GREATER CINCINNATI METRO REGION OHIO • KENTUCKY • INDIANA RESOURCE BOOK
PREPARING FOR THE NEW MILLENIUM
A STRONGER QUALITY OF LIFE
The Greater Cincinnati metro region continues its leadership in culture, arts, historic preservation, sports and convention activities. Continued development of each of these resources has significantly strengthened the quality of life of the community. A knowledge of the history of the region from its early settlement to the present can add significantly to a better understanding of the arts, architecture and city planning among the citizens of the region. Professional, collegiate and amateur sports continue to be enjoyed throughout the region. Together these qualities can give the region one of America’s highest qualities of life.

A NATIONAL CENTER OF EDUCATION
Just as the major global regions in the 21st century will need to be transportation hubs, they will also need to be knowledge hubs. The Greater Cincinnati metro region needs to build its educational and technology resources into a knowledge hub and become the educational, research and technology leader within the super region. The region’s universities and colleges are the basic resources upon which to build the Greater Cincinnati metro region into a national educational center. A stronger K-12 system with fewer disparities will be necessary to create the strong foundation for all citizens to equally participate in the social and economic future of the metro region.

A MEDICAL AND RESEARCH CENTER
Just as the knowledge economy emerged in the 1970s based on a revolution in communications and data processing, a bio-med revolution is now emerging. The region has already emerged as an important center between the formidable West and East Coast medical research centers. The Greater Cincinnati metro region’s medical school, hospitals, medical community and research facilities form the core of what can become the leading Midwest medical and research center. This center can not only provide high-quality medical services to the regional population, but also provide cutting-edge research into new avenues of medical innovation and care. In addition, this research can form the basis for the start-up of new bio-med and bio-tech economic activity which will strengthen the regional economy.

A VIBRANT URBAN CENTER
Throughout metropolitan America, the central city carries the identity of the region. The health and vitality of the central core of the central city is the barometer by which regions are measured. The central district of the Greater Cincinnati metro region now encompasses both sides of the river including downtown Cincinnati, Covington and Newport. This vital center core has the widest range of business, economic, entertainment, cultural, historic, sports, convention and tourism resources found anywhere in the super region.

Investments in people, neighborhoods, a new metro transit system, amenities and institutions can turn the area into one of the region’s most desirable locations. Only by working together can the two sides of the river form a central magnet for regional residents, national and international tourists, economic, cultural, recreational, sports and environmental development. A diamond in the rough, the central core can become the shining jewel of the metro region, symbolizing the region’s commitment to its future. A vibrant urban center will test the region’s capacity to transcend divisions of race and socio-economic class in order to enhance opportunities for all through strengthening the urban core.

GOVERNING THE REGION
The Greater Cincinnati metro region is a radial and concentric metropolitan area, focused on its central city and county. While good ideas for improving the regional future can arise throughout the region, leadership must come, at a minimum, from the central city and county. Because of the inherent structure of the Greater Cincinnati metro region, Cincinnati and Hamilton County are positioned to function in this role. Without leadership for the regional future, other units of government will find it impossible to coordinate activities such as policy making, planning and investing in the region. With such a large number of governmental units in the region, a foundation for the future can only be created through cooperative and mutually supportive actions.
THE FUTURE

The Greater Cincinnati Region - its strength is in its diversity, its weakness is in its fragmentation. How to celebrate our many individual parts, while building unity among the many pieces, is our greatest opportunity and our biggest challenge.

A pile of automotive parts has limited value unless they are assembled the right way into an engine that can then move a vehicle to faraway destinations.

The 26 letters of our alphabet mean nothing in a jumble. But putting the right letters together can create great literature to illuminate and inspire the ages.

Similarly, a metropolitan region’s individual parts - the counties, the cities, the schools, the businesses - however valuable as separate units, nonetheless remain limited unless linked by a common purpose. Once joined together with each playing its rightful role, they attain the potential of becoming a single, strong, competitive force on the global stage. Thus the whole is stronger than the parts.

Greater Cincinnati today possesses extraordinary resources and great untapped potential. But in telling ways those resources resemble the pile of automotive parts and the jumbled string of letters. They await being transformed into a cohesive whole, capable of propelling the Greater Cincinnati metro region into a dynamic metropolitan region and world competitor. However, a sense of complacency, characterized by an attitude that everything is just fine, can block such dynamic movement.

Connecting the parts of the Greater Cincinnati metro region begins with a clear-eyed understanding of who we are and how each part can contribute to the worth of the whole. It begins with a sober view of where our strengths and weaknesses are, where our opportunities lie and what threatens us. That is the goal of this project. It is beginning a process that will build a framework for the future, tapping leadership from throughout the region to come together to turn dreams of greatness into realities.

Once, as a young America began moving west, Cincinnati stood as one of the country’s major emerging urban powers. Among its leaders and citizens a mentality and energy prevailed to make, maintain and grow a great city. Where is that mentality and energy today?

You live today in the remains of that greatness and in the shadow of those dreams. Beckoning you as you approach the millennium is an historic opportunity for the Greater Cincinnati metro region to take its place as a significant global competitor. But first the question must be answered. Do you still have the mentality and energy to be great? That urgent choice is yours to make today.

Michael Gallis

A GROWING AND VIBRANT ECONOMY

A 21st century economy cannot simply rely on its past but must be aggressively creating the future. Continually attracting new industry and the ability to create new activity clusters, high-tech and bio-tech, will mark the successful economies of the next century. The ability to create new clusters will depend on the research capacities in the region’s universities. Transportation linkages will be vital to both attracting and building new clusters and to strengthening the distribution and manufacturing segments of the economy. The tourism economy which brings visitors and builds regional identity will depend on stronger recreational, leisure and eco-tourism, convention and sports activities. These factors, taken together can create a momentum to successfully diversify and strengthen economic activities in the region. The quality of a community’s workforce increasingly will be its most important competitive advantage. Strengthening the region’s ability to build, maintain and attract a world-class workforce is key to gaining a competitive edge in the global economy. Approaching this challenge in a coordinated, unified way will be necessary to ensure a thriving region.

A SIXTY MILE RIVER PARK

Awareness and understanding of the environment is emerging as one of the most important issues of urbanization. The Greater Cincinnati metro region is blessed with a very special place in the North American geography with a unique set of resources. By celebrating our natural setting, the Ohio River extending from Ripley to Rising Sun and its tributaries in between can be transformed into an unmatched system of parks, greenways, ecological and natural preserves, linking the tourism, recreation and historic areas into a single integrated network of amenities. This network will provide the citizens of the region with an opportunity to live in one of America’s largest urban metro areas and enjoy direct access to an unparalleled variety of natural, cultural, sports, historic, entertainment and recreational amenities in an environmentally-connected network.
**GOVERNANCE & PUBLIC MANAGEMENT**

**Metro Governance & Public Management:**
The Cincinnati metro region is divided into more than 340 different federal, state and local jurisdictions. Each has influences over the future of the region. Coordination of metro and regional policies, plans and investments are important to building a cost effective future for the metro region.

**Region Governance & Public Management:**
The seven large metros of the super region are all concentric metros, focused on the center city and county as shown. They each exhibit extremely different forms and structures of governments. While some have an integrated focus of local government, or “uniGov,” others are highly fragmented. Where some are located in two or three states, others are located wholly within one state and benefit from being state capitals.

**RESOURCES**
These are the over 340 municipal, county, state and federal jurisdictions and districts in the Greater Cincinnati metro region. The governance and public management of the Greater Cincinnati metro region are characterized by a jigsaw puzzle of political jurisdictions. These include Federal administrative and Congressional Districts, three states and their respective State House and State Legislative Districts and separate forms of local government in each state. This fragmentation is unusual in the super region and makes the Greater Cincinnati metro region one of the most country’s most complex and difficult to manage metro regions.

There is a strong tradition of local government. The metro region’s many local government units are strongly supported throughout the metro region. Many citizens have a close sense of relationship with their local governments and a strong sense of participation in the future of their township, village or city.

The fragmented metro region’s structure makes it difficult to create policy and regulations and to manage the metro region. In addition to the federal and state political jurisdictions, many of the counties, townships and municipalities have separate departments and agencies with responsibilities that are similar to or overlap with the responsibilities of departments in neighboring jurisdictions. These agencies often have conflicting and wide ranging rules, policies, procedures and levels of service. This combination increases the difficulty of creating coordinated metro region policies, regulations, plans and investments both vertically among different levels of government and horizontally among similar levels of government.

**OPPORTUNITIES**
Develop effective strategies for governing and managing the future of the Greater Cincinnati metro region. The growth and development of the region suffer from a complex set of political relationships that often present a barrier to maximizing the future of the region. Political fragmentation is hindering the process of creating a regional vision and poses a serious competitive handicap for the region in economic development. As a concentric and radial metro region, the city of Cincinnati and Hamilton County are the core city and county and central in the leadership structure of the region necessary to guide its future. The recent passage of Issue 4 is a good step in the right direction towards developing this leadership.

Located in Ohio, Kentucky and Indiana, the Greater Cincinnati metro region can capitalize on the focus of all three states. The two-state urban core of the Greater Cincinnati metro region is an important social and economic center for all three states, each of which will benefit from its growth and evolution.

Work to unite the various local, state and federal agencies in a cooperative coalition. Creating a process and a structure for developing an all-encompassing metro regional vision will begin to minimize the fragmenting impact that results from multiple jurisdictions.

Build effective collaboration between the private, public and institutional sectors to guide the future of the region. Each of the sectors - public, private and institutional - has an important stake in the future of the region. In a global age, increased cooperation between these sectors is important to mobilize the resources necessary to shape a globally competitive region. No one sector can do it alone. Yet lack of coordination isolates the visioning, planning and development functions of each sector. Important synergies can be created through coordination between the sectors, which make a more cost effective future possible.
Metro Urbanization: With a pattern typical of most large metro regions, the Cincinnati metro region is losing population within the beltway, while population is growing rapidly beyond the beltway.

Super Region Urbanization: The pattern of urbanization in the super region is formed around a series of large metro centers located approximately 100 miles away with a series of small towns scattered throughout the rural region. The Cincinnati and Dayton metros share the closest relationship among the super region metros.

Resources
The Cincinnati SMSA is the largest population center in the super region.
With a tri-state population of 1.9 million and despite a modest growth rate of 4.83 percent during the last decade, the Cincinnati metro region, the largest in the super region, is predicted to retain the largest total population over the next 50 years. This population advantage offers the benefits of the largest labor pool and gives the region an advantage in marketing itself to new business and industry. The growth rates of the Indianapolis and Columbus metro regions are higher than the Cincinnati metro region. If present trends continue, these two metro regions will grow closer to the Cincinnati metro region in population.

The Greater Cincinnati metro region has a wide variety of housing stock.
The Greater Cincinnati metro region is the largest and oldest metro in the super region with a wide range of housing stock dating to the 19th century. Much of the oldest housing stock is located in the metro region’s core within I-275, while the growing new suburbs are principally located outside I-275. This exceptional range of housing offers a wide range of choices to people living in the metro region and those considering a move to the metro region.

New residential development is primarily in the form of low density urban sprawl.
New rapidly growing suburbs north and south of the beltway represent increasingly low-density urban sprawl. Continued expansion of this pattern will consume large amounts of rural land in an anti-accessed pattern with significant negative effects on the region’s business, institutions and environment.

Significant new investments are now being made in the metro region’s center.
Construction has begun on the rebuilding of the riverfront on both sides of the Ohio River including a $120.5 million reconstruction of Fort Washington Way and the new Paul Brown Stadium. New construction planned for the riverfront includes a new Reds baseball stadium, the proposed underground railroad museum, parks and new public parking facilities. These new amenities will strengthen the position of the central business district as the center of commercial real estate activity.

Opportunities
Develop a “grow smart” strategy for the region.
New trends in population and housing values signify a loss of population in the metro region’s core while growth accelerates in the developed areas well beyond I-275. This continuing pattern of low density urban sprawl, typical of most of America’s older metro regions, may have many negative impacts on the quality of life of the Greater Cincinnati metro region, including extended commute times, loss of green space and agricultural lands, and an extension of costly infrastructure. These development trends also may result in an underuse of existing infrastructure within the metro region’s core.

Reverse urban core decline through programs in community and urban regeneration.
Much of the housing stock that has declined in the metro region’s core neighborhods has significant rehabilitation value. If rehabilitated, this housing stock could add value to the metro region’s tax base, draw more residents back to the urban core, help in slowing urban sprawl and traffic congestion and strengthen the position of core city amenities. Rehabilitated housing would utilize existing infrastructure therefore reducing the urgency for capital expenditures to accommodate growth in the outlying areas. Other projects like education, brownfield initiatives, riverfront and arts also are key parts of the solution. There is significant underutilization of land and other resources that, if coordinated, could spur revitalization.
Metro History:
The Greater Cincinnati metro region is an area rich in historic resources, including world famous architectural monuments, districts, planned communities and small rural cities. Principally clustered in the central core, important resources are found throughout the region. The Cincinnati Metro Region is a super region. Its historic areas represent resources important to the whole region, its historic areas represent resources important to the whole.

Historic Timeline

1800 - 1849
- 1800 - 1849
- 1819 - Medical School founded
- 1820 - Xavier University founded
- 1834 - Astronomical Observatory built
- 1835 - Cincinnati becomes first city in nation with air mail (hot-air balloon)
- 1837 - Proctor & Gamble founded
- 1840 - Irish immigration begins
- 1843 - Astronomical Observatory built
- 1845 - First practical steam fire engine built
- 1854 - Railroads built
- 1855 - Village of Glendale incorporated
- 1856 - Cincinnati Art Academy founded
- 1858 - First railroads built
- 1860 - Cincinnati Union Terminal built
- 1862 - Cincinnati Milling Machine Co. becomes the nation's leading machine tool manufacturer
- 1864 - First professional baseball team formed
- 1865 - First reinforced concrete building built
- 1866 - First co-op education program
- 1867 - Roebling Suspension Bridge opens
- 1868 - Village of Mariemont incorporated
- 1869 - Cincinnati Art Academy founded
- 1870 - First municipal university
- 1871 - Tyler Davidson Fountain dedicated
- 1872 - First night baseball game
- 1873 - Cincinnati Zoo built
- 1874 - Union Terminal built
- 1875 - Hebrew Union College founded (oldest Jewish college)
- 1876 - Music Hall built
- 1877 - Cincinnati / Northern Kentucky International Airport opens
- 1878 - First non-stop international flight to London
- 1879 - First non-stop international flight to London
- 1880 - Village of Glendale incorporated
- 1881 - First non-stop international flight to London
- 1882 - Delta hub opens
- 1883 - First non-stop international flight to London
- 1884 - Riverbend Amphitheater opens
- 1885 - First non-stop international flight to London
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- 1900 - 1904
- 1901 - First non-stop international flight to London
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- 1905 - First non-stop international flight to London
- 1906 - First non-stop international flight to London
- 1907 - Polio vaccine discovered by Dr. Albert Sabin
- 1908 - First non-stop international flight to London
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- 1914 - First non-stop international flight to London
- 1915 - First non-stop international flight to London
- 1916 - First non-stop international flight to London
- 1917 - First non-stop international flight to London
- 1918 - First non-stop international flight to London
- 1919 - First non-stop international flight to London

Historic Assets
- 1811 - First steamboat, “The New Orleans,” arrives from Pittsburgh along the Ohio River
- 1829 - Nation’s first pharmaceutical ingredients manufactured by William S. Merrell
- 1835 - Cincinnati becomes first city in nation with airmail (hot-air balloon)
- 1837 - Proctor & Gamble founded
- 1840 - Irish immigration begins
- 1850 - First greeting card publisher
- 1852 - Gibson Greeting Cards
- 1853 - First practical steam fire engine built
- 1855 - Railroads built
- 1858 - First reinforced concrete building built
- 1862 - Cincinnati Milling Machine Co. becomes the nation’s leading machine tool manufacturer
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HISTORY

Resources
The Greater Cincinnati metro region has a long and rich history extending from prehistoric Indian settlements to modern architectural masterpieces.

The metro region’s history is very long with evidence of “Mound Builders” inhabiting the area dating back to the 12th and 13th centuries. Many prehistoric sites are located around the region. In the early 19th century, the city of Cincinnati grew to become a major US city. Today the region has a large existing stock of historic structures on both sides of the Ohio River spanning a wide range of functions and architectural styles.

While one of the region’s most famous single architectural monuments is Union Terminal, many other important architectural resources were created in each phase of its history, dating back to the early 19th century. These range from historic houses and churches to commercial buildings, breweries, parks and bridges. Several of these structures are still in everyday use and provide a functioning historic context for the current population of the metro.

Many new architecturally significant buildings are being built today. The University of Cincinnati has several buildings designed by some of today’s most famous architects including Peter Eisenman, Michael Graves and Frank O. Gehry.

The metro region has important historic districts and entire planned communities.

Many of the region’s historic resources are not individual structures but are well-known districts, communities and even entire towns, such as Mariemont, designed as an ideal community and today used as a model community by “New Urbanists.” Other historic districts and cities in the metropolitan area include Clifton, Covington, Newport, Over-the-Rhine, Mt. Adams, Mt. Aubeum, Walnut Hills, Hyde Park, Wyoming, Glendale and Hamilton, each with its own historic niche. The Roebling Suspension Bridge, an important historic structure linking Cincinnati to Covington, grew out of the recognition, as far back as 1867, of a need to connect the two areas. It was the prototype of the Brooklyn Bridge. In the rural region surrounding the metro area, Lebanon is but one of many examples of intact historic areas.

Opportunities
Create a strategy to preserve, restore and market the historic resources of the region.

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The Greater Cincinnati metro region is the oldest metro in the super region. Its historic areas represent resources important to the whole super region.

Develop plans to protect historic districts important to the urban fabric.

Though several historic districts are very strong and have shown a recent resurgence, many are in decline or are showing signs of deterioration. Other currently viable districts could be threatened by a continued pattern of center city deterioration. Because the Greater Cincinnati metro region is the oldest metro in the super region, its historic areas represent resources important to the whole super region.

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The Greater Cincinnati metro region has traditionally been strong. Support for the arts is now growing significantly in surrounding regions, putting the Greater Cincinnati metro region in a more competitive environment with other metros for the audience necessary to provide earned income. The majority of the Greater Cincinnati metro region’s cultural, arts, sports, convention and facilities are clustered in the core city making them not only a strong asset to help revitalize the core but also vulnerable to deterioration of the urban core.

The Greater Cincinnati metro region is a major convention and tourism center. The region has several convention centers and meeting facilities such as the Dr. Albert B. Sabin Convention Center (300,000 square feet), Sharonville Convention Center (200,000 square feet) and the new Northern Kentucky Convention Center (150,000 square feet). In 1997, the Greater Cincinnati metro region hosted 607 conventions with attendance of 350,000. These conventions accounted for approximately $300 million in revenues.

The region has many tourist attractions including Paramount’s Kings Island (which draws over 4 million visitors a year), Riverbend Amphitheater, the Cincinnati Zoo and the Newport Aquarium. The Greater Cincinnati metro region attracted 4.6 million tourists in 1998 with an estimated $1.2 billion impact on the economy. These and other offerings help to sustain the Greater Cincinnati metro region as a prime convention site and tourist destination.

The Greater Cincinnati metro region is a major national sports center. The Cincinnati Bengals and Cincinnati Reds combine for a $325 million impact on the metro region.

**Opportunities**

Work aggressively to meet competition from other super region metros in cultural, sports, tourism and convention initiatives. It is much more difficult to retain a leadership position, once lost, than to maintain leadership. Greater Cincinnati’s strong and diverse set of resources provide the metro region with a firm foundation for the opportunity to maintain its leadership in each of these areas.

This effort must involve leadership from a variety of areas including culture, arts, sports, convention and tourism together with the region’s private, public and institutional leadership working in a concerted and synergistic manner to maximize the positive impact these amenities bring to the metro region.

Strengthen public and private financial support for the arts, tourism and conventions. The region faces a challenge in developing continuing public and private support for the arts, tourism and conventions. There is an opportunity to educate the public and private sector on the importance of building recognition of and support for the need to support arts, tourism and conventions. The arts principally depend on private support in the form of increased philanthropy. Tourism and convention facilities and activities depend heavily on public support in the form of voter support and public finance. Expansion of the Dr. Albert B. Sabin Convention Center, as now proposed, needs to be a high priority for the region to remain a leader in convention and tourism business.
as a center of medical schools. Cincinnati is emerging also a large number of medical facilities found throughout the super region. There are important concentrations of hospitals and medical facilities found around the 10-mile ring. Between 10 and 20 miles from the center is a third ring with six hospitals. The 15-mile ring includes an additional five hospitals.

**Super Region Health:**
There are important concentrations of hospitals and medical facilities found throughout the super region. There are also a large number of medical schools. Cincinnati is emerging as a center of medical research.

**Greater Cincinnati metro region has emerged as a national medical research center.**
The University of Cincinnati Medical Center is one of only 75 colleges or universities (out of 5,000 in the United States) designated as a “Research 1 University” by the Carnegie Commission. This leadership lays the foundation for the evolving bio-tech economy. Of the medical faculty of approximately 900, almost 300 are involved in research. Research specialties include cancer, cardiovascular sciences, neuroscience, women’s and children’s health, environmental health, structural biology, genomics and trauma. The center created a $2.46 billion total economic impact on the Greater Cincinnati metro region in 1997.

Children's Hospital is a major research center and has attracted significant medical expertise and research funding to the area.

There are six medical schools located throughout the super region. There is a medical school in six of the seven metro regions in the super region. The super region’s medical and research market is divided into seven separate sub-markets, many of which will be difficult to sustain and will have an effect on the future of the medical schools. Among the seven medical schools, Cincinnati and Dayton have the strongest potential structural relationship due to their proximity and programmatic fit.

**Opportunities**
Develop stronger community and corporate support for the medical research to strengthen the emerging bio-tech economic layer.

Build a stronger relationship between the medical and research capacities in Dayton and those located in the Greater Cincinnati metro region.

**Demographic changes**
Demographic changes are having important effects on the metro region’s social services and medical services delivery. The area’s center city hospitals are being threatened by demographic changes that are shifting a cost burden to those servicing center city poor.

**Resources**
The region is served by a wide range of hospitals spread over a broad geographic area.

The Greater Cincinnati metro region is a nationally recognized center for cardiology, cancer and burn treatments, pediatric care and neurosurgeries. The extensive network of hospitals and specialties provides the metro region’s citizens with high quality health care.

The metro region is served by four major health systems, including 17 hospitals of varying types, and 11 independent hospitals with a combined total of more than 6,800 beds. The four health systems are Health Alliance of Greater Cincinnati (5 hospitals), TriHealth (3 hospitals), Mercy Regional Health Partners of Greater Cincinnati (6 hospitals) and St. Elizabeth Hospital (3 hospitals).

University Hospital was named as one of the country’s top 100 hospitals based on clinical practices, operations and financial performance and was one of only five institutions nationwide to receive a SCOR (Specialized Center of Research) grant from the National Institutes of Health. Additionally, Children’s Hospital Medical Center was ranked 5th in Pediatrics by U.S. News & World Report. In a recent study performed by Anthem Blue Cross & Blue Shield, St. Elizabeth Medical Center was found to be the best place for citizens of the Greater Cincinnati metro region to undergo heart surgery.

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**Opportunities**
Develop stronger community and corporate support for the medical research to strengthen the emerging bio-tech economic layer.

The UC Medical Center is primarily carrying the burden of building the medical research capacity of the region in a state which has not traditionally supported the types of necessary research to build the new knowledge economy. Stronger support from the community and corporate leadership is needed to secure funding and build the level of research necessary to create a new bio-tech economy in the region.

Build a stronger relationship between the medical and research capacities in Dayton and those located in the Greater Cincinnati metro region.

Dayton and the Greater Cincinnati metro region have traditional linkages that could form the foundation to link their medical and other research capacities into a more seamless center. This would strengthen the region in the national and global competition for quality researchers and funding.
**RESOURCES**

Within the super region, the Greater Cincinnati metro region has the broadest array of higher educational facilities and programs and the highest total number of college/university students. The Greater Cincinnati metro region has a rich and diverse higher educational infrastructure. The area's many universities each fill a different niche. Significant research money is attracted to the area's universities, especially at the University of Cincinnati in the area of bio-tech and other disciplines.

The universities and colleges have a multi-dimensional impact beyond the benefits they bring in education and research. These include positive effects on quality of life and culture and the arts. Many of these higher educational institutions are located in the urban core and could be affected by continued urban decay. These institutions could become important participants in revitalization strategies.

The future of the region is strengthened by the large student population that offers the Greater Cincinnati metro region the advantage of a large pool of educated people who are attracted to the area from around the United States and the world. Recent developments include a focus on addressing the region's workforce education and training needs. One example of such initiatives is Northern Kentucky University's new Metropolitan Education and Training Service (METS) unit designed to provide continuous learning to area employers. The area has a fragmented system of unequal quality in K-12 education. More than 250,000 students are enrolled in public schools in the Greater Cincinnati metro region. Approximately 30,000 attend the Cincinnati Public School System. Additionally, the Archdiocese of Cincinnati operates the ninth largest Catholic school system in the nation with over 60,000 students.

The Greater Cincinnati metro region's K-12 school system is extremely fragmented with a myriad of school districts representing different cities, villages and townships. The fragmented condition of the school districts has a negative effect on the interior core due to a perceived inequity between urban and suburban school systems. This perceived inequity may be a factor driving population shifts between the urban core and the suburbs.

**OPPORTUNITIES**

Incorporate the strengths of all institutions in a strategy to strengthen the Greater Cincinnati metro region's position as the educational leader within the super region. Create a strategic partnership involving business, institutions and government to develop a plan to address workforce needs, economic development, research, technology and educational excellence. The resources required to achieve this plan will require all three sectors working together. The region's future does not depend on a single institution or sector, but on the entire framework of institutions, business and government.

Initiate a partnership between the metro higher education resources and K-12 systems. Promote K-16 view of education. By strengthening K-12 offerings in the urban core, the area in which many higher education facilities are located, the process of urban deterioration could be slowed or reversed, thereby strengthening the position of the higher educational facilities. Additionally, students from the immediate area would be more prepared to attend these colleges and universities and may be more likely to enroll in them after high school.

Build the quality of the K-12 system across the region. The area’s schools need to continually improve their quality, upgrade facilities and create challenging curriculums. The area’s universities have the potential to make a significant contribution to improving the K-12 system. New models of education could be developed to provide potential solutions to the K-12 problem. University-sponsored “demonstration” schools could be a step in this direction. While the older areas suffer from decline, the fast-growing areas of the metro region are facing new challenges including rising demands for new classroom space.

Recognize and work to develop university research functions. University research is fundamental to the continued evolution of the regional economy in the information age. Without an expansion of funding, the Greater Cincinnati metro region’s higher education institutions could lose their leadership position in certain research areas such as bio-tech. The universities have pursued the funding through ad hoc support groups on an as-needed basis. To build university funding requires continuous and sustained support from a wide range of the region’s governmental, economic and institutional communities working together.
**Opportunities**

Create a new multi-dimensional vision for enhancing the metro region economy.

At this important juncture in the region’s history, a new economic vision of the area needs to be created. Economic growth of a region takes place by a combination of three factors: strengthening the existing business and industry, attracting new industry and business from outside the region; and creating and growing new economic clusters within the region. Each of these activities depends on different urban systems and resources. An economic vision should be created to comprehensively define the goals, initiatives, strategies, key systems and resources necessary to succeed in each of the three areas.

Continue to attract new industry to the region.

The region has several important resources, including the airport, universities, quality of life, labor force and a strong business culture which can individually, and in combination, be used to attract new industry. The integration of North America is leading to a vast reorganization and redistribution of economic activity. The region should be aggressive in its attempts to bring new business and industry to the area.

Focus on the creation of new economic clusters (such as bio-tech) to strengthen and add to the Greater Cincinnati metro region’s multi-layered economy.

The next economic wave producing new economic clusters is focused on bio-tech. The Greater Cincinnati metro region has important medical research facilities which could lead to the emergence of a significant bio-tech cluster. This will require several key initiatives including continued expansion of university research capacities, development of more venture capital sources and broad-based public and private support. The current lack of availability of significant venture capital resources in Greater Cincinnati could be a substantial hindrance to fully exploiting the area’s emerging bio-tech opportunities. This lack of capital could have an important impact in inhibiting the strength of the Greater Cincinnati metro region’s economic future.

Support the Partnership for Greater Cincinnati as the private-public-institutional partnership to facilitate the economic growth of the region.

This partnership was formed in 1988 and is charged with creating and implementing the necessary strategies to address the opportunities and challenges of economic growth and quality of life for the entire metropolitan region. It has broad based involvement of the private, public and institutional sectors with both time and money. Its five-year funding resource is $18.5 million.

Support the Regional Marketing Partners within the Partnership for Greater Cincinnati.

Ten full-time economic development organizations representing Southwestern Ohio, Northern Kentucky and Southeastern Indiana have formed a marketing partnership to create a “cutting edge” regional image and send one consistent message about Greater Cincinnati to the world. They are leveraging resources, time and talent resulting in a $600,000 marketing budget for this year’s completion of a target marketing study and sharing involvement with prospects, trade shows, etc.

Expand venture capital resources.

This will enhance the further development of the region’s emerging opportunities in technology and research related opportunities. Lacking this capital could have an important impact on sustaining the strength of the metro region’s emerging technology opportunities.

Attract and develop a regional workforce.

Continuing job creation will require both a larger and better trained workforce. The labor market is regional and does not respect geopolitical boundaries. A system of attracting and building a strong workforce similarly should be coordinated and integrated on a regional basis. Continued workforce development will require that the educational system respond to employer skill needs. Partnerships between business and education should be strengthened.

Since only vital and dynamic regions can retain and attract a quality workforce, the Greater Cincinnati metro region should address changing its traditional image and identity.

Strategies to strengthen the central core will be vital to maintaining the economic health of the region including cooperation on both sides of the river.

The major headquarters, office, retail, hotel, higher education, major medical, entertainment, sports, convention, recreational and cultural facilities and activities are located in this zone. The central core is now being threatened by continued urban decay and population loss taking place within the I-75 corridor extending along I-71/I-75 from I-275 south to north.

Commercial real estate:
The pattern of real estate activity follows the concentric and radial pattern of the metro region. The central core area, including areas of Ohio and Kentucky, is a diverse commercial real estate and commercial and retail core. Each of the metro region’s other centers and corridors exhibit a marked degree of economic and commercial real estate specialization.

Commercial real estate is concentrated in the I-71, I-75 and I-275 corridors. I-71 is the major office and hotel corridor while I-75 is the major retail and industrial corridor. The I-275 corridor is the principal retail corridor. At its intersections with I-71 and I-75, mixed-use retail, office and hotel centers have emerged.

Office & Hotel:
The major office and hotel concentration is found in the central area. I-71 is the major office and hotel corridor and exhibits a high degree of specialization. Office activity in this corridor principally extends from Kenwood to Kings Island. A new mixed-use corridor which includes offices is emerging along I-275 near the airport.

Retail:
Retail activity in the region is found clustered in centers typically surrounding malls and along arterial strips. The major retail clusters in the region include the downtown, Kenwood, Tri-County, Eastgate and Florence malls.

Industrial & Warehouse:
The principal industrial manufacturing zone of the metro is found along the I-75 corridor extending from the Ohio River both to the north and to the south. New distribution and light manufacturing is found along I-275 near the airport and along I-75 and I-275 to the north. Several traditional regional centers such as Hamilton and Middletown remain vital industrial areas.

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**ECONOMIC DEVELOPMENT**

**Metro Economic Development:**
The center is the economic anchor of the metro region and the most diverse concentration of economic activities including corporate headquarters. Economic activity extends principally along the I-71 and I-75 corridors. The beltway forms an important foundation for economic activity located throughout the metro region.

**Super Region Economic Development:**
The Greater Cincinnati metro region is the largest economy and home to the largest corporations. The super region is principally an industrial and manufacturing zone and forms an important component of the industrial backbone of North America. This super region, taken as a whole, is one of the most successful, dynamic and vital economic centers of the world.

**Resources**
The Greater Cincinnati metro region has been a major multi-dimensional economic center for more than 150 years. The economy of the Greater Cincinnati metro region is the oldest, largest and most stable in the super region. Many of its major companies have their origins in the early 19th century. Today the Greater Cincinnati metro region has a diversified business economy composed of consumer products, finance, automotive and machine tools and a strong manufacturing base, including transportation, food and kindred products. The Greater Cincinnati metro region is a global business center and its largest corporations, some of which are on the Fortune 100 and Fortune 500 lists, have long been international companies. Currently more than 1,000 area firms are engaged in international trade.

The area’s other important economic dimensions include major tourism, convention, sports, cultural and recreation components.

The initial layers of the economy still form the foundation of the regional economy. The Greater Cincinnati metro region’s economy was created in a series of layers with origins in the “Age of Sail” when water was the primary means of transportation. The early economic functions, or first economic layer, emerged when the city served as a trading center based on its location on the Ohio River. This location originally provided the city and region with the ability to serve as a strategic staging point for the westward expansion of the United States. Building on this function and utilizing the network of tributaries, the city of Cincinnati developed as an important river port for shipping food stuffs to domestic and international markets. This function led to the creation of a second layer of development. The development of consumer products companies, including Procter & Gamble, took advantage of the by-products of the city’s many food processors to manufacture candles and soap. Many other consumer products companies also were involved in manufacturing at this time.

Formed in two subsequent layers, the industrial economy is a vital and important component of the regional economy. A third economic layer began after the Industrial Revolution which can be divided into two successive periods, the “Age of Steam” and, later, the “Age of Oil.” Steam brought with it the riverboat, railroads and the first wave of industrial manufacturing. Although involved in industrial manufacturing, the transportation networks formed by riverboats initially propelled the region’s economy. Later the railroads largely bypassed the region. The region was not a key hub, but it did perform important distribution functions due to facilities located there which continued to evolve in the Greater Cincinnati metro region.

The fourth layer of the area’s economy was formed with the development of the internal combustion engine early in the 20th century. The combination of steel and auto manufacturing to the north led to an expansion of that economy down the I-65 corridor and the I-75 corridor through the Greater Cincinnati metro region and today extends further south to Lexington, KY. The extensive distribution of European, Japanese and American auto makers throughout the region makes it a center of industrial manufacturing in North America. This industrial base has caused related and supporting industries to follow, such as the GE jet engine plant and the specialized machine tool industry currently found in the region.

The new “knowledge based” economy is not a significant part of the regional economy. Important changes have occurred in the nature of economic activity during the “High-Tech Age.” The ability of regions to generate new economic clusters has been dependent on the research capabilities of the universities found within a region. Ohio, Indiana and Kentucky have not fully developed the type of university-based research capacities necessary to evolve high tech clusters. As a result, Middle America (other than Ann Arbor, MI and Austin, TX) has not evolved as an important part of the knowledge-based economy of the High-Tech Age.

An important new layer is being formed in the Greater Cincinnati metro region. The fifth “bio-tech” layer of the economy is now forming in the Greater Cincinnati metro region. Though still embryonic, the emergence of this new economic wave has gained recognition in the national economic structure. While this new bio-tech wave of economic development is principally emerging on the East and West Coasts, a strong bio-tech component is beginning to emerge in the Greater Cincinnati metro region based on important medical research being performed at the University of Cincinnati. The University’s recognition of this wave and the steps it has taken to implement a strategy of creating a structure of research to support the development of this new cluster is vital to the continued layering of the economy. However, the metro region’s traditional image and identity have been a barrier to attracting the types of innovative and entrepreneurial researchers necessary to build new economic clusters.

**ECONOMIC CATEGORIES**

- Fortune 500 Headquarters
- Services
- Government & Governmental Entities
- Construction
- Manufacturing
- Transportation & Public Utilities
- Wholesale
- Retail
- F.I.R.E.

**LEXINGTON**

- 100 MILES
- 150 MILES

**CINCINNATI**

- 100 MILES
- 150 MILES

**INDIANAPOLIS**

- 100 MILES
- 150 MILES

**LOUISVILLE**

- 100 MILES
- 150 MILES

**DAYTON**

- 100 MILES
- 150 MILES

**COLUMBUS**

- 100 MILES
- 150 MILES

**LEXINGTON**

- 100 MILES
- 150 MILES

**FORTUNE 500 HEADQUARTERS**

- OFFICE
- OFFICE CONCENTRATION
- INDUSTRIAL
- INDUSTRIAL CONCENTRATION
- I-75 INDUSTRIAL CORRIDOR
- HOTEL
- RETAIL
- RETAIL CONCENTRATION
- TOURISM
- TOURISM CONCENTRATION

**FIRE**

- OFFICE
- OFFICE CONCENTRATION
- INDUSTRIAL
- INDUSTRIAL CONCENTRATION
- I-75 INDUSTRIAL CORRIDOR
- HOTEL
- RETAIL
- RETAIL CONCENTRATION
- TOURISM
- TOURISM CONCENTRATION
Pursue the proposed NAFTA corridor plans, and develop strategies to develop links with that corridor in order to be part of it and benefit from it.

The economic integration of North America is leading to the emergence of a north-south corridor of trade and economic activity extending from Canada to Mexico through the Midwest. This corridor has already had important effects on the growth of economic activity and trade patterns in the Midwest. Strategies to strengthen the relationship of the Greater Cincinnati metro region to this corridor will be important to the economic future of the region.

The Airport cannot be taken for granted.

There is strong competition for airline activity and hub status among super-region and anchors the region in the global transportation network. The Cincinnati/Northern Kentucky International Airport is the only FAA designated major air hub in the region. With the increasingly complex flow of people, freight and information through aggressive source water pollution control programs. While the Cincinnati Water Works, as a national leader in treatment technology development, has effectively addressed many of these challenges stemming from the population/industrial centers located upstream and the fact that many hazardous chemicals are transported on the Ohio River, the principal water source for the region, receives significant pollution from a variety of point and non-point sources. The Airport cannot be taken for granted.

Address the challenges created by the reliance on the Ohio River as the primary source of drinking water for the Greater Cincinnati metro region. The Ohio River, the principal water source for the region, receives significant pollution from a variety of point and non-point sources. The Airport cannot be taken for granted.

Maximize previous investments in transportation by coordinating infrastructure to balance growth throughout the region.

The construction of the 1-75 beltway provided access throughout a three state region. Current, growth takes place primarily to the north and south along the I-71 and I-75 corridors and to the east along OH-32 and OH-125. The infrastructure to the west has really started to slow growth. Many of the outlying areas have no public water service and even more areas have no sewer service. The investments in the beltway could be maximized by coordinating infrastructure development to the east and west sections of the beltway which would balance growth on all sides of the region.
The Greater Cincinnati metro region is an important transportation hub in the North American network with air, water, road and rail systems and facilities. The combination of a major air hub, river ports, rail lines and the crossing of three interstates positions the Cincinnati metro as a major continental transportation hub with direct global connections.

The Cincinnati/Northern Kentucky International Airport, highly rated in convenience and passenger service, is the transportation anchor of the metro region with a $3.2 billion impact in 1995. It is the only FAA designated major air hub in the super region and is served by fourteen carriers reaching 110 non-stop domestic and eighteen international destinations. Delta and Comair operate passenger hubs. The airport has doubled its annual passenger figures in six years.

The airport is an air freight center, with Delta and DHL, DHL, the world’s largest air express company, ships nearly three million pounds of cargo daily. Another major airfreight carrier is Airborne Express which has a large hub operation at Wilmington, Ohio, within one hour of Cincinnati.

The Cincinnati metro region is served by two Class A rail systems, CSX and Norfolk-Southern. Cincinnati’s Queensgate Yard is one of the largest classification yards in the US, handling nearly two million loaded cars per year.

OKI is the coordinator for regional transportation policies in the Greater Cincinnati metro region. It has developed a plan entitled “Looking Ahead: 2020 Metropolitan Transportation Plan” which addresses alternative transportation strategies.

The Greater Cincinnati metro region has important water connections to the Midwest and the world through its river ports. Approximately 250 million tons of cargo valued at $3 billion are transported on the Ohio River each year, more than is transported via the Panama Canal.

There are three interstate highways passing through the Cincinnati metro region: I-75, I-71 and I-74. The principal corridor is I-75; a national connection running from Detroit to Atlanta directly through the region. I-71 is a regional corridor connecting Louisville to Cleveland, I-74 connects Cincinnati to Chicago, by way of I-65, and St. Louis, via I-70. The I-275 Beltway links all three corridors and all three states in the metro region.

Concerns about traffic congestion are leading to new transit initiatives. There currently is a cooperative effort in bus service between the Transit Authority of Northern Kentucky (TANK) and METRO (SW Ohio). The feasibility of light rail connecting the Cincinnati/Northern Kentucky International Airport to the King’s Island area via the central business district is currently being evaluated. A light rail system is at least three years away from initial construction. The new light rail transit intermodal center planned along the riverfront may not fully accommodate high speed inter-city and commuter rail activities. High speed rail initiatives that could link Chicago to Cincinnati and Cleveland to Cincinnati are under consideration.

The significant reorganization of the Eastern US surface transportation network is having an effect on Cincinnati’s transportation resources. The breakup of Conrail has changed the routing and hub system of the CSX and the Norfolk-Southern systems. CSX took over the St. Louis-to-Indianapolis Conrail line which offers more direct access to East Coast ports than current routing through Cincinnati. This may reduce the Cincinnati metro region’s importance as a rail center as it will no longer be an important crossing point in the CSX system.

Trucking and rail traffic could likewise be affected by the proposed implementation of I-69 as the principal NAFTA Corridor linking Canada to Mexico. This proposed corridor would bypass the Cincinnati metro region and reinforce Indianapolis as a hub.

Opportunities

The Greater Cincinnati metro region can emerge as an important hub in the global network. The region has the largest air hub, two Class A railroads, three interstates, a series of river ports and the communications infrastructure to form the foundation for the development of an integrated multi-modal hub. Several transit proposals including high speed inter-city rail, light rail and commuter rail are being considered. How these various initiatives will impact each other and the region’s future are not well understood throughout the metro region. While each initiative will have its own impact on different aspects of the transportation system e.g. traffic congestion, lack of transit availability, global connections, etc. they will also have impact on each other e.g. high speed rail on the airport, transit on high speed rail, etc. A major hub is one of the principal keys to the region’s future as an economic center in the global network.

(Transportation Opportunities continued on next page)
The Ohio River is the environmental backbone of the metro region. It is the dividing line between two of America's major physiographic regions. Its tributaries reach deep into the region and define an additional series of ecological units.

The Greater Cincinnati metro region has exceptional ecological diversity due to its location at the point of convergence of three of North America's regions. Greater Cincinnati does not lie in a single environmental zone like many metro regions. The Ohio River divides the region into two of North America's major physiographic regions, with a third lying to the east. The tributary system further divides each of the regions into a series of uniquely different ecological zones. Together these give the region a highly unique environmental setting.

The region has an extensive network of parks and open spaces many of which are located on or near the Ohio River and its tributaries. There are a variety of national and state parks, city and county parks and conservation areas scattered throughout the region.

The City of Cincinnati's park system consists of 153 parks with over 5,000 acres of protected green space. This park system includes botanical gardens, forests, a conservatory and hiking trails. The Hamilton County Park District consists of 16 parks with over 12,500 acres of land making it the third largest park system in Ohio.

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Address air and water pollution. Multiple sources of pollution, including non-point (a result of land use including urban and agricultural runoff) and point sources (industrial and municipal discharges, combined sewer overflows and spills) are a continuing threat to water quality. These sources originate in a myriad of jurisdictions scattered throughout the region.

Due to a combination of traffic and topography which can concentrate air pollutants, the Cincinnati metro's air quality has had an EPA "moderate non-attainment" rating for several years. Air quality has recently qualified for upgrade to "attainment" due to cooperative public/private efforts. A multi-jurisdictional plan to improve air and water quality should be created.

A joint tri-state riverfront development entity could oversee the creation of a master plan and investment strategy for the future of the river. This organization should represent all three sectors and take as its mission maximizing the opportunities and meeting the challenges of the river.
METRO REGION SYSTEMS
THE LIFE SUSTAINING FRAMEWORK

Regions, like the human body, are made up of systems that sustain the life of the organism. In metropolitan regions, the systems sustain the economic health, quality of life and vitality of the area and have an important role in building its future.

Like systems of the human body, regional systems are interactive, each having an effect on the others. Each of the regional systems has a set of resources and its own unique strengths, weaknesses, opportunities and challenges. Yet none of the regional systems can reach its fullest potential without the strength and support of the others.

The future of Greater Cincinnati will be developed by establishing the policies, plans, strategies and investments that affect each of the individual systems as part of a community vision. Acting on opportunities and addressing challenges within various systems is important to securing the Greater Cincinnati metro region’s position in the global economic network.

This system precedes all others and forms the basic context of the metro region.

ENVIRONMENT
The natural environment was formed long before human settlement began and forms the original system upon which the Greater Cincinnati metropolitan regional development has taken place. Environmental resources include the various boundary conditions, both natural and legislative, as well as the natural resources found in the metro region, including major rivers and lakes, significant land forms and drainage basins, parks, greenways, national forests and greenbelts.

These systems are the skeleton upon which the region is built.

TRANSPORTATION / LOGISTICS
The transportation and logistics resources of the Greater Cincinnati metro region include those that link the region internally and those that connect it to the outside world. Transportation refers primarily to passenger movements while logistics principally refers to the movement of freight. These resources are the systems, facilities and dynamics including airports, river ports, roads, rails, terminals, transit, commuting patterns and system flows for both passengers and freight.

This system is the engine which drives regional growth.

INFRASTRUCTURE
Infrastructure is the support system that provides the necessary supply and waste capabilities needed to sustain the life of the community. Infrastructure resources include the systems, facilities and capacities including sanitary sewer systems, storm water drainage, energy, water plants and distribution systems and solid waste facilities. Communications, including voice, data and video, are critical parts of the infrastructure of regions.

These systems are the legs which support regional development.

ECONOMIC DEVELOPMENT
Economic development describes the structure of the private sector and other income generating activities and functions. The regional economy may be described in terms of its function as a headquarters metro region, the composition of its modern economy, the layers in which the economy was created and the ability to create new layers as the economy evolves.

HEALTH
The health resources of the Greater Cincinnati metro region include the various facilities and programs, hospitals, clinics, medical schools and research centers and social service agencies.

These systems provide the amenities for the metro region.

EDUCATION
The education resources of the Greater Cincinnati metro region are the important assets that develop and enhance the knowledge, skills and abilities of the community. Educational resources can be generally grouped into three distinct yet interactive layers. The first layer is the various pre-K to 12 systems. The second layer includes the community and technical schools. The third layer includes higher education, including universities and colleges of all types.

CULTURE, ARTS & SPORTS
The cultural, arts, convention and sports resources of the Greater Cincinnati metropolitan region are the assets that are basic to the quality of life in the community. Culture, arts and sports resources include the facilities, offerings and programs found in the museums, galleries, performing arts centers, visual art centers, civic centers, outdoor fields, stadiums, convention centers, sports and recreation complexes and art education institutions.

These systems describe the patterns of people, change and government.

HISTORY
The historic resources of the metro region reflect and are the remaining evidence of the evolutionary stages in the metro region’s development. Historic resources are important components for establishing the identity, traditions and sense of continuity in the life of the metro region. They range from historic sites, buildings, museums and districts to important new structures and communities being built at the present time.

GOVERNANCE & PUBLIC MANAGEMENT
Goverment refers to the statements of policy and position that are used to guide the public sector in developing the future of the region. Public management refers to the various administrative units of government which individually take responsibility for maintaining the health and viability of public systems including transportation, public safety and parks.

These systems describe the patterns of people, change and government.
The regional template is a composite of the cities, proximities, growth pattern and corridors of development. Over the past 50 years one metropolitan region has emerged within which all of the resources, political units and assets are part of one interconnected whole. While each of the 1.9 million people of the Greater Cincinnati metropolitan region reside in individual cities, townships, villages or unincorporated areas, they all live in the metro region crossing jurisdictional boundaries every day to live, work, shop and access entertainment and health care.

The regional template is a composite of the cities, proximities, growth pattern and corridors of development. When taken together the cities, proximities, growth and corridors form the pattern of the Greater Cincinnati metro region. This metro region taken as a whole is the unit which competes in the global economy. The template establishes the primary pattern of flows involving population change, daily commuting patterns and economic shifts across the entire metro region.

The diagram above represents a composite template illustrating the geometric pattern of metropolitan linkages within which each political unit, resource and asset can be positioned and located.

None of the parts and components are big enough or have enough resources to compete in the global economy. Only the Greater Cincinnati metro region as a whole is large enough and has the necessary resources to compete in the global marketplace.
The Greater Cincinnati metro region is one network of social and economic activities and represents one competitive place in the emerging global economy. The Greater Cincinnati metro region extends across three states and thirteen counties and is a kaleidoscope of local jurisdictions. Each of the individual units and jurisdictions is a component of the metro region - not an individual competitor - in the search for people, resources and economic activity.

CITY
The urbanized core of the Greater Cincinnati metro region is a continuous mass of more than 100 incorporated units of local government.

Since its original settlement, what is now the Greater Cincinnati metro region consisted of one large and a group of smaller cities scattered across the rural countryside. Over the last 30 years the rural countryside on both sides of the river has filled in with numerous new incorporated cities and villages. Today the urbanized metro core of the region is composed of over 100 contiguous cities, villages and urban townships. No longer a group of separate and independent cities and villages, the Greater Cincinnati metro region is now a single massive urban area extending over 600 square miles.

PROXIMITY
Six distinct rings of development mark the structure of the Greater Cincinnati metro region.

The rings are at a radius of two, four, eight, fifteen, twenty-two and thirty miles and have emerged at different times in the evolution of the Greater Cincinnati metro region.

Each of the six rings has a specific meaning in the urban structure of the region. The urban core - including the historic part of Cincinnati, all of Covington, Bellevue and Newport - is in the two-mile ring. The four-mile ring, the first expansion of the urban core, includes the University of Cincinnati, Cincinnati Zoo, Xavier University, Lunken Airport and parts of western Cincinnati and Northern Kentucky. The eight-mile ring, including the Kenwood and Beechmont shopping centers and the Cincinnati/Northern Kentucky International Airport, represents the first ring of suburban growth beyond the core city. The 15-mile ring formed by the construction of I-275 Beltway, includes Tri-County, Union Centre, Harper’s Point, Eastgate, Independence and Florence and represents the area of highest growth. The 22-mile ring, emerging as the third wave of suburbanization, includes Hamilton, Mason, Loveland, Reining Sun, Alexandria, Richwood, Amelia and Batavia and represents the metro perimeter.

The 30-mile ring also is becoming more suburban, particularly to the north along I-75 in Butler County to Middletown, to the south along I-75 in Northern Kentucky to Walton and to the northeast along I-71 in Warren County to Kings Island.

GROWTH
The Greater Cincinnati metro region continues to expand outward and merge with additional established urban centers, primarily in a north-south pattern.

Growth is taking place, but not equally in all directions. The high growth areas extend primarily north and south of the beltway and are concentrated along the I-75 and I-71 corridors. The high growth to the north has merged with Hamilton, Middletown and Kings Island. Significant growth also is taking place along the eastern beltway and eastward along OH-32 and OH-125. The airport has become a magnet for growth. This growth is pushing west along the beltway and accelerates the Northern Kentucky growth pattern. The western region in Southwestern Ohio is the slowest growing despite beltway accessibility. A large urban area within the I-275 belt along the I-71/75 corridors is in decline. If this growth continues, more of the outlying region could become urbanized.

CORRIDORS
The I-71, I-74 and I-75 radial corridors and the I-275 beltway form the macro structure of the metropolitan area linking all the cities, towns and villages into one continuous network.

The Greater Cincinnati metro region corridors form the physical, transportation and perceptual framework for the metro region. These corridors can be divided into radials, beltways and connectors. The I-71, I-74 and I-75 radials extend outward from the core and connect to the other major super regional centers. The I-275 beltway forms the only continuous metro loop. The cross county highway (Reagan) and the Norwood lateral (OH 562) are lateral corridors connecting the radials to each other and the beltway. Some of these corridors, including I-71 and I-75 and parts of the northern and southern sections of the I-275 beltway, exhibit high rates of growth while other corridors, including I-74 and sections of the beltway, have experienced little development activity. Together, these different types of corridors form an unusual radial and concentric pattern.
The Greater Cincinnati metro region does not exist in isolation. It is a part of a much larger urban region called the “super region,” a layer of major metro centers immediately surrounding the Greater Cincinnati metro region. These super region metros (Columbus, Dayton, Indianapolis, Louisville, Lexington and Huntington) fall within 150 miles of downtown Cincinnati.

Within the last decade, metro regions throughout the super region have begun a variety of initiatives that have improved their competitive position. Greater Cincinnati, the oldest metro region in the super region, was traditionally the dominant metropolitan area. Significant initiatives have been undertaken by other metro regions in the super region in areas including transportation, economic development, governance and public management, sports, arts, culture and education. Because of these initiatives, the Greater Cincinnati metro region is currently in a significantly increased competitive position for people, resources and economic activity.

The Ohio River and its tributaries are the key environmental resources of the super region, weaving through the Greater Cincinnati metro region and defining the topography and individual communities. Cincinnati, Louisville and Huntington are the only true “river cities” in the super region.

Of the three “river cities,” the Greater Cincinnati metro region has the greatest environmental diversity and lies at the point of convergence of three important physiographic regions. Its varied ecozone and diverse environmental settings gives the Greater Cincinnati metro region landscape, topography and views that are unmatched in the super region, providing the foundation for an enhanced quality of life.

While the Greater Cincinnati metro region is the principal transportation hub, there is a significant reorganization of the transportation network pattern and functions taking place in the super region.

The Greater Cincinnati metro region is the principal air center and the only FAA major air hub in the super region. Dayton, Louisville and Indianapolis are major air freight centers.

A restructuring of the super region’s surface system and network has been caused by the breakup of the Conrail system and the emergence of the NAFTA corridor. The leading choice for the I-69 NAFTA corridor connecting eastern Canadian ports and Mexico City passes through Indianapolis, bypassing the Greater Cincinnati metro region.

High-speed rail is under consideration from Chicago through Indianapolis, terminating in Cincinnati. A second high-speed line, running from Cincinnati through Columbus to Cleveland, also is under consideration. The two lines together would transform Cincinnati into a rail hub instead of a terminus on the Chicago line. These rail lines would provide long-distance access to the Cincinnati/Northern Kentucky International Airport helping to solidify its long-term future.

The Greater Cincinnati metro region is a medical center with significant bio-med, cancer, cardiology and other research undertakings. Dayton and Columbus have significant military and non-military research facilities.

The creation of new economic layers is closely linked to a region’s educational infrastructure. Leadership in higher education becomes increasingly necessary in the 21st century as high-tech and information based economies are linked to a region’s educational resources and lifelong learning becomes an essential element in maintaining competitiveness.

There are foundations, hospitals, research facilities and medical schools found throughout the super region. The Greater Cincinnati metro region is a medical center with significant bio-med, cancer, cardiology and other research undertakings. Dayton and Columbus have significant military and non-military research facilities.

The largest foundation in the United States, the Lilly Foundation, is located in Indianapolis. This foundation provides Indianapolis with significant capital resources to foster and facilitate various urban and institutional economic initiatives.

There are many universities and colleges relatively evenly distributed throughout the super region. Cincinnati, Columbus, Dayton, Indianapolis, Lexington, Louisville and Huntington each has major universities but the super region has no clear leader in higher education. The Greater Cincinnati metro region has the largest enrollment divided between several institutions of varying sizes and missions. In contrast, Columbus has one single dominant institution, Ohio State, representing 90 percent of its total enrollment.

The Greater Cincinnati metro region was historically the principal major league sports center in the super region with the oldest major league baseball franchise, the Reds, and the NFL Bengals. The Kentucky Derby and the Indianapolis 500, two of America’s most famous sporting events, are held in the super region. Indianapolis also has two major league sports franchises.

Cincinnati is now engaged in a bid for the 2012 Summer Olympic Games. This bid will include involvement from other cities in the super region. In addition, the Greater Cincinnati metro region traditionally was the primary convention destination in the super region. However, major conventions are now being attracted to recently expanded convention sites in Columbus and Indianapolis.

Competitive Strengths: • Ohio River Ports • University of Louisville • County-wide K-12 system • Major distribution & manufacturing center • Strong cultural resources

In addition, the Greater Cincinnati metro region was traditionally the primary arts, convention and cultural center in the super region. Today, significant culture and arts investment and development are occurring in Columbus, Louisville and Indianapolis.

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The Cincinnati super region, the area within 150 miles of downtown Cincinnati, is made up of seven metro areas, each with its own unique history, structure and resources.

The diagram above indicates metro population by the size of the circle. The structure of each is shown as the pattern within the circle. Each of the super region metropolitan areas is structured with a radial system of freeways converging in a large central city or county. This system is combined with a loop structure or beltway that crosses the radial patterns and gives it a concentric form. This transportation structure is defined as "radial and concentric."

There is a competitive advantage to a simple and balanced structure (e.g., Indianapolis and Columbus) because population growth and traffic are more evenly disbursed throughout the pattern.

**Cincinnati Metro Region:** A Consolidated Metropolitan Statistical Area (CMSA) that includes the Cincinnati MSA and the Hamilton-Middletown MSA. It includes 13 counties in three states.
- Population 1996: 1,905,432
- Population 1990: 1,817,571
- Change in population: 4.83%
- Global Connections: • Delta Hub • DHL Hub
- Competitive Strengths: • FAA Major Air Hub • Conrail Hub • Ohio River ports • Diverse Culture & Arts • Professional Sports • Medical Research Center • Largest population base in Super Region • Largest Super Region economy • 3 State support

**Indianapolis Metro Region:** The Indianapolis MSA includes 9 counties in one state.
- Population 1996: 1,475,736
- Population 1990: 1,380,491
- Change in population: 6.90%
- Global Connections: • US Mail Center
- Competitive Strengths: • State capital • Uni-Gov: consolidated City and County govt • The Lilly Foundation • Simple Metro Region Structure • Metro Region in one State • Amateur sports center • Medical and educational center

**Columbus Metro Region:** The Columbus MSA includes 6 counties in one state.
- Population 1996: 1,430,423
- Population 1990: 1,345,450
- Change in population: 6.32%
- Global Connections: • NA
- Competitive Strengths: • State capital • Largest University in the Super Region • Rail and transportation center • Strong insurance and service sector economy • Metro Region in one State
NORTH AMERICA

A new industrial corridor has emerged linking Canada, Mexico and the United States.
The NAFTA Treaty has resulted in new trade and transportation flows in North America and has created a powerful north-south corridor forming through the center of the Midwest, connecting Montreal to Mexico City. This “NAFTA Corridor” is developing as the principal industrial backbone of North America.

Significant changes are taking place in the North American trading pattern.
The emergence of the NAFTA corridor, in combination with the integration of the national rail, trucking, air and sea industries, is changing the pattern of seaports, rail networks, trucking and air freight transportation linkages.

Changes in the trading network are having significant effects on the future of metro regions.
As the pattern of linkages shifts, the relationship of metro regions to the global and North American networks is changing. It is increasingly important for metro regions to develop strategies to remain well-connected and competitive within this emerging network.
The world is in a period of sweeping global change affecting every aspect of business, politics, institutions and our daily lives. For most of the 20th century, the world was organized into two trading blocs - the Communist World and the Free World. There was a clear ideological line between them, forming two sides that did not interact. Within these blocs, competition for people, resources and economic activity took place only between individual nations.

In the decade of the 1990s, however, the world entered a period of historic change initiated by the collapse of the Soviet Union. A new, more integrated economic geography began to take shape. Trading networks are reorganizing. The world has entered a period of historic change initiated by the collapse of the Soviet Union. A new, more integrated economic geography is emerging, with new trading blocs forming, driven by the entry of China and India.

With the collapse of communism came a reformation in the way that goods, people and information travel around the world. China and the Soviet Union opened to free travel and a new pattern of surface, air and sea connections began to form. This development set off a significant global reorganization of logistics, trade and economic development.

New trading blocs are forming, driven by the entry of China and India. The traditional global competitive structure was forever changed as 3.5 billion people entered the world economy from former communist and Third World countries. As new national units with populations of greater than one billion entered the world economy, the population advantage enjoyed by the United States and other countries was reduced. Nations began to join together to form trading blocs that were based on function rather than on political ideology.

Metropolitan regions are the new foundation units of the world economy and form the hubs of the global network. Metro regions, organized around major urban centers, have begun to take the place of nation-states as the foundation units of the world economy and to form the hubs of the global network.
SEEING THE REGION

Effectively planning for the future of the Greater Cincinnati metro region requires looking at the region in a new way, approaching problems in a new way and operating within a "new conceptual framework."

This new framework creates a way to view the Greater Cincinnati metro region as a pattern of continuous activities - one place - where the whole area benefits from each of the parts and each of the parts benefits from the whole. It is a way of looking at the metro region's assets, its challenges and its opportunities based on functional realities.

The traditional framework was a map showing the location of counties, cities and roads, each indicated as a separate unit. The new conceptual framework describes the actual pattern of functional connections and flows across traditional boundary lines.

Today a new conceptual framework is necessary because we are living in a revolutionary period in human history. The last decade brought significant changes in the global political structure which have resulted in the emergence of one vast interconnected global marketplace. Because of these changes, national borders are less relevant than ever before. Metropolitan regions have become the foundation units of global economic activity and key linkage points in the global network.

In addition, increased urban population growth has spread across jurisdictional lines and transformed cities and counties around Cincinnati into a continuous pattern of social and economic activity. This has created the need to see the entire pattern of the metro region as a single integrated pattern.

The pattern of the metro region is not static but is instead constantly shifting and changing. Building a framework that allows us to see the parts of a metro region as a whole allows us to plan, regulate and invest in the metro region as a whole.

This Resourcebook is designed to explain how a new conceptual framework provides Greater Cincinnati with an understanding of how the metro region fits in the changing global network and the evolving North American pattern. It makes clear the ways in which various communities in the metro region fit together and the effects they have on each other. An understanding of the resources in each of the urban systems that comprise the metro region coupled with an understanding of opportunities and challenges completes the framework necessary to compete in this time of sweeping global change.

NEW CONCEPTUAL FRAMEWORK

- Based on the pattern of social and economic connections and linkages
- Emphasizes the network of interactions of people in metro regional areas
- Treats the metro region as a single functional whole
- A tool for creating multi-jurisdictional metro regional policies, planning or development initiatives
- A dynamic framework providing an active context for local, metro or regional governments or coalitions
**INTRODUCTION**

The Metropolitan Growth Alliance was launched in 1997 by a group of business and community leaders to promote regional cooperation in the Greater Cincinnati metro region. From its start, the alliance set out to be a catalyst in uniting the thirteen county tri-state area into a more coherent metro region.

Why the effort? Because of a growing conviction that as our economy becomes more global in scope, events in Moscow or Tokyo or Mexico City or Charlotte or Raleigh or Atlanta directly affect our fortunes throughout Greater Cincinnati. And to compete effectively in this new world order, we must see ourselves as a regional whole. Regions - not the cities or suburbs within them - will be the key players in the economic sweepstakes of the new global economy.

The Alliance commissioned Michael Gallis & Associates of Charlotte to do an "opportunity analysis" of our community. In this Resourcebook we present his portrait of the metro region, reflecting more than a year spent gathering facts, listening to citizens and assessing challenges and opportunities. We hope this document provides a tool for creating a shared understanding of our metro region's competitive position in the new global economy and for pursuing a common vision.

We live in a unique place possessed of all the resources needed to make this an envied metro region in the next millennium. Greater Cincinnati has a magnificent collage of environmental treasures, a stable and diverse economy, the best airport in America, a rich array of arts, cultural and sports institutions, historic architecture and powerful and diverse educational resources. The range, richness and diversity of these assets make Greater Cincinnati one of the most livable communities in America.

It may be reasonably asked why, in light of this inventory, we should do anything differently. Greater Cincinnati does not exist in isolation or in a frozen frame of time. One answer is that other American cities, including our nearby neighbors, seek to compete on the world stage at our expense. For example, we find ourselves hampered by our own fragmentation into more than 340 political and institutional jurisdictions, complicating our ability to respond to competitive challenges.

As we see it, the most important theme emerging from this study of our region is that we need to deal aggressively with our fragmentation so that the whole is indeed greater than the sum of its parts. You may not like everything you read in this report. You may find parts of it disturbing, even threatening. We asked Michael Gallis not to sugar-coat his assessments. He has obliged us with honesty and candor.

This Resourcebook is not a "vision" for the future. It is not a blueprint or a strategic plan. But it does contain the information and ideas on which we need to come together to make sure that Greater Cincinnati continues to be a place that companies, jobs and people come to - a wonderful place to call home. There is much to be done to capitalize on our vast, diverse resources and our many exciting opportunities. We hope you will join the legions of "boundary crossers" who are already committed to the cause of regionalism.

The Metropolitan Growth Alliance Planning Committee

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**TRADITIONAL REGIONAL FRAMEWORK**

- Based on various local, state and national political boundaries
- Emphasizes jigsaw pattern of jurisdictional boundaries and areas
- Treats the various jurisdictions as separate and functionally independent units
- A barrier to creating multi-jurisdictional metro regional policies, planning or development initiatives
- A static framework creating a fixed frame of reference for local, metro or regional governments of coalitions

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**THE FOUR FUNCTIONAL SCALES OF THE GLOBAL ECONOMY**

1. **THE GLOBAL NETWORK**
2. **THE NORTH AMERICAN TRADING BLOC**
THE MISSION: TO SERVE AS A CATALYST FOR THE REGION’S INDIVIDUALS AND ORGANIZATIONS TO ACT TOGETHER IN MAKING THE 13-COUNTY GREATER CINCINNATI METROPOLITAN REGION GLOBALLY COMPETITIVE, BOTH ECONOMICALLY AND IN QUALITY OF LIFE.

SPONSORED BY: THE METROPOLITAN GROWTH ALLIANCE WAS LAUNCHED IN 1997 BY A GROUP OF BUSINESS AND COMMUNITY LEADERS TO PROMOTE REGIONAL COOPERATION IN THE GREATER CINCINNATI METRO REGION. FROM ITS START, THE ALLIANCE SET OUT TO BE A CATALYST IN UNITING THE THIRTEEN COUNTY TRI-STATE AREA INTO A MORE COHESIVE METRO REGION.

FUNDDED BY: GREATER CINCINNATI FOUNDATION • CINCINNATI ENQUIRER • CINERGY • CORPOREX COMPANIES, INC. • FIFTH THIRD BANCORP • GREATER CINCINNATI CHAMBER OF COMMERCE • HUNTINGTON BANKS • METROPOLITAN CLUB • OHIO NATIONAL FINANCIAL SERVICES • THE PROCTER & GAMBLE CO. • SCRIPPS HOWARD FOUNDATION • TRI-COUNTY ECONOMIC DEVELOPMENT CORPORATION

PREPARED BY: MICHAEL GALLIS & ASSOCIATES
A PLANNING AND DESIGN FIRM SPECIALIZING IN POSITIONING CITIES, REGIONS AND STATES IN A GLOBAL FRAMEWORK.

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