. In addition, the Housing Choice Voucher Program provides affordable housing options for 11,300 families. Most residents served by CMHA are elderly and working families.
- Cincinnati **Habitat for Humanity** builds and rehabilitates simple, affordable homes in partnership with low-income families and volunteers from the community and sells the homes to low-income buyers with a no-interest loan. Over 240 homes have been built in Cincinnati's neighborhoods.

for affordable housing geographically to areas where the greatest impact will be realized.
- Work with developers of new or rehabilitated affordable housing products to ensure that it is architecturally consistent with the character of the surrounding neighborhood.

Mid-range (4-7 years):
- Incentivize development that includes a mix of affordable units with market rate units.
- Incentivize development of higher-income units in transitional neighborhoods.
- Assist developers by identifying and helping to assemble parcels city-wide where new, mixed-income housing could be developed.

Long-range (8-10 years):
- Improve affordability by increasing transit options in all neighborhoods.
- Consider providing public funding only for projects that include units for a mix of incomes.

Image Source: Alex Peppers

Newly redeveloped Washington Park is a place for community engagement

Partners in helping Cincinnati evenly distribute affordable housing:

- Affordable Housing Advocates (AHA)
- Strategies to End Homelessness (formerly the Cincinnati/ Hamilton County Continuum of Care for the Homeless)
- Cincinnati Metropolitan Housing Authority (CMHA)
- Homebuilders Association of Greater Cincinnati
- Community Development Corporations (CDCs)
- Housing Opportunities Made Equal (HOME)
- Habitat for Humanity
- Local Initiatives Support Corporation (LISC)
- All Community Councils and Other Community Organizations
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Department of Community Development
- Economic Development Division
- Department of City Planning and Buildings
- Department of Transportation and Engineering
- Office of Budget and Evaluation
- Finance Department
- Law Department

Image Source: Alex Peppers

Affirmatively further fair housing.

Fair housing is an ongoing effort in cities across the United States, including Cincinnati. We will to be fair in our housing policies and continue to adhere to fair housing laws that currently exist.

Continue to enforce fair housing laws with regard to federally protected classes.

Existing fair housing laws have been in effect for quite some time now. We need to strictly adhere to these laws and support them in order to prevent and stop all housing discrimination practices that are out there.

Short-range (1-3 years):

- Fund and support fair housing testing and enforcement activities to mitigate discrimination in housing.
- Practice inclusionary housing policies in accordance with the Fair Housing Action Plan and incorporate these policies into the future Land Development Code.
- Continue to meet the needs of special populations, such as

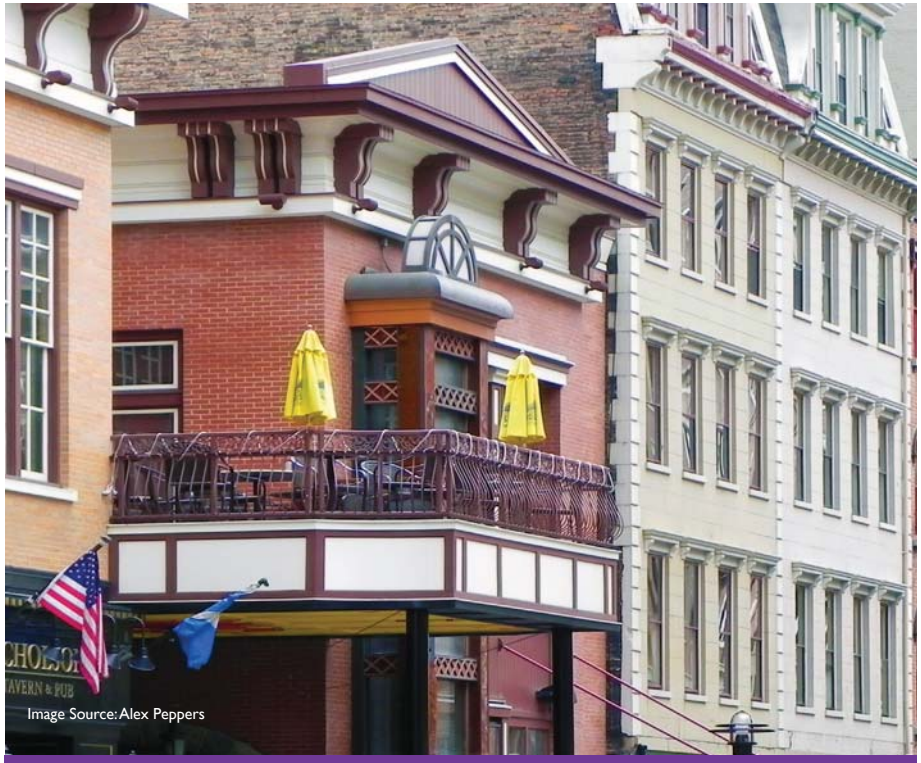
Current Initiatives:

- Established in 1968, **Housing Opportunities Made Equal** (HOME) advocates for fair housing for all protected classes and promotes stable, integrated communities through fair housing consultation, fair housing discrimination investigation, tenant advocacy, mediation services, foreclosure prevention services, and education and outreach.
- Through the **Tenant Representation Project**, the Legal Aid Society of Greater Cincinnati provides legal representation for low-income tenants who have legal problems related to tenant-landlord relations, including evictions, lockouts, landlord interference with utility service, enforcement of housing and health codes, and other tenant rights.
- Strategies to End Homelessness (formerly the Cincinnati/Hamilton County Continuum of Care for the Homeless) administers a federal program that provides funding for **Housing Opportunities for People with AIDS** (HOPWA).
- **Caracole** provides safe, affordable housing and supportive services for individuals and families living with HIV/AIDS. Caracole serves more than 900 clients in an eight-county region in Southwest Ohio.
- The **Center for Independent Living Options** (CILO) helps people with physical, sensory, cognitive, and/or psychological disabilities become self reliant and live independently and advocates for their full inclusion in our community.
- All City-funded housing projects are required to **affirmatively market housing opportunities** to the groups less likely to naturally seek out housing in each development.

frail elderly, those with physical impairments, developmental disabilities, HIV/AIDS, criminal records, and substance abuse problems.
- Advocate fair housing standards throughout the region.

Mid-range (4-7 years):
- Require all City-funded residential development to follow inclusionary housing policies as required by law.

Long-range (8-10 years):
- Prioritize equity by including a quota for low-income housing units in Transit-Oriented Development.
- Update the Analysis of Impediments to Fair Housing Choice to determine and develop recommendations to overcome impediments.



Mixed-Use buildings in downtown Cincinnati

Partners in helping Cincinnati affirmatively further fair housing:

- Affordable Housing Advocates (AHA)
- Strategies to End Homelessness (formerly the Cincinnati/Hamilton County Continuum of Care for the Homeless)
- Cincinnati Metropolitan Housing Authority (CMHA)
- Homebuilders Association of Greater Cincinnati
- Greater Cincinnati Northern Kentucky Apartment Association
- Community Development Corporations (CDCs)
- Housing Opportunities Made Equal (HOME)
- Caracole
- Center for Independent Living Options
- Hamilton County Alcohol and Drug Addiction Services (ADAS)
- Council on Aging of Southwest Ohio
- Habitat for Humanity
- Local Initiatives Support Corporation (LISC)
- All Community Councils and Other Community Organizations
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Department of Community Development
- Economic Development Division
- Office of Budget and Evaluation
- Department of City Planning and Buildings
- Department of Transportation and Engineering
- Finance Department
- Law Department

Image Source: Alex Peppers

Sustain

Steward resources and ensure long-term viability.

Our resources are what set Cincinnati apart from other cities in the region. Maintaining, developing, and preserving these resources is paramount to the viability of our urban ecosystem.

Our Goals

1. **Become a healthier Cincinnati.**
   A. Create a **healthy environment and reduce energy consumption**.
   B. Decrease **mortality and chronic and acute diseases**.
   C. Make sustainable **access to fresh, healthy food** a priority in all neighborhoods.

2. **Preserve our natural and built environment.**
   A. Protect our **natural resources**.
   B. Preserve our **built history**.

3. **Manage our financial resources.**
   A. Better coordinate our **capital improvement spending**.
   B. Spend public funds more **strategically**.

Image Source: Alex Peppers

Sustain Goal 1: Become a healthier Cincinnati.

The good physical health of our residents encourages future growth by creating relationships and developing a greater quality of life. Cincinnati seeks to develop a culture of health embodied by thriving residents, not merely by absence of disease.

Our Strategies

Create a **healthy environment and reduce energy consumption**.

Decrease **mortality and chronic and acute diseases**.

Make sustainable **access to fresh, healthy food** a priority in all neighborhoods.

Fresh Food at Findlay Market

Create a healthy environment and reduce energy consumption.

Following the strategies of the Green Cincinnati Plan and meeting the goals of the Green Umbrella Regional Sustainability Alliance will help reduce the City's energy usage, improve air and water quality, and reduce sewer overflows to create a healthy environment.

Improve air quality

Burning fossil fuels for transportation and heating and cooling buildings has the greatest impact on the City's air quality. Reducing dependence on fossil fuels by using alternative fuels and increasing the use of more efficient or renewable energy sources can help the quality of the city's air.

Short-range (1-3 years):

- Incentivize construction of energy efficient buildings using the LEED tax abatement.
- Use Energy Services Performance Contracting to increase energy efficiency and reduce fossil fuel consumption in City facilities (as recommended in Green Cincinnati Plan).
- Install solar panels on newly constructed and renovated City facilities and enter into Solar Power Purchase Agreements with local utilities. Provide technical assistance to encourage Solar Power Purchase Agreements in private new construction and renovation projects.
- Continue to track progress of the Green Cincinnati Plan and regularly update the Project Implementation Dashboard to meet the goals of the Green Cincinnati Plan.

Mid-range (4-7 years):

- Expand and create more incentives for cleaner vehicles.
- Install more renewable energy sources in City facilities, including more efficient traffic signal lights and charging stations in parking meters and City parking garages.
- Increase the amount of solar energy generated on city buildings and property.

Long-range (8-10 years):

- Complete the upgrade of the City's fleet to more fuel efficient vehicles as directed in the Green Cincinnati Plan.
- Reduce emissions by 40 percent by 2030 (from the 2006 levels identified in the Green Cincinnati Plan).
- Reduce the amount of electricity generation that comes from fossil fuels.

Improve water quality

The Metropolitan Sewer District of Greater Cincinnati (MSD) is making significant investments to reduce sewer overflows. These investments create an opportunity to use green techniques to slow down and clean runoff to streams and rivers. Greater Cincinnati Water Works (GCWW) has always taken the lead in water quality research and technology to protect public health. Using the latest treatment techniques to remove harmful contaminants, GCWW works to ensure the highest quality of drinking water.

Short-range (1-3 years):

- Update codes to allow rainwater harvesting through rain barrels and

Current Initiatives:

- **"What's Your Green Umbrella?"** is a campaign that aims to move residents of Cincinnati and Northern Kentucky to adopt behaviors that will positively impact our region's environment. The campaign is funded by a grant from the Environmental Protection Agency and then executed by the efforts of many partners including The Green Umbrella and The City of Cincinnati's Office of Environmental Quality. The overall goal of the campaign is to reduce carbon emissions in Cincinnati by 300,000 tons before October 2012.
- **The Green Cincinnati Plan** developed a Green House Gas Emission (GHG) Inventory for the City of Cincinnati and set out specific short, medium, and long term goals of Green House Gas reduction to reduce emissions 84% below 2006 levels by 2050.
- The **Green Partnership for Greater Cincinnati** is a collaboration of six major regional institutions (City of Cincinnati, Hamilton County, Cincinnati Public Schools, University of Cincinnati, Duke Energy, and Cincinnati State) whose goal is to encourage and support efforts that will measurably improve environmental performance, save money, and demonstrate commitment and leadership to the community.
- Recently, many residents chose to go with the City's new utility aggregation plan using **FirstEnergy Solutions** and Cincinnati now offers renewable energy at a low cost, allowing Cincinnati to be a national leader in green energy.
- The City's **Electric Car Parking Program** provides allowances for electric vehicles to park at meters for free for posted times and in specific City garages.
- The **Metropolitan Sewer District of Greater Cincinnati** is implementing a green infrastructure program called **Project Groundwork** which is designed to make our communities cleaner, healthier, and more environmentally, socially, and economically sustainable (link: www.projectgroundwork.org)
- **Greater Cincinnati Water Works** provides **high quality water** and incorporates water quality research and technology to protect the public health.
- **Cincinnati's Park Board** maintains a **Street Tree Program** with over 80,000 street trees on more than 1,000 miles of the City's streets. The Street Tree Program has been in operation since 1981. Cincinnati Park Board's target for **tree canopy** from a 2010 study is 40% for residential communities, 25% for mixed, and 10% for the Central Business District.
- Cincinnati's **Environmental Justice Ordinance** is designed to prevent harms caused by pollution from occurring disproportionately in poor and minority neighborhoods.
- The City is currently working on grant projects in Cincinnati's neighborhoods to mitigate **lead problems** in single-family and two-family units that will result in over 500 children residing in lead safe residences, with 5,000 individuals to be educated on healthy homes, weatherization, and energy efficiency.
- **The Cincinnati Zoo and Botanical Garden** has installed roughly four acres of solar panels over their surface parking lot that is considered one of the largest public urban solar displays in the country and will generate at least 20% of the Zoo's electricity.
- The **University of Cincinnati** has become a national leader in sustainability with their six LEED Green buildings on campus.
- **Cincinnati Public Schools** leads the nation in the number of LEED-registered schools. Taft High School was the first high school to receive LEED Platinum, Pleasant Ridge Montessori receiving LEED-NC Silver, and Dater Montessori and Sands Montessori rated LEED for Schools Gold. There are another 19 schools expected to receive a rating of LEED Silver or higher when the registration process is complete.
- **Greater Cincinnati Energy Alliance** received a $17 million grant from the United States Department of Energy to provide education, expertise, and innovative financing to make Cincinnati more energy efficient.
- **Cincinnati USA Regional Chamber of Commerce's Green Business Initiative** facilitates sharing best practices among its members, allowing sustainable organizations to collaborate with each other and share their green ideas.
- The **Cincinnati Reds 'Go Green' Initiative** works with the United States Environmental Protection Agency to improve energy performance, increase energy efficiency, reduce waste, and educate the public at Great American Ball Park.
- **Duke Energy** is installing over a million **smart meters** to provide customers the opportunity to monitor and reduce their energy usage.

other infrastructure.
- Create a rainwater harvesting educational program for home and business owners.
- Consider regulations that would reduce impervious surfaces in the new Land Development Code.

Mid-range (4-7 years):
- Manage stormwater overflows with strategic source control in watersheds to achieve compliance with MSD consent decree by implementing best management practices appropriate for the watershed, such as rain gardens, separated sewers, green streets, etc.
- Prepare and follow a Lower Millcreek Watershed Action Plan.

Long-range (8-10 years):
- Install a total of 5,000 rain barrels and 2,000 rain gardens/bioswales on residential, commercial, and public properties over the next 20 years.
- Meet or exceed the Ohio Water Quality Biocriteria standards in all water bodies in Cincinnati within the next 20 years.

Decrease pollution impacts on our neighborhoods.

Many city neighborhoods are impacted by light, noise, and odors from vehicles and industry as well as legacy pollution such as high lead levels.

Short-range (1-3 years):
- Plant trees in areas with a lower-than-average tree canopy as defined by Urban Forestry.
- Update codes for retrofitting old buildings with incentives to be more energy efficient.

Mid-range (4-7 years):
- Support programs that promote efficient use of vehicles such as Shared Car Services (like ZipCar), Idle Reduction Campaigns, and Rideshare Programs.
- Reduce the amount of lead in our buildings and soil by education, remediation, and/or mitigation.

Long-range (8-10 years):
- Incentivize research and development facilities for renewable energy and other green infrastructure innovations.

Green Cincinnati Plan

The Green Cincinnati Plan (formerly Climate Protection Action Plan), as part of Mayor Mallory's Green Cincinnati Initiative, is a roadmap for how Cincinnati can become a national leader in addressing global climate change and thus make Cincinnati a healthier place to live.

Cincinnati is one of more than 1,000 U.S. Cities that has committed to reducing its contribution to global climate change. According to the City's Office of Environmental Quality (OEQ), the more we learn about how to combat climate change, the more we realize that climate protection measures are mostly things that we have good reason to be doing anyway. Climate protection measures can help conserve scarce natural resources, save money, enhance the local economy, improve air quality, create jobs, and improve public health. But as with so many things, there is more than one way to do it, and whether climate protection work helps or hurts our community depends on the paths that we choose.

The Green Cincinnati Plan does the following:
- Identifies over 80 specific recommendations for how to reduce contributions to global climate change. The recommended actions generally share several characteristics:
  - Effectively reducing green house gas emissions.
  - Reducing dependence on non-renewable energy sources
  - Saving more money than the recommended actions cost
  - Supporting local job creation and the local economy
  - Helping clean Cincinnati's air, land, and water
  - Relying on voluntary rather than regulatory approaches
- Quantifies annual contributions to global climate change at 8.5 million tons of carbon dioxide equivalent (CO_2e) for the City of Cincinnati, and 432,000 tons of CO_2e for Cincinnati City Government.
- Establishes green house gas emission reduction goals of 8% within 4 years, 40% within 20 years, and 84% by 2050 (42 years).
- Presents a strategy to implement the Plan's recommendations
- The full text of the Green Cincinnati Plan can be viewed on the City's website at **http://www.cincinnati-oh.gov/oeq/citywide-efforts/climate-protection-green-cincinnati-plan/**

The Green Umbrella Regional Sustainability Alliance

The Green Umbrella is a non-profit organization working to improve the economic vitality and quality of life in and around Cincinnati by maximizing the collective impact of individuals and organizations dedicated to environmental sustainability.

In partnership with local planning initiatives Vision 2015 in Northern Kentucky and Agenda 360 in Southwestern Ohio, Green Umbrella facilitates collaboration among over 100 area non-profits, businesses, educational institutions and governmental entities focused on the environmental aspects of sustainability.

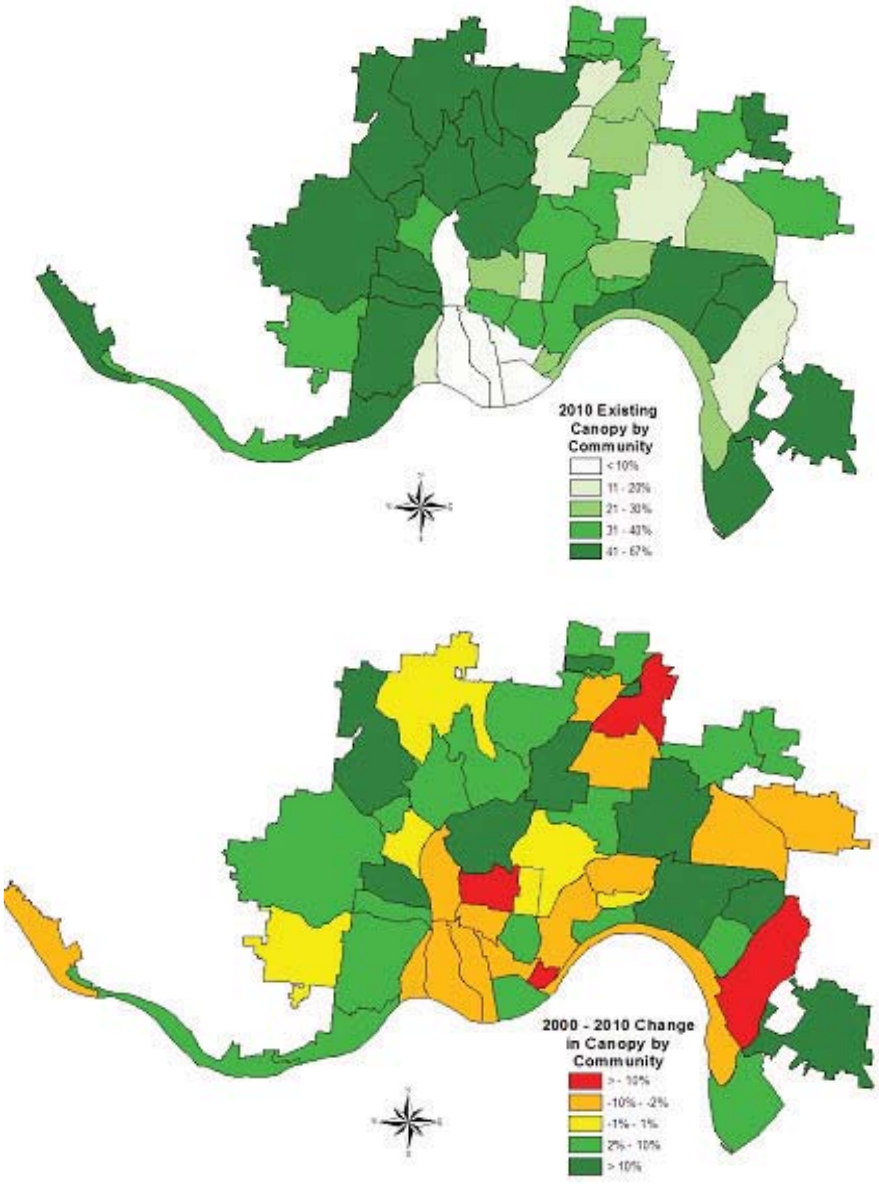
It is united around the Collective Impact Model, which teaches that success requires having a common agenda, using a shared measurement system, supporting mutually reinforcing activities and maintaining continuous communication.

Green Umbrella is the "backbone organization" that helps all member organizations work better together to promote a more environmentally sustainable region.

Their Goals for the Year 2020 are as follows:

- **Land:** Increase the acreage of high quality greenspace by 8%.
- **Outdoor Recreation and Nature Awareness:** Increase participation in recreational and educational activities, events and venues that get people outdoors into nature by 15%.
- **Energy Conservation and Efficiency:** Reduce the total energy consumption in the built environment by 15%.
- **Local Food:** Double the percent of fruits and vegetables sourced and consumed within our region.
- **Transportation:** Reduce the use of gasoline and diesel as motor fuels by 20%.
- **Waste Reduction:** Reduce waste disposed in the residential/ commercial sector by 33% as we transition to "zero waste".
- **Green Jobs:** Working with all action teams to ensure that our region ranks in the top 10 US metro areas for green jobs.
- **Renewable Energy:** Double the local production of renewable energy each year.
- **Water:** Protect, enhance and celebrate all streams, rivers and other water resources by making a measurable improvement in 75% of them.

Tree Canopy



Courtesy: Urban Forestry, Cincinnati Park Board

Partners in helping Cincinnati create a healthier environment:

- Green Umbrella
- Greater Cincinnati Energy Alliance (GCEA)
- Duke Energy
- Water Innovation Cluster
- Green Energy Ohio
- Southwest Ohio Regional Transit Authority (SORTA)
- Metro
- Clean Fuels Ohio
- Green Partnership for Greater Cincinnati
- Greater Cincinnati Green Business Council
- Hamilton County Department of Environmental Services
- The Alliance for Chemical Safety
- U.S. Green Building Council
- Cincinnati Public Schools
- Local Universities and Colleges
- Cincinnati USA Regional Chamber of Commerce
- Community Development Corporations (CDCs)
- All Community Councils and community organizations
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Office of Environmental Quality
- Cincinnati Health Department
- Department of City Planning and Buildings
- Department of Transportation and Engineering
- Economic Development Division
- Department of Community Development
- Department of Public Services
- Cincinnati Park Board
- Cincinnati Recreation Commission
- Cincinnati Police Department
- Metropolitan Sewer District (MSD)
- Law Department
- Greater Cincinnati Water Works

Image Source: Alex Peppers

Decrease mortality and chronic and acute diseases.

Cincinnati recognizes that the health of the City is directly correlated to the health of its residents and strives to improve the overall health of both.

Get people moving.

One of the best ways to improve personal health is to lead an active lifestyle. If Cincinnatians can incorporate exercise into everyday activities, such as running simple errands, commuting to work or school, participating in a sport or exercise class, or relaxing at a park or playground, it will make a tremendous difference in the overall physical health of our community.

Short-range (1-3 years):

- Expand Safe Routes to School program at additional schools.
- Identify residential areas that are not located within ½ mile of a park, playground, or recreation area.
- Create a prioritized list of area underserved by parks and recreation spaces and develop a schedule for addressing each one.
- Identify locations where residential neighborhoods are not linked with adequate sidewalk and bike lane connections.

Mid-range (4-7 years):

- Determine locations for new park and recreation facilities based on the Cincinnati Park Board's and Cincinnati Recreation Commission's Master Plans.
- Seek out funding sources

Current Initiatives:

- **Cincinnati Recreation Commission (CRC)** offers award-winning facilities and programs such as athletic leagues, dedicated programs for seniors, youth and aquatics, therapeutic and inclusive programs for persons with disabilities, before- and after-school programs, summer day camps at 24 recreation centers, more than 100 playgrounds, 6 golf courses and more than 2,500 acres of athletic fields.
- Cincinnati's **Park Board** maintains over 5 regional and 70 neighborhood parks, 34 nature preserves, and 5 nature centers, an arboretum, and one of the largest public plant conservatories in the country.
- Cincinnati Public Schools was selected as one of the first large school districts in Ohio to participate in the federal **Safe Routes to School** (SRTS) program, which is designed to improve the safety of children walking or biking to school.
- Cincinnati Health Department has **six health care** centers including the Ambrose Clement, Braxton Cann Memorial, Elm Street, Millvale, Northside, and Price Hill Health Centers.
- Cincinnati Health Department has put together comprehensive **neighborhood mortality data**, including maps, to be used to improve the quality, and extend the life of Cincinnatians.
- **Cincinnati Health Department** provides a wide-range of programs and services including medical and dental care, environmental services, birth and death certificates, reproductive health and wellness, school and adolescent health, STD/AIDS testing, syphilis prevention and treatment, bed bug education and training, home health nursing, and the Women, Infants, and Children (WIC) and Lead Poisoning Prevention programs (link to Health Department Services Brochure: http://www.cincinnati-oh.gov/health/downloads/health_eps39091.pdf)

for the creation of new park and recreation facilities.

Long-range (8-10 years):

- Connect centers of activity using greenspace, bikeways, and safe walking paths to link to residential areas.
- Provide active and passive recreation opportunities in/ within 0.5 mile or 15 minutes walking distance from all residential areas.

Increase access to health care.

The most important factor to diagnosing and treating disease is access to quality health care. With the abundant exceptional hospitals and research facilities we have in Cincinnati, our residents will all have ready access to health care. We will develop strategies to decrease the number of people suffering from chronic and acute disease and decrease the infant mortality rate.

Short-range (1-3 years):

- Identify locations where there is a lack of access to health care and seek the establishment of federally-qualified health centers in those locations.
- Set up mobile health care units in underserved areas until permanent health centers are established.
- Create accessible community education programs for pregnant women and new mothers to help decrease the infant mortality rate.

Mid-range (4-7 years):

- Set up a collaborative effort between local health providers to identify and prioritize prevalent illnesses.
- Develop educational strategies to address prevalent illnesses.
- Use Health Impact Assessments in combination with the mortality study by the Cincinnati Health Department to assess progress in decreasing the mortality and the incidence of chronic disease.

Mill Creek Greenway Trail along the Lower Mill Creek

Long-range (8-10 years):

- Maintain or re-open City Health Clinics in locations lacking access to health care.
- Update the Health Department's mortality study as new demographic data becomes available.

Partners in helping Cincinnati decrease mortality and chronic and acute diseases:

- University of Cincinnati
- Local Hospitals
- Hamilton County Public Health
- Cincinnati Women, Infants, and Children (WIC)
- All Community Councils and Community Organizations
- Cincinnati Public Schools
- All Private, Parochial, and Charter Schools
- YMCA
- We Thrive!
- Metro
- Queen City Bike
- Creating Healthy Communities
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Cincinnati Health Department
- Office of Environmental Quality
- Department of Transportation and Engineering
- Department of City Planning and Buildings
- Cincinnati Recreation Commission
- Cincinnati Park Board
- Office of Budget and Evaluation

Image Source: Alex Peppers

Make sustainable access to and use of fresh, healthy food a priority in all neighborhoods.

Easy access to fresh fruits, vegetables and whole grains will be available to all residents of Cincinnati. Within the City there are areas, known as Food Deserts, with limited or no access to affordable and nutritious food. These areas typically have a variety of physical, economic and educational barriers to healthy food access. In addition to addressing these disparities, it is important to have nutrition education reach the community at large, as well as specific populations, especially those at risk.

Eliminate Food Deserts in Cincinnati.

Providing access to fresh, healthy foods will help eliminate Food Deserts.

Short-range (1-3 years):

- Identify residential areas that are not within ½ mile of a source for fresh whole food.
- Identify clean vacant or under-utilized property suitable for community gardens and urban farming opportunities in places where there are currently food deserts such as low-income and other under-served neighborhoods.
- Provide long-term lease options for the use of the identified vacant property for gardening or farming purposes and to protect gardens and farming from development pressure.
- Expand the current programming for creating, operating and maintaining community gardens, including an enhanced public education component and partnerships with local food pantries.
- Link communities to existing farmers markets in neighborhoods and Neighborhood Business Districts.
- Identify additional potential locations in neighborhoods and Neighborhood Business Districts to provide increased access to fresh fruits, vegetables and whole grains (i.e. farmers markets, corner stores, produce carts).
- Adopt an urban agricultural policy that supports food desert remediation
- Revise city codes to allow for redevelopment of existing non-conforming corner stores.

Community gardens create healthy and sustainable communities

Mid-range (4-7 years):
- Provide additional incentives to stores selling fresh produce.
- Promote the need for a choice of healthier meal options on restaurant menus.
- Provide funding for site remediation and urban agriculture education and training.
- Assess and revise codes to allow for rooftop farming.

Long-range (8-10 years):
- Consider a program to regulate the number and nature of fast food establishments in the City.
- Provide access to fresh produce within a 0.5 mile or 15 minutes walk, or ride by car or public transit from all residential areas.

Improve and expand community education about nutrition and food preparation.

Nutrition education needs to reach across all ages, populations and venues. It needs to provide general nutrition information, as well as practical food preparation applications and food safety knowledge.

Short-range (1-3 years):
- Incorporate nutrition education into school and after school curriculums.
- Create partnerships to teach preparation of healthy food in safe and healthy ways.
- Use healthy food sources such as Findlay Market and existing community gardens to help with nutrition education.

Mid-range (4-7 years):
- Expand health education outreach through community organizations, government agencies, local education providers and health care providers.

Long-range (8-10 years):
- Incorporate healthy food options into festivals and events.

Current Initiatives:

- The **Civic Garden Center of Greater Cincinnati** provides Community Garden Development Training and Cincinnati now has dozens of community gardens located throughout the city.
- Cincinnati Health Department has an **Environmental Health Food Safety Program** that issues licenses and inspects all facilities where food is served.
- The **SNAP Plus Program** at Findlay Market helps families afford more fresh fruits and vegetables and other healthy food typically found in the Findlay Famers Market.
- The **Christ Hospital** has created a heart-healthy Restaurant Partnership Program designed to give people tasteful meal options without high amounts of fat, sodium, and cholesterol.
- Cincinnati's Food Access Task Force, brought to City Council's attention by the **Center for Closing the Health Gap**, developed a report with three specific objectives of 1) assessing the needs of low-income communities related to the disparity in access to healthy foods; 2) identifying innovative solutions and national best practices currently deployed against the problem; and 3) making policy recommendations to City Council that will redress disparities in access to healthy foods.
- The **YMCA** provides a summer food program designed to help children stay well-nourished, active, and energized all summer long and provide some important relief to struggling families.
- **Cincinnati Development Fund** recently announced that they were awarded a $1 million grant from the Healthy Food Financing Initiative from the U.S. Department of Treasury to combat diet-related deaths and food deserts in our neighborhoods.
- The City of Cincinnati issues Revocable Street Privileges for two vending programs including **sidewalk vending** (authorized to sell food or merchandise in assigned locations) and **mobile food and beverage truck vending** (authorized to sell food and beverages from trucks in designated locations throughout Cincinnati).
- The City of Cincinnati's **Urban Agriculture Program** is an effort to turn City-owned vacant lots into urban gardens.

Partners in helping Cincinnati make sustainable access to fresh, healthy food a priority in all neighborhoods:

- Creating Healthy Communities
- We Thrive!
- Center for Closing the Health Gap
- Cincinnati Public Schools
- All Private, Parochial, and Charter Schools
- Local Universities and Colleges
- All Community Councils and Community Organizations
- Findlay Market
- Civic Garden Center
- Metro
- Green Umbrella
- Free Store Food Bank
- Hamilton County
- Port Authority of Greater Cincinnati
- Central Ohio River Valley Local Foods Initiative (CORV)
- Cincinnati Farmer's Markets
- Nutrition Council of Greater Cincinnati
- Local Grocery Stores and Restaurants
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Cincinnati Health Department
- Office of Environmental Quality
- Department of Transportation and Engineering
- Department of City Planning and Buildings
- Cincinnati Recreation Commission
- Cincinnati Park Board
- Office of Budget and Evaluation
- Law Department

Image Source: Alex Peppers

Sustain Goal 2: Preserve our natural and built environment.

Cincinnati is known for our historic built character and spectacular natural beauty. The City will focus on preserving and protecting our unique assets by reversing the modern trend of "disposable" development.

Our Strategies

Protect our **natural resources.**

Preserve our **built history.**

Cincinnati boasts a renowned park system that must be preserved for future generations

Protect our natural resources.

Our natural resources have brought people to Cincinnati for generations. We will maintain and preserve our hillsides, vistas, wildlife, forests, trees, waterways, and other natural features for future generations of Cincinnatians.

Protect our natural spaces with new development incentives and regulatory measures.

By analyzing environmental impacts prior to making decisions about development, we can work directly with developers to rehabilitate existing buildings or create infill development before building on greenspace or other vacant land.

Short-range (1-3 years):

- Develop a green construction incentive program.
- Create new incentives for redevelopment of existing structures and new construction on vacant infill sites.
- Implement regulations for developing properties that are within Public View Corridors.
- Begin to perform assessments of potential environmental impacts during the preliminary design reviews for large projects.

Current Initiatives:

- **Cincinnati's Park Board**'s holdings include five regional parks, 70 neighborhood parks, 34 natural areas, 5 parkways, 9 scenic overlooks, and 50 miles of hiking and bridle trails.
- The Cincinnati Zoning Code has regulations for **Hillside Overlay Districts** throughout the city in order to establish standards to assist in the development of land and structures in existing hillside areas so that development will be compatible with the natural environment and respect the quality of the urban environment in those locations where the hillsides are of significant public value.
- The **Hillside Trust** currently provides policy making assistance for local governments, acts as a clearinghouse for homeowners and businesses, and is engaged in land conservation on behalf of private land owners who want to see their land preserved and protected for present and future generations.
- The **Mill Creek Restoration Project** (Groundwork Cincinnati – Mill Creek) serves as a catalyst for developing sustainability in the Mill Creek watershed through community-based planning and empowerment, environmental education, and economically sound ecological restoration.

Mid-range (4-7 years):

- Amend the City's LEED tax abatement program to incorporate additional energy efficient rating systems for commercial, residential, and neighborhood development.
- Develop a Utility Upgrade and Maintenance Master Plan to identify ways to improve water and wastewater networks to accommodate urban growth.

Long-range (8-10 years):

- Work with utility companies to implement smart grid networks.
- Use sustainable methods (i.e. LEED, Energy Star, etc.) and source energy efficient materials for maintenance and improvement of utilities, transportation, and other public infrastructure.

Krohn Conservatory is a showcase of more than 3,500 plant species

Partners in helping Cincinnati protect its natural resources:

- Green Umbrella
- Greater Cincinnati Energy Alliance (GCEA)
- Duke Energy
- Water Innovation Cluster
- U.S. Green Building Council
- Mill Creek Restoration Project
- Mill Creek Watershed Council of Communities
- Hillside Trust
- All Community Councils and community organizations
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Office of Environmental Quality
- Department of City Planning and Buildings
- Department of Community Development
- Economic Development Division
- Metropolitan Sewer District (MSD)
- Greater Cincinnati Waterworks (GCWW)
- Department of Transportation and Engineering
- Cincinnati Health Department
- Cincinnati Recreation Commission
- Cincinnati Park Board
- Office of Budget and Evaluation
- Law Department

Image Source: Alex Peppers

Preserve our built history.

Cincinnati's rich history is best exemplified through our historic buildings and by the built-environment that help define a neighborhood's character, such as curbs, sidewalk /street treatments, walls, and fences. These physical characteristics will be preserved as much as possible in order to be more sustainable in our approach to development. The environmental and economic benefits of preservation are interrelated when considering that reusing building and infrastructure extends the life of materials and infrastructure. Preservation is also a proven development tool that creates jobs and keeps money in local communities.

Preserve our built history with new development incentives and regulatory measures.

We will promote renovations over demolition whenever feasible and create incentives to improve existing structures rather than constructing new ones.

Short-range (1-3 years):

- Use the recently completed historic inventory to create new historic districts.
- Develop less stringent levels of designation as a complement to National and Local Historic Districts.
- Develop changes to zoning regulations to remove barriers to adaptive reuse of buildings.
- Incentivize development that involves the community at the outset of a project through faster review and permitting.
- Identify and prioritize places where historic elements of the built environment such as curbs, sidewalk and street treatments, walls, and fences can be feasibly maintained instead of replaced with newer materials.

Mid-range (4-7 years):

- Identify vacant, abandoned or underutilized assets and determine suitable potential reuses.
- Create a best-practices toolkit that highlights funding sources for historic structures.

Long-range (8-10 years):

- Further develop standards for demolition of historic properties that require a clear and distinct reason that it is necessary.
- Develop and maintain an up-to-date historic building inventory for potential opportunities of adaptive re-use.
- Update the City's historic inventory to identify late-20th century construction that should be preserved.

Image Source: Alex Peppers

Probasco fountain in the Clifton neighborhood

Partners in helping Cincinnati Partners in helping Cincinnati preserve its built history:

- Ohio Historic Preservation Office
- Cincinnati Preservation Association
- National Trust for Historic Preservation
- University of Cincinnati
- American Institute of Architects
- American Planning Association
- Urban Land Institute
- Cincinnati Historical Society
- Local Developers
- All Community Councils and Community Organizations
- Community Development Corporations
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Department of City Planning and Buildings
- Department of Community Development
- Office of Economic Development
- Department of Transportation and Engineering
- Cincinnati Park Board
- Cincinnati Recreation Commission
- Office of Budget and Evaluation
- Law Department

Current Initiatives:

- The City's **Historic Conservation Office** performs a variety of duties and tasks including providing professional guidance and recommendations to the Historic Conservation Board, updating the Cincinnati Historic Inventory, preparing reports on historic designation and certificates of appropriateness, providing technical and educational assistance, and assures compliance of City's programs with federal and state regulations mandating protection of historic resources.
- The **Historic Conservation Board** is focused on the conservation of historically or architecturally significant structures, sites, and districts.
- The **Historic-Stabilization of Structures** (SOS) Program out of the City of Cincinnati's Department of Community Development works to stabilize at-risk, historic buildings throughout Cincinnati.
- **Cincinnati Preservation Association** is the recognized resource and catalyst for the preservation of historic cultural resources through education, advocacy, and technical support.

Image Source: Alex Peppers

Sustain Goal 3: Manage our financial resources.

In order to fully capitalize on our resources, Cincinnati will focus on long-term financial stability. To achieve this, our public funds will be spent strategically in our neighborhoods to maximize benefits.

Our Strategies

Better coordinate our **capital improvement spending**.

Spend public funds more **strategically**.

Cincinnati's City Hall, completed in 1893, is the home of our City's government.

Better coordinate our capital improvement spending.

The capital budget is the guiding document for funding major public improvements. Coordinating the Capital Budget with Plan Cincinnati will result in full Plan implementation with an economically sustainable Capital Budget.

Make the capital budget consistent with and guided by Plan Cincinnati.

Plan Cincinnati lays out priorities and parameters for future development within the City. The budget process will look to the Plan as a guiding document for future spending priorities.

Short-range (1-3 years):

- Prioritize projects in departmental budgets that are consistent with Plan Cincinnati.
- Consider implementing a "Pay as You Throw" waste collection program that incentivizes composting and recycling over land filling.

Mid-range (4-7 years):

- Continue to use and refine the Priority-Driven Budgeting program.

Long-range (8-10 years):

- Continually seek out new sources of funding to meet Plan Cincinnati goals.

Design and build public improvements that can be maintained affordably.

Operations and maintenance costs are often overlooked in the beginning stages of public improvements. We will analyze public improvements thoroughly from their inception in order to consider the overall impact of the life cycle cost of the public improvement project.

Short-range (1-3 years):

- Develop a process to analyze return on investment (ROI), costs, benefits, and risks as a strategy for continuous efficient improvement of public services and capital improvements.

Mid-range (4-7 years):

- Reassess the ongoing process of analyzing ROI, costs, benefits, and risks in public services and capital improvement projects and make improvements where necessary.
- Develop a limited "menu" of streetscaping options for all neighborhoods for efficiency in construction, maintenance and replacement.
- Complete upgrade to energy efficient street lighting.

Current Initiatives:

- The City has recently implemented **Priority-Driven Budgeting**, a program in which the City's funded programs and are scored according to community priorities.
- The City of Cincinnati's Department of Transportation and Engineering **coordinates construction scheduling** with all local utilities for work within the public right-of-way.

Long-range (8-10 years):

- Continue to assess public service and capital improvement projects and develop new policies for ensuring that future improvements can be maintained affordably.

Partners in helping Cincinnati better coordinate its capital spending:

- Port of Greater Cincinnati Development Authority
- Ohio-Kentucky-Indiana Regional Council of Governments (OKI)
- Hamilton County
- Local Developers
- All Community Councils and Community Organizations
- Community Development Corporations
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Office of Budget and Evaluation
- Department of Transportation and Engineering
- Office of Environmental Quality
- Department of City Planning and Buildings
- Department of Community Development
- Economic Development Division
- Metropolitan Sewer District (MSD)
- Greater Cincinnati Waterworks (GCWW)
- Cincinnati Health Department
- Cincinnati Recreation Commission
- Cincinnati Park Board
- Law Department

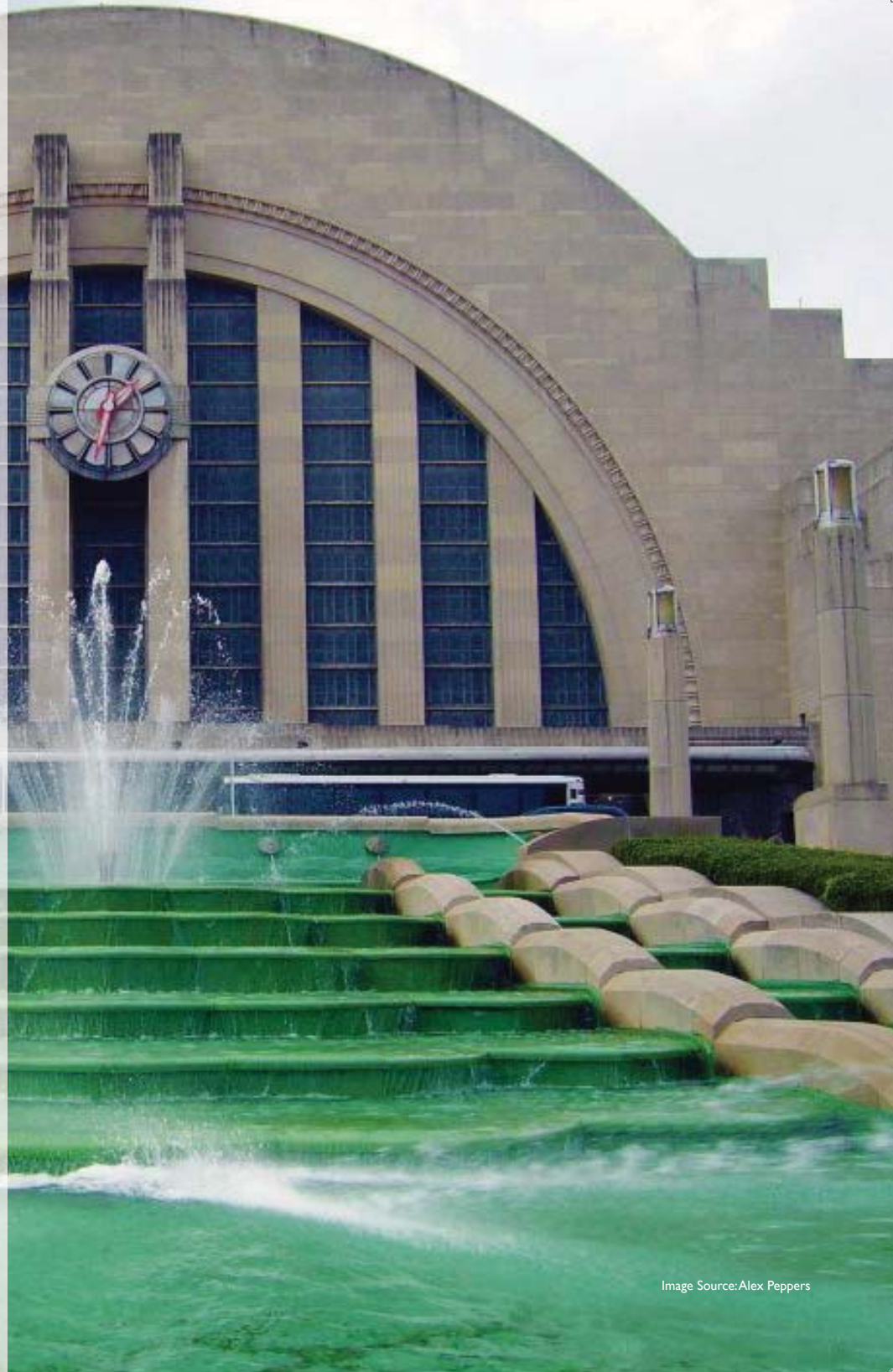


Image Source: Alex Peppers

Spend public funds more strategically.

Funding for City projects and programs will be coordinated and developed to meet the goals and expectations of the public as well as the City's elected officials and administration.

Focus funding on the completion of transformative projects in targeted neighborhoods.

Public and private investments will be coordinated in targeted neighborhoods to create real change. Funding will first be concentrated in neighborhoods that are near stabilization so that in the long-term, additional funding and support can be given to areas that are the least stable.

Short-range (1-3 years):

- Develop a mechanism using both qualitative and quantitative data to determine the level of stability in each neighborhood.

Current Initiatives:

- **Cincinnati Neighborhood Business Districts United (CNBDU)** provides several services to the City of Cincinnati including mentoring and technical assistance to the Neighborhood Business Districts (NBDs), comprehensive peer review of formal applications for funding, and give advice/ recommendations to City Departments to better serve the NBDs and better coordinate the activities within them.
- The **City of Cincinnati Consolidated Plan** is a four year plan (currently in the 2010-2014 cycle) that provides the vision for housing and community development actions using funding from various U.S. Department of Housing and Urban Development programs to create effective, coordinated improvement strategies for Cincinnati's neighborhoods.

- Develop and institute a multi-year project priority matrix for all neighborhoods. The matrix will identify necessary neighborhood projects and the levels and types of funding, technical assistance, regulatory changes, and collaborative efforts associated with each project.

Mid-range (4-7 years):

- Review the City's policy and program on tax abatements to determine if it is providing the City with sufficient return.
- Review impacts of federally and locally funded projects and programs every 5 years in conjunction with the Consolidated Plan. Remove or re-tool programs or projects that are not working and create new projects or programs where there is a need.
- Re-evaluate neighborhood needs to determine the ratio of more and less stable neighborhoods with a goal of more than 50% stability.

Image Source: City Planning & Buildings

Recycling is a major initiative throughout the City

Long-range (8-10 years):

- Re-evaluate neighborhood needs to determine the ratio of more and less stable neighborhoods with a goal of more than 75% stability.

Analyze the implications and potential costs and benefits associated with land use changes.

Land use guides the way towards future improvements in the City, but the change in land use has potential impacts that are often overlooked until it is too late. These impacts will be identified through more scenario-planning for projects where a change in land use is proposed.

Short-range (1-3 years):

- Develop and begin to implement a system to analyze the return on investment (ROI), costs, benefits, and risks of development projects that considers not just financial support but the cost of maintenance, service needs, incentives, and other long-range expenditures into the total cost of development.
- Financially support and approve new retail development primarily only when it is mixed with other uses, such as residential and office uses.

Mid-range (4-7 years):

- Re-evaluate the ROI, costs, benefits, and risks analysis systems and make changes where necessary.

Long-range (8-10 years):

- Require the ROI, costs, benefits, and risks analysis systems as part of the permit and financing approval process for projects that propose a change in land use.

Partners in helping Cincinnati spend more strategically:

- Cincinnati Neighborhood Business Districts United (CNBDU)
- U.S. Department of Housing and Urban Development (HUD)
- All Community Councils and Community Organizations
- Community Development Corporations
- Port of Greater Cincinnati Development Authority
- Ohio-Kentucky-Indiana Regional Council of Governments (OKI)
- Hamilton County
- Local Developers
- Local non-profit organizations
- Local foundations and funding organizations

City Agencies:

- Office of Budget and Evaluation
- Department of Transportation and Engineering
- Office of Environmental Quality
- Department of City Planning and Buildings
- Department of Community Development
- Economic Development Division
- Metropolitan Sewer District (MSD)
- Greater Cincinnati Waterworks (GCWW)
- Cincinnati Health Department
- Cincinnati Recreation Commission
- Cincinnati Park Board
- Law Department

Image Source: Joe Rosemeyer

Collaborate

Partner to reach our common goals.

Accomplishing Plan Cincinnati, along with other plans within our region, is a bold vision, and we cannot do it alone. The City of Cincinnati will collaborate with our community organizations as well as local businesses, schools, institutions, Chambers of Commerce, and Hamilton County and other surrounding jurisdictions, counties and states.

By working together we can more successfully reach our own goals, as well as the goals we have set for our region.

Our Goals

1. **Work in synergy with the Cincinnati community.**
   A. Unite our communities.

2. **Speak in a unified voice with other entities to reach regional goals.**
   A. Actively coordinate our **regional efforts.**

3. **Cooperate internally and externally to improve service efficiency.**
   A. Coordinate growth and maintenance of our infrastructure and public assets.
   B. **Implement** Plan Cincinnati.

Image Source: City Planning & Buildings

Collaborate Goal 1: Work in synergy with the Cincinnati community.

Over the years, the City has relied on community organizations such as Community Councils, Business Associations, Community Development Corporations, faith-based organizations, and other organizations to play a more involved role in the development and redevelopment of their communities. By working together, Cincinnati can thrive.

Our Strategies

Unite our communities.

Cincinnatians worked together to welcome people from all over the world for the World Choir Games in 2012

Unite our communities.

Our City's greatest strength is our many neighborhoods, each with its own character and history, and the people who live and work within them. With all of our neighborhoods working together and with the city administration, we can all move the City of Cincinnati forward to reach our goals.

Make our community organizations the foundation for neighborhood change.

Our community organizations have the privilege and responsibility to take strides to improve their neighborhoods. While all community organizations have talented leaders, they also cannot be expected to shoulder the burden of redeveloping their neighborhoods alone. We will strengthen the working structure of all community organizations, build leadership capacity and sustainability, improve interaction and fortify their relationship with the city.

Short-range (1-3 years):

- Develop assessment tools that community organizations can use to gauge their own effectiveness, strengths, and challenges.
- Identify the most successful community organizations to mentor emerging organizations in strengthening their working structure.
- Create a web-based Neighborhood and Neighborhood Business District 'Toolbox' to share best practices and resources, compiling information and strategies for improvement and redevelopment.
- Develop incentives for projects that involve the community at the outset of a project.

Current Initiatives:

- The **place matters** program is working in Avondale, Price Hill, and Covington to interconnect strong schools, steady jobs, stable housing, and safe neighborhoods.
- **Citizens for Civic Renewal** is engaging citizens and government leaders through forums related to the City Budget process.
- **Community Development Corporation Association of Greater Cincinnati (CDCAGC)** is engaging in affordable housing development, dedicated to the economic revitalization of our neighborhoods, and often provides trainings to meet this goals.
- **Invest in Neighborhoods** offers trainings and unites the neighborhoods of Cincinnati through the annual Neighborhood Summit and also works closely with neighborhoods in the Neighborhood Stabilization Program (NSP) and Cincinnati Neighborhood Business Districts United (CNBDU).
- The City offers various **programming and community spaces** in public institutional buildings.
- **Xavier University** works closely with the neighborhood of Evanston (in which the University is located) through the Community Building Institute.
- **CAGIS online** is one of the nation's most advanced interactive mapping websites open to the public.
- The City is redeveloping its website, **www.cincinnati-oh.gov**, to be more user-friendly and meet today's technological needs.

Mid-range (4-7 years):
- Develop community organizations' capacity for participating in the decision-making process through additional formalized training and support.
- Provide support to help community organizations become financially sustainable.

Long-range (8-10 years):
- Modify the City's budget process to allow for decisions to be made through a partnership between the City, community organizations, and other funders.
- Continue to participate and invest in initiatives and issue-based groups that build community capacity and achieve transformational change in targeted communities.
- Develop coalitions of neighborhoods based on common issues or geography.

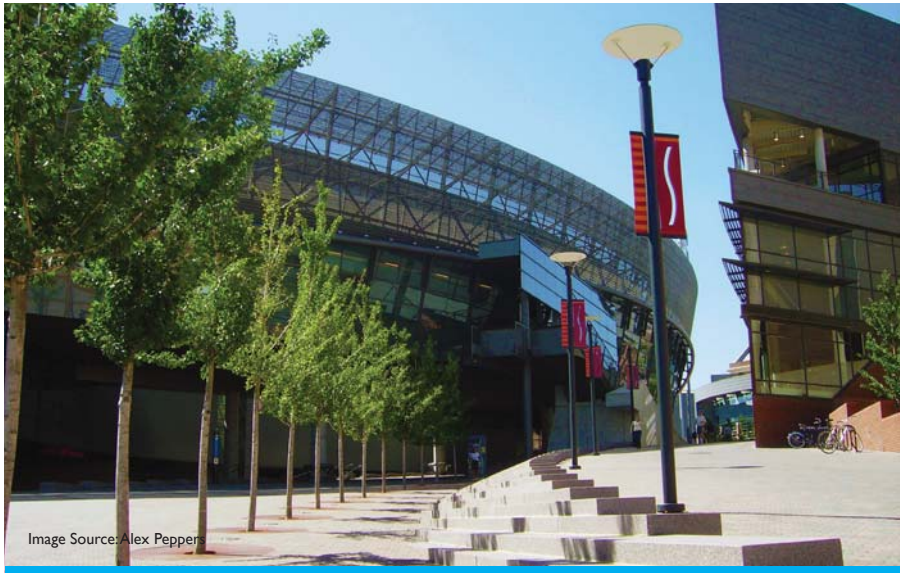
Better connect and build meaningful relationships between institutions and communities.
Our neighborhoods are home to institutions such as schools, hospitals, faith-based organizations, and others. By better connecting institutions to their surrounding communities, they can be positive assets to each other.

Short-range (1-3 years):
- Encourage institutions and community groups to have representation on each other's boards and committees to create opportunities for collaboration.

Mid-range (4-7 years):
- Promote partnerships between neighborhoods and institutions to allow residents to benefit directly.

Long-range (8-10 years):
- Support Community Development Corporations doing work in neighborhood revitalization.

Improve City-Community communication channels.
The City of Cincinnati will identify and adopt policies for more effective communication with citizens so that they are engaged and empowered to participate in civic affairs and affect change.



Main Street at the University of Cincinnati brings students together

Short-range (1-3 years):
- Work with neighborhood leaders and other citizen organizations to develop a City-Community communication strategy.
- Utilize new technology whenever possible to increase communication between the City administration and our neighborhoods.
- Make information about the City and our neighborhoods easily available, including staff contact information and public project information.

Mid-range (4-7 years):
- Implement the City-Community communication strategy, and review and revise it regularly.

Long-range (8-10 years):
- Develop a web-based public information-sharing system that provides project updates and information in real time.

Partners in helping Cincinnati unite our communities:

- All Community Councils and Community Organizations
- Community Development Corporations
- Cincinnati Public Schools (CPS)
- Private, Parochial and Charter Schools
- Hospitals
- Churches and Faith-Based Organizations
- Community Building Institute (CBI)
- Invest in Neighborhoods
- Local Colleges and Universities

City Agencies:

- Department of Community Development
- Department of Transportation and Engineering
- Department of City Planning and Buildings
- Economic Development Division
- Cincinnati Park Board
- Cincinnati Recreation Commission
- Cincinnati Police Department
- Cincinnati Health Department
- Office of Budget and Evaluation
- CitiCable
- Enterprise Technology Services (ETS)
- CAGIS
- City Manager's Office

Image Source: City Planning & Buildings

Collaborate Goal 2: Speak in a unified voice with other entities to reach regional goals.

Cincinnati is the largest City in our region and other jurisdictions look to us for leadership. To be the strong center of a strong region, Cincinnati will lead by example, because many of our region's long-term goals can only be realized by working together.

Our Strategies

Actively coordinate our **regional efforts**.

The region gathers at Great American Ball Park to cheer on the Cincinnati Reds

Actively coordinate our regional efforts.

There are multiple regional efforts underway to improve the Cincinnati area, all sharing many of the same goals as Plan Cincinnati. To move forward as a region, we must all support each other. As the largest city in the region, it is Cincinnati's responsibility to play a leadership role in these efforts.

Work with other local entities to implement regional planning efforts.

Local regional plans, such as Hamilton County COMPASS, Agenda 360, the OKI Strategic Policy Plan and 2030 Transportation Plan, and Vision 2015, all work to improve our region by making it more livable and globally competitive. Cincinnati will support these plans and work to further them to meet our common goals.

Short-range (1-3 years):

- Identify goals and issues common in all regional planning efforts.
- Form a team comprised of representatives from each planning initiative to prioritize and begin implementation of common strategies.

Current Initiatives:

- **Hamilton County Community COMPASS** is a plan that came from the Hamilton County Planning Partnership to address mutual goals related to physical, economic, and social issues among the 49 jurisdictions within Hamilton County.
- **Agenda 360** is the regional action plan designed to transform Greater Cincinnati into a leading metropolitan region for talent, jobs, and economic opportunity by the year 2020.
- **Vision 2015** is a plan for Northern Kentucky that focuses on effective governance, regional stewardship, urban renaissance, livable communities, educational excellence, and a competitive economy.
- **First Suburbs Consortium of Southwest Ohio** is an association of elected and appointed officials representing mature built-out communities in Hamilton County focusing on revitalizing and reinvesting cooperatively across the County.
- The **Green Partnership for Greater Cincinnati** is a collaboration of six major regional institutions (City of Cincinnati, Hamilton County, Cincinnati Public Schools, University of Cincinnati, Duke Energy, and Cincinnati State) whose goal is to encourage and support efforts that will measurably improve environmental performance, save money, and demonstrate commitment and leadership to the community.
- The **Center for Local Government** provides the resources for governments to improve public delivery and internal efficiency through shared services, information sharing, and training.
- The **Ohio-Kentucky-Indiana Regional Council of Governments (OKI)** is committed to developing collaborative strategies to improve the quality of life and the economic vitality of the region through its various strategies, studies, and plans including the OKI 2030 Plan.
- **Greater Ohio Policy Center** is working to create a political and policy climate receptive to new economic and government structures that advance sustainable development and economic growth.

Mid-range (4-7 years):

- Work to better align planning efforts to ensure that all local groups are coordinating during plan development, updates, and implementation.
- Develop a system to analyze which initiatives must be funded by local governments and which can be supported through public-private partnerships or through other means.

Long-range (8-10 years):

- Develop and reinforce strong relationships with adjoining municipalities, and other governmental entities in order to understand the goals and strategies of each.

Join forces with other urban cities and counties to lobby for policies at the State and Federal level that will assist with the revitalization of urban areas.

Many cities in Ohio and throughout our region of the country struggle with some of the same challenges as Cincinnati, and by working together we can lobby for specific policies, additional funding, or other programs that may benefit the revitalization of urban places.

Short-range (1-3 years):

- Identify other cities with whom Cincinnati can collaborate.
- Identify issues on which Cincinnati can collaborate with other local entities.

Mid-range (4-7 years):

- Develop and implement a strategy to lobby as a group for common issues.

Long-range (8-10 years):

- Develop and implement strategies to offset public budgetary restrictions on long-term public projects.

Image Source: Nicolas Vitori

Cincinnati Union Terminal at night

Partners in helping Cincinnati participate in regional efforts:

- Hamilton County
- Hamilton County Regional Planning Commission
- Greater Cincinnati USA Regional Chamber
- Ohio Kentucky Indiana Regional Council of Governments (OKI)
- Ohio Municipal League
- Greater Ohio
- First Suburbs Consortium
- Vision 2015
- All Community Councils and Community Organizations
- Community Development Corporations

City Agencies:

- Department of Transportation and Engineering
- Department of Community Development
- Office of Budget and Evaluation
- Department of City Planning and Buildings
- Economic Development Division
- Cincinnati Health Department
- Finance Department
- Law Department
- City Manager's Office

Image Source: Alex Peppers

Collaborate Goal 3: Cooperate internally and externally to improve service efficiency.

In these times of restricted financial and human resources, tax-payers can no longer afford for cities to go it alone.

We will improve our efficiency standards to provide quality services.

Our Strategies

Improve service delivery, control costs and diminish duplication of services.

Implement Plan Cincinnati.

Image Source: Cincinnati Department of Public Services

Cincinnati Department of Public Services filling potholes

Improve service delivery, control costs and diminish duplication of services.

We must proactively engage other governmental entities and agencies to collaborate on mutually beneficial services, and emphasize the achievement of common goals and efficiencies through cooperation with other local and state governments and agencies.

Coordinate growth and maintenance of our infrastructure and public assets.

Agencies within the City will coordinate with each other when making improvements to or expanding public infrastructure. We will also coordinate with surrounding jurisdictions whenever possible. By coordinating our efforts, we can save money and time and cause less inconvenience to residents and businesses.

Short-range (1-3 years):

- Identify areas where Cincinnati can collaborate or co-locate with other local entities.
- Fully integrate all partners involved in the development process into an automated Development / Construction Coordination process.

Mid-range (4-7 years):

- Develop and participate actively in regional efforts to coordinate functions that would benefit from pooled resources without significantly reducing service levels.

Long-range (8-10 years):

- Evaluate the costs and benefits of voluntary annexation of portions of municipalities and townships that are located within or partially within our boundaries. Only consider annexation a viable option if it is mutually beneficial.

Current Initiatives:

- The **Government Cooperation and Efficiency Project (GCEP)** is helping local communities improve service delivery and control costs through cross-jurisdictional cooperation, sharing of services, and service delivery consolidation.
- City-County has several **Departments that work in collaboration** including Metropolitan Sewer District (MSD), Greater Cincinnati WaterWorks (GCWW) and Enterprise Technology Solutions (ETS).

Greater Cincinnati Water Works infrastructure improvements

Partners in helping Cincinnati improve service delivery, control costs and diminish duplication of services:

- Hamilton County
- Hamilton County Regional Planning Commission
- Greater Cincinnati Regional Chamber of Commerce
- Ohio Kentucky Indiana Regional Council of Governments (OKI)
- Community Development Corporations
- Ohio Municipal League
- Greater Ohio
- First Suburbs Consortium
- Duke Energy
- Government Cooperation and Efficiency Project (GCEP)

City Agencies:

- Department of Transportation and Engineering
- Greater Cincinnati Water Works (GCWW)
- Metropolitan Sewer District (MSD)
- Economic Development Division
- Department of City Planning and Buildings
- Department of Community Development
- Office of Budget and Evaluation
- Finance department
- Law Department
- Enterprise Technology Services (ETS)
- City Manager's Office

Image Source: Alex Peppers

Implement Plan Cincinnati.

Plan Cincinnati will be the primary guide for development in Cincinnati. Implementing the Plan will take effort and conviction, but will bring us closer each year to reaching the Cincinnati we envision.

Develop and adopt planning consistency policies to maintain uniformity in Plan implementation.

A planning consistency policy can ensure that the Plan is implemented uniformly regardless of changes in leadership or administrative staff. This is an important step in reaching the long term goals for this and all other Plans approved or adopted by the City Planning Commission and City Council.

Short-range (1-3 years):

- Determine how future neighborhood and comprehensive plans will be equitably and strategically scheduled, facilitated, approved, and followed.
- Determine the length of time a neighborhood or comprehensive plan is "active" before needing an official amendment or update.
- Set a policy for the process of amending a plan or the consequences of not following a plan.
- Develop a schedule for how many plans are completed or updated each year, prioritize the order which areas develop a plan, and develop a schedule to determine how to provide up-to-date planning for all parts of the City within a certain time period.

Mid-range (4-7 years):

- Develop a template or "kit" for neighborhoods or groups of neighborhoods that develop plans on their own.

Long-range (8-10 years):

- Develop a new or updated plan for all areas in the City within 10 years.

Continually monitor Plan Cincinnati progress.

With the participation of all City departments and partners, we will monitor the progress of Plan Cincinnati on a regular basis. Initially it will be monitored quarterly to ensure that we are moving forward on all recommended Action Steps and Tasks. As time goes on, we will revisit Plan Cincinnati progress and adjust strategies whenever necessary.

Short-range (1-3 years):

- Re-establish the Steering Committee as an Implementation Committee consisting of representatives from key implementing partners.
- Review and agree upon measurements for tracking progress.
- Review progress quarterly.
- Review and provide an update to City Council annually in conjunction with the City Budget.

Mid-range (4-7 years):

- Revisit Plan progress 5 years after adoption to assess progress and adjust strategies if necessary.

Long-range (8-10 years):

- Revisit Plan progress 10 years after adoption to assess progress, adjust strategies, and determine if an update or entirely new plan is necessary.

Partners in helping us implement Plan Cincinnati:

- Hamilton County
- Hamilton County Regional Planning Commission
- Greater Cincinnati Regional Chamber of Commerce
- Ohio Kentucky Indiana Regional Council of Governments (OKI)
- All Community Organizations
- All Community Redevelopment Corporations
- Non-profit Organizations
- Local Media
- Community Members

City Agencies:

- All City Departments and Agencies

Current Initiatives:

- The City has recently implemented **Priority-Driven Budgeting**, a program in which the City's funded programs and are scored according to community priorities.
- Many **City Departments** are using Plan Cincinnati to develop their own strategic plans, work programs, and policies.
- Some communities, including **Mt. Auburn**, are beginning to prepare neighborhood plans using Plan Cincinnati as their guide.

Image Source: Alex Peppers

Implementation

Implementation

The Steering Committee was closely involved in the development of Plan Cincinnati

The adoption of Plan Cincinnati is just the first step, and then the hard work begins – the work to implement the strategies set forth in this Plan.

The work becomes easier, however, with the help of our partners. The recommendations in Plan Cincinnati are pivotal to reaching our future vision, and while the City will always play a role in implementation, it may not be the lead agency for every strategy.

The Steering Committee that was closely involved in the development of Plan Cincinnati will also be key to its successful implementation. The Steering Committee will transition to an Implementation Committee with the addition of any necessary stakeholders. The Implementation Committee will be tasked with determining the structure of implementation, and will work with City Staff from all departments to solidify prioritization, timelines, partners, and potential funding

sources. This Committee will also help to decide measurements that are consistent with other regional benchmarks and indicators being tracked, such as Agenda 360 and the Greater Cincinnati/Northern Kentucky Regional Indicators Project.

Some parts of our vision are already being implemented. Our partners are committed to seeing the success of Plan Cincinnati, and some of our partners, as well as City Departments, are already thinking about implementation, and using Plan Cincinnati as a guide for their own organizational strategies. The Department of City Planning and Buildings has already begun work to develop the Land Development Code, the Plan Build Live Initiative, which will be one of the immediate ways that Plan Cincinnati will change our city.

We will review Plan Cincinnati annually in conjunction with the Budget, using the newly structured Priority-Driven Budgeting process. We will continually monitor Plan Cincinnati progress and update it every five years to assess the progress and adjust strategies as necessary.

Work on the Land Development Code is already in progress

The Implementation of Plan Cincinnati will be a continuation of the public process that helped create the Plan. The Implementation Committee will be comprised of members of the Steering Committee, as well as other new stakeholders and partners who will have a role in implementation. It is imperative that the Implementation Committee be afforded the benefit of all of the work done during the three years it took to develop Plan Cincinnati. All of the research from the planning process and written comments received during the approval process of Plan Cincinnati will be available to the Implementation Committee and encouraged to be used in setting measurements and milestones in the specific Implementation strategy.

Glossary

Glossary

The following terms are those that have been used in this document, or that may have been commonly used by City Staff, speakers, Working Group members, or other participants at Plan Cincinnati meetings. Terms are listed alphabetically, and wherever possible, sources for additional information are listed.

Accessible: Accessible to people with mobility and sensory disabilities; accessible to public transportation; accessible to jobs, schools, stores, social service agencies and recreation opportunities; accessible/available to all races, disabilities, family makeup, gender and sexual orientation; accessible for people with significant barriers/housing problems.

Source for Additional Information: http://www.ahacincy.org/

Affordable: Generally costing less than 30% of a household's income, but with attention to meeting individuals at their point of need and to relationship with household budget as some people cannot pay 30% of income. Very low to moderate income: defined as 50-100% of area median income, adjusted by household size.

Source for Additional Information: http://www.ahacincy.org/

Brownfield: The Environmental Protection Agency (EPA) defines brownfields as, "real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant or contaminant. There are several environmental, legal and financial challenges associated with the redevelopment of brownfield sites. Port of Greater Cincinnati Development Authority, has a brownfield redevelopment program, through which 9 sites were redeveloped or are in the process of being redeveloped throughout Hamilton County.

Sources for Additional Information: http://www.cincinnatiport.org/projects/brownfield-redevelopment/

http://www.epa.gov/brownfields/index.html

Building Code: A building code is a set of regulations and guidelines that sets minimum safety standards for certain structures. The intent of building codes is to preserve public safety as well as private assets by ensuring the integrity of built structures and components of structures such as electrical wiring, plumbing, elevators, etc.

Source for Additional Information: http://library.municode.com/index.aspx?clientId=19996&stateId=35&stateName=Ohio

Commercial Use: A commercial use is a land use category in which properties are used to sell final goods. Final goods are products that are consumed rather than used as materials to produce another good.

Community Land Trust: Community Land Trust is a mechanism used to provide affordable housing opportunities and to retain their affordability for a long term. In this model, a non-profit entity retains the ownership of the land and sells the physical structure (house) along with a long-term lease of the land to the home owner. Therefore, the property (physical structure and lease on the land) can only be resold

at affordable rate to another eligible buyer. Since this model allows the home owner to only pay the full price of the structure and removes the price of the property from the transaction, this model allows for long term affordability.

Source for Additional Information: http://www.housingpolicy.org/glossary.html#community%20land%20trust

Complete Streets: Complete Streets serve the needs of multiple modes of transportation and ensure safety, convenience and accessibility for all travelers irrespective of the mode of transportation. Cities throughout the country have been using the model of Complete Streets to update roadways so that they contribute to the vitality of neighborhoods. The City's Department of Transportation and Engineering is currently developing Complete Street guidelines to allow pedestrians, bicyclists, motorists, and transit riders of all ages and abilities to share the road safely.

Source for Additional Information: http://www.completestreets.org/

Density: Density is a measurement used to describe units per area. There are two applications for density: population density (people per acre) and housing density (dwelling units per acre).

Interim Development Control District (IDC): The Interim Development Control (IDC) Overlay District is a zoning designation intended to temporarily regulate the establishment of uses, construction of new buildings and demolition or alteration of existing structures in areas where the adoption of amendments to the Cincinnati Zoning Code have been proposed in a Plan Cincinnati, community plan, urban design plan or urban renewal plan have been approved by the City Planning Commission.

The City Planning Commission and City Council may establish an IDC Overlay District on finding that: 1) map or text amendments to the Cincinnati Zoning Code are being considered by the City Planning Commission; 2) those amendments may substantially affect permitted uses in the area; and, 3) controls are necessary to protect the public interest.

City Council must designate which applications are subject to review, adopt review guidelines for each application, and designate which City department or official will review the applications.

Source for Additional Information: Chapter 1431 Interim Development Control Overly District of the Cincinnati Zoning Code

Form-Based Code: Form-Based Codes are an innovative alternative to conventional zoning that focus on the form of buildings (i.e., the physical character of buildings, and the relationship of buildings to each other and to the street), rather than the use. Form-Based Codes allow communities to code for character – to protect the existing character of the area, and ensure that new development is compatible with it.

Sources for Additional Information: http://www.formbasedcodes.org/ www.planbuildlivecincinnati.com http://www.cincinnati-oh.gov/planning/planning-projects-studies/form-based-codes/

Future GO Cincinnati Areas: The GO Cincinnati Report, developed to determine the best strategy to attract jobs and increase earnings tax revenues to Cincinnati, recommended that the City focus its resources on "place-based" development activities where the greatest opportunities exist in conjunction with strategic workforce development and transportation investments. The report identifies Existing Growth Opportunity Areas as the primary sources of City tax revenue: the CBD, OTR, and the Uptown neighborhoods. The report also identifies three New Growth Opportunity Areas in the Madison Road Corridor, Seymour/Reading Roads Corridor, and Queensgate/South Mill Creek Corridor.

Source for Additional Information: http://planbuildlivecincinnati.com/document/go-cincinnati-report

Good Housing: Clean, safe, decent, in good repair, correct size and number of rooms; with

the potential to help people overcome poverty, build stability, and improve their lives; housing that improves neighborhoods, and revitalizes the entire community.

Source for Additional Information: http://www.ahacincy.org/

Incentive Zoning: Incentive zoning allows the property owners to build at higher intensity or density in return for providing certain community amenities. These amenities can be in the form of urban design (plazas, courtyards, green space etc), affordable housing, or transit (access to transit/ transit amenities). Incentive zoning is a flexible tool that is increasingly being used by communities.
Source for Additional Information: http://www.smartgrowth.org/library/articles.asp?art=1721&res=1280

Inclusionary Housing: Inclusionary housing is a tool used by several communities across the country to increase affordable housing opportunities for low- and moderate-income households. In this model, housing developers are either mandated or encouraged to provide low cost housing at affordable rates to low- and moderate-income households. These affordable housing units are typically built as part of the market rate housing in order to allow for a mixed-income neighborhood.

Inclusionary housing in several communities is aimed at providing workforce housing, defined as housing affordable to teachers, firefighters, police officers and other essential workforce who are increasingly being priced out of market rate housing.

Source for Additional Information: http://www.housingpolicy.org/toolbox/strategy/policies/inclusionary_zoning.html

Industrial Land Use: An industrial use is a land use category in which properties are used to extract raw materials, conduct research and development of goods, or manufacture goods that are used in the production of final goods.

Interstate-75 Focus Areas: Four focus areas within a study that developed strategies for economic development, transportation systems, green infrastructure and neighborhood redevelopment within the I-75 corridor from the Brent Spence Bridge to Mitchell Avenue exit.

Source for Additional Information: https://dl.dropbox.com/u/22062185/ReviveCincinnati_Report110303.pdf

Joint Economic Development Districts (JEDD): JEDDs are contractual agreements, which enable townships, cities and villages to cooperatively address economic development issues. Each JEDD is unique and different based on the needs and demands of the communities involved. The JEDD program is designed to encourage cooperation among local communities by providing mutual economic benefits to all communities involved.

Source for Additional Information: http://ohioline.osu.edu/cd-fact/pdf/1560.pdf

Land Banking: Land banking is a tool used by communities to allow for the redevelopment of blighted, vacant, or underutilized properties. Typically a government or a quasi government entity acquires and assembles underutilized parcels. These parcels are then resold/ reused to pursue a community's priorities and their local land use or economic development plan.

Sources for Additional Information: http://www.umich.edu/~econdev/landbank/ http://www.cincinnatiport.org/hclrc/

LEED-ND: The U.S. Green Building Council establishes the LEED (Leadership in Energy and Environmental Design) for neighborhood development ratings system. This system is used to rate a community based on smart growth, urbanism and green building principles: LEED-ND serves as a neutral third party verification or validation of environmentally responsible neighborhood design. In addition to the energy efficient features within the buildings, LEED-ND takes into consideration factors such as site selection, neighborhood pattern and design, infrastructure etc.

Source for Additional Information: http://www.usgbc.org/DisplayPage.aspx?CMSPageID=148

Lick Run Project Area: MSD green infrastructure project to strategically separate the sewer system and daylight the stormwater portion near MSD's largest combined sewer overflow (CSO). This project will turn a problem into an amenity to spur economic development within a highly visible, but blighted transportation corridor.

Source for Additional Information: http://www.msdgc.org/

Livability: The Federal Government, including the U.S. Departments of Housing and Urban Development (HUD), Transportation (DOT), and Environmental Protection Agency (EPA) have described livability as building the communities that help Americans live the lives they want to live. In order to achieve this, six principles of livability were developed including:

- Provide more transportation choices;
- Promote equitable, affordable housing;
- Enhance economic competitiveness;
- Support existing communities;
- Coordinate and leverage federal policies and investment; and
- Value communities and neighborhoods.

Source for Additional Information: http://www.sustainablecommunities.gov/index.html

Neighborhood Business District (NBD): A NBD is the contiguous placement of businesses on primary streets in the neighborhood that are reliant upon neighborhood residents, while also serving customers from other communities. Typically, NBDs are composed of retail stores, restaurants, personal services, and other similar "walk-in" customer-oriented businesses. These businesses and services are in a confined geographic area that makes the NBD unique, has visual impact, and their existence is important to the vitality of the neighborhood. There are 39 recognized NBDs in Cincinnati.

Source for Additional Information: http://www.choosecincy.com/services/Neighborhood_Business_District_Improvement_Program

NEP Neighborhoods: The Neighborhood Enhancement Program (NEP) is a 90-day collaborative effort between City departments, neighborhood residents and community organizations. The NEP focuses on developing neighborhood assets. Integrated service delivery includes:

- Concentrating building code enforcement
- Identifying and "cooling down" crime hot spots
- Cleaning up streets, sidewalks, and vacant lots
- Beautifying landscapes, streetscapes and public right of way
- Engaging property owners and residents to create and sustain a more livable neighborhood

The targeted areas are identified through an analysis of building code violations, vacant buildings, disorder and drug calls, drug arrests, as well as incidence of graffiti, junk autos, litter and weeds.

Source for Additional Information: http://www.cincinnati-oh.gov/community-development/neighborhood-development/nep/

NSP Neighborhoods: The Neighborhood Stabilization Program (NSP) was established by the federal government to stabilize communities that have suffered from foreclosures and abandonment. Within the City of Cincinnati, NSP funds are being used to redevelop foreclosed, abandoned and vacant residential properties and demolish condemned buildings after standard code enforcement activities have been exhausted. There have been three rounds of NSP neighborhoods.

Source for Additional Information: http://www.cincinnati-oh.gov/community-development/neighborhood-development/neighborhood-stabilization-program/

place matters Neighborhoods: place matters is a place-based investment pilot project seeking to achieve breakthrough change in several neighborhoods in Greater Cincinnati: Avondale and Price Hill within the City's boundaries.

Source for Additional Information: http://www.xavier.edu/communitybuilding/placematters/

Quality of Life: This often vague concept typically refers to the evaluation of the general well-being of individuals, communities, or societies as a whole. Indicators of quality of life may include, but are not limited to, wealth and employment, physical and mental health, education, recreation, freedom, human rights, happiness, and even social belonging.

Right-of-Way: The right-of-way is a portion of the public space that is generally used for transportation. Public streets, highways, strips of property owned by the public for providing utilities are all considered the right-of-way. There are policies related to the use of rights-of-way, as opposed to policies related to the use of private property. Right-of-way policies are intended to allow individuals to utilize public spaces while preserving the public interest. Right-of-way polices may regulate signage, traffic of pedestrians, bicycles, or automobiles, materials used in construction, street furniture, and public art.

Residential Use: A residential use is a land use category in which housing dominates. The zoning for residential uses is typically the most restrictive, often regulating lighting, sound levels, traffic patterns, and high-intensity uses for the safety and comfort of residents.

Smart Code: The Smart Code is a transect-based code, with the entire city or region divided into transects from urban to rural. Each of these transects have design guidelines that encourage the quality of life within that transect. For example, properties within the dense urban transect are encouraged to be developed at higher densities, public transportation is encouraged, minimal parking requirements or underground parking is encouraged. On the other hand, guidelines for properties in the rural area are designed to preserve the rural quality of life, and may include low density single-family housing, large lots, large setbacks etc.

Smart Codes allow for walkable and mixed-use neighborhoods, transportation options, conservation of open lands, local character, housing diversity, and vibrant downtowns.

Source for Additional Information: http://www.smartcodecentral.org/

Smart Grid: A smart grid generally refers to a class of technology people are using to bring utility electricity delivery systems into the 21st century, using computer-based remote control and automation. Smart grid technology means "computerizing" the electric utility grid. It includes adding two-way digital communication technology to devices associated with the grid. Each device on the network can be given sensors to gather data (power meters, voltage sensors, fault detectors, etc.), plus two-way digital communication between the device in the field and the utility's network operations center. A key feature of the smart grid is automation technology that lets the utility adjust and control each individual device or millions of devices from a central location.

Source for Additional Information: http://energy.gov/oe/technology-development/smart-grid

Strategic Program for Urban Revitalization (SPUR): The City has designated 16 underutilized sites with present or potential environmental contamination and has targeted them for redevelopment through the Strategic Program for Urban Revitalization (SPUR).

Source for Additional Information: http://www.choosecincy.com/services/brownfield_redevelopment

Subdivision Regulations: In general, Subdivision is the process for creating more than one smaller lot from one larger lot. The Rules and Regulations outline the process for subdivision including the required documentation and approval of appropriate government bodies. These processes are intended to ensure a unified pattern of development for an attractive, economical, and durable neighborhood. Subdivision is also limited by the Zoning Code, which identifies a minimum lot size for each zoning district.

The following is the definition of "subdivision" provided in the Rules and Regulations of the Cincinnati City Planning Commission for the Subdivision of Land (the "Rules and Regulations"):

As defined in Section 711.01 of the Ohio Revised Code, Subdivision is: (a) the division of any parcel of land shown as a unit or as contiguous units on the last preceding tax roll, into two or more parcels, sites, or lots, any one of which is less than five acres for the purpose, whether immediate or future, of transfer of ownership, provided, however, that the division or partition of land into parcels of more than five acres not involving any new streets or easements of access, and the sale or exchange of parcels between adjoining lot owners, where such sale or exchange does not create additional building sites, shall be exempted; or (b) the improvement of one or more parcels of land for residential, commercial or industrial structures or groups of structures involving the divisions or allocation of land for the opening, widening or extension of any street or streets, except private streets serving industrial structures; the division or allocation of land as open spaces for common use by owners, occupants or lease holders or as easements for the extension and maintenance of public sewer, water, storm drainage or other public utilities.

Transit Oriented Development (TOD): TOD's are compact, mixed-use areas located in close proximity (walkable/bikable distance) to a transit station. TOD's are designed to reduce the auto dependency within the community by providing amenities like housing, jobs, entertainment etc in close proximity to each other.
Source for Additional Information: http://fta.dot.gov/publications/publications_11007.html

Transfer of Development Rights (TDR): Transfer of Development Rights is a program commonly used by local governments to mitigate the economic impact of land use regulation. In this program, property owners who have agricultural or other low intensity zoning have the option of selling their development rights. Property owners in other zoning districts/selected zoning districts can then buy these development rights to develop their property at a higher intensity.

TDR allows communities to preserve the character of the neighborhood while allowing the property owners to recapture some of the lost economic value.

Source for Additional Information: http://government.cce.cornell.edu/doc/html/transfer%20of%20development%20rights%20programs.htm#Definition

Urban Design Overlay District (UDOD): A UDOD is special designation on the Zoning Map designed to protect and enhance the physical character of selected business districts that have adopted Urban Design Plans. The purpose is to prevent the deterioration of property and blighting conditions; encourage private investment, and ensure that infill development does not adversely affect the physical character of the area.
City Council may establish a UDOD for an area that within a Neighborhood Business District that has an Urban Design Plan.

When a UDOD is in place, the following permits are reviewed for compliance: signs, awnings, mechanical equipment and utilities, replacement windows, exterior renovation or alterations, eating and drinking establishments, as well as all new construction and demolition.

As of 2012, there are 14 UDODs in the City of Cincinnati. They are:
UD #1 - College Hill Business District
UD #2 - Clifton Business District
UD #3 - Hartwell Business District
UD #4 - Hyde Park Square Business District
UD #5 - Oakley Square Business District
UD #6 - University Village Business District
UD #7 - North Avondale along Reading Road
UD #8 - Mt. Washington Business District
UD #9 - Mt. Airy Business

District
UD #10 - Columbia-Tusculum Business District
UD #11 - Hyde Park East Business District
UD #12 - Mt. Lookout Square
UD #13 - Pleasant Ridge Business District
UD #14 – Kennedy Heights Business District

Source for Additional Information: Chapter 1437 Urban Design Overly District of the Cincinnati Zoning Code

Urban Growth Boundary: Urban Growth Boundary (UGO) is a line that separates urban areas from the rural areas. The UGB is designed on a long term basis, usually 20 years or more. UGB allows the community to preserve the valuable farm and rural area from the development pressures. Land use policies (zoning, density), infrastructure (roads, sewer, water), are all designed to retain the rural character of the properties beyond the UGB.

Source for Additional Information: http://www.greenbelt.org/

Visitability: This refers to the construction and renovation of residences to enable persons with mobility impairments to visit family, friends, and neighbors in their homes without undue obstacles such as steps or narrow doors. The hallmarks of visitability include one zero-step entrance to the house, main floor doors with a minimum of 32 inches clear passage, and access to at least one half bathroom on the main floor.

Sources for Additional Information: http://www.visitability.org/ http://www.cilo.net/ http://basis-records.rcc.org:8080/Webtop/ws/council/public/child/Blob/35798.pdf?rpp=-10&m=1&w=doc_no%3D%27201201129%27

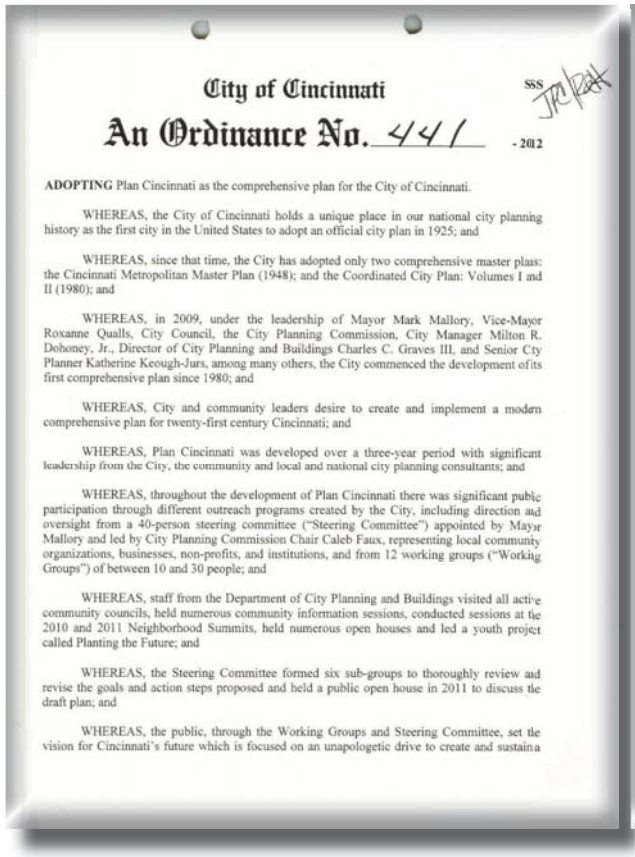
Walkability: While all of our residential neighborhoods have sidewalks and residents may be able to easily walk from house to house or around the neighborhood, a neighborhood is not considered truly walkable unless the neighborhood For a neighborhood center to be walkable, it is mostly based on character, but also takes into consideration availability of services and amenities, and building occupancy. Walkable Communities, Inc. describes walkability as communities that are thriving, livable, and sustainable, offering safe transportation choices and an improved quality of life.

Sources for Additional Information: http://www.walkscore.com/ http://www.walkable.org/ http://www.walklive.org/

Zoning Code: A Zoning Code is a tool used by government administrations to regulate the form of the built environment and use of land. There are various types of zoning regulations. Euclidean Zoning provides limited flexibility regarding use, but it mainly segregates land uses into specific geographic districts. Cincinnati currently employs traditional zoning. Form-Based Codes provide more flexibility in terms of permitted land use and offers more guidance with respect to the built environment. For example, Form-Based Codes may require a certain set-back, a range of allowable building heights, or even required architectural style. Cincinnati is currently exploring the possibility of implementing Form-Base Codes.

Source for Additional Information: http://library.municode.com/index.aspx?clientId=19996&stateId=35&stateName=Ohio

Ordinance



City of Cincinnati

SSS

An Ordinance No. 441 - 2012

ADOPTING Plan Cincinnati as the comprehensive plan for the City of Cincinnati.

WHEREAS, the City of Cincinnati holds a unique place in our national city planning history as the first city in the United States to adopt an official city plan in 1925; and

WHEREAS, since that time, the City has adopted only two comprehensive master plans: the Cincinnati Metropolitan Master Plan (1948); and the Coordinated City Plan: Volumes I and II (1980); and

WHEREAS, in 2009, under the leadership of Mayor Mark Mallory, Vice-Mayor Roxanne Qualls, City Council, the City Planning Commission, City Manager Milton R. Dohoney, Jr., Director of City Planning and Buildings Charles C. Graves III, and Senior City Planner Katherine Keough-Jurs, among many others, the City commenced the development of its first comprehensive plan since 1980; and

WHEREAS, City and community leaders desire to create and implement a modern comprehensive plan for twenty-first century Cincinnati; and

WHEREAS, Plan Cincinnati was developed over a three-year period with significant leadership from the City, the community and local and national city planning consultants; and

WHEREAS, throughout the development of Plan Cincinnati there was significant public participation through different outreach programs created by the City, including direction and oversight from a 40-person steering committee ("Steering Committee") appointed by Mayor Mallory and led by City Planning Commission Chair Caleb Faux, representing local community organizations, businesses, non-profits, and institutions, and from 12 working groups ("Working Groups") of between 10 and 30 people; and

WHEREAS, staff from the Department of City Planning and Buildings visited all active community councils, held numerous community information sessions, conducted sessions at the 2010 and 2011 Neighborhood Summits, held numerous open houses and led a youth project called Planting the Future; and

WHEREAS, the Steering Committee formed six sub-groups to thoroughly review and revise the goals and action steps proposed and held a public open house in 2011 to discuss the draft plan; and

WHEREAS, the public, through the Working Groups and Steering Committee, set the vision for Cincinnati's future which is focused on an unapologetic drive to create and sustain a thriving inclusive urban community where engaged people and memorable places are paramount, where creativity and innovation thrive and where local pride and confidence are contagious; and

WHEREAS, the following five initiative areas ("Initiative Area[s]") serve as the framework for Plan Cincinnati: (i) Compete: Be the pivotal economic force of the region; (ii) Connect: Bring people and places together; (iii) Live: Strengthen our magnetic city with energized people; (iv) Sustain: Steward resources and ensure long-term viability; and (v) Collaborate: Partner to reach our common goals; and

WHEREAS, within each Initiative Area there is a series of goals and steps and tasks to achieve them within approximately 10 years; and

WHEREAS, Plan Cincinnati contains strategies, each of which lists a series of current initiatives, including a non-exhaustive list of people and organizations that are working on activities and programs that meet the basic tenets of each strategy in Plan Cincinnati; and

WHEREAS, Plan Cincinnati contains a list of potential implementation partners, recognizing that the City cannot achieve its goals alone; and

WHEREAS, Plan Cincinnati contains eleven overall guiding policy principles: (i) increase our population; (ii) build on our assets; (iii) be recognized; (iv) be aggressive and strategic in future growth and development; (v) preserve or create a pedestrian-scaled city; (vi) spend public funds more strategically; (vii) develop a culture of health embodied by thriving residents; (viii) preserve our resources and facilitate sustainable development; (ix) strengthen community organizations; (x) lead by example to strengthen our region; and (xi) implement Plan Cincinnati; and

WHEREAS, there are four overall geographic principles that guide Plan Cincinnati and the implementation of its strategies, including the location of future investment and growth: (i) focus revitalization on existing centers of activity; (ii) link centers of activity with effective transportation for maximum accessibility; (iii) create new centers of activity where appropriate; and (iv) maximize industrial reinvestment in existing industrial areas; and

WHEREAS, Plan Cincinnati aims to lay out a strategy for Cincinnati to become more mixed-use and to be guided by a set of zoning and development regulations that are distinctive and progressive such as the form-based code; and

WHEREAS, the Steering Committee will be key to the successful implementation of Plan Cincinnati and will transition to an implementation committee ("Implementation Committee") with the addition of any necessary stakeholders; and

WHEREAS, the Implementation Committee will be tasked with determining the structure of implementation, and will work with City staff from all departments to solidify prioritization, timelines, partners, and potential funding sources; and

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WHEREAS, Plan Cincinnati will replace the Coordinated City Plan (1980) in its entirety as the official document guiding future planning and development in the City of Cincinnati and all future Neighborhood, NBD, Urban Renewal, Urban Design, Strategic, Area or Special Plans will be required to adhere to the goals and strategies set forth in Plan Cincinnati; and

WHEREAS, Plan Cincinnati was initially presented to the City Planning Commission on August 30, 2012, and was subsequently circulated to the public and the City Planning Commission for comments and has been revised based on those comments; and

WHEREAS, at its meeting on October 19, 2012, the City Planning Commission adopted Plan Cincinnati as the comprehensive plan for the City of Cincinnati and recommended it to City Council for adoption; now, therefore,

BE IT ORDAINED by the Council of the City of Cincinnati, State of Ohio:

Section 1. That Plan Cincinnati, attached hereto in its entirety as Exhibit "A," is hereby adopted as the comprehensive plan for the City of Cincinnati.

Section 2. That this ordinance shall take effect and be in force from and after the earliest period allowed by law.

Passed: November 21, 2012

Mayor

Attest: Clerk

CITY PLANNING COMMISSION
APPROVED
Oct. 19 2012
DIRECTOR OF CITY PLANNING

I HEREBY CERTIFY THAT ORDINANCE No. 441-12
WAS PUBLISHED IN THE CITY BULLETIN
IN ACCORDANCE WITH THE CHARTER ON 12-4-12
CLERK OF COUNCIL

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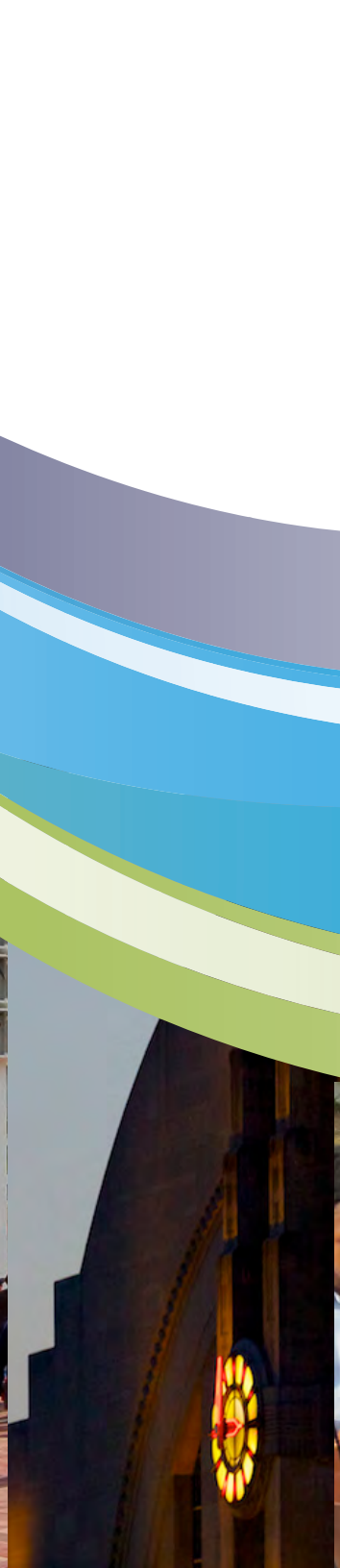
GREAT AMERICAN BALL PA
HAMILTON COUNTY WELCOMES YOU