

Report of the Process and Results  
associated with developing the Going  
Places Implementation Tools, November  
2012–April 2014

# Going Places Implementation Tools Final Report

May 27, 2014

For the Miami Valley Regional  
Planning Commission

By Wise Economy Workshop, LLC

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## I. Introduction

*Going Places*—An Integrated Land Use Vision for the Miami Valley Region, completed the last component of a three-phase planning process with the development of a regional land use plan. The main component of this plan is a set of Implementation Tools. Beginning in November 2012, a seventeen-month consensus-driven process involving the *Going Places* Steering Committee (SC) and Planning Advisory Committee (PAC) was carried out with assistance from the consultant, Wise Economy Workshop (Consulting Team). The final recommendation of eleven Implementation Tools was approved by the Miami Valley Regional Planning Commission (MVRPC) Board of Directors at its April 3, 2014 meeting.

This report summarizes the planning process followed, presents the content of eleven implementation tools, and the next steps MVRPC intends to follow in the future.

## MVRPC Overview

Founded upon the principles of regional collaboration, cooperation, and consensus building, MVRPC serves as the common ground where area partners come together to work toward a shared vision across the region. MVRPC is a voluntary association of numerous local governments and non-governmental organizations surrounding Dayton, Ohio. These organizations use MVRPC as a forum and resource where regional partners identify priorities, develop public policy and implement collaborative strategies to improve the quality of life and economic vitality throughout the Miami Valley. MVRPC performs various regional planning activities, including air quality, water quality, transportation, land use, research, and GIS.

The MVRPC Strategic Plan directs the agency's mission and goals for the purpose of developing and implementing innovative and sustainable strategies that enhance the Region's quality of life and economic vitality. The four goals are:

- REGIONAL STEWARDSHIP—Think regionally while discussing and making decisions on issues that affect the Miami Valley Region. Our members collaborate on regional topics that improve service delivery and quality of life in our communities.
- VIBRANT COMMUNITIES—Leverage the considerable resources of the Miami Valley Region, public and private funding to nurture and enhance our Region as well as our communities.
- PARTNERSHIPS—Partner with business, civic, and governmental organizations and jurisdictions resulting in relationships and synergies leading to shared initiatives and engagement.
- SUSTAINABLE SOLUTIONS AND ENVIRONMENT—MVRPC will focus on preserving and enhancing the valuable ecosystem services that benefit the residents of the Miami Valley Region.

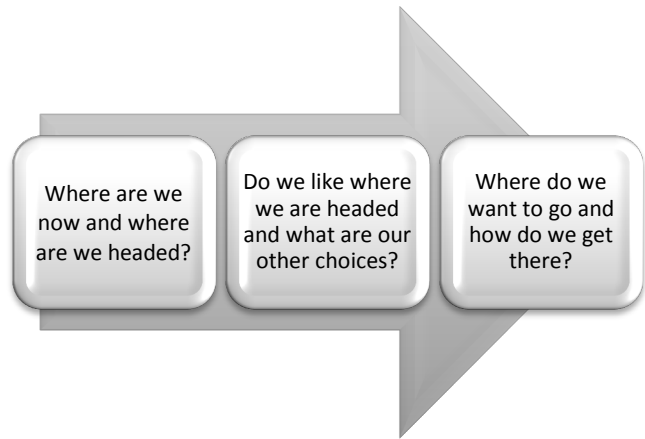
## About *Going Places*

We live, work and play regionally and through *Going Places* we plan regionally. We seek to offer more as a region in order for each community to prosper. MVRPC's Board of Directors recognized the need for and importance of developing a regional plan to serve as a resource and guide to assist in local land use

planning and decision-making processes. This led to *Going Places*, a regional land use planning initiative in 2007.

Working with the Steering Committee and Planning Advisory Committee (collectively, the “Committees”) appointed by the Board of Directors, *Going Places* answered three questions as shown in the diagram.

MVRPC has documented where the region is now through multiple studies and assessments. Community members, businesses, local governments and organizations across the region were asked to share what they want this region to look like in the future. The input gathered led to the identification of a regional vision. This vision is the Concentrated Development Vision.



### **Vision + Needs = Implementation Tools**

Upon the endorsement of *Going Places’* Concentrated Development Vision in April of 2012, the MVRPC Board of Directors hired a consultant, Wise Economy Workshop, to assist the Committees (see Appendix A for full list of committee members) in the development of a plan that consists of a set of Implementation Tools.

Since April 2013, the Committees were engaged in a consensus-driven process to identify and evaluate a series of Implementation Tools that would address the needs of local governments and other organizations in the region and facilitate the implementation of the Concentrated Development Vision while taking into consideration MVRPC’s mission, staff expertise and capacity.

The four guiding principles of the Concentrated Development Vision are:

- Build on the region’s many *assets*.
- Maximize the use of existing *infrastructure*.
- *Preservation* of agricultural land and open space, upon agreement by the property owner.
- Encourage community *connection and cooperation*.

The Committees were asked what has been missing and what is needed in the future to plan with a regional perspective and support the region’s vision. Three priorities that emerged as overarching themes for local needs are:

- Priority #1: Better Information for Strong Decision Making
- Priority #2: Strengthen Regional Collaboration
- Priority #3: Build the Region’s Capacity for Solutions

The Concentrated Development Vision, in conjunction with these needs, informed the development of recommended tools. The tools were designed to provide a valuable resource and guide for communities.

Final refinement of the implementation tools were made based on the review and input from the general public, the MVRPC Board of Directors and Technical Advisory Committee, and *Going Places* Committees.

The MVRPC Board of Directors passed a resolution approving the eleven implementation tools at its April 3, 2014 meeting, following the recommendation from the *Going Places* Committees and MVRPC Technical Advisory Committee at its March 5, 2014 and March 20, 2014 meetings, respectively. A copy of the resolution approving the Implementation Tools is included in Appendix B.

The remaining chapters of this report summarize:

- Overview of Implementation Tools Development Approach (Chapter 2);
- A summary of the Implementation Tools Development Process (Chapter 3);
- A description of the eleven Implementation Tools as approved (Chapter 4); and
- MVRPC's decision process for the Tools (Chapter 5)

The Wise Economy Workshop is grateful to MVRPC's Board of Directors and Technical Advisory Committee, the members of the *Going Places* Steering Committee and Planning Advisory Committee, and MVRPC staff for the opportunity to work in partnership with them to set a strong foundation for future regional collaboration.

## II. Overview of Implementation Tools Development Approach

After its endorsement of the Concentrated Development Vision in April 2012, the MVRPC Board of Directors authorized MVRPC staff to work with the Steering Committee and the Planning Advisory Committee to guide the development of the regional land use plan—a plan that consists of a set of “Implementation Tools, not Rules” that local governments and other organizations can use as a resource to enhance their planning capacity while maintaining a regional perspective on issues.

Subsequently, a team led by the Wise Economy Workshop was hired to assist the effort by designing the consensus-driven process and facilitating open, reasoned and comprehensive discussions amongst Committees to determine the content of the Implementation Tools.

This section outlines the process undertaken by the Consulting Team in partnership with MVRPC staff to achieve the Implementation Tools' objectives.

### Timeline

The process of developing the Implementation Tools followed four phases. An overview of that timeline is given here; a more detailed explanation of the process development follows in this section. The specific methodology for selecting, refining and gaining approval for the Tools is found in Chapter III.

- **November 2012–March 2013:** This time period focused on understanding the previous efforts and history of *Going Places* and developing an effective consensus-driven decision-making process. The Consulting Team completed the Environmental Scan to develop a clear

understanding of how the planning process had unfolded to date and the issues that may require attention during the next Implementation Tool development phase. This phase also included development of a “Lesson Plan,” a specific meeting-by-meeting plan to ensure collaborative engagement throughout.

- **April 2013–July 2013:** The first part of the Implementation Tools development focused on building a shared understanding of needs, issues, and potential strategies among the Committees. This work involved building consensus around several foundational issues including the overarching Themes that would guide the development of the Implementation Tools, and MVRPC’s expertise and the unique strengths and resources that MVRPC contributes to the region. During this period, other important key factors such as the Concentrated Development Vision, MVRPC Strategic Plan and others were revisited, and the participants reviewed and discussed research on best practices occurring in other regional planning and development agencies nationwide, with particular attention given to those operating in and near Ohio.
- **August 2013–November 2013:** During the second part of the Implementation Tools development, the Committees systematically reviewed, revised and preliminarily prioritized nearly 50 Tools for Consideration—draft ideas presented as a means of helping them frame and evaluate potential tool options. The specific process is described in detail in Chapter III of this report.
- **November 2013–March 2014:** During this time, the Committees reviewed an analysis of the compiled Tools for Consideration; systematically reviewed, revised, vetted and moved forward a collection of draft Implementation Tools; received feedback from the TAC, Board and public, and reached consensus to recommend approval of the final Implementation Tools to the MVRPC Technical Advisory Committee and the Board of Directors.

## **Environmental Scan and Lesson Plan Development**

Between November 2012 and March 2013, the Consulting Team conducted an environmental scan focused on building a detailed understanding of previous efforts and perceptions that had influenced the development of the previous phases of *Going Places*. This was a necessary step in order to develop a successful strategy for a consensus-driven decision-making process at the committee level. This process included:

- The Consulting Team conducted a detailed review of every document that had been generated during previous phases of *Going Places*, including reports, memos, surveys, minutes of meetings, media coverage, maps, analytical materials, and staff logs of coordination and communication with partners, jurisdiction representatives, members of the general public and others.
- The Consulting Team held a debrief session with MVRPC staff to review the details and seek additional clarification of the process development to date.
- The Consulting Team held a series of small group discussions and interviews with persons who had participated in previous phases of *Going Places*. These included elected officials and staff of participating jurisdictions, and others.

- The Consulting Team conducted an online survey for members of MVRPC’s Board of Directors, Technical Advisory Committee, and current and former members of the Committees to gain a deeper understanding of the process to date. Results of the survey, including both quantitative results and open-ended written responses, were shared with members of all four bodies and made available to the public.

The Consulting Team worked in partnership with MVRPC staff to develop a meeting-by-meeting plan of action for the development of the Implementation Tools. This Lesson Plan was designed to apply the lessons learned from the Environmental Scan during the Implementation Tool development process by building on the organization’s previous experiences, anticipating potential challenges and developing tactics to create a strongly consensus-driven and participant-owned process. The Lesson Plan identified key objectives per meeting, room configuration, materials, a general plan of the meeting and an outline of the process through which the Committees would be guided to achieve the objectives.

This lesson plan formed a shared basis of understanding and action for the Consulting Team and MVRPC staff. The Lesson Plan functioned as a living document, and was adjusted periodically to reflect timing and an evolving understanding of the process and participants’ needs during the duration of the process.

## Overview of Consensus-Driven Decision-Making Process

### Principles/Process Objectives

The desired outcome of this phase was to identify the Implementation Tools developed through a consensus-driven process. In doing so, the Consulting Team applied the following four principles:

**Collaborative.** The Committees must be given an active role in not only deciding on the Implementation Tools, but in shaping, sorting and prioritizing the potential tools themselves. This process objective required an innovative meeting design to facilitate a participant to take an active role, and strove to engage each participant directly in the process of designing, refining and deciding on Implementation Tools.

**Systematic.** The identification of Implementation Tools and the refining and sorting process must provide the best possible method for working through the analysis of all options systematically.

**Quantitative.** To the greatest extent possible, all feedback and decisions must be developed using a quantitative process so that everyone involved can clearly understand the sources of the decisions and the rationales behind Implementation Tool choices. While elements such as the deliberation over Implementation Tools understandably included both quantitative and qualitative considerations, every step in the decision-making process needs to be designed to generate quantifiable results, such as votes and aggregate responses to survey questions.



**Transparent.** Every element of the Implementation Tools development process, from the first information sharing through the final revisions, is to be conducted in such manner as to make the process and the results as transparent as possible. This means every step in the process is to be communicated to both Committees and others including the general public, MVRPC Technical Advisory Committee and Board of Directors.

### **Collaborative Small Group Decision Making**

The Consulting Team used a Collaborative Small Group (CSG) decision-making method throughout the process to the greatest extent possible to achieve results that are more consensus-based, more personally-held and more robustly constructed than conventional public engagement and decision-making methods:

**Diverse Groups.** Participants work to meet objectives within groups of three to seven members who vary as much as possible in terms of expertise, perspective, personal characteristics, and other factors. During the Implementation Tools development process, Committee members were randomly assigned to groups that would be rebalanced if any had an over-supply of elected officials, persons from one geographic area, etc.



**Structured process to clear objective.** Participants work collaboratively to complete a multi-step activity with a clearly-defined end objective. During the process, groups typically received a poster-sized worksheet to complete with instructions and supplemental reference materials if needed.

**Clear, collaboration-based group rules.** Groups understand that they are working under a set of simple rules to guide their work, typically identifying a basis for including a proposal in the group's work. During the Implementation Tools process, participants were often advised to follow the "heartburn" rule—that as long as all participants could live with a proposal, that it was acceptable to include, but that if a proposed addition gave any participant "heartburn," it could not be included.

**Recorded and shared results.** Each group's work must be captured in a clear and shareable format that participants from other groups can review, understand and respond to. *Going Places* small groups recorded their work on the worksheets, which were then hung on the wall for all participants to review.

**Personal response.** Since the CSG process puts so much emphasis on identifying the items that can be developed through consensus, it becomes important to allow an opportunity for personal responses that may be overlooked during the group efforts. The Implementation Tools process allowed for two levels of personal response: one during the small group endorsement process conducted at the completion of each worksheet, and one in the form of dot votes used at the completion of each session to identify top priorities across all of the Implementation Tools evaluated during the process.



## Progress Reporting

In addition to reaching consensus around a set of Implementation Tools at the committee level, it was important to share the latest progress during the planning process to a variety of regional stakeholders. Therefore, efforts were made to keep the Committees, MVRPC's Technical Advisory Committee, Board of Directors and general public fully informed and as engaged as possible throughout the process.

- Monthly meeting summaries were completed, shared to all Committees members via emails and posted on MVRPC's website and Facebook page.
- Monthly progress briefings starting in November of 2012 were given to MVRPC's Technical Advisory Committee and Board of Directors.
- At major milestones, information was made available to the public through MVRPC's website, Facebook page, and emails to regional stakeholders who signed up for status updates.
- MVRPC staff and the Consulting Team also provided two formal status updates at routine meetings of MVRPC's Technical Advisory Committee and Board of Directors in late 2013 and early 2014.

## III. Implementation Tools Development Process

It was understood and articulated repeatedly throughout the process that the responsibility of the Implementation Tools work was to identify practical, realistic and implementable strategies through which MVRPC could contribute to regional collaboration efforts and at the same time improve planning capacity at the local level. The objective of the Implementation Tools process was to marry the Concentrated Development Vision to MVRPC's capabilities in the manner that would provide the best benefit for the region. Since MVRPC does not have regulatory powers, but functions as a collaborative platform within which the region's partners can evaluate and plan for regional needs, the key challenge facing the initiative was to develop Implementation Tools that addressed these needs as effectively as possible. As a result, the catchphrase "*Implementation Tools, not Rules*" was used repeatedly throughout the process.

The process used to develop the Implementation Tools was designed to integrate three foundational elements:

- The Concentrated Development Vision outlined in Chapter I of this report, as well as the MVRPC Strategic Plan,
- The region's critical issues and needs, as previously articulated findings from the Existing Conditions Assessment Phase of *Going Places*,
- The programs and initiatives that MVRPC is uniquely suited to lead or support in the region, including services that it has formerly delivered on an occasional or ad-hoc basis, and programs that the organization could provide or support without significant expansion of its mission, work plan or staff.

During the planning process, this framework was frequently articulated as "Vision + Needs = Implementation Tools."

## Reconvening, Review and Themes Development

The Committees were jointly reconvened in April 2013. Since a significant period of time had elapsed since the last meeting of the Committees, the first meeting was primarily occupied by a review of the key findings and challenges identified during the Existing Conditions Assessment Phase, and the results of the public feedback gathered to date. The Committees also reacquainted themselves with the four guiding principles of the Concentrated Development Vision. This review was supplemented by updated regional economic information, as a means of both reinforcing the continued relevance of the earlier findings and emphasizing that the issues that had been identified previously during *Going Places* had direct economic ramifications.



In their first exposure to the collaborative small group processes, the Committee members also engaged in a process of identifying critical issues for both local jurisdictions and the region, and then analyzing how these impacts manifested themselves in both local jurisdiction operations and regional coordination efforts.



During meetings in May and June, the Committees worked through a process to distill their perceptions of the challenges facing the region and its communities to a series of five Themes. The Committees focused on what has been missing in the region and what is needed in the future, identifying such issues as taxing capacity, quality of workforce and community desirability to high-demand employees, and challenges in facilitating regional collaboration.

The committees were then guided through a series of small- and large-group collaborative activities to refine this initial identification of concerns into five larger Themes. At the same time, participants began the process of crosschecking their assessment of current needs, as articulated in these Themes, against the previous planning and policy-setting elements, including the Concentrated Development Vision and the Policy Roundtable that had been held in June 2011. The results of this work are summarized in Appendix C.

As finally formulated, the five Themes were:

- Strengthening our Ability to Act Regionally
- Supporting Local Governments to Help them Build their Capacity
- Supporting Growth in Regional Workforce Capacity
- Strengthening our Ability to Benefit from our Assets
- Help the Region Continue to Build its Self-image

## Best Practices Research and Symposia

During the May through July meetings, the Consulting Team provided whitepapers designed to acquaint the participants with some of the regional planning initiatives being conducted in other regions, including Northeast Ohio, Central Ohio, Northwest Indiana, Greater Cincinnati and Pittsburgh. Issues examined included the role and methods for facilitating land use planning, the role of the business community, and methods for building regional collaboration, among others. Committee members discussed each whitepaper in detail, focusing on the applicability of that initiative to MVRPC, and referred to them as a resource during the remainder of the process.

The Consulting Team and MVRPC supplemented the best practices research by hosting two public forums. These events demonstrated MVRPC's convening capacity and were designed to allow a broader regional exploration of the issues that the Committees were examining through the Implementation Tools development process.



On September 18, 2013, MVRPC presented “Strengthening our Region through Collaboration: A Listen and Learn Symposium.” The event, held at Sinclair Community College in downtown Dayton, featured a panel of speakers from agencies that are addressing regional planning and development issues. The participants represented the Vibrant NEO 2040 initiative in Northeast Ohio, the Northwestern Indiana Regional Planning Commission, and Agenda 360 in Greater Cincinnati. Each participant gave an overview of their initiative and the challenges they had faced, and a moderator asked both prepared and audience-submitted questions. The participants spoke to about 90 in-person attendees, and the session was videotaped and made available for public viewing on MVRPC's website and YouTube. Questions submitted but not addressed were answered in an online post.



On November 19, 2013, MVRPC presented “Strong Towns: Miami Valley Edition,” featuring Strong Towns Executive Director Chuck Marohn, at the Fort Piqua Plaza. The presentation, which was attended by over 100 participants, was also videotaped and made available on MVRPC's website and YouTube.

While these whitepapers and symposia were not directly incorporated into the Implementation Tools development process, they did provide a valuable resource for both facilitating broad discussions about regional strategies, and for helping the Committee members identify potential Implementation Tools in use by other agencies.

## MVRPC Roles and Capabilities

During the July meeting, MVRPC's Strategic Plan and its organizational capabilities were discussed. The Committees undertook a process of identifying and analyzing the capacities, strengths and assets that

MVRPC as an agency provides or could readily provide to the region. These “powers,” as they were named during the collaborative small group activities, uncovered the organization’s deep strengths and unique regional capabilities, including its role as:

- A provider of data (especially geographic systems-based data),
- A center of research capacity,
- A convener of regional interest groups,
- A “matchmaker,” with the ability to connect elements of the region to others, and
- A facilitator of regional discussions and debates.

Power Plotter By Slug	Strongest Power:	Next Strongest Power:
<b>ACT REGIONALLY</b>		
Common leadership for multiple segments		
Multi-jurisdictional projects to attract state dollars		
Change incentive programs to promote regional growth, not just local		
Looking beyond political boundaries		
State government leadership with consolidation		
Asset mapping/filling gaps		
Pittsburgh "Connect" concept; a platform for engaging key players (public & private)		
Regional port authority or other public development mechanism		

Committee members used a second collaborative small group process to compare these powers with the Themes and previously-identified challenges, and this combined analysis was used to identify strategic avenues through which the themes might be addressed. The full results of this analysis are presented in Appendix D.

The combination of themes and capabilities, best practices and symposia, created a structure for framing and identifying the specific Implementation Tools during the subsequent development process, so that the Committees

could make sure that the Implementation Tools addressed all of the necessary factors for effective implementation.

## Implementation Tools for Consideration

In August 2013, the *Going Places* Committees began to work on developing the Implementation Tools via the small group cooperative decision-making process described previously. This process was carried out in four monthly meetings, with three meetings addressing one Theme each, and one meeting addressing two Themes.

The operational objectives for each set of Implementation Tools were identified as follows:

- Enable MVRPC to support the Concentrated Development Vision
- Reinforce MVRPC’s Strategic Plan
- Build on MVRPC’s unique powers and assets within the region
- Support MVRPC in helping local communities build their capacity to manage their needs

To make certain that all participants understood the types of outcomes intended, an Implementation Tool was defined as:

- An event,
- A resource for communities to use,
- A method for sharing expertise,

- An opportunity to build a partnership,
- Something that staff does as part of their routine work,
- Something existing that we want to see continued/emphasized, or
- Something new

It is important to note that the Consulting Team presented the Implementation Tools for Consideration for the Committee members' consideration without any endorsement or recommendation. The Committee members were responsible for:

- Reviewing and critiquing the Potential Implementation Tools,
- Identifying additional Potential Implementation Tools,
- Identifying concerns or unanswered questions, and
- Deciding whether to endorse each specific Tool for future consideration.

Each of the four meetings followed the same format, described below.

### **Preparation and Presentation**

For each Theme, the Consulting Team, with assistance from MVRPC staff, generated an initial list of Implementation Tools for Consideration based on research and experience. The Implementation Tools for Consideration were grouped under two to three Strategies for each Theme, which were used as a framing method by the Consulting Team.

The Consulting Team presented the Implementation Tools and led a large-group discussion to provide an overview, explore examples or ramifications, or identify any immediate concerns. When needed, an additional Tool was developed on the spot to respond to Committee members' concerns or ideas; the details of these new Implementation Tools were captured on written tablets.

### **Collaborative Small Group Evaluation, Refinement and Prioritization**

Participants then worked together in collaborative small groups to analyze and evaluate the appropriateness of a specific Implementation Tool for Consideration, using a group worksheet. Upon arriving at the meeting, participants had been randomly assigned to work tables, and the Consulting Team lead shifted participants on occasion to balance participation between elected officials and community staff, or to make sure each table included participants from different geographic areas.

The groups were instructed to select an Implementation Tool for Consideration according to a consensus rule: the Tool selected had to be acceptable to all small group participants, and any Tool whose analysis was opposed by at least one participant would not be considered. Participants understood that the voting process described below would give them the opportunity to express support for any Implementation Tool that their group did not choose to analyze, and the consensus-based selection process helped the Consulting Team assess the relative level of initial interest in each Tool.

Small group members worked collaboratively through a series of questions designed to evaluate the potential benefits and potential challenges that the selected Implementation Tool for Consideration

might present at the regional level and the local level. This analysis process also operated under consensus rules. The resulting worksheets captured a preliminary independent analysis of the tool.



After completion of this analysis, each participant indicated whether they personally felt that the Tool that they had been examining should be moved forward for additional consideration. Participants were asked to write their initials in one of two boxes at the bottom of the worksheet indicating this preference. When completed, the worksheets were collected and taped to the room's walls, grouped according to the Tool that they examined. If time permitted, the small group repeated the process with another consensus-selected tool. Most groups were able to complete analysis on two to three Implementation Tools per meeting; in most

cases all of the Implementation Tools received at least one round of small group analysis. The few Implementation Tools that did not receive any small group analysis due to lack of group consensus interest in them were represented on the wall during the voting activity below.

Following the completion of as many rounds of the small group evaluation process as were possible within each meeting's allotted time, the Consulting Team reviewed the posted worksheets, making sure that all written comments were legible and seeking clarification from the groups when necessary. Following this review, members of the Committees were asked to use five dot stickers to indicate which of the Implementation Tools for Consideration they personally felt were the most important to move forward. Participants were asked to vote for any Tool no more than once. Different colored or marked dots were given to Steering Committee and Planning Advisory Committee members so that the distribution of votes between the two types of members could be noted. The preliminary 46 Implementation Tools that were evaluated in this fashion are summarized in Appendix E.

### **Distilling and Analysis**

Following the completion of the tool review process for each of the five Themes, the Consulting Team began the process of distilling the large number of Implementation Tools for Consideration into a manageable collection of actionable tasks with demonstrated support.

First, the entire collection of Implementation Tools for Consideration was sorted by the total number of dot stickers each Tool had received during the meetings. The written record of the small group responses to each Tool was then examined to see if any of the groups had identified significant revisions to the tool as it had been presented, or if any of the participants had refused to endorse the Tool.

Next, the distribution of Steering Committee to Planning Advisory Committee votes received by each tool was examined to determine if a Tool was predominantly supported by either Steering Committee or PAC members. This type of skew was identified in only one circumstance, and since the preponderance of support for that Tool came from the Steering Committee, which consisted primarily of elected

officials, it was determined that this distribution probably reflected the political importance of that Tool, and it was retained.

After closely examining the Implementation Tools for Consideration and the vote distributions, the Consulting Team determined that the Implementation Tools that had received six or more individual votes had received a level of support that merited their further evaluation. This decision was based on several factors, including the fact that this level of support represented a relatively high proportion of the total votes available to each tool, given the average attendance at the meetings and the number of Implementation Tools from which to choose.

By evaluating the similarities and consistencies between the Implementation Tools that met these criteria, a manageable list of preliminary Implementation Tools was developed for further refinement as outlined below.

### **Final Tool Development: Review, Refinement and Consensus Building**

After the review and analysis of all 46 Implementation Tools for Consideration was completed, Tools that were similar in nature and type but presented under different themes were consolidated into a set of 11 Implementation Tools to move forward in the refinement process. These tools were grouped into three priorities, which became evident throughout the process as the most critical local and regional needs.

#### **Priority #1: Better Information for Strong Decision Making**

One of MVRPC's most important roles in the region is its capacity for improving access to information about regional and local land use and transportation.

#### **Priority #2: Strengthen Regional Collaboration**

The region needs to pursue more proactive and more targeted collaboration, particularly on issues of land use, transportation, and the region's economic vitality. The committees identified such collaboration as a need both among local jurisdictions and among less traditional partners, including economic development agencies and school districts.

#### **Priority #3: Build the Region's Capacity for Solutions**

A final group of Implementation Tools revolve around opportunities to use MVRPC's strengths and regional role to increase awareness of effective land use, governance, transportation and economic improvement strategies, particularly through its ability to communicate with a broad cross-section of the region.

### **First Draft Implementation Tools—Review and Refinement**

The first draft of the Implementation Tools Report was prepared and made available on the MVRPC website for the Committees, MVRPC's Board of Directors and Technical Advisory Committee, as well as the public on January 3, 2014.

The Consulting Team conducted an online survey in January 2014, asking the Committees, MVRPC's Board of Directors and Technical Advisory Committee to review and indicate their level of support. The survey results indicated majority support for each of the draft Implementation Tools, but they also

identified two Tools that needed revision. The full results of the survey were made available to the four bodies and made publicly available on the *Going Places* website.

The Committees met jointly on January 22, 2014 to review each Tool and the feedback from the survey in detail. For each Tool, the Committees were asked to discuss the following questions:

- Is the intent of each Tool well communicated through the written document? Are there any Implementation Tools that committee members misunderstood?
- Are there Implementation Tools that committee members don't think MVRPC should be involved in or part of? Or Implementation Tools that they consider to represent an infeasible stretch for the organization?
- Is there any additional information that we should include in the final recommendations?
- Do they understand what the approval of the recommendation means? Do they understand that a more detailed level of phasing is needed to implement those Implementation Tools?

Through discussion, the Committees identified appropriate revisions to address the two issues raised in the survey, made some other minor corrections, and decided that each of the draft Implementation Tools should be retained in the process.

### **Second Draft Implementation Tools—Refinement, Review and Feedback**

Based on the Committees' determinations, a second draft of the Implementation Tools Report was prepared and provided to the Committees, MVRPC's Technical Advisory Committee and Board of Directors, as well as the public. During informational presentations to MVRPC's Technical Advisory Committee and Board of Directors in February 2014, revisions made in this second draft were reviewed, and members of both bodies were asked to provide feedback on the revisions through an exit survey, either on paper or online. The surveys identified some areas of concern, particularly regarding MVRPC staff capacity with respect to the Implementation Tools, but did not indicate any need for revisions to the Implementation Tools themselves. The full results of all of these surveys were compiled and shared with the Committees, the Technical Advisory Committee, and the Board and made available to the public on the *Going Places* website.

### **Public Open Houses**

MVRPC staff held three open houses in Dayton, Troy and Xenia to share the Second Draft Implementation Tools in February 2014 and gather public feedback on the presented Tools. MVRPC also hosted a virtual open house, in which feedback was solicited through an online form. This feedback did not indicate a need for any substantial revisions. After the end of the comment period, a full summary of the Implementation Tools and all the feedback gathered was posted on the MVRPC website.





### **Third Draft Implementation Tools—Recommended for Approval**

Following the completion of exit surveys from MVRPC’s Technical Advisory Committee and Board of Directors and input gathered through three open houses and a virtual open house, a third draft of the Implementation Tools was prepared and made available on March 3 (see Appendix F for a copy of this report, which includes all comments received). On March 5, 2014, the Committees convened one last time to review the full set of feedback and identify any additional revisions. After deciding that no additional revisions were necessary, the Committees recommended the Implementation Tools to the Technical Advisory Committee and the Board for approval.

## **IV. Final Recommended Implementation Tools**

The following full set of 11 Implementation Tools represent specific programs and resources that would enhance the planning capacity for local governments and other organizations and facilitate the implementation of the Concentrated Development Vision. Some of these Implementation Tools include tasks that MVRPC has historically done, while others will be new work for the organization to undertake. Some will be of more use to certain types of jurisdictions than others, while others will provide direct and immediate benefits for all jurisdictions in the region. Finally, many of these Implementation Tools will require MVRPC to continue to build strong partnerships with regional agencies, nonprofits and jurisdictions across the region.

The final recommended Implementation Tools passed through two approval levels: the Technical Advisory Committee, and the Board. On March 20, 2014, the Technical Advisory Committee voted to recommend that the Board of Directors approve the Implementation Tools as presented. On April 3, 2014, the Board of Directors voted to approve the Implementation Tools.

Priority #1: Better Information for Strong Decision Making

## **Tool A: Shared Regional Geographic Information System (GIS)**

### **Overview**

A Shared Regional GIS System provides a web-based, publicly accessible data system. This system allows for better understanding and visualization of data that reveals relationships and trends in the form of maps, reports, and charts. MVRPC would aid in the use of currently available in-house regional data. Data covers areas from demographics, zoning, land use, natural and built environment factors, infrastructure and other regional assets. New data would be created and maintained by MVRPC or provided by local governments and organizations as needed. MVRPC will aid with the use of the data by performing analyses upon request and developing training opportunities to help local government staff.

### **Anticipated MVRPC Role and Potential Partners**

**MVRPC Role:** MVRPC staff is currently in the process of developing a business plan for the purpose of providing enhanced GIS services using the current GIS capacity. MVRPC has technical capacity and expertise to lead this initiative in partnership with various organizations.

**Potential Partners:** Partners include local jurisdictions, other organizations that may or may not currently have GIS. Organizations may include, but are not limited to, the Dayton Development Coalition, Miami Conservancy District, Five Rivers MetroParks, transit agencies and private GIS firms. Training partners might include Southwest Ohio GIS Users Group, higher education institutions (Wright State University, University of Dayton, and Sinclair Community College), and secondary schools.

### **Committee Identified Benefits**

#### *Local Benefits*

- Increases the level of information and resources available
- Increases existing local staff capacity
- Reduces time and costs for projects
- Improves the quality of analysis
- Fast response to development
- Avoids duplication of efforts
- Resources for economic development

#### *Regional Benefits*

- Uniformity of information
- Analysis on a larger scale
- Enhances understanding of regional issues
- Improves coordination and cooperation
- Improves analysis and justification for funding requests
- Provides a platform for more advanced tools
- Makes the region more marketable
- Resources for agencies and organizations

### **Connection to the Concentrated Development Vision**

- Build on the region's many assets.
- Maximize the use of existing infrastructure.
- Preservation of agricultural land and open space, upon agreement by the property owner.
- Encourage community connection and cooperation.

### **Examples**

- Cincinnati Area Geographic Information System ([CAGIS](#))
- Some county planning commissions hold occasional training sessions. Few provide a consistent program.

Priority #1: Better Information for Strong Decision Making

## **Tool B: Data Support for the Economic Development Site Selection Database**

### Overview

Businesses looking for locations within the Miami Valley have access to a powerful state-built site selection database provided by JobsOhio to help them quickly identify locations that meet their needs. The Dayton Development Coalition is the regional agency for JobsOhio, but data for each specific site is provided by local designated officials on a voluntary basis.

The value of this database for communities and businesses depends on the quantity and quality of information provided. Therefore, upon request, MVRPC would assist local jurisdictions and regional economic development agencies to compile needed information related to a specific site so that better and more data can be uploaded to the current site selection database. While some information may be available from the regional GIS resource identified in Tool A, MVRPC may also be able to provide other useful information that is not in map format, such as demographic information. MVRPC could partner with and support the Dayton Development Coalition in promoting and increasing the awareness of this existing database.

### Anticipated MVRPC Role and Potential Partners

**MVRPC Role:** MVRPC will support local communities by supplying data and information needed for the purpose of enhancing information on the JobsOhio site selection database upon request. MVRPC will assist the Dayton Development Coalition in promoting the use of the current site.

**Potential Partners:** Partners will include the Dayton Development Coalition, local chambers of commerce, local economic development agencies, homebuilders associations, real estate developers and utility companies.

### Committee Identified Benefits

#### *Local Benefits*

- Businesses get information more quickly
- Central knowledge of sites available
- Improved awareness of local strengths/needs
- Enhanced self-image
- Increase competitiveness
- Long-term influx of revenue and economic development

#### *Regional Benefits*

- Increased regional competitiveness
- More business friendly
- More marketable
- Brings funding to the region
- Accurate knowledge of sites & skill sets available
- Shared awareness of regional needs
- Improves analysis & justification for funding requests

### Connection to the Concentrated Development Vision

- Build on the region's many assets.
- Maximize the use of existing infrastructure.
- Encourage community connection and cooperation.

### Examples

- [JobsOhio Site Selection Database](#)
- Many cities, counties and states use a service such as [GISPlanning](#) to create and administer this kind of database.

Priority #1: Better Information for Strong Decision Making

## **Tool C: Return on Investment/Impact Analysis Tool**

### Overview

A return on investment/impact analysis tool helps a community seek high return on investments and manage projects. These projects could include development, redevelopment, preservation, and brownfield remediation.

This tool would allow communities the option to evaluate a wide variety of factors to predict the potential impacts, costs, and benefits of a proposed project. Further, this tool would allow communities to explore and examine alternatives during the project development process. Factors may include, but are not limited to potential tax revenues, infrastructure cost, short and long term maintenance costs, local and regional economic impact and environmental impact. MVRPC will partner with local jurisdictions, agencies and organizations to identify factors. The analysis tool would be web-based for ease of access by local government staff where they would enter their data for their own analysis.

### Anticipated MVRPC Role and Potential Partners

**MVRPC Role:** MVRPC will coordinate the construction of this tool in partnership with potential users for determining tool parameters and beta testing. A consultant would be needed to build the tool.

**Potential Partners:** Partners will include local jurisdictions, regional organizations, local economic development agencies, and private developers. Other potential partners may include university research institutions such as Wright State University Center for Urban and Public Affairs and University of Dayton Business Research Group and faculty for their expertise.

### Committee Identified Benefits

#### *Local Benefits*

- Enable communities to analyze project proposals more objectively
- Promote careful analysis
- Provide sound justification for decisions
- Save money
- Improved competitiveness in state and federal grants

#### *Regional Benefits*

- Better use of limited resources
- Avoid redundancies/overspending
- Decrease lag time
- Improved workforce opportunities across the region
- Better decision making across region
- Provide measuring stick
- Improve economic development
- Smarter decisions on infrastructure

### Connection to the Concentrated Development Vision

- Build on the region's many assets.
- Maximize the use of existing infrastructure.
- Preservation of agricultural land and open space, upon agreement by the property owner.
- Encourage community connection and cooperation.

### Examples

- [Strong Towns](#)
- [OKI's Fiscal Impact Analysis Model](#)
- Portland State University's [Triple Bottom Line Tool](#)

Priority #1: Better Information for Strong Decision Making

## Tool D: Series of Regional Assets and Economic Analyses

### Overview

This tool helps communities and the region identify and build on our unique assets. This tool would identify, document, and analyze important regional assets and economic indicators to benchmark, and monitor trends and progress. Assets may include, but are not limited to, the built environment, natural environment, transportation, infrastructure, employment, education, public and private institutions and other regional features. Interactive mapping of related assets will help identify opportunities to improve, strengthen and connect assets. This information will provide insights related to where the region stands and will serve as foundation for future planning, coordination, service delivery, and project development efforts.

### Anticipated MVRPC Role and Potential Partners

MVRPC Role: MVRPC will coordinate and partner with organizations to develop this tool's scope, including identifying assets, determining indicators for measurement, and data collection. MVRPC would manage the data and mapping and lead the effort to prepare reports.

Potential Partners: Potential partners may include, but are not limited to, higher education research institutions, the Dayton Development Coalition, homebuilders associations, county Departments of Job & Family Services, the Kettering Foundation, public health departments, housing agencies, park districts, United Way, Miami Conservancy District, Greater Dayton Partners for the Environment and news media.

### Committee Identified Benefits

#### *Local Benefits*

- Identifies resources that can be coordinated
- Provide accessible central clearing house
- Increased information to collaborate and work together
- Provide objective data to use and where things are
- Show what should be developed and preserved
- Showcases/builds upon our existing strengths

- Builds local service delivery

#### *Regional Benefits*

- Identify regional assets
- Identify gaps/disconnects
- Provide regional perspective of available assets
- Encourage interagency cooperation
- Be a source of neutral data for decision making
- Showcases our strengths
- Creates a bigger picture

### Connection to the Concentrated Development Vision

- Build on the region's many assets.
- Maximize the use of existing infrastructure.
- Preservation of agricultural land and open space, upon agreement by the property owner.
- Encourage community connection and cooperation.

### Examples

- MVRPC's 2005 State of the Region
- [Columbus 2020](#)
- MORPC's [Community Research Partners](#)

Priority #1: Better Information for Strong Decision Making

## **Tool E: Project Funding Competitiveness Analysis**

### Overview

Given increasingly tough competition for state and federal funding, this analysis would be available upon request to identify additional funding opportunities beyond MVRPC's regionally controlled federal transportation funding and focus on opportunities to increase a project's competitiveness for funding awards. MVRPC would partner with and support jurisdictions and organizations desiring to seek funding. MVRPC would analyze funding requirements and award trends, identify factors critical in winning competitive funding, connect organizations where collaboration would be beneficial, help refine project scopes to increase competitiveness and help identify positive regional impacts.

### Anticipated MVRPC Role and Potential Partners

MVRPC Role: MVRPC will provide this service upon request by its members.

Potential Partners: Partners may include MVRPC members and funding partners.

### Committee Identified Benefits

#### *Local Benefits*

- Increase efficiency
- Spend less through shared resources
- Get more projects completed
- Tie into state and federal initiatives that enable funding
- Provides rationale for local decision making

#### *Regional Benefits*

- Improve regional collaboration
- Improve competitiveness for receipt of funding
- More regional impact
- Completion of projects in a timely manner
- Funds projects otherwise not obtainable by individual government agencies or organizations

### Connection to the Concentrated Development Vision

- Encourage community connection and cooperation.

### Examples

- Many Midwestern MPO/RPCs conduct such analysis and make recommendations on an ad hoc basis, but it is not typically identified as a specific policy or work item. Most successful TIGER II projects resulted from specific efforts like this.
- MVRPC's Project Evaluation System workshop
- MORPC's [Central Ohio Regional Shared Services Steering Committee](#)

Priority #2: Strengthen Regional Collaboration

## **Tool F: Forum for Regional Transportation and Development**

### Overview

A forum with a broad cross section of leaders and stakeholders from the Miami Valley region would be convened on a regular basis to share perspectives on regional challenges, opportunities, and coordination efforts. The forum would occur at least once per year and would be designed and promoted to focus on important regional issues and the identification of regional priorities and initiatives.

### Anticipated MVRPC Role and Potential Partners

MVRPC Role: MVRPC will coordinate and host this forum, and will be a liaison during regional discussions hosted by other agencies.

Potential Partners: Partners may include, but are not limited to, MVRPC members, local economic development agencies, chambers of commerce, homebuilders associations, boards of realtors, and the Miami Valley section of American Planning Association.

### Committee Identified Benefits

#### *Local Benefits*

- Open interjurisdictional conversation
- Enable local jurisdictions to help establish regional priorities
- Broader understanding of regional issues
- Improved quality of decision making

#### *Regional Benefits*

- Broaden support & understanding of local issues
- Facilitate more effective use of limited resources
- Improved quality of decision making

### Connection to the Concentrated Development Vision

- Build on the region's many assets.
- Maximize the use of existing infrastructure.
- Preservation of agricultural land and open space, upon agreement by the property owner.
- Encourage community connection and cooperation.

### Examples

- MVRPC currently hosts the Going Places committee meeting, transportation coordination forum each quarter, and hosts the bike and pedestrian committee meeting as needed. MVRPC staff also has a long history of involvement with Miami Valley Planning and Zoning Workshop hosted by Miami Valley section of American Planning Association. In the past, MVRPC has hosted the Regional Issues Forum at Sinclair Community College.
- Pittsburgh's [Congress of Neighboring Communities \(CONNECT\)](#)
- Cincinnati's [Agenda 360](#)

Priority #2: Strengthen Regional Collaboration

## **Tool G: Targeted Subgroups to Address Specific Issues of Local Jurisdiction Coordination**

### **Overview**

MVRPC would help connect and convene willing key participants to identify shared solutions for specific local and regional challenges. Upon request, MVRPC would help organize and facilitate meetings between groups. MVRPC would also support existing coordination efforts from various associations or groups. The goal would be to facilitate coordination and cooperation while supporting the search for solutions to specific issues identified by local jurisdictions and agencies. MVRPC would provide staff support, meeting space, and information to support the group’s decision-making process. Groups may include local governments, businesses, public and private institutions, educational institutions, regional organizations and stakeholders. Topics would be selected by the participants, but could include comprehensive and land use planning, zoning regulations, infrastructure, transportation, development, preservation and natural resources.

### **Anticipated MVRPC Role and Potential Partners**

**MVRPC Role:** MVRPC will serve as a host for jurisdictions and agencies that request this service. MVRPC will provide other staff support including best practices research, data and mapping.

**Potential Partners:** Potential partners would include, but are not limited to, local jurisdictions, government agencies, organizations, school districts, utilities, libraries, and others. Examples of existing associations that MVRPC could provide support for include: Dayton Area City Managers Association, Mayors and Managers Association, First Suburbs Consortium of Dayton, township associations, MCO Future, and the Miami Valley Communications Council.

### **Committee Identified Benefits**

#### *Local Benefits*

- Get all stakeholders to the table including non governmental organizations, ad hoc groups, individuals
- Help prioritize regional projects

#### *Regional Benefits*

- Create a culture of regionalism
- Focus resources
- Work regionally
- Improved cooperation

### **Connection to the Concentrated Development Vision**

- Build on the region’s many assets.
- Maximize the use of existing infrastructure.
- Preservation of agricultural land and open space, upon agreement by the property owner.
- Encourage community connection and cooperation.

### **Examples**

- Local ad hoc group created 10 years ago to develop consistent regulations on broadly shared topic.
- Cincinnati’s [Agenda 360](#)



Priority #3: Build the Region’s Capacity for Solutions

## **Tool H: Regional Collaboration Training Program**

### **Overview**

A regional collaboration training program would provide interested regional stakeholders wanting to enhance cross-discipline and organizational collaboration skills with an opportunity for learning specific, actionable skills and techniques to help them build consensus, manage conflict constructively and establish a basis for shared action around common goals held by individuals and interest groups. The training would be designed to enhance available training opportunities already available to elected and appointed officials, members of nonprofit organizations and interested members of the public. The length and content of the program would be developed, based on staff availability and other resources, under the guidance of a committee of MVRPC members. This program will serve as a foundation for and facilitate advancing the Regional Stewardship goal in MVRPC’s Strategic Plan.

### **Anticipated MVRPC Role and Potential Partners**

MVRPC Role: MVRPC will help convene and provide support for the coordination of the program.

Potential Partners: Partners may include local jurisdictions, regional agencies, and organizations and higher education institutions.

### **Committee Identified Benefits**

#### *Local Benefits*

- Help get people involved
- Understand government workings and their responsibilities

#### *Regional Benefits*

- Create a culture of regionalism
- Increase citizen participation
- Increase awareness of regional issues and challenges

### **Connection to the Concentrated Development Vision**

- Encourage community connection and cooperation.

### **Examples**

- Cornell’s [Community and Regional Development Institute](#)
- Columbus’ [ED411](#)

Priority #3: Build the Region’s Capacity for Solutions

## **Tool I: Innovative Solutions for Sustainable Development and Redevelopment**

### **Overview**

MVRPC would support sustainable development and redevelopment efforts at the local level by being a resource for local jurisdictions and regional partners. MVRPC would manage data resources for mapping and analysis, research best practices for sustainability and help with funding opportunities. This initiative could focus on sustainable design, vacant properties, brownfields, water and air quality, transportation and existing infrastructure.

### **Anticipated MVRPC Role and Potential Partners**

**MVRPC Role:** MVRPC will support and collaborate with regional organizations and agencies to provide necessary data, analysis, and research.

**Potential Partners:** Partners may include, but are not limited to, Miami Conservancy District, Montgomery County Land Bank, boards of public health, transit agencies, the Access Center for Independent Living, Miami Valley Fair Housing Center, Urban Land Institute, Habitat for Humanity, boards of realtors, homebuilders associations, Dayton Regional Green Initiative, Ohio Development Services Agency and sustainability office/programs of higher education institutions.

### **Committee Identified Benefits**

#### *Local Benefits*

- Effective use of resources
- Promote redevelopment
- Improve Aesthetics
- Economic development tool

#### *Regional Benefits*

- Attracting new uses for resources
- Maximize return on current investments
- Bring funding to the region
- Enhanced attractiveness of communities

### **Connection to the Concentrated Development Vision**

- Build on the region’s many assets.
- Maximize the use of existing infrastructure.
- Preservation of agricultural land and open space, upon agreement by the property owner.
- Encourage community connection and cooperation.

### **Examples**

While many regional and national nonprofits and think tanks are talking about the need to find creative reuse opportunities, none to date have implemented funding to try to spur development and implementation of these concepts. MVRPC could partner with a foundation to become a national leader on this topic.

County and city economic development agencies in many of the Midwest’s metro areas have staff dedicated to brownfield assessment and revitalization. Smaller brownfields in smaller communities, however, are often not addressed, to the disadvantage of the community and region.

Economic Gardening is a method for supporting the growth of local businesses that have high potential for employment growth. More information is online at <http://edwardlowe.org/tools-programs/economic-gardening/>.

Priority #3: Build the Region’s Capacity for Solutions

## **Tool J: Innovative Solutions for Natural Resources Preservation and Enhancement**

### **Overview**

MVRPC would help raise awareness of established and innovative solutions for natural resource preservation and enhancement issues. MVRPC would help manage data resources for mapping and analysis. MVRPC would research best practices for natural resources preservation. Given the issues identified to date, this effort would focus on strategies for low impact development, managing stormwater runoff, and groundwater quality management.

### **Anticipated MVRPC Role and Potential Partners**

MVRPC Role: MVRPC’s environmental planning program housed under the Department of Sustainable Solutions and Transportation Alternatives is currently leading the effort to promote and advance natural resource preservation with various regional partners. This program will serve as a foundation and facilitate advancing the Sustainable Solutions and Environment Goal in MVRPC’s Strategic Plan.

Potential Partners: Partners may include Miami Conservancy District, Five Rivers MetroParks and other park districts, Greater Dayton Partners for the Environment, land conservation organizations (such as Tecumseh Land Trust and Three Valley Conservation Trust), county Soil & Water Conservation Districts, watershed groups, Ohio EPA, Ohio Department of Natural Resources, and Natural Resources Conservation Service.

### **Committee Identified Benefits**

#### *Local Benefits*

- Saves money
- Promote natural resources protection
- Improve aesthetics

#### *Regional Benefits*

- Attracting new uses for resources
- Maximize return on current investments
- Bring funding to the region
- Conservation of important assets

### **Connection to the Concentrated Development Vision**

- Build on the region’s many assets.
- Maximize the use of existing infrastructure.
- Preservation of agricultural land and open space, upon agreement by the property owner.
- Encourage community connection and cooperation.

### **Examples**

- [MVRPC Environmental Planning Program](#)
- [Miami Conservancy District Low Impact Development Program](#)
- [Ohio Balanced Growth Program](#)

Priority #3: Build the Region’s Capacity for Solutions

## **Tool K: Miami Valley Story Project for More Meaningful Regional Marketing and Increased Local Tourism**

### Overview

This tool is designed to market the Miami Valley as a region, to residents and to outside interests. Since the region has such a wide variety of communities and resources, this would reveal and articulate a series of authentic statements and images that can be woven into regional marketing efforts of all types. This initiative provides a positive way to raise general public awareness of the region as a whole. This initiative would not be led by MVRPC, but should be led by regional marketing and economic development specialists. The key challenge of this initiative is in promoting it, and therefore, a regional tourism agency would be a good lead agency.

### Anticipated MVRPC Role and Potential Partners

MVRPC Role: MVRPC will assist the lead agency, to be determined.

Potential Partners: Partners may include local jurisdictions, tourism agencies (Dayton Convention Center, Greene County Convention & Visitors Bureau, and Miami County Convention & Visitors Bureau), higher education institutions, chambers of commerce and young professionals groups, marketing agencies and organizations, and media.

### Committee Identified Benefits

#### *Local Benefits*

- Change conversation to positive aspects
- Bring more people to each locale
- Attraction/retention of talent
- Increased population
- Flourishing businesses

#### *Regional Benefits*

- Positive perceptions of region
- Awareness of opportunities
- Keep revenue circulating in the region

### Connection to the Concentrated Development Vision

- Build on the region’s many assets.
- Encourage community connection and cooperation.

### Examples

- [Cincinnati Agenda 360’s Story Project](#)
- [MVRPC’s regional bike map](#) and regional marketing efforts

## V. Next Steps: MVRPC Decision Process

Like any planning process, the identification of the Implementation Tools is only the first step in developing them for successful use and availability. As a next step, MVRPC intends to follow a thorough decision process, as seen below, to bring each tool into action. Based upon a discussion with partners, staff, and stakeholders during the assessment process of how each tool would be implemented, by which agency, and on what schedule, a decision will be made on how to proceed.



For each tool there are unique considerations for when and how the tool will be developed. There are certain tools that fall into MVRPC's current work program and budget and can be developed now, such as Tool A—Shared Regional Geographic Information System (GIS). However, considering current resources, it is anticipated that not all tools would be developed at once, and therefore assessing and understanding what is involved with each tool is a very important step. The assessment step involves defining goals, identifying partners, establishing roles and understanding the resources, all of which will allow MVRPC prioritize the timing of tool development.

Tools will move forward to the next step in the process based on the priority it has been given. During this step, an action plan is developed that outlines what MVRPC and its partner(s) will do, better defining the needed structure for the initiative to achieve its intended goals. Partners will reach an agreement identifying the representatives and expertise each is to provide. The action plan will then outline the initiative's desired results with an understanding of deliverables, major milestones and timing. Current and future capacity requirements and funding sources will be outlined and planned for.

Once the action plan is set, MVRPC will move forward with implementing the tool. On a regular basis the tool will be evaluated in order to learn and adapt as the initiative progresses. This evaluation will establish needed adjustments to make sure the initiative stays relevant and continues to provide a valuable resource. MVRPC will plan for and build the needed capacity to sustain the tool into the future.

## References

- MVRPC Strategic Plan, June 6, 2013
- Introduction to the *Going Places* Preferred Future Land Use Scenario: The Concentrated Development Vision
- *Going Places* Phase III Policy Roundtable Workshop Summary
- Public Summary, *Going Places* Participants Process Review Summary
- Environmental Scan Report, Implementation Phase of *Going Places*
- Draft Recommended Implementation Tools Review Survey Summary, January 16, 2014
- *Going Places*—Tools for Consideration Revisions (Second draft) Exit Survey Results from Board and TAC, February 28, 2014
- *Going Places* Implementation Tools Public Participation Summary, March 3, 2014

## **Appendix A**

### **Committee Members (Steering Committee and Planning Advisory Committee)**



## **Steering Committee and Planning Advisory Committee members**

### **Steering Committee members**

Roy Baver, WTRF Retired  
Michael Beamish, City of Troy  
Rebecca Benná, Five Rivers MetroParks  
Janet Bly, Miami Conservancy District  
Willa Bronston, Jefferson Township  
Dick Church, Jr., City of Miamisburg  
Ken Collier, Greene CATS  
Mark Donaghy, Greater Dayton RTA  
Dan Foley, Montgomery County  
Dolores Gillis, City of Tipp City  
Carol Graff, Beavercreek Township  
Arthur Haddad, Troy Area Chamber of Commerce  
Rap Hankins, City of Trotwood  
Robert Hickey, Wright State University  
Jerry Hirt, Bethel Township  
Jack Jensen, First Suburbs Consortium of Dayton  
Matthew Joseph, City of Dayton  
Rick Kolmin, State Farm Insurance  
Julia Maxton, South Metro Regional Chamber of Commerce

J. Scott Myers, Miami County Park District  
John O'Brien, Miami County  
William O'Brien, Union Township  
Phillip Parker, Dayton Area Chamber of Commerce  
Don Patterson, City of Kettering  
Denise Percival, Greenwood Manor  
Gerald Peters, Perry Township  
Diane Phillips, Community Volunteer  
Robert Preston, New Jasper Township  
Harold Robinson, City of West Carrollton  
Amy Schrimpf, Dayton Development Coalition  
Robert Shook, Miami County Park District  
Mike Smith, City of Riverside  
Aaron Sorrell, City of Dayton  
Jan Vargo, City of Huber Heights  
John Weithofer, Greater Dayton Mayors & Managers Assoc.  
Karen Wintrow, Village of Yellow Springs  
Dave Woods, Harrison Township  
Thomas Zerba, Wright-Patterson Air Force Base

### **Planning Advisory Committee members**

Ed Amrhein, Beavercreek Township  
Stephen Anderson, Greene County Regional Planning Commission  
Maika Arnold, City of Vandalia  
Jerad Barnett, Mills Morgan Development Inc.  
Dan Boron, City of Springboro  
Keith Brane, City of Fairborn  
Sue Campbell, Concord Township  
Donna Cook, Western Ohio Home Builders Association  
Carl Daugherty, City of Trotwood  
Chris Fine, City of Miamisburg  
Steve Finke, City of Dayton  
Brian Forschner, City of Xenia  
Walt Hibner, The Home Builders Association of Dayton  
Mike Howe, Wright-Patterson Air Force Base  
Paul Huelskamp, Miami County  
Sonja Keaton, City of Brookville  
Chris Kershner, Dayton Area Chamber of Commerce

Jeffrey McGrath, City of Beavercreek  
Randy Mott, Miami County Planning Commission  
John Muceus, City of Dayton  
Bob Murray, City of Riverside  
David Nolin, Five Rivers MetroParks  
Matt Parrill, ODOT District 7  
Tom Robillard, City of Kettering  
Chris Schmiesing, City of Piqua  
Nimfa Simpson, Citizen Planner  
Annie Sizemore, Municipality of Germantown  
Jim Snedeker, City of Brookville  
Dan Suerdieck, Miami County  
Ronald Thuma, Monroe Township  
Patrick Titterington, City of Troy  
Don Vermillion, University of Dayton  
J.C. Wallace, Troy Development Council  
Larry Weissman, Montgomery County Planning Commission  
Bill Whidden, Concord Township

### **Former and Alternate Steering and Planning Advisory Committee members**

Rob Anderson, City of Vandalia  
Jason Antonick, Dayton Area Chamber of Commerce  
Randy Bukas, Municipality of Germantown  
Nathan Cahill, City of Huber Heights  
Doug Christian, Miami County  
Bill Cochensparger, ODOT District 7  
Chuck Cochran, Troy Development Council  
Michele Conley, Greater Dayton RTA  
Sean Creighton, SOCHE  
Joan Dautel, City of Fairborn  
Johnie Doan, City of Riverside  
Chris Duval, Miller Valentine Group  
Dawn Falleur, Green Environmental Coalition  
John Faulkner, Xenia Township  
Kelly Geers, Dayton Development Coalition  
Kery Gray, City of Dayton  
Patricia Higgins, Citizen Planner  
Jacob Hoover, Miami County  
Mary Johnson, Jefferson Township  
David Kell, Greene County  
Victoria Long, Beaver Creek Township  
James McGarvy, Miami County

David Meckstroth, Upper Valley Medical Center  
Jonathan Mendel, City of Huber Heights  
Thomas Nagel, City of Fairborn  
Randy Parker, Wright Patterson Air Force Base  
James Phipps, Village of Cedarville  
Howard Poston, Greene County  
Mike Ratcliff, Greater Dayton Mayors & Managers Assoc.  
Jeffrey Sewert, City of Brookville  
Charles Shoemaker, Five Rivers MetroParks  
Justin Sommer, Miami County  
Michael Thompson, City of Dayton  
Erika Vogel, City of Vandalia  
Donald Weckstein, Attorney at Law  
B. Ronald Widener, Miami County  
Michael Wiehe, Dayton Development Coalition  
Karl Wilson, Upper Valley JVS  
Chris Wimsatt, City of Fairborn  
Roland Winburn, Harrison Township  
Don Woods, City of Franklin  
Gary Woodward, City of Fairborn  
Alex Zaharieff, Beaver Creek Township

## **Appendix B**

### **Resolutions of Approval**

**A RESOLUTION APPROVING THE IMPLEMENTATION TOOLS OF GOING PLACES –  
AN INTEGRATED LAND USE VISION FOR THE MIAMI VALLEY REGION**

**WHEREAS**, the Miami Valley Regional Planning Commission (MVRPC) serves as a forum where regional partners identify priorities, develop public policy, and implement collaborative strategies to improve the quality of life and economic vitality throughout the Miami Valley; and

**WHEREAS**, the MVRPC is designated as the Metropolitan Planning Organization (MPO) by the Governor acting through the Ohio Department of Transportation in cooperation with locally elected officials for Greene, Miami, and Montgomery Counties including the jurisdictions of Franklin, Carlisle, and Springboro in Warren County; and

**WHEREAS**, the MVRPC's Board of Directors serves as the policy and decision making body through which local governments guide the MVRPC's regional planning activities for the Dayton Metropolitan Area; and

**WHEREAS**, the MVRPC's Board of Directors recognized the need for and importance of developing a regional land use plan, which is to serve as a resource and guide to assist in local land use planning and decision making processes; and

**WHEREAS**, the MVRPC's Board of Directors approved the three-phase Regional Land Use Planning proposal, known as Going Places – An Integrated Land Use Vision for the Miami Valley Region in January 2007; and

**WHEREAS**, the Going Places initiative officially began in July 2007; and

**WHEREAS**, the MVRPC's Board of Directors appointed the members of the Steering Committee and Planning Advisory Committee in February 2008; and

**WHEREAS**, the MVRPC's Board of Directors endorsed the results of Phase I - Existing Condition Assessment at its May 2009 meeting, the results of Phase II - Future Landscape Exploration at its May 2011 meeting, and the Preferred Future Land Use Scenario: the Concentrated Development Vision at its April 2012 meeting; and

**WHEREAS**, the MVRPC's Board of Directors authorized MVRPC staff to work with the Going Places Steering Committee and Planning Advisory Committee to develop a regional land use plan at its April 2012 meeting; and

**WHEREAS**, the development of a regional land use plan completes all the work elements of the Going Places initiative set forth by MVRPC's Board of Directors; and

**WHEREAS**, the content of the regional land use plan consists of a set of implementation tools that local governments and other organizations can use as a resource to enhance their planning capacity while maintaining a regional perspective on issues; and

**WHEREAS**, the implementation tools do not impose any obligatory, binding, mandatory, or controlling requirements on any jurisdictions; and

**WHEREAS**, the MVRPC's Board of Directors hired a consultant, Wise Economy Workshop, to work with Going Places Steering Committee and Planning Advisory Committee to identify and recommend a set of implementation tools in October 2012; and

**WHEREAS**, the Going Places Steering Committee and Planning Advisory Committee met regularly between April and November 2013 to develop recommended tools through a consensus-driven process; and

**WHEREAS**, the set of eleven implementation tools was identified after the review and analysis of feedback provided by the Going Places Steering Committee and Planning Advisory Committee in January 2014; and

**WHEREAS**, several refinements of the initial implementation tools were made based on the review and comments from the Going Places Steering Committee and Planning Advisory Committee, the general public, MVRPC Technical Advisory Committee and Board of Directors between January and March 2014; and

**WHEREAS**, the next steps of tool development will take place following a thorough MVRPC decision making process, which entails an assessment of how each tool would be implemented, by partners or MVRPC, needed resources, and on a schedule to be determined at a later date; and

**WHEREAS**, the Going Places Steering Committee and Planning Advisory Committee reviewed the final set of eleven implementation tools and reached consensus to forward the implementation tools recommendation to MVRPC's Technical Advisory Committee and Board of Directors at its joint committee meeting on March 5, 2014.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Miami Valley Regional Planning Commission hereby approves the eleven implementation tools from this final phase of Going Places – An Integrated Land Use Vision for the Miami Valley Region.

**BY ACTION OF THE** Miami Valley Regional Planning Commission's Board of Directors.



**Janis L. Vargo, Chairperson**  
Board of Directors of the  
Miami Valley Regional Planning Commission



**Brian O. Martin**  
Executive Director

4/3/14  
Date

## **Appendix C**

### **Themes Analysis Results**

## Appendix C: Themes Analysis Results

To ensure the relevance of the Implementation Tools to the participants and reengage them with the issues driving *Going Places* after the period of hiatus, an early part of the process involved identifying the issues of most concern at both the local and regional levels and tying those back to the Concentrated Development Vision and other foundational elements.

The first series of tables below captures the full results of the cooperative small group activity undertaken to identify the key issues identified by the groups during the May 2013 meeting. Each line represents a different small group's responses, while the final line identifies the Consulting Team's first attempt to distill small group responses into a concise set of statements. The Themes as initially identified here were refined and clarified throughout the remainder of the Implementation Tools development process, but the intent remained the same throughout.

The second series of tables captures the results of a collaborative small group analysis process that was conducted in June 2013. Groups were asked to verify that the proposed Theme connected to the CDV appropriately, and then were asked to draw initial observations about potential strategies for addressing that Theme from two sources: the results of the Policy Roundtable that was held in June 2011, and their own observations, experiences and discussion. Consensus rules applied to this element. Following completion of the group activities, the completed worksheets were posted to the wall, and each participant was given a small number of dot stickers with which to indicate their personal priorities among the potential strategies. In this exercise, dot stickers were visually differentiated between those given to the Steering Committee and to the PAC, and votes were tallied for each subgroup in order to identify any significant skew in the preferences. Strategies were then prioritized by the total number of votes (shown in the last shaded column) and a ranking according to total votes was developed. This ranking did not determine the structure of the Implementation Tools development (for example, the fact that the Assets items did not make the top 10 ranking did not negate the fact that Assets issues are critical to the organization's mission), but it did heavily inform future actions.

Both sets of results are presented here exactly as they were distributed to the Committees. The "Sort by Slug" reference on the second set of tables was an indication to the participants that the headings used did not reflect the formal Theme statements, which were still being refined at that time.

OVERARCHING ISSUE	REGIONAL REASONS WHY	REGIONAL BARRIERS	LOCAL REASONS WHY	LOCAL BARRIERS
<b>11.a a</b> <b>TOO MUCH ISOLATION MENTALITY THRU OUT THE REGION</b>	Too little demand for supply	No glue that holds us together	Each community competing for limited funds they need to operate & serve citizens	Need for tax base for each jurisdiction
<b>11.a a</b>	Fragmented and competing incentives	No regional strategy /incentive to cooperate		Individual community pride & identity that discourages cooperation
<b>10.f a</b> <b>LACK OF CONSENSUS TO REGIONAL PLAN</b>	Lack of collaboration among communities Not win-win for everyone	Unequeness of communities Political structure	Conflict with local priorities Loss of local control and identity	Local focus primarily Protection of funding
<b>09.g a</b> <b>REGIONAL COMPETITIVENESS</b>	Shrinking Tax Base Negative Image	Lack of Trust	Shrinking Tax Base Aging Infrastructure	Lack of Diversity (economic, population)
<b>09.g a</b>	Redundancy/inefficiencies Non-uniform tax structure	Legislation Politics	Protectionism All politics are local	Need for tax base Politics
<b>07.b a</b> <b>LACK OF REGIONALISM</b>	Lack of Cooperation Overbuilt Housing	Autonomy of Local Governments	Protecting Turf	Unwillingness to give up control
<b>07.b a</b>	Competition for Resources	Unbalanced Approach	Self Interest	Self Perpetuation
<b>04.e a</b> <b>FRAGMENTATION</b>	Lack of collaboration/competition among localities Thinning/shrinking of tax base Available workforce	Inconsistent & non-enabling state laws Failure to project regional image Have not fully transitioned economy	Workforce Retention, attraction, preparation, education Reinvestment Declining revenues	Inter-jurisdictional competition Inconsistent public funding
<b>04.e a</b>	<b>Lack of fortitude to work together to improve the lot of the whole; self centeredness</b>	<b>Lack of permission legally, lack of incentive financially, lack of trust historically</b>	<b>Fear of losses in revenue and local autonomy</b>	<b>Inability to see that sharing could improve both identity and ability to fiscally manage destiny</b>
<b>04.c a</b> <b>NOT ACTING REGIONALLY</b>				
<b>04.b a</b> <b>ECONOMIC DEVELOPMENT</b>				
<b>04.b a</b>				
<b>04.b a</b>				
<b>48 a</b> <b>(7 groups)</b>				



OVERARCHING ISSUE	REGIONAL REASONS WHY	REGIONAL BARRIERS	LOCAL REASONS WHY	LOCAL BARRIERS
15.a d MAINTAINING & IMPROVING INFRASTRUCTURE	Disinvestment	Lack of consensus on funding mechanism	Shrinking Tax Base	Workforce Availability
11.a d FINANCIAL RESOURCES TO MEET REGIONAL DEMANDS (WANTS/NEEDS)	Allocation of Resources Shuffling Businesses vs. Attracting new Business	Competition Among Jurisdictions Negative Perceptions	Workforce Retention Shrinking Tax Base	Reduced state/federal funding Unfunded Mandates
11.a d				
04.c d FISCAL PRESSURES	Stagnant/declining revenues Aging Infrastructure	Lack of Regional Cooperation Prioritize regional spending	Unfunded Mandates Shrinking Tax Base Aging Infrastructure	New \$ Inadvertent Foreclosures/Abandonment Local Competition between Communities
04.c d				
02.b d SHRINKING TAX BASE	Loss of Industry Disinvestment	Land Use	Levy System Loss of Industry - Disinvestment	
02.b d				
02.b d				
32 d IMPROVING PUBLIC SECTOR MANAGEMENT WITH LIMITED/SHRINKING RESOURCES (4 groups)	With limited resources, duplication of efforts is wasteful	Trusting an entity to control the operations	Everyone has a shrinking tax base	Learning how to do more with less

OVERARCHING ISSUE	REGIONAL REASONS WHY	REGIONAL BARRIERS	LOCAL REASONS WHY	LOCAL BARRIERS
18.a f 18.a f 18.a f 18.a f	Union Mentality Lack of Cooperation Public Safety Concerns	Political Competition Among Jurisdictions	Vacant Comm. & Industrial Properties	Lack of Local Resources
05.b f 05.b f 05.b f 05.b f 05.b f	NOT CAPITALIZING ON THE GROWING CINCINNATI/DAYTON MEGAPOLIS TO BENEFIT ALL OF THE MVRPC MEMBERSHIP	Dayton region might lose its identity in a larger region	Self Image	Historical perception that the region talks regionally but acts parochially and even more Individual communities concerned over losing their identity and controlling their destiny
03.d f 03.d f 03.d f 03.d f	REGIONAL FRAGMENTATION	Organizational Fragmentation Lack of Regional Brand Independent Economic Development	Lack of marketing Finding your local niche	Reluctance to fund regional projects (Lack of) willingness to sacrifice for the good of the region
26 f	IMPROVING THE POOR REGIONAL IMAGE AND ESTEEM (3 groups)	Numerous high impact losses and stories have negatively impacted all communities	New resources do not want to partake in areas perceived as declining	Local communities fear identity loss, but fail to realize their reputation is determined by perception of entire area

OVERARCHING ISSUE	REGIONAL REASONS WHY	REGIONAL BARRIERS	LOCAL REASONS WHY	LOCAL BARRIERS
<b>12.a c</b> <b>JOB ATTRACTION</b>	Shrinking Tax Base Diversifying local economy/public/private	Skills mismatch/more technical	Diversification Financial Viability	Fragmentation
<b>12.a c</b>				
<b>12.a c</b>				
<b>03.b c</b> <b>ATTRACTING QUALITY WORKFORCE THAT MATCHES REGIONAL NEEDS</b>	Attract & keep businesses Attract businesses Maintain & Grow Tax Base	Lack of amenities that attract young people Not communicating strengths Limited Job Opportunity (quality) Transportation - lack of transit, particularly in rural areas	Jobs for local citizens Stabilizing Communities	Communicating diversity of living/community choices/in entire region Lack of Amenities School system does not meet expectations
<b>03.b c</b>				
<b>03.b c</b>				
<b>00.a c</b> <b>RETAINING WORKFORCE</b>	Workforce Retention New Business Attraction Merge Education/Business with jobs of the future	Lack of amenities Marketing (cohesive & regional)	Diversifying local economy & anticipating future trends Loss of funding/revenue Keeping educated in the area (retention)	Competition between jurisdictions Lack of local corporate decision making Perception of the Dayton Area
<b>00.a c</b>				
<b>05.a c</b> <b>ECONOMIC DEVELOPMENT</b>				
<b>05.a c</b>				
<b>05.a c</b>				
<b>05.a c</b>				
<b>07.c b</b> <b>TRAINING WORKFORCE WITH EMPLOYER NEEDED SKILLS AND GETTING THEM TO WHERE JOBS ARE</b>	All the Econ Dev/Workforce stuff on the Regional Sheet	Overemphasizing desirability of bachelors degree over specific skill based training Lack of regional (multi-county) transportation system	All the Econ Dev/Workforce stuff on the Local Page	Individual high schools emphasis on 4 year college as next step Community support & scholarship programs mostly for 4 year college and not other training
<b>07.c b</b>				
<b>07.c b</b>				
<b>07.c b</b>				
<b>05.a b</b> <b>EDUCATION</b>	Inconsistent Messages from Legislature Qualified/educated workforce	Current funding formula Aging population	Funding Different expectations of parents	Resources Politics
<b>05.a b</b>				
<b>05.a b</b>				
<b>04.b b</b> <b>HUMAN CAPITAL</b>	Disinvestment Skilled Workforce & Retention Tax Policy- School Funding & Workforce Development Costs of providing education	Finding niche- know yourself Self Image Partnerships- between business & workforce development system Too many school districts	Disinvestment Skilled Workforce & Retention Tax Policy- School Funding & Workforce Development Funding mechanism	Attitude & Awareness of Opportunities Employee costs
<b>04.b b</b>				
<b>04.b b</b>				
<b>04.b b</b>				
<b>04.b b</b>				
<b>01.d b</b> <b>SCHOOLS</b>				
<b>01.d b</b>				
<b>20 C</b> <b>(4 groups)</b> <b>IMPROVING OUR WORKFORCE ENVIRONMENT</b>		Lack of understanding our what you have and its effectiveness; conveying that region has more to offer than may be realized		Local Communities have little control over anything but the infrastructure for business; how to engage their regional partners, educators and business community

OVERARCHING ISSUE	REGIONAL REASONS WHY	REGIONAL BARRIERS	LOCAL REASONS WHY	LOCAL BARRIERS
08.a p OVEREXTENDED & OVERDEVELOPED	Competition among Jurisdictions Lack of Density Open Space Preservation	Competition Among Jurisdictions	Aging Infrastructure Disinvestment Lack of Density in Housing	\$ Lack of Cooperation
08.a p 08.a p 08.a p				
06.a p ECONOMIC DISPARITY/SUSTAINABILITY	Giving up on some areas	Competition for Resources	Distribution of Resources	Sins of our Fathers
00.b p TRANSPORTATION /INFRASTRUCTURE	Auto Dependency	Money Mindset	Minimal options to get to work	Not enough density Funding
00.b p 00.b p				
14 p OVERCOMING OUR LAND USE/TRANSPORTATION POLICY INADEQUACIES	Region has more capacity than it is capable of using/maintaining and inefficient system to move people and goods within it	Balancing our land use needs and figuring out how to equitably distribute growth	Local governments appear incapable of maintaining existing development partners, without worsening them with needless expansion	Understanding the ROI on our decisions

Results from June 2013 SC/PAC

Sort By Slug:

Overall Rank (Top 10)

**PRIORITIZED BY TOTAL/THEN IDEA**

SELF IMAGE	PAC	SC	Total	Overall Rank (Top 10)
Collaborative effort to deliver unified message of region's attributes	9	3	12	1
Market Dayton region as part of a growing SW Ohio	4	3	7	3
The middle needs to form up & be the group that pushes the regional focus & image building - there is no Superman coming	2	3	5	6
Less overlap of govt -> lower tax burden	1	1	2	
Encourage development around the region's assets	0	2	2	
Market technological hubs/core competencies	1	1	2	
Use land in a way that builds sense of community	1	1	2	
Need Community Leaders focused on regional boundaries, not jurisdictional boundaries	1	1	2	
Better positive marketing (news media)	0	1	1	

Sort By Slug:

Overall Rank (Top 10)

**PRIORITIZED BY TOTAL/THEN IDEA**

	PAC	SC	Total	Overall Rank (Top 10)
<b>ACT REGIONALLY</b>				
Common leadership for multiple segments	2	4	6	5
Multi-jurisdictional projects to attract state dollars	2	3	5	7
Change incentive programs to promote regional growth, not just local	4	1	5	8
Looking beyond political boundaries	3	1	4	10
State government leadership with consolidation	1	2	3	
Asset mapping/filling gaps	1	1	2	
Pittsburgh "Connect" concept; a platform for engaging key players (public & private)	1	1	2	
Incentive dollars from the state	1	0	1	
<i>Regional port authority or other public development mechanism</i>	0	0	0	

**WORKFORCE**

Continue to create cooperative partnerships between private industry, educational institutions, local government and nonprofit organizations to address educational needs	5	2	7	
Business/Education partnership to target education with employment demand	1	4	5	9
Focus regional business group efforts on region core projects, like Cincinnati	2	1	3	
Accentuate quality of life factors	3	0	3	
Miami Valley means home - attracting former residents back to the region	0	1	1	
Revive older communities	0	1	1	
Alternate modes of transportation	1	0	1	
Improve quality of educational opportunities	1	0	1	

Results from June 2013 SC/PAC

Sort By Slug:

Overall Rank (Top 10)

**PRIORITIZED BY TOTAL/THEN IDEA**

**MANAGEMENT EFFICIENCIES**

	PAC	SC	Total	Overall Rank (Top 10)
Improve private sector participation & leadership in public development & service	8	2	10	2
Sharing service delivery, cooperative agreement	3	1	4	
Continue efforts in local government collaboration	2	1	3	

**ASSETS**

Develop forum to implement regional collaborative efforts	4	0	4	
Regional tax sharing initiative for new development	3	0	3	
Local government to work more collaboratively	0	1	1	
Focus development within existing infrastructure	1	0	1	
Respect identity and characteristics of smaller regional communities	1	0	1	
Focus on the maintenance of existing infrastructure	1	0	1	
Mutual benefit for regional partners	1	0	1	

## **Appendix D**

### **Powers Analysis Results**



## Appendix D: Powers Analysis Results

After completion of the exercises in May and June 2013, it became apparent that the primary concerns identified by the Committees through the process to date included a large number of issues and needs that fell outside of MVRPC's historic role in the region. At the same time, the adoption of the organization's new Strategic Plan in June 2013 indicated interest in evolving the organization's role in the region into a more active and more collaborative presence than it had been in the recent past. As a result, a process was added to the Implementation Tools Lesson Plan to allow participants to more directly and more clearly understand and articulate the manner in which MVRPC could—and could not—impact the Themes as they had emerged to date.

Following a whole-group brainstorming exercise designed to identify the group's understanding of the organization's strengths, members were asked to work through a small group collaborative process to identify the organization's "powers" to address the issues that had been identified to date. The framing of "powers" was put into the context of a comic book superhero's "secret powers," as opposed to a political power or a legal authority, to avoid any risk of overstepping the organization's formal authorizations. Following completion of this exercise, the worksheets were posted to the wall and the voting process used previously was repeated.

The following table includes several elements:

- The colors of the matrix cells indicate the Theme associated with each strategy, with the Themes identified by short phrases (or "slugs") in the legend at the beginning.
- The Sub Issues shown in the first column are identical to those that were identified within each Theme during the process shown in Appendix C. These were printed on the small groups' worksheets.
- The "Strongest Power" and "Next Strongest Power" columns indicate which of the Powers previously brainstormed were determined to fit this Sub Issue best. The number behind the Power name indicates the number of small groups that identified this Power.
- Vote tallies similar to those shown in Appendix C are given by committee and in aggregate.
- The Consulting Team compared the voting results of the June exercise and the July exercise to determine if the examination of Powers significantly changed the Committees' aggregate priorities. As the June and July Rank columns indicate, priorities did shift when the members considered how MVRPC might be able to affect the issues that had been identified.

These results and the analysis were shared with the Committees in the same manner as they are presented here. They were used to establish priorities for the development of the Implementation Tools for Consideration.

SLUG TOPIC PRIORITY	May Topic Rank	June Topic Rank	July Topic Rank (indirect)	Avg Topic Rank	# June Issues w/Votes (x/76)	Topic % of June Votes	# July Issues w/Votes (x/36)	Topic % July Votes
ACT REGIONALLY	1	2	2	1	9	24.14%	4	22.34%
SELF IMAGE	4	1	3	2	9	31.90%	5	21.28%
ASSETS	5	5	1	3	7	10.34%	4	24.47%
WORKFORCE	2	3	5	4	8	18.97%	3	12.77%
MANAGEMENT EFFICIENCIES	3	4	4	5	3	14.66%	3	19.15%
TOTALS					36	100.00%	19	100.00%

Sub Issues of the Primary Topics	Strongest Power	Next Strongest Power	July PAC	July SC	July Total	June Rank	July Rank
<i>Improve private sector participation &amp; leadership in public development &amp; service</i>	Forum-1; Establish Business Roundtable-2; Matchmaking-3; Expand Public/Private Partnerships-4; Matchmaking with private sector & Citizens-5; Facilitate-6; Info Source-7; Money Finder-7;	Regional Outreach-1; Partnerships-3; Info Sharing-4; Forum-5; Advocacy-6; Forum-6; Grant Mgt-7;	11	4	15	2	1
<i>Collaborative effort to deliver unified message of region's attributes</i>	Advocacy-3; Provide Info-4; Funding-6; Forum-5; Forum-7; Stress Interconnectivity through \$-2;	Matchmaking-3; Forum-4; Forum-6; Advocacy-5; Research-7; Info Sharing-7;	8	5	13	1	2
<i>Multi-jurisdictional projects to attract state dollars</i>	Matchmaking-1; Advocacy-3; Convening-4; Advocacy/Sales-4; Matchmaking-6; Grant Mgt-7;	Grant Mgt-1; Grant Mgt-4; Advocacy-State/Federal-6; Shaping Regional Thinking-7;	7	5	12	7	3
<i>Focus development within existing infrastructure</i>	Funding-3; Trans \$-5; Project Suitability-5; Primary Element-5; Trans \$-6; Info Sharing w/Private Business-7;	GIS-5; Info Source-5; Regional Land Use Plan-6; Collaborate btw Jurisdictions & Private Sector-7;	9	2	11		4

Sub Issues of the Primary Topics	Strongest Power	Next Strongest Power	July PAC	July SC	July Total	June Rank	July Rank
<i>Accentuate quality of life factors</i>	Regional marketing-1; Land Use Planning-2; Research-3; Funding-Ranking projects to include quality of life factors-5; Info Source-7;	Marketing-2; Data Gathering-3; Interdisciplinary Thinking-5; Advocacy of Planning-7; Grants Mgt-7;	4	4	8		5
<i>Change incentive programs to promote regional growth, not just local</i>	Forum-1; Grants-2; Funding-3; Regional Advocacy-7; Planning Advocacy State/Federal-7;	Funding-1; Research-2; Grant Mgt-3; Info Source-7; Research-7;	6	1	7	8	6
<i>Focus on the maintenance of existing infrastructure</i>	Grant Mgt-3; Trans \$; Primary Element-5; Trans \$-6; Trans \$-7;	Funding-3; Advocacy State/Federal-6; Interdisciplinary Thinking-7;	6	1	7		7
<i>Encourage development around the region's assets</i>	Funding-3; Trans \$ -4; Reg Land Use Plan-6; Trans \$-5; Planning-2;	GIS Support -4; Planning-5; Forum-2; Research-2;	2	1	3		8
<i>Continue to create cooperative partnerships between private industry, educational institutions, local government and nonprofit organizations to address educational needs</i>	N/A-1; Facilitate Conversations with Stakeholders-2; Partnership-3; Forum-5; Info Source-7;	Forecast needs-2; Matchmaking-3; Research-5; Research-7; Regional Shaping-7;	1	2	3	9	9
<i>Respect identity and characteristics of smaller regional communities</i>	Modeling/Templates-3; Planning-5; Advocacy-6; Shaping Regional Vision-7;	Funding Decisions-6; Grants Mgt-7;	2	1	3		10
<i>Need Community Leaders focused on regional boundaries, not jurisdictional boundaries</i>	0-4; Advocacy for tax structure that benefits regional thinking-6; Not MVRPC-5; B.S.-2;		2		2		11

Sub Issues of the Primary Topics	Strongest Power	Next Strongest Power	July PAC	July SC	July Total	June Rank	July Rank
<i>Sharing service delivery, cooperative agreement</i>	Listing of possible service delivery collaborations-1; Clearinghouse for Agreement Templates-2; Grant Mgt-3; Research-4; Info Source-4; Matchmaking-5; Matchmaking-6; Matching Needs-7;	Funding-3; GIS-4; Forum-5; Develop agreement templates-6; Interdisciplinary Thinking-7;	2		2		12
<i>Market Dayton region as part of a growing SW Ohio</i>	Partnership-3; Forum-4; Not MVRPC - DDC, Reg Chamber, Communities-5; Regional Thinking-7;	Advocacy-3; Provide Info-4;	1		1	3	13
<i>Market technological hubs/core competencies</i>	Research-3; Not MVRPC-DDC, Reg Chamber-5; Growth Management-7;	Information-3; Matching Private & Public-7; Advocacy-7;	1		1		14
<i>Common leadership for multiple segments</i>	Collaboration-1; "Uber" Convener-2; Forum-3; Forum-4; Forum-7;	Interdisciplinary Thinking-1; Matchmaking-7; Interdisciplinary Thinking-7;	1		1	5	15
<i>Asset mapping/filling gaps</i>	Technology & Data-1; GIS-2; Research-3; GIS Support-7;	Info Source-3; Research-7;		1	1		16
<i>Business/Education partnership to target education with employment demand</i>	Encourage expansion of collaboration-1; Partnership-3; Forum-5; Grants Management-7;	Matchmaking-3; Research-5; Research-7; Regional Shaping-7;	1		1		17
<i>Continue efforts in local government collaboration</i>	Regional Advocacy-1; Funding-3; Forum-4; Matchmaking-5; Forum-6; Matching Needs-7;	Regional Forum-1; Matchmaking-3; Info Source-4; Forum-5; Consensus Facilitation-6; Forum-7; Info Source-7;	1		1		18
<i>Regional tax sharing initiative for new development</i>	Advocacy-3; Forum-5; Advocacy-6; Forum-6; Educate-Info on Benefits-7;	Research-5; Staff Expertise-6; Grants for Regional Incentive-7;	1		1		19

Sub Issues of the Primary Topics	Strongest Power	Next Strongest Power	July PAC	July SC	July Total	June Rank	July Rank
<i>Local government to work more collaboratively</i>	Partnership-3; Forum-5; Matchmaking-6; Info Source-7; Matchmaking-7;	Advocacy-5; Templates/ Agreements-6; Asset Mapping-7;		1	1		20
<i>The middle needs to form up &amp; be the group that pushes the regional focus &amp; image building - there is no Superman coming</i>	N/A-5; Info Sharing-7;	N/A-5; Educate How To-7;			0	6	21
<i>Less overlap of govt -&gt; lower tax burden</i>	Advocacy-3; 0-4; Matchmaking-6; Forum-5; Research-7;	Funding-3; Research Cost/Benefit Analysis-6; Info Sharing-7;			0		22
<i>Use land in a way that builds sense of community</i>	0-4; Reg Land Use Plan-6; Planning-5; Planning-2;	Trans \$-5;			0		23
<i>Better positive marketing (news media)</i>	0-4; MVRPC Marketing Efforts-5;				0		24
<i>Looking beyond political boundaries</i>	Forum-1; Regional Data/Info-1; Coordinate Land Use Plans-2; Advocacy-3; Forum- Consensus Building-6; Interdisciplinary Thinking-7;	Regional Planning Advocacy in Partnership with DDC-1; Research-2; Matchmaking-7; Regional Shaping-7;			0	10	25
<i>State government leadership with consolidation</i>	Coordinate Land Use Plans-2; Advocacy-3; Forum-7;	Advocacy to State-7;			0		26
<i>Pittsburgh "Connect" concept; a platform for engaging key players (public &amp; private)</i>	Public Forum/ Outreach-1; Matchmaking-3; Forum-7;	Private Sector Involvement-1; Partnerships-3; Matchmaking-7;			0		27
<i>Regional port authority or other public development mechanism</i>	Going Places-1; Advocacy-3; Matchmaking-6; Trans \$-7;				0		28

Sub Issues of the Primary Topics	Strongest Power	Next Strongest Power	July PAC	July SC	July Total	June Rank	July Rank
<i>Government &amp; non-profit organizations to address educational needs</i>	N/A-1; Advocacy-3; Forum-5; Grants Management-7;	Research-5; Research-7; Regional Shaping-7;			0		29
<i>Focus regional business group efforts on region core projects, like Cincinnati</i>	Cooperative forum to focus on regional core issues-1; Forum-3; Planning -5; Grants Management-7;	Discourage competition of Limited Resources, i.e. Arts-1; Matchmaking-3; Trans \$-5; Research-7; Regional Shaping-7;			0		30
<i>Miami Valley means home - attracting former residents back to the region</i>	Regional marketing of quality of life-1; Out of Scope-5; Info Source-7;	Regional Chamber/ Visitors Bureau Cause-5; Advocacy of Planning-7; Grants Mgt-7;			0		31
<i>Revive Older Communities</i>	Marketing & Education -1; Preserve Diversity of Housing Stock-2; Funding-3; Planning-5; Grants Mgt-7;	Grant management-3; Trans \$-5; Info Source-7;			0		32
<i>Alternate Modes of Transportation</i>	Funding-1; Air Quality Management-3; Trans \$-5; Grants Mgt -7;	Funding-3; Advocate-5; Trans \$-7;			0		33
<i>Improve quality of educational opportunities</i>	Join Lobbying Efforts-1; Advocacy-3; Out of Scope-5; Research-7;	Taken up by SOCHE & All Educational Institutions-5; Info Source-7;			0		34
<i>Develop forum to implement regional collaborative efforts</i>	Forum-3; THE Forum-5; Forum-7;	Planning-5;			0		35
<i>Mutual benefit for regional partners</i>	Forum-3; N/A-5; Matchmaking (Communities & Agencies)-6; Grants for Regional Incentive-7;	Partnerships-3; Info Source-7; Education-7;			0		36
			66	28	94		

## **Appendix E**

### **Initial 46 Implementation Tools for Consideration**

Strategy: Foster multi-jurisdiction projects to enhance opportunities for winning state and federal funding

**Tool: A—Identify ways to increase a proposed project’s funding competitiveness by increasing or highlighting its regional impact**

Authors	SC votes	PAC votes	Total votes	Attendees
8	13	0	13	26

What could MVRPC do?

- Figure out how to make proposed projects more competitive
- Recommend changes to project scope to increase odds of funding

**What Could It Do:**

Increase efficiency; Leverage More Money; Tie into state and federal initiatives that enable funding

**Regional Benefit:**

Way to collaborate regionally; More competitive for receipt of funding; More regional impact; Completion of projects in a timely manner

**Regional Issue:**

Outline benefits to collaborators to see the greater vision; Overcoming local turf issues

**Local Benefit:**

Get more projects completed; Shared resources, spend less; Reduction in spending local tax dollars

**Local Issue:**

Limited Resources; Sense of control



Strategy: Foster multi-jurisdiction projects to enhance opportunities for winning state and federal funding

**Tool: B—Develop matchmaker program to actively connect local agencies and develop regional projects that can compete for funding**

Authors	SC votes	PAC votes	Total votes	Attendees
4	3	3	6	26

What could MVRPC do?

- Keep track of conceptual or long-range project needs (in addition to those currently programmed)
- Put jurisdictions in contact with each other when potential for cross-collaboration is identified
- Help refine project scopes to increase their competitiveness for funding

**What Could It Do:**

Connecting Agencies ; Increases funding opportunities

**Regional Benefit:**

More dollars for projects

**Regional Issue:**

How do you determine which project from which entity is best/the priority

**Local Benefit:**

More dollars for projects

**Local Issue:**

Loss of power, other entity decision making

Strategy: Foster multi-jurisdiction projects to enhance opportunities for winning state and federal funding

**Tool: C—Expand the state and federal legislative communication role within MVRPC staff**

Authors	SC votes	PAC votes	Total votes	Attendees
0	0	4	4	26

What could MVRPC do?

- Dedicated communications with state and federal legislative staff and agencies
- Regular reporting to Executive Director, Staff and Board of Directors regarding emerging funding decision trends and other issues

Strategy: Foster multi-jurisdiction projects to enhance opportunities for winning state and federal funding

**Tool: D—Convene a regular, structured regional forum to collaboratively identify and prioritize regional infrastructure priorities**

Authors	SC votes	PAC votes	Total votes	Attendees
4	6	4	10	26

What could MVRPC do?

- Strengthen collaborative partnership with broad cross-section of regional leadership – political, institutional, business
- Conduct systematic review of existing and emerging regional infrastructure needs
- Avoid duplicating existing forums; focus on infrastructure needs

**What Could It Do:**

Open interjurisdictional conversation

**Regional Benefit:**

Broader support & understanding of local issues; More effective use of limited resources

**Regional Issue:**

Resistance to change

**Local Benefit:**

Broader understanding by a larger group of local concerns (i.e. Regional Cooperation)

**Local Issue:**

Obligations to local voters

Strategy: Support regional economic growth initiatives

**Tool: E—Support inclusion of transportation and/or land use issues in existing regional forums through stronger partner roles**

Authors	SC votes	PAC votes	Total votes	Attendees
8	7	3	10	26

What could MVRPC do?

- Serve as liaison for existing forums to increase elected official representation
- Facilitate communication between local governments and regional business leadership to build broader support for regional transportation/land use priorities
- Improve information available to those forums about transportation/land use issues

**What Could It Do:**

Encourage forum decisions to be fact based; Build Trust

**Regional Benefit:**

Quality of decisions being made improves (decisions can be made and we can move on); Cohesive progress, bring more resources and political to the table

**Regional Issue:**

Local interests might trump regional interests/goals/plans (i.e. watershed or transportation); Competition for same resources

**Local Benefit:**

Quality of decisions being made improves (decisions can be made and we can move on); Reduce dependence on government

**Local Issue:**

Assumes land use & transportation are most important issues; Need community support (NIMBY); Fit more likely; More Objectivity

Strategy: Support regional economic growth initiatives

**Tool: F—Support search and application efforts for regional funding, particularly for connecting transportation/land use coordination with economic objectives**

Authors	SC votes	PAC votes	Total votes	Attendees
5	5	5	10	26

What could MVRPC do?

- Seek and build regional partnerships around available grant and philanthropic opportunities that address transportation/land use/economic interface, such as Local Government Innovation Fund (LGIF), Livable Cities, CEOs for Cities

**What Could It Do:**

Speaks to Issue of Sustainability and ability to look more holistically at breadth of regional projects;  
Leverage regional assets to obtain additional funding

**Regional Benefit:**

Rationalizes sustainable levels of development; Fund projects otherwise not obtainable by individual jurisdictions

**Regional Issue:**

Possible competing priorities, available funding but not #1 priority

**Local Benefit:**

Provides rationale for local decision making

**Local Issue:**

Property Rights; Sharing control of projects

Strategy: Support regional economic growth initiatives

**Tool: G—Establish a center for regional economic data and analysis, in partnership with other agencies**

Authors	SC votes	PAC votes	Total votes	Attendees
4	5	3	8	26

What could MVRPC do?

- Make economic information easily accessible and understandable by regional agencies, local governments and citizens
- Improve grant applications, and build a basis for understanding common issues and challenges
- Greater awareness of regional economic efforts and opportunities for collaboration

**What Could It Do:**

Enhance regional competitiveness

**Regional Benefit:**

Deal with data - not emotion; More responsive to inquiries (i.e. Development)

**Regional Issue:**

Parochial attitudes

**Local Benefit:**

Availability of data to promote development; More responsive to inquiries

**Local Issue:**

Self centered

Strategy: Heighten awareness of regional assets and gaps

**Tool: H—Create and share regional performance indicators**

Authors	SC votes	PAC votes	Total votes	Attendees
0	3	3	6	26

What could MVRPC do?

- Share a regular program of information about progress on regional priority issues
- Raise public awareness of regional strengths and challenges; facilitate communication with regional agencies and institutions

Strategy: Heighten awareness of regional assets and gaps

**Tool: I—Create and share maps illustrating key assets and gaps**

Authors	SC votes	PAC votes	Total votes	Attendees
9	3	3	6	26

What could MVRPC do?

- Mapping important but easily-overlooked assets and gaps across the region could help inform regional policy coordination and strengthen awareness of the need for regional action. Examples might include career training resources, fresh food availability, potential transit-dependent populations, etc.

**What Could It Do:**

Increased information to collaborate and work together; Gives us real, hard, objective data to use and where things are; Show what should be developed and what should be preserved

**Regional Benefit:**

Saves time; Creates a bigger picture; Putting something in the best place for the region; Site suitability information; Better look at the region; based on facts

**Regional Issue:**

Who is the audience? What information to include? Map data might tend to take support for a pet project; See "things" they might not "see" without the tool

**Local Benefit:**

Improved economic development; Improved efficiency; Some local governments do not have the proper personnel to do mapping and would benefit from comprehensive mapping; What is best

**Local Issue:**

Accepting the facts; See "things" they might not "see" without the tool



Strategy: Heighten awareness of regional assets and gaps

**Tool: IHG combo (Establish a center for regional economic data and analysis, in partnership with other agencies/Create and share regional performance indicators/Create and share maps illustrating key assets and gaps)**

Authors	SC votes	PAC votes	Total votes	Attendees
3	1	2	3	26

**What Could It Do:**

Gives better understanding of resources (assets); Supports common goals/projects (snapshot)

**Regional Benefit:**

Providing funding unavailable to individual entities that is beneficial to all (i.e. Ohio River Corridor Project)

**Regional Issue:**

Willingness to collaborate

**Local Benefit:**

Avoiding duplication

**Local Issue:**

Willingness to share

Strategy: Heighten awareness of regional assets and gaps

**Tool: J—Develop a shared GIS system as an information source for member jurisdictions**

Authors	SC votes	PAC votes	Total votes	Attendees
15	11	6	17	26

What could MVRPC do?

- Lessen the burden on smaller local staffs, help local governments manage information more effectively
- Increase awareness of the potential impacts of regional issues on local government decisions, such as traffic volumes on non-local roads, watersheds

**What Could It Do:**

Identify projects; Expand GIS Information; Help all governments (small & large); Act based on good information; Give better information for decision making - build consensus; Support small jurisdictions; Provides supportive data for funding

**Regional Benefit:**

Information; Uniformity of input and display; Consistency; Cost effective; Better decisions-helpful to the region; Can see data regionally and compare; Enhances sense of regional cooperation; Enhances knowledge and understanding of regional jurisdictions to understand why a particular location might be preferable for development

**Regional Issue:**

Staff capacity to deliver requests; Gathering information capabilities; Are we willing to share? How to make accessible to private sector

**Local Benefit:**

Provide information & services not available locally; Cost efficiency; Better decisions-helpful to local; Reduce time & costs for staff; Make better decisions; Resources & capacity gaps reduced; Makes resources available that many could not support on their own

**Local Issue:**

Ownership of the data; Capacity to collect information; Will they work with the region? Need if they already have it? Perception of loss of local autonomy

Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: A—Provide land use plan and code analysis services to local governments**

Authors	SC votes	PAC votes	Total votes	Attendees
0	1	3	4	17

What could MVRPC do?

- Conduct an initial analysis of a community's plan and zoning regulations against the community's priorities to identify revisions, new regulatory tools, etc.
- Provide user-friendly, prioritized recommendations

Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: B—Create program of information sharing and education regarding planning and zoning tools available to help local governments**

Authors	SC votes	PAC votes	Total votes	Attendees
0	1	0	1	17

What could MVRPC do?

- Support and enhance local community resources for planning and regulatory tools that can be used to help them address needs more effectively
- Potential combination of written/web-based and in-person training

Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: C—Conduct a training program in the use and application of GIS systems for local gov't staff**

Authors	SC votes	PAC votes	Total votes	Attendees
9	4	7	11	17

What could MVRPC do?

- Conduct a series of training sessions to help local government staff use GIS more effectively
- Training could be designed to fit local staff needs/interests
- Training could be provided in collaboration with a higher education institution

**What Could It Do:**

Train staff for higher level analysis; Train staff for basic GIS functioning; Go beyond maps to analyze & improve planning process; Foster Cooperation; Speed Econ Dev Decisions;

**Regional Benefit:**

Better understanding of GIS data and better utilization of GIS data in planning; Common system used; Sharing of data for analysis; Increase cooperation; Region more marketable; Increased knowledge of properties;

**Regional Issue:**

Same; Additional capacity; Additional competency; Speed & efficiency; Potential cost reductions (staff & equipment)

**Local Benefit:**

Manpower & Cost; Compatibility Issues; Staffing;

**Local Issue:**

Same; Compatibility Issues; Timing; Staffing

Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: D—Create and share a model comprehensive plan for jurisdiction use**

Authors	SC votes	PAC votes	Total votes	Attendees
0	1	1	2	17

What could MVRPC do?

- The Model Comprehensive Plan would provide a template that may allow jurisdictions to generate a comprehensive plan with relatively little cost or outside assistance
- Resulting comprehensive plans could facilitate coordination among jurisdictions by simplifying comparisons and highlighting similarities

Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: E—Convene and facilitate a regulatory coordination committee to identify and develop shared strategies for addressing common regulatory issues**

Authors	SC votes	PAC votes	Total votes	Attendees
3	2	5	7	17

What could MVRPC do?

- Help planning and zoning professionals collaborate to develop shared strategy for addressing emerging development issues that they are facing individually
- Committee could generate sample regulatory language around identified issues, easing local adoption and increasing regulatory consistency

**What Could It Do:**

**Regional Benefit:**

Equalize playing field & reduce competition

**Regional Issue:**

Equalize playing field & reduce competition

**Local Benefit:**

Buy in, suspicion

**Local Issue:**

Buy in; Suspicion

Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: F—Improve local government's access to performance management information for their jurisdictions**

Authors	SC votes	PAC votes	Total votes	Attendees
0	0	3	3	17

What could MVRPC do?

- Collaborate with interested local governments to identify a shared set of performance metrics and data sources
- Collect input from interested governments, create benchmarks and report data



Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: G—Create a tool that allows local governments to predict the potential impacts of a proposed development on such issues as tax revenue, public safety, road maintenance, etc.**

Authors	SC votes	PAC votes	Total votes	Attendees
10	7	6	13	17

What could MVRPC do?

- Develop a scenario-building tool that allows evaluation of a wide variety of factors that may be affected by development
- Predict fiscal, geographic or other impacts

**What Could It Do:**

Could show cost/benefit to communities and shape decisions; Tools to make decisions with; Tool to educate citizens; Help analyze impacts of development proposals;

**Regional Benefit:**

Provide input to make better/smarter investments in infrastructure; Could help guide growth & development; Prioritize development; Increase efficiency, effectiveness, knowledge; Avoid redundancy in econ dev; Avoid intercommunity competition;

**Regional Issue:**

Increase efficiency, effectiveness, knowledge; Impact on environment & economy;

**Local Benefit:**

Manpower & Cost; Buy In; Water Quality; Efficiency;

**Local Issue:**

Manpower & cost; Buy In; Short vs long term impacts;

Strategy: Help interested local governments find new and beneficial ways to collaborate

**Tool: H—Explore funding techniques to promote joint planning and regional planning initiatives**

Authors	SC votes	PAC votes	Total votes	Attendees
4	2	1	3	17

- What could MVRPC do?
- Research options
  - Identify funding alternatives
  - Formalize application review process

**What Could It Do:**

Could leverage resources; See WSU's Dr. Dustin's Advanced Signature Program

**Regional Benefit:**

**Regional Issue:**

**Local Benefit:**

Problem getting cooperation and sign off; Local officials will not support

**Local Issue:**

Strategy: Help interested local governments find new and beneficial ways to collaborate

**Tool: I—Support expansion of local government collaborative purchasing**

Authors	SC votes	PAC votes	Total votes	Attendees
0	3	2	5	17

What could MVRPC do?

- Host and facilitate discussions around potential needs
- Identify existing organizations able to manage services

Strategy: Improve private sector participation and leadership in public development and service

**Tool: J—Develop a regional citizen's government academy**

Authors	SC votes	PAC votes	Total votes	Attendees
3	3	3	6	17

What could MVRPC do?

- Promote and select citizen participants
- Develop curriculum in partnership with participating local governments
- Manage logistics and coordinate Academy participation
- Publicize experience

**What Could It Do:**

Help get people involved; Understand govt workings and their responsibilities;

**Regional Benefit:**

Citizen participation;

**Regional Issue:**

Public Involvement;

**Local Benefit:**

Getting people to come;

**Local Issue:**

Participation;

Strategy: Improve private sector participation and leadership in public development and service

**Tool: K—Convene & facilitate targeted discussions between local government representatives and regional or sub-regional businesses and institutions to identify solutions to land use/transportation issues**

Authors	SC votes	PAC votes	Total votes	Attendees
7	5	3	8	17

What could MVRPC do?

- Use its growing relationships with regional business and institutional leaders to connect them to local government representatives around specific issues
- Potential topics could include finding ways to fund needed transportation improvements, improve road access standards, or address other “wicked problems” as identified by local governments or collaboratives of local governments
- Facilitate these conversations to help participants identify potential action steps

**What Could It Do:**

Get all stakeholders to the table including NGO's, ad hoc groups, individuals; Help prioritize regional projects

**Regional Benefit:**

Create a culture of regionalism; Focus resources; Work regionally;

**Regional Issue:**

Connecting & benefitting between jurisdictions; Being at the table; Getting input;

**Local Benefit:**

Whats the incentive?; Getting everyone at the table;

**Local Issue:**

Seeing benefits to their jurisdiction

Strategy: Improve private sector participation and leadership in public development and service

**Tool: KL Combo (Convene & facilitate targeted discussions between local government representatives and regional or sub-regional businesses and institutions to identify solutions to land use/transportation issues/Developer education)**

Authors	SC votes	PAC votes	Total votes	Attendees
3	1	4	5	17

**What Could It Do:**

Educate Business Community (and also government)

**Regional Benefit:**

Communications; Understanding; Problem Solving;

**Regional Issue:**

Prepare for Regional Planning; Collaboration

**Local Benefit:**

Local Govt Pressures

**Local Issue:**

Restricted Funding;

Strategy: Improve private sector participation and leadership in public development and service

**Tool: L—Developer education**

Authors	SC votes	PAC votes	Total votes	Attendees
0	0	0	0	17

Strategy: Improve private sector participation and leadership in public development and service

**Tool: M—Regional GIS administration**

Authors	SC votes	PAC votes	Total votes	Attendees
0	0	0	0	17



Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: A—Lead in the development of regional economic and workforce benchmarking**

Authors	SC votes	PAC votes	Total votes	Attendees
0	0	3	03	17

What could MVRPC do?

- Collaborate with regional economic development practitioners to identify system of measures and indicators of workforce skills/capabilities and gaps and geographic distribution
- Support regional economic development partners in identifying regional needs and funding options

Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: B—Conduct geographic distribution study of workforce, education and training resources and economic centers of activity**

Authors	SC votes	PAC votes	Total votes	Attendees
n/a	2	4	6	17

What could MVRPC do?

- Conduct GIS analysis of employment centers, education and areas with particular workforce characteristics (for example, ex-auto industry employees)
- Visually demonstrate connections and disconnects between populations, relevant employment centers, educational resources

**What Could It Do:**

**Regional Benefit:**

Be a source of neutral data for decision making

**Regional Issue:**

A source of unbiased info available to all parties on an issue would improve decision making and satisfaction with decisions; Would increase data basis of decision making

**Local Benefit:**

Cost of data collection, especially when unclear when/if data would be used; Ability for MVRPC to remain to be seen as a neutral source, especially if on group loses several times

**Local Issue:**

Changes "rules of the game" and they will have to learn to play a new game

Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: C—Develop a comprehensive searchable database for the region to help businesses identify the most relevant sites and buildings for their needs**

Authors	SC votes	PAC votes	Total votes	Attendees
6	9	4	13	17

What could MVRPC do?

- Collaborate with regional economic development agencies to identify the kinds of information that businesses, looking for locations, seek
- Collect data and create GIS layers to enable search via web and strengthen local jurisdictions' understanding of site competitiveness
- Manage database on behalf of regional economic development agencies

**What Could It Do:**

Businesses get information more quickly; Know what is available, know skill sets, know what is needed, Increase competitiveness

**Regional Benefit:**

More efficient, business friendly, competitive; More marketable, more doable, more non-confrontational

**Regional Issue:**

Data sharing, data collection; Gathering data

**Local Benefit:**

Efficiency, jobs, Enhanced self image; More marketable

**Local Issue:**

Data Sharing, data collection; Providing data, insuring equal benefit

Strategy: Help interested local governments find ways to improve their service delivery efficiency and effectiveness

**Tool: D—Support and enhance regional economic development efforts to pursue economic gardening**

Authors	SC votes	PAC votes	Total votes	Attendees
0	2	4	6	17

What could MVRPC do?

- Collaborate with regional economic development agencies to develop analytical tools to identify and enable targeted support of potential “gazelle” businesses
- Manage tools on behalf of regional economic development agencies

**What Could It Do:**

Accelerate Growth of Firms

**Regional Benefit:**

Job growth, Possible increased attachment to community by company

**Regional Issue:**

Movement of companies between jurisdictions

**Local Benefit:**

Revenue tax benefit

**Local Issue:**

ROI, Explaining the difference between gardening and standard retention and expansion efforts

Strategy: Support broad cooperative partnerships to help address education and workforce needs

**Tool: E—Support the development of a Strive-style network to foster broad cooperation among the full range of agencies that deal with education and workforce issues**

Authors	SC votes	PAC votes	Total votes	Attendees
0	1	0	1	17

What could MVRPC do?

- Share information about Cincinnati's Strive model and a vision of its potential use with regional economic development and educational agencies
- Use its regional knowledge and mapping to identify and recruit partners from the entire regional spectrum
- Work with economic development agencies to design the network

Strategy: Support broad cooperative partnerships to help address education and workforce needs

**Tool: F—Facilitate conversations between school districts and local governments to improve awareness of and coordination around school/community land use and transportation issues**

Authors	SC votes	PAC votes	Total votes	Attendees
3	6	0	6	17

What could MVRPC do?

- Create regional forum to explore the impacts of school decisions on land use and transportation issues and vice versa
- Support a regional working group to identify strategies for managing and avoiding undesirable impacts with logistics, data, mapping

**What Could It Do:**

Improve location decisions that impact increasing the cost of transportation of students

**Regional Benefit:**

Less traffic congestion. Better use of land. Preserving farmland. Better access for students

**Regional Issue:**

Transportation is one of the first items to be cut when budgets get tight. Self-inflicted problem.

**Local Benefit:**

Less traffic congestion. Reduce need for levy \$. Better use for education \$.

**Local Issue:**

Forces govts to somehow find funding support to handle demands on transportation access.

Strategy: Help the region continue to build its self-image

**Tool: G—Build partnerships with other agencies to develop an "authentic narrative" about the region as a means to build internal understanding of the area's uniqueness and support more meaningful marketing**

Authors	SC votes	PAC votes	Total votes	Attendees
3	5	6	11	17

What could MVRPC do?

- Convene a broad range of regional participants
- Introduce and review Cincinnati's Story Project concept
- Collaborate with other regional agencies to develop the Greater Dayton area's story

**What Could It Do:**

Change conversation to positive aspects

**Regional Benefit:**

Positive perceptions of region. Awareness of opportunities.

**Regional Issue:**

Communities may feel left out of the message. Jurisdictions already invested in their own brand/identity

**Local Benefit:**

Attraction/retention of talent=increased population

**Local Issue:**

Associated with negative perceptions of Dayton by jurisdictions outside of the urban core.

Strategy: Help the region continue to build its self-image

**Tool: H—Support development of a "Tourism for Locals" program**

Authors	SC votes	PAC votes	Total votes	Attendees
3	5	4	9	17

What could MVRPC do?

- Collaborate with other agencies to identify and map locations of interest
- Use its transportation and network-planning skills to develop routes
- Collaborate with other regional agencies to promote and disseminate tour materials

**What Could It Do:**

Bring more people to each locale

**Regional Benefit:**

Keep revenue locally

**Regional Issue:**

Awareness of the importance of shop "locally"

**Local Benefit:**

Flourishing businesses. Fewer empty spaces

**Local Issue:**

Assist in publishing necessity of awareness



Strategy: Help the region continue to build its self-image

**Tool: I—Create a regular program of promoting positive land use stories from local communities through regional conventional and social media**

Authors	SC votes	PAC votes	Total votes	Attendees
0	0	1	0 1	17

What could MVRPC do?

- Use its local connections and awareness of regional issues to identify stories/case studies of effective land use decisions (for example, redevelopments, environmentally-friendly new developments, use of new roadway or storm sewer technology, etc.)
- Use the agencies' conventional and social media reach to share those stories on a regular and consistent basis

Strategy: Help regional actors to capitalize more fully on the region's unique set of characteristics

**Tool: J—Develop a regional development and redevelopment training for citizens**

Authors	SC votes	PAC votes	Total votes	Attendees
0	0	3	3	17

What could MVRPC do?

- Promote and select citizen participants
- Develop curriculum in partnership with participating local governments
- Manage logistics and coordinate participation
- Publicize experience

**What Could It Do:**

Develop curriculum in partnership with participating local government; Coordination among local efforts-enhanced 'regionalism'

**Regional Benefit:**

Minimize cost as a carrot to enticing new players; "What's in it for me?", Broad participation

**Regional Issue:**

Image of Region as a Union (entitlement) domain; Local leaders w/regional viewpoint

**Local Benefit:**

Consolidation of Services

**Local Issue:**

Greater Coordination

Strategy: Help regional actors to capitalize more fully on the region's unique set of characteristics

**Tool: K—Leadership training model (broader scope than development but more about regional concerns and governance/structures)**

Authors	SC votes	PAC votes	Total votes	Attendees
0	3	5	8	17

Strategy: Support regional development and redevelopment efforts that give the region the best possible return on investment

**Tool: A—Develop a return on investment analysis tool**

Authors	SC votes	PAC votes	Total votes	Attendees
10	8	5	13	22

What could MVRPC do?

- Work with regional partners to identify framework and criteria for return on investment evaluations. Criteria might include number of jobs/average wage of job generated, cost of public infrastructure investment required, impact on stated community objectives, etc.
- Create Excel-based or online tool

**What Could It Do:**

Analysis of competing projects objectively; Benefits decision making, Promotes careful analysis, Provides justification for decision;

**Regional Benefit:**

Better use of limited resources, Avoid redundancies/spending \$ on overcapacity, Decreases lag time/better decision-making; Improved infrastructure workforce opportunities across the region, Better decision making across region, Provides measuring stick; Improves economic development;

**Regional Issue:**

Politics, Time sensitivity enables striking while the iron is hot; Will it be win for and win local entities; Consistency between jurisdictions;

**Local Benefit:**

Saves \$, Helps to evaluate projects, Goal: save \$, Score points with state/fed interagency competition, Targets limited budgets to highest returns; Provide tool for decision making, Justify decision to constituents; Improved communications between administrators and elected officials;

**Local Issue:**

Liability of the data, garbage in/garbage out, Tension between property rights and public good, Politics; Overreliance on regional organization; Businesses may relocate with region and some jurisdictions may lose

Strategy: Support regional development and redevelopment efforts that give the region the best possible return on investment

**Tool: B—Support the creative repurposing of underutilized regional infrastructure resources**

Authors	SC votes	PAC votes	Total votes	Attendees
6	6	3	9	22

What could MVRPC do?

- Support landbank initiatives
- Find incentive funding to seed innovative ways to reuse underperforming infrastructure, such as vacant properties, railway corridors, storm culverts, detention ponds, etc.
- Publicize success stories regarding innovations

**What Could It Do:**

Effective use of resources; Promote redevelopment, Improve Aesthetics

**Regional Benefit:**

Attracting new uses of resources; Maximize return on current investments, Bring funding to the region;

**Regional Issue:**

Itemize and distribute information for these resources; How to fairly distribute funds fairly across the region

**Local Benefit:**

Long term influx of revenue and economic development; Address problem areas with communities, Improve economics

**Local Issue:**

Too parochial in outlook; Can be more expensive than new development

Strategy: Support regional development and redevelopment efforts that give the region the best possible return on investment

**Tool: C—Support an acceleration of brownfield remediation to the region**

Authors	SC votes	PAC votes	Total votes	Attendees
3	9	3	12	22

What could MVRPC do?

- Provide preliminary data and analysis to identify potential brownfield remediation sites
- Help jurisdictions apply for assessment and remediation funds

**What Could It Do:**

Get rid of blight-cancers, Enhances redevelopment possibilities= economic and environmental

**Regional Benefit:**

Enhance tourism - attractiveness of the community (i.e. Air Force Museum-Tech Development)

**Regional Issue:**

Grant writing ability and promotion to bring in funds to redevelop small brownfields

**Local Benefit:**

Privatized use of local business, education, housing

**Local Issue:**

Control of development, not appease developer

Strategy: Maintain and reinforce the region's system of existing assets for maximum return on investment

**Tool: D—Implement a Scenic Corridors program**

Authors	SC votes	PAC votes	Total votes	Attendees
3	4	1	5	22

What could MVRPC do?

- Identify criteria for scenic corridors, based on identification of community priorities and factors such as percentage of wooded or agricultural frontage, historic buildings, etc.
- Proactively identify potential scenic corridors for local consideration
- Publicize and share best practices information about scenic corridor management, including historic preservation strategies, strategies/best practices for development, land use management, signage, billboards, lighting, etc.

**What Could It Do:**

Improve tourism, environment, livability

**Regional Benefit:**

Tourism, Development

**Regional Issue:**

Coordination of intercommunity assets, Defragmenting communities

**Local Benefit:**

Income

**Local Issue:**

Alignment of regulations between and among communities

Strategy: Maintain and reinforce the region's system of existing assets for maximum return on investment

**Tool: E—Provide customized GIS-based data/analysis package to assist communities in local planning and development management**

Authors	SC votes	PAC votes	Total votes	Attendees
4	6	5	11	22

What could MVRPC do?

- Provide map-based data and analysis of development suitability, environmental constraints, zoning and other factors necessary for pre-planning and development analysis
- Help local jurisdictions interpret and set policy on the basis of the analysis, as desired

**What Could It Do:**

Give credibility to this process! Don't duplicate what local communities already do

**Regional Benefit:**

Inventory of vacant space, Prioritize vacant spaces, New resource for DDC and local government

**Regional Issue:**

Some communities are more advanced in GIS - MVRPC could help communities lacking, Bring all up to "Speed", homogenous

**Local Benefit:**

Save \$\$\$, time, resources, Fast response to development, etc, Opportunities

**Local Issue:**

Gather the information needed. May be difficult because of manpower (reduced budgets)



Strategy: Maintain and reinforce the region's system of existing assets for maximum return on investment

**Tool: F—Increase support of watershed, groundwater and surface water issues in the region**

Authors	SC votes	PAC votes	Total votes	Attendees
7	3	4	7	22

What could MVRPC do?

- Maintain mapping resources to help people identify their watershed and understand issues impacting surface water and groundwater within their watershed
- Support and partner with regional organizations and networks such as MCD, Greater Dayton Partners for the Environment

**What Could It Do:**

Promote conservation, Build awareness, Consolidate available data, Lead to development of model regulations; Draw businesses (future) and residents

**Regional Benefit:**

Collaboration, Conservation of Important assets; Economic Offering - Businesses or residents would relocate to the region - Region could sell water to regions without access to clean water

**Regional Issue:**

Interagency cooperation, Narrow self interest; Additional concern for water quality upstream

**Local Benefit:**

Provide framework for regulation (in form of template), Significant econ development recruitment tool; Increased tax base

**Local Issue:**

Turfism, Requires "educated" position for elected officials; Increased sharing of tax revenue between state and county

Strategy: Help each community build on its unique assets and capitalize on its opportunities

**Tool: G—Conduct multi-jurisdiction corridor plans for redevelopment, development and preservation initiatives**

Authors	SC votes	PAC votes	Total votes	Attendees
0	1	3	4	22

What could MVRPC do?

- Partner with interested jurisdictions to identify corridors
- Fund and manage comprehensive corridor planning process (community, land use, transportation, green infrastructure, and other environmental issues and goals)

Strategy: Help each community build on its unique assets and capitalize on its opportunities

**Tool: H—Introduce communities to tactical urbanism**

Authors	SC votes	PAC votes	Total votes	Attendees
0	0	0	0	22

What could MVRPC do?

- Serve as a technical resource to communities and organizations that want to undertake a Better Block initiative
- Can brainstorm, facilitate workshops, help with public involvement, etc.

Strategy: Help each community build on its unique assets and capitalize on its opportunities

**Tool: I—Develop a program of regional asset mapping**

Authors	SC votes	PAC votes	Total votes	Attendees
10	14	4	18	22

What could MVRPC do?

- Create interactive mapping of related assets for the built and natural environment (landmarks, economic centers, institutions, transportation, food systems, green infrastructure, open space, vacant properties)
- Help regional partners identify gaps, disconnects and needed resources

**What Could It Do:**

Goes hand in hand with workforce and self image- recommended tool; Provide regional perspective of available assets, Identify regional assets; Provide accessible central clearing house

**Regional Benefit:**

Showcases/builds upon our existing strengths; Identification of regional assets; Identify gaps/disconnects, Encourage interagency cooperation

**Regional Issue:**

Coming to consensus on what is an asset, How often/who updates the tool; Does asset lead to regional collaboration efforts?; Developing standard implementation protocol difficult

**Local Benefit:**

Centralized resource of information AND avoid duplication of efforts; Understanding what assets are available, Connecting assets to other communities; Identify resources that can be coordinated, Encourage interagency cooperation, Provides means to say NO to projects

**Local Issue:**

Local governments are siloed and don't have resources for such initiatives, Willingness to share information; Does asset mapping steer development to other communities?; May have to say NO to development projects

Strategy: Support regional development and redevelopment efforts that give the region the best possible return on investment

**Tool: J—Research and share sustainable design/low impact development methods, (particularly for water management)**

Authors	SC votes	PAC votes	Total votes	Attendees
4	6	2	8	22

**What Could It Do:**

Have a positive environmental impact and save money

**Regional Benefit:**

Improved communication, Leadership for best practices for sustainability

**Regional Issue:**

Changing existing practices and regulations

**Local Benefit:**

Save money, Better Ideas

**Local Issue:**

Communicating effectively, Changing regulations, Uncertainty with outcome

## **Appendix F**

### **Analysis of *Going Places* Implementation Tools Executive Summary, Revised March 3, 2014**

# **Analysis of Going Places Implementation Tools**

## **Executive Summary**

**Revised March 3, 2014**

### **About Miami Valley Regional Planning Commission**

Founded upon the principles of regional collaboration, cooperation, and consensus building, the Miami Valley Regional Planning Commission (MVRPC) serves as the common ground where area partners come together to work toward a shared vision across the region. The MVRPC Strategic Plan directs the agency's mission and goals. These goals include regional stewardship, vibrant communities, partnerships, and sustainable solutions and environment.

### **About Going Places**

We live, work and play regionally and through Going Places we plan regionally. We seek to offer more as a region in order for each community to prosper. MVRPC's Board of Directors recognized the need for and importance of developing a regional land use plan to serve as a resource and guide to assist in local land use planning and decision-making processes. This led to Going Places, a regional land use planning initiative.

Working with two committees (Steering Committee and Planning Advisory Committee) appointed by the Board of Directors, MVRPC has documented where the region is now through multiple studies and assessments. Community members, businesses, local governments and organizations across the region were asked to share what they want this region to look like in the future. The input gathered led to the identification of a regional vision. This vision is the *Concentrated Development Vision*.

Going Places committee members met monthly beginning in April 2013 to develop the implementation strategies needed to make this vision happen.

### **Going Places Implementation Tools**

This document is designed to present a draft collection of implementation tools for the consideration of MVRPC's stakeholders in preparation for completion of the final phase of the Going Places process.

After reviewing and analyzing the results of all of the feedback provided by the Steering Committee and Planning Advisory Committee between August and November 2013, Wise Economy Workshop (WEW), a consulting team, has identified 11 primary tools that encompass all of the tools that demonstrated a relatively high level of committee support.

When compiled, the tools reflect three priorities that are evident throughout the initiative and provide a useful overarching organizational structure for understanding and evaluating the tools analysis. Priorities include:

- Priority #1: Better Information for Strong Decision Making
- Priority #2: Strengthen Regional Collaboration
- Priority #3: Build the Region's Capacity for Solutions

The following pages include MVRPC's decision process that will be used to evaluate each tool upon final approval by the Board of Directors and a description of the eleven recommended tools grouped by the three priorities.

## MVRPC Decision Process for Tools

The Going Places Implementation Plan summarizes the tools that are most likely to benefit the region. The best tools proceed to the next step of development. This entails an assessment of how each tool would be implemented, by which agency, and on what schedule. Each tool will undergo a thorough decision-making process before any action occurs. This process is displayed below. Based upon a discussion with partners, staff, and stakeholders during the assessment process, a decision will be made on how to proceed.





## Priority #1: Better Information for Strong Decision Making

### Tool A: Shared Regional Geographic Information System (GIS)

#### Overview

A Shared Regional GIS System provides a web-based, publicly accessible data system. This system allows for better understanding and visualization of data that reveals relationships and trends in the form of maps, reports, and charts. MVRPC would aid in the use of currently available in-house regional data. Data covers areas from demographics, zoning, land use, natural and built environment factors, infrastructure and other regional assets. New data would be created and maintained by MVRPC or provided by local governments and organizations as needed. MVRPC will aid with the use of the data by performing analyses upon request and developing training opportunities to help local government staff.

#### Anticipated MVRPC Role and Potential Partners

**MVRPC Role:** MVRPC staff is currently in the process of developing a business plan for the purpose of providing enhanced GIS services using the current GIS capacity. MVRPC has technical capacity and expertise to lead this initiative in partnership with various organizations.

**Potential Partners:** Partners include local jurisdictions, other organizations that may or may not currently have GIS. Organizations may include, but are not limited to, the Dayton Development Coalition, Miami Conservancy District, Five Rivers MetroParks, transit agencies and private GIS firms. Training partners might include Southwest Ohio GIS Users Group, higher education institutions (Wright State University, University of Dayton, and Sinclair Community College), and secondary schools.

#### Committee Identified Benefits

##### *Local Benefits*

- Increases the level of information and resources available
- Increases existing local staff capacity
- Reduces time and costs for projects
- Improves the quality of analysis
- Fast response to development
- Avoids duplication of efforts
- Resources for economic development

##### *Regional Benefits*

- Uniformity of information
- Analysis on a larger scale
- Enhances understanding of regional issues
- Improves coordination and cooperation
- Improves analysis and justification for funding requests
- Provides a platform for more advanced tools
- Makes the region more marketable
- Resources for agencies and organizations

#### Background

The Shared Regional GIS System tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Develop a shared GIS system as an information source for member jurisdictions (Acting Regionally Theme, Tool J, reviewed on Aug. 15, 2013)
- Conduct a training program in the use and application of GIS systems for local government staff (Local Government Theme, Tool C, reviewed on Sept. 10, 2013)
- Provide customized GIS-based data/analysis package to assist communities in local planning and development management (Assets Theme, Tool E, reviewed on Nov. 13, 2013)
- Develop a program of regional asset mapping (Assets Theme, Tool I, reviewed on Nov. 13, 2013)

#### Examples

- Cincinnati Area Geographic Information System ([CAGIS](#))
- Some county planning commissions hold occasional training sessions. Few provide a consistent program.

## Tool A: Shared Regional Geographic Information System (GIS)

### *Input and Feedback Summary Log*

#### January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes

- *How would this differ from present services?* It would provide increased accessibility, most likely be cloud based, provide increased capacity and come with additional technical training. For the smaller jurisdictions that do not have GIS, it will provide them a GIS service without having to invest in having the system themselves.
- *Is cost sharing assumed?* Yes, utilizing fees that MVRPC and local agencies are already paying. Expertise would be available to all and agency-wide licensing is anticipated to reduce software costs.

**Recommendation from the January 22 meeting:** Forward this tool to the Board and TAC in February for their review and input.

#### February 6, 2014 Board of Directors meeting notes

*None received*

#### February 20, 2014 Technical Advisory meeting notes

*None received*

#### February 19, 20 and 25 Open Houses and Virtual Open House notes

- Very valuable. Need current and standard information to base decision making (6 commenters)
- Information in this system should include information about public transit routes, available accessible sidewalk, and other disability related information.
- In Cuyahoga County they have access to NEOCANDO--a wonderful tool for the county land bank, treasurer's office and many other agencies. If this tool would be comparable to NEOCANDO, I would wholeheartedly endorse. When would it be available? How much to use? etc.
- GIS is an outstanding system. My concern is that most localities do not have trained on GIS. The only institution in the Dayton area that I know teaches GIS is Wright State. So, how will localities get the training needed to take full advantage of GIS?
- I'm thinking that census data is not included, income, neighborhood makeup etc. is good would begin to touch on historical issues as well
- Public accessible data system, glad to see the public has access.
- We all need a better understanding of geographic information and how it might affect the overall outcome to benefit all living things.

Priority #1: Better Information for Strong Decision Making

## Tool B: Data Support for the Economic Development Site Selection Database

### Overview

Businesses looking for locations within the Miami Valley have access to a powerful state-built site selection database provided by JobsOhio to help them quickly identify locations that meet their needs. The Dayton Development Coalition is the regional agency for JobsOhio, but data for each specific site is provided by local designated officials on a voluntary basis.

The value of this database for communities and businesses depends on the quantity and quality of information provided. Therefore, upon request, MVRPC would assist local jurisdictions and regional economic development agencies to compile needed information related to a specific site so that better and more data can be uploaded to the current site selection database. While some information may be available from the regional GIS resource identified in Tool A, MVRPC may also be able to provide other useful information that is not in map format, such as demographic information. MVRPC could partner with and support the Dayton Development Coalition in promoting and increasing the awareness of this existing database.

*Note: The tool was revised to reflect Committee recommendations.*

### Anticipated MVRPC Role and Potential Partners

**MVRPC Role:** MVRPC will support local communities by supplying data and information needed for the purpose of enhancing information on the JobsOhio site selection database upon request. MVRPC will assist the Dayton Development Coalition in promoting the use of the current site.

**Potential Partners:** Partners will include the Dayton Development Coalition, local chambers of commerce, local economic development agencies, homebuilders associations, real estate developers and utility companies.

### Committee Identified Benefits

#### *Local Benefits*

- Businesses get information more quickly
- Central knowledge of sites available
- Improved awareness of local strengths/needs
- Enhanced self-image
- Increase competitiveness
- Long-term influx of revenue and economic development

#### *Regional Benefits*

- Increased regional competitiveness
- More business friendly
- More marketable
- Brings funding to the region
- Accurate knowledge of sites & skill sets available
- Shared awareness of regional needs
- Improves analysis & justification for funding requests
- Provides a platform for more advanced tools

### Background

The Data Support for the Economic Development Site Selection Database tool as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Support the creative repurposing of underutilized regional infrastructure resources (Assets Theme, Tool B, reviewed Nov. 13, 2013)

### Examples

- [JobsOhio Site Selection Database](#)
- Many cities, counties and states use a service such as [GISPlanning](#) to create and administer this kind of database.

## **Tool B: Data Support for the Economic Development Site Selection Database**

### ***Input and Feedback Summary Log***

#### **January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes**

- *Why needed?* To increase capacity and depth of data. Dayton Development Coalition reiterated several times it CANNOT control local site information input, and that insufficient data on sites leaves it difficult to forward sites when requests are made that often need 1-2 day responses from Dayton Development Coalition.
  - Need is not to establish something new, but to support and enhance existing systems.
- More data = better marketing and more comprehensive follow through supporting economic development activity.
- Key parameters—partner and co-developed with Dayton Development Coalition; need clear protocol of operations.
- It is useful in a backup function—can we rely on the changing desires from the state.
- Dayton Development Coalition concurs that this is valuable and data gathering is not a primary function of their operation. Dayton Development Coalition states that, ultimately, it is up to the property owners and local jurisdictions what sites are placed in the database, but that MVRPC could be of use in pulling together data, mapping, and standardization for jurisdictions.

**Recommendation from the January 22 meeting:** Forward this tool to the Board and TAC in February with revisions for their review and input. Revisions include recognizing the existing site selection database and amending what the tool is. It needs to be more clear how MVRPC can provide an educational forum regarding what the existing site is, how it is used, and how to develop data for the site. It needs to be clearer what MVRPC's role is and how they can support efforts to improve the data and supplemental information entered onto the site.

#### **February 6, 2014 Board of Directors meeting notes**

- Need clarification about Financial commitment, possible redundancy, better defined, with possible examples

#### **February 20, 2014 Technical Advisory meeting notes**

*None received*

#### **February 19, 20 and 25 Open Houses and Virtual Open House notes**

- This looks excellent to me (5 commenters)
- Businesses need to work together to benefit everything equally and safely.
- Good tool if utilized well--evens out competition in this region.
- Leery of economics over farm, open space, family farm.
- I understand how accurate information in the Jobs Ohio database increases economic development. What I don't understand is how the MVRPC would have superior data than the locality in question. What exactly will the MVRPC provide that locality doesn't have.
- Some local jurisdiction staffs are lean to nonexistent so getting a consistent depth of knowledge, info and details across the region could be challenging. How best to overcome?

Priority #1: Better Information for Strong Decision Making

## Tool C: Return on Investment/Impact Analysis Tool

### Overview

A return on investment/impact analysis tool helps a community seek high return on investments and manage projects. These projects could include development, redevelopment, preservation, and brownfield remediation.

This tool would allow communities the option to evaluate a wide variety of factors to predict the potential impacts, costs, and benefits of a proposed project. Further, this tool would allow communities to explore and examine alternatives during the project development process. Factors may include, but are not limited to potential tax revenues, infrastructure cost, short and long term maintenance costs, local and regional economic impact and environmental impact. MVRPC will partner with local jurisdictions, agencies and organizations to identify factors. The analysis tool would be web-based for ease of access by local government staff where they would enter their data for their own analysis.

### Anticipated MVRPC Role and Potential Partners

MVRPC Role: MVRPC will coordinate the construction of this tool in partnership with potential users for determining tool parameters and beta testing. A consultant would be needed to build the tool.

Potential Partners: Partners will include local jurisdictions, regional organizations, local economic development agencies, and private developers. Other potential partners may include university research institutions such as Wright State University Center for Urban and Public Affairs and University of Dayton Business Research Group and faculty for their expertise.

### Committee Identified Benefits

#### *Local Benefits*

- Enable communities to analyze project proposals more objectively
- Promote careful analysis
- Provide sound justification for decisions
- Save money
- Improved competitiveness in state and federal grants

#### *Regional Benefits*

- Better use of limited resources
- Avoid redundancies/overspending
- Decrease lag time
- Improved workforce opportunities across the region
- Better decision making across region
- Provide measuring stick
- Improve economic development
- Smarter decisions on infrastructure

### Background

The Return on Investment/Impact Analysis tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Create a tool that allows local governments to predict the potential impacts of a proposed development on such issues as tax revenue, public safety, road maintenance, etc. (Local Government Theme, Tool G, reviewed on Sept. 10, 2013)
- Develop a return on investment analysis tool (Assets Theme, Tool A, reviewed on Nov. 13, 2013)
- Support an acceleration of brownfield remediation to the region (Assets Theme, Tool C, reviewed on Nov. 13, 2013)

### Examples

- [Strong Towns](#)
- [OKI's Fiscal Impact Analysis Model](#)
- Portland State University's [Triple Bottom Line Tool](#)

## **Tool C: Return on Investment/Impact Analysis Tool**

### ***Input and Feedback Summary Log***

#### **January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes**

- Intent is not to evaluate member decisions by MVRPC, but have a trusted tool for members to self-analyze proposals.
- This type of analysis is beyond most community's capacity; such a tool could be valuable.
- It should offer alternatives, flexibility to modify variables. MVRPC does not offer anything like this presently.

**Recommendation from the January 22 meeting:** Forward this tool to the Board and TAC in February for their review and input.

#### **February 6, 2014 Board of Directors meeting notes**

- How the tools will be used. Will Tool C be used to select/reject funding for projects?
- Need clarification about Financial commitment, possible redundancy, better defined, with possible examples

#### **February 20, 2014 Technical Advisory meeting notes**

*None received*

#### **February 19, 20 and 25 Open Houses and Virtual Open House notes**

- Very important (3 commenters)
- Private developers scare people
- Since this tool is yet to exist, I'm concerned about its validity. If it is ever developed, who's to say it will work? Even if it is developed and does work, how do localities get the information. Do they have to get their staff trained on it or does the MVRPC do it for them?
- Sounds great but how feasible is it given current resource constraints at local governments?
- This tool will be valuable in educating stakeholders like government officials on how putting in accessibility features pays off economically, better use of para-transit resources.
- This will pay off and be a great asset now and in the long run.
- Review of cost at local and Region impact is a real plus for all involved especially citizens who will be paying taxes.
- Please expand availability of this tool beyond governmental entities.
- Agree with this--will assist communities with very small technical staff.

## Priority #1: Better Information for Strong Decision Making

### Tool D: Series of Regional Assets and Economic Analyses

#### Overview

This tool helps communities and the region identify and build on our unique assets. This tool would identify, document, and analyze important regional assets and economic indicators to benchmark, and monitor trends and progress. Assets may include, but are not limited to, the built environment, natural environment, transportation, infrastructure, employment, education, public and private institutions and other regional features. Interactive mapping of related assets will help identify opportunities to improve, strengthen and connect assets. This information will provide insights related to where the region stands and will serve as foundation for future planning, coordination, service delivery, and project development efforts.

#### Anticipated MVRPC Role and Potential Partners

**MVRPC Role:** MVRPC will coordinate and partner with organizations to develop this tool's scope, including identifying assets, determining indicators for measurement, and data collection. MVRPC would manage the data and mapping and lead the effort to prepare reports.

**Potential Partners:** Potential partners may include, but are not limited to, higher education research institutions, the Dayton Development Coalition, homebuilders associations, county Departments of Job & Family Services, the Kettering Foundation, public health departments, housing agencies, park districts, United Way, Miami Conservancy District, Greater Dayton Partners for the Environment and news media.

#### Committee Identified Benefits

##### *Local Benefits*

- Identifies resources that can be coordinated
- Provide accessible central clearing house
- Increased information to collaborate and work together
- Provide objective data to use and where things are
- Show what should be developed and preserved
- Showcases/builds upon our existing strengths
- Builds local service delivery

##### *Regional Benefits*

- Identify regional assets
- Identify gaps/disconnects
- Provide regional perspective of available assets
- Encourage interagency cooperation
- Be a source of neutral data for decision making
- Showcases our strengths
- Creates a bigger picture

#### Background

The Series of Regional Assets and Economic Analyses tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Establish a center for regional economic data and analysis, in partnership with other agencies (Acting Regionally Theme, Tool G, reviewed on Aug. 15, 2013)
- Create and share regional performance indicators (Acting Regionally Theme, Tool H, reviewed on Aug. 15, 2013)
- Create and share maps illustrating key assets and gaps. (Acting Regionally Theme, Tool I, reviewed on Aug. 15, 2013)
- Conduct geographic distribution study of workforce, education and training resources and economic centers of activity (Workforce Theme, Tool B, reviewed on Oct. 10, 2013)
- Develop a program of regional asset mapping (Assets Theme, Tool I, reviewed on Nov. 13, 2013)

#### Examples

- MVRPC's 2005 State of the Region
- [Columbus 2020](#)
- MORPC's [Community Research Partners](#)

## Tool D: Series of Regional Assets and Economic Analyses

### *Input and Feedback Summary Log*

#### January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes

- Goal would be to look into some key benchmarks and evaluate them systematically and regularly to better monitor trends and progress.
- Staff illustrated it as a potential continuously updated “State of the Region” report, last published in 2005.
- DDC does *not* do this, contrary to many committee members' assumption. Only recently did DDC launch an “Innovation Index”. Its goals and indices would not necessarily match up with all data points of interest to communities.

**Recommendation from the January 22 meeting:** Forward this tool to the Board and TAC in February for their review and input.

#### February 6, 2014 Board of Directors meeting notes

*None received*

#### February 20, 2014 Technical Advisory meeting notes

- What about Potential Partners that can represent the natural environment? Partners for the Environment, Ohio EPA, land trusts, Five Rivers MetroParks, Miami Conservancy District. What about Potential Partners that represent the active lifestyle assets? Park Districts, etc.

#### February 19, 20 and 25 Open Houses and Virtual Open House notes

- This is very beneficial (6 commenters)
- Very important part of the plan.
- I'm not 100% sure what a "key regional indicator trend" is. Assuming it is an economic indicator that shows how the region is trending, how will it be implemented? Will it simply be written recommendation to the localities or simply the sharing of raw data for their staffs to interpret?
- Definitely need to look at assets and economic benefits to all including people with disabilities.
- To the uninitiated, this looks like some overlap with Tool A.
- Regional dashboard? Start with a good dashboard that you can monitor easily and cost-effectively on an annual basis. Don't go for perfection & Cadillac version... start somewhere.
- Give to wide variety of stakeholders.



## Priority #1: Better Information for Strong Decision Making

### Tool E: Project Funding Competitiveness Analysis

#### Overview

Given increasingly tough competition for state and federal funding, this analysis would be available upon request to identify additional funding opportunities beyond MVRPC's regionally controlled federal transportation funding and focus on opportunities to increase a project's competitiveness for funding awards. MVRPC would partner with and support jurisdictions and organizations desiring to seek funding. MVRPC would analyze funding requirements and award trends, identify factors critical in winning competitive funding, connect organizations where collaboration would be beneficial, help refine project scopes to increase competitiveness and help identify positive regional impacts.

#### Anticipated MVRPC Role and Potential Partners

MVRPC Role: MVRPC will provide this service upon request by its members.

Potential Partners: Partners may include MVRPC members and funding partners.

#### Committee Identified Benefits

##### *Local Benefits*

- Increase efficiency
- Spend less through shared resources
- Get more projects completed
- Tie into state and federal initiatives that enable funding
- Provides rationale for local decision making

##### *Regional Benefits*

- Improve regional collaboration
- Improve competitiveness for receipt of funding
- More regional impact
- Completion of projects in a timely manner
- Funds projects otherwise not obtainable by individual government agencies or organizations

#### Background

The Project Funding Competitiveness Analysis tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Identify ways to increase a proposed project's funding competitiveness by increasing or highlighting its regional impact (Acting Regionally Theme, Tool A, reviewed on Aug. 15, 2013)
- Develop Matchmaker program to actively connect local agencies and develop regional projects that can compete for funding. (Acting Regionally Theme, Tool B, reviewed on Aug. 15, 2013)
- Support search and application efforts for regional funding, particularly for connecting transportation/land use coordination with economic objectives (Acting Regionally Theme, Tool F, reviewed on Aug. 15, 2013)

#### Examples

- Many Midwestern MPO/RPCs conduct such analysis and make recommendations on an ad hoc basis, but it is not typically identified as a specific policy or work item. Most successful TIGER II projects resulted from specific efforts like this.
- MVRPC's Project Evaluation System workshop
- MORPC's [Central Ohio Regional Shared Services Steering Committee](#)

## Tool E: Project Funding Competitiveness Analysis

### *Input and Feedback Summary Log*

#### January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes

- MVRPC staff categorically stated that this is **NOT** about transportation funding. It is proposed to assist members in competitive grant programs not administered through MVRPC.

**Recommendation from the January 22 meeting:** Forward this tool to the Board and TAC in February for their review and input.

#### February 6, 2014 Board of Directors meeting notes

*None received*

#### February 20, 2014 Technical Advisory meeting notes

*None received*

#### February 19, 20 and 25 Open Houses and Virtual Open House notes

- Good tool to offer (5 commenters)
- How exactly will the MVRPC increase the competitiveness of local projects for State and Federal funds? Will it be some kind of service that a locality can request? Is it some sort of training that the MVRPC will provide to localities?
- Good luck using this tool without raising suspicions among jurisdictions. Make sure priorities are well supported.
- Be fair to everyone is important. If all feel they are getting a fair deal then working together is easier.
- Tool E should be opened to larger use within the area; it should not be restricted to use by the governmental entities.
- Development and implementation of light rail should be pursued again. Educate state officials of its need. I am tired of limited or no access to events and opportunities outside this region.
- Of less interest at this stage.
- We have to use our money wisely.

## Priority #2: Strengthen Regional Collaboration

### Tool F: Forum for Regional Transportation and Development

#### Overview

A forum with a broad cross section of leaders and stakeholders from the Miami Valley region would be convened on a regular basis to share perspectives on regional challenges, opportunities, and coordination efforts. The forum would occur at least once per year and would be designed and promoted to focus on important regional issues and the identification of regional priorities and initiatives.

#### Anticipated MVRPC Role and Potential Partners

**MVRPC Role:** MVRPC will coordinate and host this forum, and will be a liaison during regional discussions hosted by other agencies.

**Potential Partners:** Partners may include, but are not limited to, MVRPC members, local economic development agencies, chambers of commerce, homebuilders associations, boards of realtors, and the Miami Valley section of American Planning Association.

#### Committee Identified Benefits

##### *Local Benefits*

- Open interjurisdictional conversation
- Enable local jurisdictions to help establish regional priorities
- Broader understanding of regional issues
- Improved quality of decision making

##### *Regional Benefits*

- Broaden support & understanding of local issues
- Facilitate more effective use of limited resources
- Improved quality of decision making

#### Background

The for Regional Transportation and Development tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Convene a regular, structured regional forum to collaboratively identify and prioritize regional infrastructure priorities (Acting Regionally Theme, Tool D, reviewed Aug. 15, 2013)
- Support inclusion of transportation and/or land use issues in existing regional forums through stronger partner roles (Acting Regionally Theme, Tool E, reviewed Aug. 15, 2013)

#### Examples

- MVRPC currently hosts the Going Places committee meeting, transportation coordination forum each quarter, and hosts the bike and pedestrian committee meeting as needed. MVRPC staff also has a long history of involvement with Miami Valley Planning and Zoning Workshop hosted by Miami Valley section of American Planning Association. In the past, MVRPC has hosted the Regional Issues Forum at Sinclair Community College.
- Pittsburgh's [Congress of Neighboring Communities \(CONNECT\)](#)
- Cincinnati's [Agenda 360](#)

## Tool F: Forum for Regional Transportation and Development

### *Input and Feedback Summary Log*

#### January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes

- No commentary.

**Recommendation from the January 22 meeting:** Forward this tool to the Board and TAC in February for their review and input.

#### February 6, 2014 Board of Directors meeting notes

*None received*

#### February 20, 2014 Technical Advisory meeting notes

*None received*

#### February 19, 20 and 25 Open Houses and Virtual Open House notes

- This is a great tool to help educate the general public as to what is going on in the region.
- Important tool to bring stakeholders together to help ensure inclusiveness in terms of neighborhoods and community. Time to refocus if some concern is being overlooked.
- Needed (Good luck in Beavercreek!) (Someday, passenger rail service?)
- Everyone needs a voice
- Include means of public transportation.
- Might help funding for area. I have no other thoughts on this issue. Need a Regional connection for trucks and rail.
- This is fine but it is just a forum. A forum is simply a discussion which I don't feel qualifies as a tool. Why isn't it strengthened by a commission that makes recommendations to local governments in order to create an overall regional transportation plan?
- I strongly believe that our regional leaders must meet no less than two or three times per year if we are to make any significant progress on the larger regional cooperation efforts. The leaders must build trust that can be formed only with regular interaction, and the issues are so significant that they require more-consistent focus and consideration.

Priority #2: Strengthen Regional Collaboration

## Tool G: Targeted Subgroups to Address Specific Issues of Local Jurisdiction Coordination

### Overview

MVRPC would help connect and convene willing key participants to identify shared solutions for specific local and regional challenges. Upon request, MVRPC would help organize and facilitate meetings between groups. MVRPC would also support existing coordination efforts from various associations or groups. The goal would be to facilitate coordination and cooperation while supporting the search for solutions to specific issues identified by local jurisdictions and agencies. MVRPC would provide staff support, meeting space, and information to support the group’s decision-making process. Groups may include local governments, businesses, public and private institutions, educational institutions, regional organizations and stakeholders. Topics would be selected by the participants, but could include comprehensive and land use planning, zoning regulations, infrastructure, transportation, development, preservation and natural resources.

### Anticipated MVRPC Role and Potential Partners

MVRPC Role: MVRPC will serve as a host for jurisdictions and agencies that request this service. MVRPC will provide other staff support including best practices research, data and mapping.

Potential Partners: Potential partners would include, but are not limited to, local jurisdictions, government agencies, organizations, school districts, utilities, libraries, and others. Examples of existing associations that MVRPC could provide support for include: Dayton Area City Managers Association, Mayors and Managers Association, First Suburbs Consortium of Dayton, township associations, MCO Future, and the Miami Valley Communications Council.

### Committee Identified Benefits

#### *Local Benefits*

- Get all stakeholders to the table including non governmental organizations, ad hoc groups, individuals
- Help prioritize regional projects

#### *Regional Benefits*

- Create a culture of regionalism
- Focus resources
- Work regionally
- Improved cooperation

### Background

The Targeted Subgroups to Address Specific Issues of Local Jurisdiction Coordination tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Convene and facilitate a regulatory coordination committee to identify and develop shared strategies for addressing common regulatory issues (Local Government Theme, Tool E, reviewed on Sept. 10, 2013)
- Convene and facilitate targeted discussions between local government representatives and regional or sub-regional businesses and institutions to identify solutions to land use/transportation issues (Local Government Theme, Tool K, reviewed on Sept. 10, 2013)
- Facilitate conversations between school districts and local governments to improve awareness of and coordination around school/community land use and transportation issues (Workforce Theme, Tool F, reviewed on Oct. 10, 2013)

### Examples

- Local ad hoc group created 10 years ago to develop consistent regulations on broadly shared topic.
- Cincinnati’s [Agenda 360](#)

## Tool G: Targeted Subgroups to Address Specific Issues of Local Jurisdiction Coordination

### *Input and Feedback Summary Log*

#### January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes

- MVRPC role will be to host/convene the topics as proposed through the membership.
- *Is it different from the City Managers Group?* Maybe, but that group does not address that other jurisdictions and positions don't have that form of support and interaction.
- Increasingly, funding is tied to collaboration and leveraged resources. This type of forum would assist.
- This is perceived as a "come if necessary" function not required by all. MVRPC cross-pollenates and communicates.

**Recommendation from the January 22 meeting:** Forward this tool to the Board and TAC in February for their review and input.

#### February 6, 2014 Board of Directors meeting notes

*None received*

#### February 20, 2014 Technical Advisory meeting notes

*None received*

#### February 19, 20 and 25 Open Houses and Virtual Open House notes

- Very much needed (3 commenters)
- If I understand this to be subject matter experts that the MVRPC provides to localities to assist in resolving issues, it is an excellent idea.
- School districts really could benefit from this. In my experience they are not aware of MVRPC offers.
- Make sure you make one of the subgroups seniors and people with disabilities.
- Communication always beneficial but doesn't have any "teeth".
- Everyone needs a voice
- This tool needs to be used for bringing stakeholders together.
- I'm more interested in this, as a member of a non-government group (Dayton Canoe Club, DCC Inc.)

Priority #3: Build the Region's Capacity for Solutions

## Tool H: Regional Collaboration Training Program

### Overview

A regional collaboration training program would provide interested regional stakeholders wanting to enhance cross-discipline and organizational collaboration skills with an opportunity for learning specific, actionable skills and techniques to help them build consensus, manage conflict constructively and establish a basis for shared action around common goals held by individuals and interest groups. The training would be designed to enhance available training opportunities already available to elected and appointed officials, members of nonprofit organizations and interested members of the public. The length and content of the program would be developed, based on staff availability and other resources, under the guidance of a committee of MVRPC members. This program will serve as a foundation for and facilitate advancing the Regional Stewardship goal in MVRPC's Strategic Plan.

*Note: The tool was revised to reflect Committee recommendations.*

### Anticipated MVRPC Role and Potential Partners

MVRPC Role: MVRPC will help convene and provide support for the coordination of the program.

Potential Partners: Partners may include local jurisdictions, regional agencies, and organizations and higher education institutions.

### Committee Identified Benefits

#### *Local Benefits*

- Help get people involved
- Understand government workings and their responsibilities

#### *Regional Benefits*

- Create a culture of regionalism
- Increase citizen participation
- Increase awareness of regional issues and challenges

### Background

The Regional Collaboration Training program tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Develop a regional citizen's government academy (Local Government Theme, Tool J, reviewed on Sept. 10, 2013)
- Establish regional leadership training model (Image Theme, Tool K, reviewed on Oct. 10, 2013) \*new tool proposed by committees

### Examples

- Cornell's [Community and Regional Development Institute](#)
- Columbus' [ED411](#)

## Tool H: Regional Collaboration Training Program

### *Input and Feedback Summary Log*

#### January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes

- As proposed it was not as much about “leadership” training as it was about establishing an informed collective of government and citizens on topics and issues.
- *Could be geared more to officials?* It was noted Ohio and Miami Valley are less effective at training officials about the roles and responsibilities compared to other states and regions.
- Some expressed this as an opportunity to bring the varied jurisdictions together, mixing townships/villages/cities/counties.
- Some continued to support the role of informing the public as often it is ill informed on governance principles and practices.

**Recommendation from the January 22 meeting:** Forward this tool with revisions to the Board and TAC in February for their review and input. Revisions include changing the wording of the tool and clarifying how the program would be developed.

#### February 6, 2014 Board of Directors meeting notes

- Need clarification about Financial commitment, possible redundancy, better defined, with possible examples

#### February 20, 2014 Technical Advisory meeting notes

- Cooperation/Collaboration may be most fruitful if moderated/arbitrated by a third party. May be worth considering.

#### February 19, 20 and 25 Open Houses and Virtual Open House notes

- This is an outstanding idea assuming it is cost free to the localities. It should also be open to the interested public. (5 commenters)
- Definitely need more training involved when wanting to meet the needs of everyone including people with disabilities and seniors.
- Nice to have, but would not be my top priority.
- Training should include focus on increasing disability awareness to increase understanding of impact on the disability community relative to projects chosen and their priority.
- This helps to help get people more involved.



## Priority #3: Build the Region's Capacity for Solutions

### Tool I: Innovative Solutions for Sustainable Development and Redevelopment

#### Overview

MVRPC would support sustainable development and redevelopment efforts at the local level by being a resource for local jurisdictions and regional partners. MVRPC would manage data resources for mapping and analysis, research best practices for sustainability and help with funding opportunities. This initiative could focus on sustainable design, vacant properties, brownfields, water and air quality, transportation and existing infrastructure.

#### Anticipated MVRPC Role and Potential Partners

**MVRPC Role:** MVRPC will support and collaborate with regional organizations and agencies to provide necessary data, analysis, and research.

**Potential Partners:** Partners may include, but are not limited to, Miami Conservancy District, Montgomery County Land Bank, boards of public health, transit agencies, the Access Center for Independent Living, Miami Valley Fair Housing Center, Urban Land Institute, Habitat for Humanity, boards of realtors, homebuilders associations, Dayton Regional Green Initiative, Ohio Development Services Agency and sustainability office/programs of higher education institutions.

#### Committee Identified Benefits

##### *Local Benefits*

- Effective use of resources
- Promote redevelopment
- Improve Aesthetics
- Economic development tool

##### *Regional Benefits*

- Attracting new uses for resources
- Maximize return on current investments
- Bring funding to the region
- Enhanced attractiveness of communities

#### Background

The Innovative Solutions for Sustainable Development and Redevelopment tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Support and enhance regional economic development efforts to pursue economic gardening (Workforce Theme, Tool D, reviewed on Oct. 10, 2013)
- Support the creative repurposing of underutilized regional infrastructure resources (Assets Theme, Tool B, reviewed on Nov. 13, 2013 )
- Support an acceleration of brownfield remediation in the region (Assets Theme, Tool C, reviewed on Nov. 13, 2013)

#### Examples

- While many regional and national nonprofits and think tanks are talking about the need to find creative reuse opportunities, none to date have implemented funding to try to spur development and implementation of these concepts. MVRPC could partner with a foundation to become a national leader on this topic.
- County and city economic development agencies in many of the Midwest's metro areas have staff dedicated to brownfield assessment and revitalization. Smaller brownfields in smaller communities, however, are often not addressed, to the disadvantage of the community and region.
- Economic Gardening is a method for supporting the growth of local businesses that have high potential for employment growth. More information is online at <http://edwardlowe.org/tools-programs/economic-gardening/>.

## **Tool I: Innovative Solutions for Sustainable Development and Redevelopment**

### ***Input and Feedback Summary Log***

#### **January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes**

- Tools I and J were discussed jointly as they were similar programmatically just varied on their emphasis.
- *Why were cash prizes proposed?* Expectation is the money is not governmental, but having a prize often attracts outsiders into the potential solutions.
  - Examples discussed included the “X Prize” and a similar public project based in Cleveland.

**Recommendation from the January 22 meeting:** Forward this tool to the Board and TAC in February for their review and input.

#### **February 6, 2014 Board of Directors meeting notes**

*None received*

#### **February 20, 2014 Technical Advisory meeting notes**

- Dayton Regional Green Initiative, and the colleges and universities have a Sustainability Managers group.
- How will you determine the "necessary data, analysis, and research?"

#### **February 19, 20 and 25 Open Houses and Virtual Open House notes**

- This is needed (3 commenters)
- Will the MVRPC simply provide requested data to a locality or is it some sort of training plan.
- I agree with the recommendations. Geothermal systems that use the Greater Dayton Aquifer for heating and cooling should be considered when businesses and entities are located above the aquifer, as this technology can reduce facilities costs significantly.
- Hopefully the regional partners will take advantage of this--but MVRPC appears to be taking in too much responsibility.
- This tool should include disability related information to target areas not usable by the disability community.
- Have to be careful when using this tool.
- This is much more interesting. Many vacant properties have been abandoned, no tax income.
- Would like to see more focus on redevelopment.

Priority #3: Build the Region's Capacity for Solutions

## Tool J: Innovative Solutions for Natural Resources Preservation and Enhancement

### Overview

MVRPC would help raise awareness of established and innovative solutions for natural resource preservation and enhancement issues. MVRPC would help manage data resources for mapping and analysis. MVRPC would research best practices for natural resources preservation. Given the issues identified to date, this effort would focus on strategies for low impact development, managing stormwater runoff, and groundwater quality management.

### Anticipated MVRPC Role and Potential Partners

**MVRPC Role:** MVRPC's environmental planning program housed under the Department of Sustainable Solutions and Transportation Alternatives is currently leading the effort to promote and advance natural resource preservation with various regional partners. This program will serve as a foundation and facilitate advancing the Sustainable Solutions and Environment Goal in MVRPC's Strategic Plan.

**Potential Partners:** Partners may include Miami Conservancy District, Five Rivers MetroParks and other park districts, Greater Dayton Partners for the Environment, land conservation organizations (such as Tecumseh Land Trust and Three Valley Conservation Trust), county Soil & Water Conservation Districts, watershed groups, Ohio EPA, Ohio Department of Natural Resources, and Natural Resources Conservation Service.

### Committee Identified Benefits

#### *Local Benefits*

- Saves money
- Promote natural resources protection
- Improve aesthetics

#### *Regional Benefits*

- Attracting new uses for resources
- Maximize return on current investments
- Bring funding to the region
- Conservation of important assets

### Background

The Innovative Solutions for Natural Resources Preservation and Enhancement tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Research and share sustainable design/low impact development methods, particularly for water management (Assets Theme, Tool J, reviewed on Nov. 13, 2013) \*new tool proposed by committees
- Increase support of watershed, groundwater and surface water issues in the region (Assets Theme, Tool F, reviewed on Nov. 13, 2013)

### Examples

- MVRPC Environmental Planning Program
- [Miami Conservancy District Low Impact Development Program](#)
- [Ohio Balanced Growth Program](#)

## **Tool J: Innovative Solutions for Natural Resources Preservation and Enhancement**

### ***Input and Feedback Summary Log***

#### **January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes**

- See Tool I meeting notes

#### **February 6, 2014 Board of Directors meeting notes**

*None received*

#### **February 20, 2014 Technical Advisory meeting notes**

- How about researching practices that specifically can be used for transportation projects? Given the issues identified to date, this effort would focus on strategies
- Is the goal to “improve” strategies? Or “increase”? for low impact development, managing stormwater runoff, and groundwater quality management, Green Infrastructure
- It is the Three Valley Conservation Trust—not Twin Valley. MCD’s program is called "Building our Future" not "Low Impact Development".

#### **February 19, 20 and 25 Open Houses and Virtual Open House notes**

- Very important (3 commenters)
- Ask me about storm water runoff and plastic trash in ever creek, pond, and river. Why should we continue to pay to shovel up after the plastics vendors?
- How exactly will the MVRPC promote conservation? Is it simply an education program for local staffs or will they "score" environmental impacts on local projects?
- It might help to make people aware of all that has been done already.
- Good goal hopefully there are state and federal funding for implementation.
- We need natural resources preservation and enhancement for our environment.
- Be very innovative with our natural resources. Nature is a beautiful thing.
- A positive is the protection of what needs to be saved for the future as well as the present. Those who just plan to develop is very short sighted. I would like to see conservation builders and realtors and others who included here, those who gain from building but care about our natural resources. A watershed plan is important—rural water planning, water runoff, saving flood plains, and wooded areas etc. is a must. This area is blessed with water but to put it in large ponds and to dump it in the streams and rivers is foolish and costly.

Priority #3: Build the Region's Capacity for Solutions

## **Tool K: Miami Valley Story Project for More Meaningful Regional Marketing and Increased Local Tourism**

### Overview

This tool is designed to market the Miami Valley as a region, to residents and to outside interests. Since the region has such a wide variety of communities and resources, this would reveal and articulate a series of authentic statements and images that can be woven into regional marketing efforts of all types. This initiative provides a positive way to raise general public awareness of the region as a whole. This initiative would not be led by MVRPC, but should be led by regional marketing and economic development specialists. The key challenge of this initiative is in promoting it, and therefore, a regional tourism agency would be a good lead agency.

### Anticipated MVRPC Role and Potential Partners

MVRPC Role: MVRPC will assist the lead agency, to be determined.

Potential Partners: Partners may include local jurisdictions, tourism agencies (Dayton Convention Center, Greene County Convention & Visitors Bureau, and Miami County Convention & Visitors Bureau), higher education institutions, chambers of commerce and young professionals groups, marketing agencies and organizations, and media.

### Committee Identified Benefits

#### *Local Benefits*

- Change conversation to positive aspects
- Bring more people to each locale
- Attraction/retention of talent
- Increased population
- Flourishing businesses

#### *Regional Benefits*

- Positive perceptions of region
- Awareness of opportunities
- Keep revenue circulating in the region

### Background

The Miami Valley Story Project tool is a compilation of the following tools, as proposed by WEW, and identified for support from the Steering Committee and Planning Advisory Committee members during their review of these Tools for Consideration:

- Build partnerships with other agencies to develop an "authentic narrative" about the region as a means to build internal understanding of the area's uniqueness and support more meaningful marketing (Image Theme, Tool G, reviewed on Oct. 10, 2013)
- Support development of a "Tourism for Locals" program (Image Theme, Tool H, reviewed on Oct. 10, 2013)

### Examples

- [Cincinnati Agenda 360's Story Project](#)
- [MVRPC's regional bike map](#) and regional marketing efforts

## Tool K: Miami Valley Story Project for More Meaningful Regional Marketing and Increased Local Tourism

### *Input and Feedback Summary Log*

#### January 22, 2014 Steering Committee and Planning Advisory Committee meeting notes

- This is probably the most outside of MVRPC's strengths. It probably isn't the entity to craft the message, but help find the salient points to discuss.
- This is perceived to help with regional discussions of integrating other assets/institutions, such as the arts organizations.
- MVRPC demonstrated an example of this as the River Project and how bike planning and coordination has led to regional promotion of the totality of the bike trail assets.
- There are challenges here in promotion because there is no regional convention and visitors' bureau.
- Appreciated because it gives a voice to the concept of "We are a Region!"
- *If MVRPC is not the lead, who is the alternate entity?* No one offered alternate.
- We are the weakest region in Ohio explaining our benefits, when viewed in for example, Ohio tourism website.

**Recommendation from the January 22 meeting:** Forward this tool to the Board and TAC in February for their review and input.

#### February 6, 2014 Board of Directors meeting notes

*None received*

#### February 20, 2014 Technical Advisory meeting notes

- Need clarification on appropriate entities—possibly a list of possible entities

#### February 19, 20 and 25 Open Houses and Virtual Open House notes

- Very important! We need to stand united as a region! (2 commenters)
- Work on directing marketing to all citizens including people with disabilities and other special need groups. (2 commenters)
- Who or what exactly would be the lead agency? Would this be at no cost to local governments? (2 commenters)
- Important to Miami County
- Family history and historical homesteads should not be forgotten in marketing area. Genealogy is big business and people travel to research families and homes and neighborhoods.
- Great concept - and centralization of the stories will improve their preservation and availability.
- I have one specific question: Does gambling opportunities increase or decrease tourism (and other business) in a community? Thanks.
- The area has one of the nation's best recreational trail systems but nobody knows it. Must have instant recognition of this just as the ATA from Pittsburgh to DC is recognized. People will come if they only know it is here.
- Once you figure out what the story will be, marketing effectively is vital.

## General Comments

### Board of Directors exit survey notes

- Support means? Can MVRPC staff act as planners for smaller jurisdictions?
- Excellent Plan! Let's hope it is embraced and implemented region-wide!
- Public awareness of meetings is important.
- Figure out your niche. Such as mapping and data services. Applying best practices to TRANSPORTATION PROJECTS. Get them to clean up their practices. Maybe MVRPC should focus on improving and expanding their current services rather than taking on new services.
- This set of tools are ambitious and will be difficult for staff to implement in a reasonable amount of time. This may result in their delay and lack of confidence in there [sic] usage and staff ability to apply. I still feel MVRPC staff will be stretched thin trying to accomplish these tools successfully. MVRPC budget can't increase long term to implement these tools.
- How do these tools related to the "GP Vision" document? There seems to be a disconnect between the two phases.
- Good Job!
- Too many tools. Need to be combined and/or eliminated. Previously commented on specifics.
- Not enough comments were received from board members outside committee. Based on percent of response, not on committee and percent of disagreement with certain tools, a significant percent of respondents not on committee disagree with some tools.
- I appreciate the hard work and persisting commitment to this project. I am very encouraged how helpful these tools will be for us.
- There are a lot of tools. Are you going to lose the core of transportation in the organization.
- Great job, very happy about the "tools" concept.
- Far too many tools for MVRPC staff to implement without compromising primary responsibilities.
- If all tools are implemented, it could change the role of MVRPC staff, increase staff, and require acceptance and understanding of "outside" partners.
- Keep the theme "Tools not Rules" (build acceptance). "Going Places" has potential, positive benefit to our region.
- It is unclear where MVRPC will get funding to take on these additional activities. There is also a great risk of duplication of services already offered by other agencies. MVRPC's proposed role for all the tools needs to be better defined and vetted by "potential partners".
- With all the discussions, think MVRPC really turned this around into a very positive tool box.
- No, suggestion to reach out to I-70-75 Development Association to present Going Places presentation.

### Technical Advisory exit survey notes

- I don't see how this initiative addresses the fact that we are all competing against each other. It sort of glazes over the fact that the region identified that it wants development to go where infrastructure already exists, yet communities have little opportunity to increase (and in almost all our cases replace) revenue except to grow their tax base and develop.
- Really need to stress the fact that these are strictly tools-not obligations being put on the public.
- Stop the madness and forget you ever started this

- Sustainability is a widely used term across many disciplines today. Please clarify what it means in terms of development and community livability.

### February 19, 20 and 25 Open Houses and Virtual Open House notes

- I'm pleased to see the progress of this endeavor over the years. The results of earlier steps are clearly evident as this moves forward.
- All of these tools sound good, but if I had to pick one I'd request Tool A: Shared Regional GIS. I also would endorse Tool D: regional dashboard. The development of these two tools would bring extra decision-making tools.
- My interpretation of the event and handout is that MVRPC wants to develop "tools" described herein, and that these tools will then be available and useful to many entities in the MV. I was expecting a presentation on a MVRegional Plan--or some ideas that could be under consideration. Our unique location at the crossroads of I-75 & I-70, 90 minutes and 500 mile access to a high % of Americans is exciting. Is there a vision? Plan?
- Projects need to be chosen that benefit public transit riders. Economic development in this region focuses on drivers and promotes separateness and not inclusion of all people.
- Keep up the good work!
- I would like to see more development in the area and more better paying and high-tech jobs coming to this area than what we have currently. I am a recent college graduate and I cannot find a position in my career field at all in this area and if I could, I would move out of this area in order to find a job but for now I am stuck here in the Miami Valley area.
- Thank you for the newspaper insert invitation. I came here by RTA Rt. 12 N and RTA Rt. 1W buses. This Center for Regional Cooperation facility is nice. I read all the seven poster boards. I read the 24-page executive summary. I'm glad I came. I will file the executive summary for future reference. Thank you for the snacks.
- There appears to be more tools than the MVRPC staff can implement without affecting their present responsibilities
- Inviting those to the table who have interest in the past, present and future of the region. Especially citizen that are interested in the quality of life. Where do you find these people? Look at different social groups not normally thought of? Look at senior citizen centers, churches and Sunday school classes, 4-H leaders and 4-H members, school students- FFA and environmental groups, school teachers, nature centers, veterans, Granges, Farm Bureau, granary owners, Soil and Water and those who belong to historical groups. Also the City council, plan and zoning board members of cities, counties and townships.
- Many of the cities, counties and townships representatives to the regional are here at this region for the jobs and will leave when another job comes along. Some of these citizen's families have lived here for generation and need to be included. Inviting the stakeholders to the table is a must.
- Would have preferred a video presentation. Keep up the good work. I don't care how you do it just get it done.
- I took up a lot of Mr. Kim's time with questions and discussion. He was very gracious patient & kind in responding. I am naturally suspicious of this kind of "group think" planning and possible ties to sustainable development--Agenda 21 movement. I am also wondering why this kind of vast regional planning is necessary when each county and many townships have their own zoning resolutions, planning commissions, land use boards, etc. Same for area municipalities. I appreciated very much Mr. Kim's time, but I am



disappointed that there was no speaker or presentation about Going Places wherein we could have expressed our concerns. Going around looking at posters of materials I had already seen on the web was not very meaningful or informative. -- But thank you for coming. I am also not convinced contrary to what Mr. Kim expressed that MVRPC board members do not go back to their constituent cities, townships, zoning boards, etc. and begin implementing/imposing aspects of the MVRPC "vision."

- I feel that all these tools can be helpful as long as they can be used to benefit all people as long as [sic] endanger their safety and well-being.
- I am very happy to see the leadership and direction you are going to help the area. Thanks for your insights. Good luck on implementation of your goals.
- I read the draft 'Going Places' recommendations and the Executive Summary from the WEW. I strongly support the WEW recommendations. I believe the Executive Summary provided a good set of practical recommendations and next steps. I strongly support development and coordination of tools and information for sharing on a local basis. First, it represents tremendous common sense to centralize and share the creation of the information. Second, those central tools and services offer consistency in the methodology to be used to collect and share the information. I recommend a method for non-governmental entities to take advantage of the information and tools, as the benefits could be expanded significantly when the tools and info are shared more widely within our region. Even a project that does not rise to the top priority regionally should be able to glean the benefits of these locally funded tools and information as they assemble their best information and ROI analysis. Thank you for your consideration of my comments.
- Thank you for your online presentation. In my opinion the use of Tool G must be emphasized. I believe it would be clearer if you called Tool G—Meetings of MVRPC Stakeholders on Targeted Issues Requiring Local Jurisdiction Coordination. All the other Tools look great and I look forward to your continued assistance as we live and work and plan our shared future. Thank you for asking me to comment on your proposal.

## **Appendix G**

### **Implementation Tools Implementation Matrix**

**Priority #1: Better Information for Stronger Decision Making**

Tool Reference	Tool Name	Overview	MVRPC Role	Local Benefits	Regional Benefits
<b>Tool A</b>	Shared Regional Geographic Information System (GIS)	Leverage MVRPC's past GIS investments—staff is currently in the process of developing a business plan. Will be a web-based and publicly accessible data system. Training opportunities provided.	MVRPC staff is currently in the process of developing a business plan for the purpose of providing enhanced GIS services using the current GIS capacity. MVRPC has technical capacity and expertise to lead this initiative in partnership with various organizations.	<ul style="list-style-type: none"> <li>Increases existing local staff capacity</li> <li>Reduces time and costs for projects</li> <li>Improves the quality of analysis</li> </ul>	<ul style="list-style-type: none"> <li>Uniformity of information</li> <li>Enhances understanding of regional issues</li> <li>Improves coordination and cooperation</li> </ul>
<b>Tool B</b>	Data Support for the Economic Development Site Selection Database	Support local communities in enhancing information provided to current state-run Site Selection Database. Support Dayton Development Coalition in promoting the use of the current database. Service on request	MVRPC will support local communities by supplying data and information needed for the purpose of enhancing information on the JobsOhio site selection database upon request. MVRPC will assist the Dayton Development Coalition in promoting the use of the current site.	<ul style="list-style-type: none"> <li>Businesses get information more quickly</li> <li>Improved awareness of local strengths/needs</li> <li>Increase competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>More business friendly</li> <li>More marketable</li> <li>Brings funding to the region</li> </ul>
<b>Tool C</b>	Return on Investment/ Impact Analysis Tool	Web-based tool for local communities to analyze proposed projects.  Evaluate a wide variety of factors to predict the potential impacts, costs and benefits of a proposed project.	MVRPC will coordinate the construction of this tool in partnership with potential users for determining tool parameters and beta testing. A consultant would be needed to build the tool.	<ul style="list-style-type: none"> <li>Enable communities to analyze project proposals more objectively</li> <li>Provide sound justification for decisions</li> <li>Save money</li> </ul>	<ul style="list-style-type: none"> <li>Avoid redundancies/overspending</li> <li>Decrease lag time</li> <li>Better decision making across region</li> </ul>
<b>Tool D</b>	Series of Regional Assets and Economic Analyses	Benchmark and monitor key regional indicator trends and progress. Provide insights related to where the region stands and will serve as foundation for future planning, coordination, service delivery, and project development efforts.	MVRPC will coordinate and partner with organizations to develop this tool's scope, including identifying assets, determining indicators for measurement, and data collection. MVRPC would manage the data and mapping and lead the effort to prepare reports.	<ul style="list-style-type: none"> <li>Provide accessible central clearinghouse</li> <li>Increased information to collaborate and work together</li> <li>Showcases/builds upon our existing strengths</li> </ul>	<ul style="list-style-type: none"> <li>Identify gaps/disconnects</li> <li>Provide regional perspective of available assets</li> <li>Encourage interagency cooperation</li> </ul>
<b>Tool E</b>	Project Funding Competitiveness Analysis	Upon request, explore and identify additional funding opportunities, not traditionally distributed by MVRPC.  Focus on increasing a project's competitiveness for funding awards.	MVRPC will provide this service upon request by its members.	<ul style="list-style-type: none"> <li>Increase efficiency</li> <li>Spend less through shared resources</li> <li>Get more projects completed</li> </ul>	<ul style="list-style-type: none"> <li>Improve competitiveness for receipt of funding</li> <li>Completion of projects in a timely manner</li> <li>Funds projects otherwise not obtainable by individual government agencies or organizations</li> </ul>

**Priority #2: Strengthen Regional Collaboration**

Tool Reference	Tool Name	Overview	MVRPC Role	Local Benefits	Regional Benefits
<b>Tool F</b>	Forum for Regional Transportation and Development	A forum with a broad cross section of leaders and stakeholders from the Miami Valley region. Discuss challenges, opportunities, and priorities on the subject of regional transportation and development issues.	MVRPC will coordinate and host this forum, and will be a liaison during regional discussions hosted by other agencies.	<ul style="list-style-type: none"> <li>Open interjurisdictional conversation</li> <li>Enable local jurisdictions to help establish regional priorities</li> <li>Improved quality of decision making</li> </ul>	<ul style="list-style-type: none"> <li>Broaden support &amp; understanding of local issues</li> <li>Facilitate more effective use of limited resources</li> <li>Improved quality of decision making</li> </ul>
<b>Tool G</b>	Targeted Subgroups to Address Specific Issues of Local Jurisdiction Coordination	Connect and convene key participants to identify shared solutions for local and regional challenges as needed.  Support existing coordination efforts by providing best practices research.	MVRPC will serve as a host for jurisdictions and agencies that request this service. MVRPC will provide other staff support including best practices research, data and mapping.	<ul style="list-style-type: none"> <li>Get all stakeholders to the table including ad hoc groups, non-governmental organizations, individuals</li> <li>Help prioritize regional projects</li> </ul>	<ul style="list-style-type: none"> <li>Focus resources</li> <li>Work regionally</li> <li>Improved cooperation</li> </ul>

**Priority #3: Build the Region's Capacity for Solution**

Tool Reference	Tool Name	Overview	MVRPC Role	Local Benefits	Regional Benefits
<b>Tool H</b>	Regional Collaboration Training Program	Focus on enhancing cross-discipline and organizational collaboration skills and specific, actionable skills and techniques for building consensus, managing conflict, etc. Open to regional partners, including local officials.	MVRPC will help convene and provide support for the coordination of the program.	<ul style="list-style-type: none"> <li>Help get people involved</li> <li>Understand government workings and their responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Create a culture of regionalism</li> <li>Increase citizen participation</li> <li>Increase awareness of regional issues and challenges</li> </ul>
<b>Tool I</b>	Innovative Solutions for Sustainable Development and Redevelopment	Provide resources to local jurisdictions and regional partners, including data and mapping and best practices research for sustainability and help with funding opportunities.	MVRPC will support and collaborate with regional organizations and agencies to provide necessary data, analysis, and research.	<ul style="list-style-type: none"> <li>Effective use of resources</li> <li>Promote Development</li> <li>Economic development tool</li> </ul>	<ul style="list-style-type: none"> <li>Maximize return on current investments</li> <li>Bring funding to the region</li> <li>Enhanced attractiveness of communities</li> </ul>
<b>Tool J</b>	Innovative Solutions for Natural Resources Preservation and Enhancement	Raise awareness of established and innovative solutions for natural resource preservation and enhancement issues.  Provide resources to local jurisdictions and regional partners, including data and mapping and best practices research for natural resource preservation.	MVRPC's environmental planning program is currently leading the effort to promote and advance natural resource preservation with various regional partners. This program will serve as a foundation and facilitate advancing the Sustainable Solutions and Environment goal in MVRPC's Strategic Plan.	<ul style="list-style-type: none"> <li>Saves money</li> <li>Promote natural resources protection</li> <li>Improve aesthetics</li> </ul>	<ul style="list-style-type: none"> <li>Attracting new uses for resources</li> <li>Bring funding to the region</li> <li>Conservation of important assets</li> </ul>
<b>Tool K</b>	Miami Valley Story Project for More Meaningful Regional Marketing and Increased Local Tourism	Market the Miami Valley as a region, to residents and to outside interests.  Requires leadership from an appropriate entity, with MVRPC providing support.	MVRPC will assist the lead agency, to be determined.	<ul style="list-style-type: none"> <li>Change conversation to positive aspects</li> <li>Bring more people to each locale</li> <li>Attraction/retention of talent</li> </ul>	<ul style="list-style-type: none"> <li>Positive perceptions of region</li> <li>Awareness of opportunities</li> <li>Keep revenue circulating in the region</li> </ul>