



# Phase III Executive Summary

## 2014

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Miami Valley Regional Planning Commission

I am pleased to provide you with this release of the Phase III Executive Summary of Going Places: An Integrated Land Use Vision for the Miami Valley Region. The report provides a summary of important outcomes from the last phase of the Going Places regional visioning initiative.

Back in 2007, the Region's forward-thinking leaders began a collaborative and cooperative planning process called Going Places. The two main goals of this initiative were to produce a vision for our Region's future and to find innovative ways to realize that future.

Between 2011 and 2013, our residents, business owners, and community leaders continued the conversation of discussing our future. We discussed opportunities and challenges, how we will continue to support our neighborhoods and jurisdictions, and how to work together to create a vibrant Region.

The many ideas and comments heard during the conversations in workshops and through surveys enabled us to identify common values and a collective vision. Upon understanding our needs, we worked together to develop strategies that maximize opportunities while also addressing challenges that confront the Region.

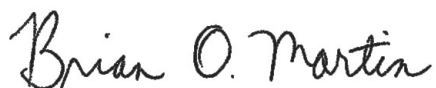
Although we have concluded our Going Places initiative, I invite you to read this Executive Summary to learn more about the shared regional vision (entitled the Concentrated Development Vision) and the recommended implementation tools. My hope is that this regional planning document becomes a starting point for any community of the Miami Valley to update their own plans using the Regional Vision as a resource.

The regional planning process will not end with this report. Great plans should lead to great development plans and outstanding communities. As our budget allows, we will be looking for opportunities to create the implementation tools that our communities need to conduct better planning and increase their ability to grow and prosper. We have started working with communities and we are looking forward to partnering with more localities when ready.

I thank the citizens of the Miami Valley for their participation because this initiative would not have been successful without their active involvement. Also, I would like to express my sincere appreciation to our Board of Directors, Technical Advisory Committee and Going Places Committee members and staff for their leadership, support, and dedication during this initiative.

We live, work, and play regionally and through this planning process and future opportunities, there is a foundation to work together to accomplish the regional vision. I look forward to partnering with you.

Sincerely,



Brian O. Martin, AICP  
Executive Director

## Cities

City of Beavercreek  
 City of Bellbrook  
 City of Brookville  
 City of Carlisle  
 City of Centerville  
 City of Clayton  
 City of Dayton  
 City of Englewood  
 City of Fairborn  
 City of Franklin  
 City of Germantown  
 City of Huber Heights  
 City of Kettering  
 City of Miamisburg  
 City of Moraine  
 City of Oakwood  
 City of Piqua  
 City of Riverside  
 City of Springboro  
 City of Tipp City  
 City of Trotwood  
 City of Troy  
 City of Union  
 City of Vandalia  
 City of West Carrollton  
 City of Xenia

## Townships

Beavercreek Township  
 Bethel Township in Miami County  
 Clay Township  
 Concord Township  
 German Township in Montgomery County  
 Harrison Township in Montgomery County  
 Jefferson Township in Montgomery County  
 Miami Township in Greene County  
 Monroe Township in Miami County  
 Perry Township  
 Sugarcreek Township  
 Washington Township in Montgomery County

## Villages

Village of Covington  
 Village of Farmersville  
 Village of New Lebanon  
 Village of Phillipsburg  
 Village of West Milton  
 Village of Yellow Springs

## Counties

Greene County  
 Miami County  
 Montgomery County  
 Preble County

## Non-Governments

Dayton Area Chamber of Commerce  
 Dayton Development Coalition  
 Dayton Metro Library  
 Dayton Power & Light Company  
 South Metro Regional Chamber of Commerce  
 Time Warner Cable  
 Troy Area Chamber of Commerce  
 University of Dayton  
 Vectren Energy Delivery of Ohio

## Other Governmental

Five Rivers MetroParks  
 Greater Dayton Regional Transit Authority  
 Greene County Engineer  
 Greene County Transit Board  
 Miami Conservancy District  
 Miami County Engineer  
 Miami County Park District  
 Miami County Transit  
 Montgomery County Engineer  
 Montgomery County TID  
 ODOT District 7  
 ODOT District 8  
 Sinclair Community College  
 Warren County TID  
 Wright-Patterson Air Force Base  
 Wright State University

## Steering Committee members

Roy Baver, WTFD 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



# Going Places Steering Committee and Planning Advisory Committee Members

## Phase III Executive Summary

### 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 McGarry, 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



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### For More Information

Please visit [www.mvrpc.org/rlu](http://www.mvrpc.org/rlu) for a copy of this report. Questions or comments should be directed to Martin Kim, Director of Regional Planning, at [mkim@mvrpc.org](mailto:mkim@mvrpc.org)

Miami Valley Regional Planning Commission (MVRPC) is a voluntary association of governmental and non-governmental organizations serving as a forum and resource where regional partners identify priorities, develop public policy, and implement strategies to improve the quality of life and economic vitality throughout the Miami Valley Region.

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### What is MVRPC?

The Miami Valley Regional Planning Commission (MVRPC), formed in 1964, is a forum and a resource where regional partners identify priorities, develop public policy, and implement collaborative strategies to improve the quality of life and economic vitality of the Miami Valley Region. MVRPC performs various regional planning activities, including air quality, water quality, transportation, and land use planning. As the designated Metropolitan Planning Organization (MPO), MVRPC is responsible for transportation planning in Greene, Miami, and Montgomery counties and parts of Warren County.

### MVRPC and Land Use Planning

When MVRPC began, it was largely concerned with issues related to land use and land use planning. Over time it evolved into more of a transportation planning organization, however the organization does have a history of not only examining land use issues but also completing regional land use plans.

The following is a list of the major land use studies and plans completed by MVRPC in the past:

- State of the Region—1966
- 1972 Regional Comprehensive Plan
  - A Time for Decision
  - State of the Region
  - Alternatives for the Future
  - Guidelines for Action
- Framework for Change: The Regional Plan—1978

### What is Going Places?

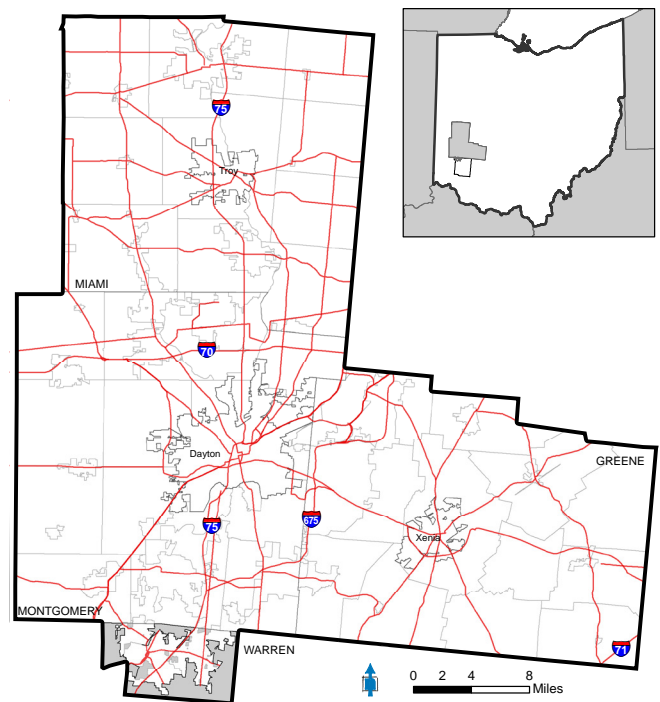
The Going Places initiative began in July of 2007 and was completed in April of 2014. The goal was to work through a cooperative land use planning process in order to develop a regional plan to serve as a resource and guide to assist in local planning and decision-making processes. MVRPC, working with regional stakeholders, followed a three-phase process to develop a shared regional vision and a set of implementation tools.

The phases are organized as follows:

- Phase I—Existing Condition Assessment: Physical and Non-Physical Condition Evaluation
- Phase II—Future Landscape Exploration: Future Land Use Scenario Development and Assessment
- Phase III—Building a Clear and Shared Regional Land Use Plan

The study area for the initiative covers a three-county Region in the Dayton Metropolitan area, along with three cities in northern Warren County, located in southwest Ohio (Figure 1). It includes Greene, Miami, and Montgomery counties along with the cities of Carlisle, Franklin, and Springboro in Warren County, covering approximately 1,313 square miles. Four interstates—I-70, I-75, I-71, and I-675—either cross or are contained within the Region.

Figure 1. Study Area Map





The Going Places initiative is organized around a set of specific planning principles:

- Incorporate sound technical analysis of good quality data throughout the process
- Facilitate meaningful discussions and build a regional consensus
- Seek extensive regional stakeholder engagement so that the outcome reflects a collective vision of regional stakeholders
- Build a partnership with local jurisdictions and work closely with their staff
- Foster strong support from regional leaders in both public and private sectors
- Better integrate the Going Places planning process into MVRPC’s current regional transportation planning process

### Phase III—Building a Clear and Shared Regional Land Use Plan

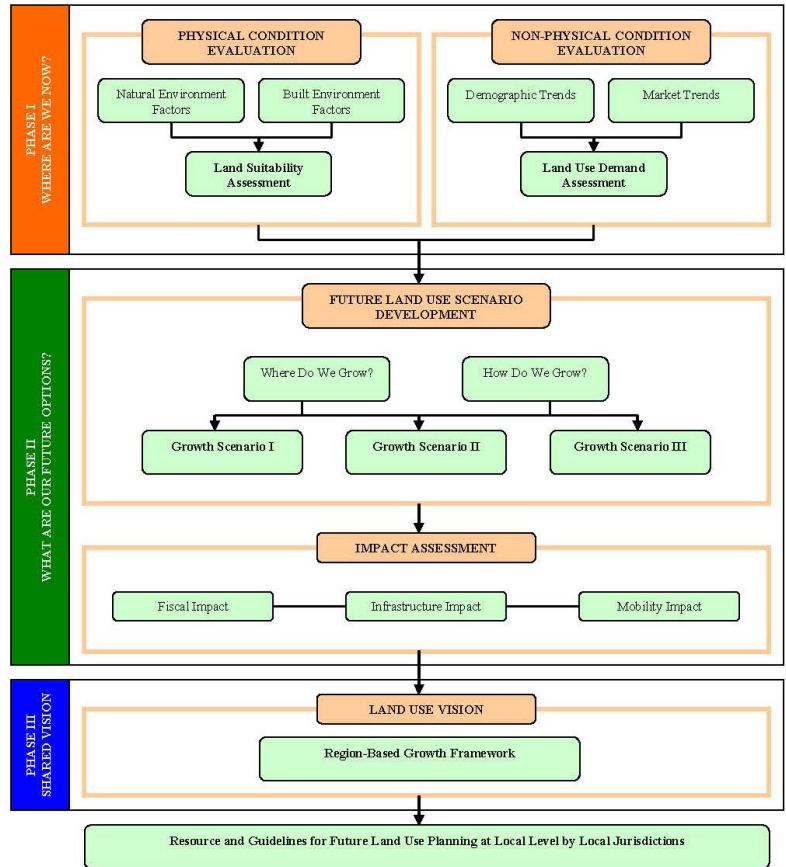
Going Places completed the last phase of a three-phase planning process. The information, resulting from nine technical studies in Phase I and seven sets of alternative future land use scenarios articulated in Phase II, provided the necessary foundation to complete this final phase. The purpose of Phase III was to develop a regional plan consisting of a set of implementation tools built from a shared regional vision for the year 2040.

The regional vision titled the Concentrated Development Vision was identified through a region-wide public engagement process carried out between January 2011 and April 2012 which involved the general public, leaders in local communities, and other regional stakeholders.

Between May 2012 and March 2014, a set of eleven implementation tools was identified by the Going Places’ Steering Committee and Planning Advisory Committee (collectively, the “Committees”) through a consensus-driven process. The implementation tools are designed to provide a valuable resource and guide to address local and regional needs.

In April 2012, Miami Valley Regional Planning Commission’s Board of Directors formally endorsed the Concentrated Development Vision. Also, MVRPC’s Board of Directors passed the resolution approving the implementation tools of Going Places at its April 2014 meeting. With the passage of the resolution, all the work elements of the Going Places initiative set forth by MVRPC Board of Directors has been completed.

Figure 2. Going Places Process Diagram



### Planning Approaches

The planning process for Phase III was designed to identify a shared regional vision and to use that vision as a framework for developing implementation goals, priorities, and tools that address long-term strategies for bringing the vision into reality. Several approaches were followed to meet two separate goals for this phase as shown below.

Specific Planning Approach Objectives	
Shared Regional Vision	Implementation Tools
<ul style="list-style-type: none"> <li>• Public driven</li> <li>• Input from the Region</li> <li>• Elective process</li> </ul>	<ul style="list-style-type: none"> <li>• Committee driven</li> <li>• Input from regional representatives</li> <li>• Consensus process</li> </ul>
Common Planning Approach Objectives	
<ul style="list-style-type: none"> <li>• Information sharing and reporting at every step</li> <li>• Input gathering</li> <li>• Building support</li> </ul>	

The development of the shared regional vision was a public process guided by MVRPC’s Public Participation Policy. Great emphasis was placed on engaging as many stakeholders as possible region-wide in addition to building support for the initiative. In order to reach the broadest possible cross section of the Miami Valley’s stakeholders, multiple modes were used to solicit public opinion about which scenario, out of the seven scenarios that resulted from Phase II, they preferred.

The recommended implementation tools were developed through a collaborative, systematic, quantitative, and transparent committee-driven process. A small-group decision-making method was utilized throughout the process in order to achieve results that were more consensus-based than conventional public engagement and decision-making methods.

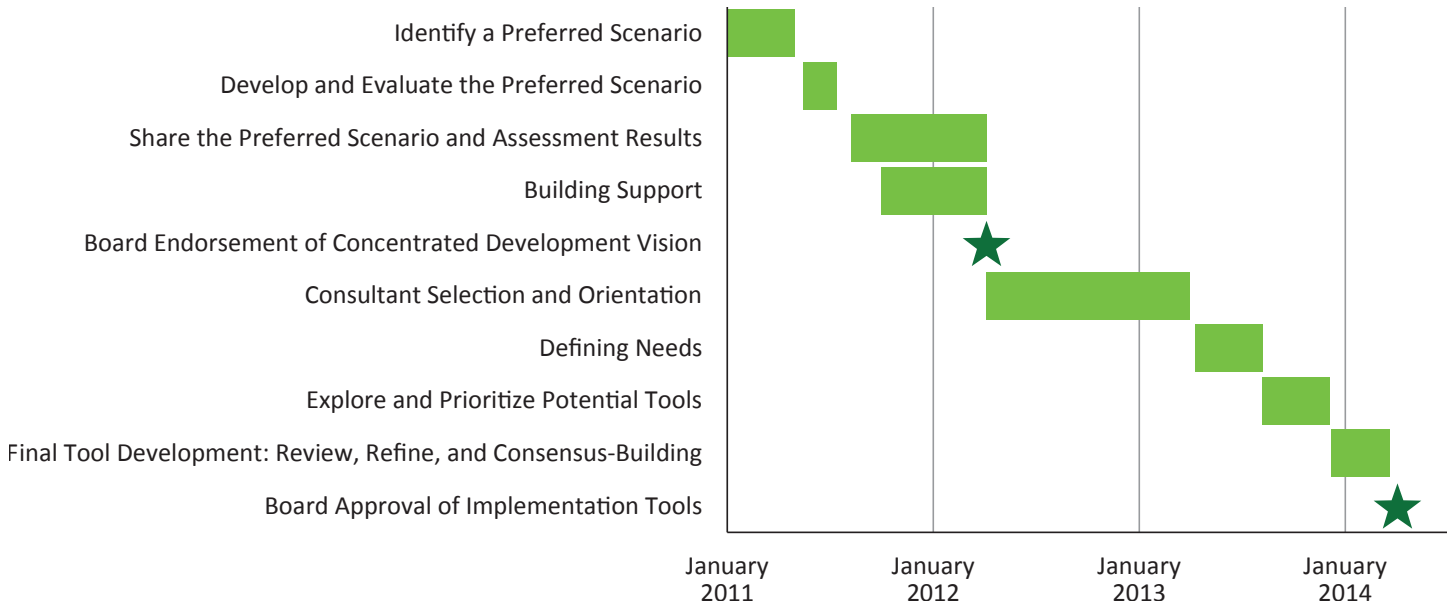
During all of Phase III it was important to share progress with and receive feedback from a variety of regional stakeholders. Efforts were made to keep the general public, leaders in local communities, MVRPC’s Technical Advisory Committee and Board of Directors, and Committees fully informed and as engaged as possible throughout the process.



### Timeline

The first goal of developing a regional vision was accomplished through a planning process completed between January of 2011 and April 2012. The result was an endorsement of the Concentrated Development Vision and authorization to develop a regional plan consisting of a set of implementation tools by the Board of Directors in April 2012. The second goal of developing implementation tools was completed between May 2012 and April 2014. The Board of Directors approved a set of implementation tools in April 2014.

**Figure 3. Phase III Timeline**



### Shared Regional Vision Development Process

A Shared Regional Vision was intended to represent the desired future expressed by the Region. Building from data gathered through technical studies and input gathered region-wide through a collaborative stakeholder engagement process, the shared regional vision was developed to incorporate input received on:

- which scenario(s) people liked and why
- shared common values that represent what is most important to people throughout the Region
- where people said they wanted future growth to occur

Developing the shared regional vision followed a three-step process as shown in the diagram and includes:

- Identifying a preferred scenario from the seven alternative scenarios developed at the conclusion of Phase II.
- Once the preferred scenario was identified, the next step was to articulate the preferred scenario's core values, principles and characteristics of the Region and to measure the potential effects using 12 performance indicators.
- The last step involved sharing the content and assessment results of the preferred scenario and to solicit support region-wide.

**Figure 4. Shared Regional Vision Development Process**



### Implementation Tools Development Process

After its endorsement of the Concentrated Development Vision, the MVRPC Board of Directors authorized MVRPC staff to work with the Committees to develop the regional land use plan—a plan consisting of a set of implementation tools that local governments and other organizations can use as a resource and guide to address local and regional needs and facilitate the implementation of the Concentrated Development Vision.

It was articulated throughout the process that the responsibility of the implementation tools work was to identify practical, realistic, and implementable strategies. The objective of the implementation tools process was to marry the Concentrated Development Vision to MVRPC’s capabilities in a manner that would contribute to regional collaboration efforts and at the same time improve planning capacity at the local level. Since MVRPC does not have regulatory powers, the key challenge facing the initiative was to develop implementation tools that serve its purpose as effectively as possible. As a result, the catchphrase “Tools, not Rules” was used throughout the process.

The three step process used to develop the implementation tools was designed to integrate three foundational elements:

- The Concentrated Development Vision as well as the MVRPC Strategic Plan,
- The Region’s critical issues and needs
- The programs and initiatives MVRPC is uniquely suited to lead or support in the Region, including services it has formerly delivered and programs MVRPC 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.”

Figure 5. Implementation Tools Development Process



# The Shared Regional Vision— Concentrated Development Vision

## Phase III Executive Summary

When developing a plan for the future, it is essential to know how people would like their future to look. Having a shared vision provides communities and people in the Region with a foundation from which we can work together to support our common strengths, better position the Region in the global marketplace, and play a meaningful role in creating a vibrant Region that enriches everyone’s lives.

The Concentrated Development Vision (CDV) is the preferred and collective vision for the future of land use in our Region from our leaders and residents and, as such, represents the core values, principles, and characteristics of the Miami Valley. It was developed through an extensive regional stakeholder engagement process conducted in an effort of identify the common goals we share as a Region related to the future use of our land.

The Concentrated Development Vision consists of a set of guiding principles and characteristics and a map illustrating the desired future land use pattern for the year 2040.

**Guiding Principles:** Development in this vision will be concentrated around regional assets and in areas that already have the infrastructure to support it. The rehabilitation and/or repurposing of vacant and underused structures would be encouraged, along with a more broad commitment to infill development—whether it makes use of existing structures or vacant lots. The preservation of agricultural land and other open space would be a priority, upon agreement by the property owner, as well as encouraging more connection and cooperation between the Region’s communities.

### Characteristics:

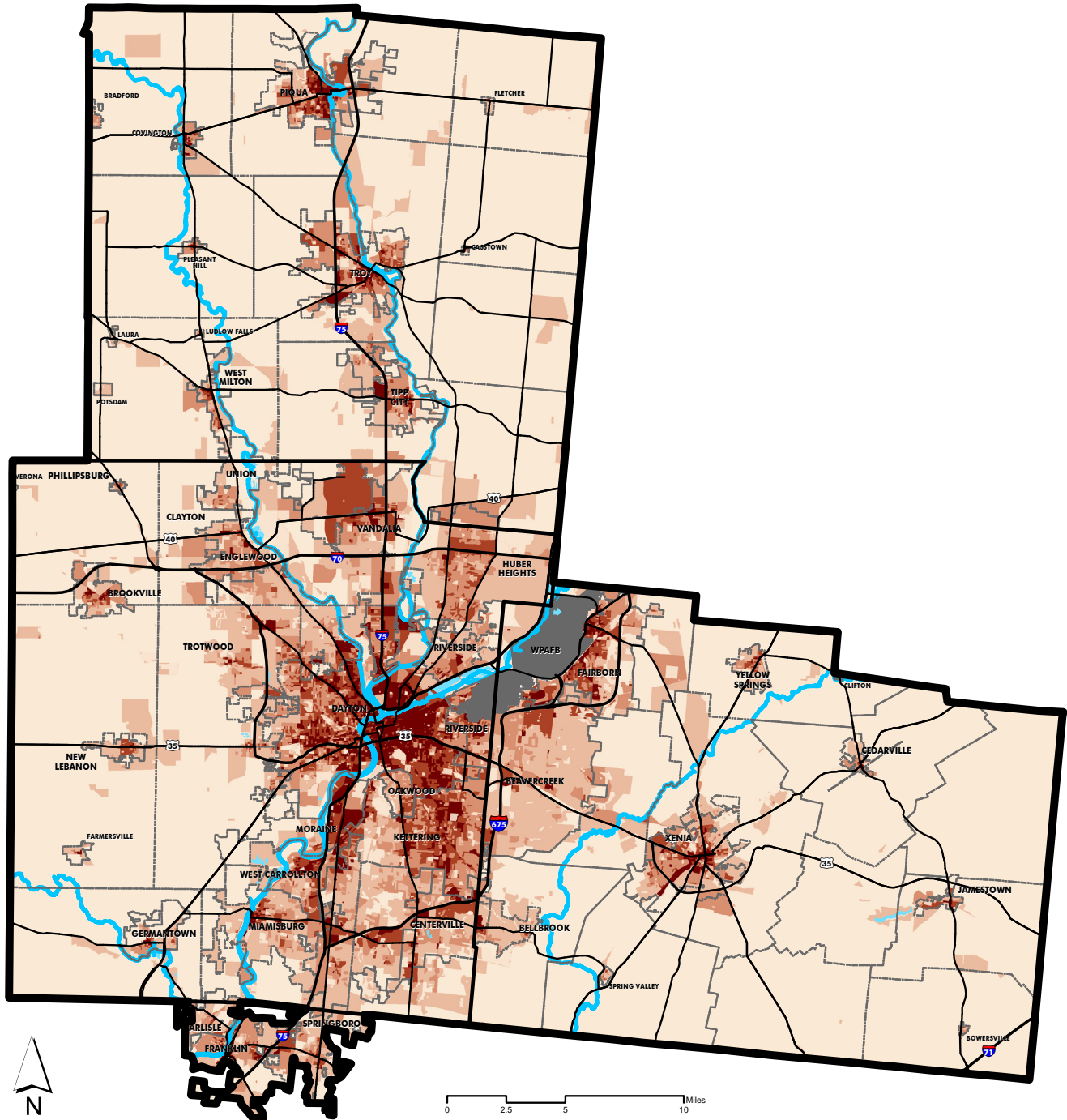
- Encourage the rehabilitation and/or repurposing of existing structures.
- Focus on the maintenance of existing infrastructure (roads, water, sewer, etc.).
- Locate any new development in areas with existing infrastructure (roads, water, sewer, etc.).
- Revive the Region’s older communities.
- Preserve prime farmland and support agricultural enterprise.
- Improve the quality of educational opportunities throughout the Region.
- Foster a sense of connection and cooperation between the Region’s communities.
- Increase the number and quality of transportation options.
- Encourage development around the Region’s assets.
- Encourage the rehabilitation and/or reuse of vacant industrial sites.
- Encourage energy-efficient building practices and the retrofitting of older structures for energy efficiency.
- Use land in a way that builds a sense of community.
- Maintain and expand the Region’s parks, natural areas, and recreation amenities (recreation centers, bikeways, rivers, etc.).
- Encourage the development of quality, realistic affordable housing throughout the Region.
- Revive the Region’s core city—the City of Dayton.



# The Shared Regional Vision— Concentrated Development Vision

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Figure 6. Future Land Use Pattern, 2040 Concentrated Development Vision



# The Shared Regional Vision— Concentrated Development Vision

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### Future Land Use Pattern

The Concentrated Development Vision map, shown in Figure 6, represents a desired future land use pattern for 2040 using the density/diversity index. Darker shades represent areas with more dense and diverse development patterns and the lighter shades represent areas with less dense and diverse development patterns.

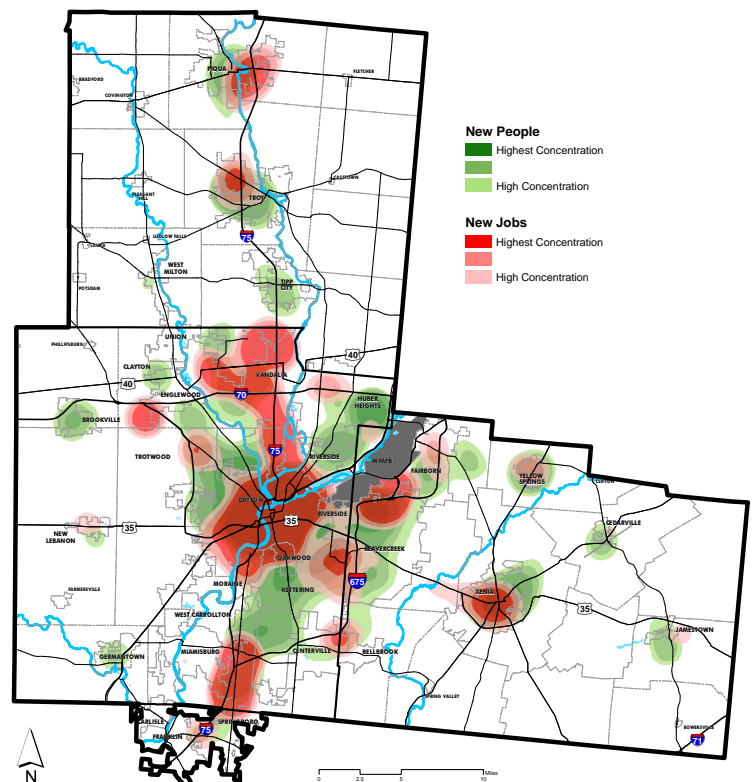
The vision map illustrates more dense and diverse development patterns within the existing communities, where there is infrastructure in place to support it, and is concentrated around many of the Region’s existing assets. These assets include historic downtown areas in many communities, Wright Patterson Air Force Base (WPAFB), Dayton International Airport, Higher education institutions, museums, and existing infrastructure to name a few. It is important to note that the map is not a land development plan map, showing where future land development will or will not occur. As an example, the areas shown as lower density and diversity zones do not represent areas where future development is limited or prohibited. Instead these zones indicate that lower density and diversity characteristics, containing only one or two different types of land uses in a large area, would be preferred if and when the land development occurs in the future.

### Concentrated Development Vision Assessment Results

What kind of effects would the Concentrated Development Vision have on the Region? How is this vision different from how the Region is now? How is this vision different from existing future plans? The section below summarizes the major findings from various technical analyses conducted.

The Region as a whole is expected to have population and employment increases between 2000 and 2040 and Figure 7 shows that the highest concentration of new people would be located in the Region’s many existing communities where there is existing infrastructure. Regarding the new employment, the Concentrated Development Vision anticipates having a higher concentration of new jobs clustered around major institutions, such as Wright Patterson Air Force Base and Dayton International Airport, existing job centers along I-75 corridor and around many interstates and major thoroughfare access points, and many of the existing communities. The Concentrated Development Vision illustrates the desire to focus on established communities as a place to have a good mix of new population and jobs while preserving natural resource areas.

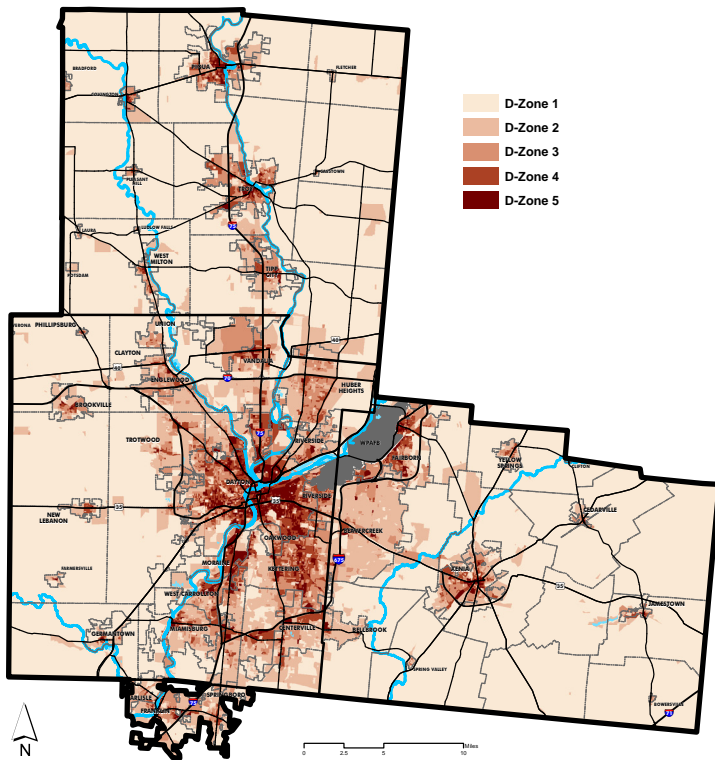
**Figure 7. Concentration of New Population and Employment with the Concentrated Development Vision**



# The Shared Regional Vision— Concentrated Development Vision

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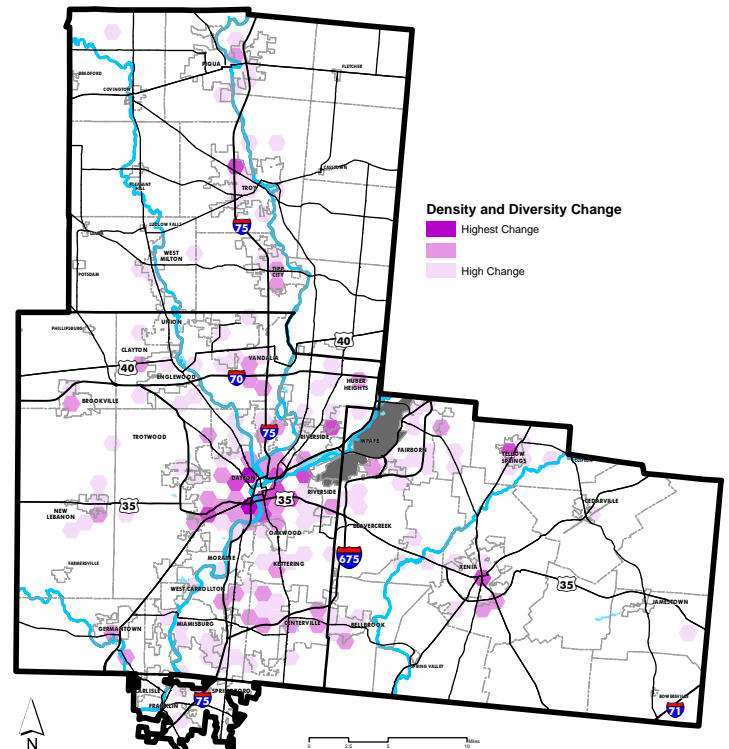
Figure 8. Existing Land Use Pattern, 2007



One way to look at the effect the Concentrated Development Vision may have on the Region is to compare it to current land use patterns. The map to the left shows the existing land use pattern in 2007 based on the same Density and Diversity Index. The map illustrates that currently many existing communities in the Region have higher levels of density and diversity land use pattern, especially in older communities such as Dayton, Troy, and Xenia and in communities along interstate highways and around many of regional assets.

The differences between the 2007 existing and 2040 Concentrated Development Vision land use patterns are too hard to discern when compared visually. The map, shown in Figure 9, highlights anticipated density and diversity changes if the Concentrated Development Vision were to be realized. The high level of increases in density and diversity are expected in the Region’s existing communities where there are existing infrastructure and around many of the regional assets, such as Dayton International Airport and exiting employment centers, reflecting the guiding principles of the Concentrated Development Vision.

Figure 9. Change in Land Use Pattern, 2007–2040





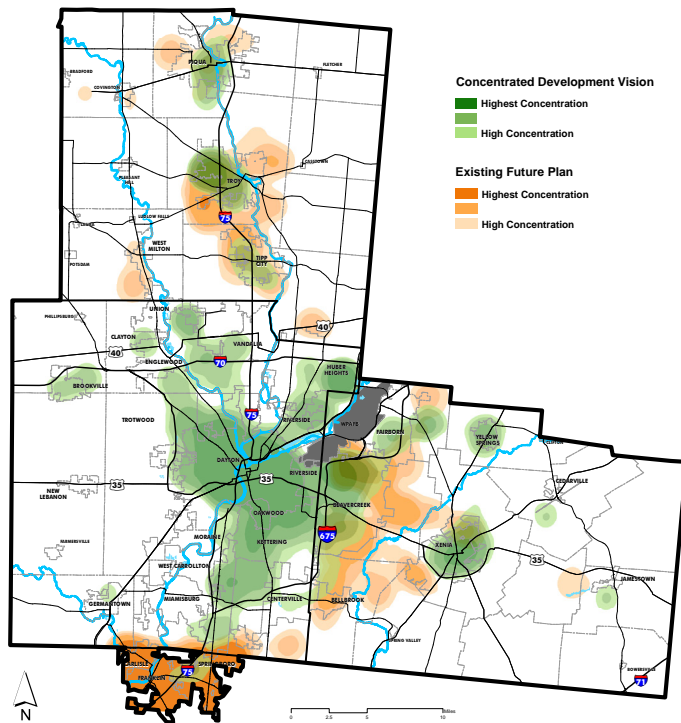
# The Shared Regional Vision— Concentrated Development Vision

## Phase III Executive Summary

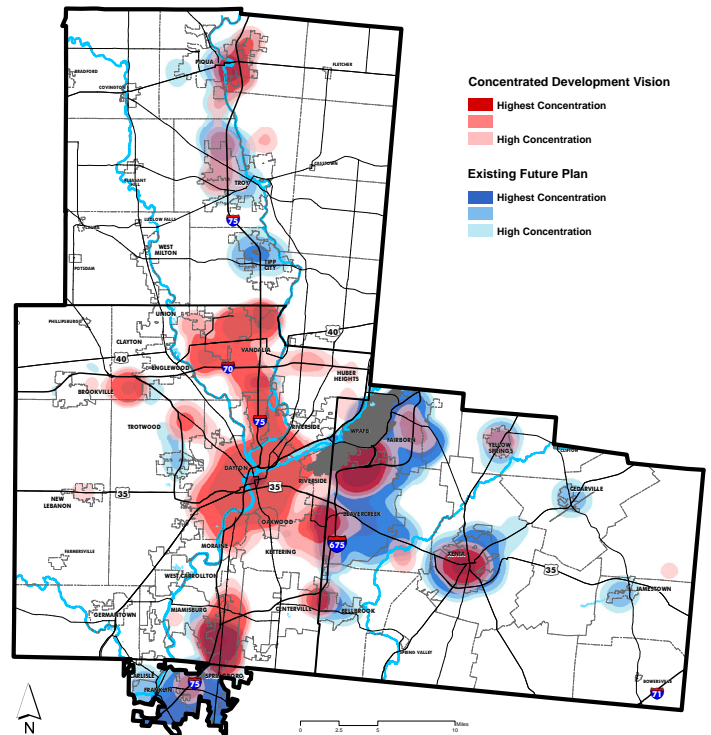
Another way to look at the effect the Concentrated Development Vision may have on the Region is to compare it to what is currently planned in the Region. Using information from local comprehensive plans, MVRPC has projected out the distribution of new population and jobs for the year 2040 at the sub-regional level. The comparisons between existing future plan and the Concentrated Development Vision, regarding the concentration of new population and jobs are highlighted in Figures 10 and 11.

Overall, existing future plan shows concentration occurring on the edges of the Region’s urban areas and beyond. The Concentrated Development Vision, on the other hand, shows new population and jobs more contained in already-developed areas, mainly in eastern Montgomery and western Greene counties, and other well-established communities that exist throughout the Region. Further, the Concentrated Development Vision shows a higher level of concentration of new jobs centered around exiting job centers such as the Research Park area of Kettering/Beavercreek, along the I-75 corridor up to the I-70/I-75 interchange and the Dayton International Airport to name a few.

**Figure 10. Distribution of New Population: Concentrated Development Vision and Existing Future Plan**



**Figure 11. Distribution of New Jobs: Concentrated Development Vision and Existing Future Plan**

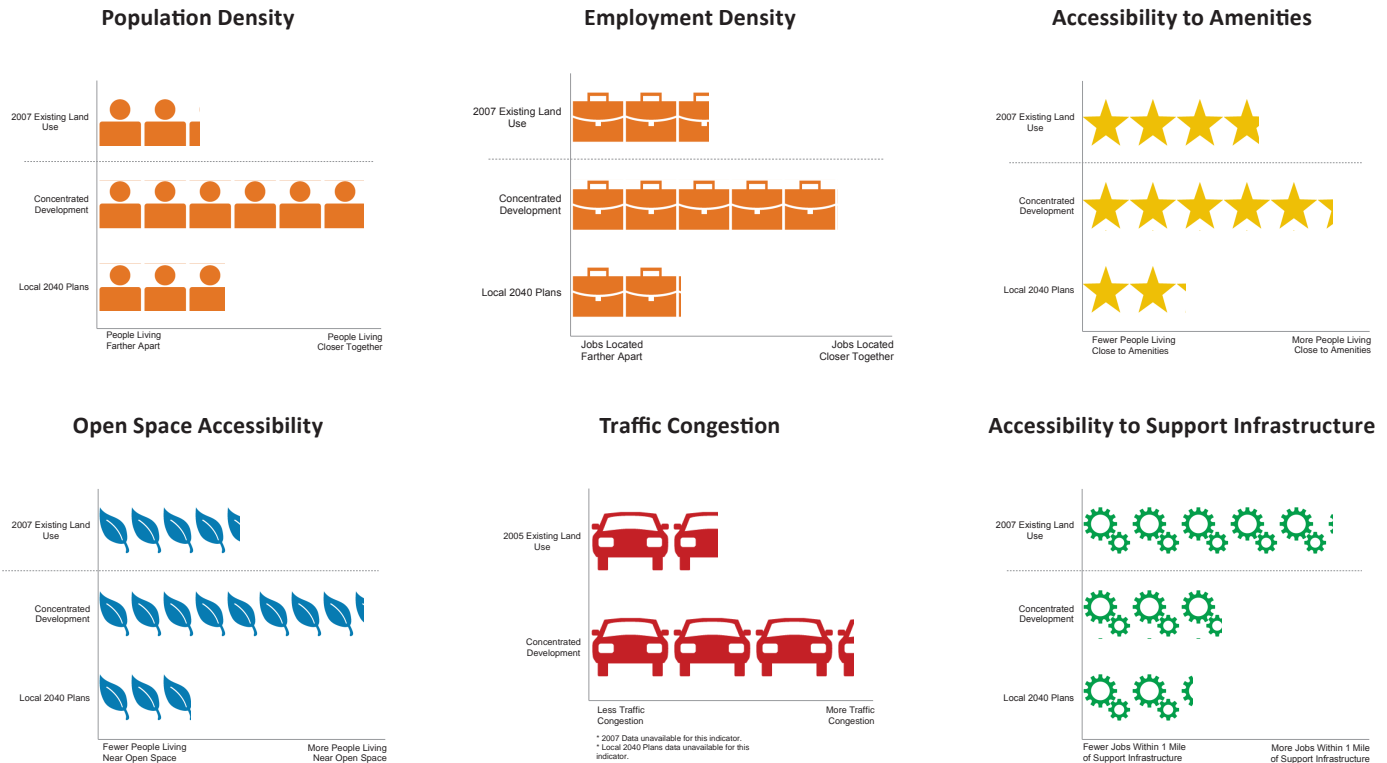


# The Shared Regional Vision— Concentrated Development Vision

## Phase III Executive Summary

In addition to spatial implications, what are some of the performance implications of the Concentrated Development Vision and how different would these be from how the Region is now? The results from the six performance indicator analyses are presented in Figure 12 below.

Figure 12. Indicator Analysis Results



With the Concentrated Development Vision, people would live and work closer together than they do now and under existing future plans. People would also have better access to amenities such as schools, libraries, hospitals, and shopping centers and open spaces. On the other hand, it is expected that there would be more traffic congestion on a typical day under the Concentrated Development Vision than there is now due largely to a higher concentration of population and jobs. Similarly, because of higher levels of job concentration with the Concentrated Development Vision, when examined at the regional level, a smaller portion of jobs will have good accessibility to support infrastructure than the current situation, but slightly more than under the existing future plan.

The following full set of eleven 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. These tools were grouped into three priorities, which became evident 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 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.

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.

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.

### **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.

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.

### **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.

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.

### **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.



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.

### **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.

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.

## 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.



Going Places—An Integrated Land Use Vision for the Miami Valley Region, completed the last phase of a three-phase planning process. The purpose of Phase III was to develop a regional plan consisting of a set of implementation tools built from a shared regional vision for the year 2040.

### Shared Regional Vision

The Concentrated Development Vision (CDV) is the preferred and collective vision for the future of land use in our Region from our leaders and residents and, as such, represents the core values, principles, and characteristics of the Miami Valley.

The Concentrated Development Vision consists of a set of guiding principles and characteristics and a map illustrating the desired future land use pattern for the year 2040.

**Guiding Principles:** Development in this vision will be concentrated around regional assets and in areas that already have the infrastructure to support it. The rehabilitation and/or repurposing of vacant and underused structures would be encouraged, along with a more broad commitment to infill development—whether it makes use of existing structures or vacant lots. The preservation of agricultural land and other open space would be a priority, upon agreement by the property owner, as well as encouraging more connection and cooperation between the Region’s communities.

### Implementation Tools

A set of eleven implementation tools was identified by the Going Places’ Steering Committee and Planning Advisory Committee through a consensus-driven process. The implementation tools are designed to provide a valuable resource and guide to address local and regional needs addressing the following three priorities that emerged as over-arching themes.

Priority #1: Better Information for Strong Decision Making

Priority #2: Strengthen Regional Collaboration

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



## Moving Forward

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.

Figure 13. MVRPC Decision Process

