Recommendations
Goals, Objectives, and Strategies

The Collective Vision for Greenhills describes a desired state of the community in the future. The formulation of goals and objectives is central to the implementation of a long-term vision. Goals and objectives provide direction to the many stakeholders in the community. The goals and objectives also provide the backdrop for the other plan elements.

Goals set targets, that when pursued over time, will contribute to the achievement of the collective vision. Objectives are more specific desired short-term results that contribute to the overall goal. Strategies are specific ways to implement the plan. The Greenhills Comprehensive Plan groups its goals and objectives into seven overarching themes:

- Image
- The Village Center
- Community Life
- Schools/Education
- Housing/Neighborhoods
- Open Spaces, Recreation, and Community Services
- Redevelopment/Economic Development

By focusing on the implementation of strategies that aim to advance one or more of the key elements of the Vision, the Village will maximize the use of available resources. With the information available at this time, the Steering Committee has outlined goals, objectives, and strategies as a roadmap for implementation. However, periodic revisions are recommended to accommodate events and circumstances unforeseen at the time of the plan preparation.

Image

Greenhills, a National Historic Landmark, is a progressive community that seamlessly connects strong neighborhoods to a vibrant Village center and the natural environment. The Village embraces its tradition of innovative planning, design, and sensitivity to the environment.

Goal

To develop a recognizable positive image of the community that it is a great place to live, work, play, and invest.

Objectives:

- Develop a “brand” and create and sustain a marketing campaign that helps build brand/name recognition
- Create a positive “buzz” about the Community
- Identify and promote successes of local schools that enhance the community image
- Identify and promote successes of local organizations that enhance the community image
- Actively enforce Village Codes
- Expand Village’s “Welcome Packet” to New Residents to include the “Good Neighbor Code”

Image 28 Greenhills Historical Marker

*Photo Source: Greenhills Historical Society Web Page*
**Goal**
To create visual markers and identifiers that reinforce the sense of place and arrival to Greenhills

**Objectives:**
- Create and implement a streetscape plan for Winton Road
- Create gateways for the Village that showcase the Greenbelt (natural & geographic features)
- Consider the segment of Winton road between Ingram and Farragut as an integral part of the Village Center redevelopment

**Goal**
To build a reputation as a hub for sustainable development and redevelopment practices

**Objectives:**
- Conduct energy audits in all municipal buildings and retrofit buildings to make them more energy efficient
- Commit to build LEED-certified municipal buildings and properties
- Promote the use of rain gardens, vegetated swales, and other environmentally friendly practices to manage stormwater run-off on private and public properties
- Pursue complete “green” street program
- Provide incentives to property owners to consider energy efficient retrofits to existing housing stock
- Promote Energy Star/LEED-certified infill housing
- Consider offering alternative transportation services that connect east and west neighborhoods to the Village Center
- Improve bus shelter and park-and-ride facilities to facilitate the use of public transportation
- Consider applying to become a Duke Energy pilot project smart grid community in Ohio
- Promote recycling and reduction of trash
- Promote the “green” in Greenhills name

**Goal**
To make Greenhills a high speed communication hot spot

**Objectives:**
- Consider broadband wiring for the entire community
- Offer Wi-Fi connection in community parks and other municipal facilities
- Have electronic/digital kiosks for exchanging of information
- Make Greenhills more attractive to employers and potential residents interested in new technologies and/or communications

**Goal**
To promote the special character of neighborhoods and assist residents to build and implement civic agendas that contribute to the progress of Greenhills

**Objectives:**
- Create residential districts
- Utilize districts identity in marketing the community
- Provide opportunities for residents to interact with neighbors in the same district
- Provide residents and investors with guidelines for renovation and preservation of historically significant properties
Strategies (not in particular order)

- Sponsor a Leadership Academy for residents (educate residents and groom volunteers to take on community projects/responsibilities)
- Consider city-wide broadband access
- Offer on-site education opportunities for those interested in rain gardens
- Organize recycling program similar to the City of Montgomery, OH
- Utilize pervious pavement technologies for surface parking lots
- Provide bike racks in parks and other public facilities
- Use different pavement treatment on Winton Road at Ingram and at Farragut (similar to Winton Road retrofit occurring in Springfield Township)
- Improve sidewalks and add water fountains along major pedestrian corridors
- Coordinate signage along Winton Road corridor – common style and theme for business and community signage
The Village Center

Commerce within the Village is a key component to the community’s quality of life and ongoing financial stability. At the heart of Greenhills is a vibrant, welcoming, mixed-use Village Center where citizens have access to a variety of shopping and cultural opportunities. Eco-friendly, sustainable buildings populate the Village Center, providing a broad range of employment opportunities.

Goal

To redevelop the shopping center and adjacent properties as a mixed-use project promoting a “new urbanism” environment in the community

Objectives:

- Consider the segment of Winton Road between Ingram and Farragut as an integral part of the Village Center (shopping center) redevelopment
- Develop a strategy for the Village to assist and guide development/redevelopment
- Identify the best uses for the site by conducting a market study
- Create a form-based zoning overlay district
- Create building design guidelines
- Create guidelines to regulate appearance and operational style of mixed-uses, including businesses and residences
- Develop a conceptual site plan
- Promote sustainable development and retrofitting
- Prepare a “development ready” marketing package for sites within the Village Center
- Identify partners that could assist in redevelopment
- Solicit community involvement and support for redevelopment
- Create tax incentives and other incentives to attract new development and businesses

Photo Source: switchboard.nrdc.org
Goal
In the short-term, upgrade the building and surrounding property to make it more efficient to attract more businesses

Objectives:
• Identify and address code violations
• Improve facade and surrounding grounds
• Improve signage: work with businesses and property owners to coordinate signage
• Improve accessibility for pedestrians and bicyclists
• Redesign the streets and parking areas and improve access/egress from Winton Road
• Advertise the shopping center and its businesses on one freestanding sign located on Winton Road designed by the municipality
• Maintain the grounds surrounding the stores (snow, leaf and garbage removal, mud floods during heavy rains)
• Coordinate joint advertisements and events that bring customers to the shopping area
• Recruit new businesses and retain existing ones
• Create tax incentives

Goal
To become a catalyst for mixed-use development in The Village Center

Objectives:
• Assist businesses obtain professional guidance to perfect business model, improve operations, gain market share, etc.
• Assist businesses with marketing
• Organize networking events for business owners
• Assist businesses with funding sources to improve signage and other physical improvements

Goal
To identify desirable uses for the Village Center

Objectives:
• Use a professional to promote economic development
• Develop a list of desirable tenants for the Village Center to meet the needs of residents (e.g. gas station, real estate office, etc.)
Goal
To develop opportunities to use the Commons to complement retail objective

Objectives:
• Hold a quarterly festival
• Move Mayfest and Farmers Market to Commons

Goal
To develop a plan to improve the ‘look’ of the Village Center

Objectives:
• Improve and standardize business signage
• Make the shopping spaces ADA accessible
• Provide public restrooms and water fountains
• Enforce building codes
• Improve preventive maintenance and trash clean up of the shopping center
• Create a unified streetscape plan that links and reinforces distinctive areas and uses in the Village Center (e.g. shopping center, Commons, Community Building, Recreation Complex, parking, residences)

Strategies (not in particular order)
• Add or repair sidewalks, curbs, make them ADA compliant
• Add street furniture in accordance with a streetscape plan. Examples: bike racks, benches, planters, street lamps
• Create a Community Reinvestment Area (CRA) to give tax abatements to building improvements in designated areas
• Coordinate information sessions with SCORE, the Small Business Center at the College of Business at UC, HCDC Business Incubator to assist local businesses
• Create a zoning overlay district for the Village Center district to guide improvements
• Create a “Welcome/Information Center”
• Attract Farmer’s Market, gas station, and grocery store
• Keep the Library, make it ADA compliant
• Advertise and enhance Metro Park and Ride lot
• Enforce no loitering at the shopping center
• Develop a streetscape and window display program
• Explore “Main Street USA” program for Village Center redevelopment
• Develop design guidelines for the shopping center
Community Life

The Village is a friendly, well-maintained, and accessible community where neighbors are active, caring, and informed. Families and residents of all ages enjoy parks, public spaces, tree-lined streets, neighborhood events, and places of worship, volunteer opportunities, safe neighborhoods, recreational, art and cultural amenities. The Village supports, recognizes, and utilizes the time and talents of its residents and organizations, and helps shape and form the community now and in the future.

Goal
To provide opportunities for local groups to volunteer in community projects that enhances the image of Greenhills

Objectives:
• Reestablish a farmers’ market
• Build a rain garden in a neighborhood park
• Evaluate potential location of a skateboarding park
• Coordinate programs with the School District to sponsor teen events
• Build a community playground
• Promote fairs and festivals

Goal
To provide opportunities for churches, clubs, and other local organizations to address collaboratively the needs of populations in different age groups

Objectives:
• Develop after school programs for children of school age
• Identify projects where teens are welcome and can volunteer
• Identify and promote projects where seniors can volunteer
Goal
To create a relaxed, welcoming space for teens

Objectives:
• Work with the public library to create a “teens” lounge
• Work with the Shopping Center Administrator and/or the School District to find an appropriate space for teens to meet

Goal
To preserve Greenhills as a family oriented community

Objectives:
• Organize family oriented events

Goal
To provide opportunities for residents to become familiar with environmentally friendly practices of gardening and landscaping

Objectives:
• Promote rain gardens on private properties
• Promote organic gardens on private properties

Goal
To provide incentives to neighborhoods to become communities

Objectives:
• Offer a mini-grant to block/streets for a community project (with matching funds required to make it competitive)
• Distribute awards annually to different streets to celebrate accomplishments

Goal
To improve communications

Objectives:
• Create a newsletter that highlights the positive improvements on each street
• Sponsor meet your neighbor events
• Use the “welcome center” to regularly post news, volunteer opportunities, programs, and events
**Goal**
Greenhills is a community where its citizens can age in place

**Objectives:**
• Create a senior center
• Continue to support programs for active older adults

**Goal**
To raise funds to pay for community events and programs

**Objectives:**
• Offer annual grants to selected programs
• Fund a volunteer coordinator position

**Goal**
To collaborate with the School District to improve the education conditions and opportunities of Greenhills residents

**Objectives:**
• Create a Community-Parents-Teacher Association (so people who do not have children in the school district can still play an active role in improving the education system)
• Create a mentor program so every Greenhills student is set to excel

**Goal**
To diversify recreation and performing arts opportunities within the Village

**Objectives:**
• Support school district projects to preserve/maintain/upgrade the Community Building (e.g., Performing Arts Center)

**Strategies** (*not in any particular order*)
• Sponsor a Leadership Academy for residents (educate residents and groom volunteers to take on community projects/responsibilities)
• Create a “clearing house” of volunteer opportunities for teens and other Greenhills residents
• Create a fair and events committee
• Create a volunteer coordinator position
• Build a community park using the Thousand Hands method
• Promote block/street parties
• Have block/street groups to compete at an annual festival
• Utilize the Commons more
• Identify activities appropriate for every age bracket
• Evaluate retrofitting community building’s basketball court as a performing arts center
Schools/Education

The Village works in unison with public and private entities to foster a commitment to high quality education. Volunteers and citizens provide exceptional educational opportunities for all ages. Innovative school facilities and programs play an integral part in the cultural and civic life of the community.

Goal
To improve the image of our public school system

Objective:
• Support the development and implementation of the school district’s marketing plan
• Support the school district’s plan to improve its State Report Card rating
• Encourage school district to continue to reach out to all communities
• Develop a communication mechanism between Greenhills police and school district to facilitate police enforcement to ensure safety of the community (early dismissal, discipline issues, patrolling teen populated areas)
• Partner with the Winton Woods City School District (WWCSD) to maintain all school district property in the Village of Greenhills

Goal
To collaborate with the School District, Forest Park and Springfield Township to improve walkability to school buildings and other School District facilities

Objectives:
• Develop a proposal and jointly apply for Safe-Routes-To-Schools (SR2S) grants to create new and/or improve existing paths that will allow students to safely walk to school

Goal
To create a Greenhills School/Education Committee that is an advocate for residents’ educational needs

Objectives:
• Be an advocate for Greenhills’ students that attend the Winton Woods School District
• Increase communication between School District and the community to inform of the existing discipline policies
• Collaborate with the School District on strategies that lead to an “Excellent” rating
• Encourage private and public entities to study the possibility of locating “community schools” or private schools (charter or other alternative) in Greenhills
• Develop a continuing education plan for the community to ensure the residents of Greenhills are provided the best educational options and opportunities
• Support development of a plan that encourages higher education opportunities for village residents
• Develop after school programs for children and adults
• Develop a “Communiversity” type of program which addresses professional and basic adult education as well as recreation and enrichment programs
• Develop programs for all ages (in particular seniors), taking into consideration the strength of multiple generations
Housing/Neighborhoods

The Village of Greenhills is an inviting residential community that offers a wide variety of sustainable housing choices that meets the needs of residents of all ages. A system of pedestrian paths and walkways links historic and new neighborhoods. The Village offers a small town feel and strong sense of community.

Goal
To encourage a mixture of housing densities, ownership patterns, and building types to serve diverse households types

Objectives:
• Explore diverse types of housing development within the business district, the greenbelt, and targeted neighborhoods (considering types of development currently not available in these areas, such as student housing, senior housing, and complementary retail and service facilities)
• Develop special standards or guidelines that result in a trade-off/benefit for any developments within the greenbelt
• Determine the most appropriate mix and location of new/infill housing development

Goal
To increase the ratio of owner-occupied housing units in the Village

Objectives:
• Create incentives for conversion of rental units into owner occupied units
• Market the Village to potential home-buyers
• Market Village home-ownership opportunities to current renters

Goal
To maintain and rehabilitate existing housing stock

Objectives:
• Encourage residents and property owners to maintain properties
• Make resources available to residents and property owners to maintain and rehabilitate properties
• Conduct periodic review of maintenance and land development codes

Goal
To promote preservation and restoration of historic housing within the Historic District

Objectives:
• Establish policies and guidelines to promote and protect the National Historic Landmark potential status or eligibility of the Village
• Develop a historic preservation plan
• Establish a code review and compliance process specific to the properties in the historic district
• Consider the adoption of a local Historic District
• Provide assistance to residents with the maintenance, rehabilitation, and upgrade of properties in the historic district

Goal
To create opportunities for infill housing development

Objectives:
• Identify vacant or underutilized lots with potential for infill housing development
• Identify appropriate architectural styles for new structures and additions
• Clean up sites occupied by vacant and blighted properties
• Eliminate slum and blight by removing identified structures that detract from a healthy image of the area
• Streamline the development process to make it clear and predictable
• Prepare a “Developer’s packet”: include key economic development materials (demographics, development and service costs, policies, tax incentives, regulations, procedures, amenities)
• Work with realtors, developers, and non-profit housing groups to determine the market for various housing types

**Goal**
To inform and educate residents of housing policies, strategies, and resources so they become partners in creating strong neighborhoods

**Objectives:**
• Develop effective housing codes and Rental Permit requirements through periodic code review and strong enforcement policies
• Inform residents and property owners of the Village’s property maintenance ordinances, guidelines, and enforcement processes
• Promote “maintenance know-how” by conducting regular “building/property maintenance” trainings
• Promote better relations between tenants & landlords and the Village by offering “tenants and landlords” rights and duties training

**Goal**
To create effective solutions for the parking and storage of transportation and recreational vehicles within the community

**Objectives:**
• Develop and promote alternative transportation modes as a way to reduce automobile parking and storage loads
• Develop effective parking and storage codes through periodic code review and strong enforcement policies
• Assist residents in developing appropriate onsite parking and storage solutions
• Develop and promote alternative vehicle storage facilities outside residential areas

**Goal**
To create support mechanisms to assist property owners with maintenance, ownership, and promotion objectives

**Objectives:**
• Identify sources of funds for rehabilitation of residential dwellings
  o Promote Energy Efficient improvements For Low Income (HEOP – Home Energy Assistance Program and HWAP- Home Weatherization Assistance Program)
  o Create awareness of Energy Efficient improvements – programs available (State of Ohio, Duke Energy, others)
  o Promote County’s Home Improvement Program (HIP) – reduced rate loan
  o Create a home improvement matching grant program (using Community Development Block Grant funds-low income- or other funds-market rate)
• Preserve and improve the appearances of our neighborhoods
  o Consider creating a “Citizens Housing Committee” (Example: City of Milford, OH)
  o Consider establishing a “Certificate of Compliance” Program for all residential properties to be sold (Example: Village of Shorewood, a suburb of the city of Milwaukee, Wisconsin)
• Develop a marketing plan
  o Develop Realtors’ information packet, listing web links, and open house events to
introduce realtors to Village resources (amenities and services that help sell a property)
  - Create a portfolio of amenities, services, and other benefits available to Greenhills residents
- Promote home “ownership” (property owners and renters)
  - Form partnerships with local employers to market the community to their employees
  - Create cash incentives for employees of local organizations, including the School District, to relocate in Greenhills (Example: Columbus’ Nationwide Children’s Hospital $5K per employee)
  - Create a Good Neighbor Next Door type of program
Open Spaces, Recreation, and Community Services

The Village of Greenhills invests in its open spaces, parks, recreation programs, tree-lined streets, walkways, and community services. Greenhills leads by example and is widely recognized for its distinguished police, volunteer fire department, and administrative services. The Village is responsive to the needs of its citizens and encourages active public involvement. Bicyclists and pedestrians can easily reach adjacent communities and Winton Woods-Hamilton County Park.

Goal
To reinforce the value of Greenhills’ parks and recreation facilities

Objectives:
• Market the Greenhills parks and recreation facilities as a network
• Promote the parks and services offered at each one of the locations
• Highlight connectivity and encourage walking/biking
• Develop a more active recreation commission
• Continue to improve baseball fields and improve play areas (e.g., add play sets)
• Develop dog-friendly parks
• Collaborate with Hamilton County Park District to explore development of a dog park within Winton Woods
• Promote the use of School District recreation facilities

Goal
To improve the appearance of neighborhood parks and fields

Objectives:
• Involve neighbors in identifying what major uses/improvements are needed in the neighborhood parks
• Consider creating a rain garden or a community garden in neighborhood parks
• Upgrade sports fields to include concessions and permanent bathrooms
• Upgrade lighting, way-finding signage, and site furniture
• Include park improvements in annual Capital Improvement programming
• Improve maintenance of tennis courts
• Maintain/keep pocket parks clean, keep sidewalks in good condition
• Increase amount of parking at recreation fields (e.g. Palma Park)
• Have a theme for each park (e.g., Butterfly garden, meadows, etc.)

Goal
To maintain tree-lined streets throughout the Village that enhances the park-like setting of the community

Objectives:
• Conserve and protect the tree canopy in Greenhills
• Avoid any unnecessary disturbance of existing vegetation within Greenhills rights-of-way
• Maintain Tree City USA designation
• Expand community participation in environmental programs
• Study a tree planting model for the right-of-way and other public spaces that consider survival-ability, function, and aesthetics

Goal
To make open spaces and recreation facilities accessible for pedestrians and cyclists

Objectives:
• Create and implement a comprehensive connectivity plan
• Make trails and parks and recreation facilities ADA compliant
• Create designated trails in areas where multi-modal transportation shares the space (for example parking lots)
• Provide adequate illumination to increase safety feel

**Goal**

To make the Village Recreation Complex a state of the art facility

**Objectives:**
• Develop new indoor facilities for year round leisure activities
• Address future use of the golf course/pool/Molloy’s area for future recreation uses
• Create a skateboard park
• Expand concessions
• Redevelop Community center/Banquet Hall to house a coffee shop, flexible banquet hall space, a B&B, offices
• Retrofit and promote use of shelter/picnic area
• Offer Wi-Fi connection
• Add more workout facilities

**Goal**

To improve connectivity to Winton Woods Park

**Objectives:**
• Coordinate with Hamilton County Park District the use, maintenance, future development, and marketing of facilities and properties along common borders
• Share and leverage resources
• Improve visibility and marketability of the community
• Strategies
  o Formally connect the Village network of trails to the Park trails
  o Create and properly mark head trails in Greenhills that lead into Winton Woods Park
  o Create a trail/path from the youth camp to the Greenhills Shopping Center
  o Partner in joint marketing material and promotion (Winton Woods Park and Village of Greenhills Businesses)
  o Coordinate the implementation of a multi-purpose paved trail along Winton Road from the Village to Winton Woods
  o Create a standing coordination mechanism with the Park District staff (for example one meeting every quarter for the Recreation Commission and other designated individuals to meet with Park District)

**Strategies (not in any particular order)**
• Have markers/way finding signs that identify location of parks
• Continue the shade tree program
• Meet ADA accessible requirements
• Build a barrier free playground
• Repair sidewalks and trails
• Have pedestrian and/or cyclist crossing signs
• Clearly mark street crossings (pavement treatments)
• Improve Winton Road pedestrian crossings
• Provide appropriate lighting
• Improve and/or extend sidewalks and trails
• Place bike racks and benches along the trails
Redevelopment / Economic Development

Redevelopment in Greenhills is characterized by its practice of mixing retail, housing, and office that maximizes the use of available land, resulting in a stable and diverse local economy. Best practices have streamlined the development process, fostering increased interest in the overall redevelopment effort. Innovative developments and alternative modes of mobility have renewed interest in the inherent benefits of community focal points.

Goal
To promote housing redevelopment

Objectives:
• Address building obsolescence and ownership issues
• Make decisions based on professionally prepared market analysis
• Identify specific areas for new housing development to include housing for single professionals, families, empty nesters, and seniors
• Note: refer to objectives for “Housing”

Goal
To redevelop the Village Center as the vibrant, identifiable center of the community

Objectives:
• Note: refer to objectives for “Village Center”

Goal
To facilitate growth of local businesses

Objectives:
• Consider expansion possibilities of Alois Alzheimer Center
• Consider expansion possibilities of Mobilcomm
• Identify financial incentives appropriate to encourage business expansion and attraction
• Partner with Park District to access its customer base
Goal
To identify acceptable revenue generating uses of lands in the greenbelt district

Objectives:
• Review and evaluate Greenbelt district for potential development opportunities
• Promote infill development, where appropriate, that increases density and revenues to support the Village, the School District, and local businesses

Goal
To incorporate the Bastion Tract into the Village

Objectives:
• Create awareness of the benefits of incorporation
• Engage Bastion Tract property owners in conversation about annexation
• Provide services to the area

Goal
To redevelop the Winton Woods corridor (on both sides of the road including Johnny’s Toys and shopping center) as a mixed retail, housing, office and recreation space that is architecturally cohesive, enhances the image of Greenhills, and increases Village’s resources

Objectives:
• Create a strategic economic development plan for the Winton Road Corridor utilizing existing economic studies (i.e., HCDC plan, etc.)
Land Use Strategies

Greenhills is looking ahead toward the redevelopment and reuse potential of certain areas. Planning and/or influencing the future land use and development or redevelopment is one area where the Village of Greenhills has greater control than in other areas. However, there are limits on what the Village can accomplish through zoning, the primary tool for land use plans. Specific recommendations are:

Planning

- Create a future land use plan map and text that spells out the desired land use or reuse of areas in the Village
- Prepare detailed site specific land use plans for sub-areas, such as the Village Center Redevelopment Plan, to address issues that this plan cannot address in detail
- Prepare a streetscape plan for Winton Road Corridor
- Prepare a map that identifies the network of open spaces, parks and recreation facilities

Zoning

- Develop a new overlay historic district and design standards
- Develop an overlay district for the Village Center that addresses mixed uses, higher densities, connectivity (utilize form based code approach)
- Develop an overlay district for the Winton Road Corridor
- Develop zoning regulations that focus on the character of the neighborhoods
- Develop standards and regulations that address the appearance and usage of the commercial/shopping area of the Village Center
- Evaluate and revise the greenbelt zoning district
- Make necessary zoning map and text amendments to reflect recommendations of this plan

Plan Administration

- Require commitment to attend Planning Commissioners’ Training to all who serve on the Planning Commission or the Zoning Board of Appeals within the first 6 months of appointment
- Develop and adopt a procedures manual and bylaws for the Planning Commission and Zoning Board of Appeals
- Meet annually to review progress, determine which objectives or strategies will be worked on over the upcoming year, and create benchmarks to measure progress
- Plan amendments and updates: review the plan every five years or sooner if unforeseen events occur
Future Land Use

The purpose of the land use plan is to incorporate recommendations from previous and current planning efforts, future trends, and goals and objectives of this plan. The land use plan carefully evaluates and encourages the best uses of the land, protecting the natural resources for future generations while promoting an appropriate mix of land uses that lead to a tax base, which supports quality community services.

Recommened Land Use Categories

Single Family Residence
Low-density single-family housing and related compatible uses.

Single Family Cluster Residence
Low-density housing (attached and detached) and related compatible uses where the buildings are clustered together in order to preserve environment resources.

Transitional Residence
Moderate-density detached or attached housing and related compatible uses, excluding office, commercial, and industrial uses, which provide a transition between single-family uses and other types of development, where such uses will effectively terminate the spread of the higher density uses and conserve the adjacent residential neighborhoods. The overall density of the development should not exceed the average density of the surrounding residential uses by more than three times.

Multi-Family Residence
High-density attached housing and related compatible uses.

Village Center - Mixed Use
A mix of uses including residential, office, retail/commercial, institutional, parks, recreation and open space uses. Higher densities are allowed which could be reached by vertical development.

Office
Office and related compatible uses at intensities compatible with surrounding development.

Retail / Commercial
A mix of low-intensity neighborhood oriented retail and service uses, as well as regional destination business uses, including hospitality and service facilities such as small scale hotels and restaurants.

Parks/Recreation/Open Space
The Commons, public parks, playgrounds, golf course, community pool, and community owned recreational facilities.

Greenbelt
Open space of preserved woodlands and natural vegetation along the perimeter of the Village, public or privately owned.

Public/Semi-Public/Institutional/Utility
A broad range of public and institutional uses that includes schools, churches, educational, religious or charitable institutions, library, fire, police, village administration, nursing homes, and park and ride facilities, public or privately owned.
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Any floodway and flood fringe information provided on this map is for conceptual planning purposes only. For official determination of limits, the recipient must refer to the 1982 FEMA floodway fringe maps. Large differences can exist between actual flood prone area and official FEMA flood fringe areas.

Map 22 Future Land Use
Parks Strategies

The Village of Greenhills prides itself on the quality of life it offers to its residents. Neighborhoods enjoy the garden-like setting that green open spaces provide with tree-lined streets and diverse parks and recreation facilities. Furthermore, Winton Woods Park\(^1\) surrounds the Village with 2,500 acres of preserved woodlands, nature trails, a lake, and numerous educational and sport events for all ages. Specific recommendations are:

Planning

- Consider parks and open spaces as a system and develop a plan to reinforce the importance of each one of them as destination points
- Create a map that shows connectivity of trails and paths within the village to the center, to residential areas, to parks and ball fields, to schools, churches, and to the recreation complex (pool, golf course and banquet hall)
- Lobby and plan trail heads to connect the Village of Greenhills to designated nature trails in Winton Woods
- Collaborate with CORA (Cincinnati Off Road Association) and the Park District in the design and construction of mountain bike trails
- Collaborate with Forest Park and Springfield Township to increase connectivity of multi-use trails that lead to and from Winton Woods

Communication

- Establish quarterly meetings with the Park District to coordinate mutually beneficial projects and continue lobbying for the implementation of projects beneficial to Greenhills
- Organize, in partnership with the Park District and the ODNR, periodic information sessions for residents to learn about tree maintenance, gardening, etc.
- Offer to the Park District a list of complementary services provided by local merchants and organizations, and a list of festivals and events for campground patrons
- Offer to host a Park District kick-off event for some of the Park sponsored annual events, for example bird count, wild flower identification

Administration

- Re-establish the Recreation Commission to play an active role in preserving, maintaining and upgrading open spaces, parks and recreation facilities
- Re-establish the Tree Commission to care for trees in the right-of-way and to maintain the Tree City USA designation

\(^1\) Hamilton County Park District
Map 23 Recommended Trailhead Connection to Winton Woods Nature Trails
Greenbelt Strategies

The “greenbelt” is a zoning district, a physical collection of wooded property owned by various parties (village, residents, schools, and park district). The greenbelt is an integral part of the village’s identity and history that needs preservation from development and natural threats such as the Emerald Ash Borer. Since 1988, the Village Charter has required a community referendum for any change to the G-1 Greenbelt zoning (re zoning). The Village charter only allows residents to vote. Specific recommendations are:

Marketing the Community

• The greenbelt makes Greenhills unique and should be included in a marketing campaign to attract new residents and businesses to the Village
• The tree canopy located in much of the greenbelt improves air quality, reduces the heat island effect and should be included in the marketing campaign

Woodland Preservation and Emerald Ash Borer (EAB)

EAB and the spread of invasive species, such as honeysuckle, are serious threats to the forested areas and need to be addressed.

• Partner with Ohio Department of Natural Resources (ODNR) to educate property owners on how to deal with EAB
• Partner with the Park District to jointly address EAB infestation in areas immediately surrounding the Village
• Revise G-1 zoning district to insert language that will allow clearing under certain circumstances

Zoning

• Evaluate and improve the G-1 greenbelt zoning district to eliminate discrepancies and to provide clearer direction as to how it can be utilized.
• Evaluate separation of the actual “belt” from the land along Winton Road and the Recreation Complex/Golf Course areas
Village Center Master Plan

The Village of Greenhills needs a cohesive image and a physically attractive central area where people can live, shop, work and play. Specific recommendations for the Village Center master plan include:

Planning and Zoning
- Create a master plan for the specific area of the Village Center
- Conduct a feasibility study to evaluate scenarios of mixed uses and other alternatives that demonstrate increased tax revenues
- Create an overlay zoning district
- Consider creating a zoning district using form based code
- Revise and enforce property maintenance ordinances and nuisance regulations

Study Area - Criteria
- Physical Features:
  - It should include the shopping center, the recreation complex, Winton Road, the green space west of Winton Road, and the buildings in the periphery that frame the common spaces of the Village Center
  - It should have a clear internal circulation pattern
  - It should exhibit connectivity to other parts of the Village
  - It should allow multi-modes of transportation
  - It should allow mixed uses (residential, office, retail, institutional, parks, recreation and open spaces)
  - It should maximize flexibility of spaces
  - Density in center should be increased to preserve lower density in residential areas
  - It should require energy efficient design and building practices
  - It should regulate storefront signage
  - Buildings and grounds should ensure accessibility for all (Americans with Disabilities Act compliant)
  - Wayfinding signage should be in place to point to and from center to other parts of the community
  - It should bring the Park District bike trail into the Village Center and include bike racks throughout
  - It should include a Queen City Metro Park & Ride lot
  - Design landscape should include trees and other plant material to soften the hard- scape
  - A streetscape design plan for the entire Village Center district should include minimum standards for outdoor furnishings

Winton Road Corridor
- Winton Road corridor, at Greenhills, should have a distinctive look. It should be a stretch of road with streetscape and treatment that sets it apart from the rest of Winton Road and creates a sense of place, so you know that you have arrived in the heart of Greenhills
  - Evaluate use of textured pavement on Winton Road to reinforce arrival to the Village Center
  - Evaluate use of a raised median on Winton Road

Qualitative Features of the Village Center
- Promotes/conducive to spatial interaction
- Shopping (as an experience)
- Public restrooms are readily available for patrons
- Outdoor living
• Energy (meeting place of people, events)
• Better access/egress
• It is a place where you come to celebrate the community
• Includes residential uses
• Well maintained (buildings and grounds)
• Enjoyable – a place where a resident can relax and enjoy the sights, smells, and the atmosphere
• Promotes civic life and communication

Other Features: Business Mix for the Retail Component
• Niche businesses (perhaps around Winton Woods Park complementary business or services)
• Destination and convenience type of businesses
• Amenities so it can function all day [24-7]
• Build on existing businesses and attract new businesses
• Hamilton County Parks wants/needs:
  o Coffee shop
  o Sports related stores
  o Kayak related services
  o Complimentary services, not offered by the park, that can enhance the experience of the park’s patrons (e.g. medical support)
  o Festivals and events that campers could attend
• Village can offer to the Park:
  o Walking tours
  o Historic building tours
  o Art class and/or art exhibits
  o Post Office, Library

Marketing and Promotion
• Reinforce in promotion:
  o Near to I-275
  o Garden City design
  o Continuous Tree City USA Designation since 1981
  o History: Historic tours, museum
  o Festivals and Community sponsored events
• Conduct regular meetings between the Park District & Village Administration to identify specific areas of collaboration
• Organize and sponsor community events
• Joint marketing and promotion

Short Term Solutions for Shopping Center
• Fix pot holes – Village is the owner of streets and parking lots
• Place pavers – to mark pedestrian paths
• Re-evaluate vehicular circulation in the area, in particular in the shopping center area. Short term solution: Deliveries – north only
• Identify services and products offered by local businesses that can complement programs offered by the Recreation Commission (for example bowling for youth programs)
• Spruce up store fronts
• Merchants Association:
  o Revive the Association and promote personal contact among business owners and operator
  o Organize a meeting with a guest speaker from Hamilton County Parks
• Prepare a packet of information with services, retail, events offered in the Village that can be distributed by the Campground manager

**Incentives (created or sponsored by the municipality)**

- Streetscape – apply for Community Development Block Grant (CDBG) grants to help pay for improvements to sidewalks, street furniture, etc.
- Façade Improvement Grant – apply for CDBG for matching grants for façade improvements (windows, roofs, doors, awnings, painting, etc.)
- Create a Community Reinvestment Area (CRA) – tax incentive (waives taxes on building improvements over a certain period of time)
- Explore historic tax credits and grants for preservation of original structures
National Historic Landmark and Local Historic District Designations Strategy

Local Historic District Designations and National Historic Landmark Designations have helped other communities in their branding efforts. The Designation creates economic development and relocation opportunities because of the added historic value of residential and commercial districts. Specific recommendations are:

Evaluate Local Historic District Landmark Designation and National Historic Landmark Designation

• Define what is “historic.”
• Propose specific vision, criteria, and standards for the Historic District:
  o Identify appropriate architectural styles and design patterns for infill development, and for rehabilitation and additions to existing buildings in Historic District
  o Recommend standards for new construction to ensure compatibility with density, mass and volume, and set backs in historic district
  o Outline recommended administrative process including architectural and design guidelines, architectural review board role and relationship with planning commission, fees, and others
• Define the responsibilities and rights of owners in the historic district
• Outline steps and costs to achieve National Landmark Status

Marketing and Promotion of Historic District

• Promote History of Greenhills
• Promote Heritage tourism
• Create a Beautification Awards program
• Create a Visitor’s Center
• Facilitate location of small scale hospitality facility(s)
• Collaborate with other area National Historic Landmark communities for regional marketing
Implementation Framework

Overview
The Comprehensive Plan establishes the Village’s position on a number of issues it faces today. The plan also serves as an information source for developers, property owners and the public at large. The implementation framework provides an outline of strategies for the implementation of recommendations and related goals and objectives. Finally, the Plan provides the basis for future, more specific plans to be prepared as part of the implementation process. The focus of this implementation section is on what role the Village should play regarding each one of these strategies. Tentatively, it will identify those relevant organizations whose cooperation and collaboration are important to ensure the collective future vision of the community.

Recommended general strategies to leverage the Village’s resources to implement the plan include:

(a) consistently involving the public in community affairs,
(b) seeking regional cooperation and coordination with other jurisdictions and agencies,
(c) participating in regional planning efforts,
(d) networking and partnering with other local, state and national organizations, and
(e) considering public-private partnerships that help advance the interests of the Village of Greenhills.

The Village of Greenhills should provide opportunities to its residents to become involved and volunteer their time and efforts in Village sanctioned committees. The Village should also collaborate with other committees that are not affiliated with the Village but work to improve the quality of life in the community.

Implementing the Plan requires three essential actions by the Village:

1) Adopting the comprehensive plan,
2) Updating the zoning ordinance to reflect the recommendations contained in the plan, and
3) Utilizing the recommendations outlined in the plan.

Each year, the Village should meet to determine which objective or strategies they will work on over the upcoming year. At the same time, the Village can look back over the previous year and evaluate what the community accomplished and where there is a need for improvement. This annual review allows for flexibility in determining the tasks the Village should undertake based on budgetary constraints and/or community input.

This annual review can also be used to create specific, quantitative goals for various objectives. A specific benchmark will allow the Village the ability to monitor annual accomplishments, and to consider various factors such as community priorities, budgets, and available staff and resources.

Plan Amendments and Update
The Greenhills Comprehensive Plan presents a snapshot of existing conditions, trends, community issues and desires, a long-term vision for the future, and a series of recommendations for implementing that vision. Although the plan presents a 20-year vision, the Plan should be updated every five years. The five-year comprehensive review should review current conditions, and modify, as necessary, goals, objectives and strategies. With each update, there should be an evaluation of the effectiveness of the strategies and the extent to which they should be fine-tuned.
This Plan provides for two types of amendments: corrections, which may occur at any
time during the planning period; and the update, which is recommended to take place
every five years.

One of the primary objectives of the five-year update is to provide the community, devel-
opers, and individuals the opportunity to review and suggests revisions to the Plan. The
Village Planning Commission should initiate the five-year updates.

While the Plan provides some leeway to accommodate some unforeseen events, there
are times when an interim amendment may be necessary. The Village should design a
process to outline how amendments may be initiated by the Village or by individuals (if
desired). The following are guidelines for amending the plan prior to the recommended
five-year update.

Special Plans
The Comprehensive Plan is a general overview and guide with enough flexibility to re-
spond to most local conditions. Situations may arise in which more specific, localized
planning efforts are needed. These plans may be prepared in response to the Village’s
desire to refine the Plan as it applies to a sub-area (for example Village Center, Winton
Road Corridor or Historic District), a major development proposal, or the construction
of a major infrastructure improvement.

Projections and Assumptions
The Comprehensive Plan is based on projections of populations, household size, and
housing units as well as employment conditions. The Plan relies on forecasts provided
by the U.S. Census Bureau. With the Census 2010 approaching, if projections prove
inaccurate, the plan will require adjusting. The Plan is also based on assumptions about
trends, such as business/industry locations, and about public investments in infrastruc-
ture. Should such assumptions not bear out, again, the Plan must be adjusted accord-
ingly.

New Issues
Occasionally new issues emerge that the Plan does not anticipate, often in response to
changes in State or Federal policy. In such situations, the goals, objectives and strategies
as well as the comprehensive plan, may require revisions.

Comprehensiveness
Although the Plan elements address issues adequately on a district scale, there may be
situations in which a more detailed analysis is necessary. For example, an urban design
master plan, or potential development areas for new retail may be needed for successful
implementation. When such plans are adopted, an amendment to the Comprehensive
Plan may be necessary.

Data Updates
The many maps and tables that support this Plan are based on the best information avail-
able at the time of preparation. This data may change to such an extent as to justify an
amendment to the plan.
Phasing of Implementation

Considerable input from residents, careful oversight of the Steering Committee, in-depth research and experts’ advice have resulted in a long list of recommendations for the Village of Greenhills. The Steering Committee is mindful of the finite resources the Village has at hand, therefore a decision was made to “grade” recommendations as A - “must do it,” B - “should do it,” and C - “could do it” as a suggestion to the Greenhills governing body.

The table “Phasing of Implementation” provides a simplified overview of all the recommendations (which are grouped in larger categories), their importance (or grade), the persons or organizations that should be involved in their implementation, who should play a leadership role, and when appropriate, a suggested timeframe.
## Phasing of Implementation

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Person / Organization to Implement</th>
<th>Leadership Role</th>
<th>Timeframe</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Comprehensive Plan</strong></td>
<td></td>
<td></td>
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<tr>
<td>Adopt Plan</td>
<td>Council</td>
<td></td>
<td>1 year</td>
<td>A</td>
</tr>
<tr>
<td>Update Plan</td>
<td>Council &amp; Planning Commission</td>
<td>Planning Commission</td>
<td>5 years</td>
<td></td>
</tr>
<tr>
<td>Meet annually to review progress, determine which objectives or strategies will be worked on over the upcoming year, and create benchmarks to measure progress</td>
<td>Council, Village Administration, Planning Commission</td>
<td>Planning Commission</td>
<td>1 year (recurrent)</td>
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<tr>
<td><strong>Land Use</strong></td>
<td></td>
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<td>A</td>
</tr>
<tr>
<td>Adopt future land use plan</td>
<td>Council</td>
<td></td>
<td>1 year</td>
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</tr>
<tr>
<td>Plan administration: require 20 hours of training for Planning commissioners and Zoning Board of Appeals commissioners within first 6 months of appointment</td>
<td>Council and Village Administration</td>
<td>Village Administration</td>
<td>1 year</td>
<td></td>
</tr>
<tr>
<td>Develop and adopt procedures manual for and bylaws for Planning Commission and Zoning Board of Appeals</td>
<td>Council, Village Administration, Planning Commission, Zoning Board of Appeals, Legal Council</td>
<td>Planning Commission</td>
<td>1 year</td>
<td></td>
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<tr>
<td><strong>Zoning</strong></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
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<tr>
<td>Shortly after Comp Plan adoption, seek and allocate funds for study of zoning code and hire consultant</td>
<td>Village Administration, Council</td>
<td>Planning Commission</td>
<td>short term</td>
<td></td>
</tr>
<tr>
<td>Conduct a zoning analysis and generate recommendations to achieve conformance of ordinance with comprehensive plan, including zoning recommendations for Village Center district, Winton Road Corridor, Greenbelt district, residential districts; and recommendations of design standards for village center and residential areas</td>
<td>Consultant</td>
<td>Planning Commission</td>
<td>short term</td>
<td></td>
</tr>
<tr>
<td>Adopt zoning update</td>
<td>Council</td>
<td>Planning Commission</td>
<td>short term</td>
<td></td>
</tr>
<tr>
<td>Recommendations</td>
<td>Person/ Organization to Implement</td>
<td>Leadership Role</td>
<td>Timeframe</td>
<td>Priority</td>
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<tr>
<td><strong>Redevelopment / Economic Development</strong></td>
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<tr>
<td><strong>Winton Road Corridor Strategic Economic Development Plan</strong></td>
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<td>B</td>
</tr>
<tr>
<td>Seek and allocate funds for study and hire consultant</td>
<td>Village Administration, Council</td>
<td>Village Manager</td>
<td></td>
<td></td>
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<tr>
<td>Create a strategic economic development plan that identifies the uses of the</td>
<td>Consultant</td>
<td>Ad-hoc</td>
<td></td>
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<tr>
<td>properties along the Winton Road Corridor in the Village Center that have the</td>
<td></td>
<td>committee</td>
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<tr>
<td>possibility of generating the highest revenues without sacrificing aesthetics</td>
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<tr>
<td>or quality of life of the community. This plan should also include streetscape</td>
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<tr>
<td>design and circulation improvements for the Winton Road Corridor. The new plan</td>
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<tr>
<td>should consider previous economic studies (i.e. Hamilton County Development</td>
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<tr>
<td>Company plan, etc.)</td>
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</tr>
<tr>
<td><strong>Village Center Master Plan</strong></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Seek and allocate funds for study and hire consultant</td>
<td>Village administration, Council, CIC</td>
<td>CIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preparation of village center master plan, physical design, feasibility study</td>
<td>Consultant, village center steering committee, council, CIC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zoning analysis and recommendations for village center district</td>
<td>Consultant, village center steering committee, council, CIC</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Marketing and Promotion</td>
<td>Village Administration, Council, Residents, Historical Society, Communications’ Department/ consultant, School District, CIC</td>
<td></td>
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</tr>
<tr>
<td>Collaboration agreement between Park District and Village Administration</td>
<td>Village Administration, CIC Council, Park Board</td>
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</tr>
</tbody>
</table>
## Redevelopment / Economic Development

### Short-Term Solutions for Shopping Center

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Person / Organization to Implement</th>
<th>Leadership Role</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redesign circulation in municipal parking lot</td>
<td>Village administration, council, consultant</td>
<td>Village manager</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Fix pot holes</td>
<td>Village administration, council</td>
<td>Village manager</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Repair sidewalks and trails</td>
<td>Village administration, recreation commission, residents</td>
<td>Village manager</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Safety: (1) Have pedestrian and/or cyclist crossing signs (2) Clearly mark street crossings (pavement treatments) (3) Improve Winton Road pedestrian crossings</td>
<td>Village administration, recreation commission, business association</td>
<td>Recreation Commission</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Create a bike/pedestrian friendly environment: Place bike racks and benches along the trails</td>
<td>Village administration, recreation commission, business association</td>
<td>Recreation Commission</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Cross marketing recreation commission youth programs offerings with services provided by local merchants i.e. bowling alley</td>
<td>Village administration, council, recreation commission, business association</td>
<td>Recreation Commission</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Sponsor a kick off business association meeting</td>
<td>Village administration, council, local businesses, CIC</td>
<td>Shopping Center Manager</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Create a trail/path from the youth camp to the Greenhills Shopping Center</td>
<td>Village administration, Parks and Recreation Commission, Park District</td>
<td>Recreation Commission</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Create and properly mark head trails in Greenhills that lead into Winton Woods Park</td>
<td>Village administration, Parks and Recreation Commission, Park District, residents</td>
<td>Recreation Commission</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Partner in joint marketing material and promotion (Winton Woods Park and Village of Greenhills Businesses)</td>
<td>Village administration, business association</td>
<td>Village manager</td>
<td><strong>C</strong></td>
</tr>
<tr>
<td><strong>RECOMMENDATIONS</strong></td>
<td><strong>PERSON / ORGANIZATION TO IMPLEMENT</strong></td>
<td><strong>LEADERSHIP ROLE</strong></td>
<td><strong>TIMEFRAME</strong></td>
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<tr>
<td><strong>Redevelopment / Economic Development</strong></td>
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<tr>
<td><strong>Greenbelt</strong></td>
<td>Village of Greenhills, Ohio Department of Natural Resources, Park District, residents, Tree Commission</td>
<td>Tree Commission</td>
<td>1 year</td>
</tr>
<tr>
<td>Woodland preservation and Emerald Ash Borer education program</td>
<td></td>
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<tr>
<td>G-1 zoning district analysis and recommendations, including areas with potential for redevelopment</td>
<td>Planning Commission, consultant</td>
<td>Planning Commission</td>
<td></td>
</tr>
<tr>
<td>G-1 zoning district text and map amendment</td>
<td>Planning Commission, council</td>
<td>Planning Commission</td>
<td></td>
</tr>
<tr>
<td><strong>Annexation of Bastion Tract</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study pros and cons of annexation including cost of government services</td>
<td>Village Administration, Council, consultant, Springfield Twp</td>
<td></td>
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</tr>
<tr>
<td>Engage Bastion Tract property owners in conversation about possible annexation</td>
<td>Village Administration, Bastion Tract residents, Springfield Twp</td>
<td></td>
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<tr>
<td>Recommendations</td>
<td>Person / Organization to Implement</td>
<td>Leadership Role</td>
<td>Timeframe</td>
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<tr>
<td><strong>Parks</strong></td>
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<tr>
<td>Re-establish the Parks and Recreation commission and its work program</td>
<td>Village Administration, Council</td>
<td>Village manager</td>
<td>1 year</td>
</tr>
<tr>
<td>Seek sponsors for each park and field for design, maintenance, etc</td>
<td>Parks and Recreation Commission, Village Administration, Council</td>
<td>Parks and Recreation Commission</td>
<td></td>
</tr>
<tr>
<td>Create a maintenance plan/schedule for the park in the Greenhills Parks System</td>
<td>Parks and Recreation Commission, Village Administration, Council</td>
<td>Parks and Recreation Commission</td>
<td></td>
</tr>
<tr>
<td>Create and implement a comprehensive connectivity plan that is ADA compliant and provides for multi-modal transportation modes</td>
<td>Parks and Recreation Commission, Village Administration, Council, Consultant, Planning Commission</td>
<td>Ad hoc committee</td>
<td></td>
</tr>
<tr>
<td>Communication: Host quarterly meetings with Park District, Springfield Twp, Forest Park, Parks and Recreation Commission and Tree Commission, business association</td>
<td>Village Administration</td>
<td>Village Manager</td>
<td>1 year</td>
</tr>
<tr>
<td>Collaborate with CORA (Cincinnati Off Road Association) and the Park District in the design and construction of a mountain bike trail</td>
<td>Parks and Recreation Commission, Village Administration, Council, Park District</td>
<td>Parks and Recreation Commission</td>
<td></td>
</tr>
<tr>
<td><strong>Recreation</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Prepare study for a state of the art Village Recreation Complex that includes new indoor facilities for year-round leisure activities</td>
<td>Parks and Recreation Commission, Village Administration, Council, Consultant</td>
<td>Parks and Recreation Commission</td>
<td></td>
</tr>
<tr>
<td>Evaluate and recommend the best uses for the golf course/pool/ and banquet center</td>
<td>Consultant</td>
<td>Parks and Recreation Commission</td>
<td></td>
</tr>
</tbody>
</table>
### Open Spaces, Recreation and Community Services

#### Short-Term Solutions for Recreation Facilities

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Person / Organization to Implement</th>
<th>Leadership Role</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a skateboard park</td>
<td>Village Administration, Council</td>
<td>Village manager</td>
<td>A</td>
</tr>
<tr>
<td>Expand concessions at the golf course, community pool and other municipal parks and fields</td>
<td>Village Administration, Council</td>
<td>Village Manager</td>
<td></td>
</tr>
<tr>
<td>Retrofit Banquet Hall to house a coffee shop, flexible hall space, Wi-Fi, a B&amp;B, offices</td>
<td>Parks and Recreation Commission, Village Administration, Council</td>
<td>Village Manager</td>
<td></td>
</tr>
<tr>
<td>Add more workout facilities</td>
<td>Parks and Recreation Commission, Village Administration, Council</td>
<td>Parks and Recreation Commission</td>
<td></td>
</tr>
<tr>
<td>Retrofit and promote the use of shelter picnic area</td>
<td>Parks and Recreation Commission, Village Administration, Council</td>
<td>Parks and Recreation Commission</td>
<td></td>
</tr>
</tbody>
</table>

#### Tree-lined streets / Trees in Right of way

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Person / Organization to Implement</th>
<th>Leadership Role</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish the Tree-Commission and its work program</td>
<td>Village Administration, Council</td>
<td>Village Manager</td>
<td>B</td>
</tr>
<tr>
<td>Maintain Tree City USA designation</td>
<td>Tree-Commission, residents, village administration</td>
<td>Tree-Commission</td>
<td></td>
</tr>
<tr>
<td>Expand community participation in environmental programs</td>
<td>Tree-Commission, residents, village administration</td>
<td>Tree-Commission</td>
<td></td>
</tr>
<tr>
<td>Study a tree planting model for the right-of-way and other public spaces that consider survival-ability, function and aesthetics</td>
<td>Tree-Commission, Village Administration Planning Commission</td>
<td>Tree-Commission</td>
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<tr>
<td>STATESMENTS</td>
<td>PERSON / ORGANIZATION TO IMPLEMENT</td>
<td>LEADERSHIP ROLE</td>
<td>TIMEFRAME</td>
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<tr>
<td><strong>Housing / Neighborhoods</strong></td>
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<tr>
<td><strong>Studies</strong></td>
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<tr>
<td>Prepare a housing study that (a) identifies vacant or underutilized lots with potential for infill housing development, and (b) explores diverse types of housing development. For example, within the business district, the greenbelt, and targeted neighborhoods (considering types of development currently not available in these areas, such as student housing, senior housing, and complementary retail and service facilities)</td>
<td>Village Administration, Council, consultant</td>
<td>Ad hoc committee</td>
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<tr>
<td>Develop building design guidelines for new construction, additions, and rehabs in Greenhills</td>
<td>Planning Commission, Village Administration, Council, consultant</td>
<td>Planning Commission</td>
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<tr>
<td>Study incentives for conversion of rentals into owner occupied units</td>
<td>Village Administration, Council, consultant, Planning Commission</td>
<td>Ad hoc committee</td>
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<tr>
<td><strong>Education, training, resources</strong></td>
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<tr>
<td>Sponsor property maintenance seminars for property owners and renters</td>
<td>Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
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<tr>
<td>Promote better relations between tenants &amp; landlords and the Village by offering “tenants and landlords” rights and duties training</td>
<td>Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
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<tr>
<td>Identify and centralize resources to make them available to residents and property owners to maintain and rehabilitate properties</td>
<td>Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
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<tr>
<td>Inform residents and property owners of the Village’s property maintenance ordinances, guidelines, and enforcement processes</td>
<td>Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
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<tr>
<td>Create a home improvement matching grant program (using CDBG funds-low income- or other funds-market rate</td>
<td>Village Administration, Council</td>
<td>Villag Manager</td>
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<tr>
<td>RECOMMENDATIONS</td>
<td>PERSON / ORGANIZATION TO IMPLEMENT</td>
<td>LEADERSHIP ROLE</td>
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<td><strong>Housing / Neighborhoods</strong></td>
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<td><strong>Appearance of neighborhoods</strong></td>
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<tr>
<td>Create a “Citizens Housing Committee” (Example: City of Milford)</td>
<td>Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
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<tr>
<td>Establish a “Certificate of Compliance” Program for all residential properties to be sold (Example: Village of Shorewood a suburb of the city of Milwaukee, Wisconsin)</td>
<td>Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
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<tr>
<td><strong>Parking and Storage</strong></td>
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<tr>
<td>Research, evaluate and promote alternative transportation modes as a way to reduce automobile parking and storage loads</td>
<td>Planning Commission, Village Administration, Council, residents</td>
<td>Planning Commission</td>
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<tr>
<td>Develop effective parking and storage codes through periodic code review and strong enforcement policies</td>
<td>Planning Commission, Village Administration, Council, residents</td>
<td>Planning Commission</td>
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<tr>
<td>Provide technical assistance to residents in developing appropriate onsite parking and storage solutions</td>
<td>Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
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<tr>
<td>Study, evaluate and propose alternative recreation vehicle storage facilities outside residential areas</td>
<td>Planning Commission, Village Administration, Council, residents</td>
<td>Planning Commission</td>
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</table>
### Housing / Neighborhoods

#### Housing Market/ Redevelopment / Marketing

<table>
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<tr>
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<th>Person / Organization to Implement</th>
<th>Leadership Role</th>
<th>Timeframe</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean up sites occupied by vacant and blighted properties</td>
<td>Village Administration, Council</td>
<td>Building/zoning inspector</td>
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<tr>
<td>Streamline the development process to make it clear and predictable</td>
<td>Planning Commission, Village</td>
<td>Planning Commission</td>
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<td></td>
<td>Administration, Council</td>
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<tr>
<td>Develop Realtors’ information packet, listing-share web link, and open house</td>
<td>Planning Commission, Village</td>
<td>Planning Commission</td>
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<tr>
<td>events to introduce them to the Village resources (amenities and services that</td>
<td>Administration, Council</td>
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<tr>
<td>help sell a property</td>
<td>Planning Commission</td>
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<tr>
<td>Create a portfolio of amenities, services, and other benefits available to</td>
<td>Village Administration Planning</td>
<td>Village manager</td>
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<tr>
<td>Greenhills residents</td>
<td>Commission</td>
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<tr>
<td>Work with realtors, developers, and non-profit housing groups to determine the</td>
<td>Village Administration Planning</td>
<td>Village manager</td>
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<tr>
<td>market for various housing types</td>
<td>Commission</td>
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<tr>
<td>Develop effective housing codes and Rental Permit requirements through periodic</td>
<td>Planning Commission, Village</td>
<td>Planning Commission</td>
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<tr>
<td>code review and strong enforcement policies</td>
<td>Administration, Council</td>
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<tr>
<td>Form partnerships with local employers to market the community to their</td>
<td>Planning Commission, Village</td>
<td>Village manager</td>
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<tr>
<td>employees</td>
<td>Administration, Council</td>
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<tr>
<td>Create cash incentives for employees of local organizations, including the</td>
<td>Planning Commission, Village</td>
<td>Village manager</td>
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<tr>
<td>School District, to relocate in Greenhills (Example: Columbus’ Nationwide</td>
<td>Administration, Council</td>
<td></td>
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<tr>
<td>Children’s Hospital $5K per employee)</td>
<td>School District</td>
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<tr>
<td>Create a Good Neighbor Next Door type of program</td>
<td>Planning Commission, Village</td>
<td>Village manager</td>
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<td></td>
<td>Administration, Council</td>
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<td>Person/Organization to Implement</td>
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<tr>
<td>Create/support a Greenhills committee that is an advocate for residents’ educational needs</td>
<td>Village Administration, Council, residents</td>
<td>Residents</td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Support the development and implementation of the school district’s marketing plan</td>
<td>Village Administration, Council, residents, School District</td>
<td>Residents/committee</td>
<td></td>
<td>A</td>
</tr>
<tr>
<td>Develop a communication mechanism between Greenhills police and school district to facilitate police enforcement to ensure safety of the community (early dismissal, discipline issues, patrolling teen populated areas)</td>
<td>Village Administration, Council, residents, School District</td>
<td>Residents/committee</td>
<td></td>
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</tr>
<tr>
<td>Collaborate with the School District, Forest Park and Springfield Township to develop a proposal and jointly apply for Safe-Routes-To-Schools (SR2S) grants to create new and/or improve existing paths that will allow students to safely walk to schools</td>
<td>Village Administration, Council, School District, Park District, Forest Park, Springfield Twp</td>
<td>Village Manager</td>
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<td>A</td>
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<tr>
<td>Recommendations</td>
<td>Person / Organization to Implement</td>
<td>Leadership Role</td>
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<tr>
<td>Offer a mini-grant to block/streets for a community project (with matching funds required to make it competitive)</td>
<td>Village Administration, Council, Volunteer coordinator</td>
<td>Volunteer coordinator</td>
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<tr>
<td>Distribute awards annually to different streets to celebrate accomplishments</td>
<td>Village Administration, Council, Volunteer coordinator</td>
<td>Volunteer coordinator</td>
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<tr>
<td>Use the “welcome center” to regularly post news, volunteer opportunities, programs, and events</td>
<td>Village Administration, Council, Residents, School District, Volunteer coordinator</td>
<td>Volunteer coordinator</td>
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<tr>
<td>Create a senior center</td>
<td>Village Administration, Council, residents</td>
<td>Residents</td>
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<tr>
<td>Fund a volunteer coordinator position</td>
<td>Village Administration, Council, Residents</td>
<td>Village manager</td>
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<tr>
<td>Create a Community-Parents-Teacher Association (so people who do not have children in the school district can still play an active role in improving the education system)</td>
<td>Residents</td>
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<tr>
<td>Create a mentor program so every Greenhills student is set to excel</td>
<td>Residents, Greenhills Education/School Committee, Volunteer coordinator</td>
<td>Volunteer coordinator</td>
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<tr>
<td>Support school district projects to preserve/maintain/upgrade the community building (e.g., Performing Arts Center)</td>
<td>Village Administration, Council, Residents, School District, Historical Society</td>
<td>Greenhills Education/School Committee, Volunteer coordinator</td>
<td></td>
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<tr>
<td>Sponsor a Leadership Academy for residents (educate residents and groom volunteers to take on community projects/responsibilities)</td>
<td>Village Administration, Council, Residents</td>
<td>Volunteer coordinator</td>
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</table>

*Priority: A= must do it, B= should do it, C= could do it*
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<th>Recommendations</th>
<th>Person / Organization to Implement</th>
<th>Leadership Role</th>
<th>Timeframe</th>
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<tr>
<td><strong>Image</strong></td>
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<tr>
<td><strong>Branding</strong></td>
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<tr>
<td>Develop a “brand” and create and sustain a public relations campaign that helps build brand/name recognition</td>
<td>Village Administration, Council, Consultant, residents</td>
<td>Village manager</td>
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<td><strong>Communication</strong></td>
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<tr>
<td>Identify and promote successes of local schools that enhance the community image</td>
<td>Village Administration, Council, Consultant, school district, Greenhills Education/School Committee</td>
<td>Greenhills Education/School Committee</td>
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<tr>
<td>Identify and promote successes of local organizations that enhance the community image</td>
<td>Village Administration, Council, Consultant, school district, Greenhills Education/School Committee, volunteer coordinator</td>
<td>Volunteer coordinator</td>
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<tr>
<td>Expand Village’s “Welcome Packet” to New Residents to include the “Good Neighbor Code</td>
<td>Village Administration, Council, residents, Planning Commission, volunteer coordinator</td>
<td>Planning Commission</td>
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<tr>
<td>Build a reputation as a hub for sustainable development and redevelopment practices</td>
<td>Village Administration, Council, residents, volunteer coordinator</td>
<td>Village manager</td>
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<tr>
<td>Make Greenhills a high speed communication hot spot</td>
<td>Village Administration, Council, Planning Commission, residents</td>
<td>Village manager</td>
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<tr>
<td>Recommendations</td>
<td>Person / Organization to Implement</td>
<td>Leadership Role</td>
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<td><strong>Image</strong></td>
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<tr>
<td><strong>Physical Image</strong></td>
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<tr>
<td>Actively enforce Village Codes</td>
<td>Planning Commission, Board of Zoning Appeals, Village Administration, Council, building and zoning inspector</td>
<td>Building and zoning inspector</td>
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<tr>
<td>Create and implement a streetscape plan for Winton Road</td>
<td>Village Administration, planning commission, Council, Consultant, Park District, Hamilton County</td>
<td>Planning Commission/ad hoc committee</td>
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<tr>
<td>Create gateways for the Village that showcase the Greenbelt (natural &amp; geographic features)</td>
<td>Village Administration, Council, Consultant, planning commission, residents, Park District, Hamilton County</td>
<td>Planning Commission/ad hoc committee</td>
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<tr>
<td>Create residential districts that help market the community</td>
<td>Planning Commission, Village Administration, Council, Consultant, Volunteer coordinator</td>
<td>Planning Commission</td>
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<td>Recommendations</td>
<td>Person / Organization to Implement</td>
<td>Leadership Role</td>
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<tr>
<td>Seek and allocate funds for study and hire consultant</td>
<td>Village Administration, Council, Historical Society</td>
<td>Historical Society</td>
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<tr>
<td>Study, evaluate and report pros and cons of National Historic Landmark and local Historic District Designations</td>
<td>Consultant</td>
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<tr>
<td>Establish policies and guidelines to promote and protect the National Historic Landmark Local Historic District designation status of the Village</td>
<td>Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
<td></td>
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<tr>
<td>Establish a code review and compliance process specific to the properties in the historic district</td>
<td>Consultant, Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
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<tr>
<td>Prepare a historic preservation plan</td>
<td>Consultant, Planning Commission, Village Administration, Council</td>
<td>Planning Commission</td>
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<tr>
<td>Consider the adoption of a local Historic District</td>
<td>Planning Commission, Village Administration, Council</td>
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<tr>
<td>Market and promote the historic district as an economic development tool</td>
<td>Village Administration, Council, Residents, Historical Society, Communications’ Department/consultant, School District, Preservation Ohio, Heritage Ohio, Cincinnati Preservation Association, National Park Service</td>
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</tbody>
</table>
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5. Greenhills Community Profile

6. History of Public Schools from the Beginning to 1990 provided by Jack Lee, President of the School Board, Winton Woods City School District, June 3, 2009


8. Our Lady of the Rosary Documents Regarding its Closing


10. City of Milford Property Maintenance Code

11. Village of Shorewood Certificate of Compliance Program


14. Village of Greenhills Focus Groups May 21, 2009