CLERMONT AGENDA FOR THE FUTURE

2014 Report

A community-driven 10-year Agenda for a greater Clermont County

Supported by:

Prepared by:

Community Building Institute

A partnership between Xavier University and United Way
A letter from Clermont Agenda for the Future Chairman Dave Gooch:

“We live in a great country. We are a few people blessed with a land of beauty and bountiful resources. We have opportunities most citizens of the world can only dream to achieve. Our community represents all of this. We are bordered by one of the great rivers, the Ohio, and our land rolls with gentle hills and valleys bisected by other scenic waters and two superb lakes. Many were born here and stay to carry on names covering several generations. Others of us have moved here because of rural values, quality schools, affordable land, and good jobs...”

Pulled from the introduction of the “Clermont 2001” report, these words, which so beautifully describe our county, were the result of an initiative that began more than 25 years ago. In October 1988, Ed Parish and Bill Over convened a group of community leaders to have a conversation about the future of Clermont County. With this meeting, they launched a year-long endeavor that engaged more than 350 citizen-volunteers to create a vision for the future for Clermont County. The recommendations that came out of this effort were compiled into a report entitled “Clermont 2001.” Clermont 2001 called upon citizens, business leaders, elected officials, and community groups to pursue a number of key economic development and quality-of-life initiatives over the ensuing decade.

One of the outcomes of this initiative was the establishment of LEAD Clermont, a high-quality, intensive leadership and team building study, delivered in a manner that links class members to volunteer service in Clermont County. Since its inception 22 years ago, LEAD Clermont has graduated more than 400 individuals. The positive impact these individuals have had in Clermont County is immeasurable.

From the members of the LEAD Clermont Class of 2012, came a call to create a new “Agenda for the Future of Clermont County.” The class concluded that while the Clermont 2001 initiative produced a number of very positive outcomes in Clermont County, a great deal had changed in our community in the past 25 years. Duke Energy stepped up to generously provide funding, and the Community Agenda project was launched.

When the community leadership began this process, it was with two goals in mind. The first was to create an agenda for the future that would build on the best of the County. The second was to involve a whole new generation of residents in the process. Subsequently, 500 community members attended more than 50 community conversations held throughout Clermont County. Several themes and values remained consistent throughout the conversations. The following Themes were drawn out to establish a framework for moving forward: Economic Opportunity; Transportation; Parks, Nature and Recreation; Community; Lifelong Learning; Health and Wellness; and Housing. The four key values that emerged were as follows: balancing growth and development with a rural, small town feel; making Clermont County a great place for every phase of life; being productive citizens and community members; and preserving and promoting our historic and natural assets.
To date, hundreds of people have participated in this process. They’ve identified values, created work teams around themes that were identified by the community as most important, and developed an actionable set of recommendations that will move the county forward, while protecting the core values that matter most.

As the introduction so eloquently describes, we are indeed very fortunate to live in an incredible community, filled with strong core values and a wealth of natural resources. To preserve these values and resources, individual communities and organizations need to plan, but they also need a comprehensive “Agenda for the Future.” It can be argued that because Clermont is such a community-based and geographically-diverse county, it is not practical or useful to create a countywide agenda. However, the vast majority of individuals who have joined this initiative understand that these are the very reasons we must do so. On behalf of the many individuals who have had a voice in this process, I challenge each citizen to set aside personal agendas and partner with us for the benefit of our residents and the success of our County.

Dave Gooch
Chairman, Clermont Agenda for the Future
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INTRODUCTION

When the community leadership in Clermont County began this process it was with two things in mind: to create an agenda for the future that would build on the best of the County and to involve a whole new generation of residents in the process. What follows is an Agenda for the Future that does both of these things. Last winter over 500 people; new residents, old-timers, business owners, high school students, retirees, librarians, and hikers, and more hosted their neighbors and friends at over 50 community conversations about what makes Clermont County a great place to live. They talked about great parks and open spaces, about wanting to make sure there were good jobs for their children and comfortable housing for their aging parents, and about Jungle Jim’s!

In all these hundreds of opinions, four values kept coming out (see Values inset). People in Clermont County value and appreciate the rural, small-town feel of this place that is close to a major metropolitan area, they want the County to move forward with a growth strategy that is balanced, and respects and preserves the small town feel of the place while providing jobs, amenities, and institutions that support residents.

The Land Use Map (see page 9) illustrates areas where productive farming and an agricultural way of life should be preserved and protected. It identifies community centers like Milford, Amelia, and Batavia where the County gets its image and small town feel. It highlights important open spaces that should be preserved for recreational use and to preserve rich natural treasures - hillsides, waterfalls and forests. It also highlights an emerging suburban zone that provides jobs, great educational options and other amenities within easy reach for everyone. In Clermont County balanced growth means enjoying suburban amenities and preserving important agricultural and natural resources.

Values

Conversations and survey responses consistently brought out certain Values that residents were most focused on preserving and improving:

**Balancing growth and development with a rural, small-town feel.**

**Making Clermont County a great place for every phase of life.**

**Being productive citizens and community members.**

**Preserving and promoting our historic and natural assets.**
Residents want Clermont County to be a great place for people in every phase of their lives. There should be opportunities for residents of all ages to reach and maintain healthy lifestyles. Clermont should be a great place to raise your kids, to get started as a young adult, and to have a productive interesting retirement. Creating lifelong learners with things to explore at all ages, having ways to get around with a car and without one, having lots of employment opportunities and career training opportunities to go with them are important to Clermont residents.

Preserving the natural and historic resources of the county is a core value to most of those who participated in the process. While it is easy to undervalue or underestimate the importance of things seen every day, people were quick to point out that it is these natural and historic resources that make Clermont unique and that are worth saving and highlighting.

Clermont County residents want to contribute. They want to be part of the solutions they seek. People are proud of the contributions they make as neighbors, employers, and taxpayers. They are looking for more ways to communicate and connect and get involved, and more ways to support each other.

Hundreds of people participated in this process. They identified values, created work teams around themes that were identified by the community as most important, and developed an actionable set of recommendations that will move the County forward and still respect what matters most to the County. The next step in this process is to stay connected, engaged and work together to create change.
In early 2014, community leaders began to think about economic development and quality of life issues in all parts of the county – to reset priorities for future growth and development throughout Clermont County. The last Clermont County community-wide visioning initiative was conducted nearly 25 years ago. While the resulting Clermont 2001 report released in 1991 produced a number of positive accomplishments, a great deal has changed in our community over the past 25 years. This process represents a similarly bold initiative.

A community-wide process was convened to hear from all voices in the county, generate positive, productive discussions about the future, and develop strategies that will guide future growth, target resources, and build on all that is great about Clermont County. This document encapsulates the tireless work of many volunteers over the last year. It is a guide and a springboard for implementation and progress.
**Leadership**

Agenda for the Future was guided by an Executive Team and Work Teams. The Executive Team was responsible for guiding the process and ensuring that all voices were heard throughout the process. The Work Teams took feedback from hundreds of Clermont residents and worked over several months to develop recommendations.

Both the Executive Team and Work Teams have been champions of the Agenda during its development and will continue to be champions during implementation.

**Executive Team:**

Dave Gooch, *Park National Bank*
George Brown, *Project Manager*
John Melvin, *Clermont Chamber*
Matt Van Sant, *Clermont Chamber*
Warren Walker, *Duke Energy*

**Work Team Co-Chairs**

Chris Smith  *Economic Opportunity*  
Dave Spinney  *Economic Opportunity*  
Larry Fronk  *Transportation*  
Rex Parsons  *Transportation*  
Sheila Hinton  *Parks, Nature & Rec.*  
Jim Meyer  *Parks, Nature & Rec.*  
M.E. Steele-Pierce  *Lifelong Learning*  
Chris Wick  *Lifelong Learning*  

Sandy Bradford  *Community*  
Lisa Davis  *Community*  
Sarah Ghee  *Health and Wellness*  
Margaret Jenkins  *Health and Wellness*  
Tim Hershner  *Housing*  
Larry Keith  *Housing*  

**Work Team Support**

Liz Blume, *Community Building Institute (CBI)*  
Valerie Daley, *CBI*  
Andrew Stahlke, *CBI*
Located in Southwest Ohio within the Cincinnati metropolitan region, Clermont County is a collection of unique communities both new and historic, urban and rural. Initially jump-started by post-WWII housing development and interstate highway expansion, Clermont’s growth continues, and the county has just surpassed 200,000 residents.

**Population:** 200,218

**Area:** 458 sq. miles

**13 Municipalities**
- Largest: Milford (pop. 6,680)
- Smallest: Chilo (pop. 63)

**14 Townships**
- Largest: Union (pop. 46,416)
- Smallest: Washington (pop. 2,278)
$60,590  [$48,246 in Ohio]
Median Household Income, 2012

5.2%  [6.0% in Ohio]
Unemployment, July 2014

79 parks and preserves

54 Major annual community events

+5 years Increase in median age, 2000-2010

$50 million
Infrastructure improvements (2014-2015)

12.1% Adults with no high school diploma
[11.6% in metro region]

33% Adults with a college degree
[37% in metro region]

425 LEAD Clermont graduates

-12% Loss in rural population, 2000-2010
[-1% in Ohio]
Future Land Use

How land will be used in the future has been a part of many conversations involving the future of Clermont County. From improved transportation links to economic development projects to land preservation initiatives, residents have consistently expressed their desire to maintain a balance between rural, small-town character and growth and development. Land use patterns now and in the future are particularly important to Clermont County.

- Suburban
  Areas of low to medium density development of primarily residential, with commercial and industrial uses as well.

- Parks and Greenspace
  Park or nature preserve areas (State, Township, Village, City), and lands owned publicly or privately that are considered to be park, greenspace, or preserved for natural use (excluding golf courses).

- Natural (Hillsides and Forests)
  Areas of predominately forest or tree-cover, typically near rivers, streams and lakes, and including area of hills and slope near the Ohio River.

- Agricultural/Rural
  Areas that are generally sparsely populated, predominately agricultural (an important economic use in Clermont County), with occasional residences.

- Mixed-Use Community Center
  Municipalities, Township centers and areas of population concentration, commercial activity and mixed uses.

- Economic Ready Zone
  Areas with strong economic development potential, where infrastructure exists for growth and development now and in the future.
RECOMMENDATIONS

Within the seven Themes (below), 23 Goals (pages 13-15) were set covering a broad range of topics. The Goals are listed on the following pages, with more detailed information for each Goal including Action Steps and Partners starting on page 18.
<table>
<thead>
<tr>
<th>Economic Opportunity</th>
<th>Transportation</th>
<th>Parks, Nature, &amp; Recreation</th>
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<tbody>
<tr>
<td>1. We will have active, competitive, and fully serviced commercial sites from which to offer office and industrial options to accommodate new and expanding firms.</td>
<td>4. The transportation system is maintained and enhanced for residents and its capacity is increased to facilitate economic development.</td>
<td>8. Clermont County residents are better served by parks at all levels (State, County, Township, City and Village) which are an asset that makes Clermont County the place to live, work and play in Greater Cincinnati.</td>
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<tr>
<td>2. We will organize a team of community stakeholders (public and private) to create a rapid and customized program to provide employee training and recruitment specific to business needs to achieve county-wide gainful employment.</td>
<td>5. Public transportation and accessibility in Clermont County is promoted, enhanced, and expanded to connect destinations.</td>
<td>9. There are more preserved and protected natural areas in Clermont County that can be enjoyed by current and future generations.</td>
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<td>3. We will have a robust marketing and branding strategy for Clermont County designed to attract and support expansion of companies in our community.</td>
<td>6. Create connections between community centers and other important destinations that enhance economic development opportunities and quality of life in a balanced way.</td>
<td>10. Quality of life for Clermont County residents is enhanced by improving the variety and availability of recreational activities in Clermont County.</td>
</tr>
<tr>
<td>7. Promote bikeways and sidewalks that enhance the rural character of the County and mobility options for the non-motoring public.</td>
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Clermont County residents have easy access to information about activities, events, services, and places in the county and this information is shared with residents of surrounding communities.

Clermont County will have a defined recognizable brand.

Volunteerism increases connections and strengthens the County.

Clermont County has an increased level of leadership effectiveness.

Clermont residents and stakeholders understand the importance of, and invest in, the social and economic value of learning.

Every child enters kindergarten prepared for success in school.

Every child in Clermont County has equal access to learning that helps them succeed in school and life.

Every adult in Clermont County continuously develops skills, knowledge, and experiences to achieve personal, professional, and community goals.

Clermont County will be a drug free community.

The community will be more aware and supportive of mental health services as integral to the quality of life of all citizens in helping them live quality lives and achieve maximum health and independence.

Clermont health (mental and physical) and wellness outcomes are bolstered and the community will report having excellent or very good health through expanded partnerships and collaborations.
Clermont County understands future population growth demands and existing and future capacity of land and buildings.

Housing in Clermont County can meet growth demands in all population segments.
The final 23 Goals were voted on at a Public Workshop and online survey, and the overall ranking of each Goal is listed below. See Appendix (pages 56 - 58), for complete prioritization results from both the online survey and public workshop.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Goal</th>
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<tbody>
<tr>
<td>1st</td>
<td>Clermont County will be a drug free community.</td>
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<tr>
<td>2nd</td>
<td>We will have active, competitive, and fully serviced commercial sites from which to offer office and industrial options to accommodate new and expanding firms.</td>
</tr>
<tr>
<td>3rd</td>
<td>Every child in Clermont County has equal access to learning that helps them succeed in school and life.</td>
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<tr>
<td>4th</td>
<td>Promote bikeways and sidewalks that enhance the rural character of the County and mobility options for the non-motorizing public.</td>
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<td>5th</td>
<td>Clermont County residents are better served by parks at all levels (State, County, Township, City and Village) which are an asset that makes Clermont County the place to live, work and play in Greater Cincinnati.</td>
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<td>There are more preserved and protected natural areas in Clermont County that can be enjoyed by current and future generations.</td>
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<td>Clermont health (mental and physical) and wellness outcomes are bolstered and the community will report having excellent or very good health through expanded partnerships and collaborations.</td>
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<td>Every child enters kindergarten prepared for success in school.</td>
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<td>Every adult in Clermont County continuously develops skills, knowledge, and experiences to achieve personal, professional, and community goals.</td>
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<tr>
<td>15th</td>
<td>Public transportation and accessibility in Clermont County is promoted, enhanced, and expanded to connect destinations.</td>
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<tr>
<td>16th</td>
<td>Clermont County has an increased level of leadership effectiveness.</td>
</tr>
<tr>
<td>17th</td>
<td>Housing in Clermont County can meet growth demands in all population segments.</td>
</tr>
<tr>
<td>18th</td>
<td>Create connections between community centers and other important destinations that enhance economic development opportunities and quality of life in a balanced way.</td>
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<tr>
<td>19th</td>
<td>We will have a robust marketing and branding strategy for Clermont County designed to attract and support expansion of companies in our community.</td>
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(Goals continued on next page)
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<th>Rank</th>
<th>Goal</th>
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<tr>
<td>20th</td>
<td>Volunteerism increases connections and strengthens the County.</td>
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<tr>
<td>21st</td>
<td>We will organize a team of community stakeholders (public and private) to create a rapid and customized program to provide employee training and recruitment specific to business needs to achieve county-wide gainful employment.</td>
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<tr>
<td>22nd</td>
<td>Clermont residents and stakeholders understand the importance of, and invest in, the social and economic value of learning.</td>
</tr>
<tr>
<td>23rd</td>
<td>Housing in Clermont County can meet growth demands in all population segments.</td>
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What we heard:

Priority Workshop attendees voted for their top three priority topics within each theme at the April 26, 2014 workshop. An online survey was conducted to gain additional community feedback in late April/early May. A total of 317 community members completed the survey to rank their top three priority topics.

The percentage next to each topic indicates the percent of responses that had that topic as a top priority (workshop and survey).

- **16%** Company attraction (corporate, industrial, high-tech, etc.)
- **12%** Restaurants, shopping and entertainment
- **11%** Employment opportunities for all
- **9%** Marketing and branding of county
- **3%** Tourism

What we know:

Following are a few facts that highlight the current condition of Economic Opportunity within Clermont County:

- An average of 300 new businesses opened in each of the last 5 years
- 20% of employees in Clermont County are in the retail, entertainment, accommodations or food service industries (2012)
- 7.6% of families in Clermont County are living below the poverty line, lower than the state-wide level of 11.2% (2012)
- The median household income in Clermont County is $60,590, higher than the state-wide median of $48,246 (2012)
- The rate of unemployment in Clermont County is 5.2%, lower than the state-wide rate of 6.0% (July, 2014)
What should we do?

Based on Clermont Agenda for the Future public feedback and existing conditions, the Work Team developed the following recommendations:

**GOAL 1**

*We will have active, competitive, and fully serviced commercial sites from which to offer office and industrial options to accommodate new and expanding firms.*

**ACTION 1a** Establish public/private partnerships to provide financing of infrastructure needs and establishment of competitive site(s) for development. *Economic Ready Zones (areas have strong economic development potential, where infrastructure exists for growth) are identified on page 20.*

**ACTION 1b** County/local government/quasi-public agency develop strategy and policies to acquire non-competitive properties for redevelopment and repositioning to present to private sector for final development with an end user.

**ACTION 1c** Assess need and potential for public investment in increasing inventory.

**ACTION 1d** Establish a revolving loan fund for gap financing to encourage preferred development to address a public purpose and benefit.

### Potential Partners

- Clermont County Commissioners
- Clermont County Port Authority
- Community Improvement Corporation(s)
- Local governments
- Public & private utilities
- State of Ohio
- Appalachian Regional Commission
- Land Owner(s)
- Developer Community
- Chambers of Commerce
- Commercial lenders
- United Way of Greater Cincinnati (Eastern Area)
Economic Ready Zones Map

- Township Boundary
- Municipal Boundary

Potential Land Use

- Natural (Hillsides, Forests, Waterways)
- Agriculture/Rural
- Suburban (Res, Comm, Ind)
- Mixed-Use Community Center
- Economic Ready Zone
- Parks and Greenspace (Public, Private)

Land use boundaries are for estimating purposes only, and are not meant to precisely reflect actual land use/cover.

GOAL 2

We will organize a team of community stakeholders (public and private) to create a rapid and customized program to provide employee training and recruitment specific to business needs to achieve county-wide gainful employment.

ACTION 2a  Assemble appropriate partners/stakeholders and training providers.

ACTION 2b  Assess partner expertise in selected employment clusters/sectors.

ACTION 2c  Convene cluster or sector employers and establish training curriculums.

ACTION 2d  Establish governance, protocols, and certifications for the training programs to address issues of candidate recruitment, tuition sources, and job placements following training.

Potential Partners

Jobs Ohio
UC Clermont College
Oaks Career Center
Grant Career Center
Cincinnati State
Southern State
Clermont County Office of Economic Development

Chambers of Commerce
Representatives from business community
Clermont County Public Library
OSU Extension –Clermont County
United Way of Greater Cincinnati (Eastern Area)
GOAL 3

We will have a robust marketing and branding strategy for Clermont County designed to attract and support expansion of companies in our community.

We support the Clermont Agenda Community collective communications concept of a central media platform/website where multiple community stakeholders, organizations, jurisdictions (public, private, and philanthropic) contribute content and aggregate information. This concept is helpful and supportive of Economic Opportunity efforts. We believe that the brand must be established first, followed by the message. A “DID YOU KNOW” campaign may be useful to deploy through new, updated, and varied social networking channels.

ACTION 3a  Collaborate with the Clermont Agenda Community collective communications concept of a central media platform/website to develop a message that will resonate with external high-level senior management executives, developers, commercial realtors, accountants, attorneys, and other deal influencers that are often outside Clermont County boundaries.

Potential Partners

Chambers of Commerce
Local governments
Commercial lenders
Clermont County Park District
Clermont County Public Library
Convention and Visitors Bureau
Clermont County Educational Service Center
Clermont County Township association
Clermont County Mayor’s Association
Boy Scouts
Girl Scouts
Cincinnati Nature Center (Center for Conservation and Leadership)
United Way of Greater Cincinnati (Eastern Area)
OSU Extension –Clermont County

The importance of branding and marketing was expressed in several Work Teams, and collaboration among Economic Development, Community and other implementation teams going forward is vital.
What we heard:

Priority Workshop attendees voted for their top three priority topics within each theme at the April 26, 2014 workshop. An online survey was conducted to gain additional community feedback in late April/early May. A total of 317 community members completed the survey to rank their top three priority topics.

The percentage next to each topic indicates the percent of responses that had that topic as a top priority (workshop and survey).

- 20% Road and traffic improvements
- 13% Road maintenance
- 12% Sidewalks and walkability
- 12% Public transportation (bus, rail, Park-n-Ride, senior, disabled)
- 9% Eastern/Oasis Corridor

What we know:

Following are a few facts that highlight the current condition of Transportation within Clermont County:

- Over $50 million in infrastructure improvements are currently underway, or will be by 2015, through the Clermont County Transportation Improvement District (TID)
- Milford, Eastgate, Amelia, New Richmond and Felicity are all connected to Downtown Cincinnati via bus transit
- 26% of households in Clermont County only have access to 1 vehicle, and 4.7% (3,467 households) have no vehicle access at all (2012 ACS).
What should we do?

Based on Clermont Agenda for the Future public feedback and existing conditions, the Work Team developed the following recommendations:

**GOAL 4**

The transportation system is maintained and enhanced for residents and its capacity is increased to facilitate economic development.

**ACTION 4a** Support reconstruction and improvements along critical transportation routes: I-275, SR 32, SR 125, SR 28, US 50, and US 52.

**ACTION 4b** Ensure good access to significant economic development “ready zones” (see Transportation Recommendations Map page 28, Economic Ready Zones Map, page 20).

**ACTION 4c** Provide good site access to facilitate development and preserve tree cover and other natural features to the extent possible.

**Potential Partners**

- Clermont County Commissioners
- County Engineer
- Clermont County Transportation Improvement District (CCTID)
- Ohio Department of Transportation (ODOT)
- Local villages, towns, and townships
- Planning and zoning officials
- County Economic and Community Development Department
- Private developers
GOAL 5

Public transportation and accessibility in Clermont County is promoted, enhanced, and expanded to connect destinations.

ACTION 5c  Enhance transit service along major corridors.

ACTION 5d  Ensure adequate transit service to important employment, education and shopping destinations, especially in the “ready zones” (see Transportation Recommendations Map)

Potential Partners

Local villages, towns, and townships
County Commissioners
Transit Board of the County Commissioners
County Engineer
County Economic and Community Development Department
Clermont County Transportation Improvement District (CCTID)

Clermont Transportation Connection (CTC)
Ohio Department of Transportation (ODOT)
Clermont school districts
United Way of Greater Cincinnati (Eastern Area)
GOAL 6

Create connections between community centers and other important destinations that enhance economic development opportunities and quality of life in a balanced way.

**ACTION 6a**  Create appropriate intra-county connections between and among community centers and other significant destinations.

**ACTION 6b**  Promote three lane road sections to enhance travel times and safety, provide adequate signage, and incorporate sidewalks and bikeways where appropriate.

**ACTION 6c**  Consider a connection between Williamsburg, Bethel, Felicity and the Ohio River should a river crossing at route 133 become a possibility.

**Potential Partners**

- County Commissioners
- County Engineer
- Clermont County Transportation Improvement District (CCTID)
- Ohio Department of Transportation (ODOT)
- United Way of Greater Cincinnati (Eastern Area)
- Local governments
GOAL 7

Promote bikeways and sidewalks that enhance the rural character of the County and mobility options for the non-motor public.

**ACTION 7a**  Support community centers as areas for growth and redevelopment for housing and economic development – encourage complete streets as new uses and renovation takes place.

**ACTION 7b**  Support streetscaping and pedestrian enhancements in community centers.

**ACTION 7c**  Provide walkability and connectivity to a variety of land uses.

**Potential Partners**

- Local governments
- County Commissioners
- County Engineer
- Clermont County Transportation Improvement District (CCTID)
- Ohio Department of Transportation (ODOT)
- OKI (Ohio-Kentucky-Indiana Regional Council of Governments)
- Green Umbrella
- Clermont County Park District
- United Way of Greater Cincinnati (Eastern Area)

Goal #7 was the most important Transportation goal, and 4th-highest overall, according to workshop and online survey participants.
PARKS, NATURE, AND RECREATION
RECOMMENDATIONS

What we heard:

Priority Workshop attendees voted for their top three priority topics within each theme at the April 26, 2014 workshop. An online survey was conducted to gain additional community feedback in late April/early May. A total of 317 community members completed the survey to rank their top three priority topics.

The percentage next to each topic indicates the percent of responses that had that topic as a top priority (workshop and survey).

- 17% Family-friendly recreation for everyone
- 14% Natural habitat, river and wildlife preservation
- 11% Community/Township parks
- 8% Promotion and publicity of natural resources and recreation

What we know:

Following are a few facts that highlight the current condition of Parks, Nature, and Recreation within Clermont County:

- Clermont County has 79 parks, from small village and township parks to large state parks and preserves
- Clermont County has the most state park land (12,484 acres) of all Ohio counties in the Cincinnati Metro-area
- The Clermont County Park District offers facility rentals for family reunions, weddings, and special events in shelters, Pattison lodge, and Hartman Cabin
What should we do?

Based on Clermont Agenda for the Future public feedback and existing conditions, the Work Team developed the following recommendations:

**GOAL 8**

Clermont County residents are better served by parks at all levels (State, County, Township, City and Village) which are an asset that makes Clermont County the place to live, work and play in Greater Cincinnati.

| ACTION 8a | Establish a coalition of Parks, the Park Alliance for Clermont County or “PACC.” PACC will collaborate to catalog, improve, and expand park offerings; promote the parks to the public; share best practices and expertise; and work together to improve public and private funding. |
| ACTION 8b | Create public awareness of what is currently available in parks (see Parks and Greenspace Map, page 30). |
| ACTION 8c | Create public awareness of park volunteer opportunities. |
| ACTION 8d | Create a comprehensive parks resource development plan and advocate for improvements and enhancements. |

**Potential Partners**

- Clermont County Park District
- East Fork State Park Manager
- Township Administrators, Community Park Representatives
- Milford, Loveland Park representatives
- Business Owners
- OSU Extension – Clermont County

Overall, Parks, Nature, and Recreation was ranked the highest priority Theme by workshop and online survey participants.
GOAL 9

There are more preserved and protected natural areas in Clermont County that can be enjoyed by current and future generations.

ACTION 9a  Inventory Clermont County greenspace. (see Parks and Greenspace Map, page 33, and Future Land Use Map, page 20).

ACTION 9b  Develop and implement a County-wide Greenspace Plan.

ACTION 9c  Educate citizens, corporations, public officials, government entities about importance of and best practices for greenspace preservation and management.

Potential Partners

Clermont County Planning Commission
Clermont County Soil & Water Conservation District
Park Districts (Clermont County Parks, Townships, State Parks)
Little Miami Conservancy

Cincinnati Nature Center (Center for Conservation and Stewardship)
The Land Conservancy of Hamilton County
Township Zoning Departments
Green Umbrella (Land Team with Ohio-Kentucky-Indiana Regional Council of Governments)
Valley View Foundation
Clermont County Office of Environmental Quality
OSU Extension – Clermont County

This Goal speaks to a value statement that workshop and online survey participants expressed often - that a balanced approach to future development was important.
GOAL 10

Quality of life for Clermont County residents is enhanced by improving the variety and availability of recreational activities in Clermont County.

ACTION 10a  Develop Clermont County Recreation Task Team.

ACTION 10b  Survey and inventory what is currently available and what residents would like to have in terms of recreational activities (public and private).

ACTION 10c  Develop an implementation plan and work collaboratively with the Clermont Agenda Community communication recommendations (GOAL 11).

Potential Partners

LEAD Clermont Alumni Association
YMCA of Clermont County
Clermont County Park District
Clermont CAN
Miami Township Recreation
Chambers of Commerce
Clermont Convention and Visitors Bureau
Clermont County Agricultural Society
Clermont County Public Library
United Way of Greater Cincinnati (Eastern Area)

This Goal ranked as a fairly high priority among online survey participants.
What we heard:

Priority Workshop attendees voted for their top three priority topics within each theme at the April 26, 2014 workshop. An online survey was conducted to gain additional community feedback in late April/early May. A total of 317 community members completed the survey to rank their top three priority topics.

The percentage next to each topic indicates the percent of responses that had that topic as a top priority (workshop and survey).

<table>
<thead>
<tr>
<th>20%</th>
<th>Safe and clean neighborhoods and streets</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>County-wide Communication (and branding)</td>
</tr>
<tr>
<td>9%</td>
<td>Community events, festivals and parades</td>
</tr>
<tr>
<td>9%</td>
<td>Business engagement with communities and schools</td>
</tr>
<tr>
<td>6%</td>
<td>Volunteerism (and organizations, county pride and unity)</td>
</tr>
<tr>
<td>5%</td>
<td>Leadership training and governance</td>
</tr>
</tbody>
</table>

What we know:

Following are a few facts that highlight the current condition of Community within Clermont County:

- Over 54 major events in Clermont County in 2014 draw both residents and visitors
- The 21st Salute to Leaders Awards Banquet honored more than 31 community members; attendance at the Banquet was over 575
- Clermont County has 425 LEAD Clermont graduates that have completed high quality leadership and team building training
What should we do?

Based on Clermont Agenda for the Future public feedback and existing conditions, the Work Team developed the following recommendations:

**GOAL 11**

**Clermont County residents have easy access to information about activities, events, services, and places in the county and this information is shared with residents of surrounding communities.**

**ACTION 11a** Establish a team of experts as a governing board to create a comprehensive communication plan and financial strategy.

**ACTION 11b** Develop a comprehensive communication strategy that includes web, mobile, social media, and traditional channels.

**ACTION 11c** Establish a governing board to oversee implementation of the plan on an ongoing basis. The board will hire/select appropriate staff for day-to-day operations.

**ACTION 11d** Launch communications outreach effort, including marketing plan.

**Potential Partners**

Clermont County Park District
Clermont County Public Library
Convention and Visitors Bureau
Local government agencies
Clermont County Educational Service Center
Clermont County Township association
Clermont County Mayor’s Association
Boy Scouts
Girl Scouts
Cincinnati Nature Center (Center for Conservation and Leadership)
United Way of Greater Cincinnati (Eastern Area)
OSU Extension – Clermont County
GOAL 12

Clermont County will have a defined recognizable brand.

A “brand” is a reputation and a promise. It is the totality of experience. “Brands appeal to the need, anxiety, aspiration.” – Anne Kingston

ACTION 12a Collect and evaluate Clermont’s current “reputation,” compare to “vision” and identify gaps.

ACTION 12b Develop an umbrella or guiding brand statement and strategy, and supporting tactical items such as logo, tag line, and collateral formats.

ACTION 12c Develop and deploy internal and external Clermont County message and channels.

ACTION 12d Outline a financial strategy to support the plan.

ACTION 12e Conduct annual review.

Potential Partners

Local branding/marketing firms/individuals
Agenda for the Future Work Teams and associated projects

Collaboration with the Economic Opportunity implementation team is important for this Goal.
GOAL 13

Volunteerism increases connections and strengthens the County.

ACTION 13a  Determine platform that will be used as a central hub for those with volunteer opportunities and those looking to volunteer (such as VolunteerMatch.com). This will be linked to the communication platform/website.

ACTION 13b  Establish operating plan for governance and long-term financial sustainability plan.

ACTION 13c  Launch volunteer platform.

Potential Partners

Agencies and organizations that use the assistance of volunteers

Businesses who are currently doing active volunteer work in the County

Other non-profit entities such as schools, hospitals, youth organizations, service agencies, fine arts programs, churches, etc.

United Way of Greater Cincinnati (Eastern Area)

Clermont County residents place a high value on their ability to come together and help each other when the need arises.
GOAL 14

Clermont County has an increased level of leadership effectiveness.

ACTION 14a  Assess current leadership in Clermont County and benchmark to best practices.

ACTION 14b  Train and develop leaders through LEAD Clermont, LOOK to Clermont, United Way BOLD board training, and other similar leadership development programs.

ACTION 14c  Deploy leaders to lead critical Clermont projects through the LEAD Clermont Alumni Association (LCAA) that no one else can or will do.

ACTION 14d  Annually assess outcomes and impacts, and make appropriate improvements.

ACTION 14e  Outline a financial strategy to support the plan.

Potential Partners

LEAD Clermont  
LOOK to Clermont  
LEAD Clermont Alumni Association (LCAA)  
United Way of Greater Cincinnati (Eastern Area)  
LEAD Clermont Teachers  
LEAD Clermont Seniors

This Goal calls for leadership development for all types of leaders, from elected officials, to professional leadership, to youth leadership.
What we heard:
Priority Workshop attendees voted for their top three priority topics within each theme at the April 26, 2014 workshop. An online survey was conducted to gain additional community feedback in late April/early May. A total of 317 community members completed the survey to rank their top three priority topics.

The percentage next to each topic indicates the percent of responses that had that topic as a top priority (workshop and survey).

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>23%</td>
<td>Local school districts (education, facilities, funding and management)</td>
</tr>
<tr>
<td>16%</td>
<td>College and career readiness</td>
</tr>
<tr>
<td>14%</td>
<td>Pre-K, Head Start and early literacy</td>
</tr>
<tr>
<td>14%</td>
<td>Lifelong learning</td>
</tr>
<tr>
<td>14%</td>
<td>Job/vocational training</td>
</tr>
</tbody>
</table>

What we know:
Following are a few facts that highlight the current condition of Lifelong Learning within Clermont County:

- 79% of children are prepared for kindergarten, the same rate as southwest Ohio (2010/11)
- 12.1% of Clermont residents 25 or older have no high school diploma, slightly higher than the regional percentage of 11.6% (2012)
- 33% of Clermont residents 25 or older have at least an Associate’s Degree, compared to 37% in the region overall (2012)
What should we do?

Based on Clermont Agenda for the Future public feedback and existing conditions, the Work Team developed the following recommendations:

**GOAL 15**

**Clermont residents and stakeholders understand the importance of, and invest in, the social and economic value of learning.**

*The Clermont County Agenda for the Future views education and learning as a lifelong activity across the lifespan and not as limited only to compulsory formal educational settings.*

**ACTION 15a** Create an educational services road map by curating a comprehensive list of lifelong learning providers available to Clermont County residents across one’s lifespan. All Clermont residents could locate themselves on the road map and find available resources and information from lifelong learning providers.

**Potential Partners**

All learning providers, parents, families, and individuals

United Way of Greater Cincinnati (Eastern Area)
GOAL 16

Every child enters kindergarten prepared for success in school.

ACTION 16a  Improve the quality of existing daycare centers and increase the quantity of quality daycare centers.

ACTION 16b  Establish partnerships with the business community to support improvements in the quality of early learning experiences offered to young children in our community.

ACTION 16c  Develop a communication/outreach plan.

ACTION 16d  Improve outreach efforts for young children staying at home.

ACTION 16e  Support the implementation of best practices, such as the Ready School Initiative and Born Learning Academy, in Clermont County schools.

Potential Partners

Elementary schools
Parents
Preschool providers
Step Up to Quality
4C
Help Me Grow
Head Start
Healthcare providers/pediatricians
Women, Infants, and Children (WIC) program
Clermont County Public Library

Churches
Senior organizations
STRIVE
United Way of Greater Cincinnati (Eastern Area)
Success By 6
Child Focus
OSU Extension – Clermont County
UC Clermont
Archdiocese of Cincinnati
GOAL 17

Every child in Clermont County has equal access to learning that helps them succeed in school and life.

ACTION 17a Collect data about essential elements of life and work skills programs that Clermont school districts currently offer students within their curriculum and/or they make available through other community resources (see Public Schools Map, page 45).

ACTION 17b Inventory student development programs across school districts to identify which programs are similar, and which schools may have gaps in programs.

ACTION 17c Gather information about student development initiatives that have been done in the past, are in use now, or are planned in the near future. One example is the Clermont Chamber of Commerce Foundation Work Readiness Initiative which connects students and businesses to give students first-hand experience working with successful local businesses.

ACTION 17d Gather information about what school districts are doing regarding shared services or resources that benefit the mission of educating students while containing the costs of operating school districts.

ACTION 17e Gather information regarding the current priority goals Clermont school districts have established for students in their respective districts. (i.e. graduation rates, test scores, post-secondary learning, etc.)

ACTION 17f Review the United Way regional collective Education Bold Goals to assess how the Lifelong Learning of the Clermont Agenda for the Future aligns.

Potential Partners

Chambers of Commerce (business members)  Clermont Educational Service Center
UC Clermont  School district administrators
School District Boards of Education  Human Resources Roundtable

(continued on next page)
Career Centers (Grant Vocational, Great Oaks, etc.)
United Way of Greater Cincinnati (Eastern Area)
Partners for a Competitive Workforce
Informal Learning Centers (park districts, historical societies, etc.)

STRIVE
Work Readiness Initiative (Clermont Chamber)
OSU Extension – Clermont County
Archdiocese of Cincinnati
Cincinnati Nature Center
GOAL 18

Every adult in Clermont County continuously develops skills, knowledge, and experiences to achieve personal, professional, and community goals.

ACTION 18a Benchmark existing educational opportunities and programs in Clermont County and surrounding areas.

ACTION 18b Inventory existing and potential facilities that offer, or could provide and/or house future educational programs.

ACTION 18c Identify gaps in educational opportunities.

ACTION 18d Assess why people do not participate in learning opportunities and consider appropriate action.

ACTION 18e Analyze data on current levels of educational attainment in the county by community.

ACTION 18f Form a network of decentralized community learning centers to include schools, libraries, community centers, and on-line learning sites.

ACTION 18g Develop tool to benchmark measurable progress towards goals for annual review.

Potential Partners

UC Clermont
Clermont Senior Services
Clermont County Public Library
Human Resources Roundtable
Literacy Council of Clermont and Brown Counties
Career Centers (Grant Vocational, Great Oaks, etc.)
Post-secondary Education

On-line Providers
For-profit Companies (TQL, Multi Color, etc.)
Informal Learning Centers (park districts, historical societies, etc.)
Clermont Educational Service Center
Archdiocese of Cincinnati
OSU Extension – Clermont County
Health and Wellness Recommendations

What we heard:

Priority Workshop attendees voted for their top three priority topics within each theme at the April 26, 2014 workshop. An online survey was conducted to gain additional community feedback in late April/early May. A total of 317 community members completed the survey to rank their top three priority topics.

The percentage next to each topic indicates the percent of responses that had that topic as a top priority (workshop and survey).

- 22% Substance abuse prevention and enforcement
- 20% Police, Fire, EMS services
- 15% Health care facilities and access
- 10% Mental health care

What we know:

Following are a few facts that highlight the current condition of Health and Wellness within Clermont County:

- Drug poisoning hospitalizations occurred at a rate of 44 per 100,000 in Clermont County, double the rate in the state (2010)
- Clermont County residents reported 4 poor mental health days per month, or about one a week, higher than the national average (2013)
- Clermont County’s population is aging; the median age increased from 35 to 39 between 2000 and 2010, and there are now 23,741 residents 65 or older (2012)
What should we do?

Based on Clermont Agenda for the Future public feedback and existing conditions, the Work Team developed the following recommendations:

**GOAL 19**

**Clermont County will be a drug free community.**

An Opiate Task Force has been formed to combat illegal drug use in Clermont County. The multi-pronged approach includes reducing supply, increasing advocacy, increasing treatment, preventing use, and reducing harm. The Clermont Agenda for the Future Health and Wellness Work Team supports the work of the Opiate Task Force.

**ACTION 19a** Support the findings and recommendations of the Opiate Task Force.

**Potential Partners**

Clermont Mental Health and Recovery Board

Opiate Task Force

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Goal #19 was the overall **highest-priority goal** among public workshop and online survey participants.
GOAL 20

The community will be more aware and supportive of mental health services as integral to the quality of life of all citizens in helping them live quality lives and achieve maximum health and independence.

ACTION 20a  Support the Mental Health and Recovery Board to improve mental health through education, prevention, and integration of mental and physical health services.

ACTION 20b  Support the activities identified in the Clermont County Community Health Improvement Plan.

Potential Partners

Clermont Mental Health and Recovery Board
Mercy Health Partners
Clermont County Schools
Clermont County Public Health
University of Cincinnati, East and Clermont campuses

Clermont County Suicide Prevention Coalition
United Way of Greater Cincinnati (Eastern Area)
Greater Cincinnati Foundation
OSU Extension – Clermont County Recovery Board

It is important to refer to the Health Improvement Plan for more information about the current mental health needs of Clermont County residents (www.clermonthealthdistrict.org)
GOAL 21

Clermont health (mental and physical) and wellness outcomes are bolstered and the community will report having excellent or very good health through expanded partnerships and collaborations.

Clermont County is currently developing a Community Health Improvement Plan. The plan will guide health system partners over the next five years to work on the top priority issues in the County. The top priority issues include Obesity/Physical Activity/Nutrition, Drug Addiction, Tobacco Use, and Mental Health. The following Action Steps support the implementation of the Community Health Improvement Plan strategies.

ACTION 21a Identify and engage potential partners and collaborators around a key issue.

ACTION 21b Create an inventory of available health, wellness, and supportive services (see Health and Emergency Facilities Map, page 50).

ACTION 21c Map the location of health, wellness, and supportive services.

ACTION 21d Identify gaps in access to health, wellness, and supportive services.

ACTION 21e Determine ways/means necessary to assure accessibility to health, wellness, and supportive services.

Potential Partners

Clermont CAN members (Clermont County General Health District Coalition for Activity and Nutrition)

Clermont County Safety Net Alliance members

United Way of Greater Cincinnati (Eastern Area)

Mercy Health Partners

The Ridge

Private sector health care businesses
Health and Emergency Facilities Map

Healthcare Facilities
1. AMERICA NURSING CARE
2. CHILD FOCUS - YOUTH/ADOLESCENT
3. CHILDREN'S HOSPITAL - OUTPATIENT
4. CLERMONT CO. GENERAL HEALTH DISTRICT
5. CLERMONT CO. GENERAL - NURSING/WIC
6. CLERMONT PEDIATRIC CENTER
7. HEALTH SOURCE OF OHIO - BATAVIA
8. HEALTH SOURCE OF OHIO - GOHSEN
9. HEALTH SOURCE OF OHIO - ADMINISTRATIVE
10. HEALTH SOURCE OF OHIO - NEW RICHMOND
11. HEARING, SPEECH & DEAF CENTER
12. LIFEPOINT SOLUTIONS - AMELIA
13. LIFEPOINT SOLUTIONS - MILFORD
14. MERCY HEALTH - CLERMONT HOSPITAL
15. NORTHLAND TREATMENT CENTER
16. PLANNED PARENTHOOD
17. PREGNANCY CENTER OF CLERMONT CO.
18. CLERMONT RECOVERY CENTER

Data Sources: Clermont County GIS; US Census Bureau; CBI

Legend:
- - - - Township Boundary
- - - - Municipal Boundary
++ Healthcare Facilities
♂ Fire/EMS
♀ Police

Scale: 1 inch = 2 miles

Legend:
- - - - Township Boundary
- - - - Municipal Boundary
++ Healthcare Facilities
♂ Fire/EMS
♀ Police

Scale: 1 inch = 2 miles

Clermont County, Ohio

50 | Clermont County Agenda for the Future Report
What we heard:

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The percentage next to each topic indicates the percent of responses that had that topic as a top priority (workshop and survey).

- 17% Property maintenance/enforcement
- 16% Mix of housing types (single-family homes, apartments, condos, assisted living)
- 13% Housing for young adults and professionals
- 11% Advocacy and planning
- 10% Quality affordable rental housing

What we know:

Following are a few facts that highlight the current condition of Housing within Clermont County:

- Clermont County’s population grew by 10.9% between 2000 and 2010, and is expected to grow by another 14.2% by the year 2020

- Clermont County is losing rural population more quickly than the state – the County lost 12% of its rural population between 2000 and 2010 while the state only lost 1% (the land classified as “rural” is changing to urban/suburban)

- There are 6 separate sewer service and 11 water service providers in Clermont County
What should we do?

Based on Clermont Agenda for the Future public feedback and existing conditions, the Work Team developed the following recommendations:

**GOAL 22**

**Clermont County understands future population growth demands and existing and future capacity of land and buildings.**

**ACTION 22a** Identify and inventory land areas suitable for residential development, as well as existing structures suitable for rehabilitation, based on demand and opportunity (including zoning, topography, basic sewer/water/utilities, travel times and proximity to amenities).

**ACTION 22b** Analyze population growth trends to project the quantity and types of housing units that will be needed over the next 5-20 years.

**Potential Partners**

- Sewer Departments (local and County)
- Office of Clermont Geographic Information Systems
- Zoning officers (Township Association, Mayors Association)
- Realtors (for market and housing trends)
- OKI (Ohio-Kentucky-Indiana Regional Council of Governments - for projections, traffic, other data)
- Chambers of Commerce
- Local Homebuilders Association
- Developers/Homebuilders
- Local Real Estate Association
- Lenders
- Clermont County Commissioners
- Clermont Metropolitan Housing Authority
- Clermont County Board of Developmental Disabilities
- Clermont County Community Services
- Students of local colleges and universities (UC Clermont, Xavier, etc.)

Steady projected population growth over the next 25 years, along with residents’ emphasis on balance between development and land preservation, make it especially important to understand existing capacity.
GOAL 23

Housing in Clermont County can meet growth demands in all population segments.

ACTION 23a  Promote to government officials, planners and administrators the modification of community land use plans and zoning codes for residential housing to align with projected demand and sewer/water/utility capacities.

ACTION 23b  Develop a marketing plan to educate homebuilders and buyers about the importance of providing housing opportunities that meet the needs of all of our citizens.

ACTION 23c  Design and construct sewers if necessary to address capacity and demand (see County Sewer and Septic Map, page 54).

Potential Partners

Local business leaders  Local elected officials
Community leaders (Rotary Alliance and other groups)  OKI (Ohio-Kentucky-Indiana Regional Council of Governments)
Landowners  Clermont County Commissioners
Sewer Departments (local and County)  Clermont Metropolitan Housing Authority
Zoning officers (Township Association, Mayors Association)  Clermont County Board of Developmental Disabilities
Realtors and Local Real Estate Association (for market and housing trends)  Clermont County Community Services
Developers/Homebuilders  Chambers of Commerce
Clermont Homebuilders Association  Affordable Housing Coalition
Lenders
County Sewer and Septic Map

- Township Boundary
- Municipal Boundary
- Municipalities with independent sewer
- Parcel w/ Septic System

**County Sear Lines**

Pipe Size:
- < 12" diam.
- 12" - 23" diam.
- > 24" diam. (max 42")
IMPLEMENTATION

The planning process that took place in 2014 is only the first step in Clermont County’s Agenda for the Future. In 2015 and beyond, leaders, partners and volunteers will be begin to implement the goals and actions steps outlined in this report. The Clermont Chamber of Commerce Foundation will convene quarterly steering committee meetings, as well as an annual public presentation and evaluation of progress.

The 7 Work Teams will continue as implementation teams. These teams and their volunteer leadership will serve as Agenda ambassadors and catalysts for implementing action, and are tasked with the following:

- Confirm and recruit members of Work Teams
- Develop work plans for implementation of goals and action steps
- Convene, Collaborate, Connect with other Work Teams, partners, volunteers and the public
- Hold regular team meetings

TIMELINE

- **January 2015**
  - Launch Implementation phase of Clermont Agenda for the Future

- **Winter-Spring 2015**
  - Form Implementation teams and begin work

- **Summer-Fall 2015**
  - Engage partners to pursue Goals and Action Steps

- **January 2016 and beyond**
  - Reconvene, evaluate progress and continue
This table shows how the public prioritized the 23 Goals that Work Teams formulated. Public input was received at the August 27, 2014 presentation at Glen Este High School Performing Arts Center, as well as an online survey that was open for several weeks following the public presentation.

<table>
<thead>
<tr>
<th>Choose up to 7 Goals that are most Important to you. If you choose fewer than 7, those will have a Higher Importance.</th>
<th>WEIGHTED</th>
<th>Public</th>
<th>TOTAL</th>
<th>TOTAL (Themes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer Options</td>
<td>Response Percent</td>
<td>Response Count</td>
<td>Survey Response</td>
<td>&quot;Dot Exercise&quot;</td>
</tr>
<tr>
<td>Economic Opportunity - GOAL 1: Competitive sites for new and expanding firms</td>
<td>44.0%</td>
<td>209</td>
<td>257.1</td>
<td>7.7%</td>
</tr>
<tr>
<td>Economic Opportunity - GOAL 2: Customized employee training and recruitment</td>
<td>9.7%</td>
<td>46</td>
<td>49.7</td>
<td>1.5%</td>
</tr>
<tr>
<td>Economic Opportunity - GOAL 3: Marketing and branding strategy</td>
<td>13.7%</td>
<td>65</td>
<td>74.2</td>
<td>2.2%</td>
</tr>
<tr>
<td>Transportation - GOAL 4: Maintain transportation for residents and economic development</td>
<td>34.1%</td>
<td>162</td>
<td>185.8</td>
<td>5.6%</td>
</tr>
<tr>
<td>Transportation - GOAL 5: Public transportation connects community centers</td>
<td>15.6%</td>
<td>74</td>
<td>88.7</td>
<td>2.7%</td>
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<tr>
<td>Transportation - GOAL 6: Connections between community centers and other important destinations</td>
<td>15.8%</td>
<td>75</td>
<td>85.5</td>
<td>2.6%</td>
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<tr>
<td>Transportation - GOAL 7: Bikeways and sidewalks</td>
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<td>224</td>
<td>258.6</td>
<td>7.8%</td>
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<tr>
<td>Parks, Nature, Recreation - GOAL 8: Parks as assets for residents and Greater Cincinnati</td>
<td>43.6%</td>
<td>207</td>
<td>237.9</td>
<td>7.2%</td>
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<tr>
<td>Parks, Nature, Recreation - GOAL 9: Preserved and protected natural areas</td>
<td>37.5%</td>
<td>178</td>
<td>226.6</td>
<td>6.8%</td>
</tr>
<tr>
<td>Parks, Nature, Recreation - GOAL 10: Recreational activities enhance quality of life</td>
<td>36.8%</td>
<td>175</td>
<td>199.4</td>
<td>6.0%</td>
</tr>
<tr>
<td>Community - GOAL 11: Easy access to information about activities, events, services, and places</td>
<td>32.8%</td>
<td>156</td>
<td>172.9</td>
<td>5.2%</td>
</tr>
<tr>
<td>Community - GOAL 12: Defined recognizable brand</td>
<td>5.3%</td>
<td>25</td>
<td>25.7</td>
<td>0.8%</td>
</tr>
<tr>
<td>Community - GOAL 13: Volunteerism</td>
<td>12.0%</td>
<td>57</td>
<td>63.0</td>
<td>1.9%</td>
</tr>
<tr>
<td>Community - GOAL 14: Leadership effectiveness</td>
<td>17.5%</td>
<td>83</td>
<td>93.2</td>
<td>2.8%</td>
</tr>
<tr>
<td>Lifelong Learning - GOAL 15: Understanding of social and economic value of learning (&quot;Blue line&quot;)</td>
<td>8.4%</td>
<td>40</td>
<td>43.5</td>
<td>1.3%</td>
</tr>
<tr>
<td>Lifelong Learning - GOAL 16: All children prepared for kindergarten</td>
<td>18.5%</td>
<td>88</td>
<td>101.0</td>
<td>3.0%</td>
</tr>
<tr>
<td>Lifelong Learning - GOAL 17: Learning that helps children succeed in school and life</td>
<td>48.2%</td>
<td>229</td>
<td>267.7</td>
<td>8.1%</td>
</tr>
<tr>
<td>Lifelong Learning - GOAL 18: Adults achieve personal, professional, and community goals</td>
<td>17.1%</td>
<td>81</td>
<td>90.9</td>
<td>2.7%</td>
</tr>
<tr>
<td>Health and Wellness - GOAL 19: Drug free community</td>
<td>58.5%</td>
<td>278</td>
<td>327.1</td>
<td>9.8%</td>
</tr>
<tr>
<td>Health and Wellness - GOAL 20: Mental health services seen as integral to quality of life</td>
<td>25.9%</td>
<td>121</td>
<td>134.2</td>
<td>4.0%</td>
</tr>
<tr>
<td>Health and Wellness - GOAL 21: Expanded partnerships to support health and wellness</td>
<td>22.1%</td>
<td>105</td>
<td>114.9</td>
<td>3.5%</td>
</tr>
<tr>
<td>Housing - GOAL 22: Future population growth and County capacity are studied and analyzed</td>
<td>24.4%</td>
<td>116</td>
<td>139.0</td>
<td>4.2%</td>
</tr>
<tr>
<td>Housing - GOAL 23: Housing meets growth demands (through land-use and education)</td>
<td>16.2%</td>
<td>77</td>
<td>88.4</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

**TOTAL:** 2871

**Answered question:** 475

**Skipped question:** 64
Chart 1

These charts visualize the data from Table 1 on the previous page.

1a

Online Survey Response (Weighted Percent)

1b

Public Presentation Dot Exercise Response (Percent)

1c

Combined Response