Opportunities:
- Small Farmer's Market to Bring People Into Downtown
- Introduce Ordinance to Have
- Use Good Citizen Base for Community Activity
- Create or Promote City Image
- Complete Vision Process
- Identify Men & Women (Retirees) Who May Contribute
- Develop Quality Community Spaces - Beautification Project
- Provide Leadership on School Funding
- Creating Youth Programs and Advertise Programs which Already Exist
- Expand on Historical Aspects of Madeira and Promote This History (People, Buildings, Events)
- Report Cards on Elected & Key Appointed Official (Annual) - There Need to be Goals &Aspirations For These Positions

Threats:
- Apathy of Residents
- Thru Trucks (Use of Tax Dollars & Create Road Problems)
- No Nice Family Restaurant
- Not Enough Community Input on Business Zoning
- Keep a Balance Between Business Needs & Community Needs
- Lack of Communication
- Inaction of Vital Issues
- Outside Influences
- Loss of Valuable Citizens Due to Lack of Alternative Housing
- Loss of Unique Character
- City Not Being Progressive - Lack of Continuous Improvements of Infrastructure (Yet City Must Maintain a "Unique Character")
- Possible Decline of Property Values - Without Zoning Regulations or Beautification Program (But don't OVER Regulate)
- Lack of Community Feeling (Need Community Center for Teens, Kids and Adults...A Center Gathering Place)
- Create Some Type of Gathering Place in Downtown Area
- No Through Trucks (Such as Shawnee Run)
- Benchmark Community Issues
- Promote Location
- Develop Communication Links in Order for Residents to Understand the City's Limitations
- Encourage Unique, Specialized Shopping Area
- Provide Leadership on School Funding
- Partnership of City in Redevelopment Issues

Heavy Traffic - Heavily Congested Areas
- Aging Downtown District
- UDF Property Redevelopment
- Public Parking for Future Growth
- Lose Support For Schools (Population Changes)
- Lost Opportunities
- Gradual Decline of Moral Values
- Citizen Apathy/Inactivity
- No (or Bad) Vision
- Lack of Stable Tax Base
CHAPTER 6 - DATA ANALYSIS

Preface
Citizen Survey Analysis Document
Community Data Analysis Document (Demographics/Survey Comparison)
Preface

Perhaps one of the most difficult steps in the planning process occurs after the data collection and community input have been offered. Unfortunately, this is also a phase where many planning efforts break down, for a tremendous amount of effort is required to continue the process with the maximum amount of citizen participation. A reason for this lies in the analysis of data which has been gathered, for difficulties and discrepancies often arise between an individual’s determination of the major issues. This is why many processes, while utilizing citizen input at the early stages of the effort, seem to shy away from the public as the final planning document is being prepared. Therefore, there is little assurance that the final plan will truly be representative of the community ideas and recommendations.

Consequently, the analysis of this information is equally as important as the citizen input process, for the analysis efforts must be congruent with the beliefs and desires that were expressed through these input avenues. As a result, the process which is executed in Madeira seeks to maximize and continue this citizen involvement throughout the remainder of the effort. To do this, a steering committee, comprised of both citizens and representatives from a number of the community commissions and activity groups, is developed. Since each individual had a level of expertise or insight in a certain aspect of the community government, this process provides a forum for an exchange of ideas with individuals who understand the process on how to execute these proposals.

Prior to the first meeting of this committee, the Citizen Survey Analysis and the Community Data Analysis documents (which follow in this section) were prepared. The first of these, the survey analysis document, provides a listing of the major issues from a nonparticipant’s perspective. This offers a thorough understanding and depiction of some of the prospective plan areas which arose in each of the survey sections. The information developed during this publication is then compared with a portion of the secondary data included within the community profile document, which results in the production of the second document, the community data analysis. Consequently, this process allows for a further investigation and analysis of the issues which arise from both primary and secondary information.

Although these documents are not distributed, they allow for a comparison of the initial issues from a perspective other than that of a member on the steering committee. Regardless, they provide a thought process which could be modeled by the committee members. In addition, relationships are drawn from these initial issues to the ultimate recommendation areas which were developed by the citizen member steering committee. Therefore, this effort provides a solid background of the projected issues by an individual who is overseeing the efforts of the community, but not participating on the structure of the ultimate recommendations.
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Madeira Tomorrow

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Citizen Survey Analysis Page 1
The following document is an analysis of the Madeira Tomorrow citizen surveys responses, from the document that was distributed in the Madeira Newsletter during the final week of November, 1995. Residents were requested to offer their input on a number of quality of life factors, and surveys could either be mailed back (free of charge), or dropped off at City Hall or the box in City Hall's parking lot. These surveys were collected until Friday, January 5, 1996, at which time no other surveys were incorporated in the final results.

Of the approximately 3,000-3,500 surveys which were distributed, 316 were returned (for a response rate of 10% - 15%). Though this may appear low, this is a good number for a survey of this nature (survey size and administration process considered). The results were transferred to a spreadsheet, and later analyzed in SPSS (an computer program). In the survey response booklet, the number of missing responses is stated along with a breakdown and average for most questions. All responses were manually entered into the computer -- including comments as well as numerical responses; consequently, the possibility of a minimal amount of error exists. However, the results were checked several times to ensure minimal error.

In this analysis some of the survey statements were abbreviated due to space limitations. Therefore, please refer to the citizen survey results booklet for the statistical results as well as the open-ended comments from each survey section. The remainder of the process will thus hinge on the analysis of these results, and the target areas which will be developed in the next two months. Any questions regarding these results should be directed to Steve Sievers (317) 741-0956, or City Hall at 561-7228. It is important to realize this information is only the start of the process, and that the maximum achievement of Quality of Life occurs with the responses developed to address these issues.

Thank you for your interest in this project!
Results:
- Over 40% of the respondents were between the ages of 35 and 49
- Gender is fairly well distributed
- Respondents lived in Madeira an average of 18.9 Years
- Respondent's household size 2.87 average, but 41.4% had only 2 persons
- Area distribution is almost even
- Household Income Range - 27.2% were between $40-60 Thousand (only 2.6% under $20,000)
- Nearly 1/3 (31.3%) of respondents have child (ren) in Madeira Schools, and over 1/3 (33.5%) had non-school aged children

Analysis:
A large number of response are middle age individuals with no children (due to the high number with only two persons in the household as well as the largest frequency occurring in the 35-49 age bracket). Also, these individuals have lived in the community for a long period of time and generally have a modest income.

Notes:
WEAKNESSES:
- Taxes - 15 Responses
- City Council (Politics, Bickering, etc.) - 7 Responses

OPPORTUNITIES:
- Schools - 12 Responses
- Small/Unique Businesses - 6 Responses

THREATS:
- Traffic - 5 Responses
- Crime - 3 Responses
- Taxes - 3 Responses

Results:
Major Strengths:
- Schools - 91 Responses (28.8% of all surveys)
- Convenience/Location Access - 70 (22.2% of all surveys)
- Small Town Atmosphere/Feeling/Spirit - 58 (19.5% of all surveys)

Major Weaknesses (Number of responses):
- Taxes - 15
- City Council (Politics, Bickering, etc.) - 7

Major Opportunities (Number of responses):
- Schools - 12
- Small/Unique Businesses - 6
- Library - 3

Major Threats (Number of responses):
- Traffic - 5
- Crime - 3
- Location - 5
- Taxes - 3
- Politics - 2

Analysis:
The residents appear to appreciate the community (location, schools, etc.) but are weary of an additional increase in taxes. They also seem to fear additional traffic and crime which may result from added exposure and people coming through the community.

Notes:
CONSUMER OPPORTUNITY & ECONOMIC VITALITY
Madeira Tomorrow

Results:
- Major consumer opportunities that residents patronized in Madeira included groceries, building materials, banking, and pharmacy (each above 62.9%).
- The need for each of these items was generally low, except for family/formal dining (average of 2.526/4), teen gathering areas (2.369/4), and senior activities (1.982/4) (all others were below 1.5/4).
- The major reasons that shoppers might avoid Madeira was highlighted by the good not being available (66.6% of responses), price (46.5%), and parking (30.6%). All others were low (less than 18% of respondents).
- Comments stressed the importance of location for shopping in Madeira, as many respondents go elsewhere (Kenwood, etc.) for a majority of items.
- The average comment for the importance of Madeira's CBD was 4.105/5 (44.7% strongly agreed, and 35.5% agreed).
- The average need for improving the CBD was 3.799/5 and the opinion as to the maintenance of CBD buildings was fairly well-distributed.

Analysis:
It appears that residents generally favor improvements to the business district, to a certain extent. While this was noted as important, additional comments addressed the amount spent on these improvements as well as the type of businesses which the community wanted to attract. As evidence by the low average for additional need, the business district really can't compete with Kenwood, but instead offers frequently used items and has the attractiveness of location.

Notes:
COMMUNITY CHARACTER
Madeira Tomorrow

Results:
- All five statements triggered agreeable responses (for each average was above 3 out of 5)
- Local decision making opportunities and the responsiveness of the government answers were also high (although a higher split occurred, with almost 20% of the responses indicated persons who strongly disagreed or disagreed)
- The major areas which residents showed guests included parks, downtown area/ buildings, and schools
- Major places which these persons avoided showing guests were highlighted by areas on Camargo Road (including Perin, the Point, Industrial areas, and the Miami/Camargo intersection). Also areas which residents did not show others included George Meyer and the Trailer Park.
- Responses indicated that while some individuals showed the CBD to a guest, a number of others avoided this area
- Most common forms of involvement were church and school
- No major things kept residents in the community, but location (59.3% of surveys) and schools (48.4%) received high responses
- Additional comments which kept residents in Madeira stressed the neighbors, spirit, and people of the community

Analysis:
The appreciation of the community, as evident by these responses, was quite high. However, the places which people did and did not show guests helped to identify the strong areas and locations for improvement in the community. In addition, comments in this section displayed that communication lines between residents and leaders could be improved.

Notes:
Results:

- 62.8% of the respondents noted that indoor recreation does not exist (the highest negative response of any recreation topic), and an average of 2.57/4 was indicated for its need (the second highest question response) and 2.70/4 importance (the third highest question response).
- The highest need (2.61/4) and importance (3.14/4) occurred in the area of youth programs, coupled by the fact that 70.6% of the respondents noted that they did exist.
- Numerous split areas arose, including bike paths and swimming pool, as responses were highest on the extremes (strongly disagree or agree).
- Additional comments pertained to various topics, highlighted by the club and its possibilities to become a public facility, along with the issue of indoor recreation - particularly in the winter and its possibilities of utilizing the school system.
- The need for bicycle/jogging paths (average 2.45/4), adult programs (2.24/4), and senior programs (2.35/4) were the other topics with average needs above 2.

Analysis:

A hot topic around Madeira revolves around the possibilities and need for a location where individuals can congregate (particularly teenagers). The issue has been debated, and through this survey it appears that residents recognize its importance and may support a facility such as this. The need for programs, youth through adults and seniors, also became evident as the need for these items was quite high.

Notes:

QUALITY, NEED, IMPORTANCE, & "DOES IT EXIST?" (IN PARENTHESES FOLLOWING RESPONSE AREA) - RECREATIONAL AREAS
Results:
- Each of these statements were countered with very high importance ratings (above 3.55/4) except for the role of schools in a person's move (which was still relatively important at 2.967/4)
- Additional comments displayed that residents recognized the need and role of good schools, but many commented on the poor condition of the facilities. This is also noted by the fact that the question regarding safe facilities had an average importance of 3.828/4, and clean and attractive facilities' importance was 3.728/4
- Concerns, via these additional comments, related to the teaching strategies as well as frustrations regarding the continuous need for additional school tax levies

Analysis:
It appears that residents are quite in favor of the school system, to a point of funding. Understanding this amount is difficult, but a feeling from this section as well as comments offered in the "Our Community" area, display dissatisfaction with the school tax rate.

Notes:
Results:

- The areas which respondents indicated did not exist (below 50%) were senior transportation (38.7%), handicap transportation (42.1%), and community center (27.2%).
- The highest quality ratings occurred in police (average 3.447/4), fire/EMS (3.655/4), and water supply (3.056/4).
- Most of the additional need averages were at or below an average of 2/4 - but street maintenance (2.722/4), community center (2.407/4), and composting/yard waste (2.106/4) were the three high need areas.
- Each of the topics had an importance average above 2.2 - with street maintenance (3.41/4) and trash removal (3.373/4) following police and fire (which each had averages above 3.8/4).
- The two areas of least importance included public transportation (2.23/4) and community center (2.603/4).
- Additional comments pertained to the importance and need for general maintenance (streets, trash around town, and parks), questions regarding the trash collection program, and the need for sidewalks and paths on certain roads or connecting various areas.

Analysis:

Several major issues were evident by these responses, beginning with the high need for a community center. However, the low importance rating it received contradicts relationships that were seen in other areas. Also, the low importance of public transportation displays the low level of favorableness or ridership of public transportation in the community, and with increasing traffic on the nearest interstate (I-71), this could become a major issue. Also, the general high number of responses in this section helps to indicate the importance of each of these topics.

Notes:
Results:
- All responses were quite high (each average above 3.1/5), highlighted by convenience (4.644/5)
- The lowest responses to these quality/availability statements were arts & culture (3.13/4) and youth opportunities (3.099)
- Additional comments seemed to let respondents voice issues of concern, ranging from personal stories, to personal attachment, to applause, or reinforcing comments made in other sections
- Some comments were effective though, offering insightful analysis into some of the issues of the community and possible strategies for their reconciliation

Analysis:
In general, the responses to this section were quite high, reflecting the satisfaction of the community. However, some residents took this opportunity to address a number of issues, and voice dissatisfaction. Although there were several positive comments, many of these remarks pertained to specific topics but were informative and could be the source of possible answers.

Notes:
Madeira Tomorrow
A Collaborative Vision Into The Future of Madeira, Ohio

Community Data Analysis
The following document is an analysis of the Madeira Tomorrow citizen surveys responses and statistical information from the City of Madeira. By comparing the responses and feelings from the survey instrument, the two community workshops, and the officials’ worksheets/surveys, with those statistics from sources such as the United States Census a number of trends or patterns may become evident. As a result, a comparison of the input strategies associated with this effort and other secondary sources serves as a test of validity in addition to attracting attention to the results in a number of areas.

When analyzing both the secondary information as well as the primary data acquired from residents and leaders of the community, several broad areas soon arose. Therefore, each of these areas (which appear below) will be discussed so that the situation or issues can be better clarified. These trends, or issues, may inevitably be the same areas which are explored and discussed in the Madeira Tomorrow Citizen Plan.

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<td>Land Use Patterns</td>
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<td>Consumer Opportunity</td>
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<td>Education</td>
<td>8</td>
</tr>
<tr>
<td>Total Quality of Life/Additional Issues</td>
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Although each of these areas may not be addressed by the steering committee in an individual manner, it is likely that the patterns and issues will be discussed and considered with the development of the target areas. However, this information will not be distributed to the steering committee, but will instead serve as a barometer to potential issue which this group will explore. This allows for impartial target areas to be developed, which are reflective of the community and committee members. Any questions regarding these results should be directed to Steve Sievers (317) 741-0956, or contact City Hall at 561-7228.

Thank you for your interest in this project!
In viewing the results from any citizen input process, such as this in Madeira, it is critical to analyze the characteristics of the population of which the effort was taken. Doing this allows for a better understanding as to how the respondents are representative of the community or feelings of the entire area. As a result, the portion of the Madeira Tomorrow survey which must first be understood is the background information section. By comparing the results from this section with published information such as the United States Census, a determination can be developed as to the representativeness of the concerns expressed throughout this process to the community as a whole. Therefore, although representation can not assure the validity of these responses, it is perhaps the best strategy which can be utilized to formulate community-wide opinions.

Madeira's population distribution is cyclical in nature and displays three age groupings, each about thirty years apart. Although it is not possible to compare the results from the process exactly to this distribution, relationships can be determined. The survey document was structured so that usually only one member of each household filled out this section; consequently, the likelihood that persons under the age of 18 would complete this is very minimal. Thus, it is assumed that the householder was indeed the individual who completed this survey, and the chart to the right illustrates how this trend compares with the community at large. As seen in this diagram, the survey respondents were generally younger in nature than the community at-large, as over 40% of the respondents were between the ages of 35 and 49 years of age (compared the census representation of this group being 28% of the population). Despite the high response from this grouping, a similarity did exist as over 85% of the survey respondents were over the age of 35, which is not much different than the census figure of 84%.

An additional topic from the survey that had results which varied from the community average is evident in the household income levels. This is illustrated in the chart to the right. Although the 1990 figures will be a little lower due to inflation and cost of living rises in the five years since the Census, it is likely that this difference can not account for the distribution variation which occurred. Thus, it becomes evident that survey respondents had a much higher household income level, and this is particularly evident at the extremity ranges (under $20,000 and over $100,000).
When looking at the responses for number of persons per household, the results from the survey document were quite similar to the community as a whole. In general, Madeira is an area with a high number of single or two person households, which account for nearly 59% of the total households in the community. This was illustrated in the survey, for nearly 52% of the respondents had one or two persons in their household. Additional comparisons made be made utilizing the chart to the left; however, there are no cohorts which differ too dramatically. As a result, the household size of those who participated in this effort was fairly representative of the community as a whole.

The final area of this comparison lied in the analysis of the geographic distribution of the survey respondents. By requesting that these individuals state the nearest intersection to their home, an understanding could be made as to perhaps local issues that have arisen on a very small scale. Although these results can not be linked directly to census information, through a division of the community into five areas (based on zoning, land use, and age of structure characteristics) the representation of each area of the community can be seen. By comparing the results below with the map to the left this nearly equal distribution can be seen. Again, although the number of households within each of these areas is not known, it may be assumed that since each area accounted for at least 14% of the total, an equal geographic distribution did occur:

Area 1 - 14.2%  
Area 2 - 20.5%  
Area 3 - 20.5%  
Area 4 - 19.4%  
Area 5 - 25.4%

These statistics will also be referenced in other areas of this analysis, as will some of these background questions -- thus, additional relationships may be drawn. Despite the fact that nearly five years has elapsed since the U.S. Census, it may be assumed that any changes which have occurred are not significant enough to alter these trends. Therefore, the results from these questions help to illustrate some of the major similarities and differences between survey respondents and census statistics.
Equally important as land use, and similar in nature, would be the consumer opportunity that is available in the nonresidential areas. This importance is illustrated by the fact that an entire survey section was devoted to this concept, and questions and comments in other areas help to display the importance of this issue in Madeira. For example, if no commercial activities existed, strains would be placed on the community in a number of ways. The added pressures and lack of attractiveness of the community, resulting from the lack of convenience of purchasing consumer goods nearby, would diminish. As this occurs, people would leave the community to purchase items, and the tax base of the community may decline as well. Therefore, this broad overview of consumer opportunity begins to lend insight on how it affects the daily activities of a community.

The chart to the right, illustrating the industrial composition of the community, helps to depict the employment opportunities of Madeira. This breakdown is an effective strategy for analyzing the type of businesses which operate in the community. Generally speaking, the industrial composition of Madeira is quite similar to that of Hamilton County as a whole. Madeira has slightly higher level of employment in most sectors, except for public administration, transportation/communications, manufacturing, and construction. The largest difference of any of these would be in professional service, as its share of the Madeira industrial base is nearly five percentage points greater than the county. Consequently, this chart displays the importance of this sector on the economy of the community. However, this pattern is similar to that which community residents would desire, as high levels of employment in sectors which are white collar in nature (such as professional services) does not dramatically detract from the single family nature of the community.

As was noted, commercial activities in the community is the second greatest land use in Madeira. Though a small percentage of the entire land area, these uses serve as a convenience and attract economic development into the community. Realizing this, the Chamber of Commerce has increasingly become a stronger unit, working to promote those businesses within the community. As a whole, these efforts have been successful, as evident by the changes in stores opening/closing. The illustration to the right help to display this trend, for since 1990 there has been an increase in the number of stores in the community. This result has been an added increase in the commercial activity and pull of the community, with minimal physical expansion of the business area.
CONSUMER OPPORTUNITY
Madeira Tomorrow

BUSINESS DISTRICT STATEMENTS

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<tr>
<td>Disagree</td>
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<tr>
<td>Agree</td>
<td>20%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>30%</td>
</tr>
</tbody>
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Since most of the commercial activity in any small community, such as Madeira, would occur in the Central Business District, it is important to look at trends and community opinions of this area. Although the chart on the opposite page illustrates that the number of businesses in the community has increased in the past five years, a majority of respondents to the survey indicated that the number of quality businesses within the Central Business District has decreased during this time. Therefore, although the statistics on the changes in the number of stores in the entire community, it is likely that several of these were in the CBD. Assuming this, it appears that residents do not calculate these new businesses as being high quality establishments.

On a similar note, an important issue in Madeira in recent years has been the proposed revitalization and beautification of the Central Business District. The high costs which have been projected for this effort has seemed to divide community support for this project. By looking at the results from the survey, it is first important to look at residents’ feelings to the importance of the CBD to the community’s quality of life. Nearly 80% of the respondents agreed or strongly agreed with this statement. Similar to this, it appears that the issue of revitalization is a similarly supported by the survey results, as nearly 70% of the respondents agreed or strongly agreed with this statement. Consequently, this survey results would indicate that community residents are generally in favor of this revitalization effort.

Even as there are few commercial opportunities in the community, it would appear that residents are comfortable with this situation and see little need for the expansion of the business community. The survey responses displayed this belief, and were usually attributed to two reasons. First, there were many commercial opportunities in neighboring areas which residents believe would overwhelm any efforts of Madeira. Second, residents were hesitant about the type of businesses that might come in an the effects associated with them. As a result, they feel that these ventures may damage the image or character of the community.

Therefore, it appears that although the number of businesses has increased in recent years, the nature of these establishments has come under question. As was noted, the areas of high need are minimal. Due to this, it would appear that residents do wish to beautify the business area, but are critical as to the businesses which should locate in this area.
A third area of concern that arose from the Madeira Tomorrow survey process occurred in relation to the educational concerns of the community. Residents often commented the quality of the school system, but they also expressed concern as to the school tax rate which in effect in the community. Therefore, determining a balance between these two perspectives became difficult. Consequently, residents noted the importance and attraction of the school system; these same areas were also indicated as weaknesses, as comments regarding the schools were scattered about the survey responses.

Unlike many of the regional or private functions which service the community, Madeira does possess its own school district. This system services nearly all students of the city, except for some streets which lie on the fringes of the community. With this, there are three facilities, John F. Dumont Elementary, W. M. Sellman Middle School, and Madeira Junior/Senior High School. The composition of these districts has changed dramatically in recent years, for as the mid 1970s witnessed enrollments exceeding 2,000 students, the 1994-95 school year enrollment was around 1,360 students. As evident by the chart to the right, this enrollment has actually risen in recent years and may continue as the 90s draw to a close.

With this increase in enrollment, however, there has been increasing pressures on the school facilities within the community. Although former enrollment figures were much higher, these occurred with four school facilities. Consequently, there were a number of grade shifts which occurred after the 1987-88 school year (as seen in the table to the right). In an effort to adapt to these increasing pressures, these changes were made. Doing this has allowed for each facility to remain within its capacity, but this has caused some added pressures. As noted in many of the survey responses, there were concerns over the physical condition of the school facilities. Increasing funding issues, combined with the increase in enrollment has limited the ability of the school system to finance these improvement projects.
Due to importance of the schools, several questions were included in the Madeira Tomorrow survey which would allow for a better determination of the citizen desires regarding this issue. Responses for each of the six statements were quite high, as seen in the chart to the left. These comments first revolved around the school quality and over 91% of the responses responded above average (3 or 4 out of 4). Though the lowest average response for any of the questions, a similar trend was seen when asking the role of the quality of schools in the move to Madeira. Over 75% of those who answered this question indicated an above average level of importance. In fact, each of the following questions, which pertained to the role of the schools in property values as well as the importance for the Board of Education to maintain an provide facilities, witnessed extremely high responses. Therefore, although some bad sentiments seem to exist in the community in regards to school tax issues and the school system results from the survey would indicate that there is a tremendous amount of educational support in Madeira.

Along with the school tax issue has been the concern of how many students are enrolled in the schools, as a portion of the total child population. In general, the City of Madeira has a low school enrolment rate (as a percent of the total population) in comparison with other communities. In 1990, only 16.5% of the population of Madeira was enrolled in either a public or private elementary or high school, a number which maybe directly linked to the high number persons in the community who no longer have children living with them. Labelled "empty nesters," the school issues in recent years have perhaps affected these persons the most, for little interaction with the schools often times makes it difficult for these individuals to see the benefits associated with school levies. This concern of the hardship of the school district to raise additional funds to pay for programs and improvements. Another educational issue has been the relationship of public and private schools and the issue of where families where send their children. Although the belief may be that an increasing number of Madeira children are attending private institutions. This trend is contradicted by the chart to the left. In fact, this shows that the public school's share of enrollment has actually increased since 1980. Even as these enrollment figures may be slightly skewed, as the city boundaries do not match precisely with school, a difference is still evident.

Therefore, the issue of education is a very important topic in Madeira, like many other communities. The school serves as a focal point and community character builder, and its achievement of national awards, makes it a strength of the community, as witnessed in survey responses.
Lastly, there result a number of characteristics which although are not major issues, demand some consideration or attention in this analysis. Among these would include the issues of travel patterns to work, circulation considerations, and community spirit/identity issues. While each of these areas is not isolated, they interact to contribute to the overall quality of life in Madeira. Therefore, looking at these issues may allow for a better understanding of the issues which are occurring, and indicate possible reactions or remedies to these issues.

By its nature, Madeira has been referred to as a "bedroom community" as a large percentage of its residents work outside the city boundaries. The location of these employment activities, once focused in downtown Cincinnati, has shifted outward to the fringes of the metropolitan area. As this has occurred, Madeira and other communities have been forced to adjust. Although travel times actually decreased between 1980 and 1990, this adjustment has altered the method of transportation. As seen in the chart to the right, the proportion of residents who drive alone to work has increased dramatically, and each of the other three travel modes has declined as a percentage of the total. An additional issue associated with this has been the rather low interest expressed in public transportation. Survey responses echoed this sentiment, as the average need for public transportation was fairly low (below 2 or the middle value). This would indicate that residents don't utilize the public transit system (buses), nor do they feel any need for increased routes or facilities. Regardless, this situation not only places pressures on the environment and increases pollution rates, but overloads existing roads and their condition.

As was stated, the desirability for public transportation is fairly low, which results in a transportation network that is heavily dependent on the automobile. Although the two are not directly comparable, often the strategy of travel to work is reflective of the same type of trips which are used to shop or get to other events. Consequently, in a single mode society, congestion problems may arise and the street conditions worsen quicker. This has been the case in several communities, and some of these issues are present in Madeira as well. As witnessed by the survey responses, the first problem, congestion, is not a major issue in Madeira, but the declining quality of streets does confront the community. As streets worsen, so does traffic flow. With the increasing dependence on the automobile and these street conditions, the congestion problem could become an increasing concern in years to come.
An additional concern when looking at transportation issues pertains to the concept of circulation patterns. As expressed in the responses to the transportation statements, and the increasing use of the automobile for travelling to work, circulation and congestion issues may continue to come to the forefront in Madeira. Already, a task force is studying the Interstate 71 Corridor (which links Madeira to the rest of the Cincinnati Region), as these roads will likely approach gridlock in the next 20 years. As a result, Madeira residents must play a role in the solution.

It is also important to recognize that the community is not isolated, in fact several county thoroughfares segment the city. These county roads, which link the community to neighboring areas, experience the highest traffic volumes on a daily basis. Due to this, these are also the roads which often demand the most attention in regards to street maintenance. Consequently, residents expressed concerns over the circulation patterns and street conditions of these routes as well. Some of these routes are congested at several times during the day, and the desires of residents include some amelioration of these situations. In addition, the increased traffic along these streets was one of the major weaknesses expressed in the survey results and the community workshops. Consequently, while the location (access/convenience) of Madeira was one of the major strengths of the community, there came a number of related negative attributes as well. As a result, the community seeks to strike a balance between its strength as an accessible location, and the weaknesses which would be associated with traffic through the area.

When attempting to summarize the process, and the results from the survey, a major issue became evident. The average length of residence in the community is very high (50% of the households have lived in the community over 20 years), and this trend was also evident in the survey responses. Though some issues and concerns exist in the community (several of which have been explained) Madeira remains a very attractive place to live. Responses from the community character section, which addressed resident's feelings on this issue, help to illustrate this as over 95% of the respondents agreed or strongly agree that the community was a pleasant place to live. Thus, the remedy of some of the concerns which exist may enable the community to continue to excel as an attractive place to live with a high quality of life.
CHAPTER 7 - CITIZEN PLAN

Preface
Madeira Tomorrow Citizen Plan
Although a planning process virtually never ends, reports and recommendations are offered at various stages, each of which stating the work which has been performed and the vision which is being developed. This publication, which often circulates about the community and is reviewed by various decision making bodies, helps to provides guidance for future governing actions. Since support by the community and its likelihood of stimulating or impacting future efforts depends on the plan's acceptance, the information included within this document must be thorough and explicit in structure. In addition, the design and publicity of this product is critical.

The structure of a final plan is extremely flexible, and is very dependent on the direction or circumstances in which it is involved. Therefore, attention must again be directed as to the needs of the community and the expectations which results from this product. As past efforts have seen, comprehensive or community plans are generally quite broad in nature and address many aspects of the study area. On the other hand, strategic plans or area plans are quite specific, pertaining to only a few elements of the community, and therefore are often much more specific in nature. When reviewing the effort in Madeira, it becomes evident that the community is rather developed and as seen by many of the responses in the citizen input processes, the quality of life in the community is relatively high. As a result, the plan is structured in a manner that would address several elements of the community and how attention or actions in these areas would lead to community improvement.

Therefore, the following document is structured in a format that first provides a brief background and introduction to the community, and is then followed by a description of the Madeira Tomorrow process. Together, these elements help introduce the purpose and setting which has led to the final recommendations, which then follow. The introduction of these ten issue or idea areas are then presented, and are accompanied by two or three objectives, and ultimately a number of specific projects or programs (which include a timetable, implementing agencies, and possible funding sources). This document, while extremely flexible in nature, is presented to the community as a summary of the resident's and steering committee's visions for the future of the community.

In bringing some closure to this initial planning effort, it must be ensured that the project continues into the future (even as this plan has been prepared). Resident involvement in local decision making and the communication lines which were established by this process must continue to be utilized in the future. In addition, the updating of the plan, or specific elements included within it, is critical. Of equal importance is measuring the strides which have been made as a result of this process. Thus, should measurable impacts not result, different strategies must then be pursued. Regardless, the importance of residents in local decision making efforts will be of utmost important to the future quality of life in the Madeira of tomorrow.
Madeira Tomorrow
A Collaborative Vision Into The Future of Madeira, Ohio
Citizen Plan
Special thanks is expressed to the following individuals in regards to their support and assistance in this project:

Mr. Thomas Moeller, City Manager
Ms. Amy Zorn, Assistant to the City Manager
Madeira City Council
Residents of the City of Madeira

additional appreciation is noted for the efforts and input of the Madeira Tomorrow Steering Committee, and their respective organization (if applicable):

Lisa Weber & Kim Morgan, Chamber of Commerce
Beth Wright & Doree Hyde, Madeira Moms
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Chris Hilberg & Terry Frank, Recreation & Parks
Nelson Hoffman & Doug Oppenheimer, Historical Society
Dave Pressler, Board of Education/School Planning Commission
Rick Brasington & Jim Moore, Planning Commission
Patty Nulsen & Jay Adrick, School Foundation
Mel Martin & John Murray, City Council
Christine Stack
Linda Pavey
James Erion

Report produced by:

Steve E. Sievers, Project Facilitator
City of Madeira, 1995-1996
This document is a summary of the final recommendations from the Madeira Tomorrow process. These are the result of the citizen survey results as well as the issues that were addressed by the ad-hoc steering committee that was formulated for this process. Therefore, much of the information included within this document is similar to those recommendations of the steering committee and the subsequent presentation to City Council.

This final plan is divided into two distinct sections (excluding the preface information). The first of these sets forth some background information of the process, including the framework, goals, and efforts that were undertaken. In addition, some background information to the community is presented for those individuals who may be reviewing these recommendations and are not familiar with the location, history, and issues which are present. This information is then a summary of the information which the community profile addressed in greater detail (it was prepared earlier in this process). The introduction of this plan is then followed by the ten issue areas, each of which contains a number of projects and programs which will not only address the objectives of the specific issue, but the overall goals and mission of the project as well. The layout of this information will reflect this hierarchy, branching from the issue, to two or three objectives within this topic, and ultimately include a list of varying strategies or projects for meeting the objectives within the topic area as well as those for the entire Madeira Tomorrow effort.

Although this final plan addresses improvements which may be made in the community, it is important to note that citizen input through the survey and workshop comments that were received reflected and stressed many positive aspects of the community. However, by addressing these weaknesses, the quality of life in Madeira can be maximized.

Thank you again for your interest and support!

*Note - For additional information regarding the community or stages of the process, please refer to the process summary booklet (which includes this plan, a community profile, the citizen survey document, the citizen survey results, and the citizen survey analysis, as well as handouts utilized in the Madeira Tomorrow effort).
# Madeira Tomorrow

*A Collaborative Vision Into The Future of Madeira, Ohio*

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SECTION 1 - INTRODUCTION

Introduction to Madeira
Madeira Tomorrow Framework & Goals
Madeira Tomorrow Process
The City of Madeira, Ohio, a suburban community in the Cincinnati Metropolitan Area, was incorporated in 1910. Today, 9,141 persons reside in the city, a number slightly less than the 9,341 persons who lived there in 1980. With direct access to Interstate 71, and situated only 11 miles from downtown Cincinnati, the location of Madeira has made it an extremely attractive residential community within the metropolitan area.

Madeira began to boom due to the location along the Marietta and Cincinnati Railroad, which connected Cincinnati with Parkersburg, West Virginia. As this occurred, the Madeira Station was established following the Civil War, and by the beginning of the 1870s the first subdivision in the city was proposed (that being the streets immediately surrounding the train depot today). Soon after, Miami Avenue (Madeira’s main street) was designated as a State Road, and after electricity came to the area Madeira soon incorporated as a village. With the enhancement of vehicular transportation, as well as the continuing role of rails, the city’s relationship with Cincinnati grew. People soon realized that they could live in the community and easily travel to and from downtown Cincinnati each day. Consequently, Madeira’s role as a bedroom community soon became apparent.

With the growth of the Cincinnati area, annexation processes, and the housing boom that followed World War II, the population of Madeira began to swell. With this, Madeira’s population increased over 500% between 1940 and 1960, and additional annexation efforts of the 1970s pushed the city’s population over 9,000 by 1980. Since that time, the number of residents has actually declined, as the community’s population continued to age. This trend became evident in the mid 1980s, as the community witnessed the lowest school enrollment in many years. Soon thereafter, high school graduating classes numbered less than 70 students.

Today, Madeira is coping with many of the same issues as other suburbs in the area. The newest housing boom has since passed over Madeira and spread into neighboring counties. School tax issues, along with housing availability and road conditions, highlight this list of concerns as the city strives to retain its vitality.
MADEIRA TOMORROW FRAMEWORK & GOALS

Goal
"To result in a more responsive decision making process and enhance the vitality of Madeira."

Objectives

Enhance the quality of each of the seven quality of life factors
Promote localization of economy
Develop community assets
Develop community identity
Promote social equity and diversity
Empower citizens to become involved in community life

5 Action Steps
1. Data Collection/Research
2. Citizen Opinion Mobilization
3. Gathering Development
4. Plan Implementation
5. Strategies

Madeira Tomorrow Final Plan

Check Actions With Goals...
1. Implement Plan
2. Update/Adjust Plan
The overriding goal of this process was:

"To result in a more responsive decision making process and enhance the vitality of Madeira."

This needs assessment, or quality of life study, allowed for a better determination of the strengths and needs of the community. To do this, this process was executed through the following objectives:

- **Enhance issues from each of the seven quality of life factors (which are identified by the survey sections)**
  Due to their interwoven relationships, each of these must progress along with the others, to best work towards the program’s goal. It is also important to ensure that the final recommendations address aspects of each of these factors.

- **Promote localization of economy**
  This will focus on providing the goods and services within the city that are demanded by its residents. This will attempt to maximize the internal spending of money, which will build economic strength and enhance other aspects of Madeira.

- **Develop community assets**
  Madeira must seek to promote its local assets, which may be unique and attractive in relation to other areas. Thus, the community must promote and act upon its strengths.

- **Develop community identity**
  The process of promoting the assets of Madeira will result in several items, upon which the community can take pride. These will also act as a base upon which additional efforts can be built.

- **Promote social equity and diversity**
  The results from the process must be representative of the community-wide opinions, not just those of a particular group. The opinions and recommendations must also seek to create a diverse living environment.

- **Empower citizens to become involved in community life**
  This educational process will lay the framework for citizens to organize, make contacts, and obtain influence in the community decision-making process.

Thus, these six objectives were the underlying issues which this process addressed. Consequently, working toward the goal of a more responsive decision making process involved the enhancement and work in a number of additional areas, which are detailed in the administrative process on the facing page. Although final recommendations will be prepared, it is important to note that these potential projects must be updated on a regular basis to ensure that they are still in cooperation with the goal and subsequent objectives of the community.
## Madeira Tomorrow Process

<table>
<thead>
<tr>
<th>Week(s) of</th>
<th>Activity</th>
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<tbody>
<tr>
<td>December</td>
<td>Community Survey</td>
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<td>3</td>
<td></td>
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<tr>
<td>10</td>
<td></td>
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<tr>
<td>17</td>
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<td>24</td>
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<td>31</td>
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<tr>
<td>January</td>
<td>Survey Results</td>
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<tr>
<td>7</td>
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<td>14</td>
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<td>21</td>
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<tr>
<td>28</td>
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<tr>
<td>February</td>
<td>Steering Committee Meetings</td>
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<tr>
<td>4</td>
<td></td>
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<td>11</td>
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<td>18</td>
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<tr>
<td>25</td>
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<tr>
<td>March</td>
<td>3-17</td>
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</tbody>
</table>
The goals and objectives stimulated a process similar to that which appears on the facing page. The administration and planning of the Madeira Tomorrow process began in early October, as it was to occur in collaboration with the facilitator's thesis requirements at Ball State University. During these early meetings, significant work occurred that related to the final format of the process, as well as the material that was to be addressed in the citizen survey. In fact, its first phase and community exposure did not occur until a month later with the distribution of the community survey in late November. During this time, there were also two community workshops which provided a first contact to the major issues in Madeira and offered residents an introduction to the effort. In addition, these also allowed for a more qualitative interpretation of the comments, as opposed to the other input devise.

As the responses to the community survey begin to dwindle down in late December, questionnaires were distributed to community officials. These sheets included questions that requested specific information regarding the community's daily operations, and were thus more specific and allowed for a further probe into the resources and potential of the community. This information served as a reference to the plan development process and steering committee, which was also being formed at this time.

In mid January, as the remaining surveys were being tabulated and the results booklet was prepared, requests were made to a number of community groups and city commissions for their participation on the plan development phase. The resulting committee was then comprised of representatives from these community organizations & boards as well as interested residents. Throughout February, this group discussed the major issues from the two input techniques, and prepared a number of recommendations within ten issue areas. These were then presented to City Council on February 26, and this information became the ultimate ingredient to the final plan. Over the next several weeks this information was only slightly altered and appears in the fifth section of this booklet, in the Citizen Plan. With the summarization of this process, it is important to remember that although the process has concluded temporarily, it must be an ongoing effort. The implementation of this plan, and subsequent projects, rests on the shoulders of both Madeira officials and residents, who must collaborate to make the most of the Madeira of tomorrow.
The following recommendations were the result of the steering committee process, in which each member first stated his or her interpretation of the major issues, as evident from the workshop comments and community survey results. After a significant amount of discussion and grouping of common comments, the following ten issue areas were developed. Utilizing this input, and the sources which were available to these members, the following recommendations and projects were developed.

Within each of these issues are a number of objectives, as well as programs or policies. This information then supports the overall mission of the Madeira Tomorrow effort. When reviewing the remainder of the plan, it is then helpful to use the following reference guide to maximize the understanding of the recommendations which were set forth.

**OBJECTIVES**

Statements that are highlighted by a pointing finger reflect the objectives which were developed within each issue area. These two or three guides then reinforce the goals of the project, and address how the specific issue can be enhanced.

**PROJECTS/PROGRAMS**

Within each issue area, there is a table which addresses a number of projects or programs that may be undertaken to meet the afore mentioned objectives. Along with these programs is an anticipated implementation timeline, as well as some suggestions as to the public or private groups who may help to materialize these suggestions.

Thus, the format of the following recommendations reflects a hierarchical structure that seeks to enhance the quality of life within Madeira. It is important to note that these recommendations are only a partial list possible projects, and these items may be altered as the needs and demands of the community may change. Therefore, these suggestions, and the results from the citizen input strategies, reflect only a framework that may be followed in this community betterment process.
CENTRAL BUSINESS DISTRICT

- Improve the appearance, accessibility, and safety in an effort to promote maximum utilization of the area
- Encourage collaboration and enhanced communication between individual businesses as well as the city administration
- Promote unique shops and businesses in an effort to bring visitors to the community

<table>
<thead>
<tr>
<th>PROJECT/PROGRAM</th>
<th>TIME FRAME</th>
<th>IMPLEMENTING AGENCY/NOTES</th>
</tr>
</thead>
</table>
| Enforce existing codes relating to building maintenance and signage to improve appearance and image of area | X | • Plan Commission  
• City (Arch. Rev. Officer) |
| Encourage local businesses to make aesthetic improvements to their buildings and facilities through the use of enticement programs (i.e. special recognition through appearance awards) | X | • City Administration  
• Chamber of Commerce |
| Establish common design or signage elements and uniformity which the business community can use to stimulate enthusiasm and pride | X | • Plan Commission (Following streetscape efforts) |
| Execute a circulation and parking plan which addresses and makes recommendations on areas of concern to maximize traffic safety | X | • City Administration  
• Police |
| Improve the pedestrian environment through the maintenance of sidewalks, altering the scale of street lighting, and introduce a planting/landscaping program | X | • City Administration  
• Local Businesses (Following streetscape efforts) |
| Improve the appearance of utility lines by either elimination, moving to one side, or grouping the street-crossing lines to minimize visual impact | X | • City Administration |
| Stimulate businesses collaboration by assisting in publicity and coordination of the area as a unit (i.e. encourage common operating times and/or prepare a master list of businesses's operating hours) | X | • City Administration  
• Chamber of Commerce |
| Provide an administrative liaison to the business community (Chamber of Commerce) such as the Architectural Review Officer | X | • City Administration  
• Architectural Review Off. |
**CIRCULATION**

- Promote non-vehicular accessibility and safety throughout Madeira as well leading to adjacent communities
- Mitigate congestion in the community and remedy potentially dangerous areas

<table>
<thead>
<tr>
<th>PROJECT/PROGRAM</th>
<th>TIME FRAME</th>
<th>IMPLEMENTING AGENCY/NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study existing traffic signalized intersections to determine efficiency of timing and procedures</td>
<td>0-1 YR X</td>
<td>• Plan Commission</td>
</tr>
<tr>
<td></td>
<td>1-3 YR X</td>
<td>• City (Arch. Rev. Officer)</td>
</tr>
<tr>
<td>Conduct a circulation study of the CBD and the parking/lane striping of Miami Ave.</td>
<td>3-10 YR X</td>
<td>• City Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Plan Commission</td>
</tr>
<tr>
<td>Conduct a safety study of various intersections in the community, and with the assistance of accident data make adjustments as necessary (i.e. parking changes near Post Office or Miami/Laurel intersection)</td>
<td>1-3 YR X</td>
<td>• City Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Plan Commission</td>
</tr>
<tr>
<td>Prepare a sidewalk/bike path plan which safely links all residential areas to the majority of businesses and facilities on Miami Ave. (i.e. roads including Euclid, Miami Hills Area, Laurel, Dawson, and Thomas)</td>
<td>3-10 YR X</td>
<td>• Parks &amp; Rec. Commission</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Plan Commission</td>
</tr>
<tr>
<td>Link pedestrian and bike paths to areas outside Madeira</td>
<td>0-1 YR X</td>
<td>• Parks &amp; Rec. Commission</td>
</tr>
<tr>
<td></td>
<td>1-3 YR X</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Ensure disability consideration in street redevelopment projects</td>
<td>0-1 YR X</td>
<td>• City Administration</td>
</tr>
<tr>
<td></td>
<td>1-3 YR X</td>
<td>• County Government</td>
</tr>
<tr>
<td>Limit the impact of thru traffic such as large trucks through the use of enhanced speed monitoring and/or creative signage</td>
<td>3-10 YR X</td>
<td>• City Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• County Government</td>
</tr>
<tr>
<td>Introduce proactive strategies of speed regulation, such as unique signage, which will increase awareness of speed and safety</td>
<td>3-10 YR X</td>
<td>• City Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Police</td>
</tr>
<tr>
<td>Consult with Metro to address the efficiency of public transportation in Madeira, and make needed changes in routes and/or times</td>
<td>0-1 YR X</td>
<td>• Cincinnati Metro Bus</td>
</tr>
<tr>
<td></td>
<td>3-10 YR X</td>
<td>• City Administration</td>
</tr>
</tbody>
</table>
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Utilize smaller city owned parcels for other forms of recreation.

Mitigate safety issues on streets such as Laurel Avenue.

Utilize smaller streets for bike traffic.
COMMUNITY CENTER

- Pursue the actions which would lead to the development of a community center or gathering area
- Facilitate discussion and communication between groups in the community to maximize the use of existing facilities
- Provide reference material to residents highlighting activities which are available in Madeira and neighboring areas

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<thead>
<tr>
<th>PROJECT/PROGRAM</th>
<th>TIME FRAME</th>
<th>IMPLEMENTING AGENCY/NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilize existing facilities (churches and schools) to administer activities that are requested by the community</td>
<td>1-3 YR</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Serve as a facilitator in the search for, and programming of, youth activities which will benefit the community as a whole</td>
<td>X</td>
<td>• Madeira Schools</td>
</tr>
<tr>
<td>Bring various religious youth programs together to share resources and activities which would enhance the efficiency of each of these individual efforts</td>
<td>X</td>
<td>• Parks &amp; Rec. Commission</td>
</tr>
<tr>
<td>Established a coordinated listing of all programs and activities available to Madeira residents (including youth, adult, and senior events)</td>
<td>X</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Conduct a long term recreation facility feasibility study so that residents understand the demands and costs associated with such an effort, and can make a decision regarding the development of such a project</td>
<td>X X</td>
<td>• Parks &amp; Rec. Commission</td>
</tr>
</tbody>
</table>
UTILIZE EXISTING FACILITIES SUCH AS LOCAL CHURCHES, SCHOOL BUILDINGS, AND OUTSIDE AREAS FOR REQUESTED ACTIVITIES

INVESTIGATE THE NEEDS AND COSTS INVOLVED WITH THE DEVELOPMENT OF A COMMUNITY CENTER
ELDERLY PERSON RETENTION

- Encourage development of specialized retirement living, housing, and programs for the elderly population
- Coordinate senior activities to make elderly residents aware of programs available in the community and surrounding areas
- Maximize the inclusion of elderly residents into community programs and special events

<table>
<thead>
<tr>
<th>PROJECT/PROGRAM</th>
<th>TIME FRAME</th>
<th>IMPLEMENTING AGENCY/NOTES</th>
</tr>
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</table>
| Study the possibility and perhaps develop housing alternatives which may permit smaller structures and seasonal living - also addresses redevelopment areas for this type of development | 0-1 YR X 1-3 YR X 3-10 YR X | • City Administration  
• Plan Commission |
| Publicize regional senior programs and work with neighboring communities and agencies to provide a niche where Madeira may provide a needed activity | 0-1 YR X 1-3 YR X 3-10 YR X | • City Administration  
• Regional Agencies |
| Facilitate communication to incorporate elderly individuals into the community through additional special events (i.e. a monthly produce market) | 0-1 YR X 1-3 YR X 3-10 YR X | • City Administration  
• Parks & Rec. Commission |
| Study the reuse of existing land parcels and structures for the possibility of senior-oriented housing | 0-1 YR X 1-3 YR X 3-10 YR X | • City Administration  
• Plan Commission |
Ensure that elderly residential facilities exist in Madeira, such as this on Steigler Avenue.

The city must continue to promote facilities for the elderly (such as the library) as well as ensure that streets are accessible for non-vehicular movement.
**SCHOOLS**

- Continue to provide world-class school programs and facilities and make Madeira Schools the leaders in the area

- Enhance communication and support for the schools throughout the community

- Seek for alternative funding sources and strategies to maintain or improve physical facilities

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<th>IMPLEMENTING AGENCY/NOTES</th>
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<tbody>
<tr>
<td>Increase use of facilities during weekends and evenings and make alterations to administrative policies to permit this</td>
<td>0-1 YR: X</td>
<td>Madeira Schools</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Parks &amp; Rec. Commission</td>
</tr>
<tr>
<td>Using local volunteers, church groups, and the Parent Teacher Associations, determine the need for, and begin to administer, several continuing education programs</td>
<td>1-3 YR: X</td>
<td>Schools' PTA</td>
</tr>
<tr>
<td></td>
<td>3-10 YR: X</td>
<td>Madeira Schools</td>
</tr>
<tr>
<td>Increase communication and links with the community to ensure continued support of the school system</td>
<td>0-1 YR: X</td>
<td>City Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Madeira Schools</td>
</tr>
<tr>
<td>Encourage partnerships with organizations and churches to maximize the efficiency of the schools' programs</td>
<td>0-1 YR: X</td>
<td>City Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Madeira Schools</td>
</tr>
<tr>
<td>Utilize city newsletter to address some school programs and the benefits that are being felt due to these activities</td>
<td>0-1 YR: X</td>
<td>Madeira Schools</td>
</tr>
<tr>
<td></td>
<td></td>
<td>City Administration</td>
</tr>
<tr>
<td>Encourage the schools to communicate the financial status of the district and the breakdown of funding which would help minimize miscommunication</td>
<td>0-1 YR: X</td>
<td>Madeira Schools</td>
</tr>
<tr>
<td>Search for alternative funding strategies and grants that will help improve the physical condition of facilities</td>
<td>0-1 YR: X</td>
<td>Madeira Schools</td>
</tr>
<tr>
<td>Utilize volunteers (such as high school community service hours and/or clubs) to provide reciprocal outreach to the community</td>
<td>0-1 YR: X</td>
<td>Madeira Schools</td>
</tr>
</tbody>
</table>
Madeira Tomorrow
A Collaborative Vision Into The Future of Madeira, Ohio

REINSTATE CONTINUING EDUCATION PROGRAMS UTILIZING THE SCHOOL SYSTEM

ENCOURAGE SCHOOLS TO "GIVE BACK" TO THE COMMUNITY SUCH AS A COMMUNITY CLEAN UP
# CITY SERVICES

△ Provide residents with top value services for their tax dollars

△ Be sensitive to the needs and desires of community residents and seek to ameliorate difficult issues when and if they should arise

<table>
<thead>
<tr>
<th>PROJECT/PROGRAM</th>
<th>TIME FRAME</th>
<th>IMPLEMENTING AGENCY/NOTES</th>
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<tbody>
<tr>
<td></td>
<td>0-1 YR</td>
<td>1-3 YR</td>
</tr>
<tr>
<td>Search for alternative road patching and mending strategies which may be more cost effective and last longer</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>As street redevelopment efforts continue, seek to provide community-wide uniformity with sidewalks and curbs - especially in neighboring residential areas and the CBD</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Coordinate and publicize efforts and programs to provide a listing of community functions &amp; service options</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Educate and communicate the waste collection system to residents and make them aware of the options and reduction strategies that are possible</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Address Post Office location when the new lease negotiations occur</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Utilize volunteers and groups to clean up areas of the community (i.e. promote events such as Earth Day, which will unite the community in a common effort and also require less government funding)</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Enhance communication regarding city services, such as the tax structure, automobile tag fee importance, and household maintenance responsibilities</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Promote the use of natural elements throughout the community, which may provide screening for unsightly areas</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Madeira Tomorrow
A Collaborative Vision Into The Future of Madeira, Ohio

EDUCATE THE PUBLIC ON POLICIES & OPTIONS

INTRODUCE VEGETATION TO SCREEN & BUFFER AREAS OF THE COMMUNITY

UTILIZE COMMUNITY GROUPS IN CLEAN UP EFFORTS
LAND USE PLANNING/ZONING

- Foster most optimal development of the minimal land resources which are remaining in the community
- Enforce existing ordinances to maximize visual and safety considerations in the community
- Exercise proactive approaches to address developing issues which affect Madeira

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Explore alternative housing styles (1 or 2 level smaller homes) which may accompany retired individuals and seasonal residents - administer the changes that may be required to permit such development</td>
<td>X X</td>
<td>• Plan Commission</td>
</tr>
<tr>
<td>Identify potential passive recreation areas which may be used for nature trails and outdoor learning experiences (i.e. land dedication for uses such as the bird sanctuary)</td>
<td>X</td>
<td>• Parks &amp; Rec. Commission • Plan Commission</td>
</tr>
<tr>
<td>Identify and publicize potential redevelopment areas for both commercial and residential land uses</td>
<td>X</td>
<td>• Plan Commission</td>
</tr>
<tr>
<td>Encourage variety of stores in the CBD to address the diversified needs of the community &amp; minimize competition among Madeira businesses</td>
<td>X X</td>
<td>• City Administration • Chamber of Commerce</td>
</tr>
<tr>
<td>Encourage business support of the community by offering enticements and recognition in return</td>
<td>X</td>
<td>• City Administration • Chamber of Commerce</td>
</tr>
<tr>
<td>Express the need to potential businesses of the consumer base in the community (i.e. attract restaurants)</td>
<td>X X</td>
<td>• City Administration • Chamber of Commerce</td>
</tr>
<tr>
<td>Seek locally owned business which are unique to the community and may attract outside visitors</td>
<td>X X</td>
<td>• City Administration • Chamber of Commerce</td>
</tr>
</tbody>
</table>
Madeira Tomorrow
A Collaborative Vision Into The Future of Madeira, Ohio

IDENTIFY VACANT LAND PARCELS WITHIN THE COMMUNITY

ENCOURAGE CREATIVE AND AESTHETICALLY APPEALING SIGNAGE

DEVELOP CITY-OWNED AREAS FOR COMMUNITY USE

Notes
RECREATION

- Implement the programs and projects which were addressed in the Master Parks Plan
- Develop other recreational activities and seek to promote their development within the community
- Increase communication and collaboration regarding current events

<table>
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<tr>
<th>PROJECT/PROGRAM</th>
<th>TIME FRAME</th>
<th>IMPLEMENTING AGENCY/NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study and develop all age facilities in community parks, such playground equipment for toddlers</td>
<td>X X</td>
<td>• Parks &amp; Rec. Commission</td>
</tr>
<tr>
<td>Study and enhance safety in parks and how facilities may be altered to minimize the risk to the community (i.e. the blacktop under swings at Sellman Park)</td>
<td>X</td>
<td>• City Administration • Parks &amp; Rec. Commission</td>
</tr>
<tr>
<td>Seek natural areas where passive recreation may be promoted - maintain and enhance these areas to possibly include programs such as a learning garden</td>
<td>X X</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Plan for recreational activities besides large athletic facilities (i.e. nature areas, picnicking, hiking)</td>
<td>X X</td>
<td>• Parks &amp; Rec. Commission</td>
</tr>
<tr>
<td>Coincide recreational events (such as the street dance) with local businesses to maximize benefits for all parties involved</td>
<td>X</td>
<td>• Parks &amp; Rec. Commission • Chamber of Commerce</td>
</tr>
<tr>
<td>Communicate the park and recreation programs available to the community (i.e. utilizing the schools to promote summer activities)</td>
<td>X</td>
<td>• Parks &amp; Rec. Commission • Madeira Schools</td>
</tr>
<tr>
<td>Provide a master calendar of all recreational events and activities</td>
<td>X</td>
<td>• Parks &amp; Rec. Commission</td>
</tr>
<tr>
<td>Continue the park improvements as recommended in the Master Parks Plan</td>
<td>X X X</td>
<td>• City Administration • Parks &amp; Rec. Commission</td>
</tr>
</tbody>
</table>
ENSURE CHILD-SAFE EQUIPMENT AT PARKS

UTILIZE EXISTING CITY OWNED LAND FOR PASSIVE RECREATION SUCH AS THE AREAS ALONG THE RAILROAD LINES (ABOVE) AND ROADS (BELOW)
COMMUNITY CHARACTER

- Develop a unique identity and theme for the community both from a social and physical perspective
- Coordinate residents and utilize local groups to build pride and collaboration in the community

<table>
<thead>
<tr>
<th>PROJECT/PROGRAM</th>
<th>TIME FRAME</th>
<th>IMPLEMENTING AGENCY/NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserve the historical elements of the community and provide a facility to showcase these items</td>
<td>X X</td>
<td>• City Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Historical Society</td>
</tr>
<tr>
<td>Continue special events and seek to add programs</td>
<td>X X</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Promote the utilization of local businesses, organizations, and school facilities to build community pride (i.e. volunteer opportunities and patronage)</td>
<td>X X</td>
<td>• Madeira Schools</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Community Groups/Org.</td>
</tr>
<tr>
<td>Establish programs, based on regional need, which would bring other skilled individuals into the community (i.e. offer certification in a program and utilize an area of the community as a site for the effort)</td>
<td>X</td>
<td>• City Administration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• County Agencies</td>
</tr>
<tr>
<td>Utilizing volunteers, and based on the school participation and local need, reestablish some of the continuing education and learning opportunities</td>
<td>X X</td>
<td>• Community Groups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Madeira Schools</td>
</tr>
<tr>
<td>Improve the image of outlying areas of the community and improve the impressions which they provide (i.e. gateways)</td>
<td>X X</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Enhance the diversified &quot;feel&quot; of the community through adding or enhancing existing special events</td>
<td>X X</td>
<td>• City Administration</td>
</tr>
</tbody>
</table>
RECOGNIZE THE IMPORTANCE OF EXISTING GATHERING AREAS & UTILIZE THESE SOURCES OF COMMUNITY PRIDE (SUCH AS ST. GERTRUDE AND THE SWIM CLUB)
### COMMUNICATION

- Enhance community awareness of activities and issues in City, County, State and Federal government
- Establish a process of continuing citizen input and community outreach to result in a most representative government

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Issue newsletter more routinely (every 2 months)</td>
<td>X</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Utilize newsletter to highlight local businesses through a showcase based on activism and community commitment - also increase use of advertisements and coupons</td>
<td>X</td>
<td>• City Administration • Chamber of Commerce</td>
</tr>
<tr>
<td>Utilize newsletter to highlight and personalize community officials through personal biographies</td>
<td>X</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Address common concerns in the newsletter, and encourage residents to write with questions that may be clarified</td>
<td>X</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Highlight unique holidays to promote diversity via the newsletter</td>
<td>X</td>
<td>• City Administration</td>
</tr>
<tr>
<td>Identify and establish public relation liaisons throughout the community who could combat miscommunication and increase awareness between citizens and government</td>
<td>X</td>
<td>• City Administration • Neighborhood Associations</td>
</tr>
<tr>
<td>Encourage additional police interaction with the public (i.e. out of car policing and community education activities)</td>
<td>X</td>
<td>• Police</td>
</tr>
<tr>
<td>Consider the use of town forums/meetings (either community-wide or at residences within various neighborhoods) which will be an outreach to the community while serving as an educational process that also permits issues of local consideration to be addressed</td>
<td>X X</td>
<td>• City Administration • Neighborhood Assoc.</td>
</tr>
<tr>
<td>Provide a master list of events occurring within various aspects of the community (such as business programs, schools, etc.)</td>
<td>X</td>
<td>• City Administration, organizations, and businesses</td>
</tr>
</tbody>
</table>
ENCOURAGE PARTICIPATION AND ATTENDANCE AT COMMUNITY MEETINGS

UTILIZE NEWSLETTER TO FURTHER ENHANCE COMMUNICATION IN THE COMMUNITY
REFERENCES

Illustration credits (other than the author):

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<th>Source</th>
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<td>Madeira CBD Plan</td>
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<tr>
<td></td>
<td>Streetscape Diagram</td>
<td>Madeira CBD Plan</td>
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<tr>
<td></td>
<td>Streetscape Elements</td>
<td>Earthscape</td>
</tr>
<tr>
<td>13</td>
<td>Cyclists/Wheelchair Bike Lane</td>
<td>Portland Central City Plan</td>
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<td>14</td>
<td>Elderly Women</td>
<td>Shaumberg Bikeways Plan</td>
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<tr>
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<td>Outdoor Tables</td>
<td>Portland Central City Plan</td>
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<tr>
<td>16</td>
<td>Woman Working</td>
<td>Landscape Graphics</td>
</tr>
<tr>
<td>17</td>
<td>Outdoor Setting</td>
<td>Portland Central City Plan</td>
</tr>
<tr>
<td>18</td>
<td>Teacher</td>
<td>Landscape Graphics</td>
</tr>
<tr>
<td>19</td>
<td>Man Working</td>
<td>Rumpke Educational Pamphlet</td>
</tr>
<tr>
<td></td>
<td>Recycling</td>
<td>Rumpke Educational Pamphlet</td>
</tr>
<tr>
<td>20</td>
<td>Service Workers</td>
<td>Portland Central City Plan</td>
</tr>
<tr>
<td>21</td>
<td>Teacher</td>
<td>Rumpke Educational Pamphlet</td>
</tr>
<tr>
<td></td>
<td>Garbage Worker</td>
<td>Rumpke Educational Pamphlet</td>
</tr>
<tr>
<td></td>
<td>Workers</td>
<td>Portland Central City Plan</td>
</tr>
<tr>
<td>24</td>
<td>Joggers</td>
<td>Portland Central City Plan</td>
</tr>
<tr>
<td>25</td>
<td>Street View</td>
<td>Portland Central City Plan</td>
</tr>
<tr>
<td>27</td>
<td>Musicians</td>
<td>Portland Central City Plan</td>
</tr>
<tr>
<td>29</td>
<td>Meeting</td>
<td>Portland Central City Plan</td>
</tr>
</tbody>
</table>

Additional Sources Referenced in this effort:


City of Madeira. Master Parles Plan.


Madeira Tomorrow
A Collaborative Vision Into The Future of Madeira, Ohio


KZF Incorporated. Madeira CBD Plan.


Madeira Tomorrow
City of Madeira • 1995-1996
INCORPORATING CITIZEN PARTICIPATION INTO
THE PREPARATION OF A COLLABORATIVE
COMMUNITY PLAN

SECTION 3 - APPENDIX

References
Press Coverage/Comments
Survey Instrument
Publicity
Community Workshop Handout
Community Presentation Handout


Citizen Participation in Collaborative Community Planning


City seeks input
Madeira plans for future

The driving force behind the survey and community workshops is 1991 Madeira High School graduate Steve Seivers. He is in his "thesis year" at Ball State University, where he has a double major of environmental design and urban planning and design. He graduates this spring.

Working with the city on planning its future is Sievers' thesis project.

"Sievers' project "really does go with what we want done," Zorn said. Madeira leaders want to conduct a quality of life survey.

"Every once in a while it's good to get a direction from residents," she said.

Sievers said the model for the Madeira survey was one used in about 100 different communities in Indiana.

Work of recording and tabulating survey responses will begin Dec. 1 and continue into the new year, Sievers said.

Feedback from the community workshops will provide initial information for review, he said. During the workshops residents will be divided into small groups of 10-15 people. The groups will discuss and offer their thoughts on the city's strengths, weaknesses, opportunities and threats (problems that inhibit local activity).

Two dates for the community workshops have been set: 7 p.m. Wednesday, Nov. 29, and 10 a.m. Saturday, Dec. 2, in theSellman Middle School cafeteria, 6612 Miami Ave.

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Survey
Continued on A17

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Final survey results and committee recommendations will be available in March.

"Since the whole process is citizen based . . . the higher the response you have the better the opportunity you have to get a realistic response," he said.

Surveys, when completed, can be folded, taped closed and placed in the mail. The surveys may also be dropped off at the marked box next to Santa's mailbox at city hall.

continued from A1

Sievers said it would be helpful if people discussed the survey and its questions with family members to provide a balanced view of issues from the household.

A steering committee will be formed to help develop strategies for implementing ideas and desires expressed by the residents, Sievers said. Those interested in serving on the steering committee can volunteer by signing up at one of the community workshops. Subcommittees will be formed to focus on specific issues, he said.
Madeira quizzes residents
Survey, workshops to help city map future

BY JANET C. WETZEL
The Cincinnati Enquirer

MADEIRA — Residents can voice their opinions about the city’s quality of life in two ways — a survey and two public workshops this week.

Results of the citywide survey and workshops will help pinpoint what needs changed and will be used to help plan the city’s future.

The survey titled “Madeira Tomorrow,” has been sent to the estimated 3,000 city households, said Amy Zorn, assistant to the city manager.

“The goal is to get the pulse of the community,” Zorn said. “People come to meetings, but usually just on specific issues. This survey addresses a broad range of issues. It will enable us to gauge what we want to and need to work on.”

The survey asks residents whether they want to and need to work on.

— Amy Zorn, assistant to the city manager

The workshops will allow residents to discuss these topics in depth, plus review the strengths, weaknesses, threats, concerns and opportunities for the city, Zorn said.

The first workshop will be at 7 p.m. today in the cafeteria of Sellman Middle School, 6612 Miami Ave. The second will be at 10 a.m. Saturday at the same location.

The goal is to understand what the residents feel about the city and let them learn more about improvements the city wants to make, said Steve Sievers, project facilitator. The surveys will provide data and the meetings will “give a little more insight.”

Sievers, a planning student at Ball State University in Muncie, Ind., proposed the survey and workshops for his senior thesis. He was raised in Madeira and has worked as a seasonal employee for the city’s parks and recreation department for six years.

The survey and meetings are the first steps in the project. Next, a steering committee will be formed to take the results and plan “10 to 15 target areas or recommendations on things that need the most attention,” Sievers said.

“Each will have an implementation timetable, and if funding is required, we’ll try to come up with solutions,” Sievers said. There will be goals and objectives, and “three or four years down the road, we’ll see where we should go from there.”

The city began receiving completed surveys Monday, Zorn said. Of the estimated 50 received, they appear to be “very thorough and well thought out,” which is exactly what officials hope to see, Zorn said.

Surveys may be returned by mail (postage is paid), dropped off at a box or the front desk at the municipal building, 7141 Miami Ave.
Steering committee to discuss survey issues

By Sheila Vlennes
Staff Reporter

Perhaps it could be nicknamed "The Street Squad."

Madeira Tomorrow steering committee members will tackle many issues presented by residents during a survey conducted last November. One such issue was a need for better roads.

Earlier this month the committee identified target areas for policy attention based on the survey results. Areas to be addressed are:

- central business district, including beautification, restaurants and parking;
- circulation/traffic flow, both pedestrian and motorists;
- community center, especially for teens and seniors;
- facility improvements at the schools;
- city services, including street repair and waste collection;
- land use planning/zoning, including a need for low rise condominiums, types of permitted businesses and consistent zoning;
- recreation, including public recreation, community activities and park landscaping;
- community character, which involves consideration of a common theme for the city and a site for a historical society museum;
- communication improvements between the city and residents.

The committee meets again Thursday, Feb. 15, in city hall to prepare a goal statement or strategy for addressing residents' concerns. Assistant to the City Manager Amy Zorn said:

"We're hoping to have something by Feb. 26 for council," she said. But the committee has no definite deadline.

"It depends on the direction of the committee," she said. "We'll see how much work we get done Thursday and based on that meeting decide if we need another one."

The committee hopes to have everything done by late February or early March, Zorn said.

Of the "approximately 3,000 to 3,300" surveys distributed, 316 were returned, a response rate of 10 to 15 percent, Steve Sievers said.

Sievers, a 1991 Madeira Junior/Senior High School graduate and student at Ball State University, conducted the survey and is helping the city initiate action based on the responses as part of his undergraduate thesis he's working on for one of his two majors, urban planning and development.

Since Madeira hasn't conducted this type of survey in a "number of years" and the survey was rather long, Sievers said he was pleased with the response rate.

Usually 30 percent is a good response rate, but that's for shorter surveys, he said.

"We had good responses," Sievers said. "Some of the responses were above what we expected. I think we're pretty satisfied with that."

"We had good responses."
Residents surveyed on what they want changed

BY JANET C. WETZEL
The Cincinnati Enquirer

MADEIRA — People who live in Madeira want some changes.

More recreation, an improvement in the looks of the downtown, and better pedestrian and vehicular traffic flow were among the issues many mentioned in a recent survey.

The 10 primary issues cited by residents will be highlighted in a final report and presented to council next month.

The Madeira Tomorrow Steering Committee, made up of residents and city leaders, spent weeks studying the surveys and pinpointing major concerns. Steven Sievers, an urban planning student at Ball State University in Muncie, Ind., is project facilitator.

The other primary issues are:

▶ Ways to keep senior citizens in the city, including affordable and convenient housing.
▶ School facilities.
▶ Community character, including establishing a historical society.
▶ Land-use planning and zoning, such as possibly for low-rise condominiums.
▶ City services, such as infrastructure needs and trash collection changes.
▶ Improved communication between the city and residents.

The goal is to enhance the vitality of Madeira, Mr. Sievers said.

The survey was by far the most important aspect of the project, he said. It was aimed at getting “an impression of the citizens’ opinions — where improvements might be made.”

Those will be presented to the city in a report Mr. Sievers is preparing.

“The general feeling is that it’s a great place to live, and I think that came through loud and clear in that survey,” said Christine Stack, a resident who was on the steering committee. “We’d like to see the downtown area improved … but we don’t want to spend $5 million to do it. People overwhelmingly think we have great schools,” but some improvements are needed.

Ms. Stack said the project has convinced her that city officials are “very interested in making sure that they’re hearing from residents.”

But residents have the responsibility to make their concerns or complaints known, she said.

Of the 316 residents responding to the survey, there was nearly an even split; about 64 percent were between ages of 35-64; about 66 percent school-age children; the average length of residency was nearly 19 years; and 77 percent listed income exceed $40,000.

“The report will become part of the planning document,” City Manager Moeller said. “We will take it and compile the information and meld it into an action plan, and try to resolve some of these issues that have been identified for improvements to the community.”

The project “enhances the opportunity for communication between council and residents,” Mayor Mel Martin said. “People in Madeira have a lot of pride in their community, and this council can enhance that pride.”
November 13, 1995

Dear Madeira Resident:

We are asking for your help because we know that you have special insights which are important to the needs and factors which affect the city of Madeira. Many of the items which affect your daily life, such as public services or community character, combine to form a certain quality of life in our community. These are items which need to be considered if Madeira is to best serve the needs of its residents. Since people often times feel that civic decisions are beyond their control and are unaware of the choices which are made, this is an opportunity for you to define what factors you perceive to best contribute to the quality of life in Madeira.

Madeira Tomorrow represents an initiative of the city to work towards a decision making process that is reflective of the goals of the community. This initiative, along with the work of citizens and officials will entail a number of steps. This survey represents the first of these, which will continue into early 1996. The final result, in late March, will be a citizen plan and follow up decision making strategies which will better respond to citizen’s views for the future of Madeira. Your participation and responses are critical to the success of this action. Please take a few minutes to reflect on your values of the community, and be free with your thoughts and comments. (All information will be strictly confidential) If possible, involve all members of your household and discuss the issues included in this questionnaire. Should additional survey copies be needed, they are available at City Hall. When completed, these surveys may be folded, taped closed, and placed in the mail. They may also be dropped off at the marked box next to Santa’s Mailbox at City Hall. The analysis of these comments will begin December 1st and continue into the new year, so your timely response would be appreciated.

We ask that you watch the Suburban Life, Cincinnati Enquirer, and Cincinnati Post, as well as posters throughout the community, which will advertise community meeting dates. There will be two initial workshops on Wednesday November 29th at 7:00pm and Saturday December 2nd at 10:00am in the Sellman Middle School Cafeteria. During these sessions (approximately 1 to 1 1/2 hours in length), residents will be asked to offer direct input in regards to the strengths, weaknesses, opportunities, and threats of Madeira.

Should you have any questions or comments please contact us at City Hall, 561-7228. We hope that you will take this opportunity to help plan for the Madeira of 2000! Thank you again for your cooperation.

Thomas Moeller, City Manager
Amy Zorn, Assistant to the City Manager
Steve Sievers, Madeira Tomorrow Facilitator

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Steve E. Sievers
Project Facilitator
2101 N. Hollywood
Muncie, IN 47304
(317) 741-0956
OUR COMMUNITY
The City of Madeira has a unique set of assets and liabilities that help give it its character. In short phrases, please describe the major strengths, weaknesses, opportunities, and threats as you perceive them in our community.

What are the STRENGTHS of Madeira?

What are the WEAKNESSES of Madeira?

What OPPORTUNITIES are available to Madeira? (Resources that are unique and provide potential)

What THREATS are present in Madeira? (Problems that inhibit local activity)

HOUSING & LAND USE
Land use patterns can greatly affect the quality of life, and since the majority of land uses in Madeira are residential, this is of utmost importance. Responses to the following questions will help to indicate the availability and need of specific housing types and zoning adjustments. (0 is low through 2 to 4 which is high)

<table>
<thead>
<tr>
<th>Housing Type</th>
<th>Quality</th>
<th>Additional Need</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Apartments</td>
<td>0 1 2 3 4</td>
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<tr>
<td>Medium to Large Apartments</td>
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<tr>
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<tr>
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<tr>
<td>Low Priced Single Family Homes</td>
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<td>0 1 2 3 4</td>
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<tr>
<td>Medium Priced Single Family Homes</td>
<td>0 1 2 3 4</td>
<td>0 1 2 3 4</td>
<td>0 1 2 3 4</td>
</tr>
<tr>
<td>High Priced Single Family Homes</td>
<td>0 1 2 3 4</td>
<td>0 1 2 3 4</td>
<td>0 1 2 3 4</td>
</tr>
</tbody>
</table>

What characteristics make Madeira desirable to live (check all that apply)?

☐ Housing Prices  ☐ Neighbors/People  ☐ Quality of Housing  ☐ Other

☐ Location  ☐ Schools  ☐ Nearby Amenities

Please evaluate the following statements based on your level of agreement (Strongly disagree through neutral to strongly agree):

- There are currently few areas of conflicting land uses in Madeira
- Our community has an effective zoning ordinance

Additional Comments:

TRANSPORTATION
Some notable problems of communities relate to traffic congestion, parking, and safety of pedestrians. Answers to the questions below will help to indicate how well local transportation routes are meeting the community needs.

Please evaluate the following statements based on your level of agreement (Strongly disagree through neutral to strongly agree):

- Traffic Congestion is an important issue affecting Madeira
- Road signs are adequate to identify streets and find routes
- Our community has a traffic congestion problem
- There is adequate parking available in residential neighborhoods
- There are adequate jogging and bicycle paths in Madeira
- Parks and natural areas have adequate pedestrian access

Additional Comments:
Where Do You Go? | In Madeira | Outside Madeira | Don't Shop For This | Why? | Not Avail. in Madeira | Additional Need (0 is low to 4 which is high)
---|---|---|---|---|---|---
Groceries | ☐ | ☑ | ☑ | ☑ | ☑ | 0 1 2 3 4
Family/Formal Dining | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Fast Food Restaurants | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Building Materials | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Automobile Parts & Tools | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Clothing/Shoes | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Household Goods | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Videotape Rentals | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Gifts/Accessories | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Teen Gathering Place | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Senior Center | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Legal & Insurance Services | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Medical Care | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Banking/Mortgage Co. | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Auto Repair & Service | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Appliance Repair | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Pharmacy | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4
Child Care | ☑ | ☐ | ☑ | ☑ | ☑ | 0 1 2 3 4

What is/are the main reasons that shoppers might avoid doing business in Madeira:
☐ Hours ☐ Prices ☐ Good is Not Available ☐ Parking
☐ Convenience ☐ Quality of Service ☐ Other

Please evaluate the following statements based on your level of agreement (Strongly disagree through neutral to strongly agree):
- Business District buildings are poorly maintained ........................................... sd d n a sa
- The number of quality businesses in the district has been decreasing .................. sd d n a sa
- A vital business district is an important part of Madeira's quality of life ................ sd d n a sa
- Our business district needs to be revitalized .................................................. sd d n a sa

Additional Comments:

COMMUNITY CHARACTER

Madeira's heritage and identity can help to bond the community. Responses to these questions will help to describe the history of the community, physical features which are pleasing to you, and aspects that are important to preserve.

Evaluate the following statements based on your level of agreement (Strongly disagree through neutral to strongly agree).
- The quality of outdoor signs can greatly affect the visual character of Madeira........ sd d n a sa
- Madeira is a very pleasant place to live ....................................................... sd d n a sa
- I am proud to live in Madeira ......................................................................... sd d n a sa
- There are adequate opportunities for involvement in local decision making ........ sd d n a sa
- Local officials are responsive to citizen input ................................................ sd d n a sa

What places (in Madeira) do you show to out-of-town guests?
1. ..................................................................................................................
2. ..................................................................................................................

What places (in Madeira) do you avoid showing out-of-town guests?
1. ..................................................................................................................
2. ..................................................................................................................

Are you involved in any community organizations (i.e. church groups)?
1. ..................................................................................................................
2. ..................................................................................................................

What things keep you from moving away from Madeira? (check all that apply)
☐ Location (close to work) ☐ Housing Costs ☐ Family
☐ Jobs ☐ Schools ☐ Other

Additional Comments:
Additional Comments:

Education

Provide clear visions which support the district education program (e.g., to date books)

Provide teachers who are clean and articulate

Provide an active which is safe

How important is the quality of a school system in maintaining/interacting properly values?

How important is the quality of the schools you maintain in your decision in moving into the community?

Overall quality of the educational system is extremely important

Please rate our community school system on the following question (0 = low or least important, 1 = high or most important):

The quality of education is central to our success, education provides students with necessary thinking skills.

Public Services & Infrastructure

Additional Comments:

Other

Provide clearer areas

Provide recreation programs

Provide community centers

Provide transportation

Provide public services

Provide recycling programs

Provide public transportation

Recycling Program

Trash Removal

Water Supply

Street Lighting

Street Maintenance

Snow Removal

Pavement Maintenance

Fire/Rescue Emergency Medical Protection

Police Protection

Does It Exist?

(0) Is low through 2 to 4 which is high.

Joining questions will benefits which programs are strong and weak and indicate where needs of opportunities exist.

The quality of recreation services throughout the year is an asset that is valued by many communities. The
Circle response as to Madeira's ability to satisfy the statements (Scale from very bad through neutral to very good).

Affordable & quality of housing ................. vb b n g vg
Selection of quality goods or services ........... vb b n g vg
Convenience of living in Madeira ................. vb b n g vg
Quality of water, sewers, and roads ............... vb b n g vg
Quality of public services ......................... vb b n g vg
Quality and range of educational opportunities.. vb b n g vg
Ability to easily travel in the region .............. vb b n g vg
Uniqueness & Identity of Madeira .................. vb b n g vg
Visual appearance of community ................... vb b n g vg
Involvement of Citizens ............................. vb b n g vg

Use of local assets ................................. vb b n g vg
Neighborhoods ..................................... vb b n g vg
Protection of nature ................................ vb b n g vg
Youth opportunities ............................... vb b n g vg
Safety and security ............................... vb b n g vg
Local ownership ................................... vb b n g vg
Festivals & special events ......................... vb b n g vg
Recreational opportunities ....................... vb b n g vg
Arts & culture ..................................... vb b n g vg
Other ............................................... vb b n g vg

Additional Comments:

Background Information

This information will allow us to better understand the sample from which this information is being taken. Your responses are optional but will enable us to best analyze the final results.

Your Age:
- 18 to 24
- 25 to 34
- 35 to 49
- 50 to 64
- 65 & Over

Your Gender:
- Male
- Female

How long have you lived in Madeira: ____________ Years

How many persons are in Your Household ______________________

What is the nearest intersection to your home (ex. Miami and Euclid) ______________________

Yearly Household Income Range:
- Under $20,000
- $20,000-$40,000
- $40,000-$60,000
- $60,000-$80,000
- $80,000-$100,000
- $100,000 & Over

Do you have any children in the following schools? (Please check all that apply)
- Madeira Schools
- St. Gertrude School
- Other Private School
- Other Public School
- Home School
- Non School-Aged Children

Madeira Tomorrow

Business Reply Mail
First-Class Mail Permit No. 19547 Cincinnati OH
Postage will be paid by addressee

City of Madeira
7141 Miami Ave
Cincinnati OH 45243-9942

Tape shut here

No postage necessary if mailed in the United States
Come and express your idea of the future of Madeira

Selhaman Middle School Cafeteria

Saturday Dec. 2nd 10:00am
Wednesday Nov. 29th 7:00pm

Community Workshops:

Future of Madeira
A Collaborative Vision into the Tomorrow
Madeira Tomorrow
A Collaborative Vision Into The Future of Madeira, Ohio

Steering Committee
Recommendations

February 26, 1996 • Madeira City Council
Steve E. Sievers, Project Facilitator

Steering Committee Members (and organization if applicable):

Lisa Weber & Kim Morgan, Chamber of Commerce
Beth Wright & Doree Hyde, Madeira Moms
Pat Scherrer & Elinor Lee, Woman's Club
Chris Hilberg & Terry Frank, Recreation & Parks
Nelson Hoffman & Doug Oppenheimer, Historical Society
Dave Pressler, Board of Education/School Planning Commission
Rick Brasington & Jim Moore, Planning Commission
Patty Nulsen & Jay Adrick, School Foundation
Mel Martin & John Murray, City Council
Christine Stack
Linda Pavey
James Erion

Special Thanks is Expressed to Mr. Tom Moeller, Ms. Amy Zorn, and the Madeira City Council For Their Support and Assistance in This Effort
Although the presentation and the final plan address improvements which may be made in the community, it is important to note that the maps and workshops conducted in the community were received by the positive aspects of the community. However, by addressing these weaknesses, the quality of life in Madeira can be maximized.

The objectives and suggestions included within each of these areas (and the subsequent recommendations) following a description of the ten issue areas (and the process will first be explained) including the efforts which have led to the development of that plan format, as the Madeira Tomorrow Process.

Therefore, this presentation will mirror this final plan format, as the Madeira Tomorrow Process will not only address specific projects to the reader. This document summarizes the effects of the citizen steering committee, this informational section of the projects will be added by illustrations. Therefore, the information presented in this document that will be compiled by and-factual (this will include specific de-
Goal
"To result in a more responsive decision making process and enhance the vitality of Madeira."

Process Objectives

- Enhance the quality of each of the seven quality of life factors
- Promote localization of economy
- Develop community assets
- Develop community identity
- Promote social equity and diversity
- Empower citizens to become involved in community life

5 Action Steps

1. Data Collection/Research
2. Citizen Mobilization
3. Opinion Gathering
4. Plan Development
5. Implementation Strategies

Check Actions With Goals...
1. Implement Plan
2. Update/Adjust Plan

Madeira Tomorrow Final Plan
and subsequent objectives of the community.

Thus, these six objectives were the underlying issues which this process addressed:

1. Focusing the community's attention on the need for action to address the underlying issues which this process addressed.
2. Developing community awareness and action.
3. Developing community support.
4. Building economic strength and enhance other aspects of Madison.
5. Aiding the movement of land and resources between communities.
6. To result in a more responsible decision-making process and improving the quality of Madison.

The overall goal of this process was:
<table>
<thead>
<tr>
<th>Activity</th>
<th>Week(s) of</th>
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</thead>
<tbody>
<tr>
<td>Community Survey</td>
<td>December 3</td>
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<tr>
<td>Community Profile</td>
<td>10</td>
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<tr>
<td>Community Interviews</td>
<td>17</td>
</tr>
<tr>
<td>Community Workshop</td>
<td>24</td>
</tr>
<tr>
<td>Community Document</td>
<td>31</td>
</tr>
<tr>
<td>Final Plan Preparation</td>
<td>March 3-17</td>
</tr>
<tr>
<td>Survey Results</td>
<td>January 7</td>
</tr>
<tr>
<td>Data Analysis</td>
<td>January 14</td>
</tr>
<tr>
<td>Steering Committee Meetings</td>
<td>February 21</td>
</tr>
<tr>
<td>Final Plan Presentation</td>
<td>February 28</td>
</tr>
</tbody>
</table>

The goals and objectives stimulated a process similar to that which appears above. While the administration and planning of the Madeira Tomorrow process began in early October, its first phase did not begin until the distribution of the community survey in late November. During this time, there were also two community workshops, which provided a first contact to the community. The survey began in late December, allowing the responses to be distributed to community officials and further refined. Questionnaires were distributed in early January. This information was presented to the community, leading to further refinement and a more specific focus on the needs of the community. This information served as a reference to the plan development process and steering committee members, this committee, comprised of representatives from community organizations and boards as well as interested residents, discussed the major issues and ultimate ingredients to the final plan. Over the past month, this information has been distilled into tonight's presentation and will guide the final plan development.
District Business

Central Business

Provide an administrative liaison to the business community.

Civic Review Officer

- Community (Chamber of Commerce) such as the Architect.
- Operative hours
- Open and/or prepare a master list of each business's operation when periods which business could all be
- Librate and coordination of the area as a unit (i.e., en-
- Stimulate business collaboration by assisting in public

Crossing lines to minimize visual impact

- Improve the appearance of utility lines by either eliminating
- Improve the appearance of utility lines by one side, or grouping the street.
- Eliminate a planting/landscaping program

- Enhance existing parking and signage codes

- Enforce existing parking and signage codes

- Execute a circulation and parking plan which addresses

- Execute a circulation and parking plan which addresses

- Enthusiasm and pride (i.e., street scape elements)

- Coordinate some common elements and uniformity

- Awards

- With the use of recognition programs (i.e., appearance

- Through the enforcement of codes and by enforcement

- Definites, weeds, signage, hazards, and parking areas

- Moves to their buildings and facilities (including trash, tree"

- Encourage local businesses to make aesthetic improve
CIRCULATION

- Study existing traffic signalled intersections to determine efficiency of timing and procedures (i.e. Miami & Euclid)

- Conduct a circulation study of the CBD and the parking/lane striping of Miami Ave.

- Conduct a safety study of various intersections in the community, and with the assistance of accident data make adjustments as necessary (i.e. parking changes near Post Office or Miami/Laurel intersection)

- Prepare a sidewalk/bike path plan which safely links all residential areas to the majority of businesses and facilities on Miami Ave. (i.e. roads including Euclid, Miami Hills Area, Laurel, Dawson, and Thomas)

- Work with regional agencies and neighboring communities to link paths to areas outside Madeira

- Ensure disability consideration in CBD and residential street redevelopment (i.e. curbs)

- Address additional strategies to limit the impact of through traffic such as large trucks (i.e. speed monitoring)

- Introduce proactive strategies of speed regulation, such as unique signage, which will increase awareness of speed and safety

- Consult with Metro to address the efficiency of public transportation in Madeira (routes and times)
Conduct a long term recreation feasibility study.

Determine the need and desire to pursue such a project.

Involve residents with such effort, and can make a deal-

so that residents understand the demands and costs.

Bring various religious youth programs together to share

community as a whole.

minister activities that are requested by the community.

- Utilize existing facilities (churches and schools) to ad-

COMMUNITY CENTER
ELDERLY PERSON RETENTION

Search for and study the possibility of housing alternatives which may permit smaller structures and seasonal living - also addresses redevelopment areas for this type of development

Publicize regional senior programs and work with neighboring communities and agencies to provide a niche where Madeira may provide a needed activity

Facilitate communication to incorporate elderly individuals into the community through additional special events (i.e. a monthly produce market)

Study the reuse of existing land parcels and structures for the possibility of senior-oriented housing
to the community
sic hours and/or clubs to provide reciprocal outreach Utilize volunteers such as high school community ser-

the

thats will help improve the physical condition of faculty Search for alternative funding strategies and grants
which would help reduce miscommunication

Encourage the schools to communicate the financial

 Lies

and the benefits that are being felt due to their activity Utilize city newsletter to address some school programs

Encourage partnerships with organizations and churches to maximize the efficiency of the schools

Increase communication and links with the community

To administer several continuing education programs

Teacher Association, determine the need for and begin using local volunteers, church groups, and the Parent

mit this

and make alterations to administrative policies to per-

Increase use of facilities during weekends and evenings
CITY SERVICES

Search for alternative road patching and mending strategies which may be more cost effective and last longer.

As street redevelopment efforts continue, seek to provide community-wide uniformity with sidewalks and curbs - especially in neighboring residential areas and the CBD.

Coordinate and publicize efforts and programs (i.e. community center functions).

Educate and communicate the waste collection system to residents and make them aware of the options and reduction strategies that are possible.

Address Post Office location when the new lease negotiations occur.

Utilize volunteers and groups to clean up areas of the community (i.e. promote events such as Earth Day, which will unite the community in a common effort and also require less government funding).

Enhance communication regarding city services, such as the tax structure, automobile tag fee importance, and household maintenance responsibilities.

Promote the use of natural elements throughout the community (i.e. trees for screening on Camargo).
SCHOOLS

- Increase use of facilities during weekends and evenings and make alterations to administrative policies to permit this.

- Using local volunteers, church groups, and the Parent Teacher Association, determine the need for and begin to administer several continuing education programs.

- Increase communication and links with the community to ensure continued support of the school system.

- Encourage partnerships with organizations and churches to maximize the efficiency of the schools.

- Utilize city newsletter to address some school programs and the benefits that are being felt due to their activities.

- Encourage the schools to communicate the financial status of the district and the breakdown of funding which would help reduce miscommunication.

- Search for alternative funding strategies and grants that will help improve the physical condition of facilities.

- Utilize volunteers (such as high school community service hours and/or clubs) to provide reciprocal outreach to the community.
Study the design and inclusion of all age facilities in community parks (i.e. playground equipment for toddlers)

Address the issue of safety in parks and how facilities may be altered to minimize the risk to the community (i.e. blacktop under swings at Sellman)

Seek natural areas where passive recreation may be promoted - maintain these areas and possibly include programs such as a learning garden

Plan for recreational activities besides large athletic facilities (i.e. nature areas, picnicking, hiking)

Coincide recreational events (such as the street dance) with local businesses to maximize benefits for all parties involved

Communicate the park and recreation programs available to the community (i.e. utilizing the schools to promote summer activities)

Provide a master calendar of recreational events and activities

Continue the park improvements as recommended in the Master Parks Plan
Enhance the diversified "feel" of the community.

They provide (i.e., gateways) and address the opportunities and impressions which improve the image of our living areas of the community.

Utilize volunteers’ and based on the school partial.

Continuing education and learning opportunities continue to establish some of the passion and local need, seek to establish some of the
ingen, and based on regional need, which would

Establish programs based on regional need, which would

(i.e., volunteer opportunities and patronage)

Promote the utilization of local businesses, organizations,

Continue special events and study the possibility of

Provide a facility to showcase these items and

Preserve the historical elements of the community and

CHARACTER

COMMUNITY
COMMUNICATION

1. Alter the structure and timing of the newsletter in the following manners:
   - Issue more routinely (every 2 months)
   - Highlight local businesses through a showcase based on activism and community commitment - also increase use of ads and coupons
   - Highlight community officials through personal biographies
   - Address common concerns and encourage residents to write with questions that may be addressed by the city
   - Highlight unique holidays to promote diversity

2. Identify and establish public relation liaisons throughout the community who could combat miscommunication and increase awareness between citizens and government

3. Encourage additional police interaction with the public (i.e. out of car policing)

4. Consider the use of town forums/meetings (either community-wide or at residences within various neighborhoods) which will be an outreach and educational process that would also permit issues of local consideration to be addressed

5. Provide a master list of events occurring within various aspects of the community (such as business programs, schools, etc.)