



Our Organization

Economic Development Corporation of Clermont County (ED3C)

- 501(c)(3) non-profit corporation
- Tax-exempt, charitable deduction status approved by IRS
- **4 Year Funding from Board of County Commissioners = \$ 1,000,000+**
- Moving forward with Early Initiative Strategic Actions



Our Mission

Promote strategic economic development for the Clermont County region through building effective public-private partnerships linking business, government, and education.



Our Vision

- *People living in Clermont County have good jobs and earn good incomes.*
- *Jobs are created by businesses.*
- *Clermont County has vibrant places and thriving communities.*
- *Diversity is good for business.*
- *A shared economic agenda ensures long-term sustainable economic prosperity.*



Our Objectives

- *Build public-private partnerships* with shared resources, shared risks and shared rewards.
- *Integrate involvement* of the key partners and business community.
- *Align and leverage “pooled” resources* in support of economic development.
- *Create a stronger business climate* in Clermont County.



Our Core Strategies

- Create a *shared economic vision* through our “ *One Clermont* ” initiative.
- Create a *shared economic agenda* through our **community prosperity partnership** initiative.
- Create a *shared political agenda* through our **focused government relations** initiative.
- Create a portfolio of *political, intellectual and financial capital*.

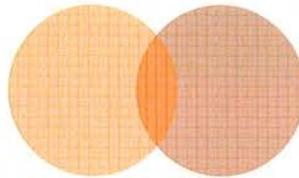


Shared Political Agenda

- **Strong political leadership** is a necessary part of any successful economic development strategy.
- **Broad-based collaboration** is needed for our economic development strategies to succeed.
- Underlying framework for **integrating political, intellectual and financial capital** investment . . .

Shared Political Agenda

Capitol
Investors



ED3C

Shared Political Agenda

April 2006, ED3C created Clermont County
Capitol Investors, Inc.

- 501(c)(4) private non-profit corporation
- funding in last three years from Board of
County Commissioners = **\$ 485,000**
- Contracts with government affairs consultants
 - Washington D.C.
 - Columbus, Ohio



Shared Political Agenda

Capitol Investors sole purpose. . .

- establish an effective, focused & targeted government relations and lobbying effort
- promote and support the County's economic development interest
- coordinate efforts to attract local public and private, regional, state and federal resources into investments that support economic development

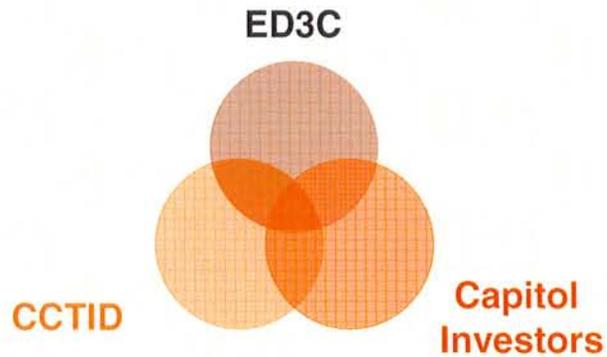


Shared Political Agenda

Capitol Investors initial results...

- State/federal funding
 - CCTID (Ohio 2 Year Biennial Budget)
 - Federal Appropriation Earmarks - Eastgate
 - Federal STP funding - I275/SR32
- **Focused on Federal Transportation Reauthorization Bill FFY10 (T-Bill)**
- **Target = \$100+ Million in federal funding earmarks for CCTID**

Shared Economic Agenda



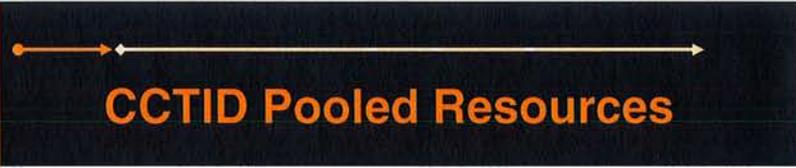
Shared Economic Agenda

- June 2006, Commissioners created Clermont County Transportation Improvement District (CCTID)
- Board of Trustees appointed by County
- **Start-up funding from County = \$ 425,000**
- Aa3 Moody's Rating - *debt off-balance sheet*
- 10 Year Pledged Revenue by Partners
- \$60+ Million in future RID revenues



CCTID Board of Trustees

- Dave Spinney, County Administrator - Chair
- Pat Manger, County Engineer - Vice Chair
- Steve Wharton, ED3C - Secretary/Treasurer/TIC
- Dave Duckworth, Miami Township - Member
- Doug Walker, Union Township - Member
- Tom Niehaus - Ex-Officio Member
- Joe Uecker - Ex-Officio Member



CCTID Pooled Resources

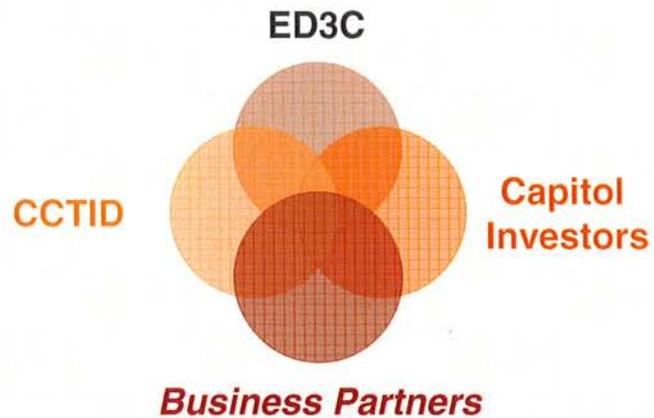
Annual Pledged Revenue Commitments to CCTID

- County Commissioners = \$ 1,550,000 +
- County Engineer = \$ 1,000,000 +
- Miami Township = \$ 100,000 +
- Union Township = \$ 100,000 +

Annual Commitment = \$ 2,750,000 +

Ten Year Commitment = \$27,500,000 +

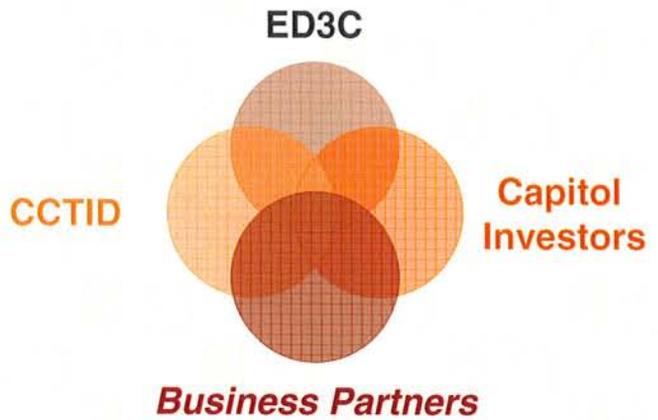
Shared Agenda



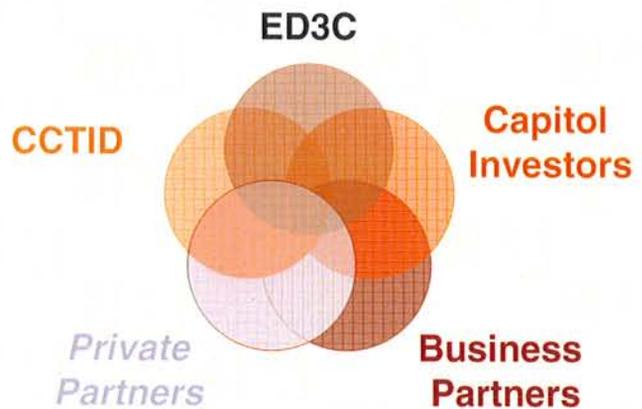
Business Partners

- Shared Vision
- Shared Agenda
- *Initial 2-year Commitment Goal = \$ 200,000*
- *On-going 50/50 Partnership with County*
- Targeted, Focused, Effective

Portfolio of Opportunities



Shared Agenda

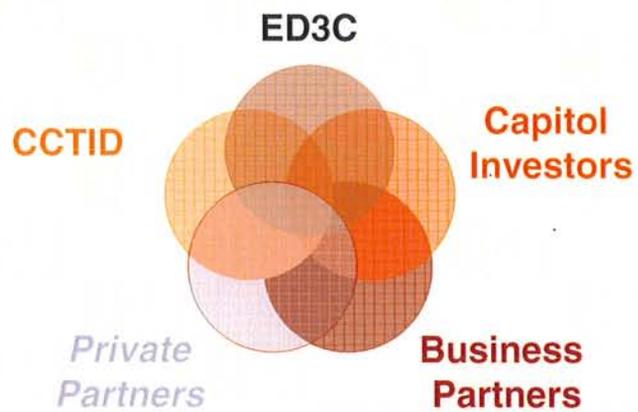


Private Partners

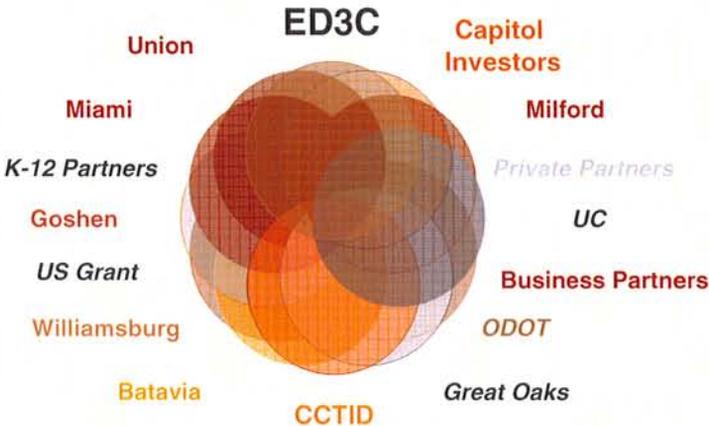
Political Action Committee (Federal PAC)

- *2008 year initial goal = \$ 50,000*
- *On-going = \$ 100,000/year*
- *Targeted, Focused, Effective*

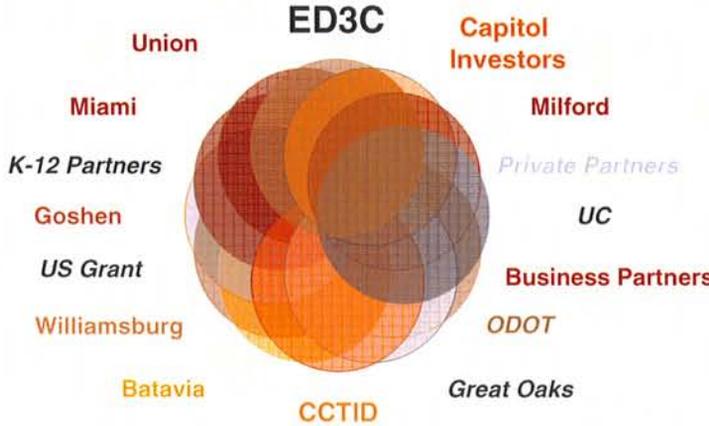
Portfolio of Opportunities



Shared Agenda

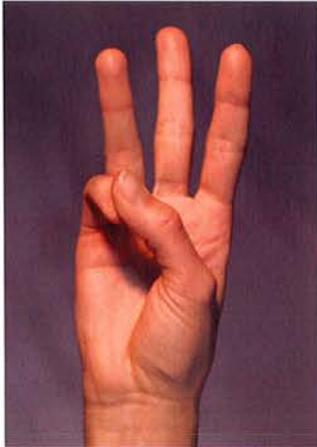


Prosperity Partnership



Forms of Capital

Intellectual
Political
Financial



Business
Government
Education

The slide features a dark blue header with the title "Forms of Capital" in orange. Below the header, a hand is shown with four fingers raised against a dark purple background. To the left of the hand, the words "Intellectual", "Political", and "Financial" are listed in italics. To the right, "Business", "Government", and "Education" are listed in italics. A double-headed arrow is positioned above the hand, spanning the width of the text.

One Clermont!



The slide features a dark blue header with the title "One Clermont!" in orange. Below the header, a hand is shown with one finger raised against a dark purple background. A double-headed arrow is positioned above the hand, spanning the width of the slide.

Pooled Resources

✓ County Commissioners	\$ 17,600,000 +
✓ County Engineer	\$ 10,711,000 +
✓ Miami Township	\$ 1,015,000 +
✓ Union Township	\$ <u>1,424,000</u> +
	\$ 30,750,000 +

Business Partners \$ 1,000,000

Private Partners (PAC) \$ 250,000

Goal **\$ 32,000,000**

Economic Development Corporation of Clermont County

For Partnership Opportunities Contact:

Steve Wharton, Executive Director

175 E. Main Street - Suite 150

Batavia, OH 45103

(513) 289-9051

ed3c@fuse.net

capitolinvestors@fuse.net

Early Initiative Strategies

- **Create a shared economic vision through our “One Clermont” initiative.**
- **Create a shared economic agenda through community prosperity partnership initiative.**
- **Create a shared political agenda through a focused government relations initiative.**
- **Create the Commissioners’ Economic Opportunity Fund.**
- **Link our transportation corridor initiative to economic development priorities.**
- **Link our comprehensive plan initiative to economic development priorities.**
- **Develop a cluster-based strategy initiative.**
- **Link our business attraction and retention efforts to a rigorous cluster-based strategy initiative.**
- **Link a renewed workforce development and training system with a cluster-based strategy initiative.**
- **Develop a County economic analysis system capability.**
- Evaluate the County’s economic development incentive strategy to reflect changes in the local, regional and state economy and tax structure.
- Refocus incentives where they count most and set job creation and investment goals.
- Develop an asset-based strategy initiative.
- Create a County vision for economic development and competitiveness and apply across all county programs.
- Link our “unified plan of work” initiative to supporting economic development initiatives and priorities.



ED3C Strategic Initiatives Update - May 2008

Linking our Transportation Corridor and Comprehensive Land Use Plan Initiatives to Economic Development Priorities

Our economic prosperity depends on people, goods, and services being in the right place at the right time, efficiently, effectively, safely and securely. Quality of life indicators have become a key for attracting the new "wealth" market, creative economy and entrepreneur.

Quality neighborhoods that are distinctive, accessible, diverse, linked to other areas and combined with balanced mixed use commercial districts and environmentally friendly places offering highly rated schools, diverse cultural activities, retail amenities and medical services are important factors in attracting companies and individuals.

All communities and school districts in the County have a stake in the development of their own well being through the County's comprehensive economic development strategy. Each is also a reflection of the entire county region and contributes to the marketable image and competitiveness capability of the County.

Under provisions of Ohio statutes, the townships and municipalities in the county are responsible for local land use planning and zoning decisions for their communities, while the county has responsibility for building and health codes, infrastructure construction standards, and subdivision regulation. These multiple authorities have various priorities and often different and sometimes competing community development needs and objectives.

By focusing on attracting new investment in our transportation corridor development, expanding transportation systems capacity, reconfiguring our existing transportation facilities, ED3C is working to develop active solutions that reduce road congestion and traffic delays that impede efficient movement of people, goods and services and improve our economic competitiveness through a market-based community development approach.

Strategic thinking and rigorous analysis, combined with joint planning and leveraged resources are important in successfully implementing our strategies. Overarching organization of resources focused on economic development helps coordinate and streamline the process.

To develop strategies that will not only address the needs of today, but also for many years to come, ED3C recognizes the need to understand the market and its potential movement in the future. By making smart, informed, market-based decisions, we can develop strategies that are supported by the market, and maintain our economic competitiveness by encouraging sustainable economic development and future investment in our communities.

• Eastgate Area Market Analysis - Economics Research Associates, March 2007

Economics Research Associates (ERA) was retained by ED3C, with funding support from Union Township, to study the current and future economic conditions and market perceptions of the Eastgate area and the portion of State Route 32 approximately from I-275 interchange to Bach-Buxton Road/Elick Lane.

The purpose of this study was to evaluate the economic effect on the Eastgate area and the county economy of the planned upgrade to the I-275/SR32 interchange by the Ohio Department of Transportation (ODOT) and the planned local roadway network improvements in the Eastgate area.



♦ **Residential Improvement District (RID) Analysis - Property Advisors, April 2007**

Clermont County created the Clermont County Transportation Improvement District (CCTID) in 2006 in an effort to enhance and promote transportation corridor improvements and related economic development within the Clermont County region. A significant portion of the proposed corridor improvements will be financed through Residential Improvement Districts (RID's).

ED3C initiated an engagement with Property Advisors through CCTID to provide an informed and objective review and analysis of potential residential buildout for five townships within the County: Batavia, Goshen, Jackson, Miami, and Union. The goal of the analysis was to determine potential revenue to cover future debt service to finance proposed CCTID transportation improvements. At the NPV, revenues are expected to range from a low of \$54.0 million to a high of \$62.4 million.

♦ **Market-Based Land Development Strategy - Property Advisors, September 2007**

ED3C and CCTID initiated a Marketplace Housing Assessment and Commercial Impact Analyses of key business sectors essential to the County that use a market-based approach to identify opportunities to develop strategic plans for transportation investment and economic development.

The **Marketplace Housing Assessment** provides an in-depth look at household demographics and lifestyles of residents within eleven specific communities of Clermont County. The Marketplace Housing Assessment also tracks residential housing activity over the past five years, providing a thorough assessment of the housing market within Clermont County communities.

The **Commercial Impact Analyses** used results from the Marketplace Housing Assessment and other relevant market factors, to understand buying power and project future demand within specific Clermont County business nodes. Feasibility studies for commercial office, retail, restaurant and industrial space were conducted using a market-based approach to identify commercial opportunities within the major business corridors of our county and to identify and help prioritize new development and redevelopment opportunities.

This initial work forms a framework for joint planning and development of public-private partnership investments, and provides useful guidance for communities in the county as they move forward with their local planning and development strategies.

♦ **Targeted Industry Cluster Analysis - University of Cincinnati Economics Center for Education and Research, October 2007**

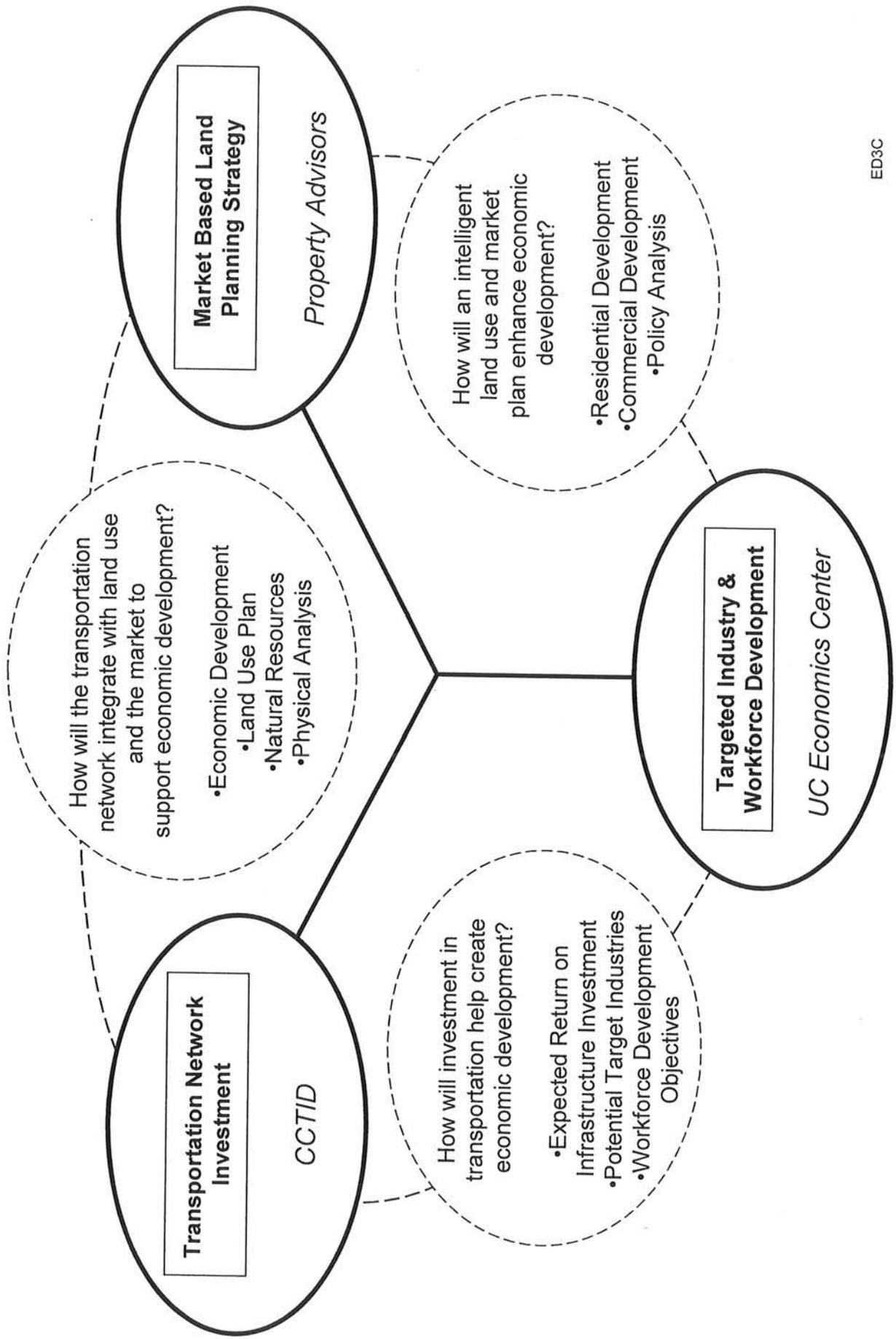
The Economics Center's work involves three tasks that contribute to the ED3C economic development strategy. The first task consists of identifying target industries on which the County should focus its efforts. The second task involves examining workforce needs and consequent strategies. The third task entails estimating the return on transportation infrastructure investment.

The Economics Center's expertise with various analytic tools is applied to the best available data on local community and economic conditions and trends, and enriched by the expertise of a team of Clermont County business leaders. This team of top executives and experts on business and workforce development issues is providing ideas and insights throughout the process.

Key Next Steps

Key next steps include completing the base analysis for the targeted industry cluster to assist in linking residential and commercial market-based development strategies into comprehensive land use planning aligned with the market and transportation network (3-legged stool) and development of methodology for the County to evaluate of implications of planning policy choices to guide decision-making and resource allocation for future land use, transportation and economic development.

"3 Legged Stool" for Economic Vitality, Prosperity & Competitiveness





Clermont County Strategic Economic Development Plan

Early Initiatives Strategy

Prepared By:

**ECONOMIC DEVELOPMENT CORPORATION
OF CLERMONT COUNTY**

May 2006



Introduction

The purpose of the *Early Initiatives Strategy* of the Clermont County Strategic Economic Development Plan is to set forth the framework for early action that supports the further development and refinement of strategic goals and implementation strategies for economic development of Clermont County. The intended result from these early initiatives efforts is to create the structural framework for development of a more inclusive sustainable action strategy to move the County forward to become a better place in which to invest, work, live, and play.

The early initiatives strategy will help facilitate a road map for coordinated economic development effort, telling us where we are, where we want to go, and how to get there. The strategic economic development planning process requires flexibility and a commitment to delivering value balanced with speed, and it will require holistic thinking about the ways the County transacts its business, the information it uses, the people and organizations it interacts with, and the ways the County interacts with them.

Development and refinement of such a strategy also requires an outcome-based organization, focused on steering, alliance building and teamwork because processes cut across boundaries and require people to work together. Steering has more impact over destination than rowing. Steering can shape organizations and communities, frame foundation policy elements, and put things into motion.

The strategic planning process for the County is not complete. It has only begun. Strategic planning is like "a marathon race with no finish line." As the various public and private organizations of the County begin to sort out these early initiative strategic actions and attempt to implement them, it will become clear that modifications and adjustments will be necessary. And, because strategic planning is a long-term process, some of these objectives and strategic actions will take some time to complete, while others will become applied policies and on-going supporting elements of the overall program.

The ultimate success of this planning process will depend on how well the organizations and stakeholders manage the implementation of the various strategic actions. A strategic plan by itself is worthless. Its value lies in the vision, goals, and overarching framework to manage change, organize resources and focus the directions it provides to local agencies and organizations, and the reminders it gives as to the priorities for action in accomplishing and sustaining future economic health in Clermont County.



Key Objectives for the County's Strategic Economic Development Plan

The Board of Clermont County Commissioners has undertaken significant initiative and commitment to proactively lead the development and coordination of a more effective countywide economic development program. The early initiatives strategy supports the key objectives of the County:

- Position the County in the proactive leadership and coordination role of establishing a leading edge competitive and comprehensive countywide economic development program.
- Develop an effective strategy to coordinate and seamlessly integrate economic development initiatives and activities with supporting community development resources.
- Integrate involvement of the key partners and business community in the County's economic development efforts.
- Build a collaborative approach by the multiple public agencies and utilities with responsibility for the infrastructure in the County.
- Create enabling strategies that align and leverage resources of County government and its partners in support of economic development.
- Expand efforts to create a stronger business climate in Clermont County.
- Increase alliance building and improved communication and coordination with business stakeholders and local, state, and federal agencies.

Successfully accomplishing these objectives will require facilitating and assisting with the transitional change and reorganization (*and reallocation*) of existing county program assets to support establishment of new economic development program elements and supporting resource management functions.

The ability to conceptualize and communicate the need for these changes, combined with the commitment to build the alliances needed and acquire, efficiently organize, and effectively apply the human, financial, structural, and information resources necessary to support these economic development program strategies are attributes needed by the County to compete in the increasingly interconnected economy.



Key Drivers of the County's Strategic Economic Development Planning

Globalization, technology and innovation are restructuring our economy. These forces have accelerated the shift of our economy from the traditional manufacturing of goods to the conception, design, marketing and delivery of goods, services and ideas. Innovation, entrepreneurship, knowledge, flexibility and creativity now drive our new economy.

To compete in this new economy will require us to align our policies to new global rules of economic prosperity and success. We must keep reinventing ourselves with new products, services, companies, industries, and jobs. Our economic prosperity will depend on the success of our major regional driver industries to serve global markets and a focused coordinated effort to support the needs of new and growing clusters of county business and industries within the regional economy.

Economic growth in Clermont County is linked to the Cincinnati metro area economy. Development of a strategic economic development process is influenced by both internal and external factors. These influences are often complex economic and market driven factors and thus many are outside of the County's control.

A number of issues currently are affecting Clermont County and drive the planning and implementation of the early initiative strategies for economic development in Clermont County:

- Rapid Pace of Growth and its impact
- Physical Infrastructure
- Economic Development Initiatives
- Business Climate
- County Government Financial Trends

The County should view these issues not as challenges but as opportunities for managing change in the County that help create new approaches of necessity that forward the objectives of the County in developing its strategic economic development plan.

The early initiative strategies are intended to put in place a new "infrastructure" or framework for addressing these issues, address recommended actions in the County's situation audit, and to advance the development of a sustainable longer-term economic development strategy for the benefit of the people, businesses, and communities of Clermont County.



Situation Audit

The starting point for a credible strategic planning process is an assessment of the strengths and weaknesses of the community as they relate to future opportunities for development. In other words, what problems exist in the County that constitutes barriers for successfully achieving the vision of its leadership? How well will the community organize and respond to the likely political, social, economic, and environmental changes that the future will bring?

The County has undertaken two assessments related to economic development. The Economic Development Assessment of Clermont County, Ohio, March 2006 report by Wadley-Donovan GrowthTech identified the current "landscape" of the County as it relates to economic development. The September 2005 Property Advisors report provided market trends analysis of office and industrial development. These assessments identify challenges, needs, advantages and potential opportunities for the County, and will help inform the County in developing important next steps in its strategy development.

Traditional economic development activities have long focused on attraction, expansion and retention in discrete communities with clear geopolitical boundaries. Frequently, communities will determine they need a new economic development strategy and will secure the consulting services of professionals to help them identify the opportunities and develop a roadmap. Less frequently does the leadership of these communities partner with surrounding jurisdictions or institutions to develop comprehensive strategies and approaches that can truly leverage their regional advantage and secure a competitive position in the larger marketplace.

Equally infrequently do these efforts and strategic plans bring new approaches (products and services) to the table, often because the funding or the processes that secured these consulting services already defined the approaches we find acceptable. As we seek to develop innovation in the marketplace for providing competitive advantage in the larger marketplace, so too should we recognize that innovation in the economic development sector is a critical factor for comparative advantage. One such innovation is the rethinking of a regional context.

With fast-changing local, regional, national and worldwide economic dynamics, continuously reconfirming or rethinking our economic goals are important. Is our goal the number of jobs created, or is it standard of living? Is it sector-specific or is it lifestyle supporting? Is it to capture manufacturing companies or to catalyze innovation? Is it incentives for value-added and innovation clusters? Now is the time to look carefully and refine what the underlying goals of the County are.



The Benefits of a Regional Approach

There are a variety of practical and strategic reasons to consider a regional approach as central to an economic development strategy. Clermont County is one of many counties that comprise the tri-state Greater Cincinnati metro region. Clermont County itself is a region with 14 townships, 13 municipalities, 12 school districts, fire districts, park districts, and multiple other public and private organizations and stakeholders with varying resources, and often competing needs and priorities.

When budgets are tight, there are advantages to sharing or leveraging assets, expenses, information and programs with partner communities, organizations, and institutions. Redefining our county region role in the broader regional economy can enlist new partners or identify opportunities that increase our competitive advantage. With the evolution of economies, any current approach may become outdated, so continuously redefining our regional role can help diversify our economic strategy.

Reducing competition between jurisdictions in the County and with nearby neighbors will help increase County competitiveness on a regional, national and international scale. Developing strategies based on a redefined regional role for the county during this time of emerging knowledge-based economies can help align the critical mass of resources and talent needed for success. Building alliances and partnerships at both the county and regional level can better enable us to reduce or eliminate deficiencies or challenges that we face as a narrowly defined geographical area.

Truly addressing some of the jurisdictional and other hurdles to partnership through a regional approach will create a sense of confidence in the marketplace that the County is a place to do business. Many businesses need resources not available in their immediate vicinity in order to be successful. For most successful and developing industry sectors, the links to talent, capital and market are infrequently contained in discrete communities, but rather link across the larger regional networks.

These Early Initiative strategies are intended to provide the underlying framework for the County to develop new creative approaches and take a fresh look at what constitutes its region of comparative opportunity. One of the most challenging issues will be to define manageable and appropriate regional parameters and resulting benchmarks for performance. Is our region defined by a geographic location, by an economic sector or system, by a commute-shed, by an easily managed political jurisdiction, or by other less tangible parameters, such as cluster ecosystems or market opportunity? The early initiative strategies are intended to develop the structural framework for the County to begin to think of itself as a region within a region and develop the next steps in its approach to economic development.



Early Initiative Strategies

- Create a shared political agenda through a focused government relations initiative.
- Create a shared economic vision through the Commissioner's "One Clermont" initiative.
- Create a shared economic agenda through the community prosperity partnership initiative.
- Create a County vision for economic development and competitiveness and apply it across all county programs.
- Link our "unified plan of work" initiative to supporting economic development initiatives and priorities.
- Link the comprehensive plan initiative to economic development priorities.
- Link the transportation corridor initiative to economic development priorities.
- Develop an asset-based strategy initiative.
- Develop a cluster-based strategy initiative.
- Link our business attraction and retention efforts to a rigorous cluster-based strategy initiative.
- Link a renewed workforce development and training system with a cluster-based strategy initiative.
- Evaluate the County's economic development incentive strategy to reflect changes in the local, regional and state economy and tax structure.
- Refocus incentives where they count most and set job creation and investment goals.
- Develop a County economic analysis system capability.
- Create the Commissioners' Economic Opportunity Initiative Fund.



Strategy: *Create a shared political agenda through a focused government relations initiative.*

Strong political leadership is a necessary part of any successful economic development strategy. Broad-based collaboration among local, state and federal institutions and constituencies is needed for our community and economic development strategies to succeed.

The County Commissioners will take the lead in establishing an effective government relations and lobbying effort to engage in focusing regional, state and federal administrative and legislative actions to promote and support the County's economic development interest and to coordinate efforts to attract local, regional, state and federal resources into investments in support of the county's economic development program.

Strategy: *Create a shared economic vision through the Commissioner's "One Clermont" initiative.*

A shared economic vision helps elicit broad support and coordinate activities. The County Commissioners will bring together key leadership from business, education and government sectors to work collaboratively to establish a new partnership to create a supportive business climate in the County.

This "think tank" should be charged with providing insight and ideas on how government, education and business can work together as one, to build the alliances and collaboration networks necessary to have the best economic development service delivery system, recommend long-range strategies that anticipate changes in the regional, state and global economy, and position the County to respond to changes and compete in the future.

Strategy: *Create a shared economic agenda through the community prosperity partnership initiative.*

All communities and school districts in the County have a stake in the development of their own well being through the County's comprehensive economic development strategy. Each is also a reflection of the entire county region and contributes to the marketable image and competitiveness capability of the County.

The County will take the leadership initiative in developing a community prosperity partnership initiative for community and economic development that promotes economic development opportunities for all communities and provides the framework and guidance for other supporting early initiatives strategies. The prosperity partnership initiative will promote economic growth and reinvestment in every community in the County and make the fiscal health and quality of life in each of our communities and school districts a core element of our economic development strategy.



Strategy: *Create a County vision for economic development and competitiveness and apply it across all county programs.*

There are multiple jurisdictions, county departments, agencies, and stakeholder groups currently working on various projects and programs that depend upon resources from the County. Better integration of these projects, programs and resources is necessary to enhance collaboration and eliminate duplication, avoid inadvertent working at cross-purposes, and improve leverage of the resources of the County to advance the County's strategic economic development plan objectives. Success in attracting new investment and creating jobs worthy of people living in Clermont County will require that every part of county government work together to focus on achieving the same overriding goal.

The County will develop strategic action teams to carry out these early initiatives in developing a coordinated economic development work plan and ensure that every program and department of county government, not just the Office of Economic Development, is evaluated first and foremost by its ability to support the County's economic and community development strategies.

Strategy: *Link "unified plan of work" initiative to supporting economic development.*

Rigorous strategic analysis, joint planning and leveraged resources are important in successfully implementing a strategy. Overarching organization of resources and streamlined development regulation focused for economic development helps coordinate and routinize the process. The county will develop more effective ways to include consideration of economic development infrastructure needs, in particular, road, water, and sewer improvements, in its annual operating budget and \$50+ million annual capital improvement budget planning process.

The County will develop a comprehensive "unified plan of work" for economic development incorporating the infrastructure and regulatory environment, community planning and development, workforce development, information and communications technology, public safety, capital improvement plans, human, financial, legal and management resources, marketing and promotion, public information and media relations, to get a clear overall picture of how County resources are being applied to support economic development.

Strategy: *Link comprehensive plan initiative to economic development priorities.*

Quality of life indicators become a key for attracting the new "wealth" market, creative economy and entrepreneur. Quality neighborhoods that are distinctive, accessible, diverse, linked to other areas and combined with balanced and linked mixed use commercial districts and environmentally friendly places offering highly rated schools, diverse cultural activities, retail amenities and medical services are important factors in attracting companies and individuals.



Under provisions of Ohio statutes, the townships and municipalities in the county are responsible for local land use planning and zoning decisions for their communities, while the county has responsibility for building and health codes, infrastructure construction standards, and subdivision regulation. These multiple authorities have various priorities and often different and sometimes competing community development needs and objectives.

The county will take the initiative and begin the process of preparing a master plan of development (or Comprehensive Plan) balancing resource conservation with residential and business development. While such a County plan would, in part, only be advisory in nature, it would serve as a framework for joint planning, and would provide useful guidance for communities in the county as they move forward with their local planning and development strategies.

Strategy: Link transportation corridor initiative to economic development priorities.

Because mobility (movement of freight, goods, services and people) is an important aspect of economic activity, adequate transportation facilities and supporting infrastructure are crucial factors in promoting economic health and in maintaining competitiveness. Increasingly, corridor development concepts are being offered to promote the efficient and cost-effective movement of people and goods on land, air, and water. These multi-modal concepts emphasize transportation networks between airports, ports, roadways, and rail facilities to provide a basic framework for economic development to take place at a corridor scale. The efficient flow of people and goods along these corridor networks contributes to ensuring the vitality of economic activities in the County.

Congestion and gridlock limit access to markets, increase costs, and can cause economic trade flows to locate elsewhere. Increased traffic and growing commercial freight flows that impede the county's access to jobs and regional and global markets are overwhelming many of Clermont County's transportation linkages. Because of the flexibilities provided through the authorities of a transportation improvement district as established in the Chapter 5540 of Ohio Revised Code, the Board of County Commissioners will establish a Transportation Improvement District (TID) to focus resources on the need for transportation network improvements in support of the corridor development initiative.

This newly formed TID should be structured to provide combined technical, legal and financial capability to link transportation and economic development in the County. The TID will play a crucial role in developing and managing these improvements and eliminating these barriers to growth and development by focusing attention and leveraging resources toward addressing the overall strategic economic development interests and related mobility needs of the county and should be viewed as the "Department of Transportation and Economic Development".



The TID should serve a strategic capital investment and management function and act as "bank" for pooled revenues and funding to manage the cash flow needs for the county's corridor improvement strategy. The TID should be initially composed of key local funding partners, including a representative of the Board of County Commissioners, Union Township, Miami Township, the County Engineer and a representative of economic development interests.

Strategy: *Develop an asset-based strategy initiative.*

Asset-based economic development is about taking what you already have and maximizing its potential. The key to asset-based economic development is focusing on what already exists, rather than discarding what you have and building something new. The process requires innovation and leadership, as well as a vision for the future built by people with an understanding of their past and present. Taking what is and turning it into what can be is the foundation of our community prosperity partnership initiative.

As the nation shifts from traditional manufacturing of goods to the conception, design, marketing and delivery of goods, services and ideas, communities and businesses must offer value-added benefits for customers while guarding against overuse of assets and outside ownership. Keeping these benefits *local* is important. Asset-based economic development is measured in the traditional ways: job creation, job retention, per capita income and tax revenues but there are also many indirect benefits of an asset-based economic development: creating quality-connected places that reflect principles of high quality design and sustainability.

Nationally, a paradigm shift is occurring as technology now permits businesses to be accessible from anywhere. Technology has enabled many opportunities not available to some of our communities as recently as a decade ago. People don't have to move to urban areas to have access to the world. Conversely, as urban centers become less safe and more crowded, migration for many professionals to smaller communities and places offering scenic beauty is a major lifestyle decision today. Highly rated schools, diverse cultural activities, retail amenities and medical services are often important factors for companies and individuals exploring relocation options. Quality of life indicators become a key for attracting the new "wealth" market, creative economy and entrepreneur.

Asset-based economic development is not a quick fix. As with any development strategy, a strong foundation must exist before focusing on asset enhancements. Some of our communities must first build and strengthen their physical, human and financial infrastructure before developing assets and will benefit from our prosperity partnership strategy by partnering with neighbors or other regional interests to provide the critical mass (of leaders, funding and infrastructure) required for sustaining and growing an economic strategy.



The departure of traditional economic base has left many of our communities struggling to replace business, jobs and tax revenues. However, focusing only on a short-term fix can ultimately end up perpetuating the cycle of decline rather than alleviating it. Asset-based economic development should be considered as a long-term strategy that provides incremental growth with appropriate, non-invasive management practices. Asset-based economic development should be a part of the solution for sustaining the County's economic vitality and can also enhance the marketable image of the County.

Strategy: *Develop a cluster-based strategy initiative.*

The basic premise of industrial clusters is that cluster industries sell and purchase goods, services, and products from each other; use similar technologies and share the regional labor pool and supply chain; and they export, import, and serve the local and regional markets. Industries within a cluster are heavily interdependent on each other and the growth or decline in one industry can impact the cluster.

Businesses and industries are constantly seeking (or creating) new needs for new products and technologies and must innovate constantly in order to survive. This need for constant innovation and improvement in business and industry (now because of increased global competition), makes it extremely important to identify and encourage *emerging clusters* because they are the economic drivers of the future and will replace older and fading industries.

The amount of value-added to a product within county boundaries makes a big difference when the final product is shipped off for export to another part of the region or country. This value-added will return as new and additional income to the county. It will affect the amount of our share of the Gross Regional Product (income) and increase the prosperity of our communities. More active linkages between the county industries in a regional cluster result in greater amount of value-added to the products of the County.

The County will develop policies and strategies that support new and growing industry sectors in our region and take advantage of the work of regional economic development, business and labor leadership groups that have already shown us the way. The Cincinnati region has had three major studies conducted on industrial clusters in the last few years:

- Competitive and Comparative Advantages of Hamilton County, 2003 (by Hamilton County Regional Planning Commission)
- New Economy Development Plan for Tri-ED, 2004 – for Northern Kentucky (by Angelou Economics)
- Identification of Industry Clusters for Guiding Economic Development Efforts in Cincinnati USA, 2004 – for the 15 county region (by Economics Center for Education and Research at UC)



Industrial cluster analysis has emerged as a major strategy for economic development in the last decade. Most of the states, counties, and cities in the U.S. and elsewhere are actively pursuing identification, implementation, and development of industrial clusters.

Research, strategic action planning and resource allocation are essential to identify, maintain and further develop our industry cluster strategy. The County will connect its cluster development strategy with these regional perspectives and build upon these analyses as it structures its countywide business attraction and retention efforts. Cluster definition is an art as well as a science, so the final definition of any cluster selected by the County should also be based on other criteria as well, including the political and strategic considerations.

Economic clusters may often start on their own, but economic developers and local leaders increasingly are working to identify potential clusters in their communities and accelerate their growth. It's a matter of working to develop networks, grow existing assets and attract new ones.

The successful attraction of jobs and new investment in these industries is often less about marketing and more about creating the proper environment within which these industries can flourish. Therefore, the role of the county-level economic development efforts has to be focused on facilitating the development of a community that is attractive to new investments and in retaining and attracting investment in supporting our cluster-based strategy.

Strategy: Link business attraction and retention efforts with a rigorous cluster-based strategy initiative.

A central role of economic developers is to help increase job opportunities and income levels for area residents, by supporting economic growth, including the retention and expansion of existing business, as well as the development and attraction of new business. To effectively pursue these objectives, economic developers must focus and target their efforts towards those types of business that represent best prospects for local economic growth. By assessing the relative competitiveness of county assets and application of resources for serving those types of business, it is possible to identify priorities for improvements that attract and grow these target industries.

Traditional economic development effort (e.g., incentives, assistance) targeted at individual companies can have limited leverage, is often driven by current political agendas and programs, and can lose focus on long-term community objectives. The traditional approach looks at one firm and/or one location at a time and attempts to resolve each individual firm and/or site problems and needs one at a time.

A better sustainable and leveraged economic development strategy is based on cluster analysis and focus on expansion, retention, and attraction of businesses in



regional clusters important to the long-term prosperity of the County. Clusters are a tool for mobilizing the competitiveness of the county within the regional context and provide an efficient way to implement government policy for economic development. A cluster-based approach is essential to engage the private sector and provide the framework for the development of public incentives and assistance.

Cluster-based strategies offer an alternative to the traditional economic development efforts by working to solve groups of industry problems/needs, build sustained business-to-business connections, and invest and assist groups of firms to build synergy and economic impact. Differences in cluster mix drive different parts of the region naturally towards unique economic strategies. Clusters provide a critical opportunity to engage in a productive alliance between government, business, education and other institutions.

The County will acquire and develop the data collection and modeling tools to define key concepts involved in evaluating the County area's economic cluster performance, identifying cluster targets for further economic development strategies, and assist in developing priorities for improving local cluster economic competitiveness through business attraction and retention efforts.

Strategy: Link a renewed workforce development and training system with our cluster-based strategy initiative.

Currently, as we work to attract and retain jobs in the county, we think of workforce development and training programs as a way to be sure there are workers prepared to fill particular jobs. Market forces have accelerated the shift of our economy from the traditional manufacturing of goods to the conception, design, marketing and delivery of goods, services and ideas. Innovation, entrepreneurship, knowledge, flexibility and creativity now drive our new economy. New economy business is often likely to develop by employee(s) spin-offs from existing companies. Our workforce development and educational institutions should be aligned with our long-term cluster based strategy.

The County will initiate a transition strategy to move workforce development investments away from a system designed to fill jobs slots (old economy) toward a new economy mindset where workforce development and job skill training programs are viewed as a core element of our cluster-based business expansion strategy and become the "breeding ground" for emerging cluster growth and entrepreneurial development. For businesses ready to grow, the County will continue to develop the capacity to provide job skills to support the expansion and high growth services these companies need to reach their full potential.

Our workforce development systems will become business expansion network development systems combining traditional education and technical skill development for existing business expansion with entrepreneur development, business start-up knowledge and provide technical assistance services to start-up



companies in their critical early stages as a core element supporting our emerging cluster-based strategy initiative.

This will require that the County's small business development centers, university, career and technical education centers, and adult workforce development program resources begin to develop a renewed coordinated approach to support our cluster-based strategy and provide entrepreneurship training and business skill development with start-up company technical assistance for next generation business expansion led economic development.

Strategy: Evaluate the County's economic development incentive strategy to reflect changes in the local, regional and state economy and tax structure.

We need to assure that Ohio's and the County's tax structure continues to create the favorable business climate that supports our companies' ability to expand and thrive. Ohio has recently undergone a significant change in its tax structure, abolishing the Tangible Personal Property Tax and the Corporate Franchise Tax, and replacing them with the Commercial Activities Tax (CAT). The County will maintain close contact with Ohio's business community and legislature as we determine the impact of the CAT.

The County will develop a detailed inventory analysis of past "Enterprise Zones", "TIFs" and other tax and development incentives that have been utilized within the county. This analysis should include specific details regarding the intended purpose and use, amount and type of incentive, number and type of firms, job creation/retention results, new real and personal property values, etc.

This evaluation will assist the County in adjusting to developing and benchmarking a strategy to retarget incentives tied to the changes taking place in the regional economy, that encourages productivity and rewards innovation, and to reflect changes in Ohio's tax structure.

Strategy: Refocus incentives where they count most and set job creation and investment goals.

Although economic development activity is often closely associated with aggressive marketing for "prospect development," in today and tomorrow's New Economy the emphasis needs to be on "product development." Clearly, economic development is about more than just trying to attract jobs into the community.

Currently we tie incentives to both new development investment and jobs creation goals, but we need to do more. New development by itself is not economic development unless it supports a strategy. We need to encourage value-added investment and productivity growth. We need to make sure our incentives are focused on implementing our strategy of targeting industry clusters that are central to the County's future. Incentives will be targeted to



those companies and industries that are important to the county's future economic well being and based upon how a company actually meets and sustains their job creation, investment, and productivity goals.

Job training and infrastructure remain the key building blocks of economic development, asset and wealth building and competitiveness. We need to create new and innovative incentives and take action to align these programs with the cluster-based strategy to better leverage and coordinate countywide efforts.

While our local communities will likely continue to prioritize their incentives to meet their individual community development goals, it is important to collaborate and leverage local priorities and incentives with the overall County economic development strategy and state incentive programs.

It is important to separate incentives for land development from incentives for business investment attraction and retention. Both have a role in the future economic growth of the County, and it is important to leverage both incentives to gain the greatest advantage in support of the economic future.

The County should develop, recommend, and advocate joint economic development districts; county and regional infrastructure and shared service delivery development compacts or accords to help communities to work together more efficiently and at the same time support the early initiative strategies.

An effective incentive is controlling the growth of local fees, charges and taxes. The County can use its "unified plan of work" initiative to assist individual communities to lower the costs of providing services, boost business and stabilize the tax base, remove barriers to collaboration, pool resources, share successes, and provide joint incentives to work together in support of the County's economic development strategy.

Strategy: Develop a County economic analysis system capability.

Developing economic analysis system capability will provide assessment, targeting diagnostics and policy analysis tools to enable the County to build a system of accountability through performance and outcome standards. Indicators appropriate to the county should be developed to provide benchmarking, performance accountability and guide future decision-making related to County efforts.

Economic assessment tools provide baseline economic profiles, trends and growth projections for industries and evaluate local business growth/attraction potential for industry sectors through ratings of local area advantages and disadvantages for supporting targeted business growth and attraction efforts.

Targeting tools assess the local area's competitiveness for each industry potential for additional business attraction and identifies "critical" and "important"



weaknesses that need to be addressed if the County is to fulfill some of the growth potential identified in the economic assessment.

Policy analysis tools allows the County to evaluate the effects of various funding and tax policy alternatives to support community programs and economic development incentives/investments on the future business attraction potential of a local area, including estimates of the likely business attraction impacts of changes in availability or quality of key labor and economic infrastructure factors, such as changes in labor force size and skill levels; broadband access; tax policy; availability of commercial land, industrial parks, office sites; access to airports, ports, and rail; and improvements to highways, etc.

This analysis system should help the County identify opportunities and targeted priorities to support economic development. Developing a methodology is an important element in developing a cluster-based strategy and to evaluate alternatives for public policy decisions. This strategy is valuable to assist in developing new investment and targeted incentives important to leverage traditional "prospect mining" for new economic development opportunities.

The County should fully support the development of the current special research project being funded by ODOT as part of the Eastern Corridor. The purpose of this research study is to identify and quantify the potential economic benefits and impacts of the transportation improvements and deliver a transferable methodology to examine the economic benefits and impacts of public infrastructure investments at the local level.

In addition, a model of fiscal impacts on government revenue and public service costs will be developed that categorizes associated costs of additional community services that result from increased growth in the community and will provide a valuable tool for informed policy decision making about the value (and cost impact) of local development, zoning and land use, and funding decisions.

The County should acquire a secondary license of the regional REMI model, to support ongoing use of these fiscal impact and cost of services tools to assist in the development of the baseline indicators, evaluation of development benefits and impacts and provide an important econometric capability to support future policy-making and the economic growth scorecard initiative.

Strategy: Create the Commissioners' Economic Opportunity Initiative Fund.

One of the most difficult problems for most local governments is the ability to generate adequate "discretionary" funding to provide "leverage resources" to compete for new opportunities.

Regional, state and federal agencies are continuously developing new grant and funding programs, which always require local match. Private sector is continuously seeking opportunities for new investment and growth. The purpose



of the Economic Opportunity Fund is to build a "discretionary" investment pool to position the County to capture competitive advantage for these opportunities.

Economic development depends on ideas, research, planning, risk management, anticipation, and time-to-market sensitivity and responsiveness to the needs of the customer. How the County plans and implements, anticipates and responds is a measure of our long-term success. For example, the lack of industrial sites inside the County currently precludes the attraction of major manufacturing and office operations. So the initial reaction would be to develop some site(s) that are ready to go. This requires a "sunken" cost for some period of time until a prospect arrives that finds that site just right. This strategy then drives efforts to market and fill the site (more costs) often at the expense of other opportunities or with less than desired outcomes. The carrying cost of "sunken" investment of capital into land banking has costs, including lost opportunity elsewhere, among others.

As a first step, the County should revisit and streamline its infrastructure permitting and development regulation processes to be positioned to move quickly to address private sector market-timing sensitive development demands, take advantage of new opportunities that will come available, and to support the other early initiative strategies. Advanced infrastructure planning and permit development strategies support a "portfolio" approach, can position the County to respond to opportunities throughout the County and invest in a tiered development of sites in various stages of readiness without the problem of seeking "discretionary funding" because of "sunken" cost issues elsewhere.

The County has established the framework for the Opportunity Initiative Fund through its investment in the Ivy Pointe project. As the proceeds of this investment return to the County and the CIC, the County should begin combine these funds with funding from the unified plan of work and reinvest into a portfolio of new potential economic opportunities. Advanced planning and risk management are essential to this strategy and are driving factors in the implementation.

Next Steps

A comprehensive economic development strategy emerges from a continuous, broad based planning process for tackling the economic problems of the county region. The strategy should promote economic development and opportunity, foster effective transportation access, enhance and protect the environment, and balance resources through sound management of development.

The next steps in moving forward with these early initiative strategies are to begin implementing the strategies. Ideally, the development goals for the County should reflect its vision. The vision, however, is much more encompassing than the set of goals. A goal is a more specific statement of what each of these early



initiative strategies should achieve. These goals should be focused on the priority issues impacting the economic development of the community.

Many of these early initiative strategies are currently under various stages of incubation and development. As part of the early initiative strategies, ED3C recommends the County set up strategic action implementation teams tasked to develop these goals and the strategic actions to achieve them.

Clermont County Transportation Improvement District

The Clermont County Transportation Improvement District (CCTID) was established in June 2006, pursuant to O.R.C. 5540, by the Board of Clermont County Commissioners to foster increased collaboration with local partner jurisdictions, and other county, regional, state and federal agencies to implement a regional approach to transportation improvements in support of economic development in Clermont County.

CCTID is structured to provide combined technical, legal and financial capability to link transportation investments that foster economic development in Clermont County. The CCTID performs a strategic capital investment and management function and serves as "bank" for pooled revenues and joint funding to manage implementation of the Clermont County's strategic corridor economic development.

A key element of the CCTID regional transportation improvement program is to pool funds and resources available to the County, its local jurisdictions and private sector investment partners to leverage available non-federal match for federal funding purposes. This approach will allow local funding jurisdictions to contribute to a pooled local match based on the timing and availability of their local funds and resources.

CCTID is moving forward with developing new concepts for implementing transportation and infrastructure improvement projects that combine and develop the resources available to our public and private sector partners to advance economic development in Clermont County while maximizing the value of taxpayer dollars.

CCTID seeks and builds alliances and partnerships that harness private sector innovation and resources, encourages competition, and optimizes the assignment of risk. This approach requires, along with traditional methods, joint development partnerships with the private sector and other public interests to bring about cost-effective and environmentally compatible approaches and techniques for transportation infrastructure project development and delivery.

Contact Us

Clermont County Transportation Improvement District
175 E. Main Street – Suite 150
Batavia, OH 45103

<http://www.tid.clermontcountyohio.gov/default.aspx>

TRANSPORTATION IMPROVEMENT DISTRICT

CLERMONT COUNTY, OHIO

Board of Trustees and Officers

- **David L. Spinney - Chair**
Mr. Spinney is the Clermont County Administrator and a member of the District 10 Public Works Integrating Committee and is Chair of the Clermont County-Area Subcommittee.
- **Patrick J. Manger, P.E., P.S. - Vice-Chair**
Mr. Manger is the Clermont County Engineer and a member of the Ohio-Kentucky-Indiana Regional Council of Governments Board of Directors and the Intermodal Coordinating Committee (ICC)
- **A. Steven Wharton - Secretary-Treasurer**
Mr. Wharton is the Executive Director of the Economic Development Corporation of Clermont County (ED3C) and serves as Trustee in Charge of CCTID Program Implementation and Administration.
- **David D. Duckworth, Member**
Mr. Duckworth is the Miami Township Administrator and CCTID representative on the Ohio-Kentucky-Indiana Regional Council of Governments Intermodal Coordinating Committee (ICC).
- **Doug Walker, P.E., P.S., Member**
Mr. Walker is the Union Township Administrator.
- **Honorable Joseph Uecker, Ex-Officio Member**
Mr. Uecker is State Representative for the Ohio 66th House District appointed to the CCTID by the Speaker of the Ohio House of Representatives.
- **Honorable Tom Niehaus, Ex-Officio Member**
Mr. Niehaus is State Senator for the Ohio 14th Senate District appointed to the CCTID by the President of the Ohio Senate.

Economic Development

Doing the Right Thing: Improving Transportation and Enhancing our Economy

It's about *connections*. It's about the *future*.

No industry impacts the quality of everyday life and the success of business more than transportation. Most of us recognize that increasing traffic congestion affects all of us, whether we are residents or business owners, by imposing unnecessary time delay, air pollution, safety and other costs upon travelers and business operations.

Traffic congestion affects our ability to safely move about in our day-to-day travels and is a significant contributing factor to the quality of life in our communities. From a business standpoint, producers of goods and services are more cost sensitive to traffic congestion, because the economic implications of traffic congestion have impacts on business operations, productivity and output levels. Traffic congestion effectively shrinks business market areas, adds costs and reduces the efficiency of businesses operating in our County.

Adequate transportation facilities and supporting infrastructure are crucial for ensuring Clermont County's economic health and maintaining its competitiveness. The impacts of traffic congestion varies by industry sector, and is attributable to differences in each industry sector's mix of required inputs because of the specific industry sector reliance on access to skilled labor, specialized material inputs, and market areas.

The Bigger Picture...

CCTID recognizes the changing nature of manufacturing, markets, trade and technologies has had dramatic impacts on the needs for movement of people, goods and services. These impacts have created new opportunities for economic growth in some areas but also risks of economic loss elsewhere.

Quite simply, future needs will likely not match the configuration of our transportation facilities and services developed 30+ years ago. Increasing globalization and international trade have led to new growth in movement of goods to and from marine ports, airport and border gateways, as well as new patterns of truck freight flow through our communities.

CCTID, realizing that our economic competitiveness is at stake, has begun to develop strategies, plans and construction projects to address not only the mobility needs of the people in our communities, but to address transportation's role in supporting the long-term economic well-being of our communities.

Market-Based Strategy

To develop strategies that will not only address the needs of today, but for many years to come, CCTID realizes that it is necessary to understand the market and its potential

movement in the future. By making smart, informed, market-based decisions, we can develop strategies that will allow Clermont County to maintain its economic competitiveness and ensure future economic vitality and investment in its communities.

CCTID has conducted several studies that use a market-based approach to identify opportunities and challenges within the market. To lead the charge, CCTID selected [Property Advisors](#), a real estate consulting firm based in Cincinnati, to conduct a [Marketplace Housing Assessment](#) and Commercial Impact Analyses of the essential business sectors throughout the County.

The Marketplace Housing Assessment provides an in-depth look at household demographics and lifestyles of residents within eleven specific communities of Clermont County. The Marketplace Housing Assessment also tracks residential housing activity over the past five years, providing a thorough assessment of the housing market within Clermont County communities. Eleven communities in Clermont County were identified and divided into two Areas:

Area A examined Amelia, Loveland, Miami Twp, Milford, Newtown, and Union Twp.

Area B examined Batavia Twp, Cherry Grove, Goshen Twp, Pierce Twp, and Stonelick Twp.

Download the Marketplace Housing Assessment [Executive Summary](#) or get the [Full Report](#).

The Commercial Impact Analyses used results from the Marketplace Housing Assessment and other relevant market factors, to understand buying power and project future demand within specific Clermont County business nodes. Feasibility studies for commercial office, retail, restaurant and industrial space were conducted using a market-based approach to identify commercial opportunities within the major business corridors of our county:

- [Eastgate Corridor – State Route 32](#) (Executive Summary)
- [Marketplace Housing Assessment](#) (Executive Summary)
- [Eastgate Commercial Impact Analysis](#) (Full Report)
- Business 28 – State Route 28 (In Progress)
- City of Milford – State Route 50 (In Progress)

Other Relevant Market Studies

- [Eastgate Area Market Analysis](#) (Full Report)
- [I-394 Impacts of Access Management Plazak](#)
- [Cincinnati-Portsmouth Rail Line Evaluation](#)

For More Information

<http://www.tid.clermontcountyohio.gov/EconomicDevelopment.aspx>

Environmental Stewardship

Doing the Right Thing: Improving Transportation and Enhancing our Environment

It's about *connections*. It's about the *future*.

We all recognize that we need safe, efficient and effective transportation systems that connect us to our economy and built environment...our places of employment, churches, schools, recreation and shopping, as well as access to markets, suppliers and customers.

But it is increasingly clear that we must also recognize the importance and value of our connections to our natural environment as we jointly plan and develop our future transportation systems.

The Bigger Picture...

To minimize impacts on our environment, CCTID and its partners are developing context-sensitive solution approaches and common-sense watershed-based mitigation strategies. By focusing on protecting and enhancing our environment, we can link important habitats, maintain and enhance our environment, and combine wetland mitigation and stream restoration and preservation with transportation investments.

CCTID is moving forward with the development of proactive environmental stewardship strategies that provide for broader mitigation strategies that support corridor or watershed based approaches and develops transportation investments that contribute to environmental stewardship through enhancing our green infrastructure.

Green Infrastructure

Green infrastructure is a strategically planned and managed network of natural areas, conservation lands, and working lands with conservation value that supports native species, maintains natural ecological processes, sustains air and water resources, and contributes to the health and quality of life for our communities and people.

The green infrastructure network encompasses a wide range of landscape elements:

- **natural areas** - such as wetlands, woodlands, streams and waterways, floodplains, hillsides and wildlife habitat;
- **conservation lands** - such as public and private nature preserves, open space, greenways, and parks; and
- **working lands of conservation value** - such as forests, farms, and nurseries, as well as utility areas such as storm water management facilities.

Green infrastructure is an essential component of the CCTID advanced mitigation planning concept protecting important ecological, cultural and historic resources while supporting the corridor-wide transportation and economic development strategy.

By incorporating strategies to enhance and protect our green infrastructure into the joint planning and development of our transportation systems, CCTID is developing advanced mitigation opportunities to protect our important natural environment.

Advanced Mitigation Concept

Advanced mitigation of environmental impacts (*mitigation actions undertaken now in anticipation of future transportation project impacts*) should be implemented during the early stages of transportation planning.

By taking a proactive approach to mitigating impacts to the environment, high-quality sites that are under threat now can be protected:

- Identify and select the best available sites for habitat and wetlands mitigation during the early planning process before transportation projects are implemented.
- Integrate habitat conservation and water quality protection with advanced mitigation strategies as elements of the corridor-wide green infrastructure.
- Integrate parks, cultural and historic sites with advanced mitigation strategies as a foundation of greenway system.

By going beyond the minimum regulatory impact mitigation requirements, this advanced mitigation planning is an important part of the comprehensive approach to community development that puts resource protection into the overall transportation funding strategy.

Mitigation Opportunities

The advanced mitigation strategy being developed by CCTID is a continuation of the Eastern Corridor project, land use visioning work, Green Infrastructure Planning, Tier 1 studies and resource agency and public input, to provide opportunity for a watershed-based mitigation approach and coordination with local watershed and conservation programs.

CCTID is moving forward with linking local watershed planning efforts identified in the Hall Run, Salt Run and Lower East Fork Little Miami River Preservation and Restoration Opportunities Inventory Report with the green infrastructure development and mitigation strategies being developed for the Eastern Corridor.

This coordination effort supports the watershed management objectives outlined in the 2003 Lower East Fork Watershed Management Plan, incorporates objectives of Clermont County's Project XLC Phase I agreement and Phase II Stormwater Management Planning, and is also being structured as part of the CCTID local match contribution to transportation improvements through an integrated funding approach.

A number of advanced mitigation opportunities have been developed to date and have been posted to Ohio EPA Mitigation Clearinghouse website to facilitate the exchange of information about potential sites for wetland and stream mitigation. Interested parties submit information on the Ohio EPA Data Sheet and Ohio EPA enters that information into a database. Submitted projects may be viewed by anyone interested in finding potential mitigation areas by clicking on the Map (see below).

http://www.epa.state.oh.us/dsw/MCH/map_index.html

<http://www.tid.clermontcountyohio.gov/EnvironmentalStewardship.aspx>



New Issue: Clermont County Transp. Imp. Dist., OH

MOODY'S ASSIGNS INITIAL Aa3 TO CLERMONT COUNTY TRANSPORTATION IMPROVEMENT DISTRICT'S (OH)

Aa3 RATING ASSIGNED IN CONJUNCTION WITH SALE OF \$5 MILLION ROADWAY IMPROVEMENT REVENUE BONDS, SERIES 2007

County
OH

**Moody's Rating
ISSUE**

RATING

Clermont County Transportation Improvement District Roadway Improvement Revenue Bonds, Series 2007	Aa3
Sale Amount	\$5,000,000
Expected Sale Date	11/20/07
Rating Description	Revenue

Opinion

NEW YORK, Nov 12, 2007 -- Moody's Investors Service has assigned an initial Aa3 rating to Clermont County Transportation Improvement District's (OH) \$5 million Roadway Improvement Revenue Bonds, Series 2007. The bonds are secured by a pledge of revenues received by the district from underlying governmental entities through contractual guarantees. The participating governmental entities include Clermont County (GO rated Aa2), Miami Township (GO rated A1), and Union Township (GO rated Aa2). The Aa3 rating is based on the strength of the pledged revenue streams from highly rated contributing entities, the coverage provided by those revenues, and the legal provisions of the bond resolution and trust indenture.

SECURITY BASED ON DEFINED GUARANTEED REVENUES FROM COUNTY AND TOWNSHIPS

The bonds are special obligations of the district for which it has pledged specific revenues to be received under intergovernmental agreements. An intergovernmental agreement with Clermont County effective October 11, 2006, provides for a total of \$2 million annually for 10 years - \$1 million from the county General Fund and \$1 million from the county engineer's share of a motor vehicle and gas conveyance fee that has been designated for economic development. Additional agreements with Miami and Union Townships are being finalized. Each township will be committing to a \$1 million total contribution. Revenues paid to the transportation district from the underlying governments are pledged to repayment of bonds issued under the indenture and provide adequate support for the current issuance, as well as a subsequent issuance planned for 2008.

Debt service is to be paid out in level payments through 2017 and annual coverage is an adequate 1.18X, based solely on the Clermont County and Miami Township revenues. The adequacy of debt service coverage is ensured by the binding agreements and guaranteed payments. The county and townships are represented on the board, which serves as the administrative body of the district. The purpose of the district is solely to provide capital financing for various infrastructure projects in the county. Designated projects are expected to be completed over the next several years, with substantial funding coming from state and federal sources. The district does not anticipate issuing additional debt in the near term other than the \$8 million in 2008, which is included in our coverage calculations. The additional bonds test requires 1.15X coverage, including accumulated reserves.

GUARANTEED REVENUES EXPECTED TO BE ENHANCED BY ADDITIONAL REVENUES; ADDITIONAL DEBT MAY BE ISSUED

Other revenues of the district include residential tax increment revenues, special assessments, and certain commercial tax increment revenues within the county. While these revenues are not pledged for repayment, they are available revenues of the district. The district has limited operating expenditures, with the majority dedicated to transportation capital projects. Favorably, the additional bonds coverage test does not include the use of these potentially volatile revenues, ensuring adequate coverage from the guaranteed revenue streams. Projected residential increment revenues in 2007 are just over \$200,000, but are expected to grow

as development progresses. The district expects these additional revenue streams will finance the balance of the local share of the designated projects, which may require additional debt secured by the tax increment revenues. As this additional debt will be supported by a different revenue mix, Moody's current rating does not contemplate additional leveraging at this time.

COUNTY BENEFITS FROM PROXIMITY TO CINCINNATI; TAX BASE EXPECTED TO BE STEADY

Moody's believes the county's proximity to Cincinnati (general obligation debt rated Aa1) coupled with the widespread availability of low-cost land available for development projects will result in sustained growth in assessed valuation. The county's tax base, which stands at a large \$10.9 billion, was primarily residential and agricultural as recently as a decade ago; however commercial and industrial growth has accelerated in recent years. The majority of residential and commercial development continues to take place in the western portion of the county near Interstate 275, which rings Cincinnati and provides easy access to the metropolitan area. Moody's expects that the current efforts to improve transportation access throughout the county with the metro area will only serve to enhance growth and development. The socioeconomic profile of county residents is above state norms, reflected in a per capita income and median family income at 107% and 114% of state averages, respectively. Clermont County's unemployment rate, 4.5% in August 2007, is below the state's rate of 5.4%.

FINANCIAL OPERATIONS ARE STABLE, SUPPORTED BY AMPLE RESERVES

Moody's expects the county's financial operations to remain sound, due to management's maintenance of ample reserves. The county typically budgets conservatively for all revenues and expects to make up any shortfalls in other revenue lines. As of FY2006, total General Fund reserves declined by \$4 million to \$20.9 million, primarily due to a one time \$8 million land purchase expenditure for economic development purposes. The unreserved General Fund balance increased to just under \$19 million, or a healthy 35% of General Fund revenues. Sales tax revenues have increased a modest 2.3% annually from 2002 to 2007. Sales tax revenues represent just less than half of core operating revenues. While the county's reserve levels are ample to absorb fluctuations in sales tax collections, Moody's expects the county to continue to conservatively budget for this key revenue source.

KEY STATISTICS

2000 population: 177,977 (+18.5% since 1990)

2007 estimated full valuation: \$12.6 billion

Full value per capita: \$65,590

2000 Per capita income: \$22,370 (107% of state average)

2000 Median family income: \$57,032 (114% of state average)

County unemployment rate (8/07): 4.5%

Debt burden: 0.8% (0.2% direct)

Payout of principal (10 years): 82%

FY 2006 Unreserved General Fund balance: \$18.9 million (34.6% of General Fund revenues)

Post-sale parity debt outstanding: \$5 million

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