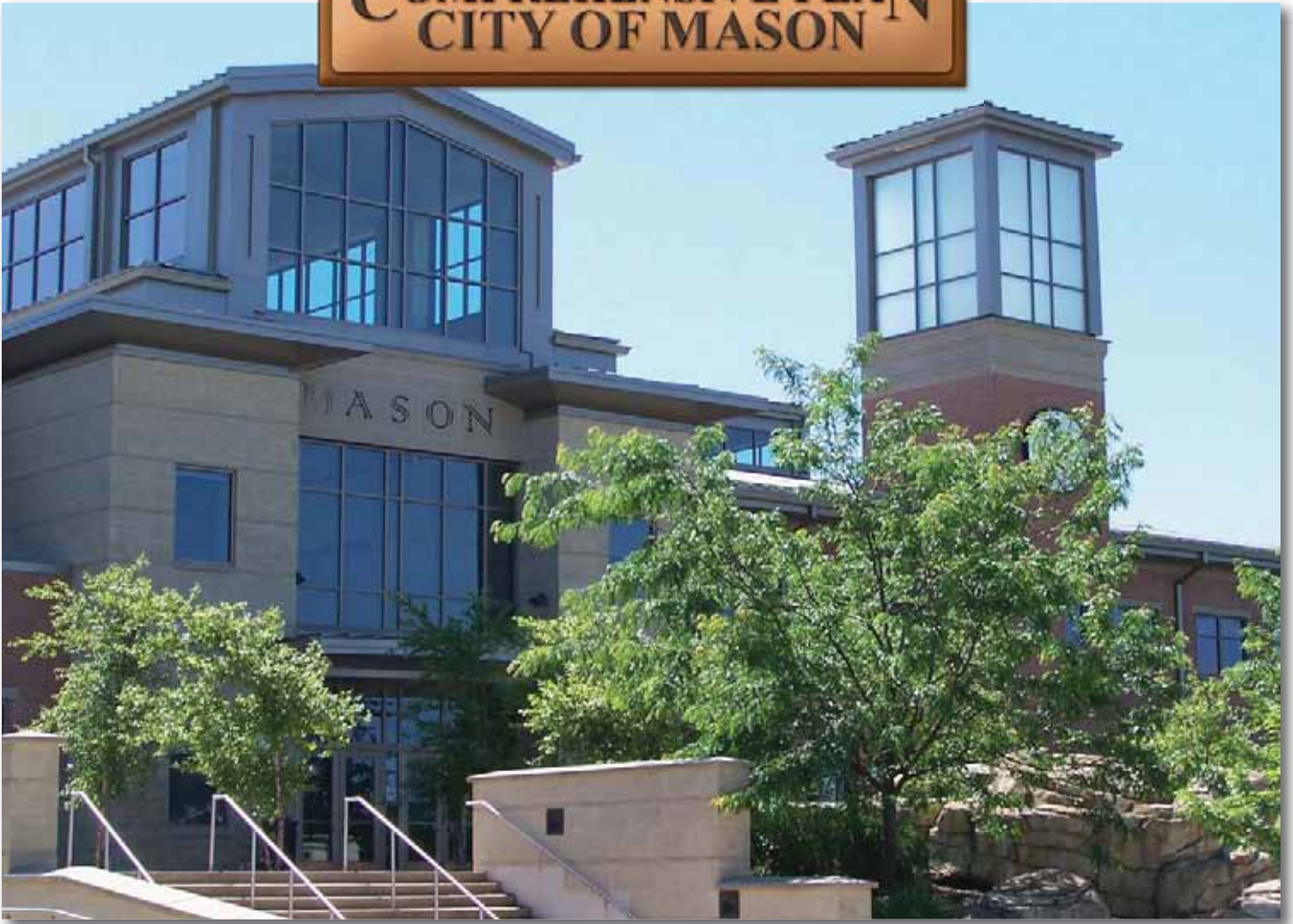


Chapter 9 Action Plan



COMPREHENSIVE PLAN CITY OF MASON



Chapter 9: Action Plan

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Section 9.1. Purpose

Several parties will take an active role in Plan implementation. The Action Plan provides focus to City and stakeholder implementation efforts. The City and its stakeholders are encouraged to use this chapter as a communication, collaboration and monitoring tool throughout the planned 10 year implementation time frame.

Primary components of this element include

1. Tables that summarize plan recommendations, strategies and actions in a user friendly format.
2. Implementation tools and resources the City and its partners can use to aid in the implementation process.

Section 9.2. Goal, Strategy and Action Summary

Table 9.2A Action Plan summarizes plan goals, strategies and actions as found in Chapters 1 through 6. The table prioritizes each action and identifies responsible parties and time frames.

Goals

Goals statements link strategies and actions back to an overall vision as defined by residents. Goals are listed in sequential order starting with those found in Chapter 1.

Strategies

Strategies offer broad guidance on how goal statements can be achieved.

Action Statements

Actions are steps, tasks and/or tactics that must be undertaken to achieve defined strategies and individual goals. Most action statements require some form of active participation by the City and its partners to implement.

Vision Statement

The City will work with residents, businesses, community groups developers and other stakeholders to implement the Comprehensive Plan in a strategic, coordinated and fiscally responsible manner. City and stakeholder efforts will result in the positive change envisioned by residents.

Responsible Parties

The Responsible Parties column identifies the parties that are individually and/or collectively responsible for implementing the identified action task. The first entity listed is considered the task leader. A task leader's primary responsibility is to manage the assigned action, hit project milestones and coordinate with partners. The task leader is not necessarily responsible for funding but should be part of a funding solution.

Chapter Cover Photo

Mason Municipal Center's grandeur stands as a testament to the City's ability to turn vision for sustainable economic development into reality. As in the past, strong Council leadership and a talented administration will be behind Mason's continued success.

Implementation Principles

- Implementation will occur in a series of small incremental steps over the Plan's ten year time frame.
- In order to ensure a deliberate and consistent approach, the city needs to incorporate Plan implementation into its normal business procedures and communication methods.
- Implementation requires collaboration with a diverse group of residents, community groups, businesses, other governments and developers. The City cannot do this alone.
- Implementation efforts will require leadership, resources and priorities from City Council. Staff will carry out Council's priorities and include such projects in departmental strategic plans, annual budgets and the 5-year Capital Improvement Plan.
- Not all recommendations will be implemented over the life of this plan. Recommendations that remain unfinished will be re-evaluated as part of a minor Plan update in five years and a major update in ten years.
- Flexibility is built into the implementation process so the City can address unforeseen situations, opportunities and constraints.
- Though flexible, deviations from Plan policies and priorities should be made only after the impacts of such action is fully considered. Signification deviations should require a Plan amendment.
- Communication and monitoring progress is vital. City staff should give City Council regular updates during departmental reports.

Time Frame and Priority

This plan has a ten-year implementation time frame. Not all actions will be implemented within this time. Years provide a time frame for project commencement and completion. Color is used to designate priority as follows:

- *High Priority* Actions, shown as green on Table 9.2A, generally start within the first 3 years after adoption and are typically planned to end by year 5. The City and its partners will pursue "High" priority actions first.
- *Medium Priority* Actions, shown as yellow, generally start within 4 to 5 years or as resources become available. Completion of medium priority actions are planned to end by year 8.

- *Low Priority* Actions, shown as red, will start after the majority of higher priority actions are substantially complete or as resources become available.

Action Type

The majority of Plan recommendations actions fall into one of five action types. These actions are described more fully as:

- **Amendment.** Amendment indicates a amendment to an existing development regulation is needed to implement a particular action. In some cases, new design standards or guidelines are needed to provide additional direction regarding roadway, utility and real estate development.

- **Communication.** Communication activities are aimed at working cooperatively together and/or gaining support.
- **Actions.** The goal of many actions identified as communication is to inform residents and stakeholders of City policy, gain support and/or a seek stakeholder participation. This can be done by presenting to stakeholder groups, making and distributing marketing materials, and holding meetings with targeted stakeholders.
- **Continuous.** Continuous actions are activities that do not have a start or end date but rather should be integrated into daily activities throughout the ten year planning period.
- **Construction.** Construction recognizes actions that require physical effort to change the landscape such as restoring vegetation along streams, erecting gateway entry signage or improving a roadway.
- **Study.** Study implies additional consideration is needed before moving forward. In some cases, outside expertise will be needed to determine project feasibility or determine a recommended course of action while in other cases City staff will be able to do the same in-house.

Goals / Strategy	Action	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10
HN-1. Encourage investment in older neighborhoods.														
HN-1.1. Encourage context sensitive infill development in older neighborhoods.	HN-1.1.1.	Develop residential infill design standards to ensure new housing development in established neighborhoods is compatible with existing neighborhood architecture and scale.	Planning	Amendment										
	HN-1.1.2.	Implement zoning text and map changes to identify areas where reinvestment is desired and infill development is encouraged. Incorporate standards developed in Action HN-1.1.1. and HN-1.3.1.	Planning	Amendment										
HN-1.2. Encourage land use transitions between major thoroughfares and adjacent neighborhoods through selection of appropriate land uses, compatible architecture and scale of buildings, and the use of open space and buffering.	HN-1.2.1.	Implement transitional zoning along Major Thoroughfares that allows mixed use including attached residential, particularly those areas planned as "High Intensity Neighborhood" or "Activity Nodes" on the Future Land Use Map in Chapter 7.	Planning	Amendment										
HN-1.3. Promote the modernization of functionally obsolete housing units and re-investment in older neighborhoods.	HN-1.3.1.	Create a housing modernization idea book with strategies for enhancing older housing in ways that are compatible with existing neighborhood character. Examples include aesthetic improvements such as adding front porches, shutters and dormers, or functional improvements such as garage and room additions and replacing mechanical equipment with energy efficient units.	Planning, Building, HBA	Study										
	HN-1.3.2.	Partner with the Home Builders Association to modernize an outdated house as public demonstration project.	HBA, Building											
	HN-1.3.3.	Seek and provide financial incentives for energy efficiency improvements such as energy savings performance contracting, on-bill financing, and revolving loan funds.	Planning	Continuous										
	HN-1.3.4	Promote home energy audits.	Building	Communication										
HN-1.4. Promote code enforcement and proper maintenance through proactive enforcement efforts, increased community involvement and education.	HN-1.4.1.	Look at the effectiveness of a Property Maintenance Code to maintain the desirability of neighborhoods, maintain homeowner confidence and to prevent violations from spreading.		Study, Amendment										
	HN-1.4.2.	Use code enforcement to prevent code violations from spreading into adjacent neighborhoods.	Building											
	HN-1.4.3.	Educate community members about the importance of proper property maintenance and the enforcement process.	Building											
	HN-1.4.4.	Use code enforcement as an incentive. Property owners are more likely to invest in housing updates and maintenance when confidence in their street and neighborhood is high.	Building											
	HN-1.4.5.	Enforce codes along major thoroughfares realizing community perception is largely based on what people see traveling through a community.	Building											
	HN-1.4.6.	Track and monitor code enforcement violations using GIS. Analyze data to identify trends early and prevent issues from spreading.	Building, Planning, GIS	Continuous										

Goals / Strategy	Action	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10
HN-1. Encourage investment in older neighborhoods.														
HN-1.5. Maintain, add and enhance infrastructure and public space in older neighborhoods.	HN-1.5.1.	Inventory neighborhood facilities and infrastructure and determine approximate age, condition and adequacy.	Planning, Engineering											
	HN-1.5.2.	Ensure to the extent practical that older neighborhoods have access to a public space (park, school yard, or greenspace) within a 5-minute walk or about a 1/4 mile. Older neighborhoods were platted before the city required greenspace set-asides. See Strategy CF-1.1.	Planning, Parks											
	HN-1.5.3.	Coordinate infrastructure and public facility improvements with priority neighborhood reinvestment efforts.	Engineering, Planning											
	HN-1.5.4.	Add sidewalks and bike paths where they are missing (see Strategy TR-1.1. in Chapter 6) consistent with funding availability per the City's sidewalk program as directed by City Council.	Engineering	Continuous, Construction										
	HN-1.5.5.	Seek opportunities to acquire additional open space property that adds benefit and value to surrounding property owners.	Council, Parks	Continuous										
	HN-1.5.6.	Work with the Mason City Schools to ensure that school buildings stay where they are currently located. A recent trend is to move schools out of neighborhoods and rely on busing. Schools, like parks, add value to housing and serve as neighborhood anchors.	Planning	Continuous, Communication										
HN-1.6. Establish redevelopment incentives in targeted investment zones. (See HN-5.1.2)	HN-1.6.1.	Study the benefit and need to establish incentives for targeted neighborhood reinvestment. The city can incent reinvestment in specified areas by waiving building permit fees and offering property tax abatement on building improvements.	Council, Planning, Economic Development											
	HN-1.6.2.	Use City-owned property as leverage in encouraging redevelopment.	Council, Economic Development	Continuous										
HN-2. Promote new housing types that recognize shifts in market demands and demographics.														
HN-2.1. Permit higher density, lower maintenance housing in the community core and in activity nodes.	HN-2.1.1.	Ensure that zoning permits the highest housing densities (eight units per acre) in Activity Nodes and the Community Core Subarea (see Map 7.3A in Chapter 7).	Planning	Amendment										
	HN-2.1.2.	Encourage redevelopment and infill development of multi-family housing, townhomes and mixed-use buildings with upper-floor housing units in the Community Core and Activity Nodes, with the incentives discussed under Strategy 1.6.	Planning, Economic Development	Amendment										
HN-2.2. Permit and promote a variety of living options that are attractive to Mason's growing senior population.	HN-2.2.1.	Encourage transportation services that enable seniors to obtain necessary goods and services city-wide.	Planning, Engineering, Warren County											
	HN-2.2.2.	Permit senior housing units within walking distance to retail, medical, personal services, and educational and cultural facilities.	Planning	Amendment										

Goals / Strategy	Action	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10
HN-3. Promote street and pedestrian connectivity and design in neighborhoods.														
HN-3.1. Reform zoning and subdivision codes to require pedestrian and vehicular connectivity within and between neighborhoods, as described under Strategies TR-1.1 (sidewalk requirements) and TR-2.1 (Complete Streets) in Chapter 6.	HN-3.1.1.	No action statements are associated with this strategy. See actions under TR-1.1 and TR-2.1.	Planning, Engineering											
HN-3.2. Promote pedestrian orientated design.	HN-3.2.1.	Encourage pedestrian-friendly design features in residential developments, such as recessed or rear garages and front porches in single-family development, and rear parking lots and front entrances in high intensity residential developments and mixed use developments.	Planning	Amendment										
	HN-3.2.2.	Establish additional street design standards that promote uniqueness and livability. Encourage the provision of traffic calming features such as chicanes, mini traffic circles, narrow streets and neck downs at intersections. These features can also be used for place-defining landscape design to brand neighborhoods, break street monotony, and encourage pedestrianism. See TR-2.	Engineering, Planning	Amendment										
	HN-3.2.3.	Encourage space for pedestrian gathering and circulation during the development review process. Examples include village greens and pocket parks connected to housing by sidewalks and paths.	Planning	Continuous, Communication										
HN-3.3. Encourage mixed land uses that place residents within walking distance of services.	HN-3.3.1.	Encourage developers to adhere to the mixed land use vision proposed in Chapter 7.	Planning	Continuous, Communication										
HN-4. Encourage workforce housing integration.														
HN-4.1. Work with employers to identify young professional housing needs.	HN-4.1.1.	Conduct a survey of employers to determine employees' incomes, places of residence, and desire to move to Mason.	Economic Development											
	HN-4.1.2.	Encourage variability of lot and unit sizes integrated into development plans to offer a range of housing options.	Planning	Continuous, Communication										
	HN-4.1.3.	Amend zoning, require similar exterior architectural materials and features to ensure such units cannot be identified from the street as part of HN-4.1.2. above.	Planning	Amendment										
	HN-4.1.4.	Develop professional housing in or adjacent to employment centers as part of mixed use sustainable developments.	Planning											
	HN-4.1.5.	Promote mixed-use redevelopment along major thoroughfares through zoning map and/or text amendments in accordance with the High-Intensity Neighborhood and Neighborhood Activity Center classifications on the Future Land Use Map - Chapter 7.	Planning, Economic Development	Communication										
HN-4.2. Encourage modern, high-quality multi-family housing in high activity areas.	HN-4.2.1.	Push high intensity housing in planned mixed use areas integrated with other retail and office through complementary architecture.	Planning, Development	Continuous										
	HN-4.2.2.	Adopt multi-family design standards to avoid monotonous and homogeneous architecture on attached residential units.	Planning	Amendment										

Goals / Strategy	Action	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10
HN-5. Encourage downtown housing as a critical component of downtown revitalization and as means to create an indigenous market for retail and restaurants.														
HN-5.1. Create a critical mass of downtown housing.	HN-5.1.1.	Ensure that the Zoning Code permits and/or encourages urban housing options in the downtown. Urban housing types include rowhouses, multi-family buildings, housing on upper floors of mixed-use buildings, and live-work units that incorporate residential units with offices, artist studios, or services.	Planning	Amendment										
	HN-5.1.2.	Offer incentives such as Community Reinvestment Area and Tax Increment Financing. The CRA program provides tax abatements for rehabilitation or new construction projects. TIF provides funding for public infrastructure projects that support mixed-use developments. (See HN-1.6)	Economic Development											
	HN-5.1.3.	Assist with land assembly for redevelopment projects. Redevelopment often requires public assistance to be financially feasible. Public acquisition and demolition of deteriorated or underutilized properties can be a powerful incentive in encouraging development projects, and it provides the City with leverage to control land use and urban design.	Economic Development											
	HN-5.1.4.	Market downtown housing opportunities. Promotional materials, presentations and walking tours can inform potential developers and residents about the opportunities for living in downtown Mason.	Economic Development	Communication										
	HN-5.1.5.	Place a charter amendment on the ballot to gain voter approval for increased density in the Community Core and any other area where residential density is desired.	Council, Manager											

Goal / Strategy	Action #	Action Description	Responsible Parties	Action Type	1	2	3	5	6	7	8	9	10
NR-1. Preserve environmentally sensitive areas.													
NR-1.1. Discourage and reduce development of structures and impervious surfaces within the FEMA Floodway and 100-Year Floodplain.	NR-1.1.1.	Require the identification and mapping of natural features as part of site plan review.	Planning	Continuous									
	NR-1.1.2.	Preserve and use natural drainage and drainage features in site design.	Engineering	Continuous									
	NR-1.1.3.	Require the appropriate plant species be used in drainage pathways and buffers. Use species that are adapted to conditions found along drainage pathways that can tolerate from seasonal drought and high water conditions.	Planning, Engineering	Amendment									
	NR-1.1.4.	Offer fees in lieu of compliance as an alternative for projects that do not meet floodplain protection requirements. Utilize fees for stormwater management projects elsewhere in the City.	Engineering	Amendment									
NR-1.2. Establish riparian setbacks in order to protect water quality, reduce erosion, and protect wildlife habitat.	NR-1.2.1.	Develop a natural resources inventory map that identifies and classifies wetlands, watercourses and other sensitive areas in the City in detail. This map will inform site plan review and the riparian setback ordinance. See CF-2.4.1.	Engineering, WCSW	Study									
	NR-1.2.2.	Develop a riparian setback ordinance for streams in Mason. Vary setbacks based on the size of the area drained by the stream or other indicators of conservation value and develop standards for each buffer "zone", as described in Figure 2.3A.	Planning, Engineering	Amendment									
	NR-1.2.3.	Develop guidelines and provisions for Low-Impact Development within and adjacent to setback areas (see Figure 5.3A in Chapter 5 for more information).	Planning, Engineering	Amendment									
	NR-1.2.4.	Incorporate no-mow zones in the riparian setback ordinance in order to protect native riparian vegetation.	Planning, Engineering	Amendment									
	NR-1.2.5.	Promote and establish intergovernmental coordination of regulations among communities located along riparian corridors.	Planning	Communication									
NR-1.3. Encourage restoration of natural habitat, streams and drainage patterns in developed areas. Development has occurred in or close to several environmentally sensitive areas, resulting in developed or cleared floodplains, and piped or channelized (rerouted streams).	NR-1.3.1.	Establish guidelines for planting vegetation along streams and rivers in order to shade streams, improve water quality and prevent erosion.	Planning, Engineering										
	NR-1.3.2.	Encourage replacement of riparian vegetation when plants are damaged or removed during construction.	Planning, Engineering	Amendment									
	NR-1.3.3.	Restore natural habitat along streams such as the Muddy Creek as properties are acquired for greenways, flood storage and stormwater management.	Engineering	Continuous									
	NR-1.3.4.	Encourage redevelopment projects to restore natural floodplain functionality to previously disturbed areas.	Engineering	Continuous									
	NR-1.3.5.	Implement a stream restoration project on city owned property or on a redevelopment site to educate the public.	Engineering	Construction									

Goal / Strategy	Action #	Action Description	Responsible Parties	Action Type	1	2	3	5	6	7	8	9	10
NR-2. Provide a variety of quality open space, distributed equitably throughout Mason.													
NR-2.1. Encourage cluster development that preserves open space while allowing a return on investment.	NR-2.1.1.	Provide density bonuses to developers who provide greater open space in areas planned for Low-Intensity Neighborhood on the Future Land Use map.	Planning	Amendment									
NR-2.2. Acquire or encourage acquisition of environmentally sensitive properties.	NR-2.2.1.	Seek deed restrictions and/or conservation easements in new development that preserve sensitive areas such as steep slopes and riparian corridors.	Planning, Engineering	Continuous									
	NR-2.2.2.	Acquire strategically important open space areas such as land adjacent to the Muddy Creek through dedication requirements with new development.	Engineering	Continuous									
	NR-2.2.3.	Acquire floodplain properties or easements for the purpose of restoring natural floodplain functionality.	Engineering										
	NR-2.2.4.	Identify and use funds for natural features protection and acquisition. This could include dedicated funds, grants, civic contributions, bonds, etc.	Engineering										
	NR-2.2.5.	Provide leadership towards creating an urban land trust. Such trusts have raised millions of dollars and have preserved thousands of acres in urban areas.	Administration										
NR-2.3. Promote preservation of woodlands, steep slopes, and riparian areas.	NR-2.3.1.	Adopt a natural resource protection ordinance that includes provisions to protect woodlands, wetlands and steep hillsides.	Planning	Amendment									
NR-2.4. Promote the location and design of open space areas within developments so they connect green infrastructure on adjacent properties to create a linked network.	NR-2.4.1.	Develop a Green Infrastructure plan using the natural resource map developed under Action NR-1.2.2. Identify priority areas for open space dedication and acquisition.	Planning, Engineering	Study									
NR-3. Reduce the ecological footprint of development.													
NR-3.1. Promote sustainable and energy efficient building practices.	NR-3.1.1.	Ensure that all new municipal buildings follow energy efficient practices in order to set an example for private development.	Administration	Continuous									
	NR-3.1.2.	Encourage the School District to follow energy efficient building practices.	Manager	Continuous, Communication									
NR-3.2. Enable and encourage Low-Impact Development practices in stormwater management, as described in Figure 5.3A n Chapter 5.		No action statements are associated with this strategy											
NR-3.3. Encourage residents to engage in activities that reduce their ecological footprint.	NR-3.3.1.	Develop an energy efficiency and conservation strategy for the City that addresses public and private actions, projects and funding sources.	Council, Manager										
	NR 3.3.2.	Provide ecological awareness through the City's website, classes, and brochures.	Parks	Communication									
	NR 3.3.3.	Develop citywide goals for waste reduction and recycling participation.	Council, Manager										
	NR 3.3.4.	Work with Warren County and local jurisdictions to prepare a site selection and recycling center feasibility study. Curbside service and drop-off centers exist but other needs are unmet such as tire, paint and household chemicals.	Manager, Engineer	Study									
NR-4. Increase the tree canopy in the City.													
NR-4.1. Increase the flexibility of the City's landscaping and street tree code by providing alternative means of compliance.	NR-4.1.1.	Study the Landscape Code to identify alternative requirements for tree plantings such as fee-in-lieu-of compliance and allowing more smaller-caliper trees.	Planning	Amendment									
	NR-4.1.2.	Support reforestation efforts in areas that have been cleared for development. This strategy can cut down on mowing, add aesthetic value to a neighborhood and add to community character.	Planning, Parks	Continuous									

Goals / Strategy	Action #	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10
CF-1. Expand Park system. A healthy community includes a variety of parks and open spaces located within reasonable walking distance of residents.														
CF-1.1. Provide a park or usable open space within a 5 to 10 minute walk of every resident.	CF-1.1.1.	Include recreational amenity requirements in greenspace standards for new residential developments that are not within a 5 to 10 minute walk of an existing park or open space. See Action HN-1.5.2.	Parks	Amendment										
	CF-1.1.2.	Develop pocket parks where neighborhoods lack convenient access to parkland or useable openspace and along the Muddy Creek Greenway to help satisfy park needs, particularly at trailhead locations.	Parks											
	CF-1.1.3.	Ensure adequate resources are available to maintain parks as the system grows.	Council, Parks	Continuous										
CF-1.2. Continue to work with the school system to develop shared use facilities.	CF-1.2.1.	Establish regular and ongoing dialogue with the school system to determine the opportunity for shared facilities, programs, and needs.	Manager	Continuous, Communication										
	CF-1.2.2.	Work with school officials to collocate and place additional fields, hard courts and playgrounds on school property to serve the needs of adjacent families and residents.	Manager, Parks	Continuous, Communication										
CF-1.3. Continue to acquire additional park land as the City grows. Utilize strategies described under Goal NR-2 in Chapter 2 which include cluster development, acquisition/dedication of sensitive areas and development of a Green Infrastructure Plan, in addition to CV-1.3.1.	CF-1.3.1.	Support the Mason Parks Foundation in partnership with the private sector as a funding source for future parks.	Council, Manager, Parks, Business	Continuous										
CF-1.4. Continue to rely on developer contributions and private open space to off-set public demand for parks.	CF-1.4.1.	Consider increasing the 5% minimum greenspace set-aside requirement to 10% in the subdivision regulations and offer in-lieu-of fees.	Engineering	Amendment										
	CF-1.4.2.	Evaluate the City's park impact fee and increase if determined set fees are not commensurate with costs.	Council, Manager	Study										
CF-1.5. Develop benchmarks to guide sound parks and recreation decision making related to growth.	CF-1.5.1.	Establish a per capita park acreage benchmark.	Council, Manager, Parks											
CF-2. Provide more leisure opportunities for residents.														
CF-2.1. Develop urban, pedestrian-oriented parks that offer comfortable and interesting spaces to relax, stroll and socialize.	CF-2.1.1.	Work with local residents, businesses and merchants to identify strategic areas to develop urban parks and plazas.	Planning, Parks	Communication										
	CF-2.1.2.	Develop public and private partnerships to fund the construction and maintenance of urban parks and plazas.	Council, Parks											
	CF-2.1.3.	Activate urban parks with adjacent mixed-use development and continuous programming.	Planning, Economic Development, Parks											
CF-2.2. Conduct a feasibility study to determine the need for an outdoor performing arts venue such as Frazee Pavilion, a community arts center, and a skate park and 50 meter pool.	CF-2.2.1.	Retain the services of a consultant to determine need, costs and financial feasibility of these facilities.	Council, Parks	Study										
CF-3. Preserve and enhance Mason's historic and cultural assets.														
CF-3.1. Maintain and enforce provisions of the Downtown Overlay District that preserve landmark historic buildings.	CF-3.1.1.	Provide technical assistance, low interest loans and grants for the preservation and rehabilitation of landmark historic buildings and structures.	Planning	Continuous										

Goals / Strategy	Action #	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10
CF-4. Support expansion of continuing and higher education opportunities in Mason.														
CF-4.1. Work with Sinclair Community College, the University of Cincinnati, Xavier University, the University of Dayton, and Miami University to increase educational opportunities and degree programs in Mason.	CF-4.1.1.	Establish and maintain dialogues with university decision makers, aimed at exploring branch campus locations, partnerships with local schools and businesses and other means of increasing higher education opportunities.	Economic Development	Communication										
	CF-4.1.2.	Encourage higher education providers to share facilities.	Economic Development	Communication										
	CF-4.1.3.	Support transit linkages to facilities within Mason and outside Mason.	Economic Development											
	CF-4.1.4.	Enhance education-at-a-distance opportunities by improving home broadband access as part of the broadband plan discussed in Goal IF-1 in Chapter 5.	Economic Development											
CF-4.2. Offer Mason High School and the Community Center as classrooms for higher education.	CF-4.2.1.	Work cooperatively with the School District to share facilities and programs.	Economic Development, School District	Communication										
CF-5. Promote a vibrant arts and cultural presence in Mason.														
CF-5.1. Promote public art including sculptures and painting in public places.	CF-5.1.1.	Support the arts with resources such as funding, meeting or exhibit space and equipment.	Council	Continuous										
	CF-5.1.2.	Consider an Art fund for public art.	Council											
CF-5.2. Promote the Community Core as a focal point for the arts.	CF-5.2.1.	Consider local talent sources when appointing artists. This will encourage artists to reside in Mason.	Manager	Continuous										
	CF-5.2.2.	Encourage the development of artists lofts, studio and gallery space.	Planning, Engineering, Economic Development											
	CF-5.2.3.	Allow art in the downtown to reinforce its identity and sense of place.	Planning											
	CF-5.2.4.	Incorporate an outdoor performing arts facility in the downtown that can be used for theatrical and musical performances. See CF-2.2 to determine feasibility.	Parks, Engineering	Construction										
CF-5.3. Develop a system of wayside exhibits and interpretive panels in key locations through the City.	CF-5.3.1.	Inventory historic people, places and events as well as significant natural resources to identify content and location for interpretive panels.	Planning, Engineering, Parks											
	CF-5.3.2.	Develop wayfinding and interpretive sign guidelines and regulations. Integrate the signage with the system of districts established as part of Goal ED-5 in Chapter 4.	Planning, Parks											
CF-5.4. Continue to support the Mason Arts Festival, Heritage Festival, and Red Rhythm and Boom.	CF-5.4.1.	Seek corporate sponsors and offer naming rights for large events to help offset costs to the city.	Manager, Parks	Continuous										

Goals / Strategy	Action #	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10
CF-6. Maintain and enhance public safety and emergency response levels of service to support community growth.														
CF-6.1. Establish new Fire and Police stations to service growth areas.	CF-6.1.1.	Establish a third fire station to improve the level of service and meet future growth needs or rely on mutual aid if adequate service levels are achievable.	Council, Fire	Construction										
	CF-6.1.2.	Encourage co-location of multiple public safety services where appropriate to utilize tax dollars efficiently.	Manager											
	CF-6.1.3.	Continuously monitor and evaluate staff, equipment and facility resources with respect to the volume, type and geography of calls for service as well as changing technology and socioeconomic conditions.	Manager	Continuous										
	CF-6.1.4.	Use Crime Prevention Through Environmental Design (CPTED) principles in public spaces and as part of landscape and site plan review in order promote a pedestrian-friendly community and to complement police services.	Planning, Parks, Engineering	Continuous, Communication										
CF-7. Maintain and enhance the quality of Mason's school system.														
CF-7.1. Continue to seek opportunities to partner with school to improve community facilities.	CF-7.1.1.	Continue to work with the School District to seek opportunities for co-location and shared use of City and School District facilities.	Manager	Continuous										

Goals / Strategy	Action #	Action Description	Responsible Party	Action Type	1	2	3	4	5	6	7	8	9	10
ED-1. Develop the I-71 corridor in Mason as a premier corporate address.														
ED-1.1. Preserve areas planned as Business Park along the I-71 corridor for corporate offices, high-tech uses and other businesses that create high-paying jobs.	ED-1.1.1.	Amend the Zoning Code to restrict the I-71 corridor for corporate office. Consider adopting an overlay district to establish guidelines for parking garages, taller buildings, mixed land use, circulation, stormwater and architectural controls.	Planning, Economic Development	Zoning Amendment										
	ED-1.1.2.	Pursue opportunities to acquire strategically located properties as they become available and as funding permits.	Council, Manager, Economic Development	Continuous										
	ED-1.1.3.	Utilize city-owned property to induce developers and corporate users to the I-71 corridor.	Council, Manager, Economic Development	Continuous										
ED-1.2. Improve access and circulation at the I-71 and Western Row gateway.	ED-1.2.1.	Work with state, county and regional governments to promote employment and long range development planning via a full interchange at I-71 and Western Row.	Council, Manager, Economic Development	Continuous										
	ED-1.2.2.	Watch for viable opportunities for a connection between Kings Mills Road and Western Row Road.	Engineering	Continuous										
	ED-1.2.3.	Look at alternative transportation options such as shuttles and people movers that connect corporate office buildings to shared parking lots, parking decks and support amenity uses.	Engineering	Continuous										
ED-1.3. Create a master planned, mixed-use (corporate-office) business park environment with support uses to catalyze development within an amenity rich district.	ED-1.3.1.	Develop an integrated network of pedestrian and bicycle paths that connects all uses within the I-71 corridor.	Engineering	Continuous										
	ED-1.3.2.	Study the feasibility of constructing a pedestrian connection across I-71.	Engineering											
	ED-1.3.3.	Integrate existing amenities, such as the Golf Center and Lindner Family Tennis Center, to create a truly unique corporate environment.	Economic Development, Planning	Thoughtful site design										
	ED-1.3.4.	Support amenity retail, retail services and hospitality uses integrated as part of a well thought out mixed use development to increase Mason's long-term sustainability and attractiveness.	Economic Development, Planning	Continuous										
ED-2. Attract light industrial businesses to the North State Route 741 Sub-Area and other areas planned as Light Industrial to maintain a diverse local economy.														
ED-2.1. Improve and actively market older industrially zoned properties and parks.	ED-2.1.1.	Include more information on each of the city's industrial parks on the Economic Development webpage.	Economic Development	Continuous										
	ED-2.1.2.	Improve industrial park visibility and identity by improving or adding entry features and signage.	Economic Development											
	ED-2.1.3.	Promote Mason's industrial property to site selection consultants and regional brokers. Ensure such professionals are aware of Mason's multiple industrial parks and their competitive advantages.	Economic Development	Continuous										
ED-2.2. Promote more flexible use arrangements in industrial parks to ensure older properties generate tax income and are properly maintained.	ED-2.2.1.	Review zoning and amend, if needed, to permit a broader mix of uses in industrial districts. Consult real estate experts as part of this action to ensure competitiveness within the region.	Economic Development, Planning	Zoning Amendment										
	ED-2.2.2.	Permit flex-office configurations. Flex-office demises larger buildings into several smaller spaces. Each space is demised to meet user-specific floor area needs for office, manufacturing and warehousing.	Economic Development, Planning	Zoning Amendment										
	ED-2.2.3.	Promote vacant buildings to area incubators. Incubators are a great way to grow new business and create demand for space.	Economic Development	Continuous										

Goals / Strategy	Action #	Action Description	Responsible Party	Action Type	1	2	3	4	5	6	7	8	9	10
ED-3. Update and align economic development policies with performance related goals.														
ED-3.1. Make the use of incentives transparent and predictable - linked to performance.	ED-3.1.1.	Adopt minimum requirements (performance standards) for the use of incentives. Incentives should be linked to jobs created and wages provided (i.e. fiscal return) for office, retail and industrial uses.	Council, Manager, Economic Development											
	ED-3.1.2.	Enhance economic development webpage and collateral material to inform existing and perspective companies of minimum performance requirements and therw tie to incentives.	Economic Development											
ED-3.2. Ensure incentives are provided in return for adherence to Comprehensive Plan goals.	ED-3.2.1.	Utilize development agreements, where applicable, when incentives are offered to ensure projects are developed consistent with Comprehensive Plan goals.	Council, Manager, Economic Development, Planning	Continuous										
	ED-3.2.2.	Offer incentives in the I-71 Corridor only when users can adhere to the highest development standards consistent with a leading-edge corporate office environment.	Council, Manager, Economic Development	Continuous										
	ED-3.2.3.	Consider extending incentives to projects that meet job, industry and wage goals and also incorporate supportive mixed uses such as retail and services.	Council, Manager, Economic Development	Continuous										
ED-4. Grow Mason's family friendly tourism industry.														
ED-4.1 Develop and economic development based tourism strategy. The tourism industry in Mason is quite large but it has room to grow.	ED-4.1.1.	Work with the Warren County Convention and Visitors Bureau and/or tourism consultants to create a strategy aimed at increasing Mason as a Regional Tourism Center.	Economic Development											
ED-4.2. Promote entertainment and hospitality uses in the Kings Mills Sub-area (See Chapter 8 and Chapter 7, LU-17).	ED-4.2.1.	Ensure suitable acreage in the Kings Mills Sub-area (see Chapter 8) is preserved for a pedestrian and family friendly, mixed use lifestyle center.	Planning	Zoning Amendment										
	ED-4.2.2.	Work with property owners and developers to cooperatively establish a pedestrian-friendly hospitality, entertainment and retail district.	Economic Development											
ED-4.3 Grow Mason's sports and recreation themed cluster in the I-71 corridor.	ED-4.3.1.	Support the development of a regional sports event/tournament facility in or close to the Kings Mills Sub-area. Commission feasibility study.	Manager, Economic Development, CVB	Continuous, Study										
	ED-4.3.2.	Continue to support regional events and facilities including ATP Tennis Tournament, and Duramed Golf Tournament.	Council	Continuous										

Goals / Strategy	Action #	Action Description	Responsible Party	Action Type	1	2	3	4	5	6	7	8	9	10
ED-5. Brand and market Mason's unique districts.														
ED-5.1. Develop a unified system for creating and naming districts.	ED-5.1.1.	Identify districts or areas that have unique market appeal. The sports, recreation and entertainment clusters located in the I-71 corridor is an obvious example. Downtown is another.	Economic Development, Planning											
ED-5.2. Develop a branding strategy for each district (see Map 4.3A) that provides a positive image for the district and the community as a whole.	ED-5.2.1.	Assess the needs of the potential target audiences (i.e. developers, businesses, residents and visitors) and the market for planned land uses in each district and develop a branding theme pursuant to this assessment.	Economic Development, Planning	Study										
	ED-5.2.2.	Develop marketing materials based on the branding themes that are aimed at attracting developers and businesses to each district.	Economic Development	Communication										
	ED-5.2.3.	Identify synergies between districts and co-market. An example is the development of restaurant and entertainment uses in the Community Core to serve visitors to Kings Island and the Lindner Tennis Center.	Economic Development											
	ED-5.2.4.	Study the feasibility of linking Mason's districts and notable tourist attractions via a supportive transportation system.	Engineering	Study										
	ED-5.2.5.	Develop district branded marketing material that includes maps, attractions and events. Place these items on-line, in hotels and restaurants, etc.	Economic Development	Communication										
	ED-5.2.6.	Enhance the streetscape and gateways in each district so as to reflect the established theme and provide stronger physical connections to other districts. Include wayfinding elements that direct motorists and pedestrians to key destinations. See CF-5.1.3, CF-5.1.5 and ED-7.	Planning, Engineering	Construction										
ED-6. Continue to grow and diversify the local economy.														
ED-6.1 Encourage retention and expansion of existing Mason businesses.	ED-6.1.1.	Conduct "customer satisfaction" surveys of businesses who have recently been through the City's development review process and/or worked with ED department.	Economic Development											
	ED-6.1.2.	Work with the business community to identify changes to the zoning code and/or review process to facilitate business expansion.	Economic Development											
	ED-6.1.3.	Establish a mechanism for improved and regular communications between business leaders and city officials. Hold regularly scheduled meetings and ad-hoc meetings when necessary to discuss issues of mutual importance, to share needs and discuss pending policies and solicit feedback.	Economic Development	Continuous, Communication										
	ED-6.1.4.	Continue to refine economic development programs, incentives and policies for business retention and growth based on business feedback.	Council, Manager, Economic Development											
ED-6.2 Continue entrepreneurial approach towards economic development.	ED-6.2.1.	Use the Mason Port Authority to aid the development goals of the City by using creative financing and incentive resources.	Manager, Economic Development	Continuous										

Goals / Strategy	Action #	Action Description	Responsible Party	Action Type	1	2	3	4	5	6	7	8	9	10
ED-7. Maintain and enhance Mason's strong aesthetic image at key entrances and along thoroughfares. See CF-5.1.3.														
ED-7.1. Establish gateway enhancements to provide a greater sense of entry and arrival at key locations.	ED-7.1.1.	Incorporate entry style gateway signage at or close to important City entry points and use streetscaping and signage to signify arrival at important intersections.	Planning, Engineering	Construction										
	ED-7.1.2.	Promote denser, mixed use development at key intersections as planned in Chapter 7 Land Use, LU-19. This will create activity nodes, generate pedestrianism and add variety along corridors.	Economic Development, Planning	Continuous										
ED-7.2. Continue to enhance and extend landscape parkways with ornamental lighting and decorative features. This is a signature "Mason" placemaking element.	ED-7.2.1.	Consider a lighting and landscaping special assessment district to pay for or help offset costs.	Manager, Engineering	Study										
ED-8. Be a leader in small business growth.														
ED-8.1 Make Mason a small business community of choice.	ED-8.1.1.	Incorporate the importance of entrepreneur and small business development into economic development strategies.	Economic Development											
	ED-8.1.2.	Promote small business resources on the City's webpage.	Economic Development	Communication										
	ED-8.1.3.	Advertise the city's small business advocacy program and co-market with area chambers and Small Business Administration, etc.	Economic Development	Continuous, Communication										
	ED-8.1.4.	Review the Zoning Ordinance and amend to recognize increased telecommuting and home based business trends and practices.	Economic Development, Planning	Zoning Amendment										
	ED-8.1.5.	Consider adding live-work units as a permitted use type as explored in Chapter 2, HN-1.2 and Chapter 7, LU-11.3 and LU-15.3. These units promote small business development.	Economic Development, Planning	Zoning Amendment										
ED-8.2 Ensure the resources and infrastructure needed for small business success is in place.	ED-8.2.1.	Ensure a wide variety of flexible office spaces exist suitable for a variety of different sized small businesses located throughout the City. These office types generally offer shared administrative services and conference rooms.	Economic Development, Planning	Continuous										
	ED-8.2.2.	Work with area higher education service providers to meet entrepreneur and small business workforce development needs.	Economic Development	Continuous										

Goals / Strategy	Action #	Action Description	Responsible Party	Action Type	1	2	3	4	5	6	7	8	9	10
IF-1. Improve Technology Infrastructure for Business Parks and neighborhoods.														
IF-1.1. Develop a plan to expand fiber-based broadband infrastructure in Mason and connect to the statewide fiber-optic network.	IF-1.1.1.	Form a task force, including City officials, service providers, and representatives of local businesses and higher education institutions to explore the expansion and/or improvement of fiber-optic infrastructure throughout the community.	Engineering, Economic Development	Study										
IF-1.2. Implement the broadband plan through requirements for easements and empty conduits with new development and through capital improvement projects.	IF-1.2.1.	Update Zoning and Subdivision Regulations to require empty conduit for future fiber-based broadband infrastructure.	Planning	Amendment										
	IF-1.2.2.	Assign a portion of the Capital Budget to development of "backbone" elements of the broadband infrastructure.	Engineering	Construction										
IF-2. Improve stormwater quality and maintenance throughout the City.														
IF-2.1. Modify building and zoning codes to promote Low-Impact Development (LID) practices such as bio-infiltration swales, rain gardens, xeriscaping or low-moisture landscape plantings (see Figure 5.3A).	F-2.1.1.	Educate development review officials about Low-Impact Development approaches.	Engineering, Planning	Communication										
	F-2.1.2.	Encourage reduced parking and driveway areas with regulatory changes such as parking maximums, "shadow" or land-banked parking, and narrower driveway width requirements. This action will complement the reduced local street widths recommended under Chapter 6, TR-2.1. (See Figure 5.3B)	Planning	Amendment										
	F-2.1.3.	Allow pervious pavement materials on driveways and parking lots.	Planning	Amendment										
	F-2.1.4.	Develop design guidelines for Integrated Management Practices and incorporate them into the site plan review process as an alternative to conventional stormwater management practices.	Engineering, Planning	Amendment										
	F-2.1.5.	Develop educational materials that instruct property owners on how to implement and maintain Low-Impact Development features such as bioswales and rain gardens.	Engineering, Planning	Communication										
	F-2.1.6.	Promote energy efficient and environmental design principles for sustainable development. (See NR-3.1)	Engineering, Planning	Continuous, Communication										
IF-2.2. Continue the development of regional detention basins in strategic locations.	IF-2.2.1.	Select site location for future regional detention that ties into the City's Green Infrastructure network (described in NR-2).	Engineering, Planning											
	IF-2.2.2.	Design future regional detention basins as aesthetic and recreational assets to the community. Integrate the basins with gateway or streetscape designs where applicable and connect the sites to the City's bicycle and pedestrian path network.	Engineering, Planning	Continuous										
IF-2.3. Incorporate current Ohio EPA standards for stormwater detention into existing stormwater regulations and detention basins in order to improve stormwater quality and facilitate detention basin maintenance.	IF-2.3.1.	Retrofit existing regional detention basins to include "forebays" and other Ohio EPA design requirements. (See Figure 5.3C)	Engineering											
	IF-2.3.2.	Update stormwater regulations to reflect current Ohio EPA requirements.	Engineering	Amendment										
IF-2.4. Restore and stabilize damaged floodplain areas as described in Chapter 2, NR-1-3.		No actions are assigned to this strategy.												

Goals / Strategy	Action #	Action Description	Responsible Party	Action Type	1	2	3	4	5	6	7	8	9	10
IF-3. Grow in a fiscally responsible manner.														
IF-3.1. Direct development to planned growth areas that have adequate sewer and water infrastructure.	IF-3.1.1.	Upgrade water and sewer lines as needed to facilitate development in priority growth and reinvestment areas - see sub-areas identified in Chapter 8.	Engineering	Construction										
	IF-3.1.2.	Modernize and maintain existing water and sewer lines in order to promote continued investment, infill and redevelopment in existing neighborhoods. Coordinate with strategies identified under Goal HN-1 in Chapter 1.	Engineering, Planning											
IF-3.2. Evaluate growth-related capital improvements and costs of services against anticipated economic returns for new projects and proposed annexations.	IF-3.2.1.	Use the OKI model or develop an interactive fiscal analysis tool that projects the future capital and operating costs and anticipated revenues of annexations, new development and infrastructure projects.	Manager, Finance, Engineering, Planning	Continuous										
	IF-3.2.2.	Explore opportunities for additional revenue streams such as user fees, agreements with adjacent jurisdictions and other solutions as needed.	Manager	Study										
IF-3.3. Consider adopting an adequate public facilities ordinance.	IF-3.3.1.	Require a determination by the City for planned development and site plan review applications that adequate water, wastewater, and roadway infrastructure and services are or will be in place when development occurs.	Planning	Amendment										
	IF-3.3.2.	Require developers to offset increased public costs when existing public infrastructure, facilities and services are inadequate to accommodate new demand.	Manager	Amendment										
IF-3.4 Account for true, long-term infrastructure costs in annual budgeting.	IF-3.4.1	Budget for long-term maintenance and replacement costs on an annual basis. Annual set asides will accumulate over time commensurate with anticipated maintenance and replacement costs.	Manager, Finance, Engineering,											
IF-4. Monitor future drinking water supply.														
IF-4.1. Work with Greater Cincinnati Water Works to estimate future water needs and secure adequate supply and pressure to meet the needs of future growth.	IF-4.1.1.	Evaluate the need to amend the City's contract with Greater Cincinnati Water Works to increase limits of water provided in the future.	Engineering											
IF-5. Improve floodplain, floodway and waterway maintenance.														
IF-5.1. Promote development of greenways and paths along the Muddy Creek and other riparian corridors as discussed under Strategy NR-2.2 in Chapter 2 and TR-1.2 in Chapter 6.		No action is associated with this strategy.												
IF-6. Monitor sanitary sewer treatment capacity.														
IF-6.1. Implement findings of City-wide Inflow/Infiltration Analysis by identifying and constructing remedial sewer projects in areas of high inflow and/or infiltration.	IF 6.1.1.	Prioritize projects that are in highly sensitive areas and ones that provide the best results for the cost.	Utilities, Engineering											
IF-6.2. Develop electronic Operation & Maintenance Manual with standardized procedures and computerized maintenance inventory system.		No action is associated with this strategy.	Utilities											
F-6.3. Update the Wastewater Master Plan to take into account newly developed and annexed areas.		No action is associated with this strategy.	Utilities, Planning	Study										

Goals / Strategy	Action #	Action Description	Responsible Party	Action Type	1	2	3	4	5	6	7	8	9	10
IF-7. Upgrade sanitary sewer treatment capacity.														
IF-7.1. Complete planned expansion of Water Reclamation Plant timed to accommodate planned growth.	IF-7.1.1	Construct WRP expansion to support City growth and economic development efforts.	Council, Manager, Utilities	Construction										
IF-7.2. Examine existing lift stations	IF-7.2.1.	Upgrade existing lift station near the Beach Water Park to improve service and provide for future expansion of sewer system.	Engineering, Utilities	Construction										
	IF-7.2.2.	Eliminate existing Parkside lift station and provide for future system expansion by construction of a new gravity sewer in Bethany Road west of Mason-Montgomery Road.	Engineering, Utilities	Construction										
IF-8 Examine ways to provide cost effective secondary benefits of Water Reclamation Plant.														
IF-8.1. Prepare a feasibility study to turn the Water Reclamation Plant into a regional system.	IF - 8.1.1	Proactively contact area wastewater treatment facilities such as Warren County Water and Sewer, Butler County Water and Sewer, Cincinnati MSD, the City of Lebanon and the Village of South Lebanon to explore sharing of excess capacity.	Manager	Communication										
IF-8.2. Develop ways to use byproducts of Water Reclamation Plant.	IF-8.2.1.	Study re-use of effluent water.	Utilities	Study										
	IF-8.2.2.	Study re-use of bio solids as fertilizer for residential and agricultural uses.	Utilities	Study										
	IF-8.2.3.	Study re-use of bio solids as alternative energy source and/or production.	Utilities	Study										
	IF-8.2.4.	Construct facilities to treat and convey WRP effluent to Mason Sports Park for irrigation, replacing purchased water.	Engineering, Utilities	Construction										

Goals / Strategy	Action #	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10	
TR-1. Encourage alternative methods of transportation.															
TR-1.1. Expand the City's bike path and sidewalk system in order to continue the City's progress toward creating a connected bike path and sidewalk system (see Map 6.3A)(coordinate efforts with Chapter 1, HN-1.5).	TR-1.1.1.	Require bike paths or fees-in-lieu of as part of future project approvals and as part roadway improvement projects along routes identified on Map 6.3A.	Engineering	Continuous											
	TR-1.1.2.	Require sidewalks with all new development and new or widened roadways.	Engineering	Continuous											
	TR-1.1.3.	Construct sidewalks where they do not exist on developed residential streets. Prioritize projects based on Thoroughfare Plan classification (i.e. Collectors have a higher priority than local streets).	Engineering												
	TR-1.1.4.	Encourage pedestrian access easements between dead-end streets and other nearby streets.	Planning	Amendment											
	TR-1.1.5.	Establish a non-motorized pathway gap development fund that is funded by grants, donations, and/or payments in lieu of requirements.	Council, Manager, Engineer												
	TR-1.1.6.	Evaluate and update the Bicycle and Pedestrian Way Master Plan as needed to address potential changes in priorities and resources since 2001. Incorporate Comprehensive Plan goals and strategies such as the proposed Muddy Creek Greenway.	Planning	Study											
	TR-1.1.7.	Encourage the provision of bike racks in multi-family and commercial developments.	Planning	Amendment											
	TR-1.1.8.	Build community support for pedestrian facilities by promoting an active lifestyle through recreational events and programs. Examples include community walks or running or biking races.	Parks	Continuous											
	TR-1.1.9.	Construct a pedestrian bridge across I-71, connecting the Lindner Tennis Center with Kings Island.	Engineering	Construction											
TR-1.2. Use green infrastructure such as stream corridors as pedestrian routes.	TR-1.2.1.	Complete the Muddy Creek bike path as shown on Map 6.3A as greenway land is acquired or dedicated. Require trail segment construction or fees-in-lieu with new development on properties that include portions of the greenway, while using capital improvement funds or grants for remaining portions.	Engineering	Construction											
	TR-1.2.2.	Construct a bike path and greenway along the stream extending from the Lindner Tennis Center and Kings Mills Sub-Area to the Muddy Creek bike path, using the same implementation strategy as Action TR-1.2.1.	Engineering	Construction											
	TR-1.2.3.	Connect downtown to neighborhoods, parks, community center, planned Activity Nodes and the Little Miami Scenic Trail via the Muddy Creek Greenway.	Engineering, Planning	Study, Construction											
TR-1.3. Consider the development of a trolley loop that connects the Community Core Sub-Area to the Kings Mills Sub-Area and Kings Island. (see ED-5.2.5)	TR-1.3.1.	Explore feasibility, funding options and potential partners such as the Southwestern Ohio Transit Authority, Warren County Transit Services and Kings Island.	Engineering, Planning, Economic Development	Study											
TR-1.4. Politically support rail connectivity from Mason to downtown Cincinnati.	TR-1.4.1.	Work with OKI and other jurisdictions along I-71 to re-establish the I-71 light rail corridor as a priority in OKI's Long Range Regional Transportation Plan.	Engineering, Planning, Economic Development	Continuous											
	TR-1.4.2.	Work with OKI and other jurisdictions to establish a commuter line with a station in Downtown Mason on the I&O Railroad. There is a 3 mile gap of track that needs restored starting at Mason's southern border.	Engineering, Planning, Economic Development	Communication, Study											
	TR-1.4.3.	Work with SORTA and Warren County to establish transit connections with Ohio 3C Passenger Rail Station in Sharonville.	Engineering, Planning, Economic Development	Communication, Study											

Goals / Strategy	Action #	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10
TR-2. Strive for pedestrian friendly, "Complete Streets".														
TR-2.1. Amend subdivision regulations to promote Complete Streets concepts.	TR-2.1.1.	Consider reducing minimum local residential street widths and curb return radii.	Engineering, Planning	Study, Amendment										
	TR-2.1.2.	Develop maximum-block-length requirements for residential neighborhoods, with block ends defined by intersections, alleys or mid-block pedestrian paths.	Engineering, Planning	Amendment										
TR-2.2. Implement traffic calming measures in residential areas where appropriate.	TR-2.2.1.	Develop a traffic calming program for local streets (see case study in Figure 6.3B) where speeding, accidents and non-local traffic are concerns. See Figure 6.3A for examples of traffic calming measures.	Engineering, Planning	Study, Amendment										
	TR-2.2.2.	Encourage incorporation of traffic calming measures with new developments where appropriate.	Engineering, Planning	Continuous										
	TR-2.2.3.	Establish safe routes to school by identifying key walking routes as priorities for traffic calming and other pedestrian safety measures.	Engineering, Planning	Study										
TR-3. Reduce vehicle miles traveled in Mason.														
TR-3.1. Promote mixed use development at Activity Nodes (see Chapter 7, LU-19) to provide daily necessities at convenient locations.	TR-3.1.1.	Amend the zoning map and create new districts or overlay districts to promote mixed-use development in Activity Nodes as identified on the Future Land Use Map (Map 7.4A).	Planning	Amendment										
	TR-3.1.2.	Provide live/work opportunities at appropriate locations throughout the City as described under Goal HN-1 in Chapter 1 and Chapter 7 Land Use.	Planning	Amendment										
	TR-3.1.3.	Integrate young professional housing in new mixed-use and residential developments to increase the possibility of both living and working in Mason. Implement actions recommended under Goal HN-4 in Chapter 1.	Planning, Economic Development	Amendment										

Goals / Strategy	Action #	Action Description	Responsible Parties	Action Type	1	2	3	4	5	6	7	8	9	10
TR-4. Provide a safe and efficient roadway system.														
TR-4.1. Upgrade existing roads that are performing poorly to meet Level of Service requirements. The following improvements increase roadway, intersection and interchange capacity by adding lanes and constructing alternative, parallel routes.	TR-4.1.1.	Support widening of Butler-Warren Rd between US 42 and Bethany Road.	Engineering	Continuous, Construction										
	TR-4.1.2.	Construct a full interchange at I-71 and Western Row Road.	Engineering	Construction										
	TR-4.1.3.	Improve the I-71/Kings Mills Road interchange.	Engineering	Construction										
	TR-4.1.4.	Support the widening of Mason-Montgomery Road between the Fields-Ertel Road and Socialville-Fosters Road.	Engineering	Construction										
	TR-4.1.5.	Widen SR 741 between US 42 and Kings Mills Road.	Engineering	Construction										
	TR-4.1.6.	Extend Financial Way east of Mason-Montgomery Road to Western Row Road.	Engineering	Construction										
	TR-4.1.7.	Extend White Blossom Boulevard west to an extended Wilkins Boulevard.	Engineering	Construction										
	TR-4.1.8.	Extend Wilkins Boulevard north to Financial Way and extend Financial Way northwest to Western Row Road.	Engineering	Construction										
	TR-4.1.9.	Widen US-42 from Butler Warren Road to Tylersville Road.	Engineering	Construction										
	TR-4.1.10.	Widen Kings Mills Road from US-42 to SR-741.	Engineering	Construction										
	TR-4.1.11.	Extend Cox-Smith Road from SR-741 to Parkside Drive.	Engineering	Construction										
	TR-4.1.12.	Implement intersection upgrades indicated on Map 6.3B in coordination with roadway widening projects.	Engineering	Construction										
	TR-4.1.13.	Explore roundabouts as a potential upgrade for intersections (see Figure 6.3C for a description).	Engineering	Construction										
	TR-4.1.14.	Uphold access management policies to preserve roadway capacity, safety and efficiency.	Engineering	Continuous										
	TR-4.1.15.	Update the Thoroughfare Plan to reflect the changes indicated in Table 6.3.A.	Engineering	Amendment										
TR-4.2. Develop new roads or road connections and improve existing roads to support future growth and improve east/west and north/south connectivity.	TR-4.2.1.	Widen Mason Road from downtown to Butler-Warren Road.	Engineering	Construction										
	TR-4.2.2.	Widen and connect Bethany Road and Mason-Morrow-Millgrove Road between Butler-Warren Road and SR-48.	Engineering	Construction										
	TR-4.2.3.	Construct a new roadway parallel to I-71 from Kings Island Drive near Western Row Road to Mason-Morrow-Millgrove Road, with a connection to Fairway Drive.	Engineering	Construction										
	TR-4.2.4.	Extend Kings Island Drive north to Columbia Road.	Engineering	Construction										
	TR-4.2.5.	Construct a new Primary Collector from Western Row Road to Innovation Way.	Engineering	Construction										
	TR-4.2.6.	Widen Mason-Montgomery Road from downtown to the northern boundary of Mason. Straighten the curve south of Brewer Road to improve safety and traffic movement.	Engineering	Construction										
	TR-4.2.7.	Widen SR-741 from US-42 to the northern boundary of Mason.	Engineering	Construction										
	TR-4.2.8.	Widen Kings Mills Road from I-71 to Parkside Drive.	Engineering	Construction										
	TR-4.2.9.	Widen Columbia Road between Kings Mills Road and Mason-Morrow-Millgrove Road.	Engineering	Construction										
	TR-4.2.10.	Widen US-42 north of downtown to the Mason Sports Park.	Engineering	Construction										
	TR-4.2.11.	Extend Stone Ridge Drive east to Mason-Morrow-Millgrove Road and west to US-42.	Engineering	Construction										
	TR-4.2.12.	Connect Bunnel Road and Brewer Road.	Engineering	Construction										
	TR-4.2.13.	Connect Avalon Terrace, Windemere Way and Batsche Trails Boulevard to the Bunnel-Brewer Connector with new roadway extensions.	Engineering	Construction										
	TR-4.2.14.	Construct a new Primary Collector parallel to Butler-Warren Road north of Bethany Road.	Engineering	Construction										
TR-4.3. Improve access and circulation in the Community Core.	TR-4.3.1.	Extend Foxfield Drive northeast to Kings Mills Road.	Engineering	Construction										
	TR-4.3.2.	Extend Foxfield Drive south to Tylersville Road. Consider a design treatment that mitigates cut through traffic. Some options include changing street names, restricting turning movements onto Kenwood Drive from Mason-Montgomery Road, and/or installing a cul-de-sac or creating a one-way street south of Tylersville Road.	Engineering	Construction										
TR-4.4. Prioritize transportation projects in-line with City land use and development goals.			Council, Manager, Engineer, Econ. Development											

Section 8.8. Implementation Strategies

This section provides a description of tools and techniques that the City can use to implement the recommendations of this plan.

Outreach and Marketing

Successful implementation requires widespread support. Implementation efforts will be aided by a deliberate campaign to inform stakeholders about the Plan. Residents should be made aware of the important opportunities and constraints that face the City.

Include Plan information in Mason Matters that specifically informs the reader on how to find more information on-line. Regular updates should be included in such publication.

Consider mailing the executive summary or the Future Land Use Map and Table to all addresses in Mason. Alternative, create a condensed brochure as a collateral piece that can be mailed and emailed.

Engage civic groups such as the Chamber to become active participants in the implementation process.

Network and inform retail consultants, developers and real estate brokers of Plan goals, priorities and opportunities.

Regulatory Updates

Update Mason's development policies and regulations to conform to Plan land use, development, transportation and infrastructure policies including:

- Stormwater regulations
- Subdivision regulations
- Bicycle and Pedestrian Way Master Plan
- Landscape and Street Tree Ordinance
- Transportation Thoroughfare Plan
- Downtown Master Plan
- Zoning Ordinance and Map

Zoning

Innovative zoning amendments to the city's current zoning code are needed to implement Plan land use and development regulations. Examples include provisions allowing a wider range of land uses permitted in the same zoning district, relaxation of building height restrictions, and shared and regional parking regulations.

1. **Overlay District.** An overlay district applies additional land use and design regulations on top of existing (underlying) zoning. The underlying zoning district regulations remain intact but they can be modified, added to or deleted by the overlay district. More restrictive architectural, landscape and site design standards could be incorporated in the overlay district. Places where an overlay district should be considered follows:

-The I-71 corridor between King Mills and Western row to promote a corporate office environment.

-Activity Nodes found at key intersections to promote urban design principles that support mixed use. Pedestrian friendly environments.

2. **Mixed Use Zoning.** The City could adopt a new zoning district or amend existing districts to permit a wider range of uses as well as mixed-use buildings. Mixed use zoning should include development standards that ensure compatible mixing of uses. Some communities offer performance-based zoning regulations that give bonuses or credits in return for performance of plan goals. Examples include granting density bonuses in return for the provision of additional open space or reduction of parking spaces required in a mixed use environment.

Mixed use zoning is appropriate along older corridors such as Reading Road where greater variety and visual interest is desired. Mixed use zoning can be used individually or in combination with overlay districts for use along corridors, at Activity Nodes and districts such as downtown.

3. **Form Based Code.** Many communities are turning to form based codes to simplify development

standards. Form based codes rely on graphics to convey community expectations for the built environment. This graphics based approach to zoning is easier to understand than reading zoning code text. Some initial reports claim that form based codes result in better developments because zoning standards are more readily understood. Form based codes are used when a specific development design and performance outcome is expected. In other words, form based codes leave less up to chance.

4. **Planned Unit Development (PUD).** Conventional zoning is often too rigid to meet master plan development goals. PUDs offer increased flexibility in return for increased design creativity and a better project than could be accomplished otherwise. Instead of establishing strict standards for development, PUDs establish a purpose, intent and broad guidelines that allow a community and the property owner to negotiate development standards.
5. **Low Impact Design.** Revise curb standards to permit gaps in curb or flat curb to allow overland flow of stormwater to bio-infiltration basins and ditches. Revise the Landscape and Street Tree Code to allow landscaped bio-infiltration ditches instead of mounded screening to collect, hold and filter rainfall.
6. **Alternative Energy.** Amend the Zoning Code Accessory Use section to ensure clear language is provided allowing, within limits, household scale and possibly community scale alternative energy devices such as wind turbines and solar arrays. Such uses could also be permitted as a principal or conditional use within individual zoning districts. Development standards regulating the size, design placement, location, screening and height of alternative energy equipment need to be added to the Zoning Code.
7. **Revise Height Limitations.** Height restrictions limit building, job and housing density. This was helpful when land was plentiful but such restrictions should be relaxed now that fewer development parcels remain. Some communities are eliminating height restrictions allowing the market to dictate building height in appropriate areas. Higher building height

allowances are needed in the I-71 corridor where land is planned as Business Park and in the downtown where higher density is desired.

8. **Sustainable Development Districts.** Create a Natural Features protection ordinance that provides additional guidelines on stream-side setbacks and the creation and preservation of green resource networks.

Finance

Intergovernmental Coordination

Many Plan recommendations have an impact beyond Mason's borders. Projects of regional significance require intergovernmental coordination and collaboration.

A full interchange at I-71 and Western Row Road is paramount to the success of Mason's and Warren County's ability to develop a leading class corporate office development. This development requisite will likely require the full collaboration and cooperation of the City of Mason and Warren County to accelerate planned improvements. This collaboration can be achieved through a united monetary and political policy. A unified front among local governments along with project stakeholders can influence funding priorities at regional, state and federal levels. Though collaboration is need, a project "champion" is often required to spearhead the effort such as Mason did in their bid to attract Luxottica's U.S. headquarters by improving essential infrastructure and providing an attractive and creative financing package.

Incentives and Inducements

The City's economic development programs provide a full array of incentives and inducements to attract targeted companies in targeted sectors. A new important step defined in this Plan is to identify minimum expectations for development performance in return for incentives. Having an agreed upon set of economic development tools in place as part of an overall economic development strategy will allow the City to market to perspective companies with confidence and disclosure.

Special Assessment (SA). A SA is an additional property tax that applies to a limited geographical area

and can be used to fund public improvement projects or ongoing public services that benefit the assessed properties. The assessment is charged by front foot of property, percentage of tax valuation, a proportion to the benefits received, or some combination thereof. Special assessment districts can be created voluntarily through a petition signed by property owners of at least 60% of the front footage or 75% of the area of real property within the proposed district. Alternatively, City Council can initiate an assessment without authorization of property owners. Voluntary special assessment districts can assess 100% of project costs to property owners, while involuntary (City-initiated) districts have legal limits on the assessment amounts.

The advantage of a SA is that it generates income for enhanced improvements and services in an area without relying on the City's General Fund. The disadvantage is that a special assessment increases the tax burden for property owners.

Special Improvement District (SID). A SID is similar to a special assessment in terms of the method of tax assessment and the potential uses of revenues. The difference is that a SID involves the creation of a non-profit organization with a Board of Directors that oversees the collection and spending of assessed revenues. Creation of a SID must be voluntary and requires the same petition as a special assessment district. A SID also requires the creation and approval by City Council of a plan for public services, improvements, and financing.

A SID has similar advantages and disadvantages of a special assessment district, but a SID permits property owners within the SID boundaries to control collection and spending of revenues.

Bonds. General obligation bonds are issued for a specific community projects and are paid off using property tax revenues. Revenue bonds are issued for construction of projects that generate revenues. Bonds are retired using income generated by the project.

Tax Increment Financing (TIF). A TIF district raises funds by capturing the incremental property tax from increases in property value over time. Existing property

tax collection and distribution is frozen at current levels, while the increment is diverted to a special fund that can be used for public infrastructure improvements. The City must create and oversee a TIF district through legislation and creation of the fund to receive TIF revenues.

The advantage of a TIF district is that it generates income without relying on the City's General Fund or increasing taxes for property owners. A disadvantage of TIF is that revenues are dependent on future property value increases and are difficult to predict unless a specific development project is underway in the district. Additionally, a TIF may divert future property tax increases from the City's General Fund, the School District, County agencies, and other recipients of property taxes.

Tax Abatement, Enterprise Zones, and Community Reinvestment Areas. These additional economic development tools may provide the City with opportunities for providing for nonresidential development in certain areas, and for utilizing certain income level conditions to meet qualifications. The City should explore the feasibility of tax abatement, enterprise zones, community reinvestment areas, and other financing programs for the purposes of facilitating implementation of this Plan.

Grants

Grants are a vital part to an overall implementation strategy. Numerous grant opportunities exist at the federal and state level. New opportunities become frequently available but often the window of opportunity is often short. Having an updated Plan is often necessary to obtain grants and at a minimum will prove helpful in this environment.

ODNR Land and Water Conservation Fund (LWCF) and NatureWorks Grant Programs. The Ohio Department of Natural Resources coordinates distribution of grants available for park development and land acquisition. The maximum grant for development varies from grant cycle to grant cycle. In the future, the City may wish to seek funding for acquisition of land principally for open space and natural resource preservation purposes.

Ohio Job Ready Sites Program. This grant is administered by the Ohio Department of Development. It is designed to make competitive sites “job” ready. Grantees are awarded money, up to \$3.5 million, to remove development obstacles. Eligible projects include utility extensions, road construction and new building construction. One more round of grants will be awarded in 2011 or 2012 unless the program is extended.

Clean Ohio Fund Grant Programs. Established following a Statewide referendum, the Clean Ohio Fund drives four programs coordinated by various State agencies and aimed at open space acquisition, brownfields redevelopment, farmland preservation, and the establishment of trails. Numerous opportunities exist within the City and should be explored to bring direct benefit to the City from the Clean Ohio Fund including the Muddy Creek Greenway extension.

Transportation Equity Act for the 21st Century (TEA-21): In 2000, the Ohio Department of Transportation (ODOT) distributed more than \$15 million to over fifty (50) Ohio communities for a variety of transportation enhancement projects. This funding is provided through the TEA-21 landmark legislation, which was passed by Congress in 1998. TEA-21 requires each state to set aside ten (10) percent of their Surface Transportation Funds for Transportation Enhancement projects including bicycle and pedestrian facilities, transportation beautification projects, and historic preservation projects.

Catalytic Development Organization

Mason’s Port Authority enjoys broad real estate and economic development related powers given to it by the Ohio Revised Code. As political subdivisions, port authorities are granted a number of powers that can foster economic development in local communities, benefiting both the community and local business. Port authorities possess the following powers:

- Acquiring Property
- Issuing Revenue Bonds
- Facilitating Economic Development Transactions
- Exercising Eminent Domain Power

- Acquiring Property to Facilitate Economic Development and Housing
- Receiving State and Federal Grants and Loans
- Exercising Powers on Behalf of Another Political Subdivision
- Issuing General Obligation Bonds
- Levying Voted Property Tax
- Engaging in Extraterritorial Activities

These powers can enhance, foster, aid, and promote Mason’s transportation, economic development, housing, recreation, education, and governmental operations. The Port Authority should be tasked with implementing some of the Plan’s strategic recommendations.