



# Phase III Report

2014

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Miami Valley Regional Planning Commission

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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.

Going Places—An Integrated Land Use Vision for the Miami Valley Region, 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. 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.

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 addressing the following three priorities that emerged as overarching themes.

Priority #1: Better Information for Strong Decision Making

Priority #2: Strengthen Regional Collaboration

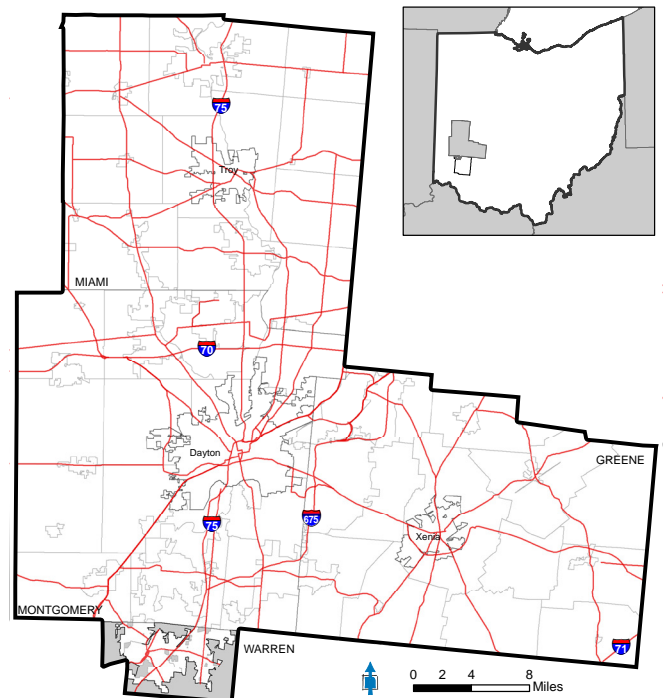
Priority #3: Build the Region’s Capacity for Solutions

In April 2012, Miami Valley Regional Planning Commission’s (MVRPC) 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.

### Study Area

The study area for the Going Places initiative—the Miami Valley Region—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—cross the Region.

Figure 1. Study Area Map



### Report Structure

This report is comprised of nine chapters and contains the following information:

The Background Information and General Approach chapter provides a brief review of Phases I and II results, overall planning principles and approaches, and the Phase III timeline.

The Shared Regional Vision Development Process chapter describes how the Concentrated Development Vision was identified, developed, evaluated, and shared through the public outreach and engagement process.

The Shared Regional Vision chapter presents the content of the Concentrated Development Vision including a set of guiding principles, characteristics, and a map illustrating the desired future land use pattern for the year 2040. This chapter also provides the results of a performance evaluation.

The Building Support chapter provides a summary of stakeholder outreach and information-sharing efforts carried out to build a region-wide coalition that would help foster the implementation of the vision.

The Implementation Tools Development Process chapter outlines the approach employed to identify a set of implementation tools.

The Final Recommended Implementation Tools chapter presents the details of eleven implementation tools that would enhance the planning capacity to address local and regional needs and facilitate the implementation of the Concentrated Development Vision.

The Next Steps: MVRPC Decision Process chapter outlines the steps MVRPC intends to follow for a thorough decision making process to bring each of the eleven implementation tools into action.

The Summary and Conclusions chapter provides a summary of the major elements of this phase.

### Acknowledgements

Accomplishing the goals of Phase III could not have been done without many individuals and organizations. MVRPC would like to thank everyone who actively participated and expressed their support during the planning process. MVRPC would also like to thank the individuals and organizations who provided assistance, especially during the public outreach efforts. Finally, MVRPC would like to express our sincere appreciation for all of the hard work and time the Steering Committee and Planning Advisory Committee contributed.

Phase III was built on the groundwork completed in Phases I and II. The following section provides a brief overview of these previous phases and the planning principles and approaches used for the Going Places initiative, particularly during this third phase.

## Phase I—Existing Condition Assessment Summary

The first phase of Going Places answered the question of where we are now. Nine studies provided baseline information on land supply and demand for the Region. The studies investigated how land is currently used in the Region, what amount of land may be needed to accommodate population and employment in the Region in 2040, and what areas in the Region are suited to accommodate future development. Two reports summarize the land supply and demand:

**Miami Valley Land Development Suitability Assessment**—This assessment examined the regional landscape in a comprehensive manner and identified developable land that is not currently fully developed or protected. The Region’s land supply was evaluated based on both natural and built environment factors.

**Miami Valley Land Use Demand Assessment**—This assessment projected future land use demand out to the year 2040 based on the continuation of existing demographic, economic, and development trends.

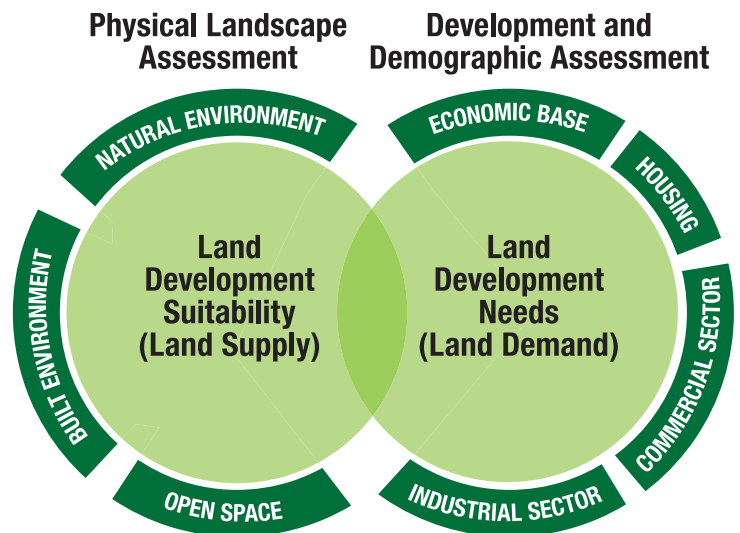
Several key findings from Phase I include:

- Population in the Region remained stagnant while the amount of total developed land increased by over 45% between 1970 and 2000.
- Population density in urban areas where existing infrastructure is in place declined 32% between 1970 and 2000.
- Approximately 27% of the Region’s land is both currently undeveloped and suitable for future development.
- The Region as a whole is expecting a 3% increase in population and a 5% increase in jobs and between 2000 and 2040 the Region as a whole would need an additional 5% increase in developed land to accommodate these increases.
- The Region is currently planned for a 32% increase in developed land.

## Phase II—Future Landscape Exploration Summary

This phase answered the question of where we want to go. The two major goals of this phase were to build future land use scenarios that represent alternative land use visions, and to evaluate the social, economic, and environmental effects of each scenario.

Figure 2. Phase I Studies



Community members, businesses, local governments, and organizations across the Region were asked what they want our Region to look like. A total of thirty-three interactive workshops, using think cards, dot mapping, and mind mapping exercises, were held throughout the Region to gather opinions on where and in what ways the Region should develop by the year 2040.

The highlights of Phase II include:

- Launching a region-wide public outreach campaign at the beginning of Phase II to increase awareness of and to encourage involvement from the general public and special interest groups during the participatory activities of Phase II;
- Developing seven alternative future land use scenarios were developed and include: Asset-Based, Business-As-Usual, Infill/Conservation, Radial Corridor, Unrestricted, Mixed-Themes, and Jobs & Destination development scenarios;
- Conducting scenario evaluations using a set of twelve performance indicators to measure the potential effects of each scenario on the Region; and
- Sharing the seven future land use scenarios and assessment results through a staff-guided tour at five public participation open houses and through publishing a self-guided virtual open house on the Going Places website.



### Planning Principles and Approaches

Going Places' three-phase process utilized a scenario-planning approach to facilitate discussions amongst regional stakeholders, test the future options and their potential effects prior to identifying a preferred path forward, and envision possible future changes and different policy and investment options. Further, this approach was utilized to advance an important set of Going Places planning principles:

- Incorporate sound technical analysis of quality data throughout the process;
- Facilitate meaningful discussions and build a regional consensus amongst regional stakeholders;
- 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; and
- Foster strong support from regional leaders in both public and private sectors.

## Planning Approach Objectives

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.





These efforts included:

- Meeting summaries were shared to all Committee members via emails and posted on MVRPC's website and Facebook page.
- Progress briefings were given to MVRPC's Technical Advisory Committee and Board of Directors.
- At major milestones, information was made available to the public through news releases, MVRPC's website, Facebook page, and emails to regional stakeholders who signed up for status updates.
- Public Open Houses were held throughout to gather input and build support.
- Presentations were made at local conferences and at meetings such as city council, county commission, and township trustee meetings.
- Meetings with staff of both public and private organizations.

### Stakeholder Outreach Efforts

To reach the Region's 830,000 residents, multiple approaches were employed. Outreach efforts continued throughout Phase III using both traditional and non-traditional outlets to advertise involvement opportunities and to disseminate promotional materials.

Outreach methods included:

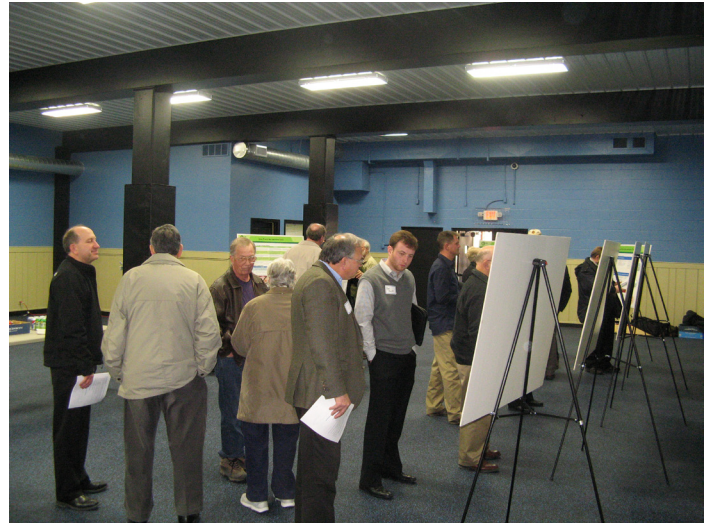
- Local media advertising (radio, newspaper)
- Media coverage (television, radio, newspaper)
- Email and direct mail
- Information flyers and posters
- Community newsletters (print, electronic)
- News releases
- Social Media such as Facebook and Twitter
- Other online calendars

Figure 3. Open House Advertisement 2011

Figure 4. Open House Notices 2011

# Background Information and General Approach

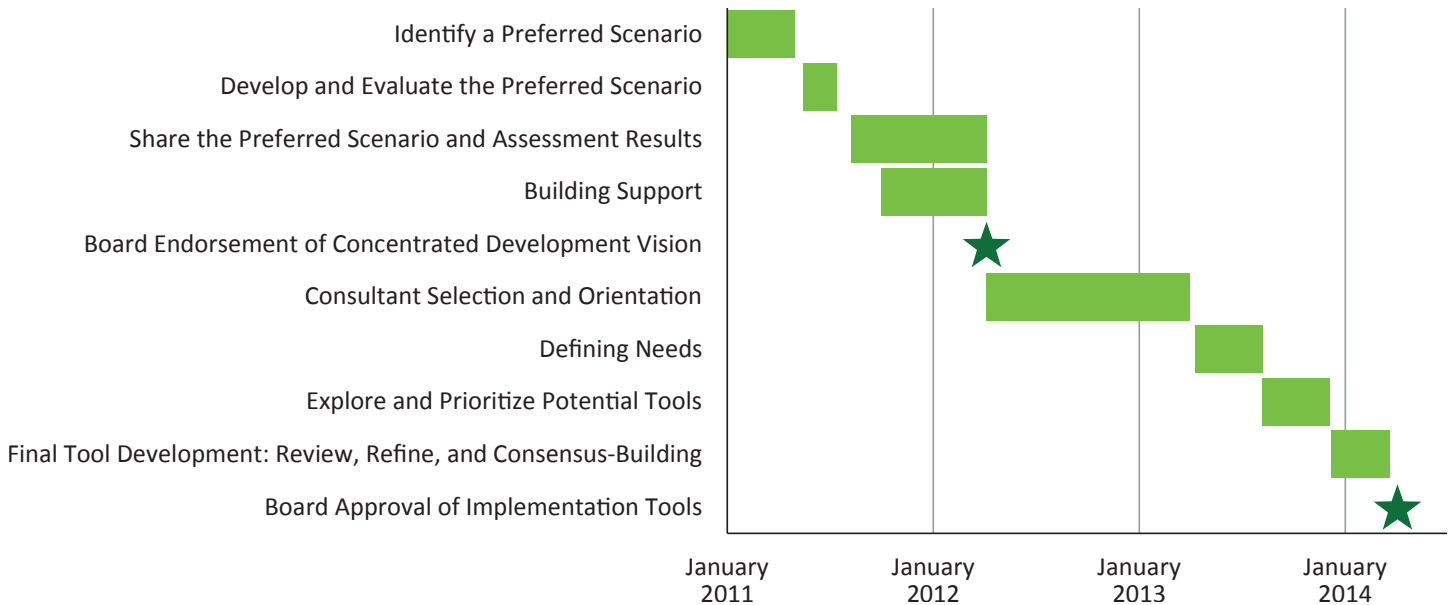
## Phase III Report



### 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 5. Phase III Timeline



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 include:

- 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 6. Shared Regional Vision Development Process



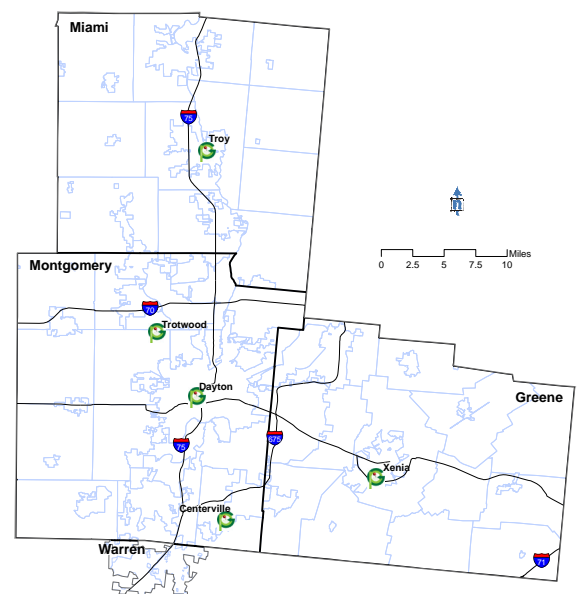
The following sections provide detailed information describing these steps.

### Identifying the Preferred Scenario—Community Input

Identifying the Region’s preferred scenario began with the seven alternative future land use scenarios generated during Phase II’s scenario-building workshops. These seven scenarios were: Asset-Based Development; Business-As-Usual Development; Infill/Conservation Development; Jobs and Destinations Development; Mixed-Themes Development; Radial Corridor Development; and Unrestricted Development.

The first step in Phase III was to solicit input region-wide for the purpose of developing a preferred scenario. Presented with a map of each alternative scenario, along with its definition and the assessment results measuring its potential

Figure 7. October and November 2010 Phase II Open House Locations



effects, two main questions were asked of the residents in the Region, "Which of the seven scenarios do you like best, and why?"

The most direct opportunity for the Region to weigh in was through a committee meeting and five public open house meetings that took place in October and November of 2010. The meetings were held throughout the Region and were open to anyone that wished to attend. The public was given a guided tour of each of the seven scenarios, along with its definition and assessment results. At the end, participants were asked to complete a Vision Card to indicate their preferred scenario and provide comments. A total of 84 votes were collected from the committee meeting and five public open houses.

Figure 8. Phase II Vision Card

The form is titled "PHASE II VISION CARD" and includes the "GOING PLACES" logo on the left and the "mvrpc" logo on the right. The main text reads: "- I prefer \_\_\_\_\_ land use scenario because:". Below this text are four horizontal lines for writing. At the bottom of the form, it says "Please post your Vision Card on the corresponding theme board".



Figure 9. Web Survey

The screenshot shows the top portion of a web survey. The title is "Going Places - Vote for your favorite scenario!". Below the title is a sub-header: "An overview of the seven scenarios developed for the Going Places initiative". The main section is titled "Vote for your favorite scenario!" and includes instructions: "Use this form to vote for your favorite land use scenario. Select one of the options below and then give us a couple of reasons why." There is a list of seven scenarios with radio button options: Asset-Based Development, Business as Usual Development, Infill Development, Radial Development, Unrestricted Development, Mixed Theme Development, and Jobs & Destination Development. Below the list is a text box for "Tell us why" with the instruction: "Try to give us two or three reasons why you picked the scenario you did." At the bottom, there is a section for "Receive more information about Going Places and win a prize!" with an email address input field.

A Virtual Open House was developed so people who could not attend one of the open houses would have an opportunity to review the future land use scenarios and then select their preference. Presentations were made available on the Going Places webpage and publicized through multiple venues. The online presentation was a guided tour that moved the viewer through the different points presented at the Open Houses. People were provided a description of the seven future land use scenarios and then asked to fill out a web survey which recorded their votes and comments. A total of 535 votes were collected.

The mail survey was another input gathering effort and was distributed as an insert in the March 31, 2011 edition of the Dayton Daily News. To bring attention to the survey, an article about Going Places was included in that day's issue. While the deadline given for responses on the insert itself was April 15, MVRPC staff tallied responses received through May 21 to ensure collection of all possible responses. The survey included basic information on each of the seven scenarios, including a map, the definition, and selected results from the performance indicator analysis. A total of 607 surveys with a valid vote were returned.

Lastly, a phone survey using a representative sample of the Region's residents was conducted to identify important values as they relate to the future of land development in the Region. The survey was conducted between February 10, 2011 and March 30, 2011. A 53 question survey was administered by Wright State University's Center for Urban and Public Affairs (CUPA) in partnership with MVRPC. Because the scenarios themselves were too detailed and the map of each scenario could not be presented via telephone survey, questions gauging the respondent's views on a series of 12 statements drawn from each scenario's underlying principles were asked against each other as a method to identify their preferred scenario.

Figure 10. Mail Survey

Below is a list of the scenarios. Please circle one and, in a few lines, tell us why you chose it.

<p><b>Asset-Based Development</b> Development is concentrated around regional assets such as the Dayton International Airport, Downtown Dayton, and Wright Patterson Air Force Base.</p> <ul style="list-style-type: none"> <li>Average Population Density</li> <li>Fewer pollutant emissions from motor vehicles</li> <li>More people living near parks and bikeways</li> <li>Less traffic congestion</li> </ul>	<p><b>Business-As-Usual Development</b> Development is done the same way it has been done for the last 30 years. The suburbs will continue to grow and farmland will continue to be developed.</p> <ul style="list-style-type: none"> <li>People live farther apart</li> <li>Average pollutant emissions from motor vehicles</li> <li>Fewer people living near parks and bikeways</li> <li>Average traffic congestion</li> </ul>
<p><b>Infill/Conservation Development</b> Development is concentrated in areas that already have the infrastructure to support it. This scenario supports both the redevelopment of underutilized land and the protection of the region's farmland.</p> <ul style="list-style-type: none"> <li>People live closer together</li> <li>Above average amount of pollutant emissions from motor vehicles</li> <li>More people living near parks and bikeways</li> <li>More traffic congestion</li> </ul>	<p><b>Radial Corridor Development</b> Development is concentrated around the region's roadway and transit network.</p> <ul style="list-style-type: none"> <li>People live farther apart</li> <li>Above average amount of pollutant emissions from motor vehicles</li> <li>Average number of people living near parks and bikeways</li> <li>More traffic congestion</li> </ul>
<p><b>Unrestricted Development</b> Development is driven only by the market. There would be no local or regional-level land use planning or zoning.</p> <ul style="list-style-type: none"> <li>People live farther apart</li> <li>Average amount of pollutant emissions from motor vehicles</li> <li>Average number of people living near parks and bikeways</li> <li>Less traffic congestion</li> </ul>	<p><b>Mixed-Themes Development</b> This scenario encourages development around regional assets and areas with pre-existing infrastructure, connections between different forms of transportation, and farmland preservation.</p> <ul style="list-style-type: none"> <li>People live closer together</li> <li>Average amount of pollutant emissions from motor vehicles</li> <li>More people living near parks and bikeways</li> <li>Average traffic congestion</li> </ul>

The maps show where future population and jobs may be located. The gray areas represent where development will be more (dark gray) or less (light gray) concentrated for each scenario. The orange areas highlight places where the scenario will have larger increases in population and jobs.

**Jobs & Destination Development**  
In this scenario, development priorities would include encouraging new employees to locate in the region and developing more local attractions and amenities.

- People live farther apart
- Fewer pollutant emissions from motor vehicles
- Fewer people living near parks and bikeways
- Less traffic congestion

Why did you choose this scenario?

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Thank you very much for your time. Please fold this survey so that the business reply address is on the front and put it in the mail by **April 15th**. If you would like to be entered into a drawing for one of several prizes, please either add your contact information below, e-mail (goingplaces@mvrpc.org), or call us (937-225-6323) with your information.

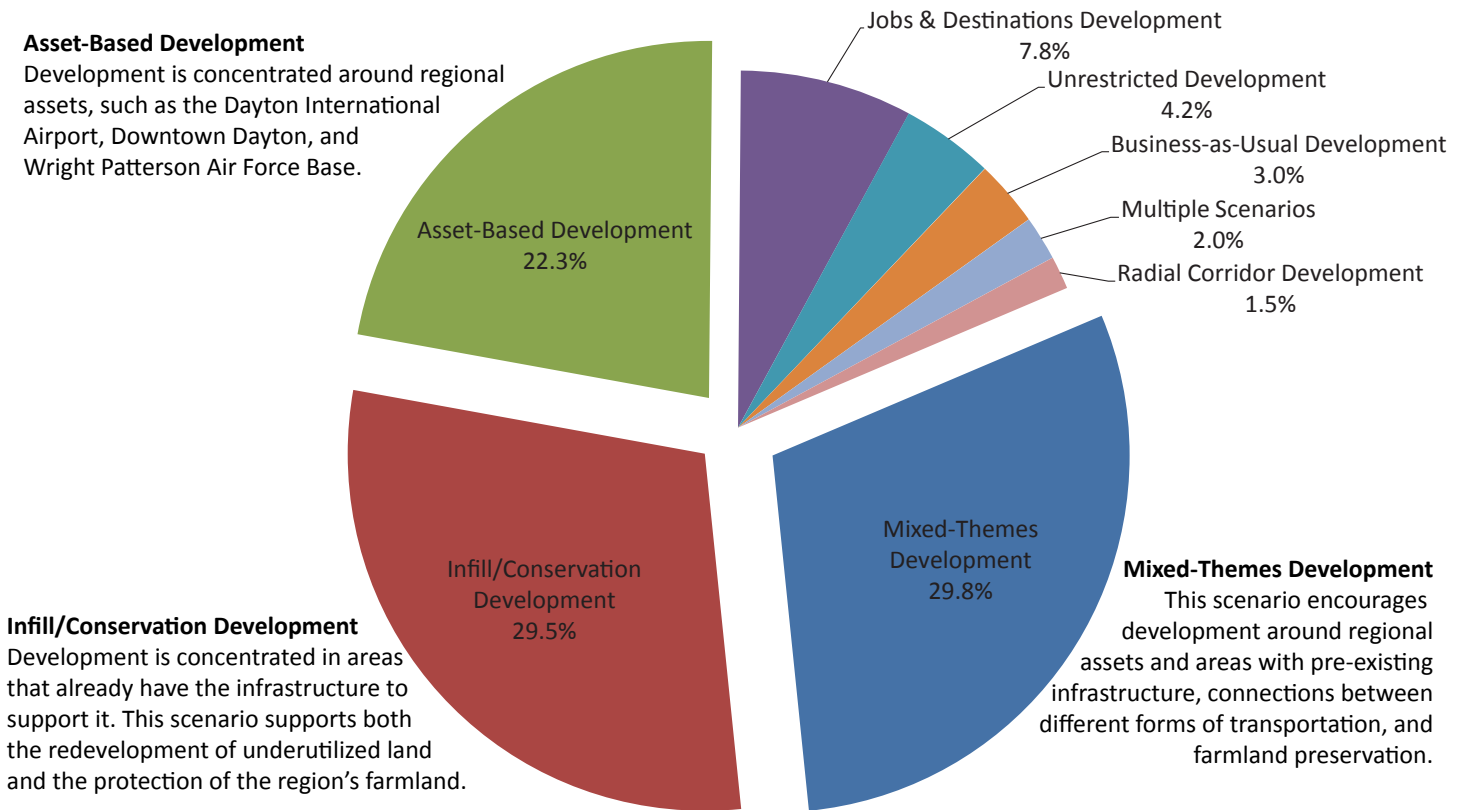
Name: \_\_\_\_\_ Email or Phone: \_\_\_\_\_



## Preferred Scenario Selection Result Summary

Over 1,200 people participated and Figure 11 depicts the results from the preferred scenario voting process. The Infill/Conservation Development scenario and the Mixed-Themes Development scenario were virtually tied, earning 362 and 365 votes, respectively. The Asset-Based Development scenario was voted in third place, garnering 273, or 22%, of the votes. In all the voting methods, the Infill/Conservation, Mixed-Themes, and Asset-Based development scenarios were the top three favorites.

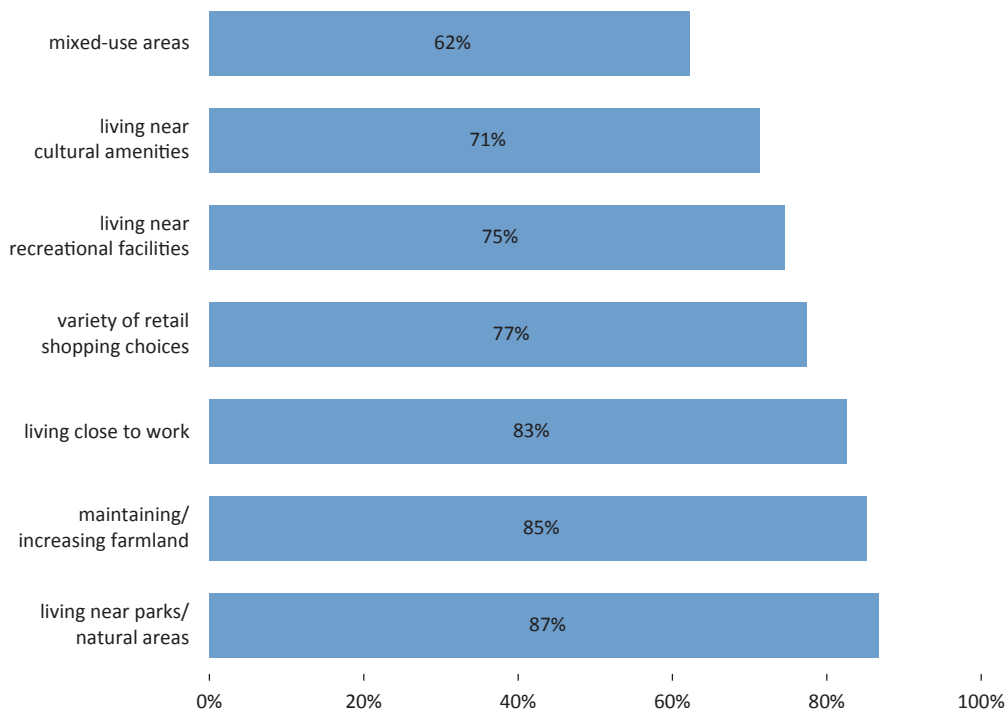
Figure 11. Direct Voting Results



The full results from the phone survey are available in the “Going Places Land Use Planning Citizen Perception Survey, 2011” report. Major findings from the phone survey are summarized below.

**Important Community Attributes:** Respondents were provided with a list of seven community attributes and were asked to indicate how important each attribute was to them. As shown in Figure 12, the highest percentage of respondents (87%) ranked living near parks or natural areas as very or somewhat important. Respondents also placed a high value on maintaining/increasing farmland (85%) and living close to work (83%).

**Figure 12. Important Community Attributes: “very important” or “somewhat important”**



**Priority Selection:** The final section of the survey presented respondents with a series of twelve paired statements and were asked to indicate which statement is closer to their views. Each statement contained a component of at least one of the seven scenarios.

The table in Figure 13 profiles responses to each of the statements. For ease of reading, statements that garnered at least 70% support are highlighted in green, those that drew between 30% and 70% support are highlighted in blue, and those that drew less than 30% support are highlighted in pink.

From the 12 paired statements results showed:

- Support for strategies that reused/revitalized existing properties for business/residential development
- Support for development around regional assets
- Living in areas with established infrastructure was more important than parks/green space
- Easy access to roads was more important than ability to walk, bike or take transit

# Shared Regional Vision Development Process

## Phase III Report

Figure 13. Priority Selection Results

Statement One	Percentage	Percentage	Statement Two
Reuse/revitalize properties in existing neighborhoods for housing development	88.6%	11.4%	Focus housing development along major highways
Reuse/revitalize properties in existing business districts for business development	84.8%	15.2%	Focus business development along major highways
Reuse/revitalize properties in existing neighborhoods for housing development	78.4%	21.6%	Focus housing development around regional assets
Reuse/revitalized properties in existing business districts for business development	80.0%	20.0%	Focus business development around regional assets
Focus housing development along major highways	24.8%	75.2%	Focus housing development around regional assets
Focus business development along major highways	40.3%	59.7%	Focus business development around regional assets
It is important to live within a mile of a library, shopping center, or school	47.5%	52.5%	It is important to drive fewer miles/ reduce commute time
When choosing where to live, it is important to consider air quality	51.4%	48.6%	It is important to live in a neighborhood where I can have a large yard
It is important to live within a mile of a park	23.7%	76.3%	It is important to live in an area with existing water, sewer and utilities
It is important to have privacy from my neighbors	73.2%	26.8%	It is important to live a mile from a shopping center
It is important to walk, bike or use public transit to work	29.2%	70.8%	It is important to have easy and well maintained access to major roads
It is important to preserve farmland in the Region	57.8%	42.2%	It is important to bring industry and jobs to the Region

The phone survey showed that a representative sample of the Miami Valley preferred the concepts surrounding the most popular scenarios from earlier voting.

- The Infill/Conservation Development scenario had the highest degree of support with an emphasis on maintaining farmland, reusing and revitalizing existing spaces for housing and business, and promoting development in urban areas.
- The next highest level was for the Asset-Based Development scenario, though not nearly as high as Infill/Conservation.
- The Business-As-Usual and Jobs and Destination Development scenarios have little support among residents.



### **Preferred Scenario Development and Evaluation**

Once the region-wide input gathering process on the question of which of the seven scenarios people liked the best and the reason why was completed, the next step was to develop the preferred scenario that represents the core values, principles, and characteristics of the Region.

The results from the previous step revealed that there is no one particular scenario that was overwhelmingly favored. Instead, the results showed that three scenarios: the Asset-Based, Infill/Conservation, and Mixed-Themes Development scenarios received the larger percentage of votes and together accounted for 82% of the total votes. Also, it was discovered that concepts related to these three scenarios were highly supported in the phone survey and these scenarios were the most popular with workshop participants. When reviewed together, these scenarios shared common principles and characteristics that emerged as being representative of the Region's core values. It was important to develop a regional vision based on these core values. As a result, the Asset-Based, Infill/Conservation, and Mixed-Themes Development scenarios advanced into the data compilation process.

The compilation process of the top three scenarios followed a thoughtful and technical approach using data and information for the three scenarios. This process informed two major components of the preferred scenario: the guiding principles and characteristics that outline the public's shared core values, and a map that shows where and how people wanted to grow in the future.

#### **Creating the Preferred Scenario Core Values: Principles and Characteristics**

Identifying the core values about the ways people want growth to occur was the primary component in developing a shared regional vision. These values represent the Region's preferred guiding principles and characteristics to be considered in the future. The values were drawn from thousands of comments received from: think-cards and mind-maps during the scenario-building public engagement process carried out during Phase II; responses to the question of why a particular scenario was chosen during direct scenario voting; the web survey; mail survey; and the shared values identified from the phone survey. An extensive content analysis of all this information allowed the measurement and identification of the core values, principles and characteristics that are shared region-wide.

#### **Creating the Preferred Scenario Map**

A regional map was the second component of the preferred scenario. The map was developed to illustrate the visual representation of a desired future land use pattern, unique to the Region.

The preferred scenario map was built using data and input from previous phases of Going Places, particularly using the data obtained from the scenario building dot-mapping exercise conducted during Phase II. Since not all scenarios advanced into this process, the data from only those Asset-Based, Infill/Conservation, and Mixed-Themes Development scenarios were used.

The major steps followed in developing the preferred scenario map include:

- The dot-maps of three scenarios were compiled into a single data set using Geographic Information System (GIS), which provided information pertaining to the "preferred" locations of future population and employment growth areas desired by the public.

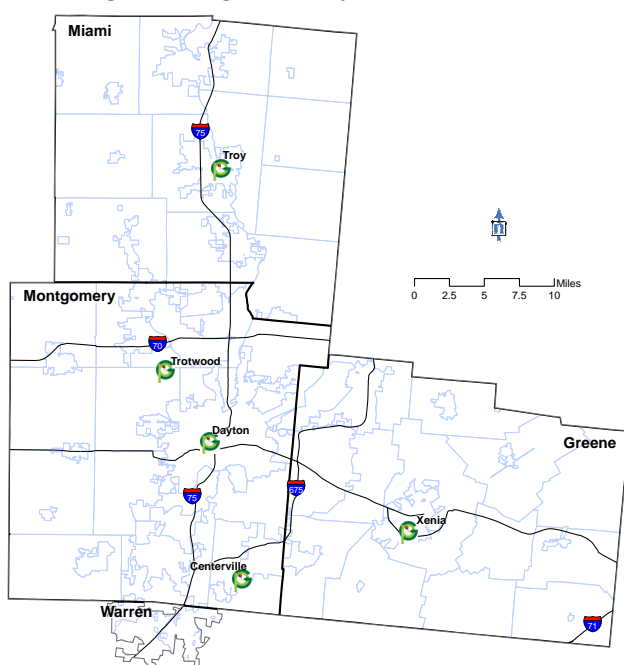
- Using this information, priority areas for new population and employment within the Region at a sub-regional level were set.
- All sub-regional areas were evaluated to measure the current level of land use density and intensity based on the review of existing distribution of population and jobs.
- The same sub-regional areas were further evaluated to determine the level of capacity to absorb additional population and employment using the information from the Phase I Land Development Suitability Assessment.
- The projected increases in population and employment for the year 2040 were then distributed throughout the Region accordingly, taking into account an analysis of existing land development density and intensity and an assessment of the capacity of different areas to absorb future development.

## Evaluating the Preferred Scenario

Once the preferred scenario was developed, a series of evaluations were completed. The evaluations were intended to measure the potential effects of future land use patterns using data associated with the preferred scenario. Various technical analyses were conducted and the results were summarized at the regional and sub-regional levels to provide the performance and spatial implications. The analyses results were benchmarked against two other cases, the 2007 existing conditions and existing future plan, so comparisons could be made in regards to the impact the preferred scenario would have in the future.

The performance implications were evaluated for the Region as a whole. This involved using the same 12 indicator analyses as completed for the seven scenarios in Phase II. (Refer to Appendix A for a definition of the indicators and how the analyses were conducted.)

Figure 14. August 2011 Open House Locations



The spatial implications were evaluated at the sub-regional level to provide spatial comparisons between the preferred scenario, 2007 existing conditions, and existing future plan.

Another evaluation of the preferred scenario was completed for vulnerable populations—the elderly, the disabled, and people living below poverty level. Vulnerable populations are groups of people who may be more affected by future land development than others and may have difficulty adjusting to these changes. These groups may have limited options for transportation and may have limited options for housing as well. Therefore, additional examination was conducted to measure what the potential effects might be from the preferred scenario on these populations.

### Sharing the Preferred Scenario and Assessment Results

MVRPC hosted five open houses, during August 2011, to share the vision and the assessment results. All open houses ran from 4 p.m. to 6 p.m. and were organized so people could come at any time between those hours. Information was presented in a series of posters. People attending the open houses were given a summary document which included an introduction to Phase III, a description of the final scenario selection process, a one-page sheet describing the preferred scenario, and information about the results of the indicator analysis. MVRPC staff was available to answer questions or to guide attendees through the information on the posters.

Attendees were encouraged to leave comments. A total of 86 people attended the open houses.

A virtual open house was created in order to reach a wider audience. MVRPC designed a series of three online presentations to take viewers through all of the information presented at the open houses. The first presentation covered information about the preferred scenario and how it was created. The second presentation described the results of the indicator analyses. The third presentation looked forward into how the preferred scenario might be implemented in the future.

After the end of the comment period, a full summary of the feedback gathered was posted on the MVRPC website.

Figure 15. August 2011 Open House Posters

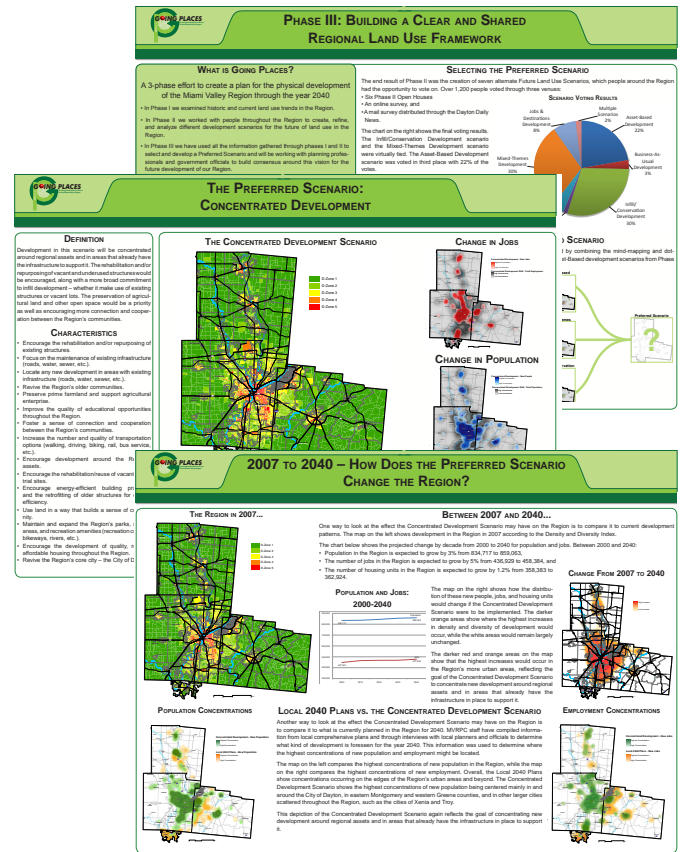
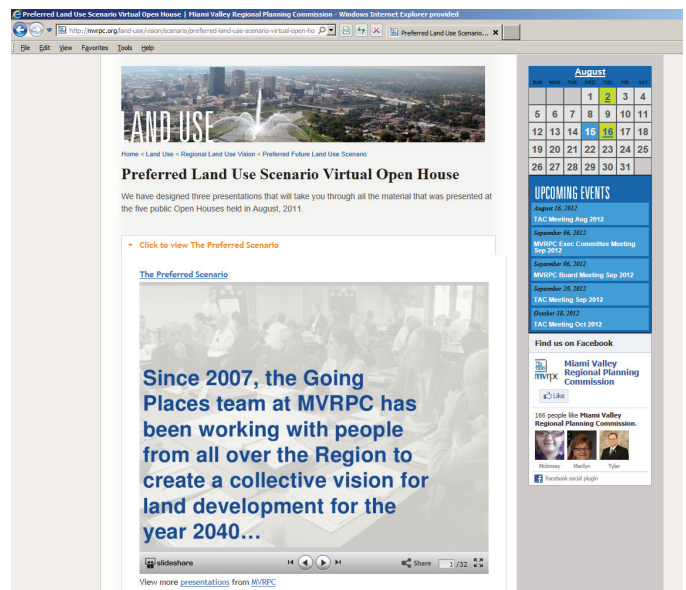


Figure 16. Virtual Open House Screenshot



# The Shared Regional Vision— Concentrated Development Vision

## Phase III Report

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.

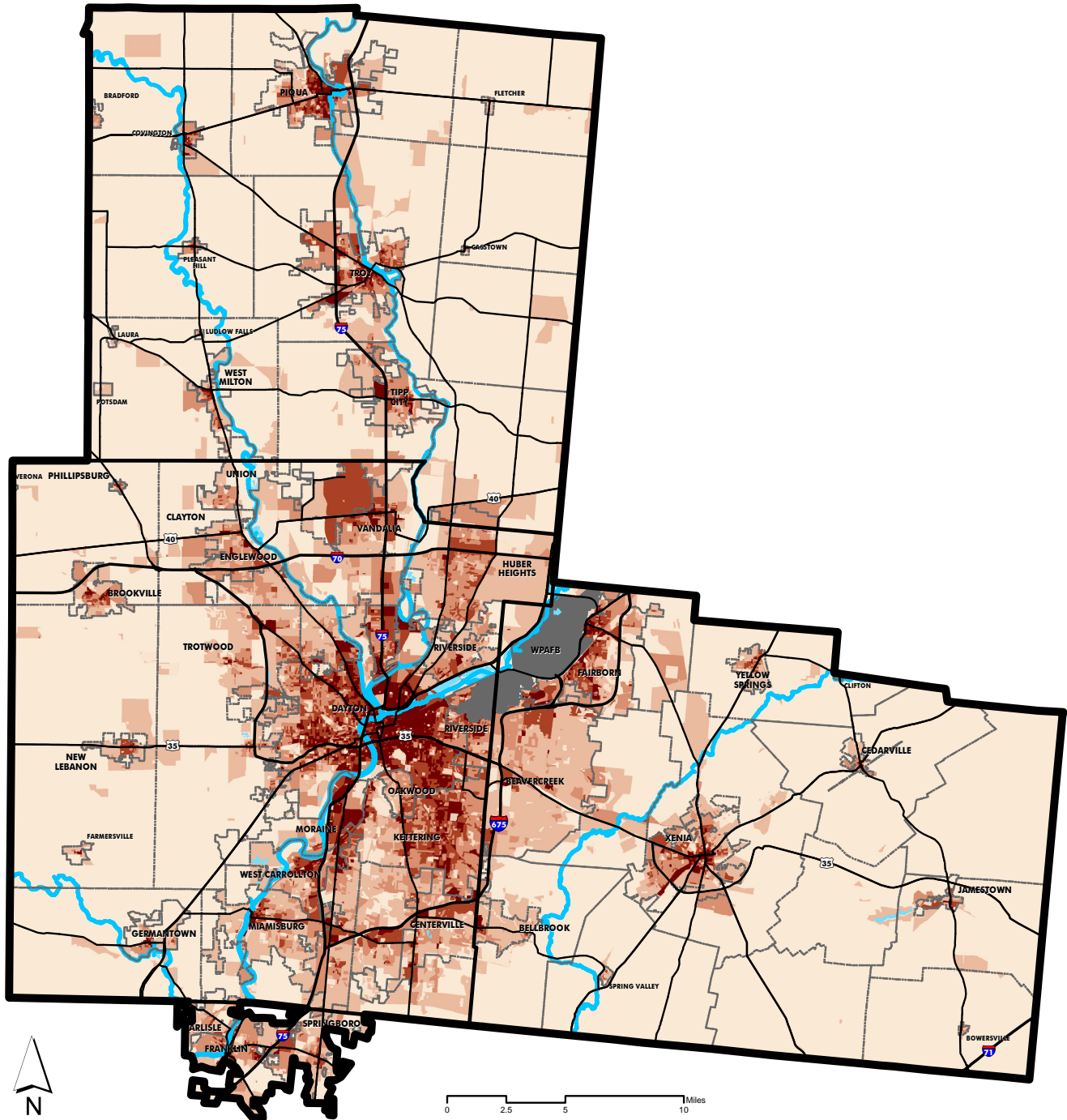
### Characteristics:

- 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

## Phase III Report

Figure 17. Future Land Use Pattern, 2040 Concentrated Development Vision



# The Shared Regional Vision— Concentrated Development Vision

Phase III Report

## Future Land Use Pattern

The Concentrated Development Vision map, shown in Figure 17, 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. See Appendix B for visual examples and definitions of the five D-zones.

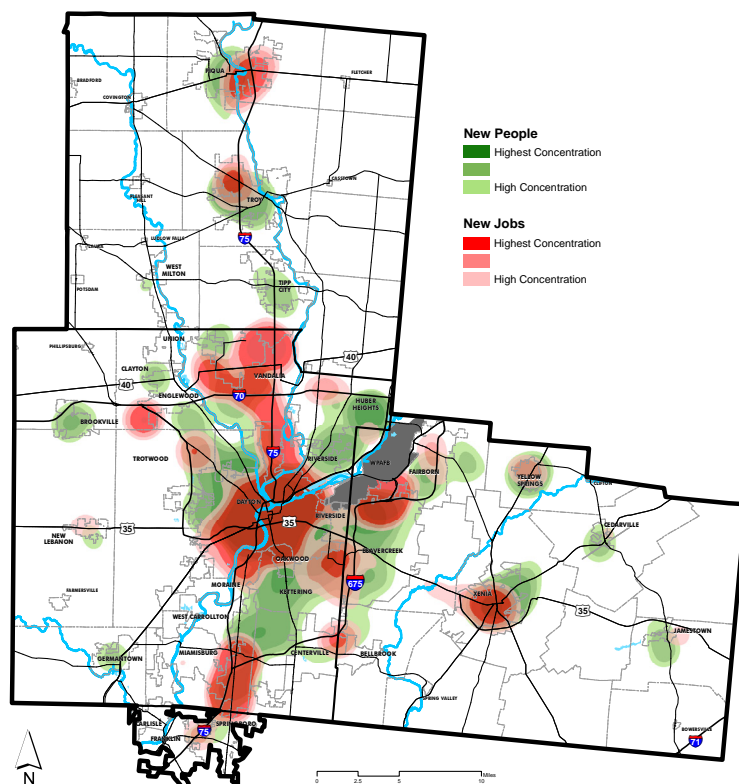
The vision map illustrates more dense and diverse development patterns within the existing communities, where there is infrastructure in place to support it, and is concentrated around many of the Region’s existing assets. These assets include historic downtown areas in many communities, Wright Patterson 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 18 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.

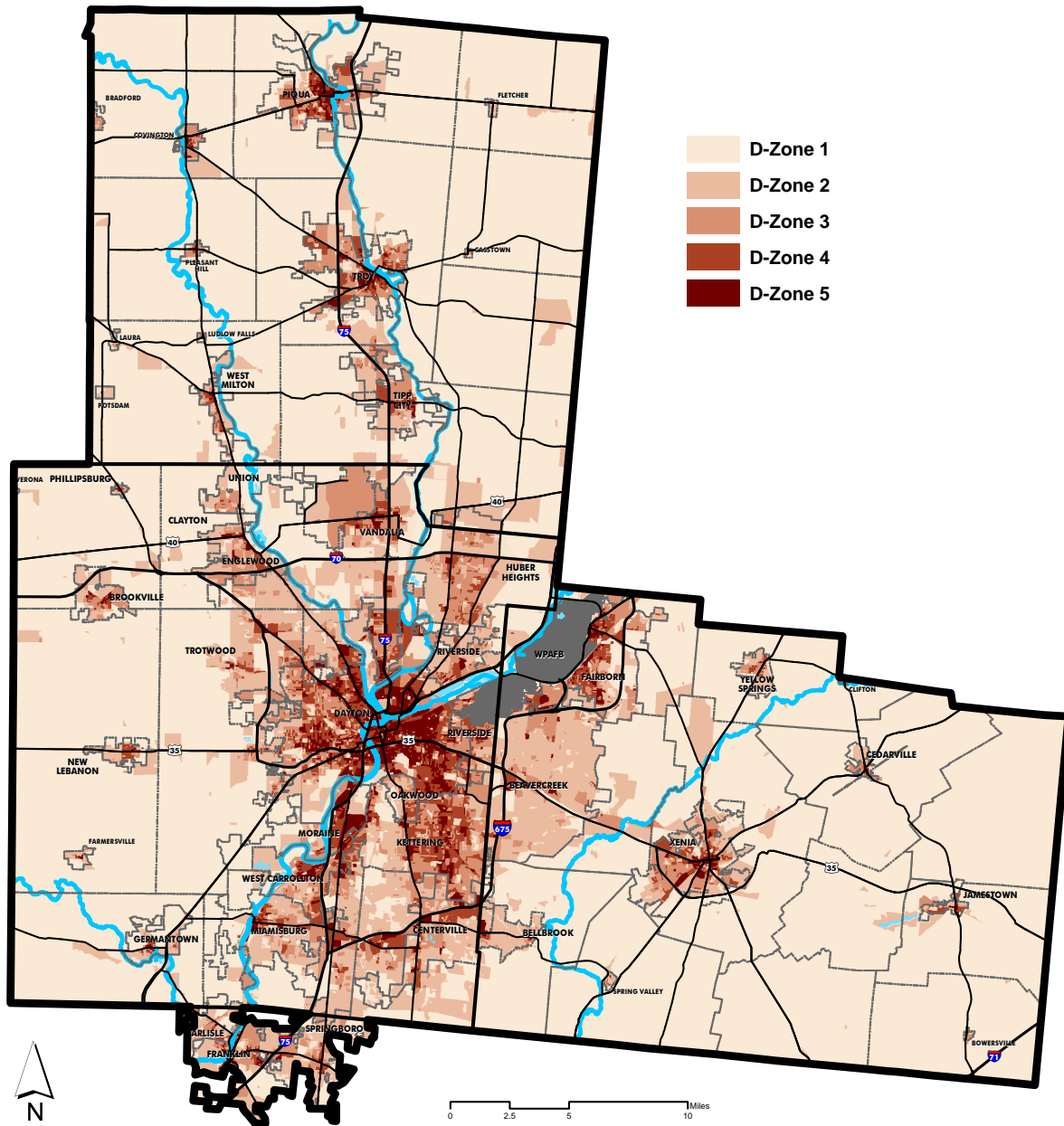
Figure 18. Concentration of New Population and Employment with the Concentrated Development Vision



# The Shared Regional Vision— Concentrated Development Vision

## Phase III Report

Figure 19. Existing Land Use Pattern, 2007

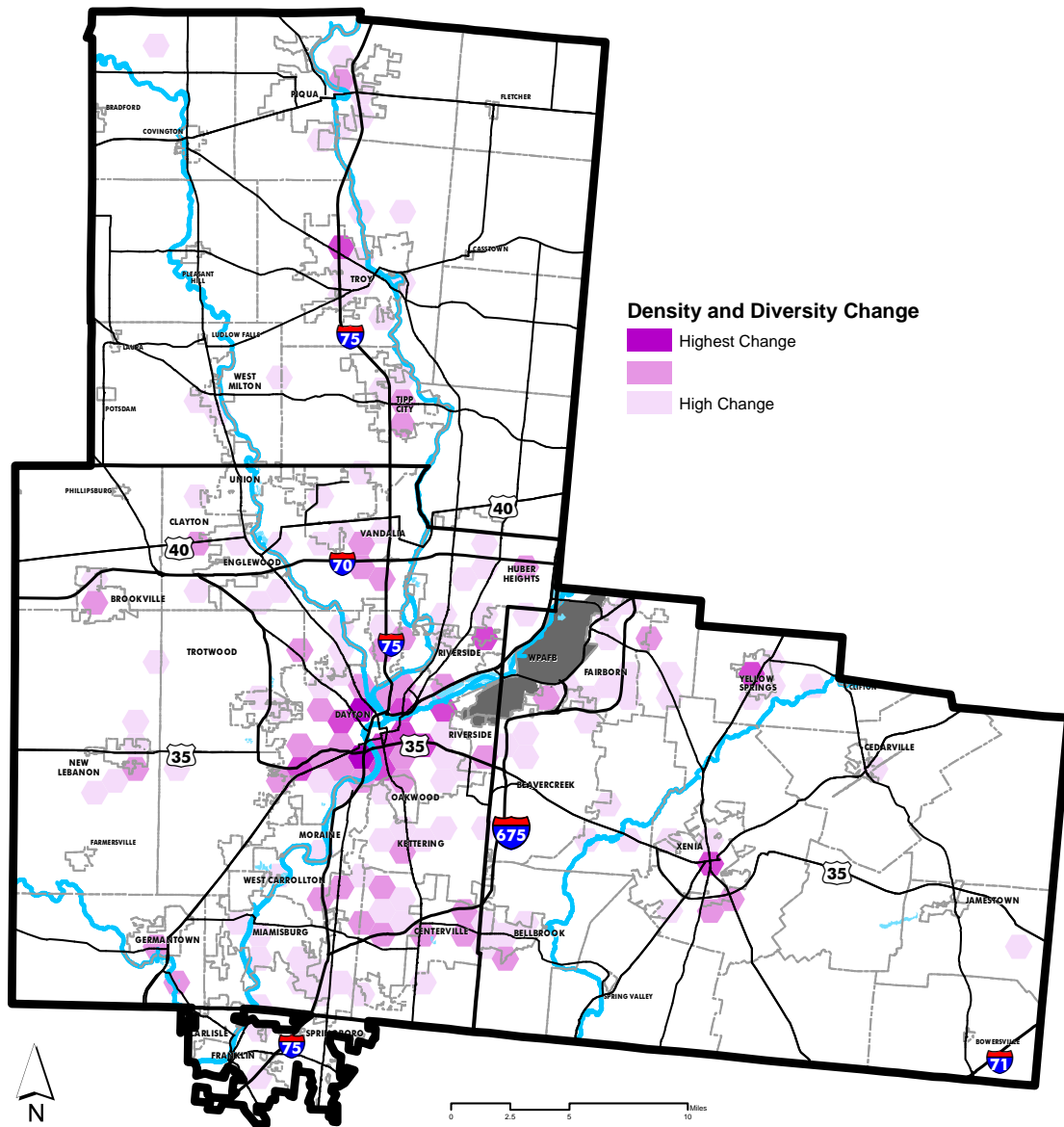


One way to look at the effect the Concentrated Development Vision may have on the Region is to compare it to current land use patterns. The map above shows the existing land use pattern in 2007 based on the same Density and Diversity Index. The map illustrates that currently many existing communities 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 Shared Regional Vision— Concentrated Development Vision

Phase III Report

Figure 20. Change in Land Use Pattern, 2007-2040



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 20, 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.



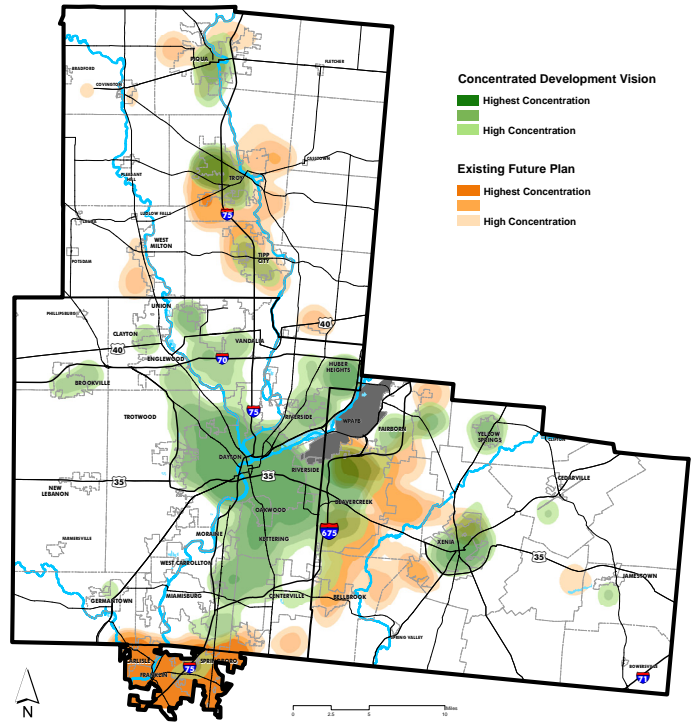
# The Shared Regional Vision— Concentrated Development Vision

## Phase III Report

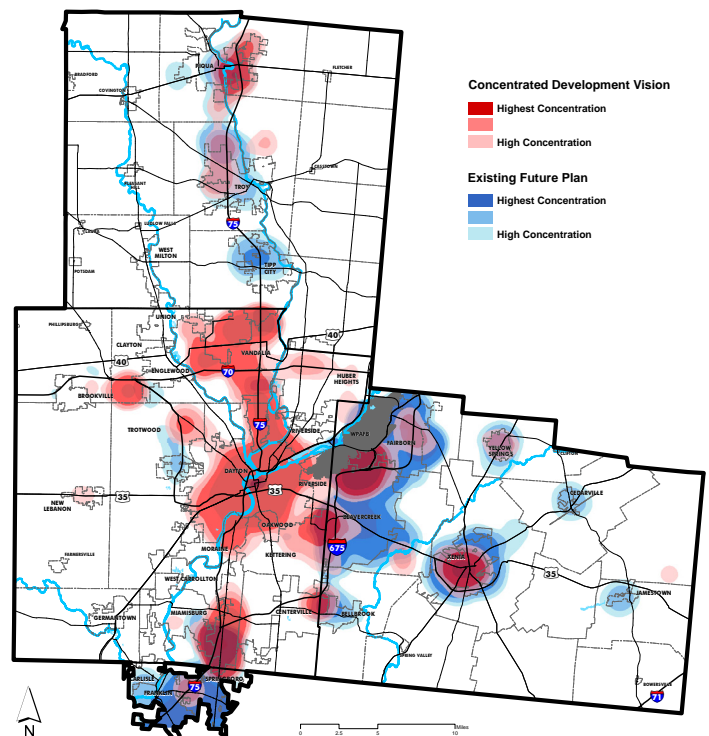
Another way to look at the effect the Concentrated Development Vision may have on the Region is to compare it to what is currently planned in the Region. Using information from local comprehensive plans, MVRPC has projected out the distribution of new population and jobs for the year 2040 at the sub-regional level. The comparisons between the existing future plan and the Concentrated Development Vision, regarding the concentration of new population and jobs are highlighted in Figures 21 and 22.

Overall, the 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 21. Distribution of New Population: Concentrated Development Vision and Existing Future Plan**



**Figure 22. Distribution of New Jobs: Concentrated Development Vision and Existing Future Plan**

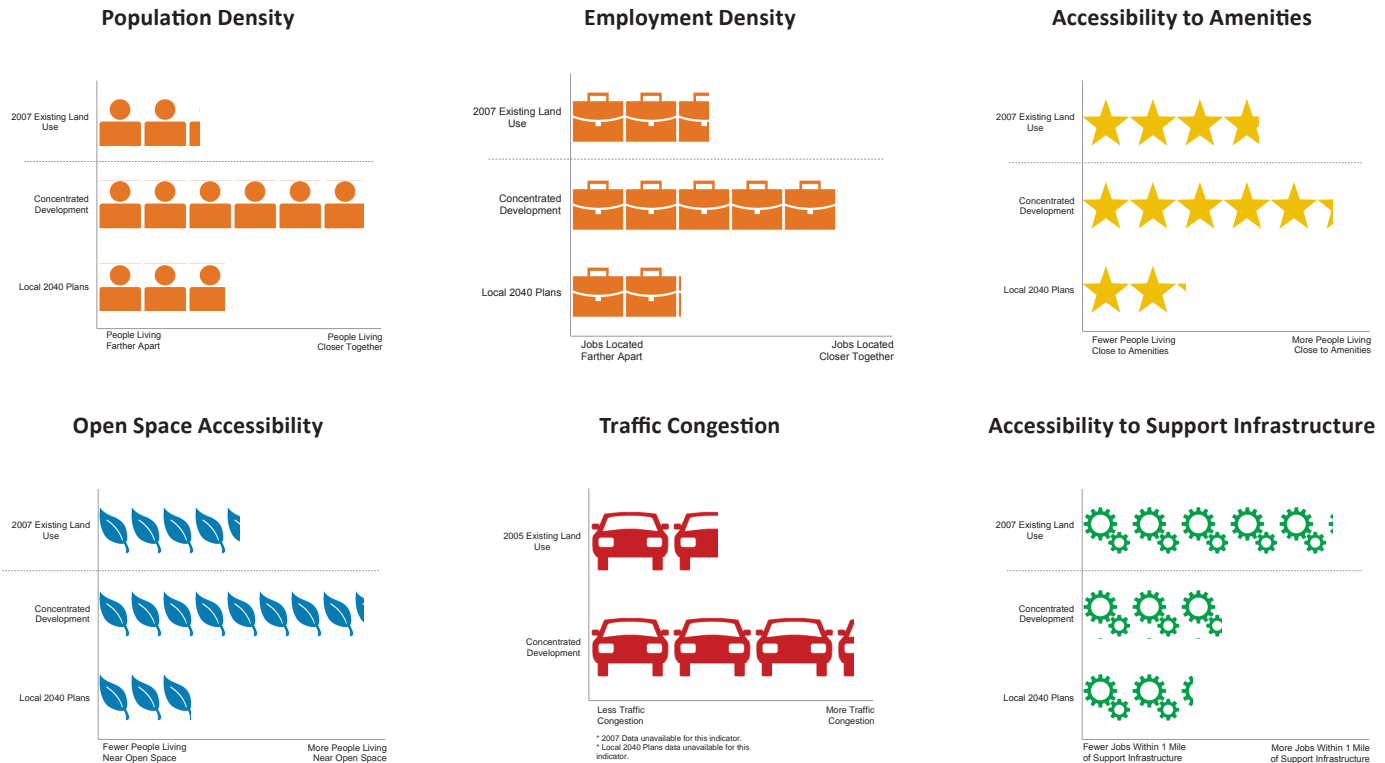


# The Shared Regional Vision— Concentrated Development Vision

## Phase III Report

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 23 below. Refer to Appendix C for results from all 12 performance indicator assessment.

Figure 23. 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.

### Vulnerable Population Impact Assessment

It is important to understand what effects the Concentrated Development Vision might have on our most vulnerable populations: people aged 65 or older, people with disabilities, and people living below the poverty level. The areas identified as having higher concentrations of each vulnerable population group (target areas) were further analyzed on selected performance indicators and benchmarked against the 2007 existing conditions and the Region as a whole for the year 2040 (refer to Appendix D for full analysis results).

# The Shared Regional Vision— Concentrated Development Vision

## Phase III Report

In 2040, when compared to the Region as a whole, the areas where the elderly population is currently concentrated will have less population density, less accessibility to amenities and less potential for transit ridership. They will have more accessibility to open space, however.

For areas with larger disabled populations, population density will be around the same than it would be for the rest of the Region in 2040. There would be more accessibility to amenities and open space. However, because areas with larger disabled populations exists in rural areas with low employment density the potential for transit ridership will be lower.

For areas with more people living below the poverty level, population densities would be higher, as would the accessibility to amenities and open space. The potential for transit ridership would be lower because these areas have lower employment density.

### Policy Roundtable

A Policy Roundtable Workshop was held in June 2011, with a variety of local public officials, planning professionals, and other interested parties. The purpose of the workshop was to establish and rank implementation concepts and potential policy development efforts.

The top five implementation concepts identified from the workshops were:

- Focus on the maintenance of existing infrastructure (roads, water, sewer, etc.)
- Revive the Region’s older communities
- Foster a sense of connection and cooperation between the Region’s communities
- Encourage development around the Region’s assets
- Revive the Region’s core city—the City of Dayton

The result of this workshop was shared with Going Places Committees, the general public, MVRPC’s TAC and Board of Directors, and local jurisdictions.



Building support for the Concentrated Development Vision was about recognizing what people in the Region said they wanted their future to look like. In addition to sharing the Vision we wanted to start building a coalition that would help foster the implementation of the vision. To do this a wide variety of stakeholders were engaged.

Between August 2011 and April 2012, MVRPC staff gave 44 presentations on the Concentrated Development Vision to local jurisdictions and other interested organizations, and sought either formal endorsement or a letter of support from these groups. A total of 47 jurisdictions and organizations sent a letter of support or passed a resolution of endorsement for the Concentrated Development Vision. In addition individuals expressed their support of the Vision through an online form on our website.

MVRPC's Board of Directors formally endorsed the Concentrated Development Vision on April 5, 2012. The Board has representatives from over 70 local, county, and state government as well as non-governmental organizations throughout the Region.



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.

A team led by the Wise Economy Workshop (“Consulting Team”) was hired to assist the effort by designing the consensus-driven process and facilitating open, reasoned and comprehensive discussions amongst the Committees to determine the content of the implementation tools.

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 outlined in Chapter IV of this report, 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 24. Implementation Tools Development Process



## Defining Needs

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. The participants also 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.

### Reconvening, Review and Themes Development

The Committees were jointly reconvened in April 2013. They reviewed the key findings and challenges identified during the Existing Condition 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 to reinforce the relevance of earlier findings and emphasize that the issues identified previously during Going Places had direct economic ramifications.



The Committee members identified critical issues facing the Region and local jurisdictions during meetings in May and June, 2013. They worked through a process to distill their perceptions of the challenges and focused on what has been missing in the Region and what is needed in the future.

The Committees were 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.

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, June and July, 2013 meetings white papers were provided, acquainting the Committees 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 white paper in detail, focusing on the applicability of that initiative to MVRPC, and referred to them as a resource during the remainder of the process.

MVRPC and the Consulting Team 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.



On November 19, 2013, MVRPC presented “Strong Towns: Miami Valley Edition,” featuring Strong Towns President Chuck Marohn, at the Fort Piqua Plaza. This was a candid discussion about the future of the region and its communities—exploring the roots of communities’ current financial challenges, their impacts on the region, and how to regain true prosperity.



While these white papers 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 2013 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 MVRPC’s strengths and unique regional capabilities, including its role as:

- A provider of 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.

The combination of themes and capabilities, best practices and symposia, created a structure for framing and identifying the specific implementation tools so the Committees could ensure the tools addressed all of the necessary factors for effective implementation.

### Implementation Tools for Consideration

In August 2013, the Committees began to work on developing the implementation tools via the small group cooperative decision-making process. This process was carried out in four monthly meetings addressing one theme each, and one meeting addressing two themes.

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

- 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 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 staff does as part of their routine work,
- Something existing we want to see continued/emphasized, or
- Something new

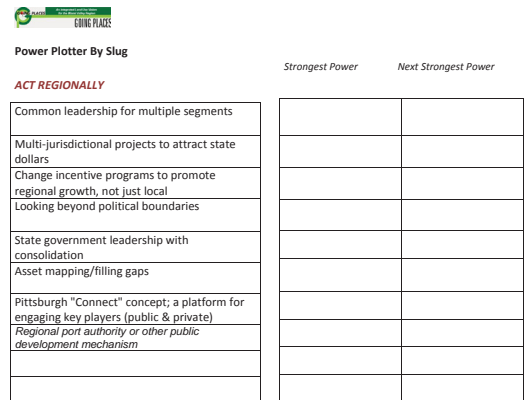
It is important to note the tools for the Committee members' consideration, were presented without any endorsement or recommendation. The Committees were responsible for:

- Reviewing and critiquing the potential tools,
- Identifying additional potential tools,
- Identifying concerns or unanswered questions, and
- Deciding whether to endorse each specific tool for future consideration.

### Collaborative Small Group Evaluation, Refinement and Prioritization

The Consulting Team presented the potential 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

Figure 25. Powers Worksheet



**Power Plotter By Slug**

**ACT REGIONALLY**

	Strongest Power	Next Strongest Power
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		

July 30, 2013

Figure 26. MVRPC Strategic Plan



**mvrpc**  
Miami Valley Regional Planning Commission

## Strategic Plan

Adopted: June 6, 2013

Though our Region is made up of diverse entities, each with unique qualities, we are united by our similarities. Together, we comprise one community – the Greater Miami Valley Region. 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. Together, public and private partners develop and implement innovative and sustainable strategies that enhance the Region's quality of life and economic vitality.

**Vision:**  
Our Board of Directors' decisions, through strategic partnerships and staff efforts, contribute to the advancement of the Region's economic vitality, enhanced quality of life, strong sense of place, and expanded opportunities that attract and retain talented individuals and organizations to the Miami Valley Region.

**Mission:**  
MVRPC promotes collaboration among communities, stakeholders, and residents to advance regional priorities. MVRPC is a forum and resource where the Board of Directors identifies priorities, develops public policy and collaborative strategies to improve quality of life throughout the Miami Valley Region.

**Values:**  
Our values describe how MVRPC conducts business:

- **Integrity** - We maintain high ethics, a fair and balanced approach to issues, and strong standards of professionalism in all aspects of the agency's work for the betterment of the Region.
- **Transparency** - We ensure that the public has the opportunity to observe, debate, question, and participate in the agency's planning process.
- **Inclusion** - We seek the active participation and contribution of all groups in the regional planning process.
- **Diversity** - We welcome alternate views and seek input from participants of diverse race, income, jurisdiction, age, or ability.
- **Innovation** - We seek and offer creative and innovative solutions in the regional planning process through expanded use of technology, improved processes, and adapted methods from other fields or regions.

**Goals:**

1. **REGIONAL STEWARDSHIP** - We 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.

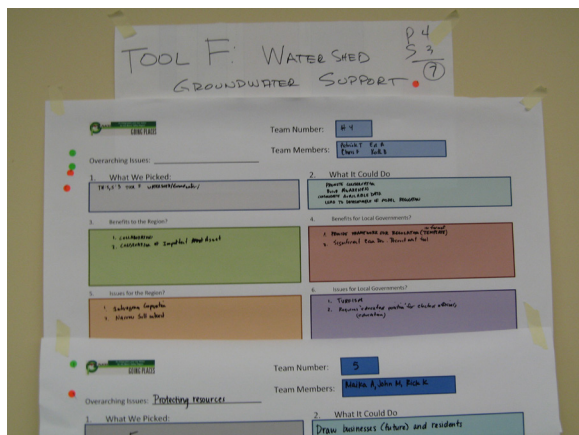
**Actions:**

- **Enable Regional Thinking** - We conduct planning studies and provide outreach opportunities for education, collaboration, and discussion of topics as a Region.
- **Expand Boundaries** - We facilitate and provide technical support to local communities to assist their efforts to coordinate development and infrastructure design for the benefit of everyone.
- **Develop Shared Solutions** - We develop, advocate, and promote responsive and collaborative approaches to specific regional problems.
- **Define Regional Priorities** - We address regional needs that further the shared social, economic, transportation and environmental goals of the Region.



developed on the spot to respond to Committee members' concerns or ideas; the details of these new tools were captured on written tablets.

Participants then worked together in collaborative small groups to analyze and evaluate the appropriateness of a specific tool. The groups were instructed to select a tool 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 within that group. The voting process gave participants the opportunity to express support for any tool their group did not choose to analyze, and the consensus-based selection process helped with the ability to 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 the selected tool might present at the regional and 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 the tool they had been examining should be moved forward for additional consideration.

The Committees were asked to use five dot stickers to indicate which of the tools they personally felt were the most important

to move forward. Participants were asked to vote for any tool no more than once. The preliminary 46 Implementation Tools were evaluated in this fashion.

Following the completion of the tool review process for each of the five themes, the large number of tools was distilled into a manageable collection of actionable tasks with demonstrated support. After closely examining the tools and the vote distributions, the tools that had received a relatively high proportion of the total votes advanced for further evaluation. In addition, by evaluating the similarities and consistencies between the tools that met these criteria, a manageable list of preliminary tools was developed for further refinement.



## **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 were consolidated into a set of eleven Implementation Tools to move forward in the refinement process. 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.

## **Draft Implementation Tools—Review, Feedback 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.

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

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.

### Public Open Houses

MVRPC staff held three open houses in Dayton, Troy and Xenia to share the second draft of the Implementation Tools Report in February 2014 and gather public feedback. 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.

### Final Draft of 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. On March 5, 2014, the Committees convened one last time to review the full set of feedback and identify any additional revisions. After deciding no additional revisions were necessary, the Committees recommended the Implementation Tools to the Technical Advisory Committee and the Board for approval.



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. Some of these Implementation Tools include tasks 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 other tools 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, non profits 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 show 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 non profits 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

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 27. MVRPC Decision Process





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 to 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.

Going Places—An Integrated Land Use Vision for the Miami Valley Region, 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.

### 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. It was developed through an extensive regional stakeholder engagement process conducted in an effort to 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.

### 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 which address the following three priorities that emerged as overarching 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

All the work elements of the Going Places initiative set forth by MVRPC Board of Directors has been completed.

As a next step, MVRPC intends to follow a thorough decision process to bring each of the implementation tools 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.

# Appendix A

## Performance Indicator Definition and Analysis Method

### Phase III Report

A series of performance measurement analyses at the regional level was conducted using MVRPC's travel demand forecasting model and GIS spatial analysis. Data for each indicator was compiled to the Census Traffic Analysis Zone (TAZ) for all three cases, the Concentrated Development Vision, 2007 Existing Condition, and existing future plan (local 2040 plans).

The section below provides a definition for each of the performance indicators, followed by a brief explanation of the analysis method and the calculation of the regional indicator score.

*Population Density:* A measure of whether people are living closer together or farther apart in the more densely-settled parts of the Region.

The population density within the Region's Urban Area, as defined by the 2000 Census, was calculated by dividing the sum of the TAZ level population for this area by its land area. This regional population density was used as the indicator score for the Concentrated Development Vision, 2007 Existing Condition, and Local 2040 Plans.

*Employment Density:* A measure of whether jobs are located closer together or farther apart in the more densely-settled parts of the Region.

The employment density within the Region's Urban Area, as defined by the 2000 Census, was calculated by dividing the sum of the TAZ level employment for this area by its land area. This regional employment density was used as the indicator score for the Concentrated Development Vision, 2007 Existing Condition, and Local 2040 plans.

*Accessibility to Amenities:* A measure of the number of people living within walking distance of at least one of the following amenities: schools, libraries, retail clusters, hospitals, senior centers, museums, or entertainment venues.

The accessibility to amenities was measured by first creating buffers a quarter mile around existing amenities and then determining the levels of population within these buffers for 2007 Existing Condition and projected 2040 populations for the Local Plans and the Concentrated Development Vision. The locations of the amenities were drawn from parcel data and other sources used in Phase I of Going Places. A ratio was calculated of the population living within a quarter-mile of an amenity to the regional population total. This ratio was used as the indicator score for the Concentrated Development Vision, 2007 Existing Condition, and Local 2040 plans.

*Housing Unit Density:* A measure of whether housing units are located closer together or farther apart.

Housing unit density was measured based on the housing unit total compared to total land area. The number of housing units is derived from the 2040 population total and the 2000 persons per household unit ratio at each TAZ level. The housing unit density within the Region's Urban Area, as defined by the 2000 Census, was calculated by dividing the sum of the TAZ level housing units for this area by its land area. This regional housing unit density was used to benchmark and compare the Concentrated Development Vision, 2007 Existing Condition, and Local 2040 plans.

*Concentration of Employment:* A measure of whether jobs are concentrated in a few discrete areas or are spread out throughout the Region.

The concentration of employment was measured at the TAZ level by calculating the ratio of each TAZ's employment number to its housing unit total. An average of the ratios for all the TAZs in the Region was used as the indicator score for the Concentrated Development Vision, 2007 Existing Condition, and Local 2040 plans.

*Accessibility to Support Infrastructure:* A measure of the number of jobs located within one mile of at least one of the following features: water/sewer lines, a major road, a highway interchange, a pump station, a rail yard, or an airport.

The accessibility to support infrastructure was measured by forming a one-mile buffer around the features listed above and then calculating a ratio of the number of jobs within the buffer to the total regional employment. The locations of the features were drawn from sources used in Phase I of Going Places. This ratio was used as the indicator score for the Concentrated Development Vision, 2007 Existing Condition, and Local 2040 plans.

*Air Quality Impact:* A measure of the amount of air pollutants emitted from motor vehicles per day.

Air quality impact was measured by aggregating the amount of air pollutants—Nitrogen Oxide (NO<sub>x</sub>), Hydrocarbons (HC), and large Particulate Matter (PM<sub>2.5</sub>)—estimated from MVRPC's travel demand forecasting model and the U.S. Environmental Protection Agency's Mobile 6 air quality model. The model estimates the emissions level for each pollutant using the total number of vehicle miles traveled. The total amount of pollutant emissions was used as the indicator score for both 2005 Existing Condition and the Concentrated Development Vision.

*Open Space Accessibility:* A measure of the number of people living within a quarter-mile of a neighborhood park and/or within two miles of a community park or bikeway.

Open space accessibility was measured by calculating a ratio of the population living near open space to the total regional population. The locations of parks and bikeways were drawn from a variety of sources including the 2005 Open Space Inventory, the regional parcel database, and MVRPC's bikeway database. This ratio was used as the indicator score for the Concentrated Development Vision, 2007 Existing Condition, and Local 2040 plans.

*Transit Ridership Potential:* A measure of the number of people who might use transit services based on employment density and housing unit density.

Transit ridership potential was measured by calculating a transit orientation index, ranges from 1 to 10, with 10 being the highest level of transit ridership potential. The transit orientation index was derived from the general and retail employment density and the housing unit density at the TAZ level and was averaged in order to obtain a regional indicator score for the Concentrated Development Vision, 2007 Existing Condition, and Local 2040 plans.

# Appendix A

## Performance Indicator Definition and Analysis Method

### Phase III Report

*Vehicle Miles Traveled:* A measure of the total number of miles traveled by all motor vehicles on a typical weekday.

The total number of vehicle miles traveled for all motor vehicles was estimated using MVRPC's travel demand forecasting model, which estimates trips based on the distribution of land use types and land use density and intensity at the TAZ level. Trips were then assigned to the roadway network and aggregated to the regional level as the indicator score for both 2005 Existing Condition and the Concentrated Development Vision.

*Traffic Congestion:* A measure of the perception of traffic conditions by people in their cars on a typical weekday.

Traffic congestion was measured using the qualitative Level of Service (LOS) rating, which is determined by a roadway's volume-to-capacity ratio. The LOS rating ranges from A to F, with LOS A representing free traffic flow while LOS F represents the highest level of congestion. Using MVRPC's travel demand forecasting model, each segment of the major road network was given a LOS rating. The aggregated percent share of the Region's road network VMT with a rating of D, E, or F was used to create a score for both 2005 Existing Condition and the Concentrated Development Vision.

*Daily Vehicle Trips:* A measure of the total number of trips taken by motor vehicles on a typical weekday.

The number of daily vehicle trips for all motor vehicles was estimated using MVRPC's travel demand forecasting model for both 2005 existing conditions and the Concentrated Development Vision. The model estimates the number of daily vehicle trips at the TAZ level based on where vehicle trips are generated and distributed using information such as the number of workers per household, household size, auto ownership, and area type. The number of daily vehicle trips for each TAZ was aggregated to the regional level as the indicator score for both 2005 Existing Condition and the Concentrated Development Vision.

# Appendix B

## Definition of Five D-Zones

### Phase III Report

Zone 1	Zone 2	Zone 3	Zone 4	Zone 5
<p>Areas in the Region with the least dense development, containing only one or maybe two different types of land uses, and with little impervious surface area.</p>	<p>Areas in the Region with moderately dense development, with low-to-moderate levels of development diversity, and a small-to-moderate amount of impervious surface area.</p>	<p>Areas in the Region that may be either less dense with more different types of land uses or more dense with fewer different types of land uses and that have a moderate amount of impervious surface area.</p>	<p>Areas in the Region with higher density levels, containing several different types of land uses, and with a higher amount of impervious surface area.</p>	<p>Areas in the Region with the highest levels of density and diversity, containing at least two types of development and a high percentage of impervious surface area.</p>
<ul style="list-style-type: none"> <li>• Average housing unit density: 0.1 units/ac.</li> <li>• Average commercial FAR*: 0</li> <li>• Average industrial FAR: 0</li> <li>• Average impervious surface score**: 2.6</li> </ul>	<ul style="list-style-type: none"> <li>• Average housing unit density: 1.6 units/ac.</li> <li>• Average commercial FAR: 0.01</li> <li>• Average industrial FAR: 0.001</li> <li>• Average impervious surface score: 4.5</li> </ul>	<ul style="list-style-type: none"> <li>• Average housing unit density: 4.3 units/ac.</li> <li>• Average commercial FAR: 0.02</li> <li>• Average industrial FAR: 0.004</li> <li>• Average impervious surface score: 6.2</li> </ul>	<ul style="list-style-type: none"> <li>• Average housing unit density: 7.5 units/ac.</li> <li>• Average commercial FAR: 0.07</li> <li>• Average industrial FAR: 0.007</li> <li>• Average impervious surface score: 7.7</li> </ul>	<ul style="list-style-type: none"> <li>• Average housing unit density: 14.3 units/ac.</li> <li>• Average commercial FAR: 0.5</li> <li>• Average industrial FAR: 0.03</li> <li>• Average impervious surface score: 9.3</li> </ul>

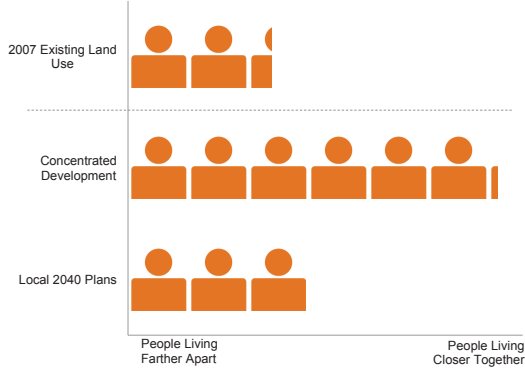
\* FAR: Floor Area Ratio. Measured by dividing the total floor area of building space by the lot size in square feet.  
 \*\* Measured on a scale of 1 to 10, 10 being the highest level of coverage.

# Appendix C

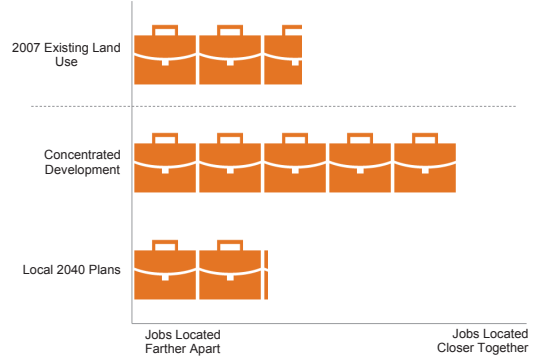
## Performance Indicator Assessment Results

### Phase III Report

**POPULATION DENSITY:** a measure of whether people are living closer together or farther apart



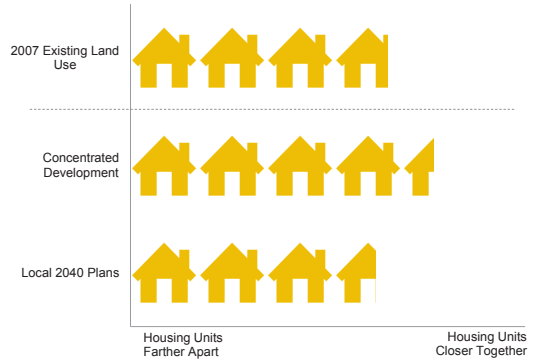
**EMPLOYMENT DENSITY:** a measure of whether jobs are located closer together or farther apart



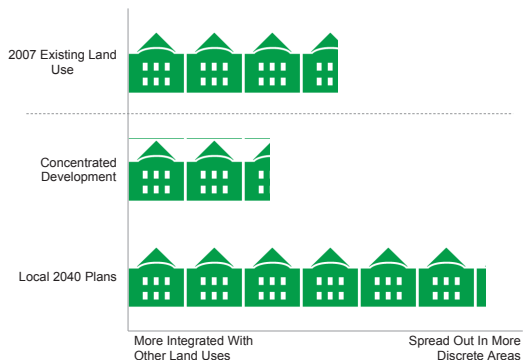
**ACCESSIBILITY TO AMENITIES:** a measure of the number of people living within walking distance of at least one of the following amenities: schools, libraries, retail clusters, hospitals, senior centers, museums, or entertainment venues



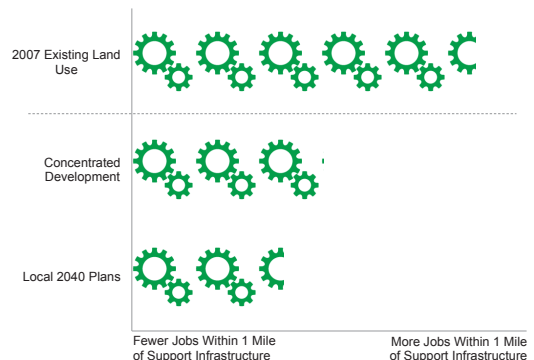
**HOUSING UNIT DENSITY:** a measure of whether housing units are located closer together or farther apart



**CONCENTRATION OF EMPLOYMENT:** a measure of whether jobs are concentrated in a few discrete areas or are spread out throughout the Region



**ACCESSIBILITY TO SUPPORT INFRASTRUCTURE:** a measure of the number of jobs located within one mile of at least one of the following features: water/sewer lines, a major road, a highway interchange, a pump station, a rail yard, or an airport

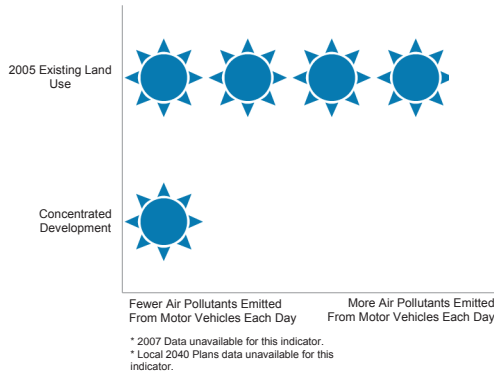


# Appendix C

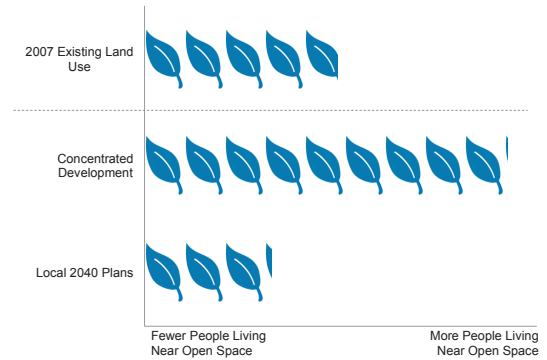
## Performance Indicator Assessment Results

### Phase III Report

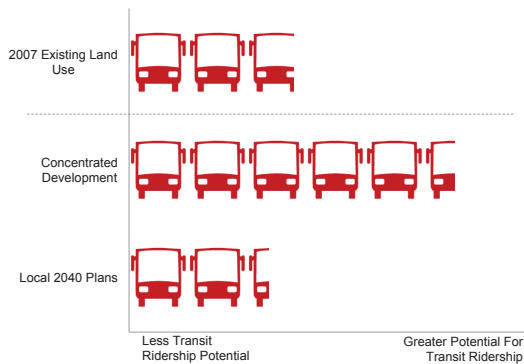
**AIR QUALITY IMPACT:** a measure of the amount of air pollutants emitted from motor vehicles per day



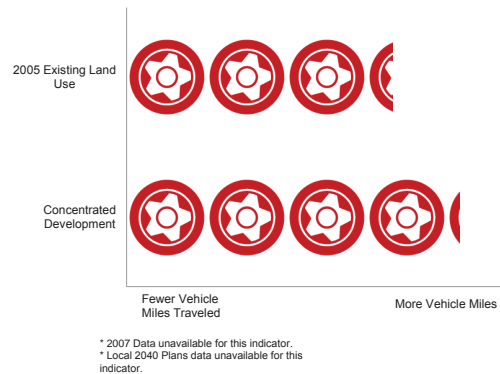
**OPEN SPACE ACCESSIBILITY:** a measure of the number of people living within a quarter-mile of a neighborhood park and/or within two miles of a community park or bikeway



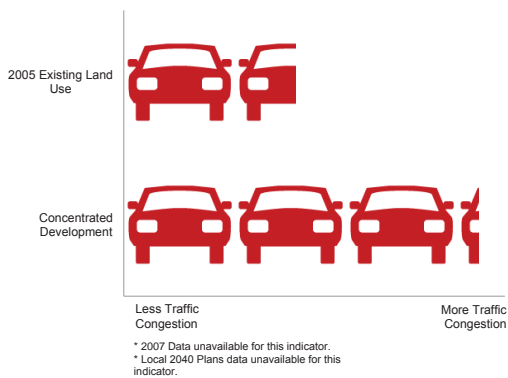
**TRANSIT RIDERSHIP POTENTIAL:** a measure of the number of people who might use transit services based on employment density and housing unit density



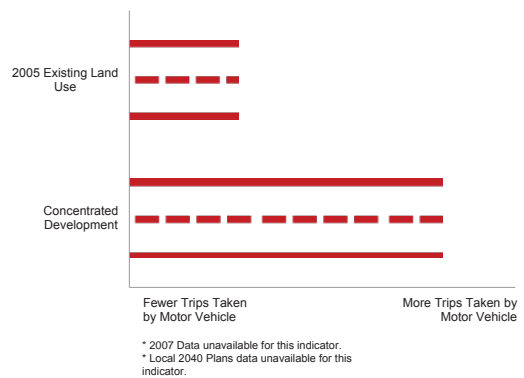
**VEHICLE MILES TRAVELED:** a measure of the total number of miles traveled by all motor vehicles on a typical weekday



**TRAFFIC CONGESTION:** a measure of the perception of traffic conditions by people in their cars on a typical weekday



**DAILY VEHICLE TRIPS:** a measure of the total number of trips taken by motor vehicles on a typical weekday





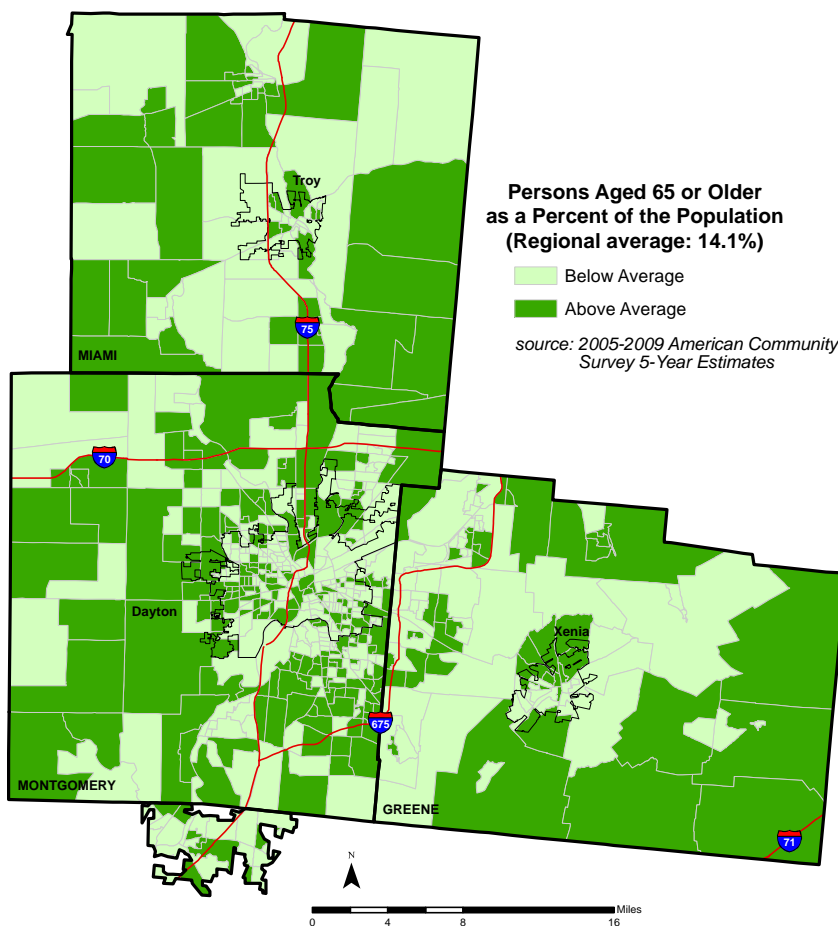
# Appendix D

## Vulnerable Population Assessment

Phase III Report

### Population Aged Over 65

#### Areas of High Concentration of Population Aged Over 65



#### Senior Population in the Miami Valley

	Total Population	Age 65 and over	Percent
Greene County	158,389	19,801	12.5%
Miami County	100,982	14,812	14.7%
Montgomery County	538,299	79,111	14.7%
Carlisle	5,724	807	14.1%
Franklin	12,721	1,525	12.0%
Springboro	17,702	1,419	8.0%
<b>Regional Total</b>	<b>833,817</b>	<b>117,475</b>	<b>14.1%</b>

Source: 2005-2009 5-Year American Community Survey Estimates

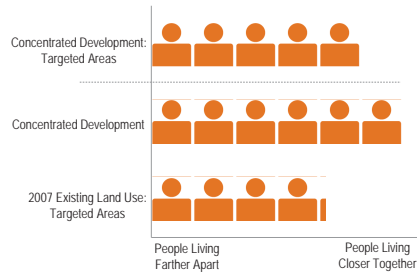
# Appendix D

## Vulnerable Population Assessment

### Phase III Report

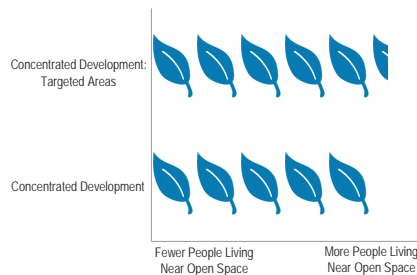
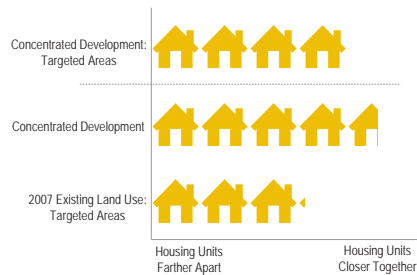
For the areas with a higher concentration of people aged 65 or older...

Population density will be lower than it will be for the Region as a whole in 2040 but higher than it is now.



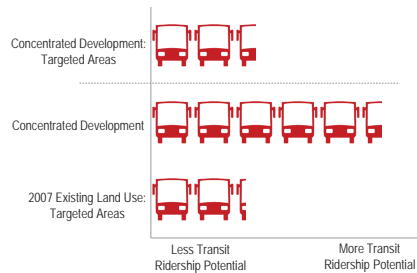
About the same number of people will be living near amenities as do now, this number will be low compared to the Region as a whole in 2040.

Housing unit density will be lower than it will be for the Region as a whole in 2040 and higher than it is now.



Slightly more people will be living near parks and bikeways compared to the Region as a whole in 2040.

Because these areas are spread throughout more rural areas, the transit ridership potential will not change much from what it is currently and there will be less transit ridership potential in these areas than in the Region as a whole in 2040.



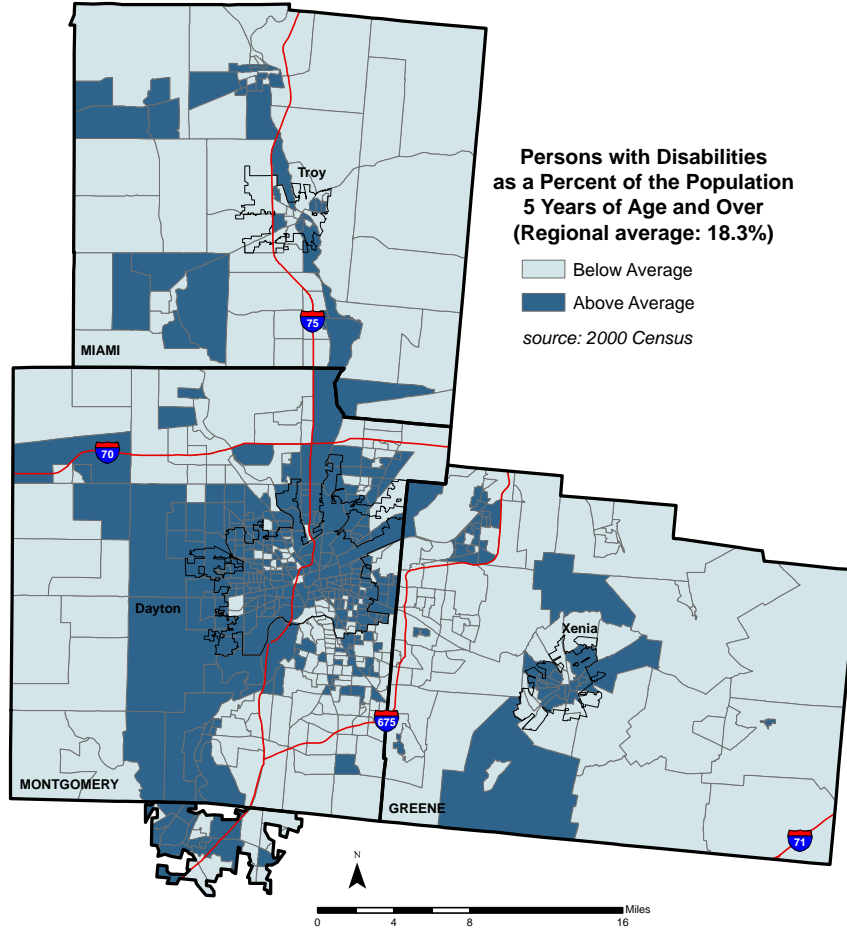
# Appendix D

## Vulnerable Population Assessment

### Phase III Report

#### Persons with Disabilities

##### Areas of High Concentration of Disabled Persons



##### Disabled Population in the Miami Valley

	Civilian Noninstitutionalized Population	Persons with Disabilities	Percent
Greene County	135,323	20,258	15.0%
Miami County	91,152	14,947	16.4%
Montgomery County	512,075	100,332	19.6%
Carlisle	4,786	1,064	22.2%
Franklin	10,488	2,247	21.4%
Springboro	11,028	1,233	11.2%
<b>Regional Total</b>	<b>764,852</b>	<b>140,081</b>	<b>18.3%</b>

Source: 2000 U.S. Census

Note: ACS disability data at the block group level is unavailable due to changes to the disability questions in 2008. This data will not be available at the block group level until the 2008-2012 5-year estimates are published.

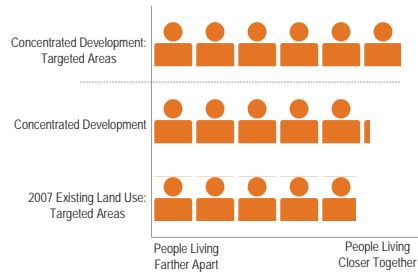
# Appendix D

## Vulnerable Population Assessment

### Phase III Report

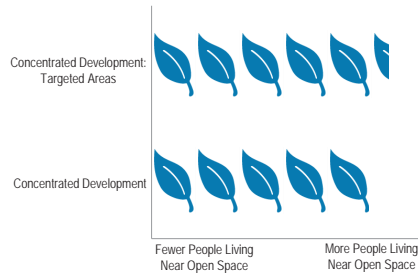
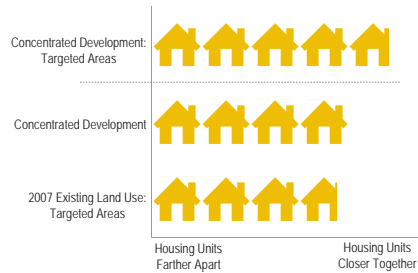
#### For the areas with a higher concentration of people with disabilities...

Population density will be slightly higher than it will be for the Region as a whole in 2040 and higher than it is now.



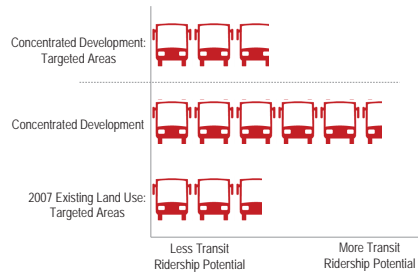
About the same number of people will be living near amenities as do now, which is much higher than the number for the Region as a whole in 2040.

Housing unit density will be higher than it is now and higher than it will be for the Region as a whole in 2040.



Slightly more people will be living near parks and bikeways compared to the Region as a whole in 2040.

While the transit ridership potential will not change much from what it is currently in these areas, there will be less transit ridership potential than in the Region as a whole in 2040.



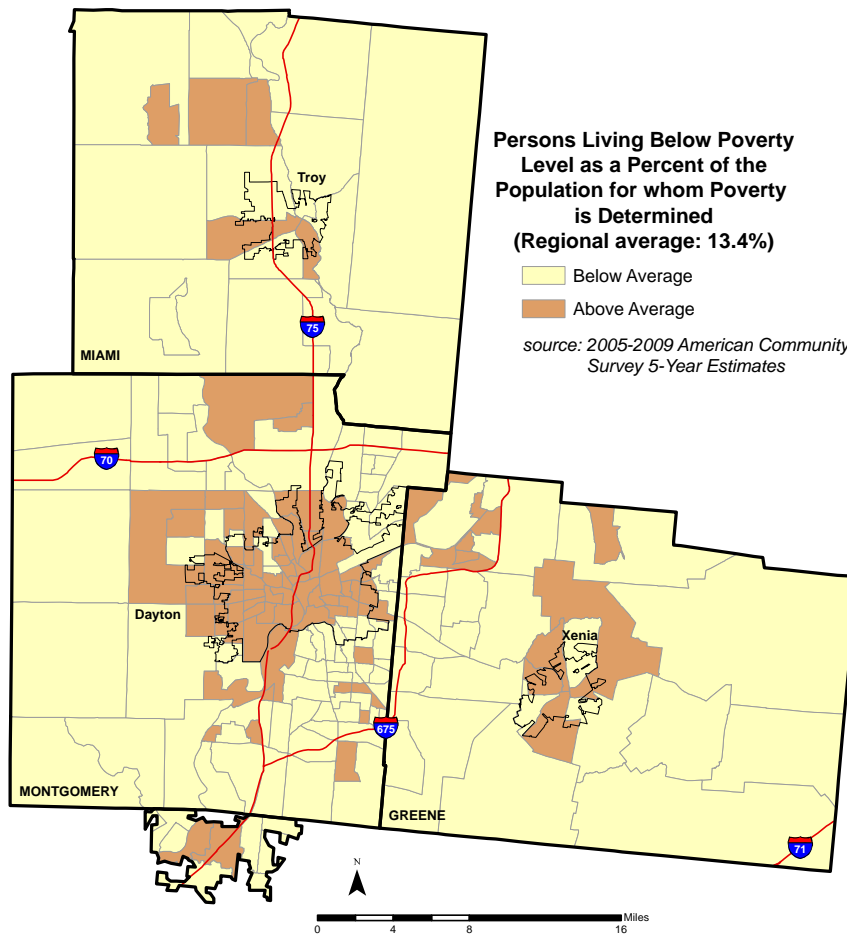
# Appendix D

## Vulnerable Population Assessment

Phase III Report

### Persons Living Below Poverty Level

#### Areas of High Concentration of Population Living Below the Poverty Level



#### Population in Poverty in the Miami Valley

	Population for whom Poverty Status is Determined	Persons Living Below the Poverty Level	Percent
Greene County	148,388	16,033	10.8%
Miami County	99,288	8,376	8.4%
Montgomery County	522,132	80,263	15.4%
Carlisle	5,494	229	4.2%
Franklin	12,671	2,678	21.1%
Springboro	17,177	523	3.0%
<b>Regional Total</b>	<b>805,150</b>	<b>108,102</b>	<b>13.4%</b>

Source: 2005-2009 5-Year American Community Survey Estimates

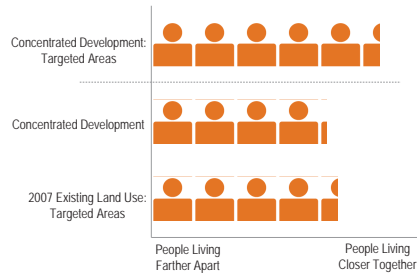
# Appendix D

## Vulnerable Population Assessment

### Phase III Report

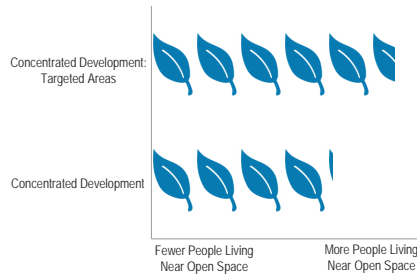
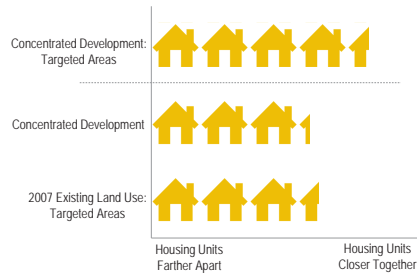
For the areas with a higher concentration of people living below poverty level...

Population density will be higher than it is now and will be higher for the Region as a whole in 2040.



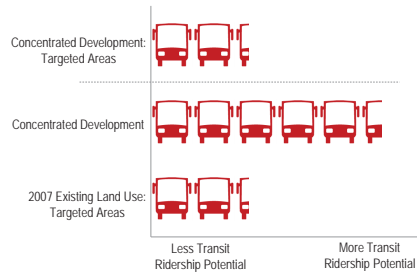
Slightly more people will be living near amenities as do now, which is much higher than the number for the Region as a whole in 2040.

Housing unit density will be higher than it is now and higher than it will be for the Region as a whole in 2040.



More people will be living near parks and bikeways compared to the Region as a whole in 2040.

While the transit ridership potential will not change much from what it is currently in these areas, there will be less transit ridership potential than in the Region as a whole in 2040.



# Appendix E Implementation Tools Matrix

Phase III Report

## 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>