

Meeting: City of Madeira Planning Commission
Date: February 19, 2019
Time: 7:00 PM
Location: City of Madeira - 7141 Miami Avenue, Madeira, Ohio 45243

Comprehensive Plan - Discussion Items

1. Draft Comprehensive Plan – initial feedback

2. Upcoming Meetings & Tentative Plan Review/Approval Schedule
 - a. Steering Committee #4 (March TBD) Agenda
 - i. Distribute plan in advance & review as group
 - ii. Examine Land Use in center of town – particularly transitional overlays
 - b. March Planning Commission (3/18) – review plan in detail
 - c. April Planning Commission (4/15) – finalize plan for recommendation to Council
 - d. Council Approvals – 2nd April or May meeting
 - e. Public Meeting #5 – Public Relations to unveil plan – maybe at Art Fair?

3. Other Discussion



THE CITY OF
MADEIRA

COMPREHENSIVE PLAN

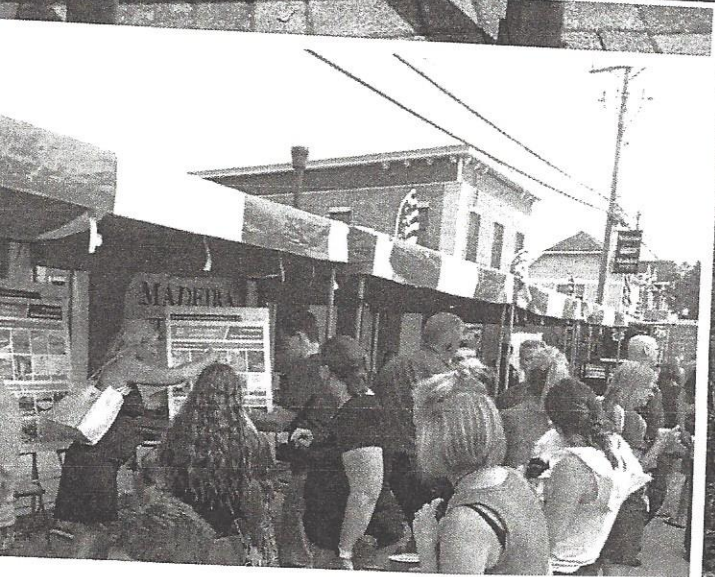


TABLE OF CONTENTS

CH 1	EXECUTIVE SUMMARY	1
CH 2	INTRODUCTION	6
CH 3	ENGAGEMENT	9
CH 4	CONTEXT	15
CH 5	ECONOMIC DEVELOPMENT	23
CH 6	ACTIVE TRANSPORTATION	35
CH 7	COMMUNITY FACILITIES	46
CH 8	HOUSING	55
CH 9	CITYWIDE ISSUES	65
CH 10	MOVING FORWARD	68



PLAN OVERVIEW

The City of Madeira embarked on development of its first ever Comprehensive Plan (Plan) in Spring of 2018. The Plan will provide the City with guiding document used to direct future policy decisions and investments.

The Plan was developed used a four-step process:

- i. Identify Community Vision
- ii. Assess Existing & Future Conditions
- iii. Recommendations
- iv. Implementation

The City Planning Commission helped guide the planning process each month as part of its regular meeting agenda. The members of the Planning Commission, along with seven additional citizen representatives, formed a Steering Committee tasked with identifying plan goals and themes. The Steering Committee identified the following four plan themes:

- Economic Development
- Active Transportation
- Community Facilities
- Housing

A Working Group for each of the four plan themes was formed comprised of citizen volunteers and one or more liaisons to the Steering Committee. Each Working Group met three times during the planning process to help guide the visioning process. The Steering Committee convened one final time after the last Working Group meeting before the plan was finalized and recommended by Planning Commission to City Council for formal adoption.

Overarching goals, geographic Focus Areas, and strategies for each of the four plan themes are summarized on Page 2-5.

COMMUNITY ENGAGEMENT

The year-long planning process included a robust, multifaceted public outreach effort that included:

- Community Survey (over 700 responses)
- 5 Public Forums
- 4 Steering Committee Meetings
- 4 themed Working Groups each meeting 3 times
- 13 Business Interviews
- Monthly Planning Commission updates
- Community Event Outreach at:
 - Madeira Art Fair
 - Farmers Market
 - Girls Night Out
 - Shakespeare in the Park
 - Criterion/5K
 - Street Dance
 - Bonfire on the Ballfield
 - Light Up Madeira
 - Girls Night Out Holiday Edition

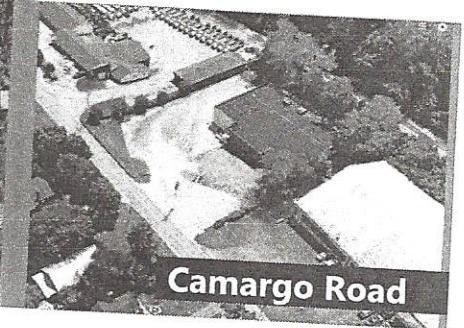
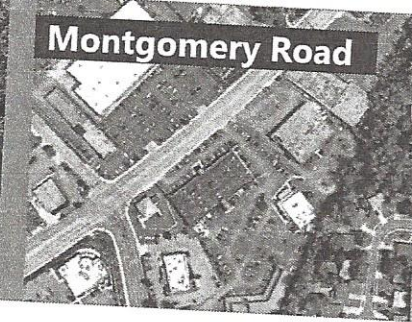


Economic Development

GOALS

- Strengthen the municipal tax base to ensure the continued provision of quality of public services and infrastructure residents expect.
- Attract an appropriate mix of community-scale commercial uses in the Business District that provide residents with desired retail and services.
- Capitalize on the economic potential of the Montgomery Road corridor for higher-intensity uses viable near the Interstate 71 interchange.
- Promote adaptive reuse of light industrial buildings and property along the Camargo Road corridor with an emphasis on advanced manufacturing and tech startups.

FOCUS AREAS



STRATEGIES

BUSINESS RETENTION, EXPANSION & ATTRACTION

- Formalize an ongoing Business Retention & Expansion program.
- Identify and engage corporate leaders living in Madeira and connect with them to see what it would take to encourage them to locate operations here.
- Ensure zoning allows opportunities to provide "jobs of tomorrow" workspace - particularly flex-office space in Main Street Core and adaptive re-use of Camargo Road properties.
- Develop a recognizable Community Brand and Identity.
- Host a webpage within new City website to market their incentive package.

CATALYTIC MIXED-USE DEVELOPMENT

- Develop an incentive package that can be utilized to encourage desired development and leverage private investment.
- Build local philanthropic support to create a non-profit foundation that provides support to worthy public realm enhancements.
- Consider creating a Community Improvement Corporation (CIC) to allow the City to acquire strategic parcels for land-banking and redevelopment
- Update zoning code to allow for flexible parking standards and explore development of shared municipal parking lot or garage.

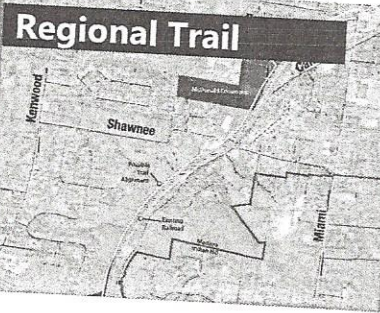
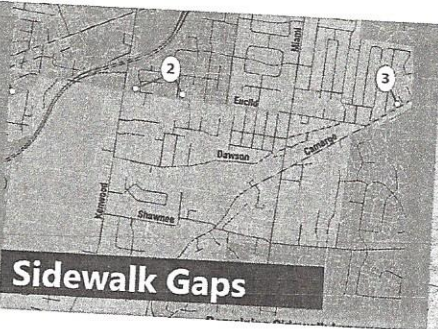


Active Transportation

GOALS

- Connect the community through a transportation network that balances the need for efficient vehicular traffic flow with the accommodation of safe and inviting pedestrian and bicycle facilities.
- Focus in the short-term on completing critical missing gaps in the City's sidewalk network, while laying the long-term groundwork for a regional trail connection to the Little Miami Scenic Trail.
- Provide an inviting pedestrian experience along Miami Avenue within the business district to encourage placemaking and stimulate community-scaled, mixed-use development.

FOCUS AREAS



STRATEGIES

SIDEWALKS

- Pair priority sidewalk connection projects with roadway rehabilitation projects and outside grant funding assistance (e.g. Ohio Public Works Commission) to reduce City's out of pocket expenses.
- Enhance crosswalks through improved signage and pavement markings to safely facilitate pedestrian crossings across arterials at the locations where family usage is high.

TRAILS

- Collaborate with regional partners (e.g. OKI) and neighboring communities (e.g. Indian Hill and Cincinnati) to develop a cohesive vision for a regional greenway connection to the Little Miami Scenic Trail.
- Approach key property owners about the possibility of voluntary easements for trail access.

TRAFFIC CALMING & STREETScape

- Conduct a detailed traffic study along Miami Avenue in the business district to establish feasibility of traffic calming measures to pedestrianize the area and activate storefronts.
- Based on study recommendations, pursue grant funding (e.g. OKI Transportation Alternatives Program) for eligible multimodal transportation enhancements such as curb extensions, decorative crosswalks, and pedestrian-scaled lighting.

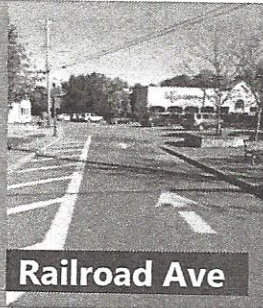


Community Facilities

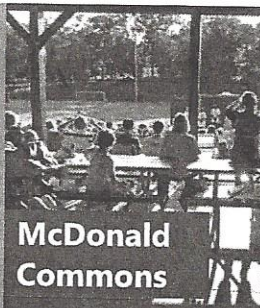
GOALS

- Provide vibrant spaces for community recreation and civic gathering in strategic locations where development potential is limited.
- Ensure public space connects the community in a setting that is inviting and accessible for all ages across all seasons.
- Partner with local schools, institutions, churches, and civic groups to maximize potential shared use of existing buildings and facilities.

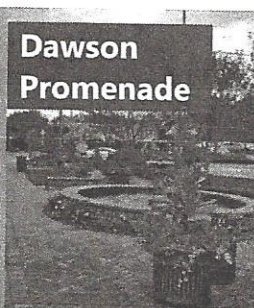
FOCUS AREAS



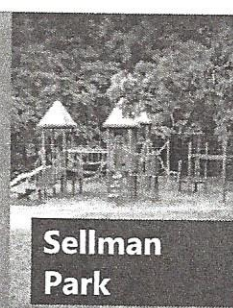
Railroad Ave



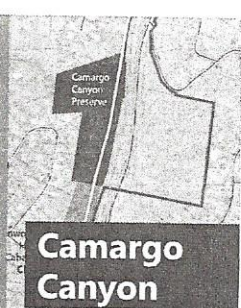
McDonald Commons



Dawson Promenade



Sellman Park



Camargo Canyon

STRATEGIES

CIVIC SPACE

- Consider vacating and/or restricting Railroad Avenue to drive access (possibly during delivery hours) and repurpose as a Civic Space that integrates potential enhancements such as outdoor seating, outdoor games/activities, and event space for a relocated Farmers Market and/or food trucks.
- Widen the sidewalk and enhance the user experience along Dawson between the Business District and McDonald Commons to create a more inviting connection between local businesses and the community's primary gathering space.

PARKS & RECREATION

- Enhance McDonald Commons by capitalizing on the potential City acquisition of parcels fronting Dawson Rd as the future culverting of the stream would create an additional 2 acres of park space which could be used for new recreational facilities.
- Provide a dedicated public right-of-way and/or easement to currently land-locked Camargo Canyon Preserve to enable public access to the site.
- Enhance Camargo Canyon Preserve as "Passive Recreation" space that allows residents a chance to enjoy a preserved, natural setting.
- Enhance the natural eastern portion of Sellman Park overlooking Sycamore Creek.
- Partner with community groups (e.g. Boy Scouts) to engage the public in projects through volunteer services such as trail construction

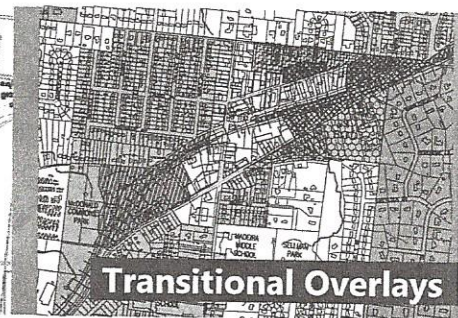
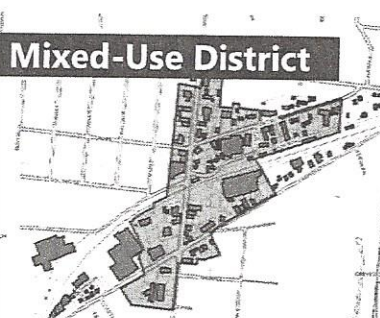
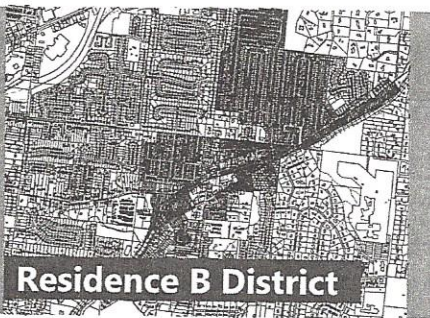


Housing

GOALS

- Ensure housing is developed at an appropriate scale, consistent with community character, and with a range of price points and types to provide options for different households.
- Allow for housing types that enable Young Professionals to “Step-In” and Seniors/Empty Nesters to “Step-Down” within the City.
- Educate the public on modern housing preferences and the increasing desirability of rental housing as a preferred housing choice across different age cohorts and income levels, rather than a substandard housing type for those who cannot afford to buy a home.

FOCUS AREAS



INCENTIVES

- Consider offering property tax abatements for residential rehabilitations to encourage investments in existing homes. The property tax abatement would not result in a decrease in property taxes currently paid, but rather an abatement on a portion of the improved value over a set number of years.
- If incentives are offered, consider performance measures for building materials/energy efficiency certifications that increase abatement levels by meeting higher quality thresholds.
- Monitor future developments in Ohio’s PACE Program, currently only available for commercial properties, to capitalize on potential residential applications.

ZONING

- Consider zoning amendments to the Residence B district that encompasses the area with the highest tear-down pressure including reducing lot coverage percentage, possibly in conjunction with setbacks and building heights, to create more consistent size/scale of new builds.
- Continue to utilize Main Street Core and Transitional Residential Overlay Districts as regulations allowing flexibility for mixed-use and denser housing types.

NEIGHBORHOOD CONSERVATION OVERLAY

- Monitor the effects of the Neighborhood Conservation Overlays currently being proposed in Hyde Park and Mount Lookout, to see how this regulation works in Cincinnati for regulating teardowns.

PLAN THEMES:



**Economic
Development**



**Active
Transportation**



**Community
Facilities**



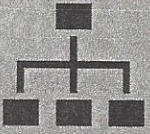
Housing

PURPOSE

A Comprehensive Plan is a complete review of the community's assets in conjunction with obtaining input from residents, businesses and other stakeholders to determine where the community should be headed in the future. It is an opportunity for the community to develop a guiding document that can be used for directing and implementing how the City develops and changes to make it even better. It includes assessment housing needs and business development, along with quality of life issues such as traffic, walkability, and recreation.

The Plan is important because communities are always changing, either through internal actions or external forces. Development and change is going to occur, but through the creation of a Comprehensive Plan, development can be shaped and directed to best fit the needs and desires of the community.

The Plan culminates in a series of strategies that outline action items, roles, and responsibilities for post-plan implementation activities. Given the wide range of recommendations in a comprehensive planning effort these strategies include a combination of regulatory tools (e.g. zoning, design standards, etc.), public-private partnerships, policies and programming, innovative financing strategies, economic development incentives/cooperative development agreements, and pursuit of grant funding assistance.



Introduction

PLAN PHASES

- i. Identify Community Vision
- ii. Assess Existing & Future Conditions
- iii. Recommendations
- iv. Implementation Strategy

PLANNING PROCESS

A four-phase planning process (see left) was used to develop the Plan with substantial public outreach and stakeholder engagement throughout the year-long planning process timeline (see below).

City of Madeira: Comprehensive Plan



What are the steps of the planning process?

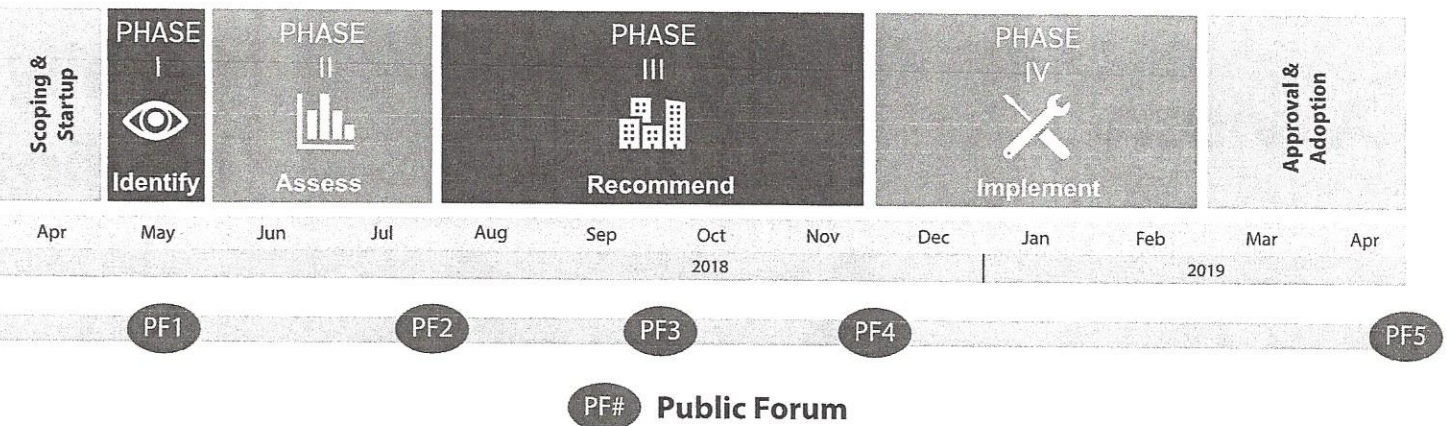
The project team will utilize a four-phase planning process to develop an implementable comprehensive plan and guide to community decision making. The four-step process will:

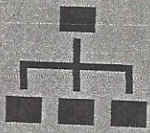
- (1) Identify a Community Vision;
- (2) Assess existing and Future Needs and Conditions;
- (3) Develop actionable and market tested/technically feasible Recommendations; and
- (4) Provide a tool-kit of strategies for Implementation.

How long will the process take?

It is anticipated that the process will take as much as one year. Target date for completing the plan is May 2019.

Schedule





Introduction

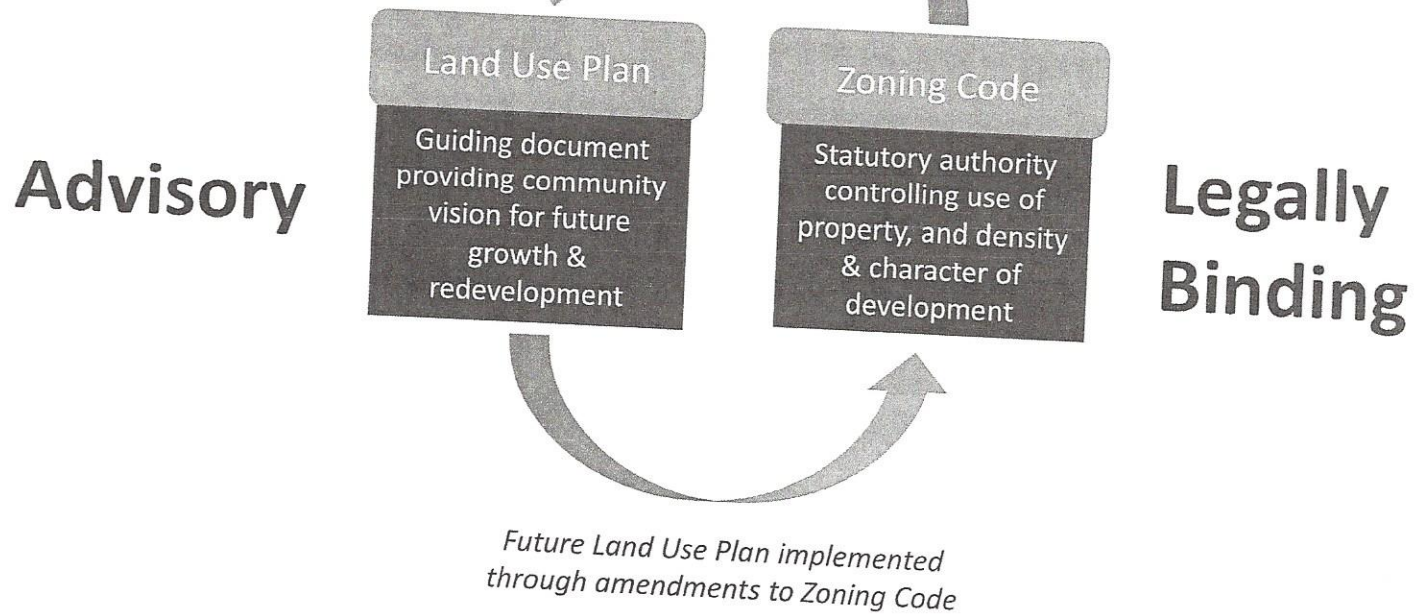
A zoning ordinance is legally defensible to the extent it is based on sound analysis and study of desirable future land use. A Comprehensive Plan provides a solid foundation to justify future zoning decisions.

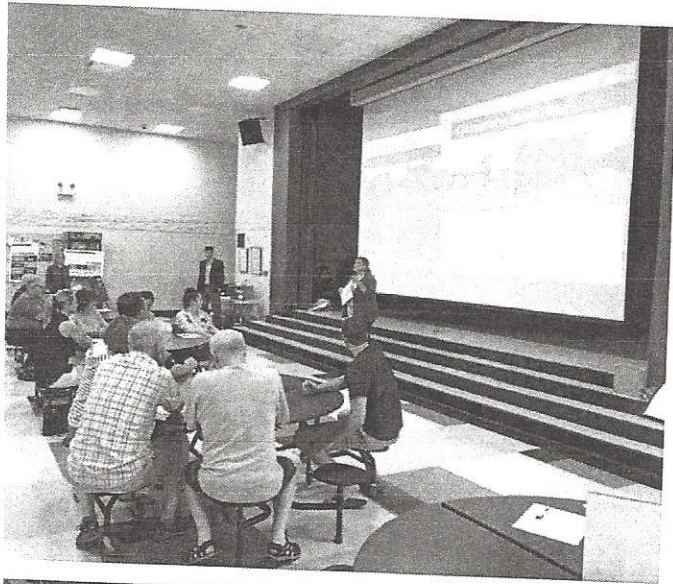
INTERFACE WITH ZONING

A Comprehensive Plan is a guiding document that is not legally binding, whereas the Zoning Code is a statutory authority that governs property rights. The Comprehensive Plan will develop recommendations for the type and form of future land uses, but the Zoning Code would need to be amended in a separate process through City Council Resolution for any changes in property rights to take place.

NEXUS BETWEEN THE PLAN & ZONING

Zoning Code should be consistent with Future Land Use Plan to avoid potential legal challenges





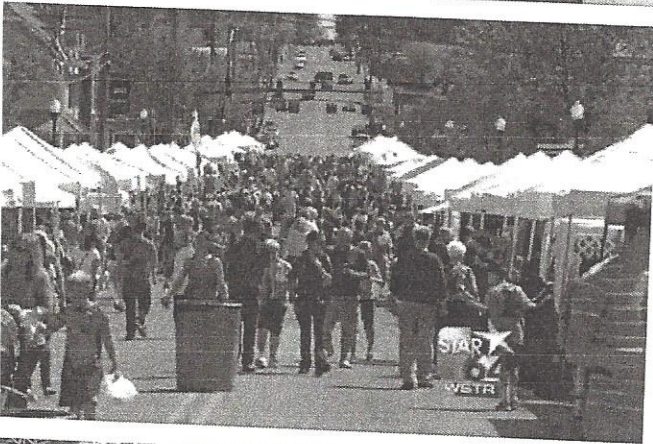
ENGAGEMENT

The Comprehensive Plan was created through the input of numerous community stakeholders. Outreach efforts included residents, property owners, businesses and even people who visit the city to work or shop. A multi-tiered stakeholder approach (see next page) guided the plan themes and process.

The first phase of developing the plan involved gaining insight and identify how the stakeholders view the community and what improvements they would like to have in the future. That information was then evaluated to arrive at a series of plan themes identified by the Steering Committee.

Plan themes were explored in detail during a series of Working Group discussions. Each themed Working Group had one or more liaisons who reported back to the Steering Committee with group consensus.

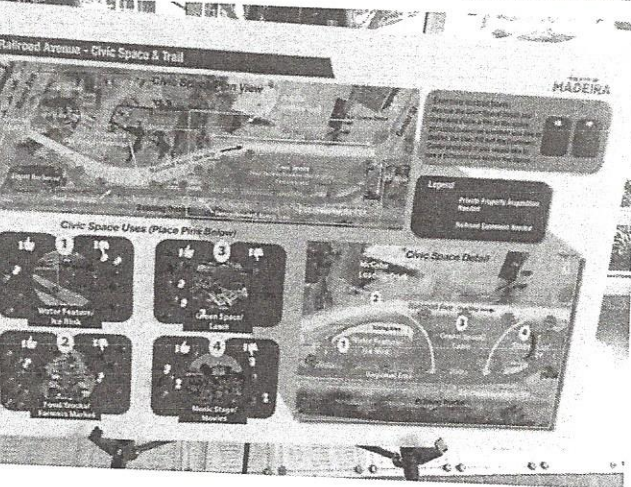
Ultimately, Planning Commission made a recommendation to City Council as to what direction the community should be taking (based on the stakeholder input) along with recommendations as to how to implement the Plan going forward. City Council then formally adopted the Plan on INSERT DATE.



TYPES OF ENGAGEMENT

The year-long planning process included a robust, multifaceted public outreach effort that included:

- Community Survey (online & print)
- Public Forums
- Steering Committee Meetings
- Themed Working Groups
- Business Interviews
- Monthly Planning Commission Meetings
- Community Event Appearances





Engagement

STAKEHOLDER ORGANIZATION CHART

Steering Committee

Overall Community Vision

**Planning
Commission**

**Citizen
Representatives**

Working Groups

Focused Input on Plan Issues

Steering Committee
Liaison

Steering Committee
Liaison

Steering Committee
Liaison

Steering Committee
Liaison



Housing

May include:
Block Group reps,
HOA reps



**Active
Transportation**

May include:
Public Agencies,
Bike/Ped Advocates



**Economic
Development**

May include:
Local Businesses,
Economic Development

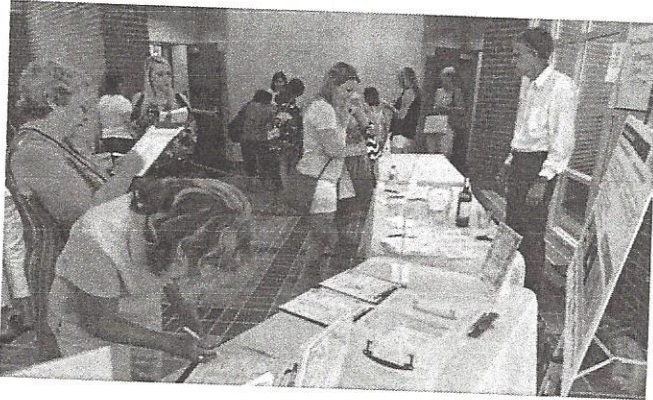


**Community
Facilities**

May include:
Park/Rec groups,
Event Organizers



Engagement

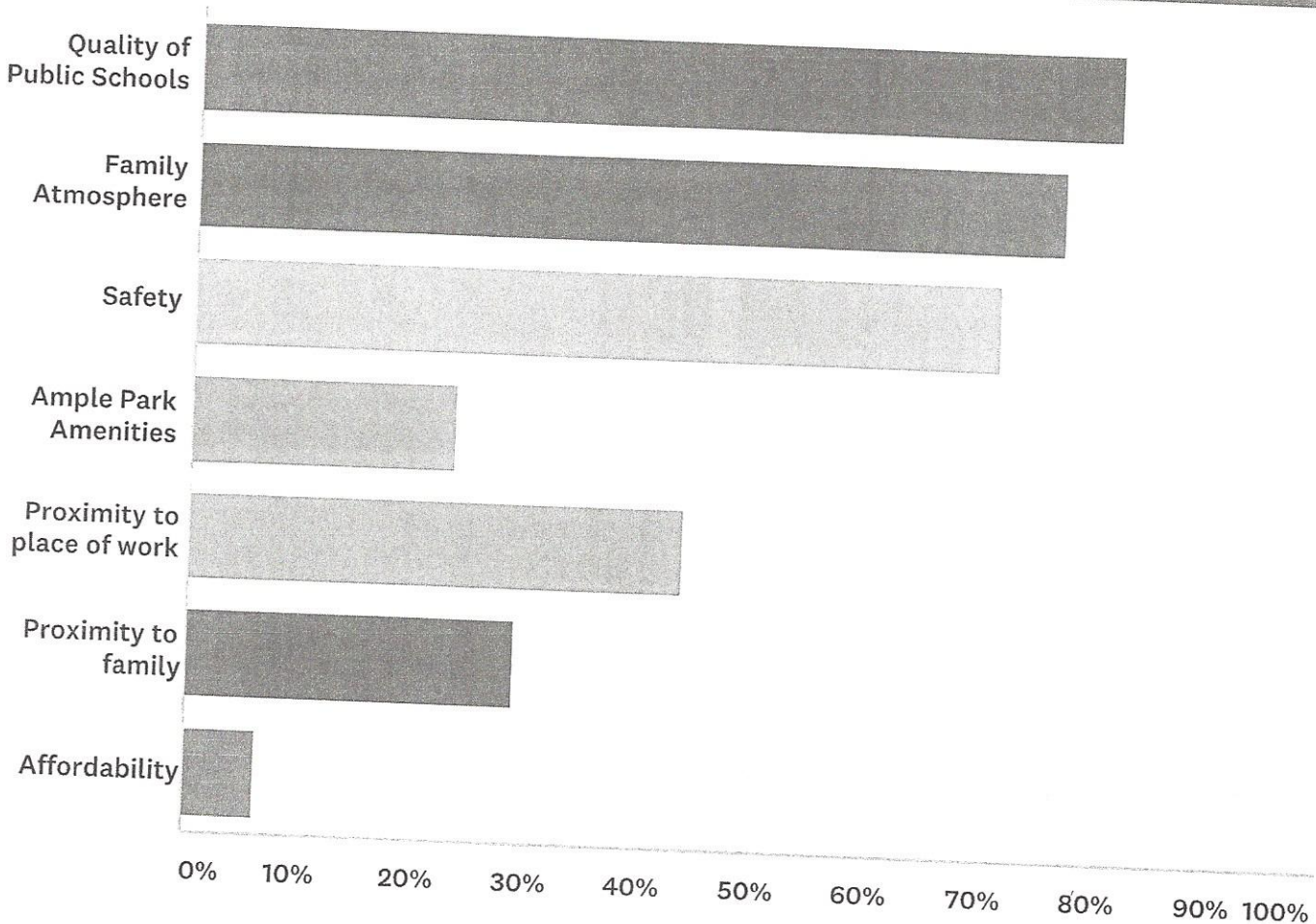


COMMUNITY SURVEY

A brief 15-question Community Survey was distributed online and in print asking Madeira residents to share their opinions and preferences on a wide range of community issues including public spaces, recreation, connectivity, local businesses, and housing. Over 700 responses were received and informed the beginning of the planning process.

COMMUNITY SURVEY

Why do you choose to live in Madeira?
(check all that apply)





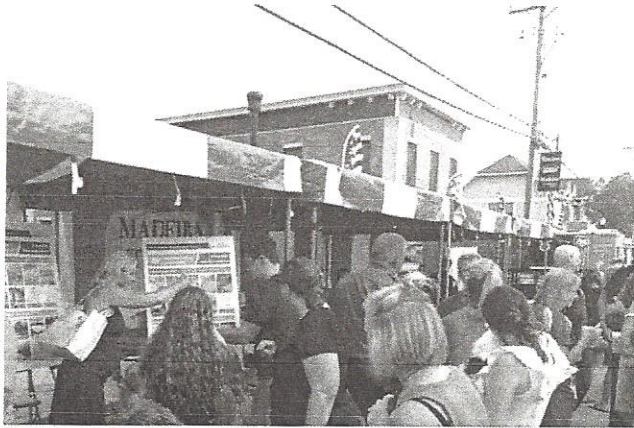
Engagement

EVENT OUTREACH

The City understands it is difficult for residents to attend a public meeting in-person due to work, family and other schedule commitments, so a targeted effort was made to bring the Plan to residents where they gather, recreate, and interact. As such the consultant team made appearances at community events throughout the planning process to distribute surveys and solicit feedback through "Traveling Comment Boards". The boards provided an interactive way for residents to share their preferences for desired community enhancements and planning issues such as walkability and housing.

By utilizing a multi-faceted outreach approach that combined feedback gathered at community events with public meetings and a community survey, the City was able to gather public opinion across a broad cross section of the community to ensure the Plan was developed through broad consensus rather than a few in the vocal minority.

Traveling Comment Boards (pictured left) were used to gather public input at community events, public meetings, and the Municipal Building.





Engagement



BUSINESS INTERVIEWS

Voluntary interviews were set up to gather input from local business owners to better understand their needs and desires. Interviews were led by Barry Feist of Feisty Research Ltd., a Madeira Resident and member of the Economic Development Working Group. Common themes that emerged included:

Parking

Almost all businesses mentioned parking - specifically a shared municipal lot - as an area of opportunity.

Events

Community events were seen as beneficial as they breathe life into the community and make Madeira a better place to live, work and play. For retail businesses this also brings customers into their stores. Some suggestions were more daytime events, a Madeira "festival" and pop up events with food trucks and retail booths (e.g. along Railroad Avenue).

Community Spaces

Consensus was that the Business District would benefit from a central civic space. Locations mentioned were near The Depot or along Dawson Road where the Farmers Market currently takes place. One idea was to create a family friendly destination along the railroad tracks, with paver walkways and small retail shops lining the tracks.

Traffic Calming & Walkability

Most interviewees see the advantage of slowing traffic in the Business District, though differ on the best solution. Turn lanes at intersections and key retail locations were felt to be important to prevent gridlock. Nearly all interviewees like the idea of widening the sidewalks on the sides of roads for increased walkability, seating and greenery, particularly to help support retail stores.

BUSINESS INTERVIEWEES

- Subway
- Designs By Dawson
- Cheers to Art
- Stock Yards Bank & Trust Co.
- Kinsella Kitchens
- Eagen & Wykoff
- Pillar Evaluation Group
- Congreo
- Eldridge Investments
- Arcanum Architecture
- CenterBank
- Pub 81
- Swing Line Grill



Engagement

SWOT Analysis: Members of the Steering Committee participated in SWOT Analysis exercise that helped frame the vision of the Comprehensive Plan.



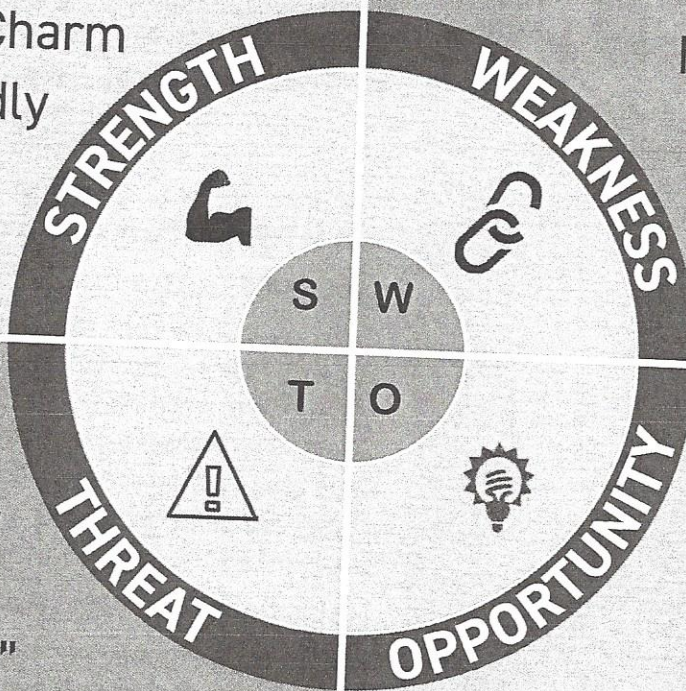
Public Schools
Rated 3rd best of
608 OH Districts



Need more
diverse business
tenant mix

Small-Town Charm
Family-Friendly
Safety
Location

Need Sidewalks
Streetscape
Diversity
Tax Base



Resiliency
Site Assembly
"How do we
stay relevant?"

Mixed-Uses
Local Wealth
Regional
Greenway



New Housing
compatibility
w/older homes



Miami Ave
potential for
traffic calming



HISTORY

Incorporated in 1910, the City of Madeira originally developed along the railroad line between Cincinnati and Parkersburg, West Virginia.

Between 1940 and 2000, Madeira's total population increased nearly six times in size. Much of this growth, however, is attributed to annexation rather than to natural population increase. If the impact of annexation is discounted, Madeira's population has actually declined since 1960.

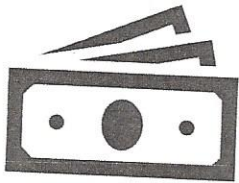
Madeira's most rapid growth occurred during the years following the end of World War II. Between 1940 and 1950, the City's population increased by over 1,300 persons. Rapid growth continued through the 1950's. Between 1950 and 1960, the City's housing stock grew by over 1,000 units and total population increased by 4,055 persons.

Growth during the 1960's, in contrast, slowed dramatically. Only 95 new housing units were constructed in the City, while total population declined by 31 persons. In May of 1970, the City of Madeira annexed a large residential portion of Columbia Township known as South Kenwood. This annexation contained approximately 1,250 homes and raised Madeira's total population to 10,838. Since this annexation, total population in Madeira has declined substantially as the result of smaller household sizes which can be attributed to lower birth rates and the propensity of couples to remain in the community after their children have matured.

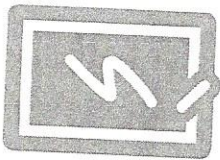
The U.S. Census Bureau's July 2017 population estimate for Madeira is 9,149.



CONTEXT



\$97,292
MEDIAN
HOUSEHOLD
INCOME



64.5%
BACHELORS
DEGREE OR
HIGHER

DEMOGRAPHICS

The 2017 U.S. Census Bureau's American Community Survey (ACS) 5-year Estimates demonstrate Madeira is a community that compares favorably to Hamilton County and the State of Ohio in terms of income levels, housing values, and educational attainment.

Madeira's median household income of \$97,292 is 185% greater than county and state levels indicative of local wealth and buying power. Post-secondary educational attainment of bachelors degree, a predictor of future earning potential, locally exceeds county and state levels by 177% and 237%, respectively.

2017 U.S. Census Bureau's American Community Survey (ACS) 5-year Estimates

Category	City of Madeira	Hamilton County	State of Ohio
Owner-occupied housing unit rate	86.80%	57.70%	66.10%
Median value of owner-occupied housing units	\$266,400	\$145,800	\$135,100
Median gross rent	\$991	\$749	\$764
Persons per household	2.62	2.34	2.44
Households with a computer	92.50%	86.20%	85.80%
Households with a broadband Internet subscription	89.60%	77.80%	77.10%
High school graduate or higher, persons age 25 years+	97.10%	90.50%	89.80%
Bachelor's degree or higher, persons age 25 years+	64.50%	36.30%	27.20%
Persons without health insurance, under age 65 years	3.80%	6.20%	7.00%
Mean travel time to work (minutes), workers age 16 years+	20.0	23.2	23.4
Median household income (in 2017 dollars)	\$97,292	\$52,389	\$52,407
Persons in poverty, percent	1.90%	16.20%	14.00%



CONTEXT

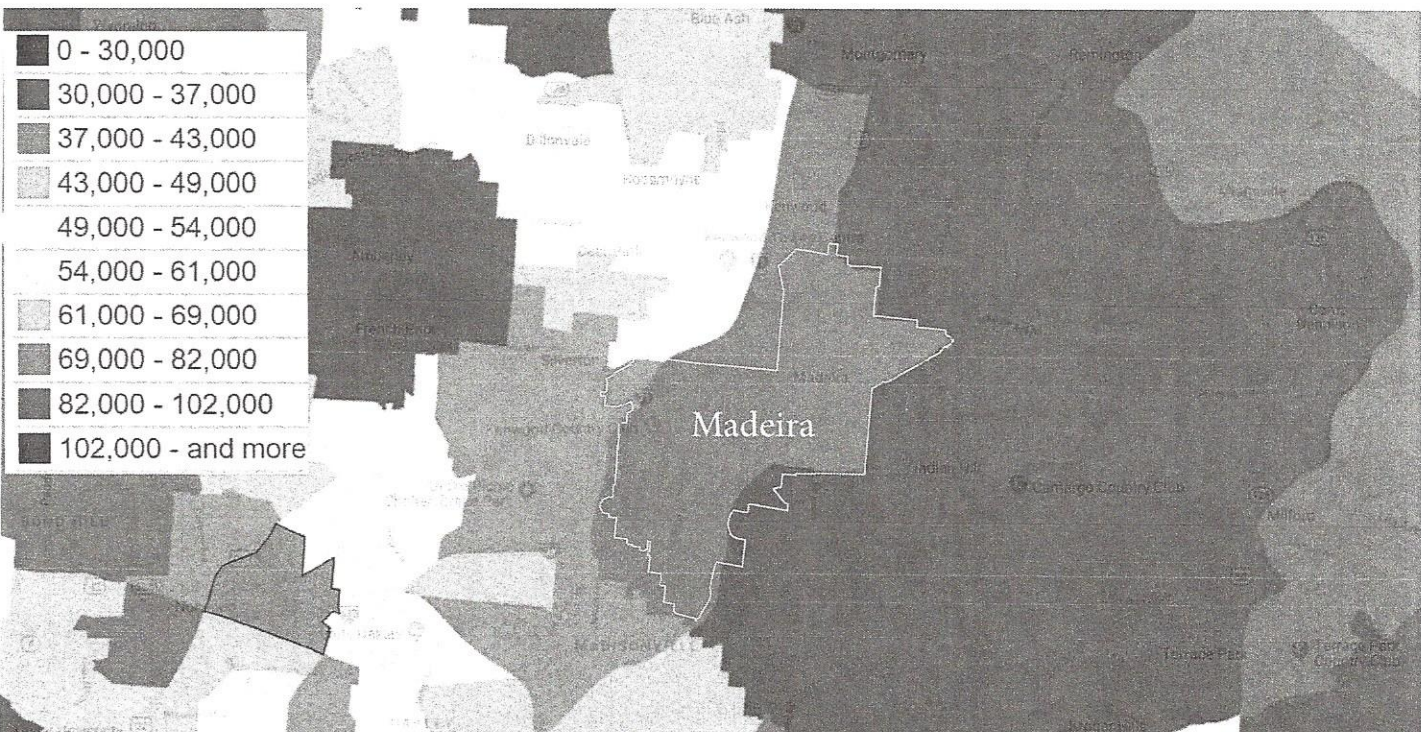
Household Buying Power			
	Drive Radius		
	5-Minute	7-Minute	10-Minute
Population	10,233	23,809	67,206
Households	3,933	9,818	29,632
Median Disposable Income	\$69,418	\$63,317	\$52,924
Per Capita Income	\$48,912	\$52,255	\$44,611

LOCAL MARKET

The Kenwood primary market area, which encompasses Madeira, is Greater Cincinnati's premier demographic relative to household wealth and buying power. This is evident by the concentration of high-end retailers in Kenwood Towne Center and the surrounding shopping centers.

Median household buying power increases dramatically to the east in The Village of Indian Hill, but this is somewhat offset by the lower population density there. The Village of Indian Hill does not permit commercial development so Madeira serves as their "Town Center" for large portions of their expansive geographic footprint.

MEDIAN HOUSEHOLD INCOMES





CONTEXT

Federal Aid Routes:

Roadways in an urbanized area that are functionally classified a Minor Collector or above are eligible to receive federal transportation funds.

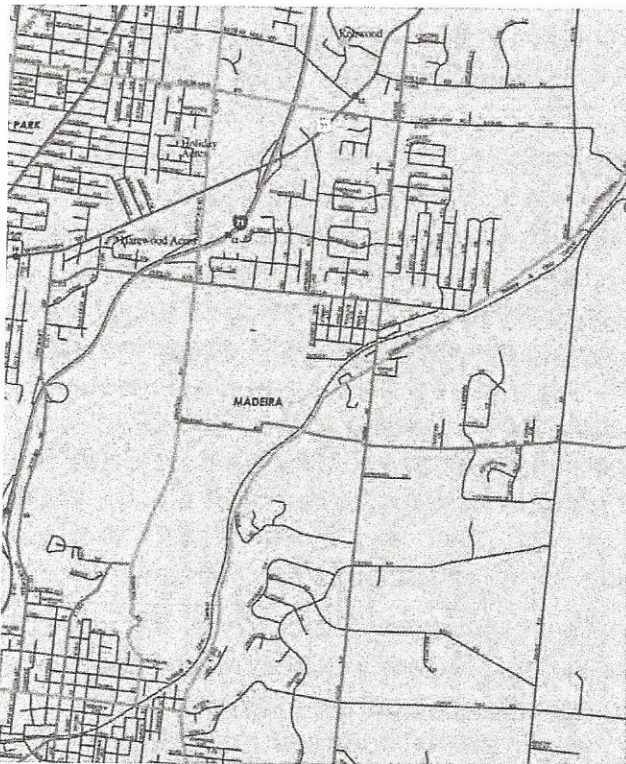
INFRASTRUCTURE

Major highways in the area include Interstate 71 and US 22/SR 3 (Montgomery Road). Kenwood Road, Camargo Road, and Shawnee Run Roads, and Euclid and Miami Avenues) are jointly maintained by the City and Hamilton County.

The Southwest Ohio Regional Transit Authority (SORTA) Metro Bus Service provides daily public transit service from Madeira to downtown Cincinnati along Route 2X. There is a park-n-ride lot along Dawson Road just west of Miami Avenue.

Potable water service is provided in a portion Madeira by Greater Cincinnati Water Works (GCWW). GCWW provides water service as part of its Retail Service Area. The Indian Hill Water Works is owned and operated by the Village of Indian Hill and provides water supply and distribution maintenance service to approximately half of Madeira. The City of Madeira owns and maintains its own water mains, but does not have its own treatment and distribution facilities.

The Metropolitan Sewer District of Greater Cincinnati (known as MSD) is responsible for the collection and treatment of wastewater in Madeira. MSD was formed in 1968 as a county sewer district under state law. Prior to 1968, the City of Cincinnati operated an independent municipal sewer district that served city residents and 23 suburban communities. MSD is governed by a 50-year agreement between the City of Cincinnati and Hamilton County, known as the 1968 Agreement. As set forth in this Agreement, the City is responsible for the management and operation of the sewer district, while the Board of County Commissioners of Hamilton County, Ohio retains the authority to establish sewer service charges, adopt rules and regulations, and approve operating and capital improvement program (CIP) budgets.



FEDERAL AID SYSTEM

LOCAL

- Interstate
- Principal Arterial
- Other Freeway and Expressway
- Minor Arterial
- Major Collector
- Minor Collector
- Local

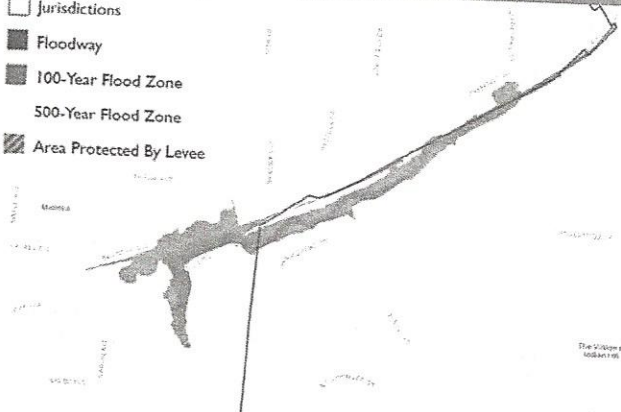


CONTEXT

Flood Prone Areas:

The City's only floodplain is located along Sycamore Creek along Camargo Road west of Miami Avenue.

- Jurisdictions
- Floodway
- 100-Year Flood Zone
- 500-Year Flood Zone
- Area Protected By Levee



ECOLOGY

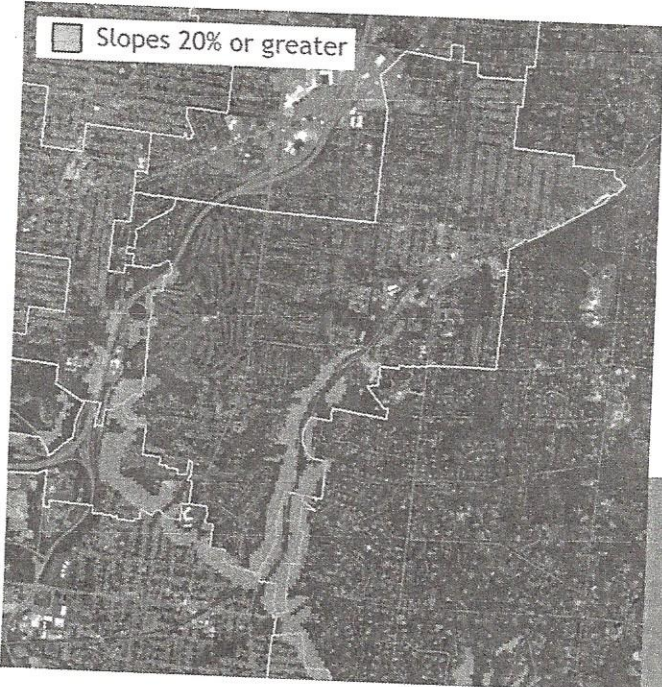
The entire City of Madeira is part of the Little Miami River watershed. Most of the city (80.8%) is part of the Sycamore Creek subwatershed. A smaller portion of the City west of Kenwood Road (19.2%) is part of the Duck Creek subwatershed.

The landscape in Madeira is generally rolling terrain. Only a few areas along Camargo Road south of Shawnee Run Road have steep slopes with grades in excess of 20%.

Tree canopy covers 29% of Madeira's land area and impervious surfaces cover 27%. This level of imperviousness, more than 25%, has a significant impact on the health of Madeira's small streams. During storm events the rain runs off of impervious surfaces very quickly subjecting the streams to flashy flows with eroded soil particles and higher water temperatures. Yet according to the Ohio EPA the downstream monitoring site on Sycamore Creek is in full attainment of its warm water habit aquatic life use designation. This means the stream is still habitable for fish and the aquatic insects that fish feed upon.

Less than 1% of Madeira is flood prone. The city's only floodplain borders Sycamore Creek near Camargo Road. Stormwater management efforts benefit Madeira's small streams and their downstream destinations: Indian Hill to the east, Silverton to the west, and Columbia Township to the southwest.

Slopes 20% or greater



Slope Stability Concerns:

Steep slopes along the Camargo Canyon in excess of 20% grade should be conserved.



CONTEXT



3.4
SQUARE
MILES
TOTAL AREA

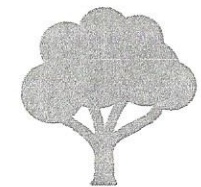


65%
SINGLE-FAMILY
RESIDENTIAL



17%
RECREATIONAL*

*68% of Recreational land use is Kenwood Country Club



<9%
UNDEVELOPED

DEVELOPMENT PATTERNS

Single-family residential development comprises by far the largest land use within the community. Nearly 65% of all city land is devoted to this use which includes single-family detached dwellings and associated land. Of all the land which is presently developed in Madeira, almost 71% is devoted to single-family use.

Land used for commercial, office, and industrial purposes occupies approximately 102 acres of land or just over 4% of the City's total acreage.

Institutional uses include all buildings used for government administration, or by any public or semi-public institutions providing for the social, cultural, and religious or health needs of the community. These facilities occupy less than 3% of the City's total acreage.

Recreational land occupies more than 17% of the City's total acreage and comprises the second largest land use in the community. The Kenwood Country Club is by far the largest single recreational use in Madeira, accounting for 68% of all recreational land, or about 280 acres.

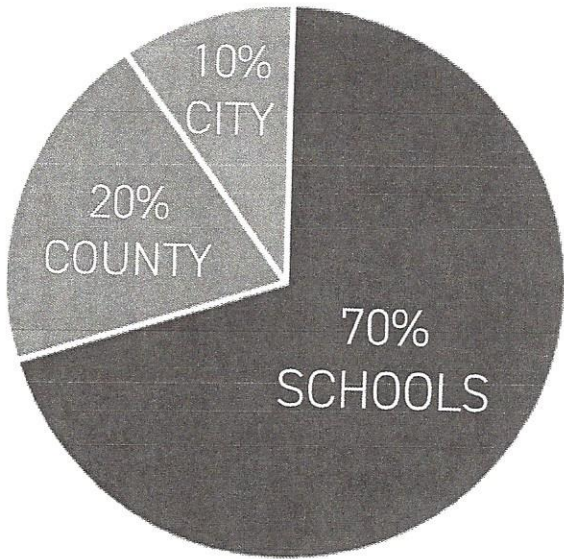
Land devoted to transportation and utilities includes the railroad and Interstate 71 rights-of-way, as well as the utility substations located on Laurel Avenue. In total, these uses occupy 48 acres of land, which accounts for about 2% of the City's total acreage.

Less than 9% of the land in Madeira, or less than 200 acres, is presently undeveloped.



CONTEXT

Property Tax Distribution:



MUNICIPAL FINANCE

Property taxes collected in the City of Madeira are distributed as follows:

- 70% Madeira City Schools
- 20% Hamilton County (including voted levies)
- 10% City of Madeira

For an approximate Average Home Value of \$300,000 annual property taxes would be broken down as follows:

- \$8,063 Total Property Tax
- \$5,645 School Tax
- \$787 City Tax

If all households in Madeira (approximately 3,400) had their earnings taxed at 1%, it would generate \$3,100,000 per year in revenue for the City.

However, residents employed outside of Madeira in communities which already levy an earnings tax only pay 0.1% earnings tax to the City because of a 0.9% credit. This 0.9% credit collectively reduces the total earning tax revenue by \$1,700,000 to a total of \$1,400,000 in 2017.

City's general fund revenue is divided into residential and commercial sources:

- For 2017, approximately \$1,700,000 of earnings tax revenue was generated by the commercial/business district. This represents approximately 54% of the total collected the City.
- For 2017, approximately \$300,000 of property tax revenue was generated by the commercial/business district. This represents 12% of the total collected for property taxes.
- Combined, the amount of revenue is \$2,000,000 per year. This represents 30% of the total general fund revenue for 2017.

COMMERCIAL/BUSINESS PROPERTIES ACCOUNT FOR:

4%	30%
TOTAL	GENERAL
LAND	FUND
AREA	REVENUE

A SMALL AREA PLAYS A LARGE ROLE IN CITY'S FINANCIAL HEALTH

Primarily a Bedroom Community:

Workers employed in Madeira are outnumbered by Madeira residents employed outside the City by almost 1.8 to 1. The City is a net exporter of workforce which results in less earnings tax collections due to residents being credited 0.9% for earning tax paid to another City.

STRENGTHENING THE TAX BASE

Since little undeveloped land remains within Madeira, the City's ability to expand its tax base has become limited. It is therefore in the City's best interest to see that undeveloped and/or underdeveloped land in the community is put to its most appropriate use in order to maximize local revenues. Efforts should be made to enhance and develop the economic base of the community and the business districts.



174

LIVE & WORK IN MADEIRA





Economic Development

Job Type	Retail/ Service Industry Worker	Professional/ Managerial Worker
Annual Earnings (assumed)	\$25,000	\$100,000
Madeira Municipal Earnings Tax - Annual Receipts		
Lives in Madeira, but Works in Another City	\$25	\$100
Works Madeira, but Lives in Another City	\$250	\$1,000
Lives & Works in Madeira	\$250	\$1,000

NEED FOR JOB CREATION

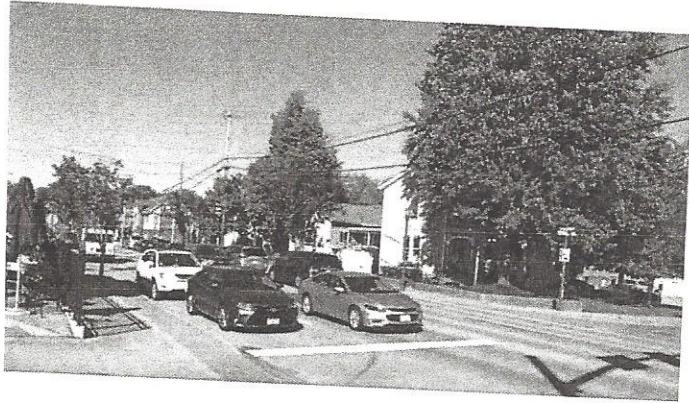
The table to the left demonstrates how a lower salary job located in the City of Madeira generates a larger earnings tax collection than a professional employee living in Madeira but working in another City. This illustrates the critical importance of all jobs located in the City limits regardless of salary level.

The table below shows the potential catalytic impact of a hypothetical catalytic mixed-use development in the Business District from an earnings tax and property tax perspective.

Potential Annual Fiscal Impacts									
Hypothetical 2-Acre Site with 3-story Mixed-Use Development									
Tenant Mix	Site (Acres)	Lot Coverage	Building Footprint (SF)	Leasable Retail (Ground Floor)	Leasable Apartment (Upper Floors)	Leasable Office (Upper Floors)	Municipal Earnings Tax	Municipal Property Tax	Municipal Revenue
Ground-Floor Retail & Upper Level Apartments	2	50%	43,560	39,204	78,408	-	\$49,041	\$115,672	\$164,713
	2	75%	65,340	58,806	117,612	-	\$73,562	\$173,508	\$247,069
Ground Floor Retail & Upper Floor Offices	2	50%	43,560	39,204	-	78,408	\$226,578	\$115,672	\$342,250
	2	75%	65,340	58,806	-	117,612	\$339,867	\$173,508	\$513,374

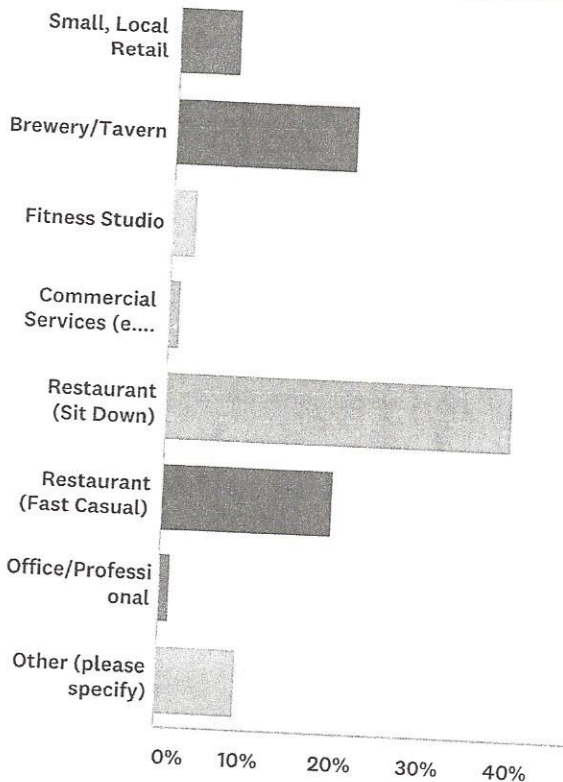


Economic Development



FOCUS AREA: Main Street Core

COMMUNITY SURVEY



MADEIRA'S TOWN CENTER

The Miami Avenue corridor between Camargo Road and Euclid Avenue serves as the main artery of the City's Business District and home to a diverse mix of primarily commercial, office, and institutional uses. This segment of Miami Avenue forms the backbone of the City's "Main Street Core," a mixed-use zoning classification encompassing parcels in the immediate vicinity.

Miami Avenue is also the location of several annual community events including the Art Fair and Street Dance.

Public input indicates a strong desire for more local businesses, particularly sit-down and casual dining. Community interest in creating a more pedestrian-friendly environment and aesthetically appealing streetscape that calms vehicular traffic was also prevalent throughout the public engagement process. The need for additional shared public parking within the Business District was also a recurring theme during plan development.

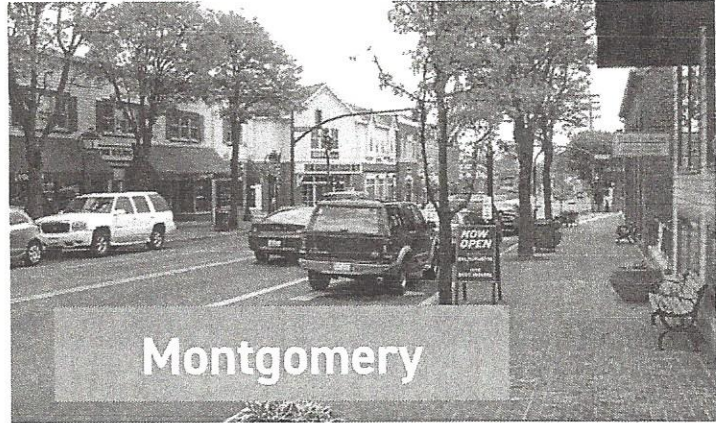
What type of community-based business do you feel is most needed/underrepresented in Madeira?



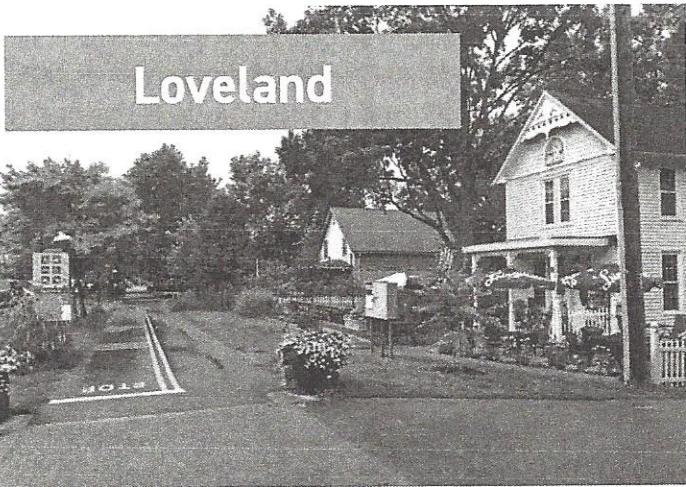
Economic Development

CASE STUDIES

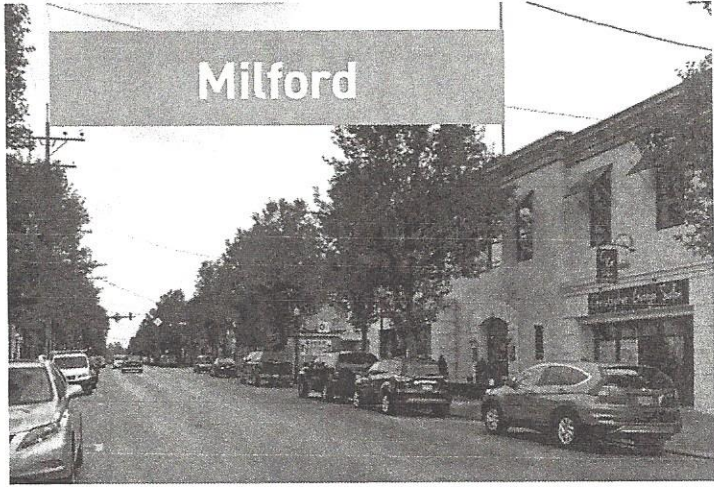
The nearby communities of Montgomery, Loveland, and Milford were repeatedly mentioned by Madeira residents as communities with business districts they desire to emulate. While each of these case studies is unique, all three communities possess common themes in the form of continuous urban street walls, pedestrian oriented streetscapes, and shared municipal parking lots.



Montgomery

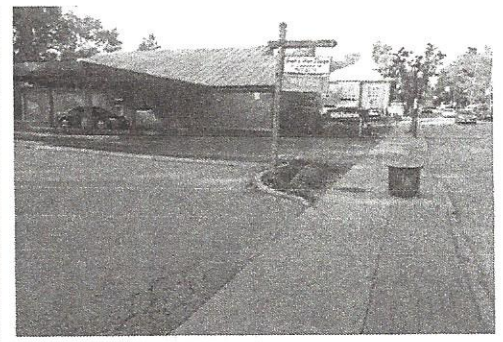
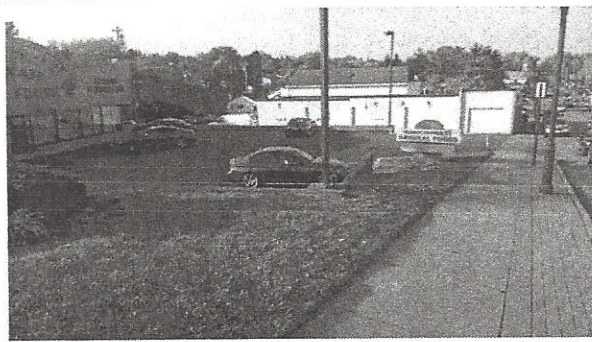


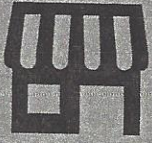
Loveland



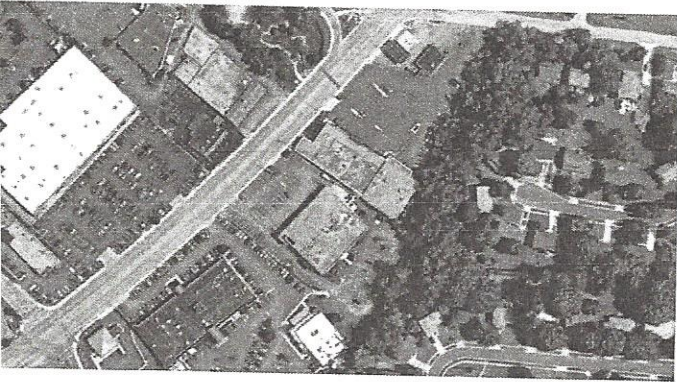
Milford

Gaps in the Urban Street Wall: The urban realm along much of Madeira's Miami Avenue corridor (see below) suffers from setback building orientations and redundant curb cuts. Contrast this with the inviting pedestrian environment in the Case Studies pictured above.

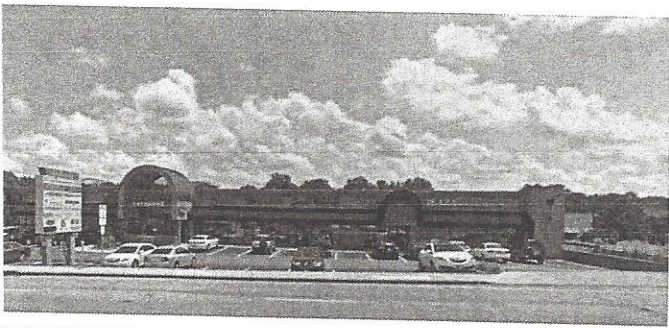




Economic Development



FOCUS AREA: Montgomery Road

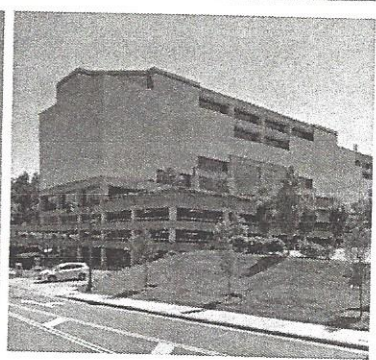


INTERCHANGE GATEWAY

The bustling suburban commercial district in the vicinity of the Interstate 71 interchange at Montgomery Road (US 22 / SR 3) is the northern gateway to the City of Madeira. Approximately 1,000 feet of Montgomery Road along the southeast side of the road between Hosbrook Road and Galbraith Road is located in the city limits. While the density and character of development in this area is in stark contrast with the small town feel of the rest of Madeira, this small portion of the city has immense economic potential due to its immediate freeway access and adjacent retail and employment development.

The City should consider amending zoning in the properties fronting Montgomery Road to allow for denser development, specifically increasing the maximum building height of 45 feet (effectively three stories) to allow for a scale consistent with adjacent mixed-use, office, and hotel uses in neighboring Sycamore Township.

Potential for Vertical Development:
Dated strip shopping plazas along Montgomery Road in Madeira (see above) could eventually be replaced with higher density development similar to the nearby Kenwood Collection (bottom left) or the UBS office building (bottom right).



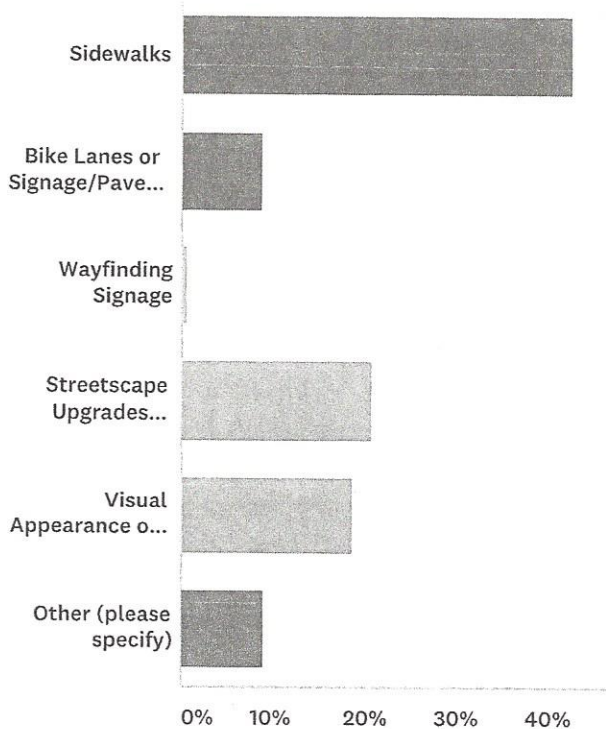


Economic Development



FOCUS AREA: Camargo Road

COMMUNITY SURVEY



REVITALIZING THE CORRIDOR

The Camargo Road corridor is home to a mix of primarily light industrial, commercial, and residential uses and parallels the railroad tracks along the Little Duck Creek and Sycamore Creek valleys. Many of the properties abutting the railroad are home to light industrial uses and much of the corridor is zoned for manufacturing. The corridor is home to several overlay districts that permit additional flexibility in land use regulations without altering the underlying zoning classifications.

Camargo Road in its present configuration suffers from a perpetual "Sea of Pavement" where there is no clear definition of drive access, sidewalks, and parking. Overhead utilities dominate sight lines and create a sense of visual clutter.

Streetscape upgrades, particularly any type of landscaping or plantings, would help soften the hardscape and make for a more attractive gateway corridor. A clear delineation of vehicular and pedestrian environments and better organization of parking would greatly enhance the corridor both functionally and aesthetically.

What improvement would most like to see along Camargo Road?



Economic Development

Implementation Matrix

Strategy	Description	Focus Area	Project Type
Retain Existing Businesses	Formalize an ongoing Business Retention & Expansion program.	Citywide	Public Relations
Attract New Businesses	Identify and engage corporate leaders living in Madeira and connect with them to see what it would take to encourage them to locate operations here.	Citywide	Public Relations
Promote Flex Office Space	Ensure zoning allows opportunities to provide "jobs of tomorrow" workspace - particularly flex-office space in Main Street Core.	Main Street Core	Zoning
Promote Adaptive Re-Use	Allow and encourage adaptive re-use of Camargo Road properties for tech uses such as the LifeFormations facility.	Camargo Road	Zoning
Develop Community Brand	Develop a recognizable Community Brand and Identity that resonates with residents, businesses, and visitors.	Citywide	Public Relations
Incentive Package	Work with HCDC and other regional development organizations to develop an incentive package to encourage desired development and leverage private investment. Develop a webpage on City's website to market the incentive package.	Citywide	Incentives
Non-Profit Community Foundation	Build local philanthropic support to create a non-profit foundation that provides support to worthy public realm enhancements.	Citywide	Public Relations
Community Improvement Corporation (CIC)	Consider creating a Community Improvement Corporation (CIC) to allow the City to acquire strategic parcels for land-banking and redevelopment	Citywide	Administrative / Legal
Modernize Parking Code	Update zoning code to allow for flexible parking standards and shared parking.	Main Street Core	Zoning
Shared Municipal Parking	Explore development of a public municipal parking lot or garage.	Main Street Core	Capital Improvement
Smart Cities Technology	Integrate emerging Smart Cities technologies, such as Electric Vehicle (EV) charging stations, into commercial areas.	Commercial Districts	Capital Improvement



Economic Development



IMPLEMENTATION TOOLKIT: Create a CIC

POWERS OF A CIC

Broad powers authorized under ORC Section 1724.02 empower a CIC to:

- Borrow money for any purpose of the CIC.
- Provide loans to individuals or businesses.
- Buy, lease, sell real or personal property.
- Acquire the good will, business rights, real or personal property, and assets of an individual or business.
- Charge fees to political subdivisions for services.
- Enter into contracts with federal, state and local governments
- Apply for and administer grants.
- Do all acts necessary or convenient to carry out statutory powers.

ACTIVE ROLE IN SITE ASSEMBLY

Conversations with numerous stakeholders revealed that Madeira is a desirable market for community-scaled retail and mixed-use development. The prevailing consensus is that catalytic development in the City's Business District has traditionally suffered from a lack of readily available property due to numerous discrete parcels and varying private property interests. In several cases past development plans fell apart because a developer was not able to acquire enough parcels to assemble a critical mass for development to meet the needs of their financing.

History shows that despite solid market demographics and a Main Street Core zoning district that promotes mixed-use infill development, no catalytic development projects have been advanced in the past two decades. Creation a Community Improvement Corporation (CIC) would empower the City with a vehicle to strategically acquire and land bank key parcels until sufficient mass was accumulated to issue a Request for Proposals (RFP) to private developers.



Economic Development



IMPLEMENTATION TOOLKIT: Develop an Incentive Package

Economic Development Tools	Potential Applications
Incentives	
Community Reinvestment Area (CRA)	Provide property tax abatements on improved value of real property for designated residential, commercial and/or industrial projects.
Enterprise Zone	Work with HCDC to may grant tax incentives to non-retail enterprises that agree to establish, expand, renovate, or occupy a facility within a county-designated enterprise zone and agree to retain or create employment at the project's location.
Foreign Trade Zone	Work with Greater Cincinnati FTZ No. 46 to help regional businesses compete in the global marketplace through the elimination, deferral or reduction of customs duties on imported and exported/re-exported merchandise
Municipal Income Tax Rebate	Provides an incentive, allowable under Ohio Revised Code 718.15, to new or existing businesses within city limits which are creating new, full-time jobs. Qualified companies may be eligible for a non-refundable income tax credit against their for-profit or individual income tax. The rate and term of the credit is negotiated by the city administration and ultimately approved by city council (or its designated municipal income tax credit advisory council) on an individual basis.
Industrial Development Bonds	The Port issues tax-exempt bonds to facilitate economic and industrial development. Bonds are used to provide money for the acquisition, construction, rehabilitation, and equipping of manufacturing and processing facilities for private companies.
Cooperative Economic Development Agreements (e.g. JEDZ*/ JEDD) *Future creation of JEDZ prohibited	Continue to leverage two existing Joint Economic Development Zones (JEDZ) with Sycamore Township and explore opportunities for future Joint Economic Development Districts (JEDD) with unincorporated neighboring political jurisdictions (i.e. Townships.)



Economic Development

Economic Development Tools	Potential Applications
Innovative Financing	
Tax Increment Financing (TIF)	TIF is an economic development tool that enables local governments, including municipalities, to finance public infrastructure improvements and, in select circumstances, privately owned economic development projects and residential projects by capturing the future increase in property value of real property.
Revolving Loan Fund (RLF)	Establish a RLF to achieve the expansion and diversification of the City's economic base and to create increased employment opportunities and provide gap financing, usually below market rates, where traditional lending is unavailable or not sufficient. As the loans are repaid, with interest, the RLF money becomes available to lend to the next business in need of financing.
PACE / Green Building	Property owners in Ohio who take advantage of PACE funding opportunities may use the proceeds for a wide variety of energy-related improvements. Bonds are repaid through an assessment on the owner's property taxes over a period of up to 30 years. A key benefit of PACE is that it enables local governments to issue bonds to fund improvements without requiring the borrower or the sponsoring local government to pledge its credit. This structure also allows for the repayment obligation to transfer automatically to the next property owner if the property is sold.
Downtown Redevelopment District (DRD)	Leverage future increase in property tax values for state/nationally-listed historic buildings. The Ohio General Assembly recently enacted H.B. 233 which enables municipalities to create Downtown Redevelopment Districts (DRD). A DRD functions similar to a TIF Incentive District, but offers municipalities additional options in funding projects and programs with funds generated by the DRD.
Historic Tax Credits	Federal and state tax credits are available for the rehabilitation of state/nationally-listed historic buildings. A tax credit is a dollar-for-dollar reduction in the amount of taxes owed.

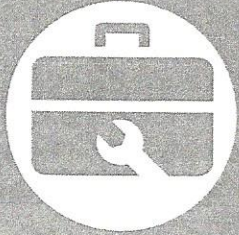


Economic Development

Economic Development Tools	Potential Applications
Other Possibilities	
Community Improvement Corporation (CIC)	Utilize CIC to take a proactive approach to site assembly for catalytic redevelopment by acquiring and land banking strategic parcels (see Page 31.)
Special Improvement District (SID)	To create a SID, property owners within the proposed SID area petition the participating political subdivisions for the creation of the SID and the development and implementation of plans for public improvements and public services that benefit the SID. As specified in a plan for public improvements or public services, each participating political subdivision is to levy a special assessment within the portion of the SID located within its boundaries to pay for the costs of the plan. The levy shall be for no more than 10 years from the date of the approval of the plan.
Philanthropic/Foundation	Encourage engaged citizens to create a philanthropic foundation to address issues of concern in the City and support community revitalization through charitable management of individual, family and corporate funds, as well as nonprofit agency endowments.
Angel Investors / Impact Investors	Recruit wealthy local leaders to invest in seed funds designed to help bridge capital gaps and accept a level of risk and return that mainstream investors often cannot. Provide catalytic capital investments that are patient, flexible, risk-tolerant, and that can take a lower return when needed in order to facilitate the flow of financing towards City of Madeira projects to help spark revitalization of the Business District.



Economic Development



IMPLEMENTATION TOOLKIT: Community Branding & Identity

PUTTING MADEIRA ON THE MAP

A successful community brand should be distinctive enough to catch the attention of visitors while maintaining authenticity to resonate with locals. Brands can also help communities to partner with business and civic groups to market a locale. Examples may include ad templates for chamber of commerce and non-profit use. Some communities have used their identity systems to create distinctive wayfinding signage, public art, and even apparel.

Brand Elements:

- Typeface
- Logo
- Tagline
- Color

Potential Community Brand (see below) developed by Madeira native Allie Ballweg is already being used by the Madeira Chamber of Commerce.

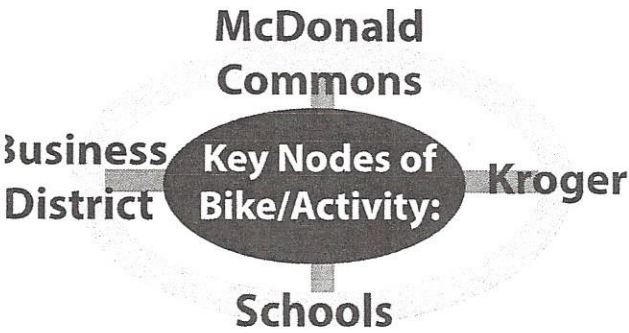


Courtesy of Allie Ballweg

FOSTERING A LIVABLE COMMUNITY

Communities are increasingly embracing walkability to meet their residents' desire for choices in housing, shopping, recreation, and transportation. Providing for non-motorized users through "Complete Streets" helps increase transportation options, while promoting safe and inviting access for everyone, whether traveling to school, work, recreation, or retail.

Complete streets can provide children with opportunities to reach nearby destinations in a safe and supportive environment. A variety of transportation options allow everyone, particularly people with disabilities and older adults with limited mobility, to get out and stay connected to the community.



WORKING GROUP SUMMARY

Walking in Madeira

The group consensus was that ped/bike "commuter trips" - a trip to a destination rather than for exercise/recreational purposes - were primarily done walking in Madeira rather than biking. As such, the group felt the short-term ped/bike focus should be on completing critical missing gaps in the City's sidewalk network. The group noted many less traveled side streets are walkable without sidewalks today, but the provision of sidewalks on major streets where lacking (e.g. Euclid Ave) would greatly enhance overall community walkability.

Target User: Commuter Trips (shop, dine, school, etc)	Strategy: Fill Key Sidewalk Gaps (Short-Term)
---	---

Biking in Madeira

Several avid cyclists among the group noted the varying range of comfort levels among bike riders and noted they were in the minority as "Advanced Users" willing to bike on-street with vehicular traffic on roadways with higher "levels of stress." They noted bike lanes can be costly and will not be used by all cyclists. Instead, they advised focusing long-term on linking to the Little Miami Scenic Trail through provision of an off-road multi-use path that can be used by cyclists (and other non-motorized users) of all age, mobility, and user comfort levels.

Target User: Recreational Trips (longer rides: +10 mi.)	Strategy: Regional Connector Trail (Long-Term)
---	--



Active Transportation

FOCUS AREA: Sidewalks

WALKABLE COMMUNITY

Sidewalks are the preferred treatment for accommodating pedestrians in urban areas with frequent pedestrian use. Per the Federal Highway Administration, roadways without sidewalks are more than twice as likely to have pedestrian crashes as sites with sidewalks on both sides of the street.

Providing walkways for pedestrians dramatically increases how well pedestrians perceive their needs are being met along roadways. The wider the separation between the sidewalk and the roadway is, the more comfortable pedestrians feel. By providing facilities that are more comfortable, the number of trips made by pedestrians will increase, particularly in areas with mixed land uses.

The City of Madeira completed a citywide Sidewalk Study in 2006 which identified major gaps in the local sidewalk network and estimated construction costs for installing sidewalks along those segments of the street grid. Since then the majority of the identified sidewalk gaps have been addressed through an aggressive capital improvement program that included the installation of sidewalks along Kenwood Road, Dawson Road, Shawnee Run Road, Euclid Avenue (east of Miami Avenue), and Thomas Drive. A sidewalk along Camargo Road between Burman Meadow Drive and Shawnee Run Road will be complete in 2019.

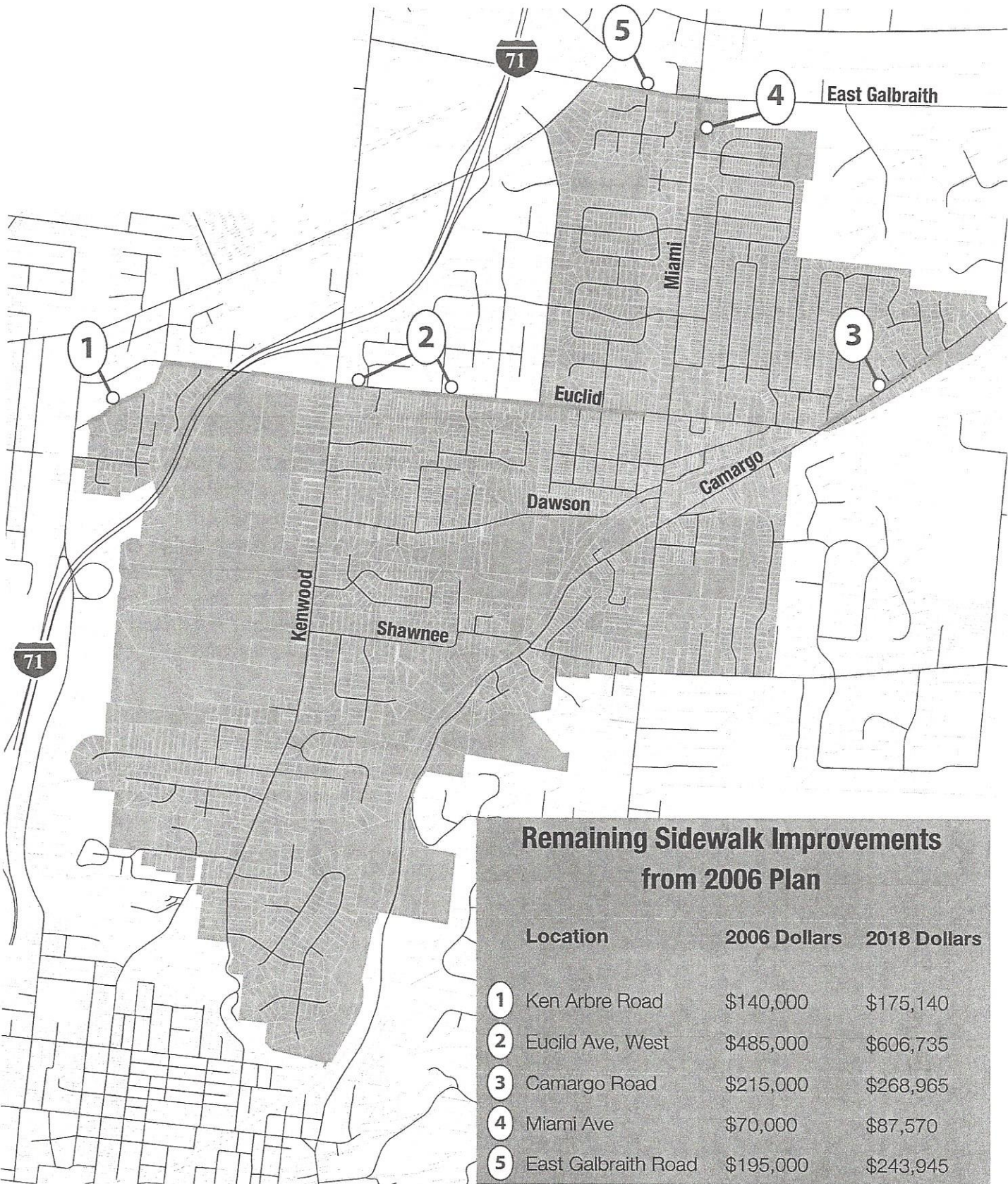
WORKING GROUP SUMMARY

Top Sidewalk Priorities

Group consensus based on existing need was that the Top Sidewalk Priorities of the City moving forward should be:

Functionality - Euclid (west of Miami) connects the most residents and is adjacent to the Business District providing access to local businesses.

Safety - Camargo (northeast segment) is a high-speed road with lack of alternate routes for pedestrians. Camargo also provides the opportunity to install a wider sidewalk that functions dually as multi-use (bike) path.

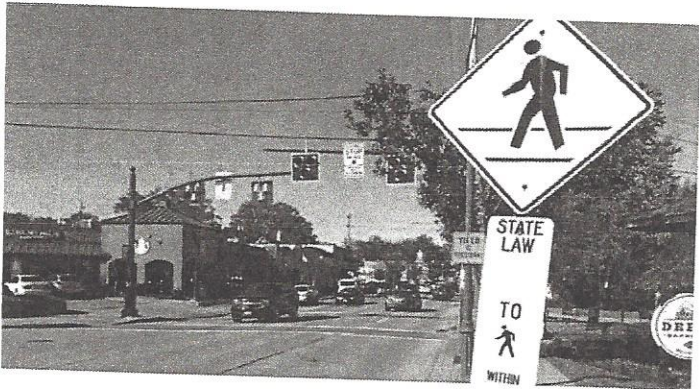


Remaining Sidewalk Improvements from 2006 Plan

Location	2006 Dollars	2018 Dollars
1 Ken Arbre Road	\$140,000	\$175,140
2 Euclid Ave, West	\$485,000	\$606,735
3 Camargo Road	\$215,000	\$268,965
4 Miami Ave	\$70,000	\$87,570
5 East Galbraith Road	\$195,000	\$243,945



Active Transportation



FOCUS AREA: Traffic Calming

WORKING GROUP SUMMARY

Miami Ave Corridor

Group consensus was that traffic calming along Miami Ave in the Business District to provide an enhanced pedestrian experience was desirable even if vehicle delays were increased slightly. Several participants pointed out that much of the traffic along Miami Ave was "cut-through traffic" from surrounding communities headed to/from Kenwood/I-71 and that Madeira residents would support traffic calming.

PEDESTRIANIZING MIAMI AVENUE

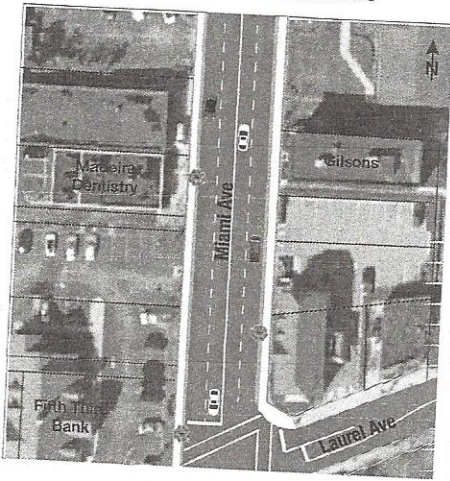
Streets are often the most vital yet underutilized public spaces in cities. In addition to providing space for travel, streets play a big role in the public life of cities and communities and should be designed as public spaces as well as channels for movement. Cities have realized that streets are an economic asset as much as a functional element. Well-designed streets generate higher revenues for businesses and higher values for homeowners.

Streets should be designed as ecosystems where man-made systems interface with natural systems. From pervious pavements and bioswales that manage stormwater run-off to street trees that provide shade and are critical to the health of cities, ecology has the potential to act as a driver for long-term, sustainable design.



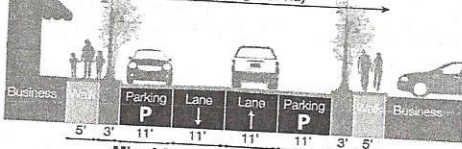
Active Transportation

Existing Plan View - Miami Ave



Existing Section

60' - Existing Right-Of-Way



Miami Avenue - Existing Section
2 - Lane Section w/On-Street Parking

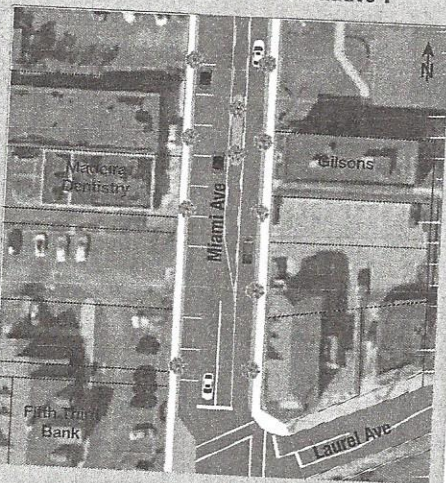
POTENTIAL FOR A "ROAD DIET"

The latest Ohio Department of Transportation (ODOT) Traffic Count (2017) for the Miami Avenue corridor shows an Annual Average Daily Traffic (AADT) of 15,811 vehicles in the most well-traveled segment in the Business District between Euclid Avenue and Camargo Road. Streets with daily traffic between 15,000 and 20,000 vehicles are traditionally candidates for a "Road Diet" that would reduce the existing street from a 4/5-lane to 3-lane section.

Before a potential project is programmed and funded, a more detailed traffic analysis must be performed to determine if a Road Diet will result in an acceptable operational level during peak hour traffic periods. For an urbanized area the minimum Level of Service (LOS) that must be achieved is LOS D. In addition, all individual lane volume to capacity (v/c) ratios must be less than 1.0, and preferably less than 0.90.

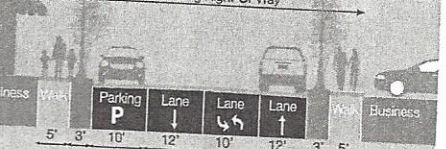
Road Diet Concepts: The existing 4-lane section of Miami Avenue (see left) presents opportunity for potential Road Diet concepts for Miami Avenue shown below.

Proposed Plan View - Alternative 1



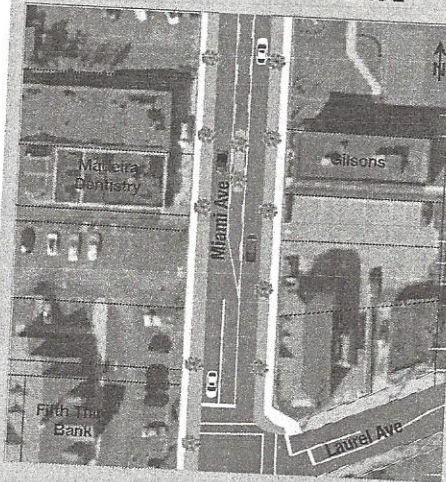
Proposed Section

60' - Existing Right-Of-Way



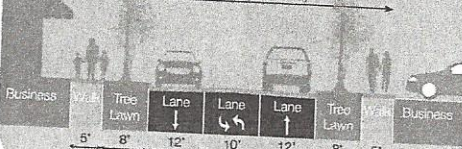
Miami Avenue - Alternative 1
3 - Lane Section w/On-Street Parking

Proposed Plan View - Alternative 2



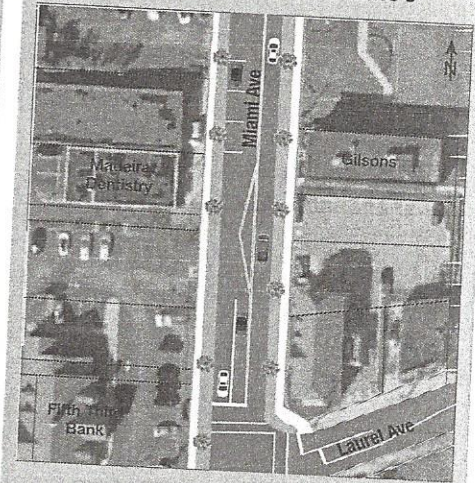
Proposed Section

60' - Existing Right-Of-Way



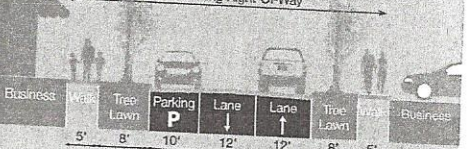
Miami Avenue - Alternative 2
3 - Lane Section w/Wider Tree Lawn

Proposed Plan View - Alternative 3



Proposed Section

60' - Existing Right-Of-Way

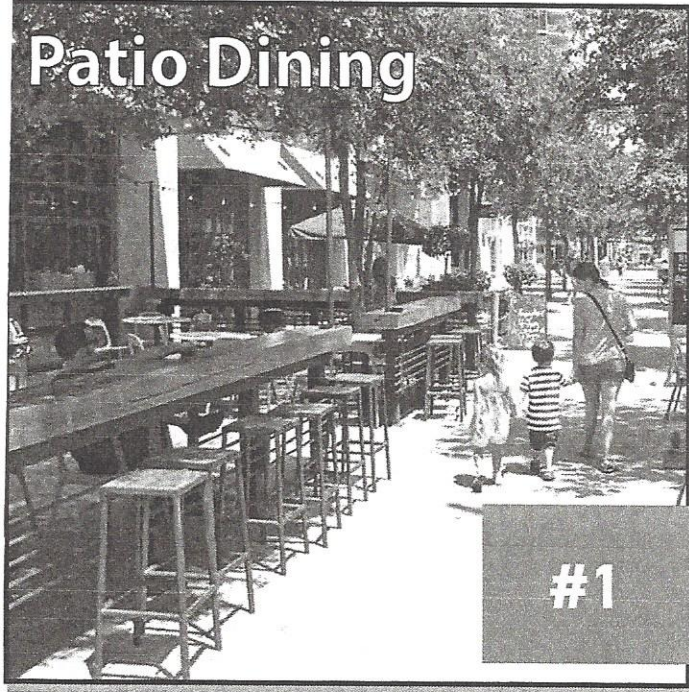


Miami Avenue - Alternative 3
2 - Lane Section w/Parking & Wider Tree Lawn



Active Transportation

Patio Dining



#1

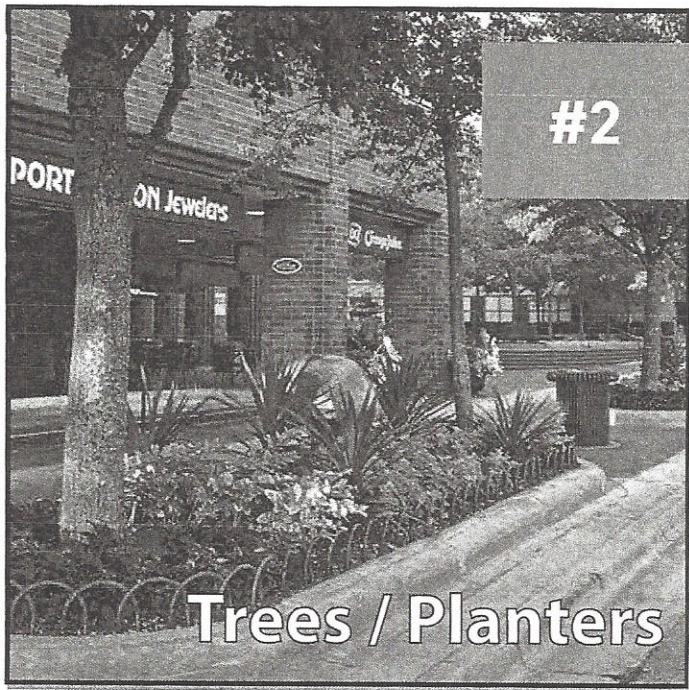
ACTIVATING THE STREET

Through both public engagement activities and stakeholder discussions, community desire for patio dining along Miami Avenue was a prominent and repeated theme.

Other recurring requests were the installation of trees and planters to soften the hardscape and the provision of off-street shared municipal parking.

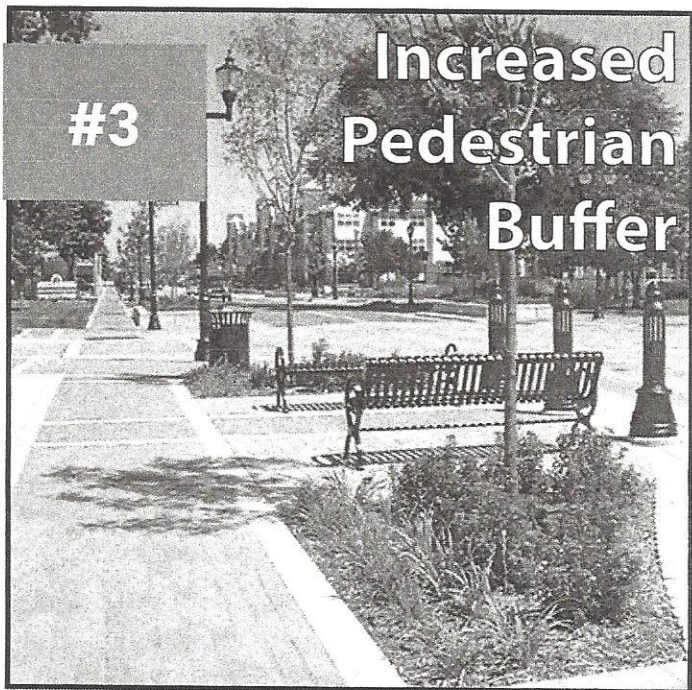
BUSINESS DISTRICT TOP PUBLIC REQUESTS

#2



Trees / Planters

#3



Increased Pedestrian Buffer

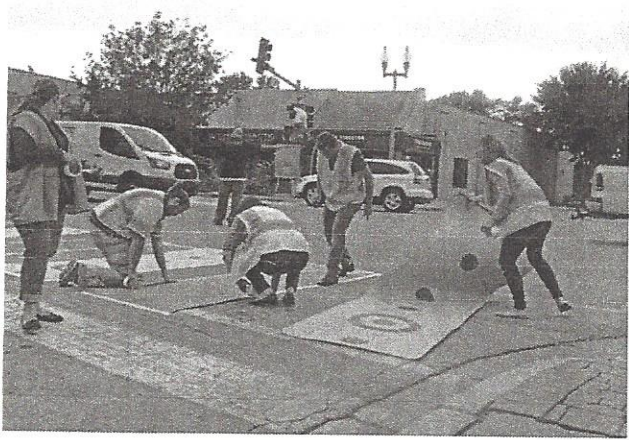


Active Transportation

TESTING THE CONCEPT

A "Meet on the Street" demonstration project - typically lasting one to seven days - could be used to test proposed traffic calming countermeasures using temporary devices such as removable barriers, cones, chalk, and tape. Such an event would be a relatively inexpensive way to show the public and decision makers the "what if" of a Road Diet and build community consensus on a preferred layout to pedestrianize Miami Avenue.

Increasingly, demonstration projects led by governments, non-profits, grassroots groups, or frustrated residents are using flexible and short-term projects to advance long-term goals related to street safety, public space. Though the degree of formality may vary, these projects share common goal of using low-cost materials to experiment with and gather input on potential street design changes.



Pictured: "Meet on the Street"

A temporary road diet was installed to test effectiveness and gauge public input as part of the Armour Road Complete Street Plan in North Kansas City, MO.



JOIN US FOR THE ARMOUR ROAD
MEET ON THE STREET

We will temporarily transform Armour Road for the day to show the potential for a great, walkable, more vibrant street.

**WEDNESDAY
 SEPTEMBER 27**

STOP BY ANYTIME 10:00 A.M. - 6:00 P.M.
 SW CORNER OF ARMOUR ROAD AND FAYETTE

NORTH KANSAS CITY
PLANNING AND DEVELOPMENT DEPARTMENT

