SPRINGFIELD TOWNSHIP
COMMUNITY IMPROVEMENT CORPORATION

STRATEGIC PLAN
2016

Springfield Township
Hamilton County, Ohio
# Executive Summary

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EXECUTIVE SUMMARY

The Springfield Township Community Improvement Corporation (CIC) is organizationally prepared to move forward with a Strategic Plan in order to fulfill its mission. This Strategic Plan outlines Springfield Township’s existing community assets, the formation, organizational structure, and goals of the CIC, the current economic development needs, and how specific action steps will be implemented to address those needs and capitalize on the important Township assets.

This Plan and the CIC’s overall mission is aimed at addressing the unique economic development challenges specific to Springfield Township as a bedroom community, such as attracting and retaining residents and maximizing the limited commercial development opportunities. Through building on the successes and recommendations of past studies and plans, which provided the foundation for the formation of the CIC and many of the action steps described in this Plan, the CIC is positioned to take aggressive steps to make Springfield Township a desirable, innovative, and exciting place to live and do business.

Previous studies, plans, and analysis used in the culmination of this document include:

- 2020 Vision Plan
- Comprehensive Neighborhood Master Plan
- Land Use Plan Component (updated every 5 years)
- Analysis of Market Forces
- Commercial Market Study
- Residential Market Study
Springfield Township is a diverse community of many distinctive neighborhoods. Founded in 1795, the Township has over 16 square miles of area and a population of 36,319 residents. Located in the center of Hamilton County just 15 miles north of downtown Cincinnati and within a short drive of other Greater Cincinnati business centers, Springfield Township’s location in the region and proximity to an expansive transportation network, overall diversity, and quality of life amenities are key assets for the community.

As a result of these positive attributes, the Township is uniquely positioned to take advantage of the improving economic climate and strong desire of both residents and developers to be close to the urban core of the Cincinnati Metro area. With recent in-fill redevelopment projects completed and several others underway or in process, coupled with the ongoing planning efforts to develop a catalytic mixed-use development within the Township’s “Core” Business District, the Township is on the verge of progressing into one of the premier first-ring suburbs in the region.

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Township’s Ideal Location

Located in the center of Hamilton County, just 15 miles north of downtown Cincinnati and within a short drive of other Greater Cincinnati business centers, Springfield Township’s location and proximity to an expansive transportation network are key assets. Ronald Reagan Highway, I-75, and I-275 all pass through the Township -- linking it with major employers, shopping, and entertainment centers. The Township is also located within a 15 minute drive of the University of Cincinnati, Xavier University, and 6 of the premier medical centers and hospitals in the region. Springfield Township is home to 7 school districts, 45 churches, and one of Hamilton County’s finest parks, Winton Woods.
CURRENT TOWNSHIP LAND USES

Approximately 60% of Springfield Township is comprised of residential land use.

Approximately 30% of the Township land use is comprised of public land – parks, churches, schools, or other government or non-profit uses.

Approximately 10% of the township land use is comprised of commercial or industrial land uses.

KEY TOWNSHIP DEMOGRAPHICS

Total Population of 36,319

Springfield Township is a very diverse community. Racially and culturally, one in three people living in Springfield Township are African American, Hispanic or some other race/ethnicity.

55% White
39% African American
2% Hispanic
2% Asian
2% Other Race

Nearly 70% of the Township’s residents moved into the area prior to 1970.

HOUSING

83% Detached Structures
69% Constructed prior to 1970

73% of the Township’s 15,020 housing units are owner occupied.

The Median Home Value in Springfield Township is $120,872.

The vast majority (over 75%) of households in Springfield Township are classified as families. Almost 40% are households with children. The median household income in the township is higher overall than the Cincinnati metropolitan area.
Springfield Township is a diverse community with many distinctive neighborhoods. Founded in 1795, the Township is nearly 17 square miles and has a population of 36,319 residents. Because of its location and amenities, Springfield Township is a predominantly residential community. Families are attracted to the Township’s diverse neighborhoods which accommodate all income levels and offer varied lifestyle choices to families of all compositions and ages.

- Finneytown - North
- Finneytown – South/ View Place
- Winton Northwest
- Winton Northeast
- West College Hill/Golfway
- Valleydale/Edgemont
- Hamilton Southwest
- Hamilton Northwest
- Lexington Heights/Glencoe/Wellspring
- Sevenhills
- Pleasant Run Farms
- Hollydale
Educational choices in the Township

Schools

One very unique aspect of Springfield Township is that the community shares 7 public school districts and has 4 private schools within its borders. Most public schools offer open enrollment so families may choose where they want to send their student.

Public Schools
Finneytown
Mt. Healthy
Winton Woods
Northwest
North College Hill
Princeton
Cincinnati

Private Schools
St Xavier Catholic High School
St Vivian Catholic Elementary
Central Baptist Elementary
John Paul II Catholic Elementary
Parks and Recreation
Springfield Township truly is a playground for all ages. The Township is home to two golf courses, twelve neighborhood parks and, Winton Woods a beautiful 2,500 acre county park.

With trails, fishing, horseback riding, golfing, camping, picnic areas, an educational farm and playgrounds, Springfield Township is the perfect location for urban living and rural experiences!

Events and Activities
ArtsConnect, Springfield Township’s non-profit arts and enrichment organization, organizes fun-filled community events year-round. Programs such as the Daddy Daughter Dance, summer concert series, dinner theaters and family entertainment series gives residents and visitors memorable experiences. The organization is currently in the process of expanding its services and exploring the feasibility of an arts and events center.
BUSINESS DISTRICTS AND DEVELOPMENT OPPORTUNITIES

- Core Area District
- Vine Street Business Corridor
- Winton Road Business District
- Brentwood Plaza
- Hamilton Avenue Corridor
- Former New Burlington Elementary School Site
- Northwest Commerce Park
- Former Frost Elementary School Site
SECTION II - THE COMMUNITY IMPROVEMENT CORPORATION

The Springfield Township CIC is a non-profit corporation that was created by the Board of Trustees and Certified by the State of Ohio, Secretary of State in February of 2014. The creation of the CIC was recommended by the Springfield Township Comprehensive Neighborhood Master Plan, which was adopted by the Board of Trustees in May of 2011.

The Community Improvement Corporation (CIC) was created in accordance with Chapters 1702 and 1724 of the Ohio Revised Code in order to advance, encourage and promote industrial, economic, commercial, housing and civic development in Springfield Township. The CIC has been designated by the Springfield Township Board of Trustees as the Township’s official Economic Development Agent.

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What is a CIC?

A Community Improvement Corporation is a not for profit corporation created by the State of Ohio Legislature for the purpose of advancing economic, commercial, and civic development of a community or area.

Mission

The Springfield Township CIC was created to promote innovative economic development and civic enhancements through strategic initiatives that will attract new talent and encourage growth for the benefit of Township residents and businesses.

Vision

Facilitate the development and progressive revitalization of Springfield Township to create a desirable, innovative, and exciting place to live and do business.
**Organizational Structure of the CIC**

**CIC Board of Directors – Officers**
The Springfield Township Community Improvement Corporation (CIC) is governed by a five member Board of Directors.

In accordance with the Ohio Revised Code and the Code of Regulations for the CIC, the CIC Board of Directors shall not consist of less than those persons then serving as the Township Trustees on the Board of Trustees of Springfield Township. In addition, the Township CIC consists of two additional Board of Director members.

**CIC Staff**
Pursuant to the Cooperation Agreement between the Township Board of Trustees and the CIC Board of Directors, the Township Administrator shall serve as the CIC Executive Director and be responsible for the day to day functions of the CIC. The Executive Director may utilize Township staff to assist in carrying out the CIC’s functions.

**Actions and Agreements**
The Springfield Township Board of Trustees took the following specific actions to provide the CIC with the authority and organizational foundation from which the CIC’s mission can be accomplished:


- **April 8, 2014 - Resolution 27-2014** - Designating the Springfield Township, Hamilton County, Ohio CIC, Inc. as the economic development agent for Springfield Township; authorizing the Law Director to prepare an agreement with the Springfield Township, Hamilton County, Ohio CIC, Inc. to provide services pursuant to Ohio Revised Code Section 1724.10(B)(1)-(3); and authorizing the Township Administrator to execute such agreement on behalf of the Township.

- **October 13, 2015 – Resolution 70-2015** – Cooperation Agreement between the Township Trustees and the CIC.
Specific Roles and Responsibilities of the CIC

Specifically, the CIC plays a vital role in and is charged with the responsibility of

- Implementation of specific components of the “Core” Development and Redevelopment Plan;

- Implementation of particular sections of the Neighborhood Master Plan, including redevelopment of underutilized or distressed properties;

- Administration of the Township’s Residential Incentive Grant (RIG) Program;

- Administration of the Township’s Community Reinvestment Area and Enterprise Zone Programs; and

- Partnering with the Township’s Arts and Enrichment Council

The CIC shall partner with and act as a liaison between the Township and the following agencies for purposes of facilitating economic development opportunities within the Township:

- Hamilton County Development Company
- Regional Economic Development Initiative (REDI)
- Greater Cincinnati Port Authority
- JobsOhio
GOALS OF THE CIC

Goals of the CIC:

1. **Provide Financial Stability for Township by:**
   a. Increasing the Tax Base
   b. Maintaining tax rates and increasing quality/quantity of services

2. **Maintain and Improve the Quality of Life for Residents and Businesses through:**
   a. Increased Property Values
   b. Neighborhood Development and Revitalization
      i. Core Area - Town Center
      ii. Vine Street, Winton Road, and Hamilton Avenue Business Corridors
      iii. Township Residential Neighborhoods
      iv. Redevelopment of Targeted Underutilized Commercial Sites

3. **Retain Existing and Attract New Talent (Residents and Businesses) by:**
   a. Increasing regional awareness through branding and expanding an identity.
   b. Business Retention and Expansion (70% of new jobs are created by existing companies where they are sited)
   c. Residential Incentive Grant
      i. The Grant is offered to those residents that work and live in Springfield Township in order to provide an incentive for those individuals to remain Township residents and encourage others to consider our community as a place to reside.
Section III – Identified Needs and Specific Action Steps

As demonstrated in previous sections of this Plan, Springfield Township is a unique and diverse community made up of twelve distinctive neighborhoods, seven public school districts, and three major commercial corridors. Although this diversity is considered community strength, it often leads to a lack of identity for the Township throughout the region and among its residents due to the absence of a cohesive brand and marketing strategy. The Township’s neighborhoods, while stable, are aging and new developments and residency choices are necessary to accelerate a much needed rotation of the housing stock in order to attract and retain residents.

The Township has a very desirable and convenient location within the County, mature and walkable neighborhoods and existing dedicated funding sources for economic development within specific commercial areas. These positive attributes provide the necessary foundation that will enable the CIC to take innovative steps to cultivate and market a community brand and revitalize both the residential neighborhoods and business areas of the Township in order to improve the quality of life and provide long-term financial stability for the Township.

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**Specific Action Steps**

The following recommended action steps have been identified in order to leverage these attributes and accomplish the mission and goals of the CIC.

| Prepare **Marketing/Branding Plan** for the Township through Township staff, elected officials, and resident/business engagement processes to identify key attributes that make the community unique and desirable. | Determine and target type of desired residential & commercial uses. 
- Project the Springfield Township brand through regional publications, social media, signage, and directly to targeted commercial uses and resident demographics in order to attract the desired residents and businesses. |
| --- | --- |
| Facilitate the creation and implementation of strategies and detailed **Development/Redevelopment Plans** for specific areas through conducting market analysis and pro-actively engaging the business community to garner interest and viability of development: | The “Core Area” (Galbraith Road, Winton Road, and North Bend Road Area) 
- The Vine Street, Winton Road, and Hamilton Avenue Business Corridors 
- Targeted Underutilized Development/Redevelopment Sites |
| Develop **neighborhood improvement and housing strategies for all twelve township neighborhoods** that result in improved property values, reduced code violations, and increased home ownership. | Community engagement processes 
- Market research |
Specific Action Steps (continued)

Utilize existing **Township Tax Increment Finance Funding** (TIFF) to expedite economic investment and foster redevelopment improvements to the Winton Road Business District

Acquiring targeted properties or identified underutilized commercial sites to prevent undesired uses or facilitate development.

Assisting in the funding of public infrastructure or site improvements in conjunction with preferred development projects that increase the tax base and/or improve the quality of life for residents.

Funding Corridor Streetscape Improvements that improve aesthetics, attract new development, and create a sense of place or identity.

Create and administer **Incentive Programs** to foster redevelopment and private investment into the neighborhoods and business areas of Springfield Township

**Residential Incentive Grant Program** to promote and incentivize residency within the Township.

**Neighborhood Enhancement Program** to encourage community pride/involvement, aid in neighborhood identity, and maintain or increase property values.

**Business Improvement Program** to encourage and facilitate investment into Township businesses that improve aesthetics and quality of life.

**Community Reinvestment Area** to incentivize redevelopment and investment into the Township’s residential neighborhoods and commercial corridors.

**Enterprise Zone Program** to attract industrial uses and developers leading to increased tax base and job creation.