



March 2006

Dear Fellow Citizens:

West Chester encompasses citizens from varying neighborhoods, diverse backgrounds and unique interests, and you are our greatest assets whose involvement is crucial in accomplishing our community goals. *"Where Families Grow and Businesses Prosper,"* is not just a marketing slogan for West Chester, rather it is a pledge, entrusted to and fulfilled by each one of us. The West Chester Board of Trustees of course has greater accountability and influence in implementing this vow; however, it is our hope that all resident and corporate citizens feel responsible in accomplishing this promise.

Over the last twenty (20) months, approximately thirty-five (35) of your citizen peers worked diligently to complete the West Chester 2025 Vision Plan, recommending values, goals, and strategies that will ensure West Chester's sustainability for the 21st century and continuation as the premier community *"Where Families Grow and Businesses Prosper."*

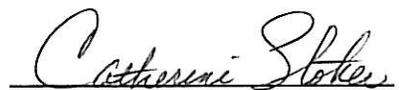
The goals and strategies articulated in the 2025 Vision Plan are lofty, in some instances may be unattainable or exceed Township authority, and in others, may deviate from a Township's core services. The West Chester Board of Trustees recognizes these phenomena and will fiscally prioritize the recommendations and strategies that first and foremost strengthen our core services and enhance their delivery. However, we acknowledge that our potential as a community is infinite and we will work extremely hard to create public-private partnerships to underwrite the cost of the quality of our community's vision, goals, and strategies; we will work extremely hard to creatively finance the proposed projects and programs that support a higher standard of life for all citizens; and we will work extremely hard to deliver these amenities as to not further burden property taxes.

We take this responsibility seriously and pledge to continue to work hard to sustain West Chester as the premier community of the 21st century. We hope you take the time to acquaint yourselves with your vision for the 21st Century and pledge to work toward its realization.

Best Regards,
West Chester Township Board of Trustees



George Lang, President



Catherine Stoker, Vice-President



Lee Wong, Trustee

**A Vision for
West Chester
in 2025**

**Adopted by: West Chester Board of Trustees
March 28, 2006**

Preamble

Since the first twenty-year vision plan was adopted in 1993, West Chester has undergone a significant transformation into a community that is recognized as one of the finest places to live in the United States.

During the next 20 years, it is forecast that our population will grow to nearly 80,000 with our land almost entirely developed. West Chester will be reaching its "critical mass." It is our vision to channel growth, mature and develop as a vibrant community, ensure our ongoing sustainability, and continue to be a respected community where families grow and businesses prosper.

We have limited resources yet unlimited vision and spirit. The next 20 years represent our greatest opportunity to build a lasting infrastructure and quality services that are affordable for all our citizens.

West Chester's Core Values & Vision

As a vibrant community in the heart of a rapidly developing metroplex, we value:

1. A safe and secure community
2. Educational excellence that provides life-long learning opportunities
3. A vibrant and balanced economy
4. Social, cultural, economic and spiritual diversity within an atmosphere of mutual respect
5. Protection and stewardship of our natural and man-made environment
6. An infrastructure that supports community growth and a broad range of recreational and intellectual opportunities.

By committing to these values, West Chester will protect its heritage, enrich the lives of its citizens, encourage regional cooperation, and foster civic pride.

Accordingly, West Chester's Vision for 2025 is:

We are a regional center for commerce, medicine, education and culture. We enable a thriving, multi-generational community. We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner. We are a premier community in the Cincinnati-Dayton Metroplex.

Goals For Reaching The Vision

Recognizing that specific and measurable goals must be established in order to achieve the vision, the 2025 Vision Committee offers the following goals in support of each component of the vision.

Vision Component: We are a regional center for commerce, medicine, education and culture.

Goals for driving this component are:

- 1.1 **We have an expanded business presence of high quality companies, ranging from small firms to at least one organization with 1,000 employees, and including one Fortune 500 company headquarters; by 2015.**

Rationale: A first-class community requires a strong, thriving business presence which will create jobs, contribute to a healthy tax base, attract visitors from surrounding communities and improve the quality of life for our residents. What's more, a Fortune 500 headquarters will solidify West Chester's reputation as a progressive community and set the standard as to the type of businesses we want to attract.

- 1.2 **We have a medical complex on a par with the finest facilities in the country, and rated within the top 25 of comparable sites; by 2025.**

Rationale: A medical complex of Mayo Clinic or Cleveland Clinic caliber will provide high quality health care to residents of the region, bring high salary jobs, attract highly educated people into the community, and raise the national profile of West Chester.

We are a regional center for commerce, medicine, education and culture.

We enable a thriving, multi-generational community.

We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

We are a premier community in the Cincinnati-Dayton Metroplex.

1.3 **We continue to achieve excellence in K-12 and vocational education.**

Rationale: The most important asset in any community is a strong public school system. While schools are not the direct responsibility of local government, the 2025 vision includes the expectation that local government will work cooperatively with the school district and support the policies and procedures that will enhance the ability of the schools to continue to achieve excellence.

1.4 **We have a nationally recognized institution of higher learning and affiliated research facilities; by 2020.**

Rationale: A community that embraces life-long learning is one that is positioned to remain competitive in terms of quality of life and economic vitality. Opportunities for higher education will help to retain our young people, attract a diverse group of professionals into the community, create a healthy employee base for existing businesses, and attract new businesses in the area of research.

1.5 **We provide a range of enriching cultural activities that attract 500,000 participants/attendees per year by 2010, and 1,000,000 participants/attendees per year by 2015.**

Rationale: Cultural activities include events such as the summer concert series at Keehner Park, the Boulevard Bash, the Olde West Chester Christmas Walk, Dog Fest and Wine Fest. Such activities help to create the “sense of community” that residents requested in the early ‘90s and continue to request today. Community activities play a key role in drawing non-residents into the area and creating additional economic opportunities for local businesses.

We are a regional center for commerce, medicine, education and culture.

We enable a thriving, multi-generational community.

We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

We are a premier community in the Cincinnati-Dayton Metroplex.

Vision Component: We enable a thriving, diverse, multi-generational community.

Goals for driving this component are:

- 2.1 Retain a senior population (60+ years old) of 12 - 15% of the total population, recognizing the need to adjust as the national trends indicate.**

Rationale: West Chester recognizes the value senior citizens bring to the community in terms of leadership experience, the preservation of important community values, and contribution to the strength of their nuclear families. While change and growth is inevitable in any thriving community, we must actively seek out social opportunities, as well as medical and economic support systems, that encourage the senior population to continue to choose West Chester as their home.

- 2.2 At least 25% of West Chester high school graduates stay in or return to West Chester upon entry into the job force.**

Rationale: One indicator of a healthy community is the willingness of its sons and daughters to remain in the area to work and raise their own families, thereby helping to ensure the community's ongoing social and economic vitality. In West Chester, the 25% goal translates roughly into the addition of 150 - 200 locals into the work force each year.

- 2.3 We provide a thriving recreational/social infrastructure that includes two libraries, one community center, two senior centers, 10 acres of developed parkland per 1,000 population, 1 mile of bike paths per 1,000 population, 100% wireless access, 0.5 playgrounds per 1,000 population), and four more amateur sports complexes of the Beckett Park Baseball center quality; by 2020.**

Rationale: Overall, this goal speaks to the need for West Chester to seize opportunities for developing improved community amenities as opposed to simply maintaining existing amenities. Specifically, West Chester will benefit from:

We are a regional center for commerce, medicine, education and culture.

We enable a thriving, multi-generational community.

We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

We are a premier community in the Cincinnati-Dayton Metroplex.

- Two libraries, to create easier community-wide access without reliance on the automobile.
- Significant increase in park development, to a level consistent with other communities known to have great park systems.
- An extensive system of bike paths, to materially impact reduction in auto use by creating a community-wide alternative transportation system in addition to being a recreational outlet. One mile of pathway per 1000 population can be achieved by implementing a grid system on 1 mile centers going both east-west and north-south.
- Neighborhood playgrounds, situated throughout the community so every home owner is within walking distance (approximately 0.5 miles) of a neighborhood gathering place.
- Universal wireless access, to remain current with the burgeoning technological needs of our residents and daily visitors.
- Additional quality sports complexes, to meet the needs of amateur athletes in a variety of sports and in a variety of locations across the community.

2.4 We provide property tax relief for senior homeowners, aged 65 and above, who have at least 5 years home ownership within the Township; by 2010.

Rationale: Community outreach sessions underscored the concern that senior citizens may feel forced to move from West Chester if growth in property taxes outstrips growth in income for those on pensions, social security and fixed income. We can only achieve the benefits of a multi-generational community if our grandparents can afford to live here.

The means for achieving this goal will require much attention and effort. Perhaps an earnings tax could reduce the government's dependence on income from property tax, or maybe state law could be changed to allow for relief. At the same time, we should avoid engaging in the sort of social engineering that could create unintended consequences.

We are a regional center for commerce, medicine, education and culture.

We enable a thriving, multi-generational community.

We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

We are a premier community in the Cincinnati-Dayton Metroplex.

2.5 **We continue to cultivate and celebrate our cultural, ethnic, and racial diversity.**

Rationale: With students speaking over a dozen native languages already enrolled in our local school district, we have the beginnings of a community rich in diversity. Such diversity can only strengthen our ability to become highly competitive, both socially and economically, in the drive to become a premier community. We must look for opportunities to celebrate our local heritage while enhancing and leveraging the opportunities that our newer residents bring to us.

We are a regional center for commerce, medicine, education and culture.

We enable a thriving, multi-generational community.

We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

We are a premier community in the Cincinnati-Dayton Metroplex.

Vision Component: We optimize both remaining development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

Goals for driving this component are:

- 3.1 **We protect, conserve, and are good stewards of our natural and man-made environments.**

Rationale: Residents are eager to maintain some evidence of our rural background and honor the linkages to our past that help to define who we are today. We must remain focused on the preservation of green space, the development of our park system, the inclusion of landscaping as an integral part of public and commercial developments, and the attraction of clean industries in an effort to harmoniously blend progressive development with a respect and appreciation for our natural environment.

- 3.2 **We complete a Land Use Plan that increases the emphasis on higher density commercial occupancies and specifically encourages an urban office/mixed use core in the Union Centre area. The Plan will incentivize flagship high-rise Class "A" office facilities, with common parking areas/garages and common green space; by 12/31/06.**

Rationale: The distribution centers that currently populate our southern sectors have created a strong base for commercial property tax income and job creation. This goal represents a desire to now shift the focus toward attracting higher value commercial usage for our remaining land. It also supports the creation of a downtown area as a gathering place and focal point.

We are a regional center for commerce, medicine, education and culture.

We enable a thriving, multi-generational community.

We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

We are a premier community in the Cincinnati-Dayton Metroplex.

3.3 We have established a redevelopment program of at least five redevelopment zones, and three mixed-use neighborhood projects; by 2009.

Rationale: As new developments are completed we must ensure that our older retail areas such as Olde West Chester, Pisgah and Port Union remain viable and successful. The intent is to focus on the revitalization of large areas, rather than individual properties, with a continued respect for the rights of individual land owners. Mixed use neighborhoods will address the desire by many to live, work and shop in a concentrated area that reduces the need for automobile use.

3.4 All major thoroughfares and main feeders have sidewalks. A funding mechanism, such as sidewalk districts, is in place to enable existing subdivision homeowners to construct sidewalks; by 2012.

Rationale: A comprehensive network of sidewalks will increase safety, reduce auto usage, encourage more neighbor-to-neighbor contact, and create opportunities for resident health and fitness. This goal continues an important element of the 2012 Vision and reflects a common request from residents when discussing preferred amenities.

3.5 67% of property taxes come from commercial and industrial sources; by 2015.

Rationale: When first presented as part of the 2012 vision, commercial properties contributed about 33% of our total property tax revenue. In 2004, we had progressed to 50% commercial. We must continue to support the economic development efforts needed to achieve the 67% commercial contribution.

We are a regional center for commerce, medicine, education and culture.

We enable a thriving, multi-generational community.

We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

We are a premier community in the Cincinnati-Dayton Metroplex.

Vision Component: We are a premier community in the Cincinnati-Dayton metroplex.

Goals for driving this component are:

- 4.1 **Crime rate and public safety metrics per capita are among the best 2% of all communities of comparable size nationwide.**

Rationale: This goal recognizes that safety is the number one priority of local government, that our police and fire departments currently rank among the best of their peers, and that the community must continue to meet the responsibility to support our public servants as they work to deliver services to a growing community.

- 4.2 **We are ranked among the top 3 of all listings of best places to live, work or have a business in the Cincinnati-Dayton metroplex.**

Rationale: Rather than an end in itself, high placement on a third party's list is considered as an objective measurement of our success in achieving our other goals. We must continue to be aware of the factors that make communities attractive to prospective residents, workers and visitors, and take proactive steps to deliver the amenities that produce a premier community. While the criteria used to rank communities varies from list to list, changes frequently, and remains out of our control, a community that's consistently doing the right things and doing things right will likely remain near the top of major rankings.

We are a regional center for commerce, medicine, education and culture.

We enable a thriving, multi-generational community.

We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

We are a premier community in the Cincinnati-Dayton Metroplex.

- 4.3 **We utilize multi-modal transportation to reduce automobile usage and congestion, and to facilitate transportation into, out of and around West Chester. A regional multi-modal transportation plan that defines regional partners, cares for seniors and the disabled, helps businesses retain and attract workers, and provides connectivity to logistically placed terminals or hubs is developed; by 2009.**

Rationale: Multi-modal transportation is the number one improvement need identified by the 2025 vision committee. A reliable system of transportation that increases personal options and decreases reliance on the automobile is environmentally responsible, socially desirable and indicative of a progressive community.

- 4.4 **We preserve, enhance and leverage our internationally recognized Voice of America asset. Business and economic plans are in place for sustained world class development of the VOA site and surrounding area; by 2007.**

Rationale: The Voice of America property is a unique asset which must be protected and enhanced both as a responsibility to the nation and an amenity to our community. The current structure must be continually maintained, and the facility and surrounding parkland must be developed. A significant ingredient of this goal includes consideration of the neighboring Tylersville/Cox Road area as a tourist destination.

- 4.5 **We preserve, enhance and leverage our local heritage and historical sites. A comprehensive master plan for these sites is developed; by 2011.**

Rationale: The history of our community is a precious, irreplaceable treasure that gives West Chester its character and helps to distinguish us from every other town. Much sentiment was expressed within the community that we protect and preserve our key historical sites. Consequently, we recognize the need to zealously protect unique elements of our community, including historic buildings such as the Voice of America, the Brookside Cemetery Chapel and the Station Road Schoolhouse, significant geographic landmarks such as the Miami-Erie Canal and the Mill Creek, and other remnants of our earliest settlements. Efforts should be made to make these sites both accessible and useful to residents and visitors as a way to further promote the unique character of West Chester. Preservation and celebration of our heritage is simply the right thing to do.

We are a regional center for commerce, medicine, education and culture.

We enable a thriving, multi-generational community.

We optimize both development and redevelopment opportunities to continuously improve our quality of life in a collaborative and economically sustainable manner.

We are a premier community in the Cincinnati-Dayton Metroplex.

The Visioning Process

In April, 2004 more than 60 West Chester residents came together to form the 2025 Vision Committee. These men and women ranged in age from mid-20s to mid-70s and included business professionals, stay-at-home moms, retirees and members of both the private and not-for-profit sectors. The goal was to create a grassroots, citizen-oriented effort to plan for West Chester's future.

The committee's charge was to:

1. Re-visit the 2012 Vision Plan
2. Examine progress made toward that vision
3. Evaluate the community's current resources, strengths and areas of opportunity
4. Develop an updated Vision to guide us into the year 2025

A steering committee was formed, whose responsibility was to organize the tasks of the full committee, establish and monitor the project schedule, and decide through consensus a number of issues brought before the group. A facilitator was chosen to lead the full committee through the visioning process. A communications committee was formed to maintain the communications link between the vision committee and West Chester's residents. Finally, a writing committee synthesized the product of 18 months' work to produce this 2025 vision document.

In general terms, the Vision Committee followed these steps in developing the final 2025 vision document:

1. Develop a strategy for completing the process
2. Gather strategic and tactical information from key stakeholders within and outside the community in an effort to become educated about the critical issues facing the community now and in the future.
3. Research and benchmark other communities of comparable size and demographics to isolate contributors to success.
4. Conduct community outreach sessions to gain input from residents concerning their views of West Chester and their hopes for the future.
5. Develop and finalize the core values, vision and long-term strategies for accomplishing the dreams of the community members.

Inclusion was a key requirement of the visioning process. Committee members were insistent on ensuring that as many voices as possible were represented in determining the future of our community. Toward that end:

- *All* residents who volunteered to serve on the Vision Committee were included in the process. This produced an initial committee of approximately 60 individuals; by process end the committee totaled 34 active members.
- Input from residents was sought by holding community outreach meetings where residents were given the opportunity to share their thoughts regarding current strengths and hopes for the future. Barriers to participation were reduced by “going to where people gather,” that is by approaching established social, religious and community groups and requesting time to conduct an outreach session during their regular meeting time. In addition, open meetings were held to accommodate those residents who either didn’t belong to community groups or whose schedules prohibited them from attending another session.

On average, committee members met bi-weekly throughout the 18-month visioning process.

A Word About Sustainability

A key principle in the development of the 2025 vision was the concept of sustainability.

Sustainability means finding the balance between the economic, environmental and social sectors that create a community. When each sector is intentionally connected to the other sectors, the community assures the availability of resources necessary to provide opportunities for both the near-range and long-range future.

Further, sustainability planning involves looking out *generations* rather than *decades*, as is the case with most planning efforts. By focusing on the long term it forces us to look beyond immediate conflicts and self-serving interests, and instead begin to articulate what we want the community’s future to be.

Finally, sustainability planning is inclusive – a resident-driven process that ensures all segments of the community have the opportunity to become part of the process. Barriers to participation were reduced, both in terms of service on the ongoing vision committee and participation in the outreach sessions.

The Education Phase

Stakeholders who represent key operational areas throughout the community were invited to conduct educational sessions with Vision Committee members.

Each presenter was asked to overview the current state of his or her department or industry, focusing especially on strengths, weaknesses and important issues being faced. Then presenters provided a vision of their organizations/industries 20 years in the future, with particular emphasis on opportunities and challenges to be addressed in order to provide world-class service to the community.

The vision committee received education from:

<u>Organization/Topic</u>	<u>Presenter</u>	<u>Date</u>
West Chester Police Department	Chief John Bruce	Aug 3, 2004
West Chester Fire Department	Chief Jim Detherage	Aug 3, 2004
Lakota School District	Superintendent Kathy Klink	Aug 17, 2004
West Chester Chamber Alliance	CEO/President Joe Hinson	Aug 17, 2004
West Chester Planning & Zoning	Director Brian Elliff	Aug 31, 2004
West Chester Economic Development	Director Melissa Koehler	Aug 31, 2004
West Chester Services	Director Mark Fitzgerald	Sep 16, 2004
Butler County Engineer's Office	County Engineer Greg Wilkens	Sep 16, 2004
Communications Infrastructure	Steve Gordon, OSC	Oct 5, 2004
Communications Infrastructure	Mack McCoy, Cinti Bell	Oct 5, 2004
West Chester Parks & Recreation	Director Bill Zerkle	Oct 19, 2004
Transportation	Tim Reynolds, SORTA	Oct 19, 2004
West Chester Finance	Asst Administrator Judi Carter	Nov 15, 2004
Forms of Government	Atty Mitchell Banchevsky & Administrator Dave Gully	Dec 14, 2004
Education	Butler Tech CEO Dr. Robt Sommers	Jan 19, 2005
Transportation	Amy Waldbillig, Professional Transit Management	Jan 19, 2005
West Chester Branch Library	Steve Mayhugh & Doug Bean	Feb 1, 2005

The Community Involvement Phase

The Community Outreach Sessions were designed to gather information from residents that would assist in developing the 2025 Vision.

The Outreach sessions provided an open forum for residents and business people to tell the committee how they view West Chester today and where they would like to see West Chester in the future. Balanced and interconnected themes, developed by the West Chester 2025 Vision Committee, were used to organize resident’s brainstorming ideas. Collectively the themes capture elements of the environmental, social and economic components that define the West Chester community.

At each outreach session, participants were asked two questions:

“What do you value most about West Chester today?”

“What do you hope West Chester will become for your children and grandchildren?”

Responses were organized around ten themes: Safety, Diversity, Economy, Education, Social, Recreation/Entertainment, Leadership, Environment, Infrastructure, Economic and Other/Miscellaneous. All ideas were recorded on chart pages and later compiled with the responses gained from other groups.

Community outreach sessions were held in the following locations:

<u>Location</u>	<u>Date</u>	<u>Time</u>	<u>Attendance</u>
2025 Vision Committee	4/19/05	7:00 PM	46
OPEN -- W.C. Presbyterian Church	5/03/05	7:00 PM	16
OPEN -- W.C. Chamber Alliance	5/17/05	7:00 PM	23
Wetherington	7/12/05	7:00 PM	1
Planning & Zoning Groups	7/12/05	6:30 PM	20
Friends of Parks/VOA Fund Raising	7/13/05	9:00 AM	18
Islamic Association	7/21/05	8:00 PM	17
B.C. Family & Children First Council	7/28/05	4:00 PM	6
OPEN -- W.C. Library	8/08/05	7:00 PM	33
W.C. Amateur Radio Assn.	8/10/05	6:30 PM	17
West Chester Optimist Club	8/27/05	8:00 AM	18
West Chester Rotary	9/02/05	7:30 AM	26
OPEN -- W.C. Township Hall	9/20/05	7:00 PM	<u>14</u>
TOTAL Attendees (4 open meetings and 9 organization-based mtgs)			<u>255</u>

2025 Vision Implementation Plan

The West Chester 2025 Vision captures the input, dreams, hopes, and desires of the people of West Chester. It was developed over 18 months and is a product of dozens of volunteer Vision Committee members, with input from hundreds of citizens and numerous organizations and business leaders.

The intent of the 2025 Vision is the achievement of the ideas presented. Success in achieving the Vision requires the active leadership of the Trustees, specific strategies and tasks assigned to Township employees, and involvement of other regional officials and organizations. It is the expectation of the Committee that the Township Trustees and staff accomplish the 2025 Vision and Plan.

We recommend the following Implementation Plan:

<u>Task</u>	<u>Responsibility</u>	<u>Deadline</u>
Present the 2025 Vision to the West Chester Board of Trustees.	Vision Committee	2-14-06
Adopt the Vision, Goals and Implementation Plan	West Chester Trustees	2-28-06
Appoint a 7- member Standing Committee to work with the Township Administrator to give plan interpretation, receive updates, provide suggestions, communicate, and give assistance when and where needed.	West Chester Trustees	3-14-06
Publish the final Vision document on the Vision 2025 web site	Vision Committee	4-1-06
Conduct three open community meetings to present and discuss the final vision with West Chester residents	Vision Committee	6-1-06
Develop strategies and measures for each of the stated Goals of the Vision, prioritize the strategic plans, and recommend a course of action and implementation assignments to the Board of Trustees.	Township Administrator in conjunction with department heads	1-1-07

Task

Responsibility

Deadline

Publish a State of the Vision progress report that details the steps taken toward goal achievement and includes measurements of effectiveness.

Township Administrator

3-31 each year

Communicate a progress report to the residents of West Chester.

Standing Committee

4-30 each year

2025 Vision Committee Roster

Larry Brueshaber
Fred Carroll
Jose Castrejon
Jeff Caudill
Chip DeMois
Jim Dineen
Geoffrey Edwards
Bob Elgin
Rich Farris
Jim Fearing
Gary Gaffield
Jim Hayes
Andrea Henderson
Joe Hinson
Karen Holtkamp
Gordon Horn
Dick Lenz
Gary Little
Bill Marquet
Ron Moeller
Bill Owen
Jim Rosselot
Dorothy Roth
Toni Sander
Wallace Schultze
Amit Shukla
Dave Stiles
Paul Szydlowski
Earl Thompson
Howard Warner
Gary West
Dan Woodring
Chris Wunnenberg
Tom Zenge

Acknowledgements

The members of the 2025 Vision Committee acknowledge the following individuals for their crucial contributions to the visioning process:

West Chester Township Trustees Jose Alvarez, Catherine Stoker and George Lang for authorizing the initiative and offering their continuing support of the committee's efforts

Former Township Administrator Dave Gully for kick-starting the effort and empowering committee members to think outside the box

Judi Boyko, current Township Administrator, for lending her support to the ongoing process and serving as a valuable information resource

Township Staff members Audrey Reshard, Anita Rice and Paula Wyrick for their conscientious administrative support and cheerful assistance to committee members

The many community leaders and industry experts who generously contributed their time and effort to share their expertise with the committee during the education phase of the visioning process

Bill Grunkemeyer and Myra Moss from the Sustainable Communities Team of OSU Extension for teaching us about sustainability, helping us to administer the community outreach effort, and guiding us through the challenging planning stages to the visioning process

Addendum

Conclusions of the OSU Extension Consultants

The Ohio State University Extension Sustainable Communities Team provided guidance to the West Chester 2025 Vision Committee in the development and implementation of the sustainable community outreach process and preparation of the Community Outreach Report. This Team has engaged in similar collaborative relationships with other communities throughout the state, therefore has a larger perspective through which to view the uniqueness of West Chester's results. Comments from West Chester residents contain a unique characteristic not previously found in similar processes completed in other Ohio communities by the Extension Team. What is unique about the West Chester report is the way the future hopes are directly tied to existing community characteristics that residents currently value. To be certain the Extension Team has not worked in such a fast growing community in the past. The rate of growth, particularly economically, may be reflected in residents' hopes for their future community. Residents do not appear to challenge the growth that has happened in West Chester; in fact they commend leadership for building quality into the growth experience. When the residents speak about their hopes for the future of West Chester they do point to the need to link the benefits received from development to discover and maintain West Chester as a unique community.

The challenge for community leaders is to create linkages that are defined by the following desires:

Current Value

Clean, safe, open space small town

Well planned infrastructure for growth

Quality safety services

Growing cultural diversity

Quality educational experiences

Hope

Maintain older neighborhoods and balance growth and open space

Alternative transportation systems and traffic control

Quality safety services able to address growth issues

More celebration of ethnic and racial diversity

Full service higher education and support for local school funding

Current Value

Commitment as a caring community

Quality parks and activities

Innovative quality local leadership

Robust growing economy

Opportunities as a regional center

Hope

Become a community of connected neighborhoods

Fully developed and integrated park system with sporting and cultural activities

Regional collaboration

Proactive development approach with appropriate taxing structure

What is West Chester known for: Image

Results from Community Outreach Sessions

The following are residents' verbatim comments, compiled from the outreach sessions and organized into categories of similar comments. All recorded comments are included here, without editing from the Vision Committee. Inclusion of any particular comment does not imply agreement or disagreement on the part of the committee.

COMPONENT: ENVIRONMENTAL SUSTAINABILITY *West Chester's Natural & Built Environment*

Theme: Environment

I. What We Value

- **West Chester is a clean community**

- Area is clean, lack of garbage along roadway
- Feeling of cleanliness as enter from any direction
- Clean quality businesses
- Still a pretty little clean community
- Almost sign free
- Cleanliness aesthetically pleasing

- **West Chester has a small town feel**

- The Cone
- Natural environment: Don't let development take over
- Livestock: Cows in fields – rural areas of township
- Places with old country charm – winding roads, stone, fences
- Strategic location – geographical
- Concerned more with quality than quantity
- Ability to say no to some developers
- Sensible, sustainable growth; have to have balance
- Growth – but small town feel
- Friendly neighborhoods, good values/helpful

- **West Chester has open space**

- Voice of America property – part we can play in developing/maintaining
- Hundreds of acres of park land waiting to be developed
- How we will deal with future growth; we are addressing this
- Green space
- Spacious – lots of trees

Canal/terrain
Mill Creek headwaters
Fair amount of good green space
Green space & parks
Conservation corridor
Green space

- **Miscellaneous**
Seems to be care and planning with new development areas

II. What We Hope

- **There is a balance between growth and green space development**

Continue commitment to green spaces
Require percentage of green space in new developments
Mandatory green space for development
“Walkable” community – wider sidewalks
Preserve green space and parklands
“Linear” greenways
Parkways
Developer required to set aside green space
Chunk of VOA back to national woods
Protect VOA grasslands
Public sector support for green space
Cap growth; growth should not be your goal; consciously regulate growth
Balance needs of local residents and their quality of life with needs of the developers
Emerald bracelet connection between neighborhoods
Preserve green space to preserve rural nature of township and develop green spaces through zoning requirements
Support Parks & preserve green space
Cleaner air
Maintain clean environment – reduce air, light, noise pollution
A lot green space in new development
Regional way to improve air quality

- **Older neighborhoods are maintained**

Renewal of older commercial spaces as businesses relocate
Update downtown, Pisgah revive it
Add sidewalks to older communities
Helping to revitalize older communities
Maintain status of neighborhoods; consider codes, regulations, proper attitude and accountability

Theme: Infrastructure

I. What We Value

- **Potential of future growth because of a well planned infrastructure**

Has improved over the last ten years
New developments having underground utilities
Sidewalks – not in residential/country area
Potential to grow economically and with infrastructure – not maxed out
Major highway arteries
Well thought out planning and zoning process
Location, location, location
I-75 corridor/access to transportation
Location – Cincinnati-Dayton-Columbus
Hamilton business airport
Outside the hassle and traffic inside the I-275 beltway; can do things without congestion
Everything you need is here
Well connected to highways
You can live, eat, work here—we are self sufficient
Easy to get around—gridlocks fairly quickly fixed—enough east-west and north-south roads to bypass traffic problems
Reliable utilities that are relatively affordable
Still have vacant land
Decent road structure

- **Miscellaneous**

Health Care: University Pointe facilities
Bike trails
Maintenance/road crews
Olde West Chester/historical preservation
U. C. Medical facility
Hotels good – more on the way
Union Centre Interchange; I-75
Hospital coming
Bed tax revenue
Local high quality medical support—doctors, eye care, ... and specialty focus
High speed communication backbone

II. What We Hope

- **There are alternative forms of transportation such as walkways, bikeways and public transit**

Walkways from one business to another (don't have to walk between cars)

Getting to locations – downtown, mid up without using a car

Alternative forms of transportation: walk, bike

Options to move around in community that don't depend on private auto

Extensive sidewalk system so we are more pedestrian friendly

Direct access to airports in area (expansion of light rail)

Transportation: light rail system

WC is hub for Cincinnati – day area transportation system – light rail

Extend pedestrian corridors – residential, commercial

Bike trails that connect – go somewhere – to school

CBD becomes center for public transportation

Bike trails – ones that connect

Public mass transportation so you don't have to drive

Bike & walking [paths for recreation and transportation

Dedicated bike lanes on major arteries

Walking & biking community & downtown

Complete Miami 2 Miami trail

Children can walk or bike to school

De emphasize use of cars

Mono rail from Union Centre to VOA with lines to schools – etc. (Businesses)

Alternative transportation . . . Cincinnati-Dayton metro center emerging ... light rail required?

Existing rail right-of-way useable

Public transportation planning for parking, ride shares, busing, RTA loop

- **Traffic control methods are incorporated to avoid traffic congestion**

Need more traffic lights at dangerous intersections

Improve 42 and West Chester intersection

42 & Warren

Need 129 connection to interstate

Correct the route 42 bottlenecks

Colerain Ave. – not the model for streets

No overhead utility lines

Develop shortcut roads added to highway systems – add lanes.

New roadways to meet additional business growth

Ease traffic congestion – easier to get around town

Have comprehensive transportation plan

Public bus transportation

Stress free traffic – roads; traffic light logics

Ease of transportation that allows you to get to destination with minimum headaches
Reduce traffic
More courteous drivers
Roads adequate to handle traffic
Re develop RT 42 area
Connect 747 with remainder of West Chester
Creative US 42 evolution
Service roads to reduce curb cuts along congested roads
De-annex Rt. 42 to Mason J
Upgrade Hamilton airport to handle corporate jets
Need to ensure I-75 is not a parking lot
Roads infrastructure improved to handle traffic, water, sewer

- **Miscellaneous**

Storm water management, especially as new construction occurs
More reliable electric service, less outages
No overhead utility lines
All streets have large signs
Sidewalks serve businesses (access)
All businesses numbered – easy to find
Signs on streets as you approach them (easy to see)
Walkways from one business to another (don't have to walk between cars)
Well planned layouts of businesses included signage, other infrastructure
No billboards
Union Centre layout is a model, for example
Commercial develop without smokestacks
Entire Township wired for internet
Need more for seniors – housing, transportation, social, exercise, recreation, health
T.A.N.K.-like system within West Chester
Expand library capacity
Gathering point for social/cultural activity
Land use – think 3D including air space
Technology to manage “personal flight” vehicles – Euro people platz model
Hotwired, broad band community
Union Centre CBD not very dense...less zoning restrictions
More public parking garages. More access corridors, e.g. Michigan Avenue in Chicago
Insightful solid waste management plan – mulch yard waste
Manage potential negatives of Hamilton Airport
Storm water management with closed ditches
Wi-fi in parks, restaurants; internet cafes
Reduce flooding
Less apartment complexes

COMPONENT: SOCIAL SUSTAINABILITY *West Chester as a Social Community*

Theme: Safety

I. What We Value

- **West Chester is a safe community with quality police and fire service**

Police and fire are adequate, pleased with response
Quick response to fix traffic problems
More traffic lights have been installed in previously dangerous intersections
Leave home unlocked- safe community
Police Department – prompt, thorough and excellent
Remain safe neighborhoods for children
Police and fire are...Approachable, caring, understand today and future
protect you foremost, want to improve services, see themselves in pivotal role much larger than township
Low crime rate
Excellent police and fire protection
Blessed with infrastructure; only call police if you want them to be there. They WILL respond
Safety – blessed with great people and great planning with trustees who have supported
A safe place to be
Hospitals & Clinics
Police & Fire dept.
Multiple exit points from subdivisions
“Feel safe”
Police and Fire Departments, “as good as they get”
Connected to neighborhoods and other agencies
Safe
Police-safety for community schools

II. What We Hope

- **Quality safety services are able to address the issues of local growth**

Keep up with the drug problem
Police and fire departments keep up with growth
Safety improves with all of the activities. Growth, also people coming in – regional
Crime free community
Stay current and capable for growing activities, population, diversity, business
Enough firefighters and police to be responsive when we need them
High rank safety/security, more police patrols

Active drug prevention programs
Teenage driver programs

Theme: Diversity

I. What We Value

- **West Chester is a community with growing cultural diversity**

High diversity compared to rest of Butler County
School system dealing with a lot of languages
Hispanics find West Chester to be a safe environment
Hispanics come here for the education
West Chester Sr coalition to support Hispanics
Good diversity of people in West Chester
Opportunity to pursue future
West Chester is changing culturally
Different groups use library
Promotion of cultural acceptance – West Chester is a big player in this
Many nationalities
Relatively affordable for many types of families
No cliques. Not old. Cincinnati – East vs. West
Different voting patterns E & W of I-75
Number of churches and different denominations
Racial harmony – more than other places I've lived
Intergenerational friendships; chat with older neighbors on patio; play with youngsters
Many cultures live & work together
Organizations for every interest
New & diverse churches work together
Growing cultural diversity
Islamic Center

II. What We Hope

- **There is more recognition and celebration of ethnic and racial diversity**

Become more integrated in the community: race, economics etc
Multi generational community
Services to support infant → octogenarian
Partnerships with sister city in Europe
Embrace more racial and ethnic diversity
Center for peace
Talks because of success in embracing diversity

Healthy interfaith inter-action
 Mechanism to bring together families, e.g. "Y"
 More ethnic diversity, also racial and religious – creates vibrancy
 Tolerant – reach out and understand others view points
 Everyone in the community feels like it is their community
 Greater diversity (including young people) in community participation
 More visible diversity
 More community festivals that encourage diversity
 Keep/have mix of: low, medium, high income
 Need stronger local communication, particularly helping the transient population understand
 Continual support Islamic Center, have input

Theme: Education

I. What We Value

- **Lakota School system offers a quality education**

Public schools are top notch
 Special ed program is wonderful, including ESL
 Schools and community really care about people
 Kathy Kink, takes a broad view of student's needs
 Lakota Schools: Our kids do well there
 Growing pressure of better tech-partnering with schools – offer wider variety of opportunities for our students.
 Lakota School System – kids of all capabilities are worked with
 Excellent schools & teachers
 Schools – good curriculum; increase # grads to college; arts; band; high test scores
 School system; quality education
 #1 in state – school system
 Good control & discipline in school system
 Quality of Lakota schools—strong schools
 Quality reputation/local schools

- **There is access to higher education opportunities**

Growing college availability
 Workforce Academy – Butler Tech, Miami University and COC
 Proximity to Secondary Education including current facilities in community
 Close to secondary education
 Residents have higher education level
 Access to higher education; arts; culture; great sports; close to 75, 71, and 275
 University of Phoenix, Indiana Wesleyan, Miami-U, Butler Tech – all good educational opportunities
 Colleges in West Chester

- **The library**

Love the library

Library

Library – close by; have kept up with technology

- **Miscellaneous**

Good variety of pre-schools

Good day care available

II. **What We Hope**

- **Residents provide support for funding quality schools**

Meet the challenges of a mature school district as development stops

Playgrounds at schools meet American Disabilities Act

Best school district in State – pass bond issues

Encourage global thinking at individual level by wiring total community for internet

Arts Center – incubator for professional and amateur artists

Must maintain quality of Lakota Schools

West Chester & Liberty should have own schools – smaller schools

Teach local history

Must solve the school funding problem

More education at tax methodology

Modern efficient way to finance schools

Public proactive support of schools

Separate School systems for each political jurisdiction or one political jurisdiction for Lakota

No over crowding in schools

Coherent vision for schools/education

Keep affordable high quality education: Revenue stream; quality of life; education

Can schools capture and communicate the impact on property values of quality education?

Continue to invest in schools/infrastructure, assure adequate funding, don't lapse

- **There is a full-service higher education campus**

Miami University land home to full service university.

Higher education hub

Develop Miami University facility at VOA

Increase adult education opportunities

Programs for lifelong learners

- **Miscellaneous**
 Need a location for Head Start program
 Expand junior Achievement
 Another library in the Union Centre Blvd. Area for western part of the Township
 Integrate school & Sr. Citizen activities
 Advance & expand library
 "2 week" long courses

Theme: Social

I. What We Value

- **Volunteerism: There is a commitment of residents' involvement**

Important asset is our senior citizens
 Community involvement by a number of social people with community in all aspects of community
 Sense of community pride
 Contribution of West Chester women in United Way
 Sense of community
 Positive attitude of residents
 Support of Boy Scouts
 Family friendly establishments
 Child care
 High involvement of community
 Community has a vision
 People are proud of the community & want to help
 Volunteerism: quality, lots of talent, people willing to donate time and money

- **There is a care system for those with economic and social needs**

Churches perform outreach
 All social services are making a big effort to help the community; we take care of our community; there is a recognition of people in need
 The people –
 Progressive people
 Community spirit/pride
 Help for needy and troubled in community
 We help each other out when in trouble
 Amazing churches
 Community Foundation
 Good will of non-residents
 Many agencies in Butler County that serves West Chester well
 Community Foundation

Churches
West Chester Community Foundation
Mobile pantry serves lower economic group

- **Reach Out Lakota**

Reach Out Lakota is an asset
Reach Out Lakota
Caring behavior of organizations like Reach Out Lakota, police, fire
Volunteerism – Reach Out Lakota
Reach Out Lakota

- **Miscellaneous**

Lourdes' bilingual ability links with Hispanics
Nice neighborhoods without HOA's
Privacy – long way from neighbor
West Chester Community Foundation
Good nursing homes

II. **What We Hope**

- **West Chester is a community of connected neighborhoods**

Sidewalks to connect the communities-both residential and commercial
Better connection to Butler County
Recognize availability of programs outside West Chester, like Sean Casey event
Be a more connected community
Integrate diverse neighborhoods, interaction promotion

- **There are facilities to serve a variety of age based needs**

Quality space for senior citizens, youth and teens to gather
More accessible services for those in need
More festivals to create greater integration in community
More activities for seniors
Blend child care and assisted living
Build a sense of community – more cooperation, more volunteerism
Public health facilities
Senior citizens facilities
Transportation for seniors to get to senior center
Senior Citizen center

- **Miscellaneous**

Kids are incorporated into life of community: serve on boards
Shared agenda between different groups
Free of stigma of being a gambling mecca.
Have a sense of self government for my children – autonomy
Encourage development of Volunteer organizations
Five acre, two acre and small lot mix to meet all people’s needs
Controlled (no longer) by County Commissioners who know nothing about West Chester
Support of Agencies
Agencies to support aging population
“full set of amenities” to keep people
“One community”—“no silos”
Take your kids with you to vote?

Theme: Recreation/Entertainment

I. What We Value

- **West Chester has quality parks and green space**

Love the parks and walking trails
Park systems potential – property
Golf courses
The Cone
Sporting opportunities
Parks educational programs for adults & children
Unlimited exciting opportunities Streets of West Chester
Baseball complex & other facilities have us headed in the right direction
Excellent co-operation between twp & using groups

- ♣ Historical & Park development
- ♣ Amphitheatre – music - cultural arts – drama
- ♣ Dog Fest
- ♣ Arts Council

Youth Athletic Associations
Parks—room to do things in the parks
Beautiful Parks
Definitely recreation/entertainment

- **Keehner Park activities**

Kids spend a lot of time in Keehner Park
Keehner Park – programming at amphitheater
Keehner Park
Keehner Park concerts

- **Voice of America facilities**

Love what they are doing at VOA
VOA
VOA facility – multi faceted; easy to get in and out
VOA national treasure
VOA/Cox area development

- **Union Centre**

Union Centre, good for dinner and movie, no need to go to the mall
Economy- Union Centre Blvd. a step in the right direction
Entertainment now available—no longer dead Chester
Union Centre
Growth Union Centre

- **Miscellaneous**

Roller skating
Pisga Youth organized baseball leagues
Baseball for youth
Miss Mary is a gem
Theater opportunities
Arts Council
Bike trails
Jungle Jim's
Near to King's Island
Cultural opportunities

II. What We Hope

- **There is a fully developed park system integrating VOA facility, youth activities and senior services**

Bike Trail
Well developed

Community Center area: Seniors, Library, Parks, Open spaces, Walking
Fully developed park system: VOA Park, Breckett Park and Museum
Miami University helping to develop Voice of America property
Voice of America totally equipped park where families can take children – where equipment is designed for handicapped access
Expand Keehner Park
Acquire 100 – 200 acre addition to Keehner Park
Fully developed Park system
Develop VOA to world class museum
Parks

- **Sports and opportunities especially for youth**

Community Center would be great to have here
Continued development of park system and sports facility for youth
Develop some programs for youth – especially at night
Approved and built recreation center
Maintain sports and music opportunities for youth
YMCAs
Place to bowl; recreation center
Sport and social club (18-30 years)
Skate park for young kids to skate legally and safely
More recreation and entertainment for young adults (15-25 ages)
Activities & places for children
Community Center
Infrastructure in parks—so don't have to drive to Liberty Township to play soccer
Leverage tax base to fund community facilities
Bowling alley
Recreation center
Good infrastructure in the parks
Thing people “want” in the parks
Need more entertainment
Recreational/athletic facilities
Community center

- **There are well developed cultural opportunities**

Demonstrated appreciation for the arts: Public arts projects, Theater
Facility for orchestra to perform, and plays to take place
A commercial radio station
Arts Center
News service—multi-media—focus on West Chester
Good communication/media

- **Miscellaneous**

- More activities or seniors
- English Pub on every block
- Space for community meetings (affordable)
- Re-use old Wal-Mart for library
- Cheap beer

Theme: Leadership

I. What We Value

- **Quality of professional local government leadership**

- Appreciate contribution of West Chester leaders to Butler County
- Zoning Board is understanding
- True professionals – dedicated to their jobs
- Professionalism and customer sensitivity of the township administration - includes all departments
- Local government is trustworthy
- Good local leaders who listen to people even when they disagree
- Zoning doing a decent job
- Excellent Chamber of Commerce
- Strong professional staff
- Leadership have “done well”, “resilient”
- Significant leaders at Township, State and Federal level “political clout”
- Leadership open and responsive, accessible
- Chamber leadership
- Really good youth leadership training. J. Kyle Braid leadership School
- Boy Scouts, Girl Scouts, American Heritage Girls, Upward Bound

- **Willingness of local leadership to be innovative**

- Pleased with Judi Carter’s leadership, sees big picture, open to ideas
- Administration has innovative attitude with interest in development done the right way
- Unique synergy between businesses, government and residential; everyone has a voice; have pretty much of a bland slate
- Unity of Twp. in supporting all projects & activities
- Community leaders work together
- Willingness to innovate
- A community that takes action
- Found ways to handle the development
- Public and Private partnerships

II. What We Hope

- **There is regional collaboration between local governments**

Reach out to Hamilton and Butler Counties

More cooperation between West Chester and adjoining communities.

County, city, Chamber Alliance as example of collaboration.

Boys State, Girls State, Xavier – grandchildren have appreciation of what leadership is. More choices for young people to experience leadership.

4H – opportunities for youth to marketing and promoting leadership develop opportunities. 4-H is example.

Plan for eastern sector of West Chester (Rt. 42 Corridor) – What, why, where, who, when, how?

Better communication & relationships with other communities – regional cooperation

Work with others to handle multiple issues including solid waste management, water and air quality

Consistent stance across all government agencies

Improve relationships with state/federal diversity

- **Incorporation of West Chester**

Become a city

City form of government

West Chester becomes a city

West Chester county seat

Become a city; control your destiny a lot better as a city

Incorporation may be needed to achieve other things, rather than a goal in itself

Form of government must meet the needs of a growing population in a sustainable community

Change township form of govt so it continues to evolve to meet needs

Incorporate so Police & Fire become independent of the county

Incorporation

Develop & implement political structure to provide adequate financing to make West Chester a first class community with each group paying their fair share

Make West Chester the county seat

Enlightened electorate, particularly around incorporation

Incorporation of Township, “bring to ballot with education”

Incorporation combined with Liberty Township

- **Miscellaneous**

Community “buy-in” for vision

Recognize transient nature of community

Enlightened electorate – understand bond issues

Increased volunteerism

Pride in the community

Empty nester housing availability. Require's Zoning enabling, education of developers,
Township officials, et al about what good designs are
Marketing—need to “sell” some of the things that bring about (enable) some of the desired end
points
Need to educate people in the need to vote
Pace and completeness/balance of growth so one aspect of growth does not outstrip others
Increase size of Township Trustees—“we need five trustees”
“We need a West Chester person on the County Commission”
Better inform public on how to get involved—“educate”
Help us past “NIMBY” and “What is in it for me?”
“Keep things thriving”—“sustainability”
“Have form of government that sustains growth”
Better communication vehicle to share visions, decisions

COMPONENT: ECONOMIC SUSTAINABILITY

West Chester's Economic Vitality

Theme: Economic

I. What We Value

- **There is a robust growing economy**

Robust, growing economy

Potential to grow economically and infrastructurally – not maxed out

Momentum around economy and success begets success; Right things are coming

Growth

Proximity to commercial activity

Escalating economy

High tech businesses/labs –P & G; integrated circuits

High income level

Fine home site; quality of housing; value for the price

Property values

Growing medical community

Medical facilities convenient

Residential real estate is a good value

Good place to run a business strong diverse service oriented economy

Still much good development going on – banks etc

Strong economy drives the other things

Excellent housing value—home values appreciate

Median income drives the other things and helps attract upper end business

Most new businesses exceed their business plans during startup, but this may hamper established businesses

Controlled, planned vibrant growth

Economic opportunity, business investment

Affordable housing good value

Potential to raise the bar

- **There is a good mix of business development**

Olde West Chester

Building a good mix: Light industrial, commercial and residential groups

Balance – Residential/commercial/industrial

Drive-in food court – variety of restaurants

Lots of child care

Family owned businesses are surviving

Residential real estate is a good value

New car & dealerships

Events (Baseball-LaCrosse etc) Bring in many people
Variety of Businesses
All needed services available locally
Improving housing for older people

- **Miscellaneous**

West Chester Chamber Alliance, many new members, much economic development action
Good jobs for teens, especially Frontgate
Independence without reliance on businesses, other communities

II. **What We Hope**

- **There is a creative and fair tax system that reflects growth goals**

Diverse, stable, balanced, economic base and tax structure
Affordable for senior citizens to live here
Our own Convention Visitors Bureau to build upon use of hotels to draw tourists to West Chester
Creative and fair taxation system and fiscally efficient government agencies
Place to obtain and sell locally grown produce
Benchmark community for both development and family growth
Legislation to give seniors a break on school taxes
Older people getting hammered, therefore vote down levies
Impact fees on new housing development
Solve the education funding issue that reduces burden on property tax
Higher property values & lower property taxes
Lower property taxes for Sr. Citizens
Lower taxes; concern for tax level

- **There is a proactive economic development strategy**

Our own Convention Visitors Bureau to build upon use of hotels to draw tourists to West Chester
Place to obtain and sell locally grown produce
Benchmark community for both development and family growth
Need a “key equity” – what we are known for. School, health care, ??? A technology
Manage signage – not become an eyesore
CBD is a regional destination
Physical City Center/focal point
Close by hospitals
Job environment so young adults want to stay here to work with a strong economy to support them
Be proactive providing sufficient infrastructure before development takes place
Denser business community
Tie community together & create economic development

Balance: How to bring in the kinds of people needed to fill the jobs that are needed? E.g.
Hospitality industry
More corporate headquarters (Rt-42?)
More commercial development to support the anticipated population
Additional office building square footage
Good planning—"for both positives and negatives of growth
Zoning restrictions to prevent undesirable business ie adult
Wide wi-fi access

- **Miscellaneous**

Expand business opportunities to young adults; entrepreneur ventures for youth
Stimulate the Pisgah area
High tech surgical hospital
Micro brewery & winery

Theme: Other

I. What We Value

- **West Chester's location provides the community with opportunities as a regional center**

Location: Regional Hub
Overall quality of life - rural mature; quality of schools; quality infrastructure
Location – is great
Community pride
Progressive image
Location (between Cincinnati-Dayton) and interstates
Ideal location--strategic airport business: Main corridor Cincinnati – Dayton

II. What We Hope

- **Have an image: What is West Chester known for**

Equality – what are we known for?
Focal point for technology – bring people together on macro-level
Identify where West Chester is – I75 boundaries, etc.
One zip code for West Chester
An "identity" for West Chester—"What are we known for?"

- **Miscellaneous**

On line service mapping with what's going on and how to sign-up

Become intentional in developing assets of our kids

Reconstructed Muhlhauser Barn

Fewer smart alecks

Have to deal with Liberty Township (incorporate and annex them)