

APPLIED LESSONS FROM GREAT BY CHOICE: The Cincinnati Story

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ICMA Conference Presenter



CINCINNATI, OHIO



CINCINNATI QUICK FACTS

Population: 300,000

10 Fortune 500 companies

Including Procter & Gamble, Kroger, 5/3 Bank, American Financial, Macy's, Western & Southern

#3 Nationally Ranked Children's Hospital

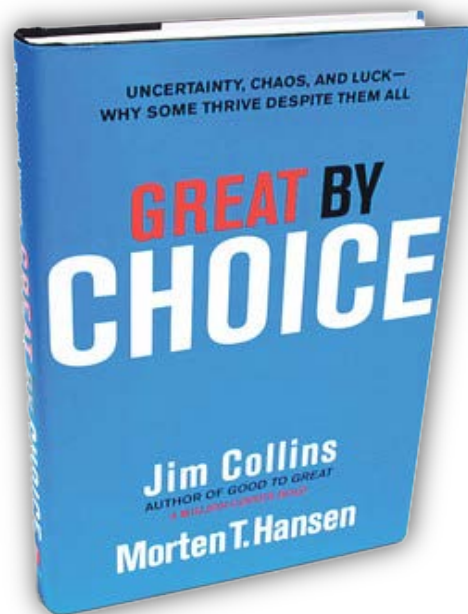
Only city to own a railroad

Cincinnati Southern Railway

Cincinnati Reds

1st Professional Major League Baseball Team

COLLINS' CORE CONCEPTS



10X LEADERSHIP

SMaC

LEADING ABOVE
THE DEATH LINE

10X LEADERSHIP

People who have shown exceptional performance during tough times



Winston Churchill

**So far we have not failed.
We shall not fail now. Let us
move forward steadfastly
together into the storm
and through the storm.**

EMPOWERED LEADERSHIP

Commitment to Education

Embrace Lifelong Learning

Analytical Thinkers

Understand the Universe

(Silo breaking)

Team Before Me

Battle-Tested

CINCINNATI TEAM



REGGIE ZENO
FINANCE

Hurricane Katrina



GEORGE KELLY
HR

Military;
School System;
Regional Govt.



JOHN CURP
SOLICITOR

Big firm experience;
Litigator;
Negotiator

CINCINNATI TEAM



LEA ERIKSEN
BUDGET

Locally developed
rising star



RICHARD BRAUN
FIRE CHIEF

First outside Fire
Chief in City's
history



MIKE ROBINSON
PUBLIC SERVICES

Served as Director in
four cities;
Implementing Semi-
Automation

CINCINNATI TEAM



MARGO SPRINGS
ETS (IT)

Former budget analyst;
Ready when opportunity came.



MEG OLBERDING
COMMUNICATIONS

Coordinated message development;
Social media outreach



TONY PARROTT
SEWER DISTRICT

Consent Decree;
Blending operations with other utilities

SMaC: Specific, Methodical & Consistent

Cannot cut our way to prosperity

Cannot wait on economy to rebound

Must be aggressive through the recession

Accelerate growth/Create our own luck

Embrace creative thinking



Community Planning

WALNUT HILLS III

- 1. DIVERSE NEIGHBORHOOD (!)
- NATURAL ARTISTS
- STREETS
- "FINE BEAUTY SWEET SPOTS"

PEEBLES CORNER

- BETTER DIVERSITY OF RESTAURANTS
- KROGER LEAVING (THE PLAZA)
- STREETSCAPES

ALL THE DEVELOPABLE LAND ON MILLMAN

- OFF FOR URBAN MODEL KROGER (LESS PARKING)
- N.V. CORNER OF PEEBLES

PUBLIC TRANSIT 2-WAY

- PARAMOUNT → MALL
- STRAP INTO WH HISTORY

- FOCUS NBD BETWEEN VICTORY + GILBERT

- NEED A COFFEESHOP
- ORIGINAL GRADER'S
- SAFETY, PERCEPTION, LIGHTING
- STOWE HOUSE
- LOCATION FOR STREET VENDORS

- CAR ACCESS FROM SIDE STREETS

- UNDERUTILIZED IN SW QUADRANT
- "HARD OF CHOICE" (COHESIVE MIXED USE-MARKET HISTORY (WALKING TRAIL) GR)
- LOCAL BIZ SOMETHING UNIQUE TO WH
- GREATER UPTOWN TRANSIT LOOP
- ATTRACTIVE GROCERY OPTION

- NO SUBURBAN DEVELOPMENT IN URBAN NBD

- TDWER: MIS-ALLOCATED DENSITY
- FILL IN GAPS OF MISSING ORIGINAL FORM

- NEED GREENSPACE DESIGNED TO PROMOTE COMMUNITY

- MORE 3rd PLACES



WALNUT HILLS

STRONGS

- ✓ Historic Architecture (e.g., Alston House, Peeries)
- ✓ Location on the "Greenbelt" (e.g., Riverfront, University)
- ✓ Character of the Neighborhood
- ✓ Well-preserved historic architecture
- ✓ Historic charm
- ✓ Historic architecture
- ✓ Historic architecture
- ✓ Historic architecture
- ✓ Historic architecture

WEAKNESSES / CONCERNS

- Large parking lots (e.g., Alston House, Peeries)
- Historic architecture (e.g., Alston House, Peeries)
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OPPORTUNITIES / DREAMS

- 1-2 blocks of historic architecture (e.g., Alston House, Peeries)
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Community Planning



The Banks (before)



The Banks: Yard House and Moerlein Lager House



The Banks: Cincinnati Reds Opening Day



Queen City Square **(site demolition)**



Great American Tower **(under construction)**



Great American Tower at Queen City Square



Graeter's Ice Cream retail store



Graeter's facility (under construction)

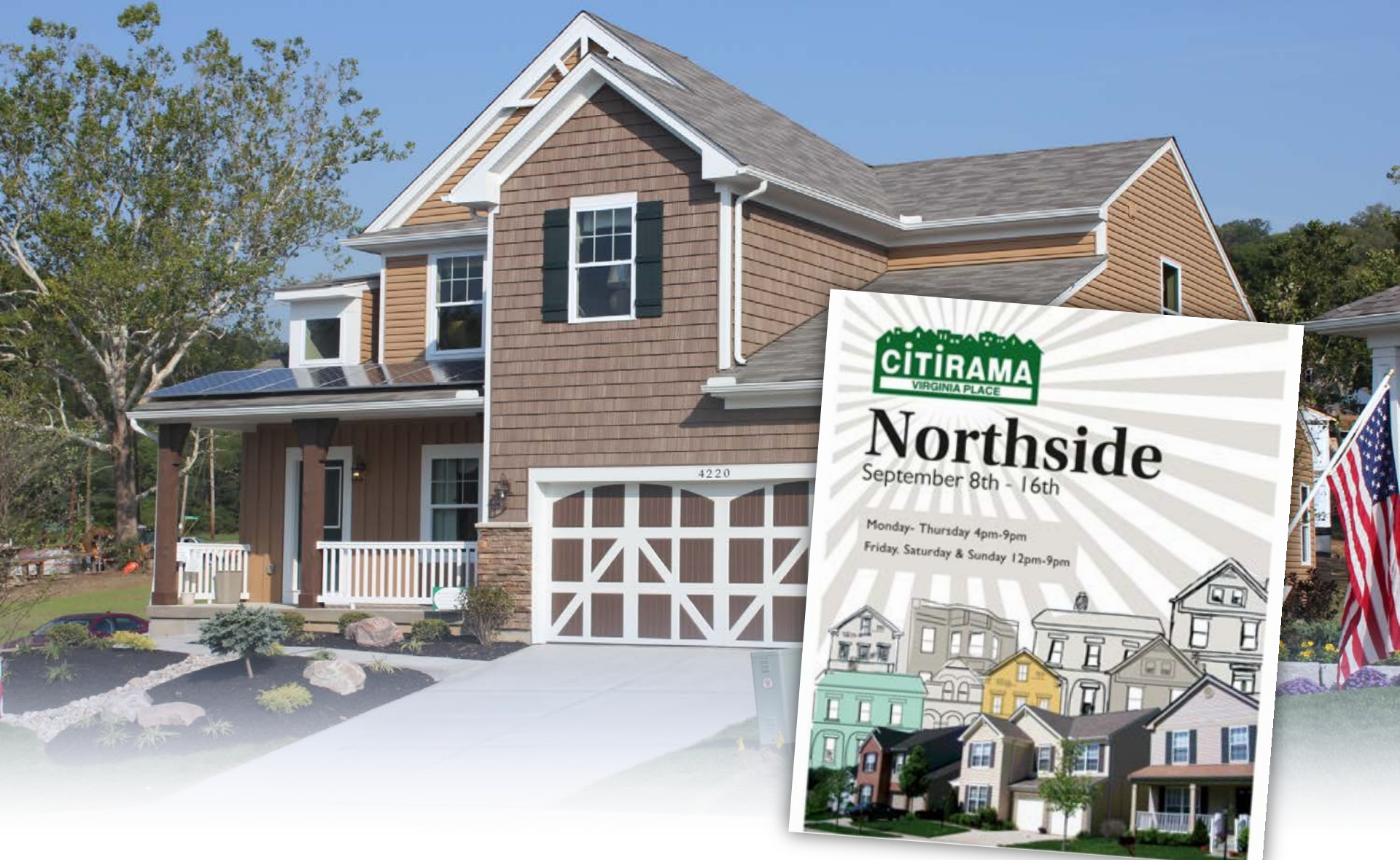


Graeter's facility (grand opening)

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CITIRAMA 2012 (before)



CITIRAMA
VIRGINIA PLACE

Northside

September 8th - 16th

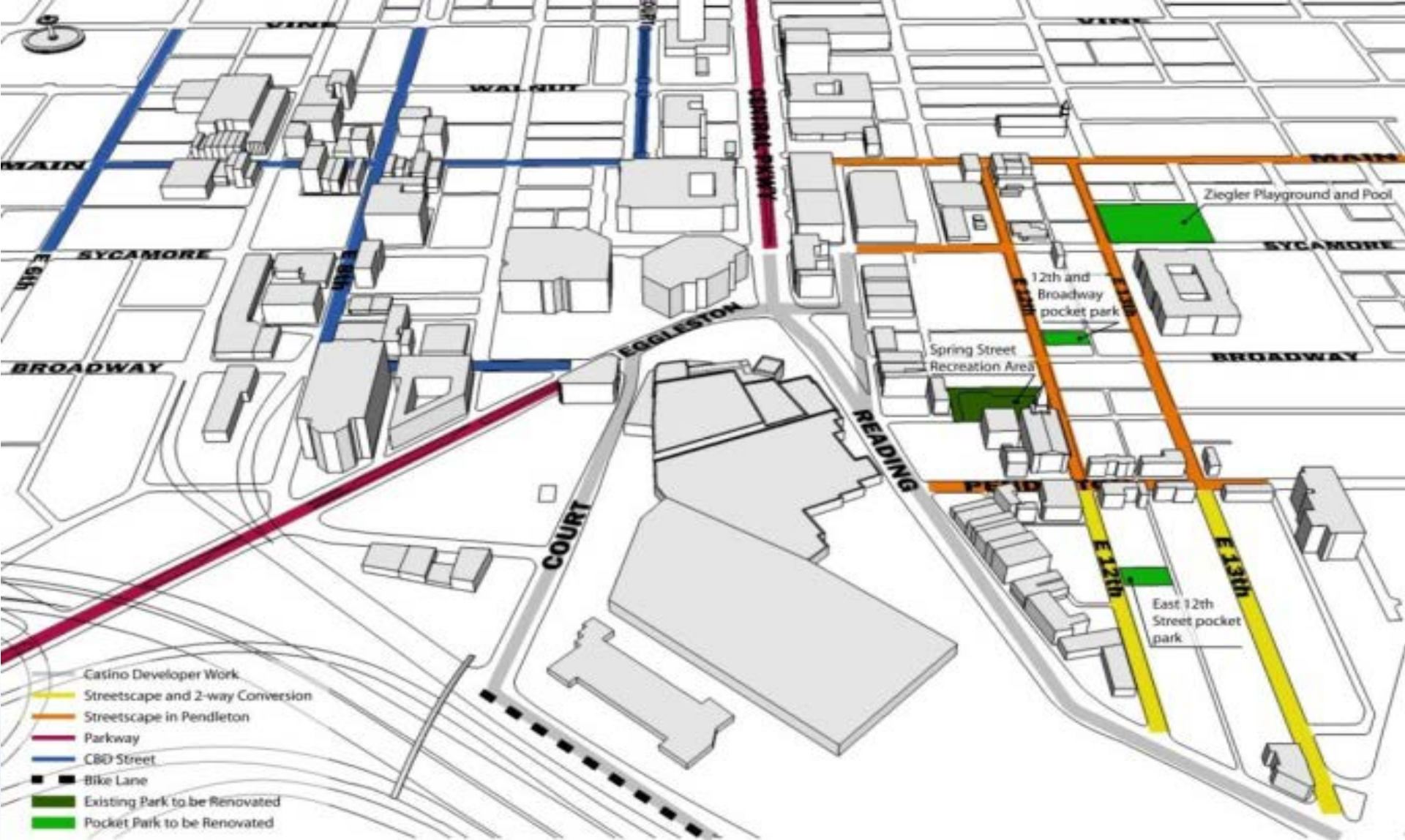
Monday- Thursday 4pm-9pm
Friday, Saturday & Sunday 12pm-9pm

An illustration of a diverse neighborhood with various styles of houses, including a green house, a yellow house, and a grey house, set against a background of radiating lines.

CITIRAMA 2012 (grand opening)



Broadway Commons site **(before)**



Casino-area infrastructure improvements



Horseshoe Casino Cincinnati



Metropole Building (before)



Metropole: Extensive renovation

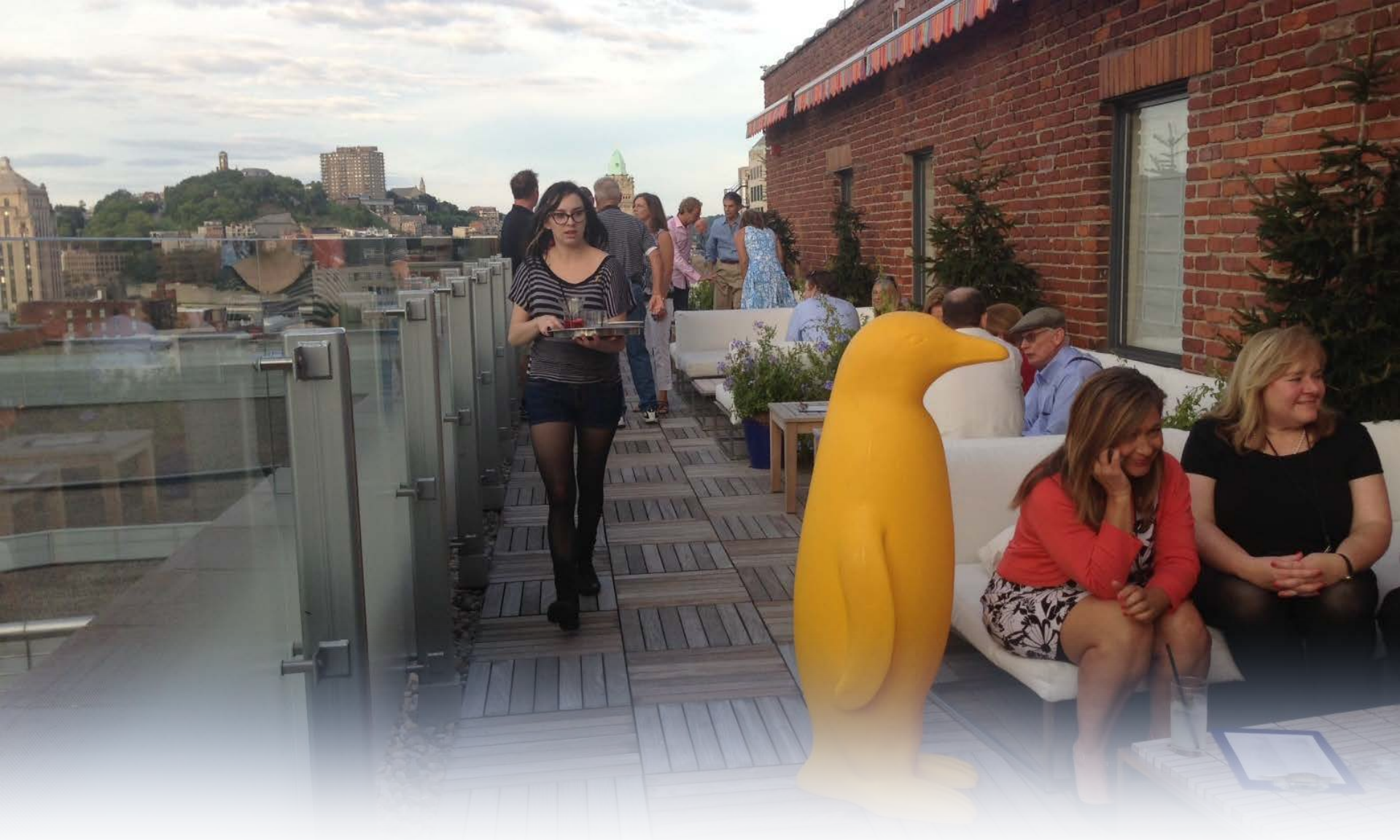


21c Museum Hotel

ICMA



21c Museum Hotel (Metropole restaurant)



21c Museum Hotel – rooftop cocktail lounge



Pogue's Garage downtown (before)



4th & Race St. Future Development



Cincinnati Streetcar



Hey, do you hear that?



No, I don't hear anything.

THAT'LL NEVER WORK HERE!!

IT CAN'T BE DONE!

LET SOMEBODY ELSE TRY IT FIRST!

LEADING ABOVE THE DEATH LINE



TRANSFORMATION OF THE CINCINNATI POLICE DEPT.

Collaborative Agreement

Managers Advisory Group

24-hour briefing

Evidence-based policing

Citizens Complaint Authority

Taser policy

What to do when stopped

MODEL OF REFORM

Invited around the world

Building reserves of trust

Zoom out, then Zoom in





World Choir Games 2012

QUESTIONS/COMMENTS?

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ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 

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