



Resilient-Cincy: How Transit-Oriented Development Can Build a Better Cincinnati

A ULI Cincinnati Technical Assistance Panel Report



April 2021-May 2021

Table of Contents

Executive Summary	4
Introduction	9
Background	12
The Technical Assistance Panel	16
Participants	17
Themes and Challenges	18
TOD Policy Roadmap	20
Community Engagement	28
Recommendations	31
Implementation	38
Appendix	40

Executive Summary

Introduction

Mobility and access have always been at the heart of the evolution of human society: From walking to biking to busing and to driving. However, the challenges of climate change, housing affordability, economic development, and mobility have brought light to the need for reform in developing mobility options in American Cities. In addition, the concept of Transit-Oriented Development (TOD) has been in practice, whether intentional or not, for generations. These challenges, along with a growing consumer preference for less automobile-dependent lifestyles, have created an opportunity for developing a roadmap for equitable,

sustainable development engaging the neighborhoods and people where development occurs around permanent transit infrastructure investments.

Like many other cities in the United States, Cincinnati was built on a robust network of historic streetcars and hillside inclines in the late 19th and early 20th century. As in many cities, those networks were gradually eroded and disbanded to construct and support automobile-oriented infrastructures such as wider roads and highways. As the City moved into the 21st century, it found the need to reinvest in transit infrastructure as a critical compo-

nent to the City's success. While several county-wide measures to fully fund regional transit failed over previous decades, in 2020, Hamilton County voters passed Issue 7, which funded transit and surrounding road infrastructure with a 0.8% sales tax.

In 2018, the City released the Green Cincinnati Plan, a multi-faceted plan that focused on implementing 80 strategies towards reducing the City's overall carbon emissions by 80% by 2050. Concurrently, the City has been working to study and find solutions to support affordable housing and encourage investment around transit at the neighborhood scale. Several City Council members have introduced various motions directing the City to create reports on the issue. They intersect along with the following issues:

1. Housing Affordability
2. Mobility and Access
3. Environmental Sustainability
4. Inclusive Workforce Development
5. Economic Growth

This report highlights the collaborative initiative started by the City of Cincinnati, the Cincinnati USA Regional Chamber, Natural Resource Defense Council (NRDC), the Urban Land Institute, and other partners in developing a concentrated conversation amongst local and national experts on developing solutions for advancing transit-oriented development within the City



Phase 1 Service Expansion Chart. Provided by Metro

Climate Challenge

This Technical Assistance Panel was developed with support from the Bloomberg Philanthropies American Cities Climate Challenge. The Bloomberg Philanthropies American Cities Climate Challenge is an unprecedented opportunity for 25 ambitious cities to significantly deepen and accelerate their efforts to tackle climate change and promote a sustainable future for their residents. Cincinnati was selected as one of the first 25 cities to participate in this challenge, which aims to meet near-term carbon reduction goals.

of Cincinnati. It is the outgrowth of a Technical Assistance Panel (TAP), a one-day discussion workshop between experts, stakeholders, and decision-makers. The panel took place on April 15th, 2021, via Zoom due to the COVID-19 pandemic.

Panel participants included representatives from various organizations, including LISC, CoHear, the Port, and national experts from the City of Boston, IndyGo, NRDC, and Seattle. In addition, stakeholders were on hand to act as resources and provide guidance. They included various city departments, the



Evanston community members discuss during planning workshop in 2019. Photo by City of Cincinnati

Cincinnati USA Regional Chamber, Metro, Green Umbrella, and local developers. A complete list of participants is on page 14 of this report.

Panelists discussed solutions and ideas around the following challenge statement:

To (1) develop a roadmap of best-in-class principles for smart, equitable, sustainable strategies supporting the creation of TOD policies that promote growth in the City of Cincinnati and the region, and (2) provide recommendations to engage the neighborhoods and people where development occurs.

The panel articulated several

themes and challenges, including funding sources, the definition of growth and ownership, and leadership on implementing the recommendations in this report. The recommendations seek to establish:

1. Promote the best in class TOD implementation principles
2. Be a replicable model for regional communities

The discussion focused on two policy categories: Transit-Oriented Development Policy Roadmap and Neighborhood Engagement.

TOD Roadmap: Panel participants discussed aspirations and challenges to developing policy around transit-oriented develop-

Executive Summary

ment and brainstormed ideas and paths forward to shape into recommendations. Some aspirations included preserving and expanding opportunities to advance racial and social equity, affordability, reducing barriers to development, and the opportunity to leverage the uniqueness of Cincinnati.

Challenges included job sprawl, the rising cost of housing, and the growing equity gap. Potential policy solutions focused on neighborhood politics, and constraints of development in urban areas, including land availability, cost financing, and identifying opportunity areas. The City's permitting and regulatory framework was also mentioned as a challenge. The panel also explored how the City and Metro can coordinate on development and planning inputs.

The panel considered several examples from other cities in the United States, including examples on parking requirements from Boston, MA, Transportation Demand Management solutions from Seattle, WA, and permitting new housing types and increased density in Los Angeles, CA.

Neighborhood Engagement

Roadmap: The panel also discussed aspirations and challenges regarding engaging neighborhood leaders, residents, and stakeholders in the planning and development process. Aspirations included developing a robust engagement process

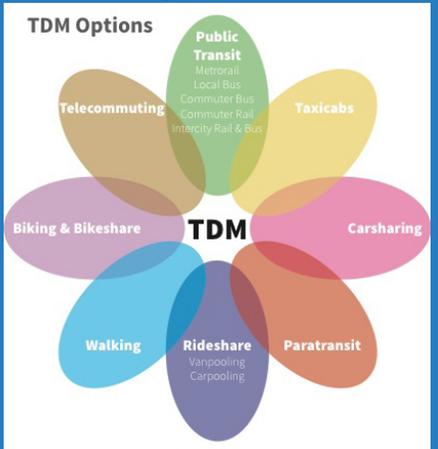
that empowers residents through listening and informed discussion and better inclusion of voices that may face barriers to engaging in traditional public meetings. Challenges included effectively engaging with residents within the community, beginning discussions around solutions like developing strategies to mitigate travel demand, often known as Transportation Demand Management (TDM) instead of parking, and addressing the impacts of racism and racist policies on the engagement process.

Panelists discussed how neighborhoods are engaged in Cincinnati, including the City's Department of City Planning and Engagement's extensive efforts to ensure inclusion in the engagement process. Metro also convenes the Metro Rider Advisory Group, which regularly meets with bus riders for feedback on improving service for its ridership.

Recommendations

The panel and participants developed over 35 different recommendations between both categories. These recommendations were discussed and ranked based on a matrix distinguishing the difficulty of implementation versus impact. Recommendations that the group determined to be of lower impact vs. greater difficulty were discarded. Below is a list of the top-rated recommendations that have the most impact and urgency. A complete list

What is Transportation Demand Management?



According to Mobility Lab Inc., Transportation Demand Management (TDM) is: a program of information, encouragement and incentives provided by local or regional organizations to help people know about and use all their transportation options to optimize all modes in the system – and to counterbalance the incentives to drive that are so prevalent in subsidies of parking and roads. These are both traditional and innovative technology-based services to help people use transit, ride-sharing, walking, biking, and telework.

of recommendations considered is in the Appendix of this report.

TOD Policy

- 1.) Reform Zoning to Encourage Development the Community Desires
- 2.) Empower Community Development Corporations to Lead on Transportation and Land Development
- 3.) Create and Strengthen Inter-

governmental Partnerships

- 4.) Further Align City Departments on Development Approval Processes

Neighborhood Engagement

- 1.) Empower Community Development Corporations to Build Meaningful Engagement Practices
- 2.) Strengthen the Culture of Engagement through both Formal and

Informal Means

- 3.) Embrace Pilot Projects

Implementation

This report was created to be implemented with collaboration among the community, engaged stakeholders, and city leaders. Each recommendation needs a champion to move from this report to enacted policy or program. Strategies include consistent advocacy, and



Responsibilities of a Community Development Corporation chart. Illustration by Urban Fast Forward/CUDA Studio

educating decision-makers and policymakers.

With the lingering challenges of lack of affordable housing, inequity and inequality, and climate change as top challenges to Cincinnati, the region, and the country, the passage of Issue 7 is an opportunity to

change course.

By continuing the status quo, we further risk future generations and the city's quality of life and economic health and its surrounding region. Instead, investments in Transit-Oriented Development can reknit together the fabric of communities devastated by the auto-

mobile-oriented economy of the 20th century and create the ladder of opportunity needed to support opportunities for equitable job creating and economic prosperity.

That time is now. That is the vision. Let's get started.



The author poses with a bike by a Metro bus. Photo by Cincinnati Metro

Introduction

Transit Drives Development

Transit. Oriented. Development. In the urban planning world, the term carries the powerful mantra that development patterns follow the mode of transportation provided. Across the United States, this pattern most frequently presents itself in the concentration of automobile-oriented uses clustered around highway exits and interchanges. Thus, an infrastructure investment such as a highway begets a development pattern intended for its primary user, the driver.

The same methodology holds for investments in other transportation modes. For example, see below a photograph of open land and farms with a newly built Queens section of the New York City subway line running along it. The same scene twenty years later with dense urban development scattered alongside the line. For almost all human history, development patterns have been dictated by the type of transportation mode developed. A Roman outpost, a port city, carriage towns, factory cities serviced by trains, streetcar suburbs, and suburban sprawl have all been built around travel mode, either by foot, bike, boat, train, or bus or by car.

Through a series of policy, market, and political shifts, the automobile became the dominant mode of transportation. So entrenched in the ethos of American culture, the car became the symbol of America and an everyday part of many citizens' lives. Over time, buildings

were set back to accommodate convenient parking. Cities built parking space requirements into municipal zoning regulations. Rail transportation declined as jet travel and new Interstate Highway systems knit cities together. Once reliant on robust streetcar and interurban rail networks, cities turned to buses, converted streets to one-way traffic, and carved bypasses, arterials, and highways through their centers to accommodate the growing preference for the automobile.

Planning for automobile usage became standard practice and widespread by the middle of the

20th century. With it came some negative impacts, increasing commute times, traffic, induced demand, declining health, and pollution increases. Cities and towns sprawled, and the automobile became a requirement for full participation in the economy. Wealth inequality diverged as access to jobs for low-income, transit-dependent wage earners found less opportunity along with shortening and increasingly infrequent bus routes.

In Hamilton County, which contains the City of Cincinnati, over 75,000 jobs were inaccessible by transit, according to a 2015 Univer-



Queens Boulevard, NYC in 1920. Photo from the Gothamist



Queens Boulevard, NYC in 1940. Photo from the Gothamist

Introduction

sity of Cincinnati Economics Center Report. As the social, health, and environmental costs of automobile-oriented development come to light, cities are exploring new modes of transportation that look more like older modes of transportation; bicycle, rail, and bus are now joined by shared car services, scooters, and other modes. While many of these modes offer more mobility within a limited geographic range, it is mass transit that provides the

most potential to reconnect and grow neighborhoods. “From 2008-2015 for locations in the U.S within a half-mile of BRT corridors saw a 200% growth in multifamily apartment construction and 1/3 increase in the share of office space,” according to Arthur C. Nelson and Joanna Ganning’s November 2015 report “National Study of BRT Development Outcomes” for the National Institute for Transportation Com-

Parking Usage is Going Down:

“Models predict a reduction in overall parking demand between 10 and 40 percent over the next few decades”

- Chrissy M. Nichols, “Are Parking Minimums a Thing of the Past?,” ITE Journal (February 2019).

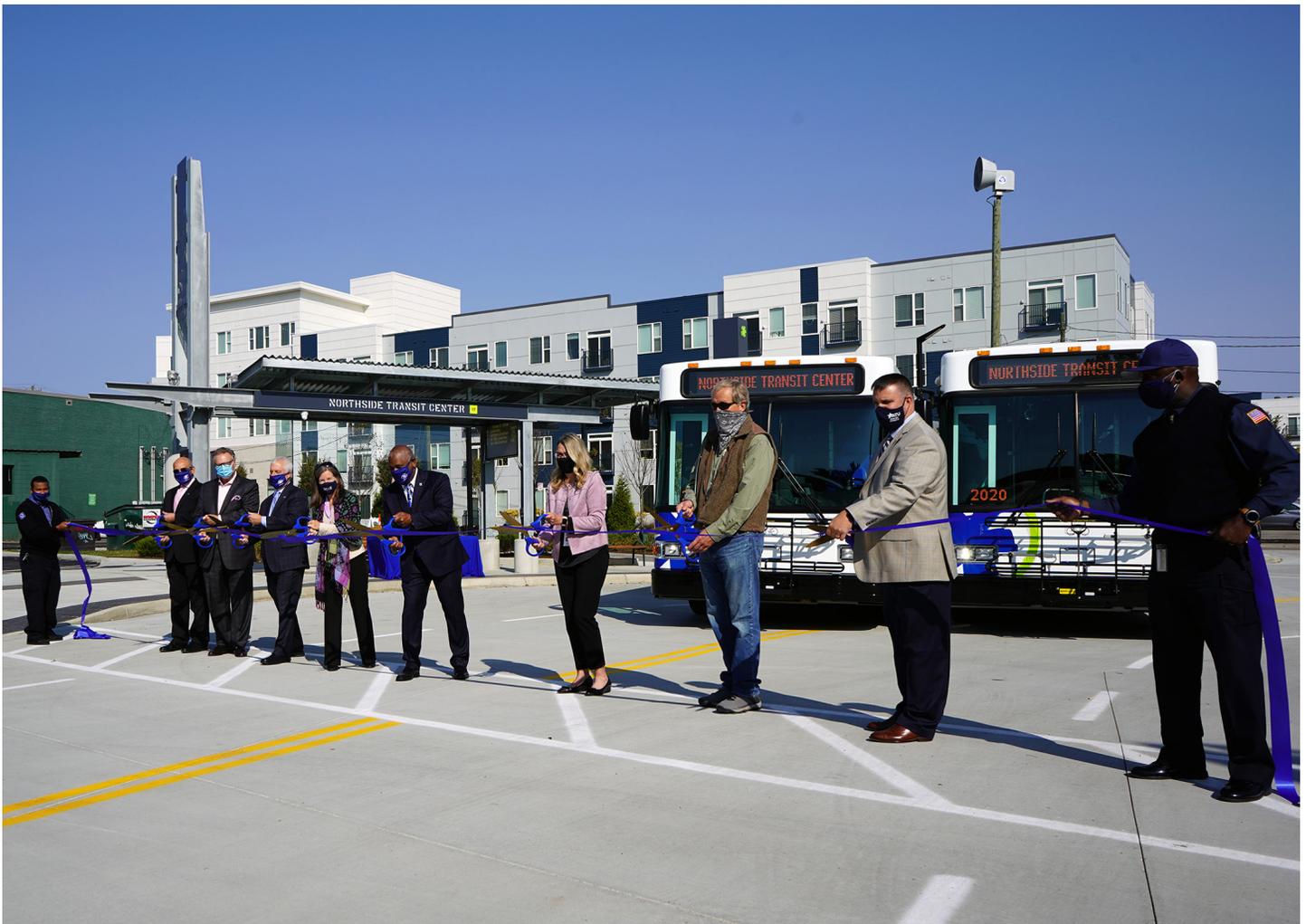


Demolition of Lower West End for Interstate 75. Photo from jjakucyk.com

munities.

This report is intended to highlight the collaborative initiative started by the City of Cincinnati, the Cincinnati USA Regional Chamber, National Resource Defense Council (NRDC), the Bloomberg American Cities Climate Challenge, the Urban Land Institute, and other partners in developing a concentrated conversation amongst local and national experts on developing

solutions for advancing transit-oriented development within the City of Cincinnati. It is designed to encapsulate and highlight the dominant themes, challenges, discussions, and recommendations, which outline paths forward for the City, the community, non-profits, business, and developer stakeholders in advancing change that will grow the City through its newly reorganized transit system.



Ribbon cutting of Northside Transit Center. Photo by Cincinnati Metro.

Background

In 1972, Queen City Metro, the beleaguered bus system, transferred its buses, drivers, and other assets to the newly founded Southwest Ohio Regional Transit Authority (SORTA). A temporary earnings tax, passed by the City that the same year initially funded the agency voted into existence by the citizens of Cincinnati, eagerly awaited the passage of a sales tax to support its transit initiative fully. A year prior, in 1971, the sales tax ballot measure failed. Two subsequent attempts also died in 1979 and 1980. And a larger light-rail-focused vision called MetroMoves also failed in 2002. To some advocates, it seemed like transit would never move forward at the county level. To Metro, the agency that runs the bus system for SORTA, the meager earnings tax income was not enough to sustain a cohesive service network.

Threatened with a death spiral of declining service, rising fare costs, and deferred maintenance, something needed to be done. So, in 2018, SORTA convened a working group called the Metro Futures Taskforce to study the potential for new funding and improved service. At the same time, grassroots organizations and business and civic leaders began talking about the need to fund transit. After seeing the report on jobs access and examining peer city data, the business community began to advocate for improved transit, finding that increased mobility and access via

transportation alternatives provided businesses with more access to potential employees, more opportunity to disadvantaged neighborhoods, and was a talent attraction amenity for recruiters.

The Better Bus Coalition began advocating for improvements in the bus system. They advocated for better bus stop infrastructure by tactically constructing bus benches at bus stops and engaging with SORTA and the City to create the first “Bus-Only Lane” in the city.

This mix of need and advocacy prompted the Cincinnati Chamber, The Better Bus Coalition, and a broad and diverse coalition of sup-

porters to call for another attempt to pass a transit sales tax at the county level.

Now known as Issue 7, the transit levy consisted of a 0.8% sales tax levied on Hamilton County goods. The bulk of the funds - 0.6% of the levy - would support transit operations in Hamilton County. The remaining 0.2% of that sales tax would go towards a special infrastructure fund related to the provision of services by the regional transit authority.

Issue 7 allows for the implementation of the Reinventing Metro Plan, a plan that resulted from the Metro Futures Taskforce work over the



Community members meet to discuss Issue 7. Photo by Move Cincinnati Forward PAC

previous years. Reinventing Metro included identified corridors for 24-hour bus service, more frequent buses, new crosstown routes, new transit centers, bus shelters, and multiple Bus Rapid Transit corridors.

Despite the COVID-19 pandemic delaying the 2020 March primary into May, Issue 7 passed with a vote margin of 980 votes. As a result, it stands as the only county-wide transit ballot to pass in Hamilton County. SORTA and Metro spent the year developing the initial implementation of the plan.

The first phase, which SORTA will implement in the Summer of 2021, includes converting several high-frequency corridors into 24-hour service routes. It also provides frequency and schedule expansion for a variety of other widely used routes. Subsequent years will phase in new transit routes to connect job centers inside and outside of the city.

As the Cincinnati region moves forward out of the COVID-19 pandemic, transit will be even more critical in connecting people to jobs, addressing inequity, environmental sustainability, and the ability of the City to provide adequate services. In addition, developing sustainable and desirable communities around transit can provide a path forward for the region as a model for the Midwest and beyond.

METRO ROUTES CHANGING EFFECTIVE MAY 30, 2021		INCREASED FREQUENCY				EXPANDED SPAN	
		More frequent weekday	More frequent Saturday	More frequent Sunday	New Sunday	24-hour service	Earlier and later daily
4	Kenwood/Blue Ash Branch			🌸		🌸	
11	Madison Rd. Branch			🌸		🌸	
16	Mt. Healthy	🌸	🌸		🌸		🌸
17	Mt. Healthy Branch			🌸		🌸	
20	Winton-Tri-County	🌸	🌸		🌸		🌸
33	Glenway Ave.		🌸	🌸		🌸	
43	Bond Hill Branch			🌸		🌸	
46	Avondale	🌸	🌸	🌸			🌸
51	Glenway Crossing-Hyde Park-Crosstown			🌸		🌸	
78	Lincoln Heights Branch			🌸		🌸	

RIDING IS BELIEVING

MORE GO FOR YOU.

Phase 1 Service Expansion Chart. Provided by Metro



Cleveland's Euclid Avenue Bus Rapid Transit. Photo by Metro

Background

Policy Intersectionality

Throughout 2020 and early 2021, various city council members introduced motions directing city staff to investigate and report back on initiatives addressing various issues from housing affordability to sustainability, among others. The various initiatives are:

- Motion #202000329: A motion to study the creation of an overlay district to remove density requirements for new developments in the urban core.
- Motion #202100584: A motion by Jan-Michele Kearney to study and create a report on developing an inclusionary housing zoning district.
- Motion # 202100597: Several motions combined into one focusing on creating an “Era

of Balanced Development” resulting from the City’s 2020 Balanced Development Report. Motions include developing a new CRA scorecard, developing a minority real estate development program, removing parking and density requirements for affordable housing, and creating a program to best leverage the City’s debt forgiveness policy towards preserving affordability in the city and help financing new affordable housing.

- Motion # 202100296: A motion asking the City to conduct a zoning study to remove parking and density requirements in areas with higher frequency in anticipation of Reinventing Metro implementation.

Copies of these motions can be

found in the Appendix of this report.

These eight motions are based on the policy intersectionality of the following subjects:

1. Housing Affordability
2. Mobility and Access
3. Environmental Sustainability
4. Inclusive Workforce Development
5. Economic Development

Based on the variety of motions put forth by the City Council, the City began working with the Cincinnati Chamber, ULI Cincinnati, and various other organizations to carve out a comprehensive report on guiding development along transit corridors in the city along the themes reflected in the motion.



A community workshop on redesigning Liberty Street in 2013. Photo by City of Cincinnati

The Climate Perspective

The [Green Cincinnati Plan](#) is a community vision for a more sustainable, equitable, and resilient future. Adopted by Cincinnati City Council in 2018, the multi-faceted plan includes 80 strategies to reduce the City’s carbon emissions 80% by 2050. The plan was developed with the input of hundreds of residents in over 30 public meetings, contributing over 1,400 recommendations for consideration. The recommendations included in the plan were determined to be the highest impact, most feasible strategies to achieve the City’s climate goals.

Nearly one-third of Cincinnati’s carbon emissions come from the transportation sector. Despite improvements in vehicle fuel efficiency, emissions from transportation have increased over the last 15 years. Continued investment in automobile-oriented development propels urban heat, asthma, and climate troubles. Further, being a car-based city has negatively impacted the City’s air quality. Cincinnati will be placed into moderate nonattainment by the Ohio EPA in February 2022. This move will result in additional regulatory requirements which may include a return the vehicle emissions checking and a restriction on economic development. Pairing public transit improvements with urban design to encourage bus ridership offers the most viable approach to addressing

all of these issues.

The Green Cincinnati Plan includes multiple recommendations to address emissions from transportation and increase public transit ridership, including:

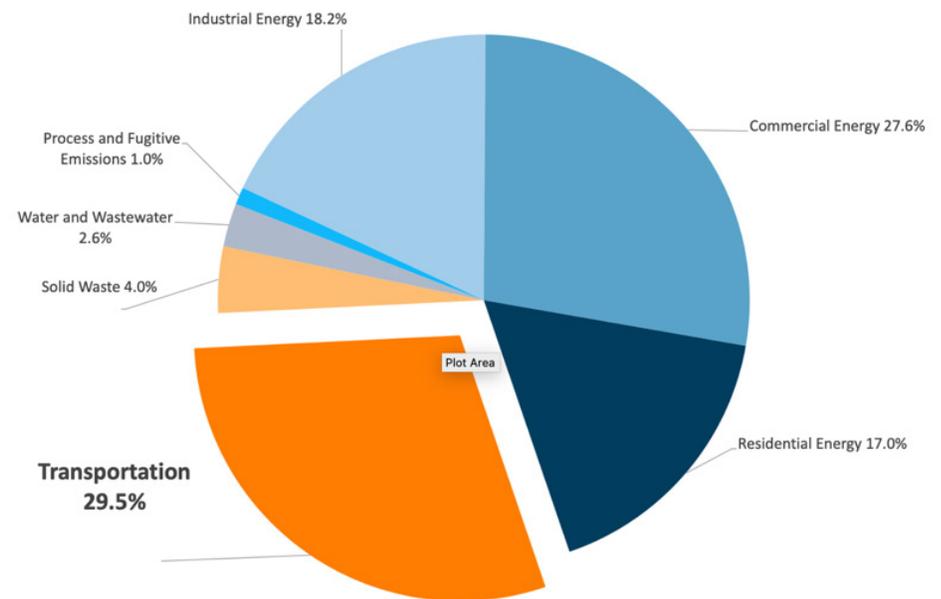
- Enhance public transit and increase transit funding.
- Encourage population density and transit-oriented development in appropriate locations through zoning and incentives.
- Encourage corporate sponsorship of transit passes and infrastructure to encourage employee bus and bikeshare ridership.
- Increase connectivity and cohesion within multimodal transportation options.

The passage of Issue 7 to enhance public transit marks a breakthrough

toward achieving the climate goals adopted by City Council. Transit Oriented Development presents an opportunity to maximize the climate, health, and economic benefits of public transit.

Acknowledgments

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Cincinnati Carbon Annual Carbon Emissions

The Technical Assistance Panel

What is a TAP?

ULI Cincinnati is the local District Council of the Urban Land Institute (ULI), the premier research and education organization, with nearly 45,000 members worldwide representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. ULI is the world's thought leader in promoting sustainable, thriving communities. With approximately 270 members throughout the region, ULI Cincinnati pursues its vision by:

- Engaging people through active dialogue;
- Delivering unique experiences to a diverse membership;
- Capitalizing on ULI's global resources; and
- Building strategic relationships

with regional stakeholders and leaders

ULI Cincinnati's Technical Assistance Panel (TAP) brings expertise in real estate, urban planning, design, development, city government, and finance to provide analysis and recommendations to overcome land use planning and development challenges. For a TAP, ULI Cincinnati assembles an interdisciplinary team of established local, national, and technical professionals for a site/project review and brainstorming session.

The sponsor of the TAP will typically request the services of ULI to address a specific issue that may be evaluated using the expertise of a panel of experts over a day. After working with the appropriate District Council to refine the scope and challenge statement, the panel is selected, and a date is set.

Next, the sponsor works within ULI guidelines to assemble appropriate background information and disseminate it to the panelists in advance of the site visit and review session.

Depending on the nature of the TAP topic, the panel may convene in advance of the working session, possibly led by the sponsor to provide background and commentary. The panel will then convene. Depending on resources, availability, and the nature of the project, a TAP may meet for several hours for discussion and brainstorming or up to a couple of days on a charette-style convening. After the TAP, a report is prepared, either written and/or presented to the sponsor as a take-away deliverable. In some instances, the report can be augmented with visuals, renderings, or preliminary concept plans to support the discussion findings and recommendations



Participants on tour at a prior ULI TAP in 2016. Photo by author

Participants

Panelists

Kristen Baker
Local Initiatives Support Coalition

Nia Baucke
Cohear

Paul Bernard
Georgetown University (Washington DC/Baltimore)

Luke Blocher
Taft Stettinius & Hollister LLP

Danielle Burris
Metro Bus Rider Advisory Board

Pat Callahan
Urban Renaissance Group, LLC (Seattle)

Phil Denning
The Port

Chris Dobrozsi
Neyer Properties, Inc.

Joe Huber
Cincinnati Development Fund

Dani Isaacsohn
Cohear

Greg Johnson
Cincinnati Metropolitan Housing Authority

Alaa Mukahhal
City of Boston

Robie Suggs
First Financial/Homebase

Brooke Thomas
IndyGo (Indianapolis)

Pam Weber
PNC Bank

Tim Westrich
Urban Sites

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Themes and Challenges

TAP participants were shown the challenge statement, shown below, which the TAP organizing team developed. Participants then began discussing their thoughts, concerns, and questions regarding the statement and its applicability to transit and development in Cincinnati.

A few questions and concerns arose during the discussion. The primary ones were as follows:

Funding Sources

Participants raised questions about what is expected from new funding sources, such as the resulting sales tax from Issue 7. Metro anticipates that funds from the sales tax will increase revenues to an estimated \$125 million from the \$50 million

it earned from the city's earning tax, which was eliminated with the passage of Issue 7. The County expects to receive \$25 million to \$30 million in funding from the infrastructure portion of the sales tax in 2021.

The Meaning of "Growth"

Participants of the TAP discussed the type and quality of growth the City should pursue concerning development around transit infrastructure. The group indicated an interest in focusing on maintaining the affordability of new residential units and community diversity.

One participant indicated that they felt innovative equitable TOD policies should drive growth in the

City and be a model for regional communities.

A topic that is not discussed often in community conversations is growth. The panel found that the type of growth, including increasing regional population through new affordable and market-rate residential. It is often in the background of these discussions. Participants noted that the communities should plan for growth not as a goal but as an outcome.

Also mentioned was the concept of connection. Connection in this context refers not only to the interplay between economic centers and population but also towards how residents felt towards their neighborhoods.

Challenge Statement

To (1) develop a roadmap of best-in-class principles for smart, equitable, sustainable strategies supporting the creation of TOD policies that promote growth in the City of Cincinnati and the region, and (2) provide recommendations to engage the neighborhoods and people where development occurs.



Panelists speak at virtual TAP via Zoom. Photo by author

Implementation Ownership and Leadership

Participants discussed which entity would own or lead on implementing the recommendations of this report. The Cincinnati USA Regional Chamber was mentioned as a leader up to this point, particularly with their advocacy on Issue 7. The Chamber is an apparent leader for moving some of the outcomes from this report as one participant

mentioned, “This is a roadmap to help directly connect the region.” Other identified leaders included members of City departments and many local and regional participants on the panel.

Guiding Principles

The TAP was formed to develop a set of recommendations based on the following principles:

- Promote the best in class TOD

- implementation principles
- Be a replicable model for regional communities

The discussion focused on two policy categories: Transit-Oriented Development Policy Roadmap and Neighborhood Engagement. This section is designed to outline the challenges and existing conditions related to each category.



Panelists speak at virtual TAP via Zoom. Photo by author

TOD Policy Roadmap

Aspirations: During the discussion, panelists reflected on what they wanted to see out of the discussion relating to policy recommendations. Participants had the following aspirations:

- Looking towards a more global sense of opportunities and solutions and utilizing existing best practices from across the world in designing a world-class transit system
- A desire towards a more thoughtful and actionable implementation of recommendations that will create a more equitable and environmentally sustainable future
- Leveraging the uniqueness of the city
- Maximize return on investment in transit
- Preserving and expanding equitable transportation with a focus on preserving housing
- Develop resources to support low to moderate-income communities with transit as part of the solution
- Consider in context of the urban environment at all scales of urban and suburban development

Challenges and Barriers: The Panel identified several barriers related to new construction and rehabilitation along transit corridors. Some of those challenges are broad-based such as those relating to housing affordability and equity. Affordability also encompasses the broader

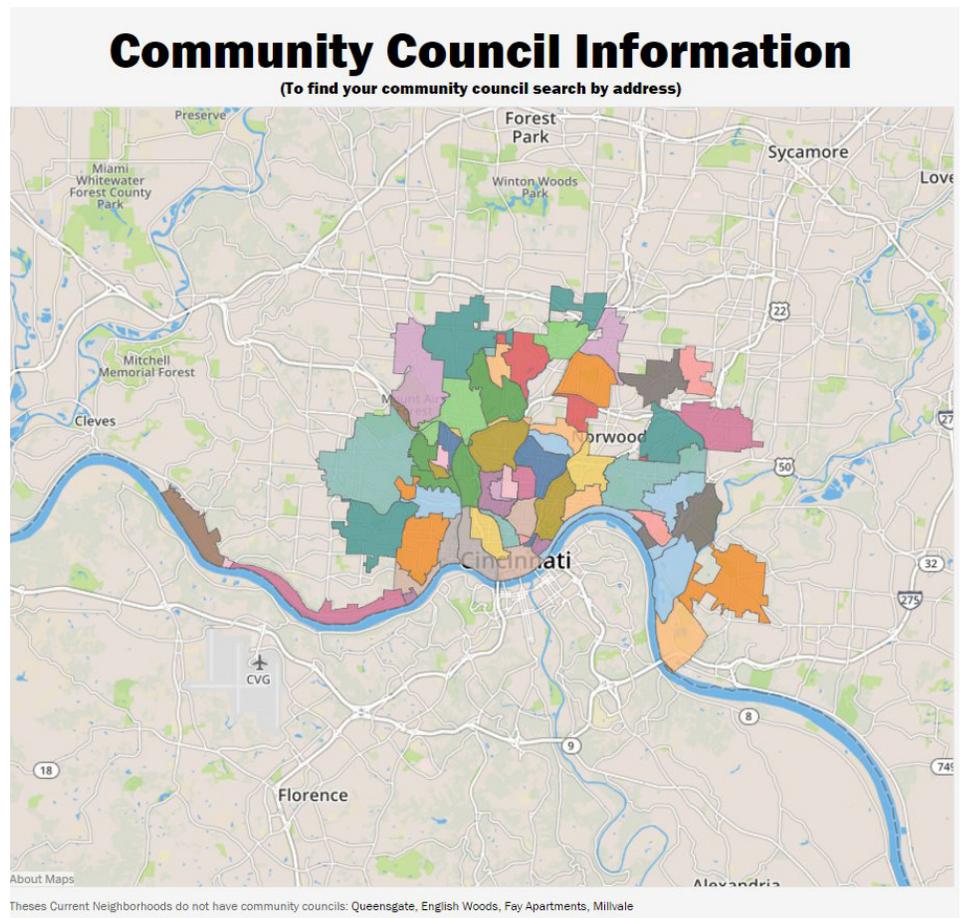
health of the community, availability of transportation options, and its impacts on overall resiliency.

Panel participants raised concerns about “job sprawl,” where employment centers have dispersed from the traditional clusters of downtown or around educational and medical clusters. Barriers listed included:

Neighborhood politics: The City of Cincinnati has 52 distinct neighborhoods. Of those neighborhoods, over 40 have community councils and sixteen Community Develop-

ment Corporations within the city limits. Each neighborhood has its internal network of community stakeholders, residents, and advocates working towards their own goals. The panelist discussed how important it was to align broader city-wide and region goals with neighborhood-level interests, especially by incorporating locally identified priorities into broader policy considerations.

Land Development Constraints: Cincinnati is mostly landlocked between the Ohio River and adjacent communities. Many neighbor-



Community Councils Map. Provided by City of Cincinnati

hoods within the city were built out decades ago, making the availability of undeveloped land scarce. Most undeveloped land within the city is either parkland or presents significant development constraints (i.e., hillside development or within a floodplain).

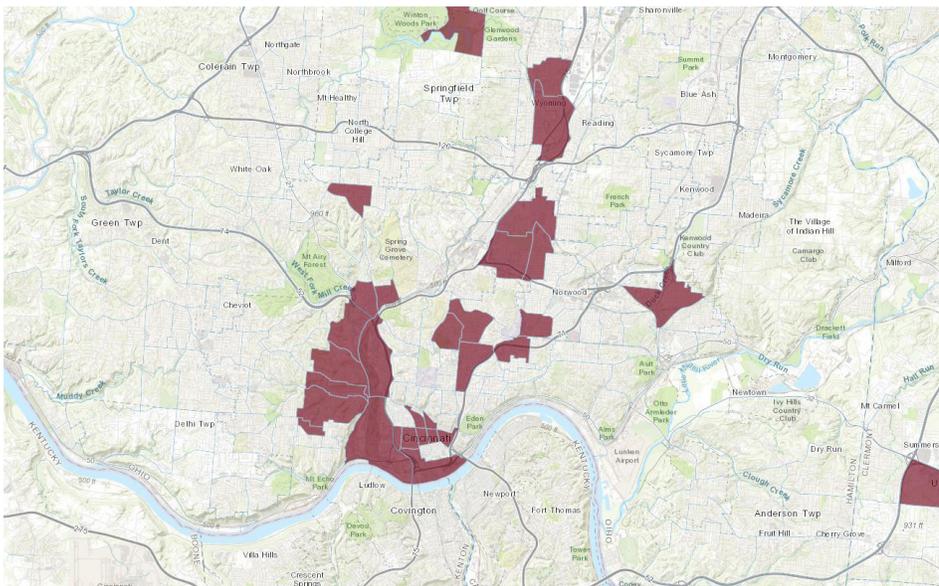
Previously developed land that has been cleared offers opportunity but may not be in a neighborhood or part of town that can sustain market-rate development. Lot sizes within the city can range between 20-50 feet in width, which present constraints for conventional development types. Otherwise, developable land either holds buildings in need of rehabilitation or demolition before new construction can begin. While additional development and market-based challenges may be present, these constraints also allow plenty of opportunities for creative

solutions that serve existing and new residents.

The Cost of Urban Development/Financing: Participants identified the cost of building market-rate projects and securing financing as one of the top challenges to completing projects within the City. Some participants rightfully noted that this concern is a general one shared throughout the profession. Urban development is often more expensive than development on undeveloped land due to several constraints. See above.

Because of the increase in expense from land acquisition, city approvals, permitting, and environmental issues associated with developing in an urban environment, financing is often a significant constraint. Higher costs in development generally dictate higher per square footage

rents for commercial and residential developments or an increase in the unit count to offset expenses. This price escalation often creates a significant barrier to infill development without the intervention of unique financing options or public sector incentives. Development costs and financing already presented a high barrier to entry for market-rate construction and increased the need for gap financing and tax credits to make affordable possible.



Opportunity Zones in Hamilton County. Map retrieved from State of Ohio GIS

Infill Development Can Present Challenges Including:

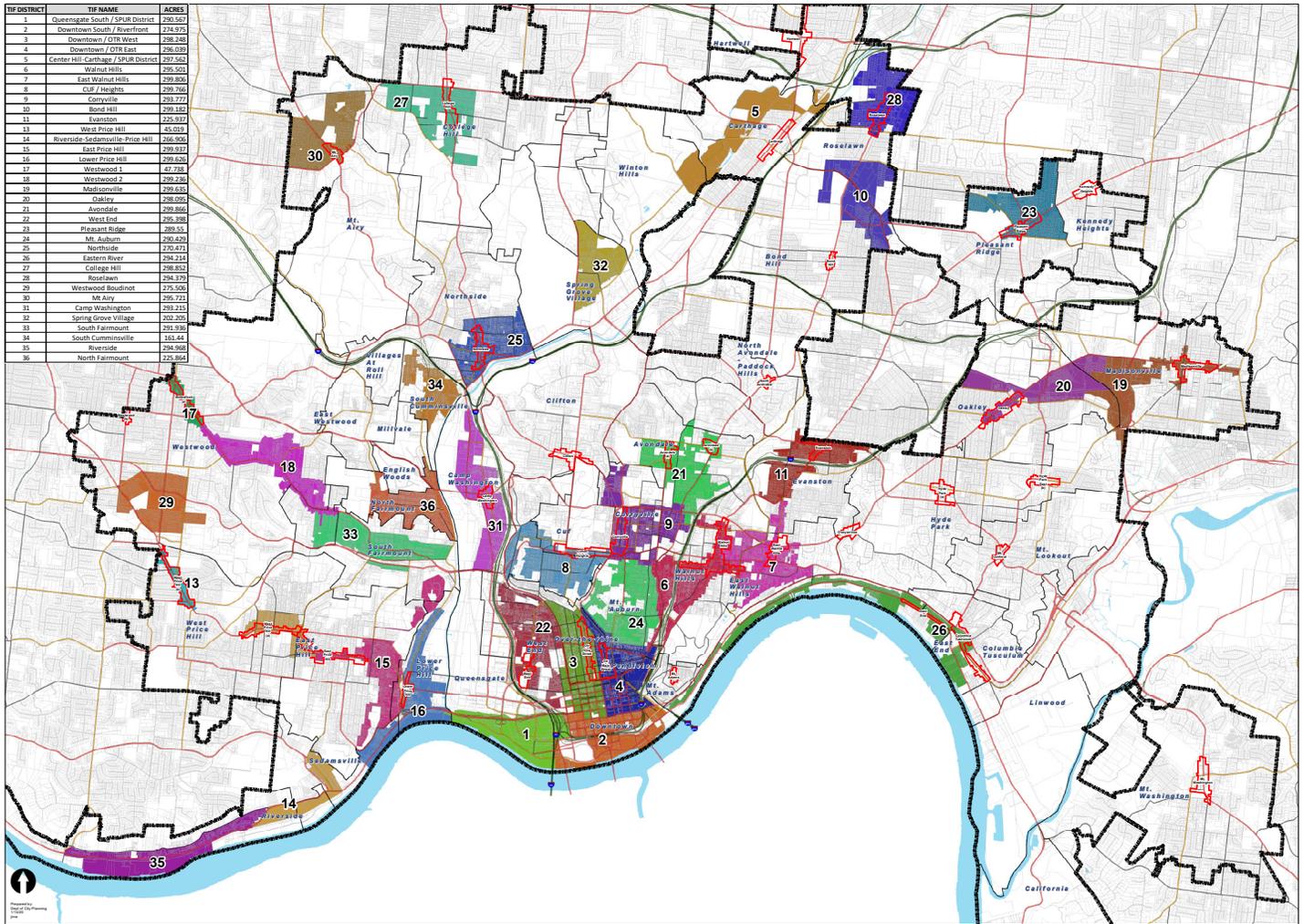
- Land assembly difficulty due to smaller parcels with fragmented ownership.
- Potential for existing environmental contamination.
- Higher capital costs.
- More limited financing options.
- A longer regulatory approval process.

These barriers, real or perceived, can discourage some developers, particularly those without infill experience.

From: <https://www.epa.gov/sites/production/files/2014-06/documents/developer-infill-paper-508b.pdf>

TOD Policy Roadmap

Cincinnati Tax Increment Financing Districts



Map of TIF Districts in Cincinnati. Provided by City of Cincinnati

With the recent increase in construction materials and labor costs, these gaps have only gotten larger.

Competition is also a significant constraint. The fundamentals of the Cincinnati market, such as higher property taxes, lower rents, and higher construction costs, factor into a disadvantage for winning investment decisions. On a national scale, markets like Cincinnati are seen as risky and expensive, whereas lower-risk markets like Colum-

bus, Indianapolis, and Louisville offer better returns. This situation only further compounds as Cincinnati loses units and struggles to build to bridge the gap in demand.

Incentives from the federal government often include utilizing tax credits such as the New Markets Tax Credits (NMTCs) or Historic Tax Credits (HTCs) if the project involves rehabilitating a landmark building or a building within a building historic district.

The Low-Income Housing Tax Credit (LIHTC) often funds the creation of new affordable units within developments. Units are usually geared towards occupants making 30%-80% of the region's Area Median Income (AMI). One newer tool is the designation of Opportunity Zones (OZs), which allow for tax-deferred real estate or community investment in low-income census tracts identified by state governments. These incentives are very competitive and often are

required for many catalytic projects to move forward. They also remain severely underfunded, which limits the amount of impact these projects can have.

Local governments often adopt Tax Incremental Financing Districts (TIFs) to fund public infrastructure improvements against the increased property value within the district. TIFs often fund streetscapes,

parking garages, and other infrastructure projects. For some developments, the inclusion of a publicly financed parking garage can be an incentive for investors, banks, or other gap financing options. Public garage financing is often attractive for development because there is an opportunity for that garage to absorb parking demand for future

developments nearby.

In Cincinnati, residential projects are generally eligible for tax abatements which freeze the property tax on a property for a certain amount of years. The typical tax abatement in the city is for ten to fifteen years. Within the last six years, the City has utilized a Voluntary Tax Incentive Contribution Agreement (VTICA) program that encouraged

SALE OR LEASE OF CITY-OWNED PROPERTY

1. A Coordinated Report

Cincinnati's Real Estate Division of the Law Department circulates a coordinated report that notifies all City Departments, utilities, and appropriate Community Councils, on the City's intent to sell land.

2. Advertising Land

The Department of Community and Economic Development may advertise land for sale through a public request for a proposal process to obtain the greatest number of proposals. The Community Council is notified of the process and engaged through the forums created by the RFP process to enable community members to provide feedback to interested development teams.

3. Referral to Planning Commission and City Council

All land sales and leases for more than one year have to be approved by City Planning Commission and City Council.

ZONE CHANGE

1. Completing an Application

An application may be filed by Property Owners, a Community Council, or a City Councilmember.

2. Continues with the Department of City Planning

A community engagement process begins, encouraging applicants to speak with the Community Council.

3. Public Meetings are held on the Proposal

The first public meeting is held with a Public Staff Conference, then goes to the City Planning Commission, and ultimately to City Council's Economic Growth and Zoning Committee for a vote.

4. City Council Votes on the Request

An ordinance is sent to full Council for a final decision on the zone change.

DESIGNATION OF A HISTORIC DISTRICT OR LANDMARK

1. Begins with a Request

Applications may be started by property owners, a Community Council, a City Councilmember, the City Manager, the City Planning Commission, the Urban Conservator, or a Historic Conservation Board member.

2. Proceeds to the Historic Conservation Office

This office studies the property in question, gathers the necessary background research, meets with the property owners, and establishes a designation report.

3. Public Meetings are held on the Proposal

The first public meeting is held with the Historic Conservation Board, then goes to the City Planning Commission, and ultimately to City Council.

4. City Council Votes

A final decision is made to designate a district or landmark as historic.

ACQUISITION OF FINANCIAL ASSISTANCE WITH DEVELOPMENT

1. Reviewing Engagement

Incentive applications received by the Department of Community and Economic Development include information on community engagement which is a factor in consideration of the application.

2. Further Engagement

Depending on the project scale and location, the Department of Community and Economic Development may recommend further engagement between developers and community members be conducted before City Council consideration.

3. Referral to City Council

Upon negotiation of an incentive agreement, the Department of Community and Economic Development will refer the incentive to City Council for review, discussion, and a decision.

Department of Buildings & Inspections - Zoning
805 Central Ave, Suite 500
Cincinnati, Ohio 45202
P 513 352 2430

Department of Community & Economic Development
805 Central Ave, Suite 700
Cincinnati, Ohio 45202
P 513 352 6146

Historic Conservation Office
805 Central Ave, Suite 500
Cincinnati, Ohio 45202
P 513 352 4848

Cincinnati Real Estate Division
801 Plum St, Suite 214
Cincinnati, Ohio 45202
P 513 352 3610

Department of City Planning
805 Central Ave, Suite 720
Cincinnati, Ohio 45202
P 513 352 4845

INDIVIDUAL INPUT



COMMUNITY COUNCIL INPUT

Input from Individuals and Community Councils may be given either in person at public meetings, in written form, or through email with the following corresponding City offices.

TOD Policy Roadmap

developers working within a Community Reinvestment Area (CRA) to contribute part of the tax abatement a specific initiative. Contributing to the VTICA adds points to abatement applications which help with City Council approval. Within much of the urban core, VTICA funds go towards the Cincinnati Streetcar. Outside of downtown, they go towards funding the City's Affordable Housing Trust Fund (AHTF).

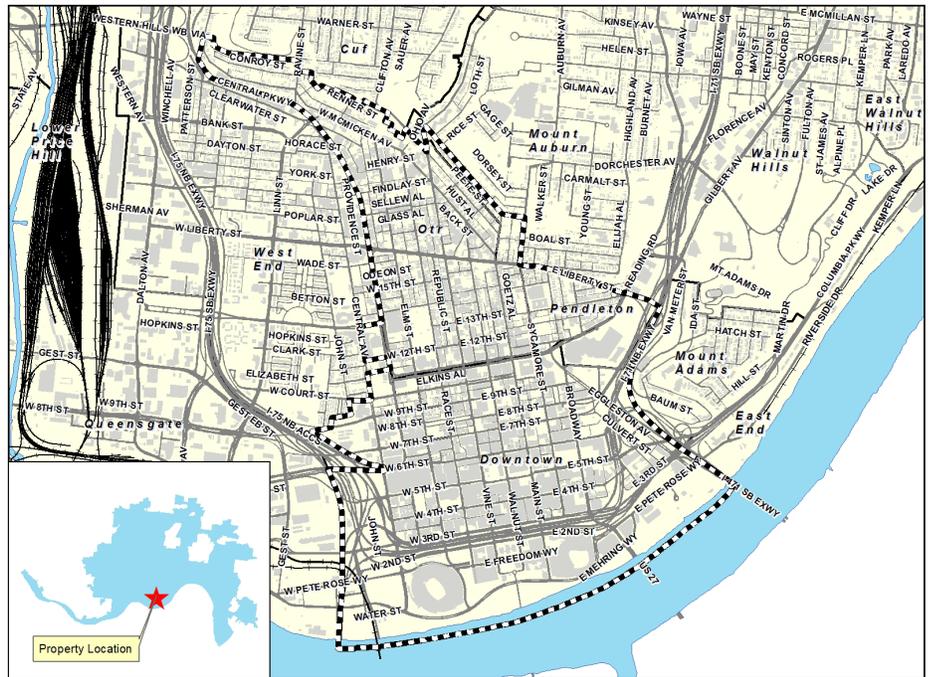
Designated Opportunity Areas:

Participants indicated that the City could identify neighborhoods where the intersections of transportation and development incentives could have the most impact in creating neighborhood change to test some of these solutions.

Regulatory Uncertainty: The zoning and development process was a significant barrier identified by the panelists and participants. Participants identified the need for increased density near transit corridors, including removing single-family exclusive zoning, allowing additional dwelling units on lots, and reducing or eliminating parking requirements.

Currently, the City of Cincinnati has a site plan review process that is coordinated between different departments. The City provides three different levels of review, from general site plan review to more technical reviews, depending on the

Proposed Urban Parking Overlay District #1, "Walkable Urban Core"



Provided by City of Cincinnati

scale of the project.

The Department of Buildings and Inspections oversees the permitting process. Some projects may require approval from the City Council and City Planning Commission which often occurs when a project seeks a zone change. For example, the "Planned Development" zoning designation allows for customized zoning for larger-scale projects in the city. The designation requires a preliminary plan to be submitted to the City, which results in a recommendation from the City Planning Commission. If that recommendation is for the City Council to approve, that moves to the Economic Growth and Zoning Sub-Committee before advancing to the full City Council for a vote. However, this is not the end of the process as the

Soft Costs

"Soft costs, including complying with zoning regulations, typically represent around 20% to 30% of project costs and vary based on the length of time they add to the development process.* Policymakers can reduce soft costs by making the development process more predictable."

- Hannah Hoyt and Jenny Schuetz, "Flexible zoning and streamlined procedures can make housing more affordable," Brookings Institution, May 2020.]

developer must return to the City Planning Commission with a final plan. This review also includes city staff time in analysis and development of recommendations, other department involved in evaluating the project, including the Department of Transportation and Engineering (DOTe), any incentives

Parking and Development

- **Parking is a significant expense for developers: Parking can represent 10 to 18 percent of typical building development costs. This can make parking the single most expensive budget item in a project pro forma.**

From: Victoria Transport Policy Institute, Transportation Cost and Benefit Analysis II—Parking Costs.

- **ULI has a resource of city parking policy updates - including cities that have eliminated minimum parking requirements near transit (and/or citywide):**

For more information:
<https://knowledge.uli.org/en/reports/research-reports/innovations-in-parking-policy>

developed by the Department of Community and Economic Development, and other relevant departments required for a holistic review of the project to be presented to Commissions and City Council.

The Department of Community and Economic Development currently develops incentive packages for development within the city limits. Several tools are available to the department; however, many of them require approval from the City Council to take effect. They include:

- Residential Property Tax Abatement
- TIF District Financing
- Community Reinvestment Area
- Opportunity Zone

When a project has progressed towards construction, its final stop is back in the Department of Buildings and Inspections. This department channels developer applicants to the appropriate departments for necessary approvals, such as City Planning Commission or Historic Conservation Board. Projects located within a Historic District in the city must receive a Certificate of Appropriateness from the Board or the Historic Conservator to advance to the permitting stage. The primary regulatory function of the HCB is exterior design, massing, scale, and height of new infill buildings or modifications to contribut-

ing historic structures.

When a project goes into the permitting stage, it is reviewed by several departments, including:

- Department of Buildings and Inspections Plan Review
- Building Department Zoning Review
- DOTe Permit and License Center Review
- Fire Division Review
- MSD Engineering – Building Permit Review
- Water Works Building Permit Review

This process can take weeks to months, depending on the quality of plans submitted and their conformance to the City's various codes. For large-scale projects, it often takes several submission revisions to obtain full permit approval.

How Does the City Consider Transportation in the Development Process?

The Cincinnati DOTe oversees the City's public rights-of-way, including streets, sidewalks, alleyways, bridges, and other transportation-related facilities. They are involved in the permitting and approval process. For major projects, they are part of a consolidated review committee to provide early feedback on projects and their impacts on traffic in the community. The department also reviews any requests from City Council and community councils to review

TOD Policy Roadmap

potential roadway changes. Panelists discussed the need for DOTE to review projects for more than just traffic and think about the other modes of transportation a development impacts - either positively or negatively.

The City of Cincinnati zoning regulations requires automobile parking for all new developments, with certain exceptions on the land use regulatory side. Exceptions include having smaller footprint retail in some zoning districts, providing bicycle parking in parking garages, senior living facilities, and proximity to the Streetcar. In 2018, the City approved a Parking District for the Central Business District, Over the Rhine, Pendleton, and parts of the West End, which removed parking requirements for development projects within the district's boundaries. Panelists discussed the possibility of doing something similar in high-frequency transit corridors across the city.

Transit Improvements Under Reinventing Metro: Participants discussed some of the transit service improvements and changes that will happen as SORTA implements the Reinventing Metro plan. Among the upgrades to be implemented in 2021 are:

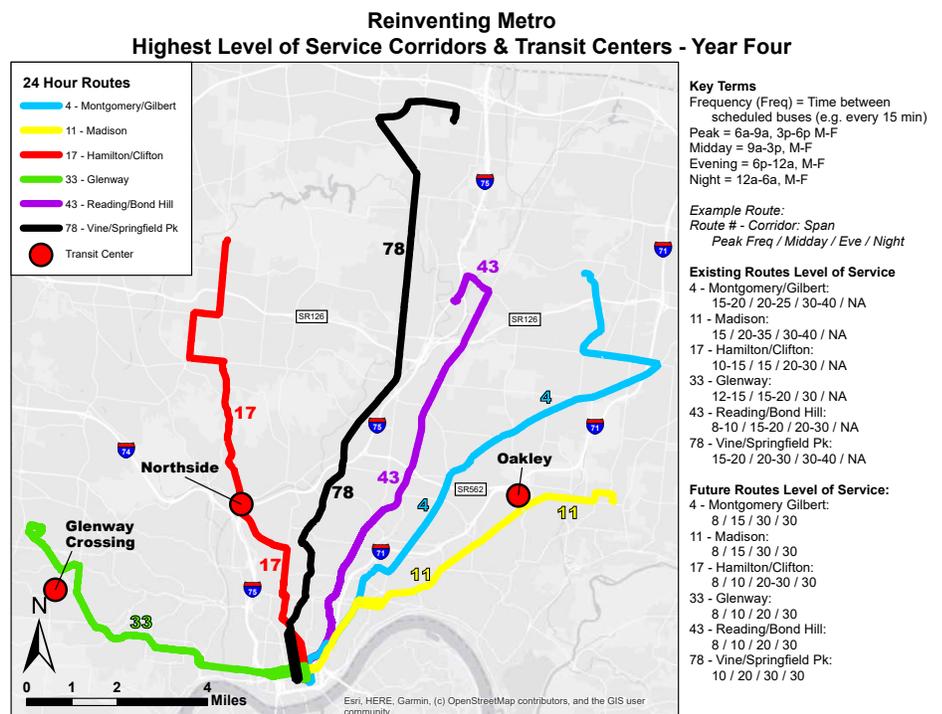
1. Fare simplification
2. The increased frequency of several main routes
3. The introduction of 24-hour

4. Preliminary planning of Bus Rapid Transit corridors
5. Introduce Mobility on Demand: A fleet of smaller vehicles that provide neighborhood mobility. Metro developed this solution to cover first/last mile issues with transit access in suburban areas
6. Shifting away from a hub and spoke system and towards a more distributive multi-modal one

Lessons from Elsewhere: Due to the pandemic, the panel was conducted via Zoom. This allowed for a greater range of policy experts from across the country to contribute their experience and knowledge to

the discussion. Panel participants either worked with or represented several organizations, that work in New England, the Midwest and the West Coast including Boston, MA, Los Angeles, CA, Seattle, WA, and Indianapolis, IN. Examples of best practices mentioned include:

Boston, MA: Recognizing that they needed more than just removing parking requirements in zoning to increase development around transit, the City of Boston created a multi-pronged approach. On one end, the City required new development to install better infrastructure related to transit, such as bus shelters, street redesigns, and sidewalk repairs. They also incentivized transit through Transportation Demand



Management (TDM) practices, such as encouraging residents of developments to purchase transit passes through the buildings' leasing office at half price.

Seattle, WA: In 1991, Seattle instituted a policy that requires all new developments to allow residents and employees access to transit passes. The program called Commute Trip Reduction Program has become a model in TDM implementation. Through education, the program has decreased drive-alone vehicle usage to under 25% of transportation used. Over the six years between 2010 and 2016, the city added over 45,000 jobs with no net commute increase in single-occupancy vehicle usage. As of 2021, over 1,000 sites are part of the program.

Los Angeles, CA: the City of Los Angeles is working towards eliminating exclusive single-family zoning in high transit areas. A 2018 UCLA report sponsored by ULI Los Angeles found the following in Los Angeles:

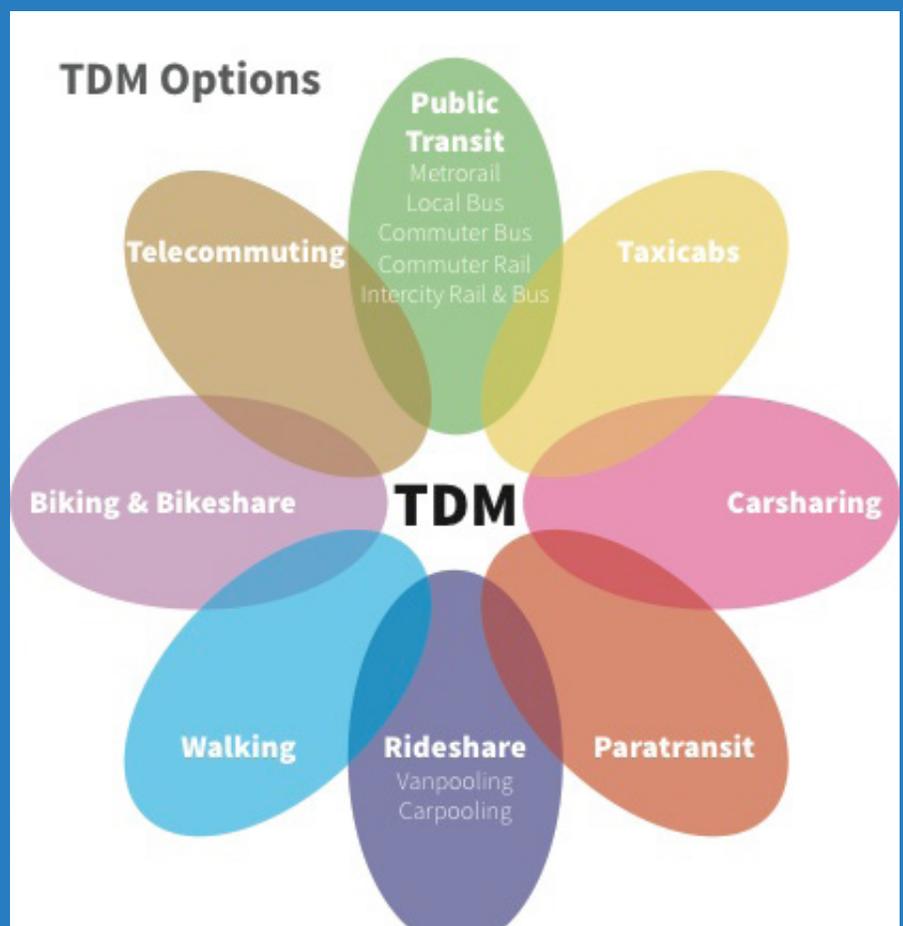
Residential densities of 10-20 people per acre are needed for bus service, 67 people per acre for light rail, and 119 for heavy rail. Residents living closer to transit are 30 percent more likely to ride transit. Significantly reducing or eliminating parking requirements increased transit usage and density.

The report made several recom-

mendations for specific agencies, including local governments, LA Metro, and the state of California. Some of those recommendations

include adopting a mixed-use approach, diversifying housing, building stronger incentives into transit planning grants, and improving transit as land use evolves.

What is Transportation Demand Management?



According to [Mobility Lab Inc.](#) Transportation Demand Management (TDM) is: a program of information, encouragement and incentives provided by local or regional organizations to help people know about and use all their transportation options to optimize all modes in the system – and to counterbalance the incentives to drive that are so prevalent in subsidies of parking and roads. These are both traditional and innovative technology-based services to help people use transit, ridesharing, walking, biking, and telework.

Neighborhood Engagement

Aspirations: Panelists and participants envisioned a robust engagement process that empowers residents through listening and informed discussion. The process should also include voices that may face barriers in engaging in traditional public meetings and inclusive engagement opportunities to solicit a more diverse variety of inputs on community vision and development projects. Residents are often the true experts on their neighborhood, having lived experience in place and their knowledge and engagement can result in community co-creation.

Challenges: Panel participants engaged in a discussion regarding methods, strategies, and tactics relating to increasing community engagement regarding TOD. Discussion centered on who to engage and best approaches towards engaging neighborhood stakeholders and leaders on projects. Below is a review of barriers the panel discussed:

1. The definition of community.

“We don’t want to build more parking but we can’t sell the building without a certain amount of parking.”

- Panel Participant



Evanston community members discuss during planning workshop in 2019. Photo by City of Cincinnati

2. Start a discussion around Transportation Demand Management (TDM) instead of around parking and traffic.
3. Learn lessons from previous non-automobile-oriented transportation alternative projects, both implemented and not.
4. Traditional engagement focuses only on those who can participate and who feel that their voices will be heard.
5. The historic impacts of racism, racist policies and inequity on

the engagement process.

6. Potential lack of understanding of the community on the part of developers and challenges navigating complex development processes for community members.

How are neighborhoods engaged today?

Current engagement practices aim to include community stakeholders as part of development discussion early on. As mentioned in the previous section, the City of Cincinnati Department of Planning and Engagement has developed a robust

process for community engagement on major projects, including preliminary review and continued conversations with stakeholders between developer applicants and city departments.

City Planning and Engagement staff is committed to advancing robust community engagement strategies however, community groups can be frustrated when projects come to them “fully baked.” Community groups such as community councils, CDCs, and business associations appreciate when developers present their ideas early in the process and create opportunities for dialogue leading to community co-creation, where locally-identified priorities are addressed in development and projects can be financially successful while addressing community needs. However, this process is not followed by all developers.

How Does Metro Engage Community: As part of Reinventing Metro, the transit agency has convened a citizen’s panel to evaluate rider experience and needs. The panel, called the Metro Rider Advisory Group, meets with 12 riders regularly. Insights from panel participants indicate that the panel has been productive in listening to and providing feedback to the transit agency.

Separately, SORTA conducted a robust community engagement process in the development of Rein-

Metro Boston

Perfect Fit Parking Initiative

Transportation Demand Management Strategies



Pricing Incentives



Charge for parking separately from rent

Unbundling parking from rental costs helps ensure residents are not paying for an amenity that they do not need if they do not own a vehicle.

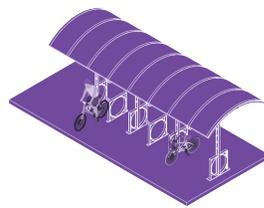
Charge market rate for parking

The monthly charge for parking should adequately reflect the cost of constructing, operating, and maintaining parking to capture the true cost of car ownership.

Offer a fee-in-lieu of parking option for developers

Allow developers to pay into a municipal transportation fund and rent nearby public parking spaces for residents instead of constructing all required parking spaces on-site

On-Site Amenities and Services



Provide secure bicycle parking

Bicycle rooms, cages, or racks should be sheltered from the elements and allow sufficient space for bicycle maintenance.

Reserve some parking spaces for car share parking

Allowing for a small number of the parking spaces provided on-site to be used for car-sharing vehicles (like ZipCars) can discourage vehicle ownership and allow more than one or two users to benefit from a single parking space.

Provide on-site bike share facilities

On-site bike share can promote cycling as an alternative to driving (even just for one-way trips), and enhance connections to transit stations also equipped with bike share facilities.

TDM Strategies

TDM Strategies page from the City of Boston’s Perfect Fit Parking Study.

venting Metro, although they faced many of the same challenges that development engagement does.

Lessons from Elsewhere:

Panel participants looked at engagement examples from different

communities.

One example of engagement is the Perfect Fit Parking Study out of Boston, MA, where developers created parking more than was the market demanded. Researchers used a combination of in-person

building counts, resident surveys, mapping, and other market data to make their analysis. They found that where parking was required, it was not well utilized and that there were opportunities to create more affordable housing by removing parking requirements from developments. The reduced parking allowed for better utilization of parking and allowed for increased density of development. The team recommended eliminating parking minimums for development, planning for transit-oriented development around transit, and using TDM strategies to incentivize transit ridership.

In Indianapolis, IN, when developing their BRT and other transit improvement plan, planners referenced historical development patterns already in place throughout the city to address community concerns about density, transit, and other development-related issues. Planners at IndyGo conducted extensive engagement over eight years with various neighborhoods throughout Indianapolis and communities in Marion County. The effort culminated with the passage of a transit tax in 2016 and the opening of the Indianapolis Red Line, the city's first of three BRT routes in 2019.



The Indianapolis Red Line. Photo by IndyGo



Passengers wait for a Red Line Bus in Indianapolis, IN. Photo by Momoneymoproblemz - Own work, CC BY-SA 4.0

Recommendations

The panel and participants developed over 35 different recommendations throughout the morning and early afternoon between both categories. These recommendations were numbered and discussed. The group ranked each item based on a matrix distinguishing the difficulty

of implementation versus impact. Recommendations that the group determined to be of lower impact vs. greater difficulty were discarded. This area was marked with a red “x” in the chart.

The top-rated recommendations

went on to be further developed in this report. A complete list of recommendations considered is in the Appendix of this report.

Prioritization – Section 1

High Impact/Low Effort		High Impact/High Effort	
17	21	18	13
8	23	1	22
9	7	6	2
10	20	15	12
25	24	16	12
Low Impact/Low Effort		Low Impact/High Effort	
4	27	3	14
			11

The Prioritization Table for TOD Policy

Prioritization – Section 2

High Impact/Low Effort		High Impact/High Effort	
1	3	6	12
2	9	5	15
8	14		
10	16	7	13
Low Impact/Low Effort		Low Impact/High Effort	

The Prioritization Table for Community Engagement



Recommendations

TOD Policy

1.) Reform Zoning

Zoning and other regulatory reform were listed as one of the top challenges by the panel and participants. Mainly, there are a few specifics for reform:

A.) Encourage pedestrian and transit centric development patterns around transit through enacting a Transit Oriented Development Overlay District along major corridors that includes the following components:

A.1) Eliminate minimum parking requirements within a five-minute walk of transit stops

A.2) Eliminate density maximums within a five-minute walk of transit stops

A.3) Require commercial and mixed-use building to meet the street

A.4) Parking, if provided, should be required to be located in the rear of the site

A.5) Relax height requirements

A.6) Expand allowable housing typologies within a 15-minute walk of transit (i.e., townhomes, small-scale multi-family)

B.) Further streamline development by encouraging “by-right” developments in the zoning code.

B.1) Discourage the use of Planned District rezoning by recalibrating the City’s zoning code

RURAL

URBAN



THE CINCINNATI TRANSECT

The Cincinnati Transect can be a guide towards a more balanced development paradigm. Graphic by CUDA Studio.



Responsibilities of a Community Development Corporation chart. Illustration by Urban Fast Forward/CUDA Studio

2.) Empower Community Development Corporations to Lead on Transportation and Land Development

Community Development Corporations exist at the heart of the conversation for developing neighborhoods with a strong community focus throughout Cincinnati which is why the TAP identified them as a critical piece of enacting this plan. To that point, one of the challenges identified earlier in this report is that CDCs require expertise in

understanding how to advocate for policies that can best incorporate transit alongside neighborhood objectives. This means that they would benefit substantially from additional capacity from staff with expertise in building development and zoning policy.

The chart above identifies some of the overarching objectives of a CDC. One essential function of a CDC is its ability to acquire land and hold it in the interest of the community's goals. Implementation

of objectives like transit access and housing affordability are better addressed when the community owns the land and can articulate these conditions as part of a land transaction for development.

This is why increased funding for CDCs is crucial. These organizations can act on a community's behalf to secure and hold sites, work with stakeholders to identify and implement community vision, and secure gap financing to help assemble the needed capital to get

projects underway.

CDCs, as the name implies, are community developers. It's time to empower them.

3.) Create and Strengthen Inter-governmental Partnerships

The City and SORTA are natural partners on transportation issues and should pursue a more significant relationship in collaboration on-street infrastructure within the city. For example, as the City is seeking implementation of on-street bicycle infrastructure or other Vision Zero enhancements, transit agency planners should be key participants in contributing to city engineering decisions.

4.) Further Align City Departments on Development Entitlement

The panel found an opportunity to focus city departments on development review better, mainly on development along transit routes. One way to accomplish this is to reform the Coordinated Site Review Process to account for transit access at all levels of development along designated corridors.



Staff from Clifton Heights Community Urban Redevelopment Corporation, Cincinnati Development Fund and others hear a presentation on Homebase's annual bus tour in 2017. Photo by author

Recommendations

Community Engagement

1.) Further Empower Community Development Corporations to Build Meaningful Engagement Practices

Once again, the group found that CDC's were among the most important organizations to strengthen this plan's implementation. One key aspect CDC's share is that they convene community conversations, often around development. That includes specific development and activating sites, placemaking, and other less formal ways to gain community feedback.

Not all CDCs have the same level of capacity and resources. While many of these organizations have seen great success, that success has been predicated on the increasing ability of committed funding from the City and other organizations. One way to increase capacity is to increase the coverage area. For example, several local CDC's such as the Walnut Hills Redevelopment Foundation (WHRF) and Price Hill Will expanded their geography to include adjacent neighborhoods; this expanded geography strengthens their funding requests from the City.

CDC's often need to work in coordination and communicate with neighborhood Community Councils. These councils are often seen as the neighborhood's primary representative body and the most accessible to residents in the community. Both organizations are essential parts of building a coor-

inated network to enact change at the ground level.

2.) Strengthen the Culture of Engagement

Panelists found that there were gaps in engaging the community on planning and development within the city. These gaps exist despite a commitment from the City administration. Here are some strategies to strengthen community engagement and build consensus on vision:

Informal:

- Understand history: Community discussions should include understanding that community's history to elevate the conversation and establish context for development. This is something that all parties (developers both for and non-profit and the City among others) have not always excelled at in the

past.

- Develop casual ongoing engagement opportunities: Community organizations often engage with citizenry daily. These provide ample opportunities for continued engagement. Whether from regular meetings, community events, door-to-door canvassing, or casual on-street discussions, these informal and sometimes random encounters offer an opportunity for engagement. For example, some community organizations have set up "2 cent coffee booths" that serve coffee for free but encourage people to comment on neighborhood concerns or anything else the organizer of the activity is looking to engage.

Formal:

- Timing of Community Engagement Sessions: City-led meetings and engagements tend to happen during the day to ac-



Stakeholders chat after a Camp Washington Community Board Meeting. Photo by author



Volunteers paint new markers for Clifton Avenue Bike Lane project. Photo by Wade Johnston

commodate the work schedule of city officials and personnel. This presents a challenge for people who may want to engage but cannot attend due to work or other day-time schedules. Evening meetings may work better for people with day jobs, yet this is not a universal solution. How do we engage those who work in the afternoons or evenings or have other evening commitments? What about those who are out of town? It is clear that one engagement session cannot and should not fit all. Options for increasing formal engagement should include:

- Expand the number of preliminary input sessions to include one daytime, evening, and weekend on front-end engagements. This allows planners to capture stakeholders early in the process and to engage them along the way continuously.
- Provide opportunities for analog engagement either through paper surveys or other means. Not everyone is acclimated to technology and may not have the expertise or time to engage through the internet or video call. However, there are also lessons learned from COVID era virtual engagement even after the pandemic ends. This is also a challenge for in-person engagement and must be taken into account. Non-in-person engagement should be short and focused on generating the most helpful feedback for community issues.
- Figure out ways to generate discussion between current and future residents of development or neighborhood into the conversation. If growth is an expected outcome, it should

benefit long-time residents, and engagement efforts should address this. City-led engagement should chart a course on how to develop both for the existing neighborhood and the future.

One last note about engagement. It is essential to engage with residents early and create opportunities for continued dialogue to serve local needs and limit the chances of opposition to projects stemming from a lack of authentic engagement. Community engagement should seek to empower and engage residents and stakeholders on vision and aspirations before any development projects to argue for or against.

3.) Embrace Pilot Projects

Demonstration projects often allow communities and stakeholders to experiment with concepts that can succeed. These low-cost implementations can generally create measurable outcomes that can determine if a more permanent version is warranted. One example is the development of the Clifton Avenue protected bike lane. Community members saw a need to create a bicycle connection along the west side of the University of Cincinnati's main campus to facilitate a safer bike route for students and residents. The project was implemented through a partnership with the City at a low cost as a temporary tactical experiment. The City found it successful and is now fully funding a more permanent implementation

of the protected bike lane.

Other examples include the work the City's Vision Zero program is doing to install temporary bollards, intersection paintings, and other tactics across the city to test traffic calming strategies in various neighborhoods.

Pilot projects must be intentional, experimental, and should have measurable outcomes to determine success. For example, if the City or community group paints a "bus-only" lane, the amount of ticketed parked cars can be measured from before and after.

Earlier, this report mentioned the potential to take recommendations from this report and pilot their implementation in one neighborhood before expanding elsewhere.

Collaborative Initiative Supports Community Development



As part of the Schuylkill Yards development, Brandywine is investing more than \$16 million in a new Neighborhood Engagement Initiative that supports local job creation, small and minority business development, affordable housing, and other community priorities. To advance this initiative, Brandywine selected local nonprofit Centennial Parkside Community Development Corporation to serve as codeveloper for several phase one projects of Schuylkill Yards. As codeveloper, Centennial Parkside participates in biweekly construction meetings, including on the design and operation of Drexel Square Park.

The overall goal of the codeveloper partnership is to support communities surrounding Schuylkill Yards by giving local west Philadelphia organizations a voice at the table and deploying resources to neighboring communities. Centennial Parkside receives \$100,000 in annual funding from Brandywine, training on real estate development, and access to support services to build the organization's capacity to create and preserve affordable housing. As the project moves forward, Brandywine will continue to expand support for local community development corporations through the Neighborhood Engagement Initiative."

Full Report Here: https://knowledge.uli.org/-/media/files/research-reports/2020/uli-successful-partnerships_fin.pdf?rev=e61a76f99aa74049ad387b174b-47be75&hash=3618A50927C1906D816BC957849D9B9E

Implementation

Tools for Enacting Change

This report was created to be implemented by the community, engaged stakeholders, and city leaders, among others. Each recommendation needs a champion to move from this report to enacted policy or program. Below are some strategies that will help move the goals of this report forward.

Advocacy

The most crucial implementation will come from consistent advocacy for the recommendations in this plan. Stakeholders who participated in this panel should be the loudest and most familiar voices in this discussion, but they should not be the only ones. The goal of advocacy is threefold: It is to promote, educate,

and build partnerships.

Some advocacy methods include meetings with city leaders, Council, the Mayor, other regional entities, community leaders, developers, among others. Other avenues include publication in local papers, magazines, blogs, and public discussions on various audio and visual mediums, both traditional and internet-based.

Implementors of this plan should build these conversations on urgency and the need to tackle major issues locally, such as growth, equity, affordability, and climate change. Advocates should work positively to build consensus and buy-in from key stakeholders to move policy issues forward. For community

engagement, advocacy works hand in hand with education regarding building a robust engagement ecosystem.

Educating Policymakers

There are two tiers of policymakers to consider. One is bureaucratic, and the other is political. The local bureaucracy primarily consists of city officials that mostly execute

How to Get Started

Below is a rough framework on how to get started with implementing this plan. Here are some ways to get started:

1. Designate a leader for each recommendation
2. Create a 3-5 person sub-committee/task force to focus on that initiative
3. Meet regularly: Monthly tends to work best
4. Set realistic goals and identify pathways forward: Tasks should be accomplished over a short-term timeline measured in months. Larger goals may be measured in years.
5. Get to work
6. Rinse and repeat: Unexpected things will happen. They should not be setbacks but instead opportunities to reassess and move forward. Once a task is completed, move forward.



City officials speak at Invest in Neighborhoods Event. Photo by City of Cincinnati



Riverfront Transit Center. Photo by Ronny Salerno

laws and policies passed by City Council and signed by the Mayor. While these officials tend to lead from behind, they are often experts in their fields and are likely to interact with community members as policy is enacted.

The other policymaker is political. These are the Mayor and City Council and their various staff members. Unelected officials in government can be helpful here, so they are mentioned first in this section. Elected officials often rely on what city department heads and other staff recommend to guide them on policy-making initiatives. The cycle can work the other way if there is an issue a Councilmember or the Mayor is passionate about and may require further study and discussion.

One less formal way to educate policymakers is through utilizing community advocacy. As mentioned in the previous section, advocacy

is a key tool to implementing this report. Empowered community leaders with information on the challenges, opportunities, and strategies developed in this report will help drive influence and change in the policy arena.

By tackling policy from these avenues, policymakers can best build consensus and support for developing regulations to tackle the challenges identified in this report.

With the lingering challenges of lack of affordable housing, inequity and inequality, and climate change as top challenges to Cincinnati, the region, and the country, the passage of Issue 7 is an opportunity to change course. By continuing the status quo, we further risk future generations, the city's quality of life, economic health, and negatively impact its surrounding region. Investments in Transit-Oriented Development can reknit together the fabric of communities devastated

by the automobile-oriented economy of the 20th century and create the ladder of opportunity needed to lift struggling residents out of poverty and towards prosperity.

There is a place in the future where city neighborhoods are not clogged with traffic, choking on pollution, and crumbling under decades of disinvestment. There is a place in the future where residents, business owners, and other stakeholders actively and constructively engage in creating a better future.

**That time is now.
That is the vision.
Let's get started.**

Appendix

Presentation Slides

TAP Presentation	i
City Council Motions	v
Reinventing Metro Bus Rapid Transit Presentation Slides	xxxii
Reinventing Metro Board Presentation Slides	xlii

Appendix

Presentation Slides

Introduction Questions

Panelist Question:

What are you most hoping to get out of this panel?

Stakeholder Question:

What types of information should panelists turn to you for?

Challenge Statement

To (1) develop a roadmap of best-in-class principles for smart, equitable, sustainable strategies supporting the creation of TOD policies that promote growth in the City of Cincinnati and the region, and (2) provide recommendations to engage the neighborhoods and people where development occurs.

Policy Intersections to Consider

- Affordability
- Climate Resiliency
- Economic Development
- Equity & Racial Justice
- Health Outcomes
- Land Use & Planning
- Neighborhood Revitalization
- Regional Growth
- Tech-Enabled
- Transportation (Transit, Bike/Ped, Multimodal trips, Parking)
- Workforce Development/Training



Brainstorm – TOD Policy

1. Better define "affordability" - using data at the neighborhood and ZIP code level and a range of 0-120% AMI to capture differences that are inherent in each local place, as well as transportation costs to access work, healthcare, education, etc.
2. Coordinate transit & infrastructure planning and resources between City and SORTA funds and potential development around TOD priorities.
3. Coordinate non-traditional financing sources to supplement currently existing financing sources as a bridge to higher risk development (i.e. in a built-out urban environment without much greenfield development opportunity)
4. Align job centers and employment opportunities with TOD plans and multimodal transportation opportunities
5. Provide incentives for safe, accessible, multimodal transportation
6. Integrate multimodal transportation amenities into job centers, parking garages, right-of-way, etc.
7. Replace parking minimums with transit passes, city bike passes, etc, especially in locations in close proximity to transit service. In addition, make the costs associated with driving and parking salient to drivers
8. Mitigate regulatory uncertainty to encourage new development with more flexibility and streamlined administrative processes
9. Encourage density by allowing Additional Dwelling Units (ADUs) on existing single-family properties
10. Identify and build out TOD opportunities on already-existing transit corridors where the community is more apt to utilize it
11. Encourage potential riders to see the value and opportunity of transit and get them to change their behavior
12. Work with residential property owners/managers to offer transit services as community amenities (i.e. transit passes are included in rent)

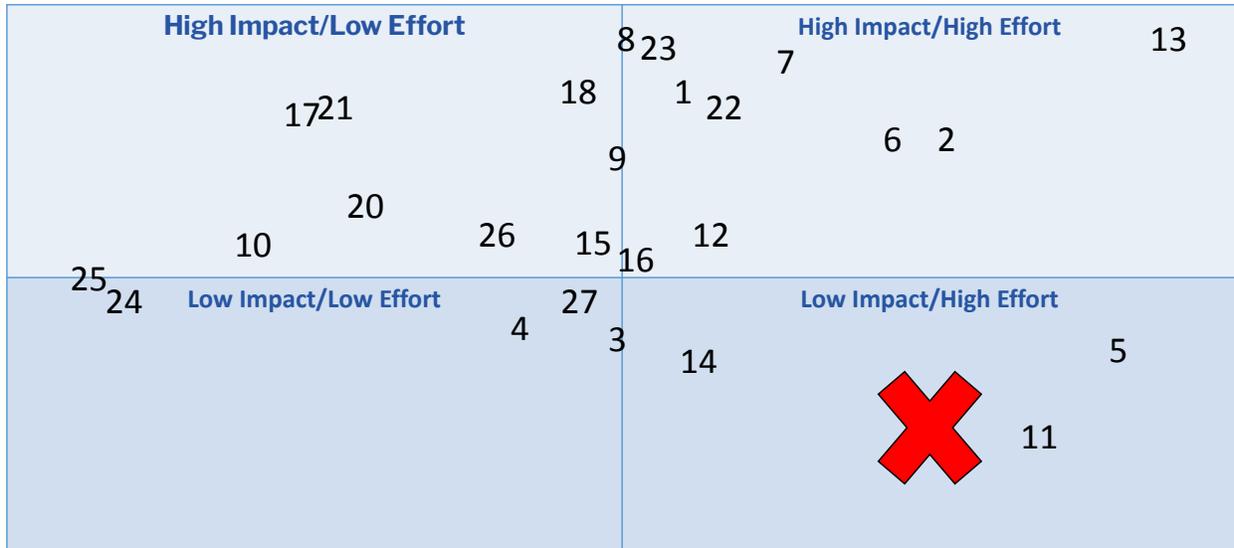
Brainstorm – TOD Policy

13. Include high-quality transit amenities in zoning regulations (Transit shelters, bike parking or bike rooms in buildings, etc.)
14. Advocate for more capital resources through expansion of already-existing federal programs (NMTC, LIHTC, etc) or creation of new programs/funding sources (American Jobs Plan, etc.) to offset ever-increasing development costs (materials, labor, etc.)
15. Align state and local programs to federal programs and other funding opportunities to maximize ability to close financing gaps
16. Better match timing goals of developers (more short-term focused) and government (more long-term focus)
17. Use zoning policies to prevent development that does not align with TOD (i.e. storage units in dense transit corridor)
18. Educate elected officials and policymakers on TOD framework and implementing changes to facilitate TOD
19. Structure implementation of policies in a strategic way that focuses on policy change that does not require funding first, then move into areas that will require financial resources
20. Utilize Community Development Corporations (CDCs) as TOD advocates
21. Take advantage of opportunities through CDCs and CDFIs and other community entities to hold land for "highest and best" TOD use
22. Adequately resource CDCs to take on TOD projects at the neighborhood level (financial and staff resources)
23. Overlay flexible zoning areas on transit corridors (i.e. parking, density requirements, etc.)
24. Encourage employers to ask for "reliable transportation" rather than car ownership
25. Encourage employers and workforce development entities on the opportunities available to workers along transit corridors and how that qualifies as reliable transportation for their workforce
26. Review existing neighborhood comprehensive plans to find ways to add new TOD principles
27. FAR/Density/Height - most would hit density cap first - model if/then based on variables - this exercise got to desired zoning based on outcomes

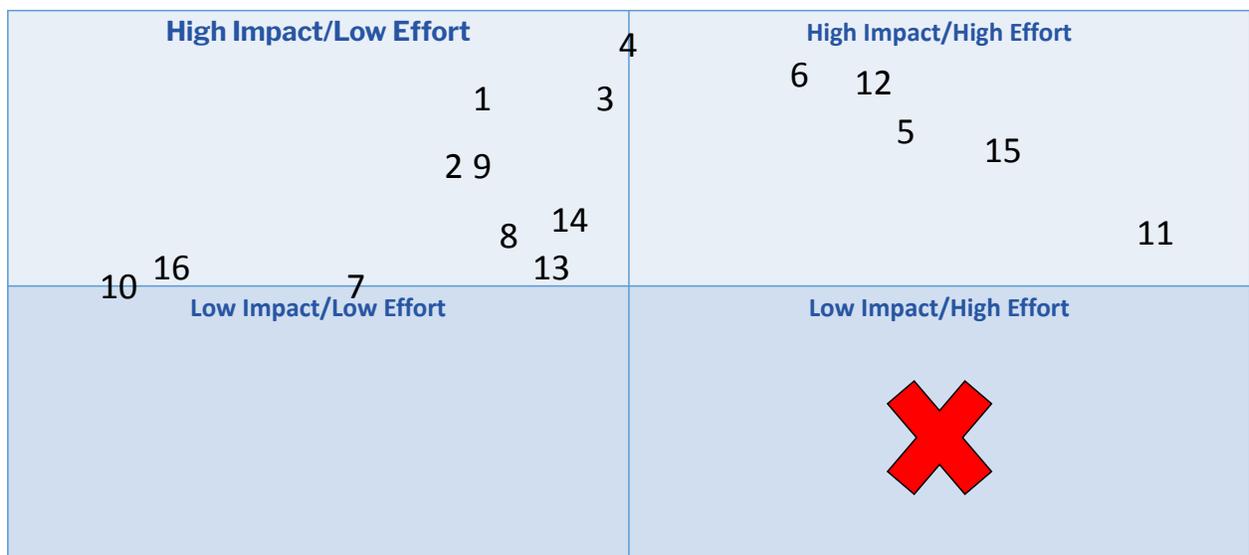
Brainstorm – Community Engagement

1. Engage early on and encourage substantial community input/feedback that is reflected in final development
2. Education must be a part of engagement, including data/reports that illustrate scope of the project and its impact on the community
3. Consider who to engage intentionally and how best to reach them
4. Policy engagement can build broad coalitions vs specific project.
5. Utilize demonstrations projects or communities to prove concepts
6. Recognize the history of engagement/disengagement and ensure policy solutions address systemic issues such as redlining and displacement (eg, anti displacement policy)
7. Engagement should not be around tools but around goals and defined outcomes
8. Lowering barrier to entry for smaller developers to build by providing engagement tools/resources
9. Data driven processes are part of the engagement process
10. Empower CDC's to facilitate engagement, development, activation (embrace idea of neighborhood/community) Develop culture of engagement (not traditional means)
11. Robust and collaborative effort between city and SORTA in planning the BRT corridor
12. Build a culture of engagement - formally and informally.
13. Look at historical view of transit and how it was built, eg, Look at what was done with street car before we go forward to reapply neighborhood discussions and lessons learned.
14. Use Professional resources to engage the community.
15. Build inclusion metrics that are universally applied.
16. Ensure police presence and other safety measures on 24 hr routes.

Prioritization – Section 1



Prioritization – Section 2



Appendix

Council Motions

City of Cincinnati



801 Plum Street, Suite 351
Cincinnati, Ohio 45202

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Email: greg.landsman@cincinnati-oh.gov
Web: www.cincinnati-oh.gov

Greg Landsman
Councilmember

Balanced Development Scorecard Packet

The following is a packet containing all relevant documents relating to the Balanced Development Scorecard, including an Executive Summary, drafted Motions, Proposed Updates, and the Scorecard itself.



Greg Landsman
Councilmember

January 25, 2021

Executive Summary: Ushering in an Era of ‘Balanced Development’

These five ordinances and motions emerged from the Administration’s Balanced Development Report and Council’s motion on new laws and policies that will help to ensure that we continue to attract new investments and jobs while lifting up and protecting our residents and businesses.

Ordinance: New ‘Balanced Development’ Scorecard

This ordinance will establish a new ‘Balanced Development’ scorecard for commercial projects that seek support from the City of Cincinnati, including TIF funding and CRAs.

- **Local jobs and Good Wages:** projects will be asked to have a local partner and plan to hire locally, with measurable goals, to include both local workers and good wages the project’s pre-construction, construction, and post-construction opportunities.
- **Inclusion:** the new scorecard also incentivizes the inclusion of local businesses, MBEs, and minority developer partnerships.
- **Affordable Housing:** puts affordable housing projects at the front of the line for support.
- **Community Engagement and Anti-Displacement:** includes meaningful engagement with the community, including commitments to protect existing residents and businesses

Motion: CRAs and the New Scorecard

WE MOVE that if there is a conflict between the ordinance containing the Balanced Development Scorecard policy passed in connection herewith and the existing commercial CRA policy in Ordinance No. 275-2017, it’s the policy of Council that the Balanced Development scorecard policy applies.

Motion: Minority Real Estate Development Capacity Building Program

WE MOVE that the Administration draft legislation establishing a Minority Real Estate Development Capacity Building Program to support the mentorship of minority real estate



Greg Landsman

Councilmember

development professionals. This program should lift up and provide additional opportunities for minority developers, especially Black real estate professionals who have the potential to be leaders of new minority-led commercial development firms. This is part of the City’s larger “Balanced Development” efforts to ensure real inclusion of development efforts in Cincinnati.

The proposed program, requiring ~\$150,000 in funding, would extend opportunities for minority developers to actively participate in and shape an inclusive growth strategy for the City—one that integrates the new Balanced Development Scorecard proposed by my office.

The program would draw from similar successful efforts in Detroit, wherein they created an “Equitable Development Initiative.” Our efforts should build on best practice efforts such as this one, as well as others around the Country (spelled out in the Administration’s 2020 Balanced Development Report to Council).

New scorecard incentivizes participation in the program. The program should consider the Customized Development Academy offered by the National Development Council (NDC).

The NDC develops specific curriculum based on community needs and local policy objectives. Overall the program seeks to build capacity of traditionally underrepresented individuals in real estate development. Starting with a cohort of individuals with some real estate experience the program teaches participants commercial (including multi-family of 4+ units) Development Finance and development concepts.

This is done through a combination of classroom learning, case studies, topical “deep dives” using local speakers and possibly undertaking a capstone project. This work teaches critical skills and development principles, and connects participants with local experts on issues from environmental law, navigating local zoning and site plan processes, hiring an architect, raising equity and hiring construction professionals.

In Detroit, the Equitable Development Initiative was expanded to provide the proposed NDC training, technical assistance, mentorships, networking opportunities, and even extends into project financing. The initiative especially focuses on African-American Detroiters seeking to develop multi-family rental units, though some mixed-use developments and even a food hall concept make up part of the first cohort. There were 28 people in the inaugural class, which began in February 2018. It remains in its pilot two-year window. Just as it adjusted course to include a training component, Capital Impact plans to continue monitoring the project to see how it can be made better. But the impetus remains on creating a more equitable development and real estate industry throughout Detroit.



Greg Landsman
Councilmember

MOTION: Targeted Per-Property Waiver on Parking, Density for Affordable Housing Projects.

Similar to actions taken in Memphis and Minneapolis, according to the City's 2020 Balanced Development Report, WE MOVE that the City pursue zoning changes to allow for per-property waivers on parking minimums and density requirements for affordable housing projects.

MOTION: Debt-Forgiveness and Maintaining Affordability

WE MOVE that the Administration draft legislation, if necessary, to allow the Department of Community and Economic Development (DCED) to create a formal internal policy to best leverage the City's debt forgiveness capacity, in order to 1. Better preserve existing affordable housing, and 2. Help finance new affordable housing options in the City.



Greg Landsman
Councilmember

January 25 2021

Establishing a Minority Real Estate Development Program
MOTION

WE MOVE that the Administration draft legislation establishing a Minority Real Estate Development Capacity Building Program to support the mentorship of minority real estate development professionals. This program should lift up and provide additional opportunities for minority developers, especially Black real estate professionals who have the potential to be leaders of new minority-led commercial development firms. This is part of the City’s larger “Balanced Development” efforts to ensure real inclusion of development efforts in Cincinnati.

The proposed program, requiring ~\$150,000 in funding, would extend opportunities for minority developers to actively participate in and shape an inclusive growth strategy for the City—one that integrates the new Balanced Development Scorecard proposed by my office.

The program would draw from similar successful efforts in Detroit, wherein they created an “Equitable Development Initiative.” Our efforts should build on best practice efforts such as this one, as well as others around the Country (spelled out in the Administration’s 2020 Balanced Development Report to Council).

Councilmember Greg Landsman



Greg Landsman
Councilmember

January 25 2021

Debt Forgiveness and Affordable Housing
MOTION

WE MOVE that the Administration draft legislation, if necessary, to allow the Department of Community and Economic Development (DCED) to create a formal internal policy to best leverage the City's debt forgiveness capacity, in order to 1. Better preserve existing affordable housing, and 2. Help finance new affordable housing options in the City.

A handwritten signature in blue ink, appearing to be "G. Landsman", is centered on the page.

Councilmember Greg Landsman



Greg Landsman
Councilmember

January 25 2021

Parking and Density Policy Changes to Support Affordable Housing
MOTION

Similar to actions taken in Memphis and Minneapolis, according to the City's 2020 Balanced Development Report, **WE MOVE** that the City pursue zoning changes to allow for per-property waivers on parking minimums and density requirements for affordable housing projects.

A handwritten signature in blue ink, appearing to be 'GL', is centered on the page.

Councilmember Greg Landsman



Greg Landsman
Councilmember

January 25 2021

CRAs and the New Scorecard

MOTION

WE MOVE that if there is a conflict between the ordinance containing the Balanced Development Scorecard policy passed in connection herewith and the existing commercial CRA policy in Ordinance No. 275-2017, it's the policy of Council that the Balanced Development scorecard policy applies.

A handwritten signature in blue ink, appearing to be "GL", is centered below the text.

Councilmember Greg Landsman



Greg Landsman
Councilmember

February 3rd 2021

**Request of the Administration:
The Balanced Development Scorecard**

We've gotten good feedback on the Balanced Development Scorecard. Our goal is to make improvements to the Scorecard next week. That said, we hope that the Administration could respond to the questions/requests below at the upcoming B&F committee on 2/8:

1. Each bulleted item needs its own line for clarity purposes. Is this acceptable?
2. There is interest in actual scoring—assigning a numerical value or points—as opposed to the current language of “simply meets” or “exceeds.” This We ask the Administration to weigh-in on this, if not propose scoring options.
3. Is it possible for multiple people to review and score a project?
4. Can the Administration speak to “compliance” and how the City will ensure that commitments are monitored and kept?
5. Does the Administration take issue with language around historic preservation? If not, does the Administration recommend any specific language?
6. Does the Administration take issue with language being added to ensure that the scorecard is used and presented to Council with recommendations for *each relevant project*? If not, does the Administration have suggested language for an updated ordinance?
7. There are requests that we require specific *actions* regarding community engagement, such as giving early notice to a community. If that were to materialize, is that something the Administration should do or the developer?
8. There is interest in training on the scorecard, TIFs, CRAs, and VITCA. What does the Administration think? Should we add to the ordinance?
9. There has been a request that the Administration discuss with Council its work on the Balanced Development Report and its findings, as well as how development deals are evaluated and/or scored now.

Date: December 10, 2020

To: Councilmember Greg Landsman

From: Andrew W. Garth, Interim City Solicitor 

Subject: **Emergency Ordinance – Balanced Development Project Scorecard**

Transmitted herewith is an emergency ordinance captioned as follows:

ESTABLISHING a City Council policy for evaluating real property tax incentives authorized by the City of Cincinnati.

AWG/SSB/(Ink)
Attachment
320756

{00328191-1}

City of Cincinnati

SSB

AWB

An Ordinance No. _____

- 2020

ESTABLISHING a City Council policy for evaluating real property tax incentives authorized by the City of Cincinnati.

WHEREAS, City Council has the authority to declare up to 100% of the increase in the assessed value of improvements to be exempt from real property taxation by means of (i) project-based tax increment financing incentives pursuant to Ohio Revised Code (“ORC”) Sections 5709.40(B) and 5709.41; and (ii) “Community Reinvestment Area” incentives pursuant to ORC Sections 3735.65 through 3735.70; and

WHEREAS, Motion No. 201901811, as adopted by this Council on December 11, 2019, recommended updates to how the City Administration evaluates the public benefits created by projects receiving real property tax incentives pursuant to the aforementioned ORC provisions, with a focus on prioritizing projects that create good, local jobs; preserve and/or create affordable housing; minimize displacement of residents and businesses; and/or commit to project-specific inclusion goals; and

WHEREAS, to incentivize balanced development throughout the City of Cincinnati as recommended in the aforementioned Motion, City Council desires to adopt a *Project Scorecard*, a copy of which is attached hereto as Attachment A, to assist City Council in evaluating development projects when qualifying real property tax exemptions or abatements are recommended; now, therefore,

BE IT ORDAINED by the Council of the City of Cincinnati, State of Ohio:

Section 1. That City Council adopts the *Project Scorecard* attached to this ordinance as Attachment A, which establishes a City Council policy relating to qualifying real property tax abatements and exemptions.

Section 2. That Council intends that the *Project Scorecard* be prepared by the Administration as a policy tool to be utilized for evaluating the public benefits associated with economic and community development projects for which (a) the total estimated costs of the project exceed \$5,000,000, and (b) the proposed City assistance includes a real property tax incentive authorized pursuant to Ohio Revised Code (“ORC”) Section 5709.40(B), ORC Section 5709.41, or ORC Sections 3735.65 through 3735.70 with a present value exceeding \$3,000,000.

Council desires that the Administration present project-based scorecard information for Council consideration as part of the Administration’s recommendation to Council. Council intends that the Administration have latitude to create additional criteria and update the *Project Scorecard* as appropriate to ensure the City’s tax incentives support the City’s residents and neighborhoods while attracting local investment. City Council further acknowledges that the *Project Scorecard* process is a policy tool to guide City Council decision making and does not diminish the Administration’s executive authority under the Charter of the City of Cincinnati, which authority includes the power to determine whether and on what terms to recommend development deals for Council consideration.

Section 3. That this ordinance shall take effect and be in force from and after the earliest period allowed by law.

Passed: _____, 2020

John Cranley, Mayor

Attest: _____
Clerk

ATTACHMENT A

PROJECT SCORECARD

Do total costs of the Project exceed \$5 million? Yes No

Does the present value of proposed City assistance exceed \$3 million? Yes No

CATEGORY	APPLICABLE?	EXCEEDS	MEETS
BALANCED HOUSING PRODUCTION <ul style="list-style-type: none"> Project creates or preserves, low-income (51%-80% AMI) housing units and/or very low-income housing units (31%-50% AMI) to the extent financially feasible given project conditions. Project creates or preserves extremely low-income housing units (0%-30% AMI) to the extent financially feasible given project conditions. Project creates a mixture of extremely low (0%-30% AMI), very low (31%-50% AMI), and/or low-income (51%-80% AMI) housing units with workforce/middle housing units (81%-120% AMI) and/or market-rate units to the extent financially feasible given project conditions. Project creates additional market-rate or workforce/middle income (81%-120% AMI) housing units that promote a balanced, mixed-income neighborhood without displacing existing lower income residents. 	Yes <input type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IMPROVEMENT OF VACANT, BLIGHTED AND/OR UNDERUTILIZED PROPERTIES <ul style="list-style-type: none"> Project replaces a vacant and/or underutilized property and adds net-new housing units without displacing existing residents. Project activates a previously vacant building or property. Project eliminates a blighted parcel or parcels (as defined in Ohio Revised Code Section 1.108). Project enhances an underutilized site (i.e. vacant parcel or surface parking lot) and adds new amenities (like housing, office, commercial, community space, etc.) to the neighborhood. Project will involve remediation of a brownfield site or involves mitigation of previously existing site conditions that make redevelopment difficult. 	Yes <input type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT <ul style="list-style-type: none"> Project will obtain requisite level of U.S. Green Building Council Leadership in Energy and Environmental Design Silver, Gold or Platinum or Living Building Challenge Net Zero or Petal (which must comply with the requirements of LBC). 	Yes <input type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VOLUNTARY TAX INCENTIVE CONTRIBUTION <ul style="list-style-type: none"> Applicant has represented that it (i) will contribute at least 15% of the exempted value of the improvements either in support streetcar operations or to further 	Yes <input type="checkbox"/> No <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>neighborhood improvements in the neighborhood of the project and affordable housing city-wide and (ii) will execute an agreement with a third-party memorializing such contribution.</p>			
<p>INCLUSION</p> <ul style="list-style-type: none"> • Applicant has committed to using good-faith efforts to achieve 17% MBE and 10% WBE utilization goals for construction contracts related to the Project consistent with Chapter 324 of the Cincinnati Municipal Code. • Applicant will (or will cause the end-user to) adopt hiring policies to ensure at least 25% of any new employees hired are residents of the City and such policies will give preference to residents of the City. • Applicant has participated, is participating, or will participate in the City's program advancing minority development professionals. 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>COMMUNITY OUTREACH</p> <ul style="list-style-type: none"> • Applicant has engaged all necessary stakeholders in the community (i.e. the applicable community council and the neighborhood CDC, if applicable). • In the interest of mitigating displacement directly associated with the Project, Applicant has engaged any and all tenants, businesses, and persons that as a direct result of the Project may be entitled to relocation benefits pursuant to Chapter 740 of the Cincinnati Municipal Code. 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>LIVING WAGES</p> <ul style="list-style-type: none"> • Applicant has committed that all jobs created by the Project (during construction and after) will comply with the City's Living Wage Policy. • Applicant has represented that it will engage a partner in the labor community on construction of the Project to ensure good wages and career training. 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>JOB CREATION AND RETENTION</p> <ul style="list-style-type: none"> • Project will create and/or retain significant jobs and payroll. • Project will create and/or retain small/neighborhood business jobs and payroll. • Project will create and/or retain more than 10 jobs per acre. 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>PLACE-BASED INVESTMENT</p> <ul style="list-style-type: none"> • Project is located in a Federally designated NRSA and/or Opportunity Zone. • Project is located within 1/2 mile of a Neighborhood Business District. • Project is located along a transit corridor. • Project encourages traditional compact, walkable neighborhood development. • Project is placed within a Federally designated Hub Zone. 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>TRANSFORMATIVE PROJECT</p> <ul style="list-style-type: none"> • Project fills a neighborhood need and/or adds a new community asset (i.e. retail, commercial, grocery, housing). 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>

<ul style="list-style-type: none"> • Project saves or preserves existing community asset. • Project creates or enhances a public space to be utilized by the community. • Project creates/repairs City infrastructure. • Project is within a “Targeted Neighborhood” as defined in Ordinance No. 275-2017, as amended. • Project is a “Catalytic Project” as defined in Ordinance No. 275-2017, as amended. 			
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This Project Scorecard is intended to be utilized as a starting point for discussions of certain public benefits created by applicable projects, and is not intended to prevent or discourage the City Administration from presenting projects for Council consideration that do not meet the criteria listed herein. Acknowledging that projects may have benefits that are not captured in the criteria set forth in this Project Scorecard, Council encourages the City Administration to bring forth all worthy projects.

PROJECT SCORECARD

Do total costs of the Project exceed \$5 million? Yes No

Does the present value of proposed City assistance exceed \$3 million? Yes No

CATEGORY	APPLICABLE?	EXCEEDS	MEETS
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<p>neighborhood improvements in the neighborhood of the project and affordable housing city-wide and (ii) will execute an agreement with a third-party memorializing such contribution.</p> <p><u>INCLUSION</u></p> <ul style="list-style-type: none"> • Applicant has committed to using good-faith efforts to achieve 17% MBE and 10% WBE utilization goals for construction contracts related to the Project consistent with Chapter 324 of the Cincinnati Municipal Code. • Applicant will (or will cause the end-user to) adopt hiring policies to ensure at least 25% of any new employees hired are residents of the City and such policies will give preference to residents of the City. • Applicant has participated, is participating, or will participate in the City's program advancing minority development professionals. 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
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<p><u>LIVING WAGES</u></p> <ul style="list-style-type: none"> • Applicant has committed that all jobs created by the Project (during construction and after) will comply with the City's Living Wage Policy. • Applicant has represented that it will engage a partner in the labor community on construction of the Project to ensure good wages and career training. 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p><u>JOB CREATION AND RETENTION</u></p> <ul style="list-style-type: none"> • Project will create and/or retain significant jobs and payroll. • Project will create and/or retain small/neighborhood business jobs and payroll. • Project will create and/or retain more than 10 jobs per acre. 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p><u>PLACE-BASED INVESTMENT</u></p> <ul style="list-style-type: none"> • Project is located in a Federally designated NRSA and/or Opportunity Zone. • Project is located within 1/2 mile of a Neighborhood Business District. • Project is located along a transit corridor. • Project encourages traditional compact, walkable neighborhood development. • Project is placed within a federally designated Hub Zone. 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p><u>TRANSFORMATIVE PROJECT</u></p> <ul style="list-style-type: none"> • Project fills a neighborhood need and/or adds a new community asset (i.e. retail, commercial, grocery, housing). 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>

<ul style="list-style-type: none"> • Project saves or preserves existing community asset. • Project creates or enhances a public space to be utilized by the community. • Project creates/repairs City infrastructure. • Project is within a “Targeted Neighborhood” as defined in Ordinance No. 275-2017, as amended. • Project is a “Catalytic Project” as defined in Ordinance No. 275-2017, as amended. 			
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This Project Scorecard is intended to be utilized as a starting point for discussions of certain public benefits created by applicable projects, and is not intended to prevent or discourage the City Administration from presenting projects for Council consideration that do not meet the criteria listed herein. Acknowledging that projects may have benefits that are not captured in the criteria set forth in this Project Scorecard, Council encourages the City Administration to bring forth all worthy projects.



Greg Landsman
Councilmember

January 25 2021

Parking and Density Policy Changes to Support Affordable Housing
MOTION

Similar to actions taken in Memphis and Minneapolis, according to the City's 2020 Balanced Development Report, **WE MOVE** that the City pursue zoning changes to allow for per-property waivers on parking minimums and density requirements for affordable housing projects.

A handwritten signature in blue ink, appearing to be "GL", positioned above a horizontal line.

Councilmember Greg Landsman

City of Cincinnati

Council



Melissa Autry, CMC
Clerk of Council

202000329

Office of the Clerk

801 Plum Street, Suite 308
Cincinnati, Ohio 45202
Phone (513) 352-3246
Fax (513) 352-2578

February 20, 2020

MOTION

WE MOVE that the Planning Department craft a text amendment to the Zoning Code of the City of Cincinnati to create an Overlay District that removes density requirements while maintaining historic preservation requirements, urban design requirements, hillside protection requirements, stream corridor setbacks, building code requirements, and fire code requirements. Working with community stakeholders, this optional Overlay District would remove unnecessary barriers and allow for denser housing developments where appropriate and desired by the surrounding neighborhood.

Handwritten signature of P.G. Sittenfeld in blue ink.

Council Member P.G. Sittenfeld

Handwritten signature of Greg Landsman in black ink.

Council Member Greg Landsman

STATEMENT

Creative solutions are necessary to ensure our region can meet the critical need of 40,000 more affordable housing units. The Department of Community and Economic Development's "Balanced Development" report dated December 4, 2019 stated the following:

Regulatory and institutional barriers result in overall increased development costs and high barriers to project completion. This results in fewer units being constructed, and more expensive rents to support increased project debt. Removing these barriers by removing artificial limitations on density will increase Cincinnati's housing supply and keep rents affordable.



Jan-Michele Lemon Kearney
Councilmember

MOTION

WE MOVE that, upon passage of this motion, the Administration prepare a REPORT and recommendations on creating an inclusionary affordable housing policy mandating that all new commercial housing projects in Cincinnati of a certain size (to be determined by City Council) must include a predetermined percentage of affordable housing units at 60% or less of the Area Median Income as a condition for receiving municipal benefits including, but not limited to commercial tax abatements, TIFs, and increased density allowances.

WE FURTHER MOVE that once the ordinance is drafted, there should be a 30-day period for City Council discussion and for public comment to allow for input from a variety of stakeholders, including residents, business owners, advocates for affordable housing, community councils, developers, builders, and others, and allow for modifications of the draft ordinance before it is submitted to City Council for passage.

WE FURTHER MOVE that the City Administration prepare a draft of the inclusionary zoning ordinance by the end of February 2021.

Councilmember Jan-Michele Lemon Kearney

STATEMENT

Several hundred jurisdictions have inclusionary zoning (IZ) ordinances in order to address the lack of affordable housing (huduser.gov). We are asking for a report and recommendations on creating a mandatory inclusionary zoning (IZ) ordinance that would require developers of market-rate commercial housing developments to make a certain predetermined percentage of the units in the new project affordable to households earning 60% or less of the Area Median Income, in exchange for valuable incentives such as increased density allowances, commercial tax abatements, TIFs, and other municipal benefits. As the U.S. Department of Housing & Urban Development observed, “[t]his integration of affordable units into market-rate projects creates opportunities for households with diverse socioeconomic backgrounds to live in the same developments and have access to the same types of community services and amenities [and] because[,] it leverages private-sector development, IZ requires fewer direct public subsidies than do many other state and federal programs that promote mixed-income communities” (U.S. Department of Housing & Urban Development, *Evidence Matters*, Spring 2013).

It is important to get public comment from many stakeholders including affordable housing advocates, community councils, developers, builders, the business community, and others. This ordinance will have a positive effect on developers as it sets forth clear requirements in advance of the planning process. It is imperative that developers can plan, estimate costs, and accurately calculate their profit. The inclusionary zoning ordinance also allows for density exceptions which increase profitability for developers.

Finally, promoting inclusionary zoning will have the added effect of making our neighborhoods more diverse so that Cincinnati will move away from being the 5th most segregated city in America and become a place of inclusion and growth for all.



Greg Landsman
Councilmember

October 27, 2020

MOTION

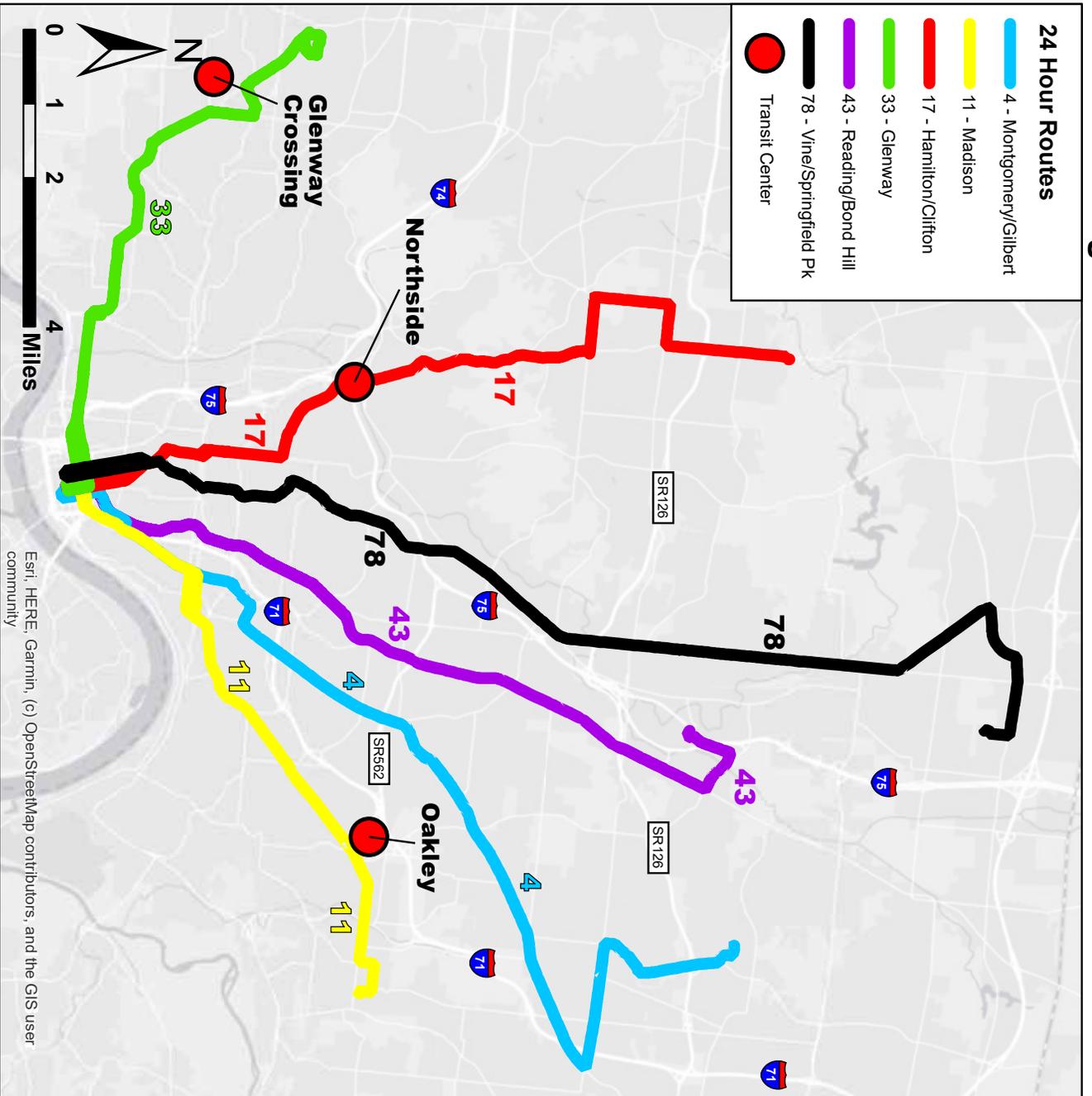
WE MOVE that the Administration conduct a zoning study on the high-frequency and 24-hour transit corridors proposed by Reinventing Metro and provide a report to Council within **60 days**.

The study should focus on updating zoning rules along these corridors to provide flexibility on density and parking minimum requirements to increase neighborhood investments.

By conducting a zoning study, we can determine how to best attract new residents and help existing Cincinnatians live closer to these express routes.

Attachments: 24-hour route map and letter from partners

Reinventing Metro Highest Level of Service Corridors & Transit Centers - Year Four



- 24 Hour Routes**
- 4 - Montgomery/Gilbert
 - 11 - Madison
 - 17 - Hamilton/Clifton
 - 33 - Glenway
 - 43 - Reading/Bond Hill
 - 78 - Vine/Springfield Pk
- Transit Center**
- Northside
 - Oakley
 - Glenway Crossing

Key Terms

Frequency (Freq) = Time between scheduled buses (e.g. every 15 min)
 Peak = 6a-9a, 3p-6p M-F
 Midday = 9a-3p, M-F
 Evening = 6p-12a, M-F
 Night = 12a-6a, M-F

Example Route:
 Route # - Corridor: Span
 Peak Freq / Midday / Eve / Night

Existing Routes Level of Service

- 4 - Montgomery/Gilbert: 15-20 / 20-25 / 30-40 / NA
- 11 - Madison: 15 / 20-35 / 30-40 / NA
- 17 - Hamilton/Clifton: 10-15 / 15 / 20-30 / NA
- 33 - Glenway: 12-15 / 15-20 / 30 / NA
- 43 - Reading/Bond Hill: 8-10 / 15-20 / 20-30 / NA
- 78 - Vine/Springfield Pk: 15-20 / 20-30 / 30-40 / NA

Future Routes Level of Service:

- 4 - Montgomery Gilbert: 8 / 15 / 30 / 30
- 11 - Madison: 8 / 15 / 30 / 30
- 17 - Hamilton/Clifton: 8 / 10 / 20-30 / 30
- 33 - Glenway: 8 / 10 / 20 / 30
- 43 - Reading/Bond Hill: 8 / 10 / 20 / 30
- 78 - Vine/Springfield Pk: 10 / 20 / 30 / 30

Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

October 23, 2020

Dear Councilman Landsman –

With the passage of Issue 7 earlier this year, Cincinnati has a once-in-a-generation opportunity to reinvent its public transit system and reinvest in the infrastructure that supports our community. Those investments should spur additional economic development opportunities in neighborhoods across Cincinnati. Thank you for convening the first of what we hope will be many conversations between the City, SORTA, and interested partners in the community and economic development space to ensure that we maximize that opportunity to reshape our City as a place that is more vibrant, equitable, accessible, safe and diverse.

As a first step in preparing for these investments, we believe the City should conduct an analysis of the zoning along the corridors that will carry the most frequent bus service. The attached maps explore those corridors in more detail.

As you know, the Reinventing Metro plan calls for an increase in the frequency that buses will run in our community, the expansion of hours the bus runs (including 24-hour service), and the addition of new, cross-town routes to better serve east-west travelers. Additionally, the plan calls for the construction of two Bus Rapid Transit corridors. Issue 7 funds will also support infrastructure improvements across the City.

By studying the zoning in these corridors, Cincinnati will be prepared to partner with neighborhoods to update and improve the zoning with a more transit-oriented development pattern that acknowledges the increased ridership and pedestrian activity that comes with the high-quality transit system that Cincinnati Metro is building.

Thank you for taking on this important work. We stand ready to work with you and your colleagues at the City to ensure that we take full advantage of the transformation that will be happening in our community in the coming years.

Thank you,

Cincinnati USA Regional Chamber

Greater Cincinnati Northern Kentucky African American Chamber-Commerce

Homebase, representing:

- Avondale Comprehensive Development Corporation
- Bond Hill Roselawn Collaborative
- Brewery District CURC
- Camp Washington Community Board
- Clifton Heights CURC
- College Hill CURC
- Cornerstone Renter's Equity
- Kennedy Heights Development Corporation

Madisonville CURC
Mt. Airy Community Urban Redevelopment Enterprise
Mt. Auburn CDC
Mt. Washington CDC
Northsiders Engaged in Sustainable Transformation (NEST)
Over the Rhine Community Housing
Price Hill Will
Seven Hills Neighborhood Houses
Village Development Corporation
Walnut Hills Redevelopment Corporation (WHRF)
Westwood CURC
Working in Neighborhoods

LISC Greater Cincinnati, including:
Place Matters

The Port

Urban Land Institute Cincinnati

Urban League of Greater Southwest Ohio

Appendix

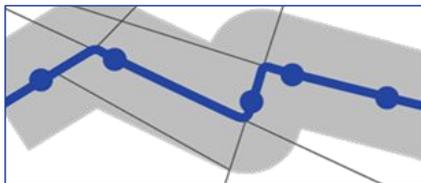
Reinventing Metro Bus Rapid Transit Presentation Slides



MOBILITY ON-DEMAND STRATEGIES

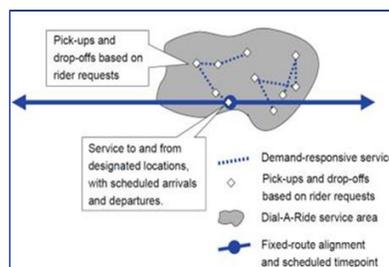
POINT DEVIATION FLEX

- Scheduled service
- Includes time points, stops
- Request off-route service
- General public & ADA
- Local trips & 1st - last mile



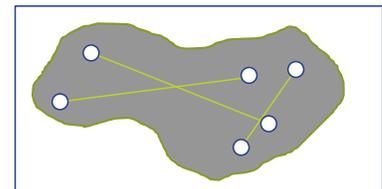
ANCHORED DIAL-A-RIDE

- All service on request
- Meets with fixed route
- Serves general public
- Local trips & 1st - last mile



DYNAMIC FLEX

- No routes, no schedules
- Service on request
- Curb-to-curb shared ride
- General public & ADA
- Local trips & 1st - last mile



BUS RAPID TRANSIT (BRT)

- Limited stops
- Protected right-of-way, signal priority for faster travel
- Specially branded vehicles, enhanced shelters
- Off-board fare payment to speed boarding

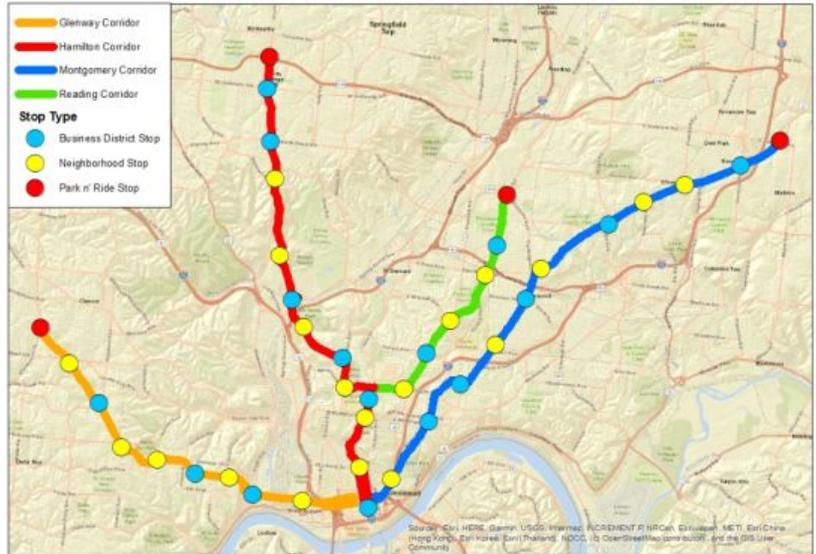


■ **Corridors under consideration:**

- Glenway Avenue
- Hamilton Avenue
- Montgomery Road
- Reading Road

■ **Three types of stations:**

- Business District Station
- Neighborhood Station
- Park and Ride Station



Appendix

Reinventing Metro Board Meeting Presentation Slides



April 20, 2021



EXTERNAL OBJECTIVES



Expand
Regional
Connectivity



Drive
Economic
Development



Improve
Mobility for
All



Attract New
Businesses &
Employers



Access to
More &
Higher
Paying Jobs



Improve
Local &
Regional
Quality of Life

Reinventing Metro Plan

FAST

FREQUENCY

Time between buses

Priority: Shorter waits, dependable service



AMENITIES

Benches, shelters, transit centers

Priority: Safer, more comfortable places to wait & transfer



SPAN

How long buses run each day

Priority: Covering shift work



TRAVEL TIME

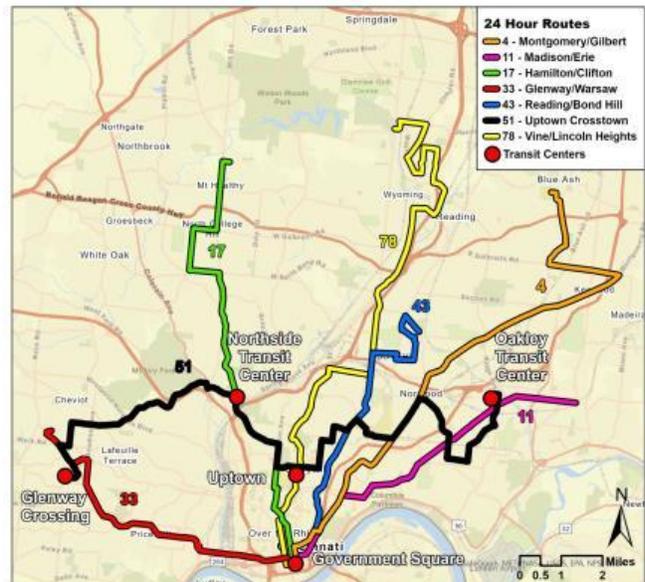
Time on the bus

Priority: Faster trip times

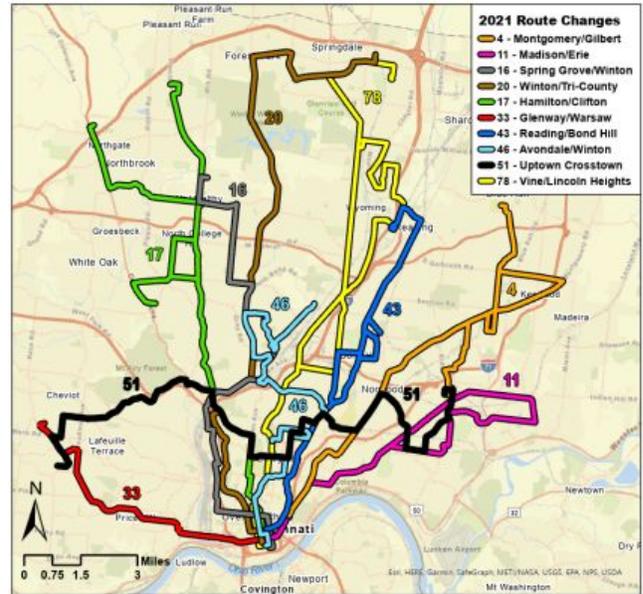


■ **24/7/365 routes:**

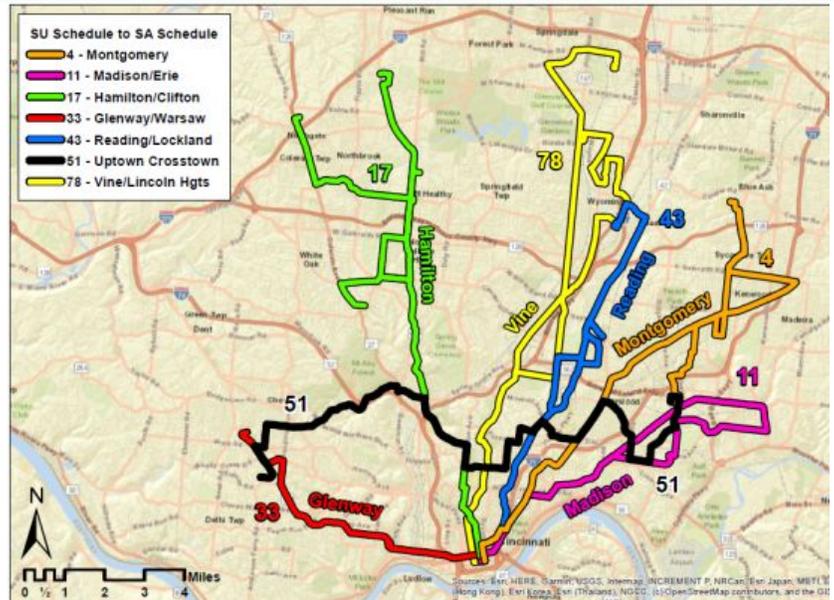
- Rt. 4 – Kenwood/Blue Ash branch
- Rt. 11 – Madison Rd. branch
- Rt. 17 – Mt. Healthy branch
- Rt. 33 – Glenway Ave.
- Rt. 43 – Bond Hill branch
- Rt. 51 – Glenway Crossing-Hyde Park Crosstown
- Rt. 78 – Lincoln Heights branch



- Rts. 16 and 20 will run on Sundays and increase weekday service to every 30 minutes
- Rts. 4, 11, 17, 33, 43, and 78 will increase Sunday service to match Saturday service
- The Winton Hills branch of Rt. 43 will become part of Rt. 46



Route	Hours		Frequency	
	Current Sunday	New Sunday	Current Sunday	New Sunday
4	5:06a to 12:30a	24 / 7	~30 min	~20 min
11	6:10a to 11:40p	24 / 7	~30 min	~15 min
17	5:38a to 12:30a	24 / 7	~35 min	~15 min
33	6:08a to 11:40p	24 / 7	~30 min	~20 min
43	5:45a to 12:40a	24 / 7	~30 min	~20 min
51	8:33a to 7:50p	24 / 7	~70 min	~60 min
78	6:15a to 12:35a	24 / 7	~40 min	~30 min



20,000

- More jobs accessible by Metro

740

- More employers accessible by Metro

\$850 Million

- Total wages accessible by Metro

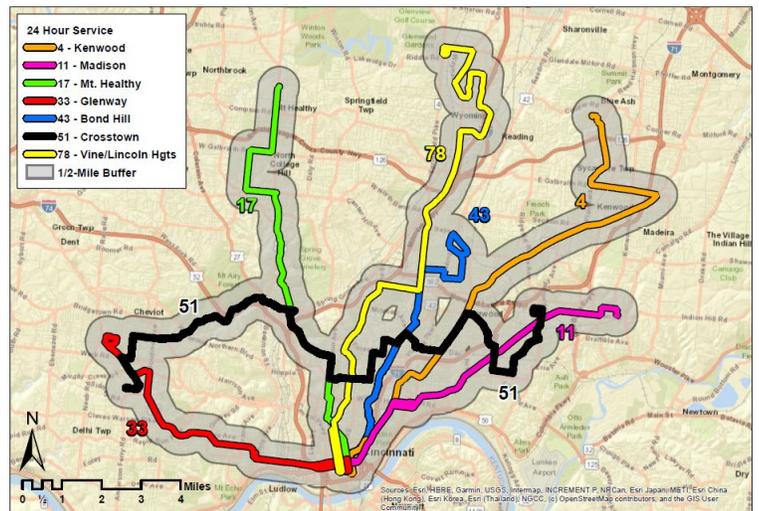


50%

- Hamilton Co. jobs with 24-hour service

10,000+

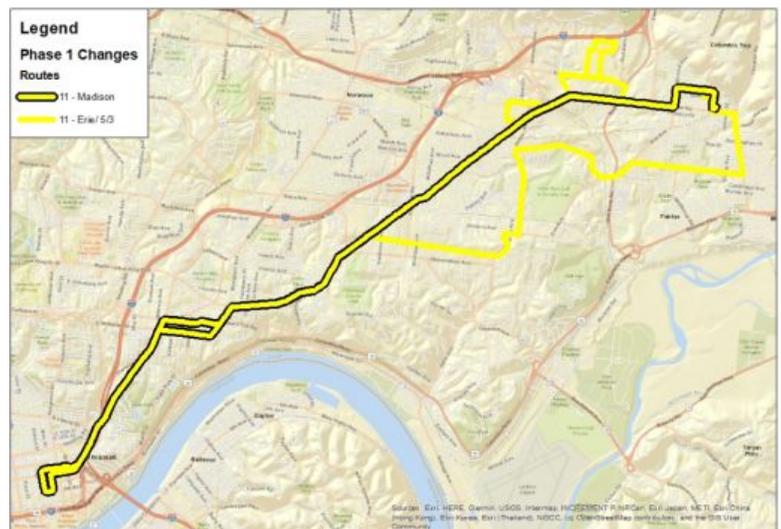
- Employers with 24-hour service



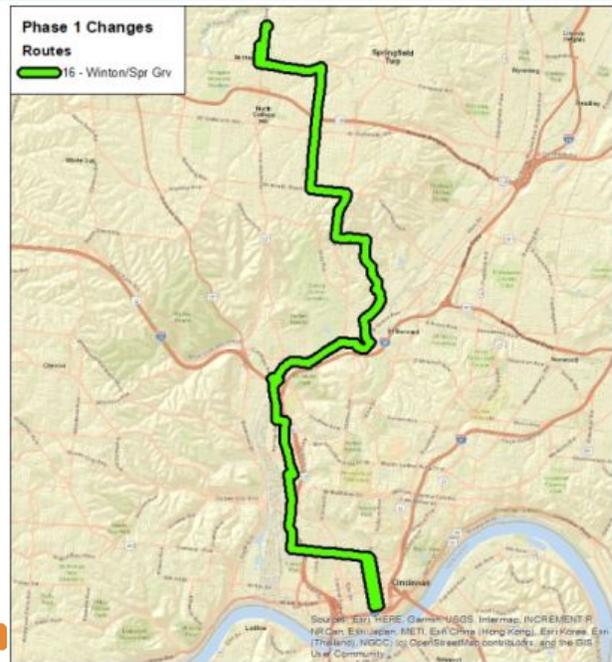
Route 4 Year 1	Current	Proposed
Weekday Hours	4:11a - 12:55a	24-Hour
Peak Frequency	10 min	10 min
Midday Frequency	20 min	20 min
Evening Frequency	30 min	30 min
Saturday Hours	5:10a - 12:30a	24-Hour
Saturday Frequency	20 min	20 min
Sunday Hours	5:06a - 12:30a	24-Hour
Sunday Frequencies	30 min	~20 min



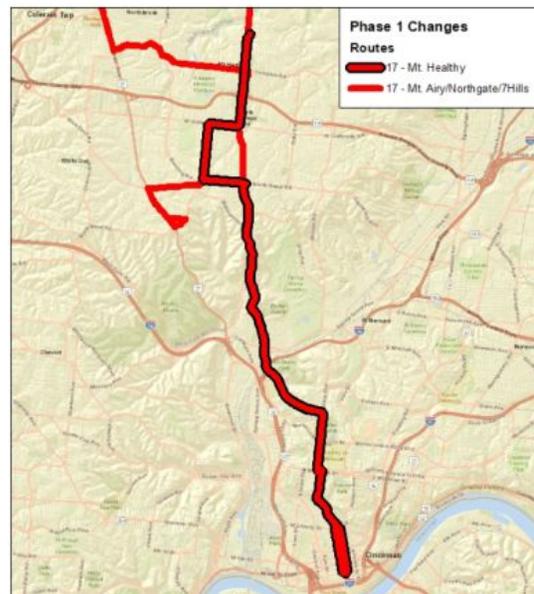
Route 11 Year 1	Current	Proposed
Weekday Hours	4:43a - 12:55a	24-Hour
Peak Frequency	10 min	10 min
Midday Frequency	25 min	25 min
Evening Frequency	40 min	40 min
Saturday Hours	5:45a - 12:45a	24-Hour
Saturday Frequency	15 min	15 min
Sunday Hours	6:10a - 11:40p	24-Hour
Sunday Frequencies	30 min	~15 min



Route 16 Year 1	Current	Proposed
Weekday Hours	4:38a - 9:30p	4:30a - 10:30p
Peak Frequency	55 min	30 min
Midday Frequency	55 min	30 min
Evening Frequency	70 min	60 min
Saturday Hours	7:07a - 7:50p	6:30a - 10:00p
Saturday Frequency	70 min	60 min
Sunday Hours	No Service	7:00a - 7:00p
Sunday Frequencies	No Service	60 min



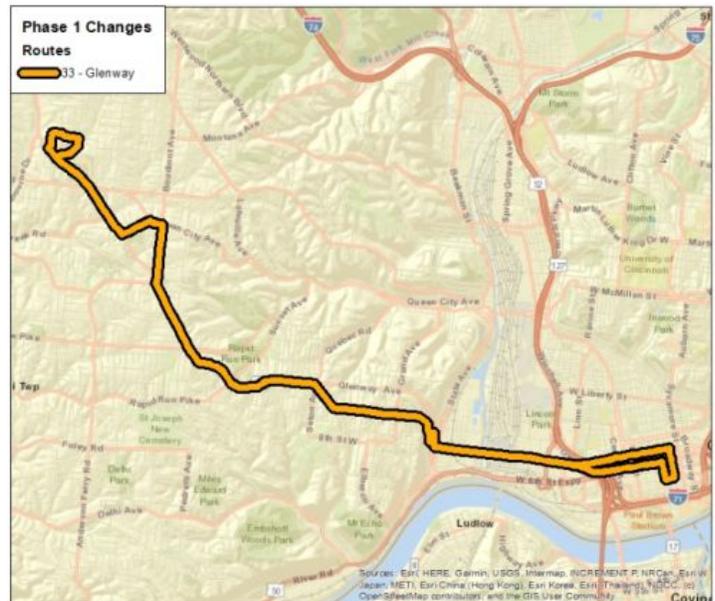
Route 17 Year 1	Current	Proposed
Weekday Hours	4:11a - 12:55a	24-Hour
Peak Frequency	10 min	10 min
Midday Frequency	15 min	15 min
Evening Frequency	30 min	30 min
Saturday Hours	4:48a - 12:55a	24-Hour
Saturday Frequency	15 min	15 min
Sunday Hours	5:38a - 12:30a	24-Hour
Sunday Frequencies	35 min	~15 min



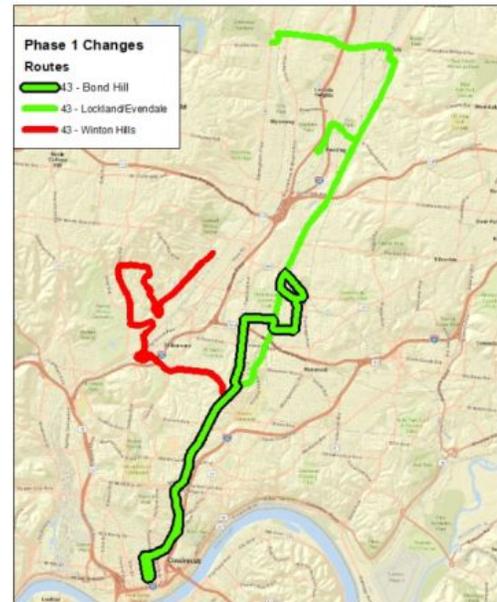
Route 20 Year 1	Current	Proposed
Weekday Hours	5:35a - 8:25p	5:30a - 10:30p
Peak Frequency	55 min	30 min
Midday Frequency	55 min	30 min
Evening Frequency	85 min	60 min
Saturday Hours	6:39a - 9:32p	6:30a - 10:00p
Saturday Frequency	60 min	30 min
Sunday Hours	No Service	7:00a - 10:00p
Sunday Frequencies	No Service	60 min



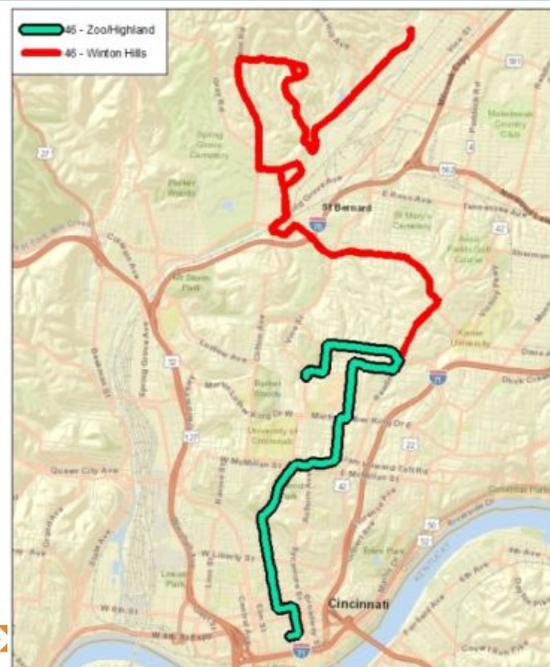
Route 33 Year 1	Current	Proposed
Weekday Hours	4:39a - 12:55a	24-Hour
Peak Frequency	12 min	12 min
Midday Frequency	18 min	18 min
Evening Frequency	25 min	~20 min
Saturday Hours	6:10a - 12:15a	24-Hour
Saturday Frequency	25 min	~20 min
Sunday Hours	6:08a - 12:40p	24-Hour
Sunday Frequencies	30 min	~20 min



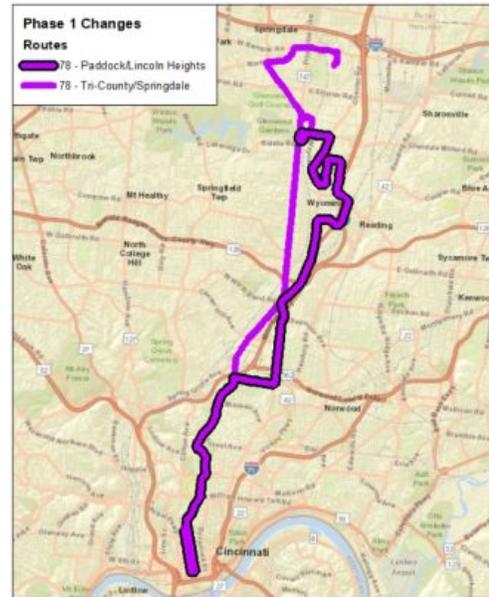
Route 43 Year 1	Current	Proposed
Weekday Hours	4:55a - 12:55a	24-Hour
Peak Frequency	8 min	10 min
Midday Frequency	12 min	15 min
Evening Frequency	20 min	30 min
Saturday Hours	5:08a - 12:50a	24-Hour
Saturday Frequency	15 min	~20 min
Sunday Hours	5:45a - 12:40a	24-Hour
Sunday Frequencies	20 min	~20 min



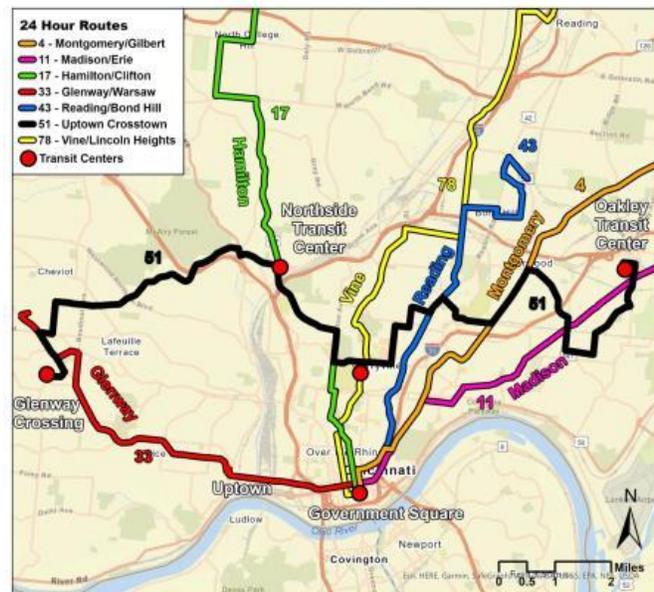
Route 46 Year 1	Current	Proposed
Weekday Hours	5:57a - 12:55a	5:30a - 1:00a
Peak Frequency	20 min	15 min
Midday Frequency	23 min	20 min
Evening Frequency	50 min	50 min
Saturday Hours	6:20a - 12:50a	5:00a - 1:00a
Saturday Frequency	30 min	30 min
Sunday Hours	6:45a - 11:50p	6:00a - 12:00a
Sunday Frequencies	30 min	30 min



Route 78 Year 1	Current	Proposed
Weekday Hours	4:35a - 12:55a	24-Hour
Peak Frequency	15 min	15 min
Midday Frequency	30 min	30 min
Evening Frequency	45 min	45 min
Saturday Hours	5:08a - 12:35a	24-Hour
Saturday Frequency	30 min	30 min
Sunday Hours	6:15a - 12:35a	24-Hour
Sunday Frequencies	40 min	~30 min



Route 51 Year 1	Current	Proposed
Weekday Hours	4:03a - 9:35p	24 / 7
Peak Frequency	35 min	35 min
Midday Frequency	35 min	35 min
Evening Frequency	30 min	30 min
Night Frequency	NA	~45 min
Saturday Hours	5:35a - 10:15p	24 / 7
Saturday Frequency	60 min	60 min
Sunday Hours	8:33a to 7:50p	24 / 7
Sunday Frequency	70 min	~60 min



THANK YOU

