

A large, stylized graphic on the left side of the page features a circular arrow pointing clockwise. The arrow is composed of several overlapping, semi-transparent shapes in shades of blue, grey, and green. The background is a light blue sky with a white cloud-like shape on the right side.

PLAN CINCINNATI

a comprehensive plan for the future

Intergovernmental Cooperation Existing Conditions Report Supplement September 28, 2010

Table of Contents

1 Purpose	3
2 Intergovernmental Cooperation -1925, 1948, 1980	5
3 Intergovernmental Cooperation	7
• Requested Definitions	
4 External Cooperation	11
• Regional Governing Bodies/Organizations	
• Existing Cooperative Efforts	
• Regional Plans	
• Other Plans for Local Jurisdictions	
5 Internal Cooperation	21
• Community Organizations	

List of Maps

Cincinnati and Surrounding Jurisdictions	7
Community Council Maps	23
Statistical Neighborhood Approximations	23

List of Figures

Kessler Plan	3
City of Cincinnati Table of Organization	20

Purpose

To our Working Group Members, and others interested in Plan Cincinnati:

This document is the second in a series of Existing Conditions Reports for Plan Cincinnati.

The information in this document is provided to give basic background information that is appropriate for use by the **Intergovernmental Cooperation** Working Group.

On September 2, 2010, we released the first Existing Conditions report, which was appropriate for use by all 12 Working Groups. This document is a supplement to that report, and others will be released that will focus on information and data that is needed for each Working Group.

All of the information and data provided is based not only on what was requested by individual Working Groups, but also the information that Planning Staff felt was necessary to provide so that

Working Group members had the background necessary to make good decisions. For that reason, not all pieces of information or data requested will be contained in these documents, and not everything contained was requested by a Working Group.

All Existing Conditions Reports released will be available to the public on our website: www.plancincinnati.org and we encourage you to review all of the Reports, not only those that pertain to your particular Working Group.

The maps in this and future documents may be scaled to fit the document, and are not appropriate for detailed viewing. All maps will be available to download in their original size on our website.

Thank you for your participation in Plan Cincinnati! We hope you enjoy this process of learning more about our City.



Source: 1907 Kessler Plan

Intergovernmental Cooperation in Past Comprehensive Plans

Cincinnati holds a prestigious position in the history of Planning in our nation. In 1925, Cincinnati was the first city in the United States to have a Comprehensive Plan approved by a City Council. Since that time, there have been only two other Comprehensive Plans - in 1948 and in 1980.

The following is an analysis of how each of these plans addresses Intergovernmental Cooperation.

Official Plan of the City of Cincinnati (1925)

In 1925, the Committee on the City Plan was formed from members of the City Council. Another group formed to watch over and guide the plan's development was the City Planning Commission. The Planning Commission was granted an exceptionally large amount of power by both the Ohio City Plan Enabling Act and the Cincinnati charter. To ensure coordination and make sure that there were no misunderstandings or overlaps, the Commission was to report to the Committee and the Council whenever a matter arose where the Planning Commission did not have exclusive jurisdiction. The City Planning Program was to be brought in front of every Council Committee, City Department and City Board that was affected by it to ensure complete coordination and communication.

The 1925 plan was considered metropolitan in scope, seeing as no city can really identify itself as a complete self-sustaining unit, socially or economically, within its arbitrary political boundaries. Therefore, Cincinnati had to plan in mind of the several satellite communities (Norwood, St. Bernard, Elmwood Place, Lockland, Wyoming, Reading, North College Hill, and Cheviot) and the developing unincorporated territory outside city limits to protect itself from negative development. To deal with such a situation, the city deemed it reasonable to form a cooperative Regional or County Plan Commission. Also taken into consideration was the annexation

of Norwood, Elmwood Place, and St. Bernard, as these satellites were almost completely surrounded by the city, and were greatly benefiting from Cincinnati's public improvements while contributing very little in return.

Cincinnati Metropolitan Master Plan (1948)

The Master Plan was prepared primarily by the City Planning Commission with active participation from other agencies from the municipal, county, state and national levels of government. All local municipalities were given an opportunity to participate in order that the planning program might have a broad base and official status. Continued cooperation and coordination between these groups was deemed vital to carry out the plan.

“Coordination at the regional level is very important, but also important is the education of the public. All citizens have their own special interests, and while it is inevitable that public interest will collide with private interests, it is necessary that the majority of the public is knowledgeable to have his or her say in the matter. The more communicated the plan is to the public, the more likely it is to be carried out effectively.”

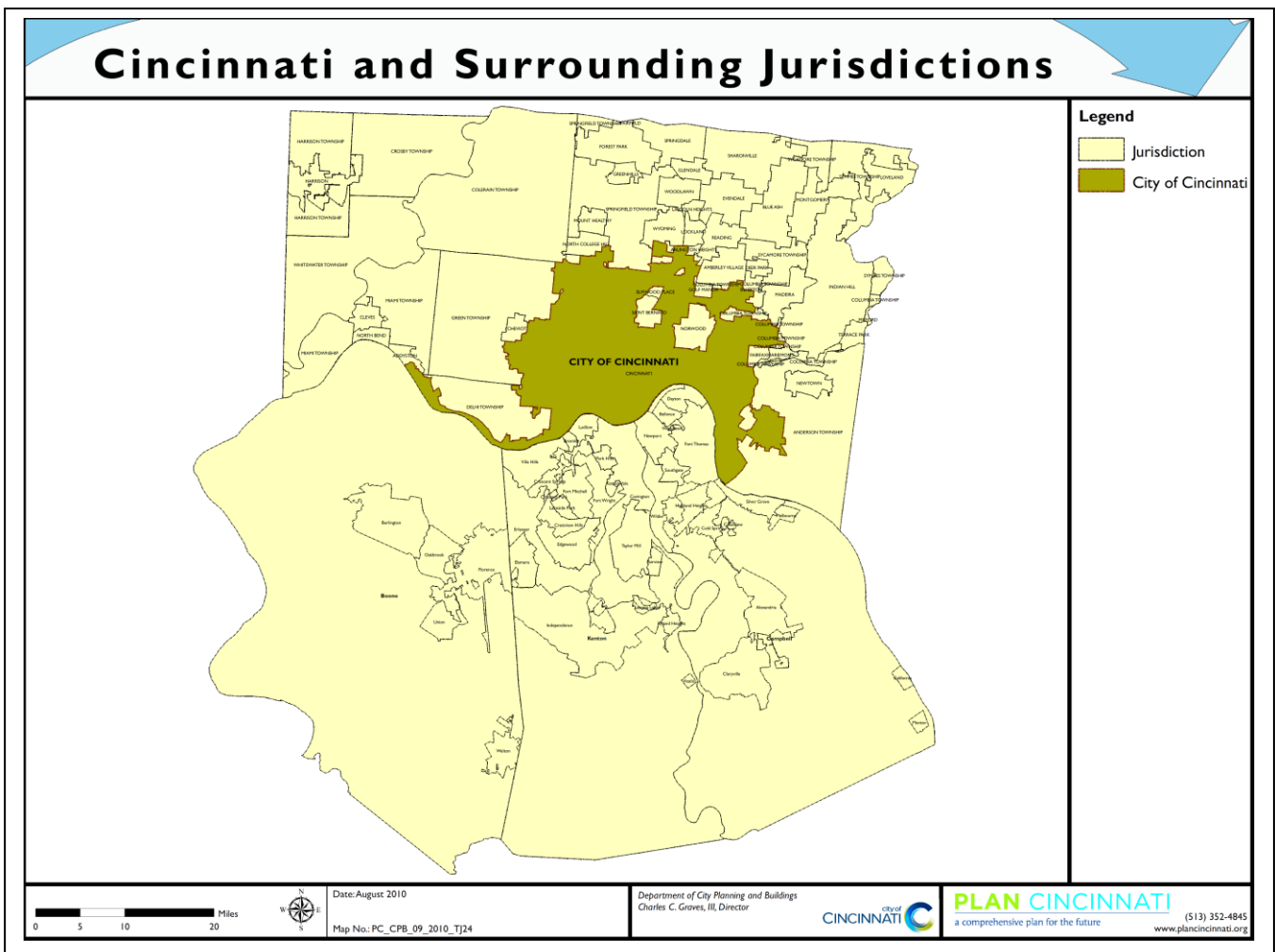
The Coordinated City Plan: Volumes I and II (1980)

As a member of the Ohio-Kentucky-Indiana-Regional Council of Governments (OKI), Cincinnati bases its transportation on a regional concept. OKI had noticed certain trends in and around Cincinnati: the then existing and proposed highways would soon be inadequate, public transit needed improvements to increase ridership, the energy crisis was calling for other modes of transit, and private automobiles were causing massive pollution problems. (See Transportation for more on OKI).

Intergovernmental Cooperation

Cincinnati is the largest city in our region, which is made up of the 14 counties in the Cincinnati-Hamilton, OH-KY-IN Consolidated Metropolitan Statistical Area (CMSA). With a population of nearly 2 million, the CMSA includes Hamilton County, where Cincinnati is located, as well as Brown, Butler, Clermont, and Warren in Ohio; Dearborn and Ohio in Indiana; and Boone, Campbell, Gallatin, Grant, Kenton, and Pendleton in Kentucky.

According to year 2000 Census data, the City's population was 331,285 (it was estimated to have increased to 333,013 as of July 1, 2009). In population, the City of Cincinnati is approximately 39% of Hamilton County's total year 2000 population of 845,303. However, at approximately 51,000 acres, the City of Cincinnati makes up only about 19% of Hamilton County's land area, which totals approximately 264,000 acres.



Requested Definitions

When discussing Intergovernmental Cooperation, a comment that always seems to arise is the need to consider Metrogov (also called Unigov) and Revenue Sharing. As a result, the following entries describe these techniques and give examples of where they have been used. **Inclusion in this document is not a recommendation for their use, it is simply meant to provide background on the subject.**

Metrogov or Unigov

Whether the intent is to encourage economic development, coordinate regional growth, or improve the delivery of services, several cities or regions across the country have adopted a metropolitan form of government over a traditional government structure. There are a number of different approaches to metropolitan or unified governance, but they all share common objectives.

Sometimes called “Unigov” or “Metrogov” this type of governance describes governmental reorganization where cities and townships in a county or region unify their government and combine or share resources and assets. This consolidation is undertaken to centralize responsibility for providing specific services and concentrate resources. Consolidation is done in order to simplify and expedite decision-making; reduce costs; improve the efficiency of projects, programs, and services; and improve accountability.

Metropolitan governance can take several different approaches.

A unified city-county government that merges governance regionally can be tailored to the specific needs of each metro area and may not necessarily consolidate every single service or function of local governments. It also may not incorporate nor include every municipality within the boundary of the county of region. This type of government has been implemented in:

- Indianapolis-Marion County, IN
- Nashville-Davidson County, TN
- Lexington-Fayette County, KY
- Jacksonville-Duval County, FL

- Columbus-Muskogee County, GA
- Miami-Dade County, FL
- Portland, OR
- Anchorage-Anchorage Borough, AK
- Louisville-Jefferson County, KY

In Indianapolis, Unigov was proposed in the late 1960s with consolidation in 1970. In order to support Unigov, a compromise was arranged; the cities of Beech Grove, Lawrence, Southport, and Speedway each maintained limited autonomy, with their own police forces, school systems, and mayors (except Speedway); in addition, fire service and school districts were maintained at their pre-Unigov borders, and some towns otherwise incorporated into the city were permitted to maintain independent police forces. Nevertheless, the excluded cities are also part of Indianapolis-Marion County and are thus represented within Unigov's legislative body, known as the City-County Council.

In Indianapolis, a strong mayor is elected countywide, 25 city-county councilmembers represent single member districts and four more are elected at-large. Six departments handle consolidated services: parks and recreation, street repair, street lighting, storm sewers, and public transportation. Several cities and towns within Marion County remain independent; county and township offices have been retained; and public education, taxes, and public safety are not consolidated under Unigov. The Marion County court system is not included in Unigov and some county officials and offices remain. Six municipal corporations also remain outside direct governance of the mayor and council: the Capital Improvements Board, the City-County Building Authority, the Health and Hospital Corporation of Marion County, the Indianapolis Airport Authority, the Indianapolis Public Transportation Corporation, and the Indianapolis-Marion County Public Library.

Indianapolis is just one example, as metropolitan governance may take other forms. Cities and suburbs or townships in some areas have cooperated or pooled resources on specific fronts while leaving other functions to individual local governments. Cities and suburbs of metro Minneapolis-St. Paul have merged their tax base

and have formed a legislative coalition to address economic and social issues as a region, including urban sprawl, economic growth, environmental preservation, diversity, financing public services, and citizen participation in government.

Montgomery County, Maryland maintains a unified school system and parks and planning commission and provides for low- and moderately-priced housing. The area's residents now exhibit a range of economic and racial diversity.

The Allegheny Regional Asset District was established in the Pittsburgh area in 1994 to identify regional assets and restructure the way they are financed, to reduce fiscal disparities between wealthy and poor communities, to foster regional cooperation, and to promote the assets of the region as a whole rather than of individual communities. The Regional Asset District more effectively provides for the maintenance of places like Pittsburgh's zoo than did previous funding methods. Now support for regional assets is drawn from the entire region.

Other areas that have adopted metropolitan governance have also tailored the scope and structure to the wants and needs of their citizens. Consolidated government in Miami-Dade both allowed cities to remain in existence and provided area-wide government to rectify disparities in service and tax levels in the area, better manage county services, and provide services to a rapidly-growing population of poor immigrants. Voters in Portland, Oregon decided upon the responsibilities of Metro, as the regional government there is called, including regional land use; transportation planning; solid waste disposal; and the operation of parks, zoos, and cultural and arts facilities.

Source: www.indygov.org;
www.toledobiz.com/Files/tbj_special_unigov01.htm
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Revenue Sharing

Regional or Inter-local revenue sharing may offer a solution in places where formal regional governance may not be possible. Revenue sharing allows for revenues from an established region's tax base to be allocated across municipalities based on population or other measures of need, and not

on the jurisdictional source of the revenue. Under this technique, all municipalities within an area can agree to share revenues from myriad tax bases under certain rules and considerations. However, public services may still be furnished at the local municipal level.

Revenue sharing may involve up to three different taxes: general sales taxes, property taxes, or business and occupation taxes. There are three different "pots" of revenue that are or have been redistributed: any incremental tax collections above the current baseline, tax collections generated by additional tax increases, or a negotiated share of current tax collections.

Advocates for revenue sharing assert that properly structured techniques can help to ameliorate the fiscal disparities that would otherwise exist across a region. Some cities and towns within a region or metropolitan area are bestowed with high property valuations and wealthy constituents. Similarly, some municipalities encounter a more challenging fiscal situation, facing lower property values and a higher need for public service provision than their neighbors. Fiscal disparities can be mitigated by redistributing public resources away from high capacity/low need municipalities to low capacity/high need ones.

Advocates also claim that revenue sharing can help reduce the intensity of fiscal competition between neighboring jurisdictions. Without the competition of the increased tax base, municipalities within a region will be less likely to make economic development decisions at the expense of their neighbors (for example, by encouraging large employers or retail establishments to move from one area within a region to another).

One of the most well-known revenue sharing programs in the country is the Twin Cities Fiscal Disparities Program. Since 1975, seven counties within the Minneapolis-St. Paul metropolitan area have agreed to share a portion of the property taxes generated by growth in their commercial and industrial property tax bases. Specifically, each jurisdiction computes 40 percent of the growth in the value of taxable commercial and industrial property. Each jurisdiction foregoes taxing this amount; instead it contributes the amount to the

base of a tax imposed collectively by the revenue sharing area. The rate of this area-wide tax equals the average rate of the contributing jurisdictions, weighted by each jurisdiction's contribution to the base.

The revenue generated by this tax is then redistributed among jurisdictions in inverse proportion to its aggregate per capita value of taxable property. As a result, the tax redistributes revenues from jurisdictions with relatively high tax capacities to those with relatively low capacities. While the program has been successful in lessening the revenue disparities encountered by municipal governments, some counter that the formula for redistributing revenues across jurisdictions also needs to take into account disparities in the cost of service provision.

Before consolidating in 2000 to be one political jurisdiction, the City of Louisville and Jefferson County, Kentucky shared revenue from occupational license fees imposed on wages and net profits.

Some consider the technique to be controversial. Perhaps this is because often the money is

redistributed based on a predetermined formula dependent on population, and so some localities will receive more taxes than they raised, and inversely some may not receive as much as they raised.

For instance, in Monroe County, New York, the county has provided a disproportionate share of its local-option sales tax revenues to the city of Rochester, New York, as the city's tax base declined. While revenue sharing helped the fiscal condition of the City of Rochester, Monroe County was left with unexpected revenue shortfalls.

Sources: New England Public Policy Center at the Federal Reserve of Boston - www.bos.frb.org/economic/neppc/; NAIOP, the Commercial Real Estate Development Association - www.naiop.org/governmentaffairs/growth/rtbrs.cfm; "Local Revenue-Sharing Methodologies." Prepared for Rural Resort Region, Colorado. BBC Research and Consulting. October 2001.

External Cooperation

According to Article I of the Charter of the City of Cincinnati “The city shall have all powers of local self-government and home rule and all other powers possible for a city to have under the constitution of the state of Ohio. The city shall have all powers that now are or hereafter may be granted to municipalities by the laws of the state of Ohio. All such powers shall be exercised in the manner prescribed in this charter, or if not prescribed herein, in such manner as shall be provided by ordinance of the council.”

Despite the powers of self-government, the City of Cincinnati, represented by its leadership and administration, has a responsibility to cooperate with other entities in the region, including surrounding villages, municipalities and townships; Hamilton County; other regional governing bodies; and surrounding counties and states.

Regional Governing Bodies / Organizations

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

OKI is a council of local governments, business organizations and community groups committed to developing collaborative strategies to improve the quality of life and the economic vitality of the region.

Formed in 1964, OKI has spent 46 years cultivating partnerships and alliances that range from the federal government to local councils. Its 117 members represent governmental, social and civic groups from nearly 200 communities in the eight-county, three-state region.

OKI works to solve interstate dilemmas, create far-reaching development plans, break through political bureaucracy, provide services to the public and advocate for federal funding.

OKI has final authority over all federal dollars spent on transportation in the region. Each year, OKI approves roughly \$40 million in funding for projects in the region.

While OKI’s primary mission has been transportation, OKI is not confined to just highways and pavement.

- Since federal transportation investments stimulate land use change, OKI developed a Fiscal Impact Analysis Model to give local governments a way to determine costs and benefits by analyzing the budgetary impacts of alternative land use scenarios.
- OKI’s Water Quality planning program involves work that enables wastewater treatment projects to obtain permits and promotes practices to reduce stormwater runoff and restore streams.
- OKI’s Clean Air Program is leading the fight for cleaner air in the region by bringing ozone and particulate matter pollution issues to the forefront of people’s minds.

Source: www.oki.org

Hamilton County

Hamilton County is made up of 49 separate jurisdictions and is lead by an elected three-person Board of County Commissioners.

While the City of Cincinnati provides certain services to its residents, the Hamilton County administration is responsible for providing services and fulfilling governmental functions to all of Hamilton County, including the City of Cincinnati. Such services and functions include but are not limited to:

- Auditor
- Courts
 - Appeals
 - Common Pleas
 - Court Reporters
 - Domestic Relations
 - Juvenile
 - Municipal
 - Probate
 - Probation
- Coroner
- Clerk of Courts

- Prosecutor
- Sheriff
- Treasurer
- Social Services
- Job and Family Services

Certain service providers, such as the Metropolitan Sewer District, Greater Cincinnati Water Works, and Enterprise Technology Solutions (previously known as the Regional Computer Center) are managed jointly between the City and the County.

Other jurisdictions in Hamilton County include:

Addyston
Amberley Village
Anderson Township
Arlington Heights
Blue Ash
Cheviot
Cincinnati
Clevs
Colerain Township
Columbia Township
Crosby Township
Deer Park
Delhi Township
Elmwood Place
Evendale
Fairfax
Fairfield
Forest Park
Glendale
Golf Manor
Green Township
Greenhills
Harrison
Harrison Township
Indian Hill
Lincoln Heights
Lockland
Loveland
Madeira
Mariemont
Miami Township
Milford
Montgomery
Mount Healthy
Newtown
North Bend
North College Hill

Norwood
Reading
Saint Bernard
Sharonville
Silverton
Springdale
Springfield Township
Sycamore Township
Symmes Township
Terrace Park
Whitewater Township
Woodlawn
Wyoming

Existing Cooperative Efforts

There are a number of cooperative efforts in which the City of Cincinnati already participates. Examples include:

Cincinnati Public School Facilities Master Plan

Cincinnati Public Schools (CPS) is in the process of implementing a 10-year \$1 billion Facilities Master Plan (FMP) that aims to renovate or newly construct approximately 60 schools in the district. CPS's implementation of the FMP is one of the largest building projects currently underway in Cincinnati, and it also presents a dynamic opportunity to catalyze renewal in many neighborhoods.

For this reason, City staff has been working with CPS staff in a coordinated effort since approximately 2000, when work began on the FMP. A team of designated City staff was assigned to work with CPS to ensure consistency in review and ascertain potential collaboration opportunities.

Implementation of the FMP is a long process, stretching over at least ten years, and perhaps enduring many instances of administrative turnover. Therefore, we have established a shared planning strategy to keep our efforts on track.

The goal is four-fold:

1. Articulate implications of CPS plans for related City investment;
2. Clarify opportunities and challenges, assumptions and expectations for all parties;

3. Enable appropriate Citywide budget and work planning in the near term and over the course of implementation;
4. Optimize effectiveness of CPS investment in revitalization of both schools and neighborhoods.

The City-CPS Team consists of City Staff on all levels who are involved in coordination with CPS in implementation of the FMP. The team represents Cincinnati Recreation Commission, City Planning and Buildings, Transportation and Engineering, Police, Fire, Cincinnati Water Works, and MSD. It is imperative for the City Team to present a common vision in communication with CPS. In order to accomplish this, the City Team regularly communicates. Quarterly meetings with CPS were held from 2000 – 2004 as the FMP took shape. Team meetings with CPS representatives are now held on an as-needed basis. Individual Department meetings with CPS have been ongoing and plan to continue. The City's Pre-development Conferences have been particularly helpful in troubleshooting issues related to specific schools as they work through the design process.

Government Cooperation and Efficiency Project (GCEP)

The purpose of GCEP is to help local communities improve service delivery and control costs through cross-jurisdictional cooperation, sharing of services, and possible service delivery consolidation. It also seeks to provide a mechanism to support local governments in voluntarily identifying ways to reduce costs and retain or improve service through service delivery integration. Ultimately, GCEP is looking to create government service efficiencies that enable our community to be competitive with other communities in the global marketplace while retaining each jurisdiction's political autonomy.

The Green Partnership for Greater Cincinnati

The Green Partnership for Greater Cincinnati (GPGC) is a collaboration between five major regional institutions: City of Cincinnati, Hamilton County, Cincinnati Public Schools, University of Cincinnati and Duke Energy. The partnership's goal is to encourage and support efforts that will measurably improve environmental performance,

save money for the GPGC partners, and demonstrate commitment and leadership to the Greater Cincinnati community.

Together the GPGC partners employ and educate tens of thousands of people, operate thousands of buildings and motor vehicles, and manage tens of thousands of acres of land. All five institutions already engage in a broad range of environmental programs, and each institution has specific expertise and resources in such areas as education, energy efficiency and recycling. GPGC has formed project teams comprised of employees from all of the partners to address eight priorities that will increase the sustainability of the partner organizations.

These priorities are:

- Communication and outreach
- Comprehensive recycling initiative
- Green buildings and energy use reduction
- Use of mass transit and alternative transportation options
- Environmentally preferred purchasing
- Comprehensive environmental education
- Fleet vehicle options
- Land and water management best practices

Each team will develop specific projects to be implemented over the next 1-3 years. These projects will apply directly to the operations, programs and facilities owned and managed by the partner institutions. More than 100 people from the partner organizations helped set the project agenda and develop the specific team objectives to be shared at the partnership launch.

Project I—Mass Transit and Alternative Transportation Options

This project will encourage a partner coordinated approach to mass transit and alternative transportation use by partner employees and students (and others). Partners will combine efforts to evaluate programs and will work with SORTA to increase ridership and make easy use options readily available.

Project II—Communication and Outreach
Efforts for this project are targeted at GPGC communications both internally and externally.

Internally the purpose will be to develop a structure that promotes easy communication among the members of each project team, among the various teams and between the teams and the steering committee.

Project III—Comprehensive Recycling Initiative
This project will develop specific goals and targets for improving waste diversion within the partner institutions through coordinated efforts and better use of existing resources. The efforts will be focused on ways to improve compliance, more efficiently manage and collect recyclables, improve program targets at difficult-to-recycle materials, promote reuse of surplus equipment and supplies, and divert waste streams to more productive uses.

Project IV—Green Buildings/Energy Reduction
The purpose of this project is to encourage and support partner efforts to improve energy efficiency and performance of buildings currently in the partner inventory, most of which are older and were built when different standards were applicable. The focus will be on professional level audits, scaled up meet the ambitious requirements of climate changes initiatives.

Project V—Environmentally Preferred Purchasing
This project will encourage and support green purchasing efforts of the partners by taking advantage of economies of scale, effective information sharing and education about acquisition and use of green products and services.

Project VI—Comprehensive Environmental Education
This project will link partner interests and resources to help the environmental educators both within the schools and in allied programs.

Project VII—Fleet Vehicle Options
This will be tightly targeted initiative to accelerate the greening of partner fleets and internal fleet/transportation polities. Partner climate change commitments require serious evaluations of fleets and vehicle/transportation choices and conversion to greener options whenever feasible. Policies governing use of fleets can also have impact and reduce fossil fuel use.

Project VIII—Land and Water Management Best Practices

Partners will work with the Metropolitan Sewer District of Greater Cincinnati (MSDGC), the Hamilton County soil Conservation Service and others to implement storm water best practices on public and other lands owned or managed by the partners, especially focused on reducing storm water impacts that contribute to combined and separate sewer overflows.

First Suburbs Consortium of Southwest Ohio (FSC-SW)

This is an association of elected and appointed officials representing 26 communities and over 200,000 residents in Hamilton County. FSC-SW is working toward revitalization and reinvestment in older suburban communities across the County. The Consortium advocates public policies that do not create disposable communities, balanced investments in new and existing infrastructure, maintenance and enhancement of the tax base, and creation of redevelopment opportunities.

Center for Local Government

The ultimate mission of the Center for Local Government is to improve public service delivery by the cities, townships, and villages in the Greater Cincinnati metropolitan area, especially among its member jurisdictions, through improved information exchange, cost reductions, shared resources, inter-jurisdictional collaboration, and new approaches to capital equipment and skills acquisition. The Center has many goals that include becoming a leader in inter-jurisdictional cooperation, assist in achieving cost reductions, and develop and maintain a network of external resources for member jurisdictions.

Hamilton County Planning Partnership

This is a collaborative initiative of the Hamilton County Regional Planning Commission that is open to all political jurisdictions in the County as well to affiliate members in the public, private, and civic sectors. The Partnership is an advisory board that works to harness the collective energy and vision of its members to effectively plan for the future of the County. Generally, the Partnership takes a long-range, comprehensive approach to planning, working to build a community that works for families, businesses, and the region.

Metropolitan Area Religious Coalition of Cincinnati (MARCC)

This coalition is made up of Judicatories (local, decision-making bodies of national denominations). They are made up of 17 Jewish, Greek Orthodox, Roman Catholic, Muslim, and Protestant Judicatories and work together on a few, agreed-upon, local social Concerns to make life better for people in the Greater Cincinnati area.

The AMOS Project

The Amos Project is a group of congregations committed to living out their faith through public action. Goals of the Project include developing and supporting at least five core leaders within each congregation, conducting local trainings, and holding public meetings with community leaders to creation action on important issues.

United Way of Greater Cincinnati

United Way works to advance the common ground by focusing on the building blocks for a better life – education, income, and health. The vision is that the Greater Cincinnati region is a vital and caring community where children are prepared for kindergarten, youth succeed in school and in life, families and individuals achieve economic stability, and all people enjoy good health and maximum self-sufficiency. The mission is the become a leader and community catalyst mobilizing the caring power of individuals and organizations to help people measurably improve their lives. Regional partnerships are key in creating synergy and sharing success. United Way of Greater Cincinnati recognizes the value of agency and community partnerships and has a wide list of community partners that provide services in the areas of education, income, and health (including, but not limited to, American Cancer Society, American Red Cross, Big Brothers Big Sisters, Emanuel Community Center, Freestore Foodbank, place matters, Talbert House, YMCA, and YWCA).

Xavier University Community Building Institute (CBI)

CBI focuses on asset-based community planning that promotes development that is driven by the community rather than by outside agencies. They emphasize the community's existing physical assets

and the passion of its residents rather than simply constructing buildings and fixing problems. CBI specializes in the facilitation of long-term neighborhood projects that are designed to bring about measurable community transformation.

State of Ohio

The State has a Cooperative Purchasing Program that offers Ohio counties, townships, municipalities, school districts, public libraries, regional park districts, and other political subdivisions the benefits and costs savings of buying goods and services through state contracts.

Urban League of Greater Cincinnati

The mission of the Urban League is to eliminate the barriers of racism and level the playing field for all African Americans and others at risk by promoting their economic self-sufficiency and entrepreneurship through effective leadership in the areas of comprehensive employment, youth and family development, and advocacy. The Urban League collaborates with many local, regional, and national partners (such as Agenda 360 and Cincinnati Public Media) to deliver effective programs.

Regional Plans

The City of Cincinnati, as the largest City in our metropolitan area, is committed to the implementation of all regional plans approved or recognized by City Planning Commission or City Council. The creation of Plan Cincinnati is one way that the City fulfills its responsibility to these regional planning efforts. The Goals and Action Steps created through Plan Cincinnati aim to be consistent with the overall goals and recommendations of the regional plans.

Hamilton County Community COMPASS (2001)

Community COMPASS is a Collective Vision for Hamilton County – the first since 1964. The planning process led by the Planning Partnership, an alliance of governments and planning commissions in Hamilton County, as well as civic and private sector organizations engaged in planning in Hamilton County. It seeks to strategically address mutual goals related to physical, economic, and

social issues among the 49 communities within Hamilton County over the next 20 to 30 years.

The four goals are:

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

Plan Recommendations focus on:

- Civic engagement and social capital
- Community services
- Culture and recreation
- Economy and labor force
- Education
- Environment
- Environmental and social justice
- Governance
- Health and human services
- Housing
- Land use and development framework
- Mobility

The Community COMPASS Steering Team developed 30 different initiatives and related strategies for realizing the Core Goals and Vision for Hamilton County's Future.

The **2030 Plan and Implementation Framework** is a long-term effort, with public and private input continuing, and final decisions resting with the 49 separate jurisdictions represented in the process, and with the Hamilton County Board of Commissioners.

Additional information can be found at:
www.communitycompass.org

OKI Strategic Regional Policy Plan (2005)

Ohio-Kentucky-Indiana (OKI) Regional Council of Governments developed a Strategic Regional Policy Plan (SRPP), "Where Do We Grow From Here?" a 20-year vision for regional vitality, sustainability, and competitiveness, focusing on the connection between land use and transportation.

Four questions are addressed in the SRPP:

- Where are we as a region?
- Where are we going given current trends?
- Where do we want to go?
- How do we get there?

Six strategic subject areas were selected to guide and focus planning efforts to achieve the overall regional vision:

- Housing
- Transportation
- Land Use
- Public Facilities and Services
- Natural Systems
- Economic Development

Each subject includes an overview, a goal, trends and conditions, and objectives. The SRPP recognizes and recommends policy based upon the understanding that strategic regional issues are best approached through coordinated actions that consider inherent linkages, such as the connection between housing and workforce opportunities or land use and transportation. This plan serves as the foundation for an integrated approach to community planning in the Greater Cincinnati region.

Additional information can be found at:
<http://www.oki.org/landuse/srpp.html>

OKI 2030 Transportation Plan (2008 Update)

Ohio-Kentucky-Indiana (OKI) Regional Council of Governments updates their 2030 Regional Transportation Plan every four years. The last update was performed in 2008. The region includes eight counties in the three states, including Hamilton, Clermont, Butler, and Warren Counties in Ohio; Kenton, Campbell, and Boone Counties in Kentucky; and Dearborn County in Indiana. The OKI 2030 Transportation Plan is a long-range plan focused on nine overarching goals to improve the existing and future transportation needs of our region:

- Improve travel safety
- Improve accessibility and mobility options for people and goods
- Protect and enhance the environment
- Enhance the integration and connectivity of the transportation system
- Promote efficient system management and operation
- Emphasize the preservation of the existing transportation system

- Support economic vitality
- Consider regional security
- Strengthen the connection between infrastructure and land use

The plan includes specific objectives to reach each goal. Other considerations in the plan include public participation, demographics of the region, safety, regional security, congestion management, roadways, bus and rail transit, Intelligent Transportation System (ITS), freight, bicycle and pedestrian travel, other travel mode alternatives, corridor and planning studies, transportation improvements financing, and an economic, social, and environmental impacts assessment.

Additional information can be found at:
<http://www.oki.org/transportation/2030plan.html>

Agenda 360 (2008)

Agenda 360 is the regional action plan led by the Cincinnati USA Regional Chamber. It is designed to transform the region into a leading metropolitan region for talent, jobs and economic opportunity by the year 2020. Agenda 360 has three overarching goals:

- Keep talented workers in the region and attract new ones (defined as having 150,000 or more 20-34 year old workers)
- Grow new jobs and retain existing jobs (defined as 200,000 new jobs)
- Provide economic opportunity and chance for a good quality of life for everyone who calls the region home (defined as an income of 200% above the poverty level for all households)

While Agenda 360 was designed to look at the issues facing Southwest Ohio, it recognizes that the entire 15-county metropolitan region shares common traits and challenges. The Agenda 360 organizers began with the framework of Northern Kentucky's Vision 2015 growth plan as a foundation to ensure the two plans would be closely aligned. Developing a shared agenda is a novel approach to regional civic leadership, and it includes a strong emphasis on action, including key measurements for each of its Priority Areas:

- Business Growth
- Government Collaboration

- Inclusion
- Quality Workforce
- Quality Place
- Transportation

Government Collaboration is one of the six priorities for action. According to Agenda 360, our public officials have two main objectives: to Speak in a unified voice, and Share resources.

Agenda 360 has 3 strategies for better Government Collaboration:

Expand Shared Services and Practices through initiatives such as the Government Cooperation and Efficiency Project, which encourages local communities share operations and maintenance, thereby combining purchasing power

Increase Regional Leadership Capacity through Leadership 360, an Annual leadership opportunity for elected and appointed officials

Exploring Multi-Jurisdictional Revenue Sharing through Business Outreach Protocol, a “Courtesy Pact” among local government leaders

Additional information can be found at:
www.agenda360.org

Other Plans for Local Jurisdictions

Hamilton County Planning Partnership is an excellent source for an inventory of adopted plans and zoning codes for the other communities in Hamilton County. The list is located at the following:

http://www.communitycompass.org/2030/reports/17_x3.pdf

The Plan Cincinnati website, www.plancincinnati.org, also has links to the full copies of recent plans from the following local communities:

Amberley Village
Anderson Township
Cheviot
Colerain Township
Columbia Township

Fairfax
Golf Manor
Madeira
Norwood
Silverton
Springfield Township
St. Bernard
Sycamore Township
Wyoming

Cincinnati's Sister Cities Program

The International Sister City program, created by President Eisenhower with a mission to promote mutual understanding, has expanded to include a full range of exchanges and benefits between two cities. An agreement signed by the Mayors of participating cities formalizes the relationship and although government is a sponsor, it is the citizens that benefit. Sister City relationships are strong exchanges built upon friendships which start with a cultural or educational base. That foundation helps develop links to economic development, tourism, arts and community development.

In the belief that developing partnerships with international cities will benefit the citizens of Cincinnati, our local sister city program focuses on connecting people internationally to build cultural and economic bridges.

The City of Cincinnati partnered with its first Sister City, Liuzhou, China, in 1988, and the other six quickly followed. By 1994, Cincinnati had seven international sister cities, Liuzhou, China (1988); Gifu, Japan (1988); Kharkiv, Ukraine (1989); Munich, Germany (1989); Harare, Zimbabwe (1990); Nancy, France (1991); and Taipei-Hsien, Taiwan (1994.) All of the cities are important centers of culture, industry, and education and noted for their scenic landscapes or historic architecture.

The Office of the Mayor, the City of Cincinnati, and the OKI Sister City Coalition support Cincinnati's interaction with these cities. Additionally, each Sister City has its own committee or association, which is directly responsible for the partnership by organizing its membership, budget, programs, activities, and visits. The Sister City committees and associations

organize exchanges that include education, culture, science, commerce, and government.

The OKI Sister Cities Coalition acts as a liaison between the Office of the Mayor, City Hall and Cincinnati's Sister City organizations, and is a resource for implementing programs and exchanges.

Cincinnati's Sister Cities are:

Liuzhou, China

Became a Sister City: May 5, 1988

Population: 3,545,500

Land Area: 7,211 miles²

Distance from Fountain Square: 7968 mi

Located on the banks of the winding Liu River in the Guangxi Province, this prosperous cultural and industrial city of 1.4 million is located in Southern China. Founded 2100 years ago, Liuzhou is known for its beautiful landscapes that have inspired Chinese artists since 1700 BC. Caves and gnarly stones, karsts and hills are complemented by numerous archeological sites. Its national parks feature architectural displays characteristic of structures built by China's minority inhabitants.

Nancy, France

Became a Sister City: June 24, 1991

Population: 105,400

Land Area: 6 miles²

Distance from Fountain Square: 4299 mi

Nancy is a testament to the glory of its rich history. Acclaimed as the triumph of 18th century architecture, the magnificent Place Stanislas (the public square) offers a glimpse of Nancy's prominence. One is also surrounded by the beginnings of the modern art form, Art Nouveau, and world famous Daum glassware is common throughout the city.

Munich, Germany

Became a Sister City: 1989

Population: 1,259,000

Land Area: 120 miles²

Distance from Fountain Square: 4532 mi

Munich offers a wealth of beautiful parks and castles including the Englischer Garten, Botanical

Gardens and Stadium, Zoo Hellabrunn, the Residenz, Schloss Nymphenburg and Herrenchiemsee. King Ludwig II built his fabulous residences Linderhof and Neuschwanstein. The Neues and Altes Rathaus (city hall) define two sides of Marienplatz, the central plaza where visitors enjoy a historic Glockenspiel. For a taste of traditional entertainment, try the Viktualienmarkt and Hofbrauhaus. Munich's tradition of Oktoberfest, nearly two centuries old, was originally a marriage celebration of Crown Prince Ludwig to Therese von Sachsen-Hildburghausen.

Cincinnati's Tyler Davidson Fountain was designed and fabricated in Munich, arriving in 1871 as a gift to the city from Cincinnati Henry Probasco.

Gifu, Japan

Became a Sister City: May 11, 1988

Population: 413,099

Land Area: 203 miles²

Distance from Fountain Square: 6659 mi

Gifu city has a population of 413,070 and is located in central Japan on the island of Honshu. Gifu City is home to natural beauties, rich cultural traditions, modern shops and restaurants and famous hot springs. The region features the famous Nagara River, known for its especially clear waters, which flow through the heart of the city. Gifu is also known for Mt. Kinka, which rises above the heart of the city crowned Gifu Castle, which dates to the 13th century. Gifu City is most famous for its 1300-year-old cormorant fishing tradition, which uses the birds to catch fish attracting thousands of tourists each year.

If you visit the Twin Lakes in Eden Park, you will discover the statue of a cormorant fisherman adjacent to beautiful flowering cherry trees.

Taipei-Hsien, Taiwan

Became a Sister City: September 12, 1994

Population: 3,794,927

Land Area: 793 miles²

Distance from Fountain Square: 7704 mi

Taipei-Hsien includes 10 cities, 4 towns, and 15 townships. It is the northernmost county in Taiwan. It is adjacent to Keelung City, Taipei City (the capital of Taiwan), Taoyuan County, and Ilan County. The Danshuei River runs through Taipei-Hsien. Taipei-Hsien has a tropical monsoon climate, which means that it is characterized by high temperature and humidity, and massive rainfall in the summers.

Kharkiv, Ukraine

Became a Sister City: 1989

Population: 1,461,000

Land Area: 120 miles²

Distance from Fountain Square: 5315 mi

From 1919 -1934, Kharkiv served as the capital of Soviet Ukraine, and is now Ukraine's second largest city with 1.6 million inhabitants. A major cultural, educational and industrial center, Kharkiv features 23 institutions of higher education and numerous theatres, museums, churches, cathedrals, parks and gardens. A well-known example of Ukrainian folk art is the pysanky - finely detailed decorated Easter eggs in bright contrasting colors using the wax and dye method.

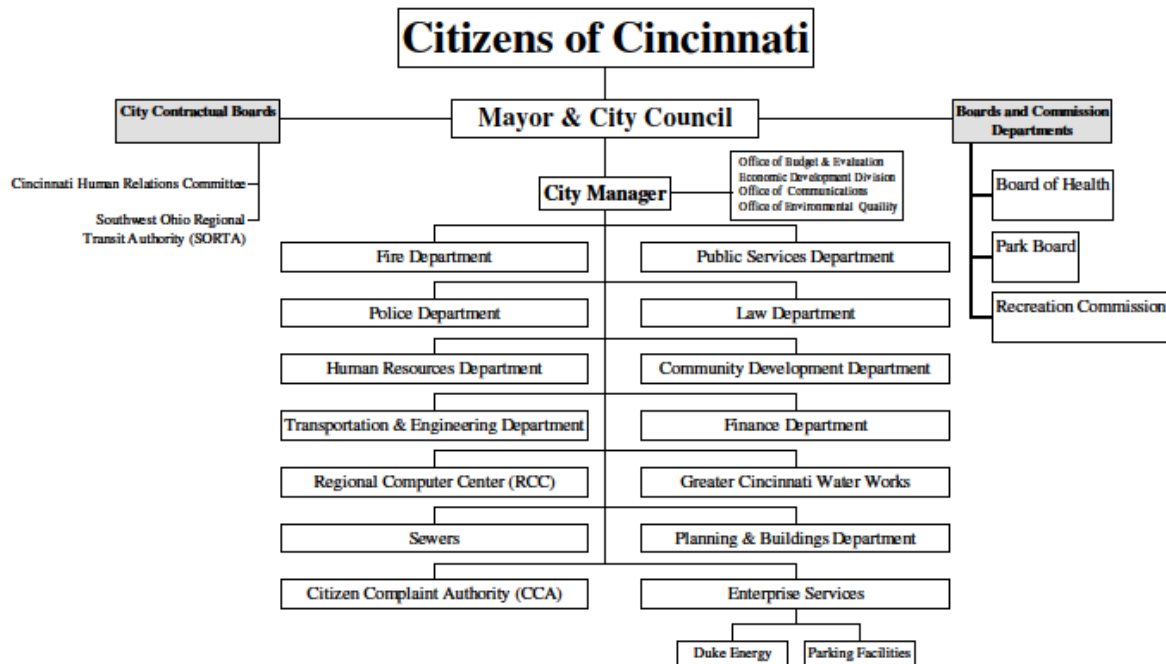
Kharkiv is home to Gorky Park, Kharkiv Historical Museum, Shevchenko Park, Kharkiv Art Museum, the Uspensky Cathedral, and the Cathedral of the Holy Protectress.

Source: www.cincinnati-sistercity.org

Internal Cooperation

The City of Cincinnati is governed by a Mayor and nine elected members of City Council. However, the day-to-day operation of the City is the

responsibility of the City Manager, who oversees 17 departments and approximately 6,500 employees.



The City provides many basic services to the citizens of Cincinnati, including fire and police protection, solid waste management, recreational activities, greenspace management, community and economic development, water and sewer management, and maintenance of the public infrastructure.

Although there is a large list of City Departments, they must cooperate internally to be as efficient as possible in the delivery of city services to its residents. For instance, the Department of City Planning and Buildings often works with various other departments on projects for the public,

including but not limited to development projects and neighborhood planning.

Community Organizations

The City does not work alone in its efforts to revitalize neighborhoods; it also calls upon citizens who live and work in our neighborhoods to play several important roles.

Community Councils

Cincinnati has 52 recognized neighborhoods. Each neighborhood has the opportunity to form its own Community Council, which is a separately charter

non-profit organization, registered with the Ohio Secretary of State. These bodies are recognized by the City of Cincinnati as the voice of the residents in each neighborhood. Community Councils meet regularly, often on a monthly basis, to make decisions related to their neighborhoods. They are also an efficient way of informing the City of what their neighborhood's priorities are.

Neighborhood Business District (NBD) Associations

There are 34 recognized NBDs in the City of Cincinnati. An NBD is a contiguous placement of commercial uses on primary streets in a neighborhood that is reliant upon residents and also serves customers from other communities. They are typically comprised of retail, restaurants, personal services, and more. They help to define the unique character of their neighborhood and are critically important to the visual impact of the neighborhood and to the maintenance and revitalization of the neighborhood. The NBD Associations make up a group called the Cincinnati Neighborhood Business Districts United (CNBDU).

Cincinnati Neighborhood Business Districts United (CNBDU)

The focus of CNBDU is job retention/creation and the revitalization, stabilization, conversion, growth, and developmental needs of neighborhood business districts in Cincinnati. CNBDU assists NBDs in planning and defining redevelopment efforts through volunteer technical assistance and by providing recommendations to the City of Cincinnati regarding funding of development projects in the NBDs. It is a coalition of volunteer business owners representing about 34 business districts in the City.

Community Development Corporations (CDCs)

Community Development Corporations (CDCs) are housing service providers, financial institutions, community resources, and committed individuals. They work to revitalize communities through

CDCs and Community Urban Redevelopment Corporations and pull resources from around the area to provide a variety of housing, strong commercial districts, arts, and open spaces for all their residents.

Statistical Neighborhood Approximations (SNAs)

Although Cincinnati is known for having 52 Neighborhoods, and 52 corresponding Community Councils, when analyzing demographic data the City uses a list of 48 areas called Statistical Neighborhood Approximations (SNAs). This system, adopted by the Cincinnati City Planning Commission, distributes the 116 census tracts or partial tracts within Cincinnati's City Limits into 48 statistical areas that can be used for data collection, research, and planning.

The census tract is the basic unit of information available from the U.S. Census Bureau. Many types of data are collected using this basic geographic element, making it possible to collect data by SNA over time, going back as far as 1900, to show community trends and change. For this reason, through the year 2000 Census all SNAs correspond exactly to census tract boundaries. While some SNAs are comprised of one census tract, most combine several tracts to delineate a statistical neighborhood.

The number of SNAs has changed and increased over the years to reflect not only the creation of new census tracts, but also to more accurately reflect the number of active Community Councils in the City. For example, in the 1960s through 1980s there were only 44 SNAs. For 2000 data there are 48 SNAs.

The 2010 Census was completed just recently, and the data is not expected to be released until early 2011. As soon as that data is available we will conduct an analysis, adjust the maps if necessary, and release the data to Plan Cincinnati Working Groups and public at large.

