

West Carrollton Sustainable Comprehensive Plan:

*A Community Vision and
Comprehensive Plan Created through the Principles of
Sustainability*



DESTINATION TOMORROW

**Cooperating Partners:
City of West Carrollton and
Ohio State University Extension
Sustainable Development Initiative**

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The following organizations, their representatives and involved citizens have made the West Carrollton Comprehensive planning project possible through their sponsorship, leadership and commitment of time:

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INTRODUCTION

The 2008 Comprehensive Plan study area goes beyond the present boundaries of the city limits to include a regional approach. In addition, this comprehensive plan is also based on sustainability principles including:

- Seeking a balanced interconnection between the environmental, social and economic factors defining the community
- Seeking an inclusionary focus that solicits the guidance of residents
- Having a long-term planning focus that is based on the needs of future residents, thinking forward to the community needs of two generations
- Resolving planning issues that consider implications from a holistic perspective using multidimensional approaches

The plan is comprehensive because it considers all aspects of development and redevelopment within the city within a regional context.

The plan is general because it does not dictate regulatory measures but instead provides general policy guidelines and recommendations.

The plan is long-range because it looks at current planning issues from a future perspective making recommendations that will take decades to accomplish.

Destination Tomorrow is the result of the cooperative planning effort of the Mayor and City Council, the City Planning Commission, all City Departments, citizen involvement and direction with guidance by the Ohio State University Extension Sustainable Development Initiative Team.

ORGANIZATION OF THE PLAN

This document is laid out in sections designed to address the five major sectors of plan. The sector plans are introduced by the Growth Management and Land Use section that identifies key planning issues, provides a holistic approach to addressing key planning issues and identifies land use changes effected by recommended actions. Detailed goals, objectives and strategies for implementation are provided within five planning sections: Economic Development, Housing, Parks and Recreation, Education, and Community Facilities/Infrastructure/Transportation. A physical and community profile section is included to provide information and data regarding trends and existing conditions within the City of West Carrollton and the Miami Valley Region. The final section of the plan provides supporting documents that were used to frame the planning issues and develop implementation approaches.

Six planning concepts emerged to frame the implementation approach to address key planning issues. These guiding principles include:

1. Mixed land uses: to create neighborhoods with a mixture of residential, business, support services and recreational opportunities
2. Compact neighborhoods: where residents can live in close proximity to where they work, shop and play
3. Community life: citizens are nurtured through opportunities to participate and make decisions
4. Neighborhood identities: where each area has the opportunity to create and foster its own unique identity
5. Open spaces and natural beauty: resources are respected to increase environmental aesthetics and financial value
6. Diverse housing: opportunities are created to encourage residents to remain in the community as they transition through life-stages

The following are important definitions to remember in reviewing the five sector implementation plans:

Goals are broad statements of a general outcome that the workgroup is trying to achieve as it carries out the community's vision. Goals serve as the basis for formulating objectives.

Objectives are specific measurable statements of a target to be achieved by a service or program in a defined period. Objectives support a goal.

Strategies are ways of achieving an objective.

Action Steps are tasks that need to be completed to implement the strategies designed to reach the chosen objective.

PAST PLANNING EFFORTS

In 1977 a twenty-year comprehensive plan, A Place for People: A Comprehensive Plan for Improvement of the Quality of Life in West Carrollton, Ohio was developed and subsequently approved by City Council.

In 1994 a fifteen-year comprehensive plan, West Carrollton 2010: A Comprehensive Plan for West Carrollton, Ohio was developed and subsequently approved by City Council.

Both plans were supplemented by project planning documents and research.

In 2007 through 2008 a long-term comprehensive plan, Destination Tomorrow: West Carrollton Sustainable Comprehensive Plan was developed and submitted to the City Planning Commission and City Council for review and adoption.

THE PLANNING PROCESS

The city's 2008 comprehensive plan was built on a community engagement model of sustainability. The planning process was designed to engage residents of West Carrollton at all stages of planning. The process itself was divided into three phases:

- developing a consensus community vision
- formulating individual sector plans based on the community vision
- tying the sections together through a comprehensive growth management and land use approach

Establishing a Community Vision

The first phase in the planning process was the creation of a citizen-led Steering Committee which held responsibility for guiding the planning process. The Steering Committee's first action was engaging the community in a visioning process to determine resident's priorities for the future of West Carrollton, and to identify what they valued about their community. The shared community vision that emerged from this process was used to guide the next stage of comprehensive planning: identifying sectors of focus, goals and strategies.

A report of the visioning process is provided in the Supporting Materials Section of this plan and available through the City of West Carrollton web site at <http://www.westcarrollton.org>

Developing Sector Plans

The second phase in the planning process involved citizen and city departmental personnel work groups responsible for creating sector plans. Work groups were formed around the common themes emerging from the visioning process. Membership in these working groups included interested community residents and local leaders with the assistance from experts in each sector area. Work groups were Chaired or Co-Chaired by members of the Steering Committee.

The five sectors that were identified include:

- Economic Development
- Housing
- Parks and Recreation
- Education
- Community Facilities/Infrastructure/Transportation

Creating a Growth Management and Land Use Approach

The Chairs/Co-Chairs of each of the sector working groups were given the responsibility to develop the final capstone section of the plan that would tie together all of the individual sections, ensuring balance and concurrence with sustainability principles. This last section of the plan focused on growth management and land use practices. Chairs/Co-Chairs identified the planning issues based on the linkage of the community social, environmental and economic factors. City of West Carrollton Department Heads then worked at creating the technical approaches necessary to successfully implement the goals of the growth management and land use plan. These technical approaches were reported to the Chairs/Co-Chairs for final approval. The final plan was returned to the Comprehensive Plan Steering Committee for final acceptance before submission to the City Planning Commission and the City Council of West Carrollton.

Physical and Community Profile of West Carrollton

Location and General Characteristics

The City of West Carrollton is located in the south central portion of Montgomery County, eight (8) miles southwest of the City of Dayton and 50 minutes north of the City of Cincinnati. The city is bordered by the cities of Moraine to the north, Miamisburg to the south and Miami Township to the east and west. The city covers an area of 6.4 square miles.

West Carrollton is a community with extensive contrast in land use. Most single family housing neighborhoods are in the central, southwestern and northeastern portions of the city. Industrial/manufacturing is primarily located in the northwestern area across the Great Miami River and along I-75. Multi-family housing development is in the southern and east central portion of the city. There are three major areas of commercial/retail development: along the Central/Dixie corridor which comprises West Carrollton's downtown, along the northeastern edge along Springboro Pike, and in the southern tip along SR 725.

The area west of the Great Miami River remains primarily rural in character with several residences within the manufacturing zone north of Farmersville–West Carrollton Road. As stated in the city's 1994 Comprehensive Plan, it is likely that the rural area west of the river will be the most appropriate place for much of the new development in the coming decades.

Land Capabilities

The topography of West Carrollton is influenced most heavily by the Great Miami River which flows southwesterly through the city. The elevation in the flood plain west of the river is 700 feet above mean sea level and rises to 1000 feet above sea level in the southernmost portion of the city. The presence of the river creates two distinct types of topography for West Carrollton; the northern and northwestern portion of the city lies within the river valley which is relatively flat while the southern portions are rolling to steep elevations.

The city of West Carrollton is in the Great Miami River watershed. Two creeks, Holes and Owl, are significant tributaries that flow into the Great Miami from the east, and much of the city is drained by Owl Creek. The region west of the Great Miami River, near Bear Creek, is a major aquifer area.

Land features and resulting capabilities pose limitations to the amount of developable land within the current corporate boundaries of the City of West Carrollton. Much of the open land along the Great Miami River and its tributaries is of limited suitability for development due to the potential for flooding. Other portions of the city, including the back portion of the Fraser Mill property, include high slope areas and undesirable soil conditions for development. The land immediately west of the river and within current city boundaries has certain limitations for development because of a lack of infrastructure and floodplain issues.

Source: West Carrollton 2010: A Comprehensive Plan for West Carrollton, Ohio, May, 1994

Community Profile

The City of West Carrollton, located in Montgomery County in west central Ohio, is part of the multi-county Miami Valley Region. Other counties in this region include Darke, Greene, Miami, Preble, Clinton, and portions of Warren. West Carrollton is also one of seven first tier suburbs of the core City of Dayton. First tier suburbs are older, more mature communities that were established prior to the wave of suburban growth that swept the nation after World War II. First suburbs are historically viewed as trolley car communities, industrial boroughs and working class suburbs. Other first suburbs in the Miami Valley Region include Centerville, Clayton, Englewood, Huber Heights, Kettering, Miamisburg, Moraine, Oakwood, Riverside, Trotwood and Vandalia. Today, suburban expansion from central core cities is characterized by growth patterns that are decentralized and encourage sprawl.

The following profile identifies characteristics of West Carrollton in relation to housing, the economy and population. Certain data for the city has been shown in comparison to the nation, Miami Valley Region, Montgomery County and selected first tier suburbs of the Dayton Region to improve the context in which West Carrollton's progress can be understood.

History of West Carrollton

West Carrollton was created from the merger of two smaller towns located on the Great Miami River. Carrollton, north of Miamisburg, was platted in 1830 and incorporated in 1887. Alexandersville, located just north of Carrollton, was platted in 1815. They became one municipality in 1943 when Carrollton annexed Alexandersville and the Village of West Carrollton was formed. From its earliest time this area provided an appropriate location for industry, especially paper mills, because of the development of

transportation networks including the Miami-Erie Canal, the Dayton-Cincinnati Pike and major rail lines. Although the area was first settled in the 1830s, it remained a small factory town for over 100 years. In the late 1950s the catalyst for West Carrollton's growth emerged with the construction of the I-75 corridor. In the subsequent fifteen years West Carrollton tripled in size, and in 1967 the Village of West Carrollton was incorporated as a city. In the years following, from 1970 – 1990, West Carrollton continued to grow in population and land area through annexation. New housing, including multi-family units, and additional retail developed in the southern portion of the city while the old downtown area expanded to newer development along the corridor from the I-75 interchange to the Fraser Mill paper company.

Population Characteristics

The City of West Carrollton displays many of the characteristics of other first tier suburbs in the region and nation. In the 1950s and 1960s, the population of first tier suburbs grew faster than both their core city and the nation as a whole. Today their population growth lags the nation. The population of first tier suburbs is growing older, with residents age 65 and older surpassing that of the core city. Average household size is decreasing due to demographic trends evident at the national and regional level, that is, increasing single parent households, aging populations, smaller family sizes, and increasing divorce rates. West Carrollton and Ohio's other first tier suburbs differ on one characteristic from the national trends. While population diversity in first tier suburbs is increasing nationwide, due in large part to the influx of foreign born residents, first tier suburbs in Ohio, including West Carrollton, have not followed this trend.

Population Growth:

West Carrollton's population substantially increased from 1970 to 1990, but has steadily declined over the past decade and a half. The 1994 West Carrollton Comprehensive Plan indicated that the city's population increased by 22.3% from 1970 to 1980, and continued to increase, although at a much slower rate of 9.5%, from 1980 to 1990. Much of this growth was attributed to the development of multi-family housing in the southern part of the city, attracting new residents to West Carrollton. The city's population growth trend began to reverse in 1990 and has shown a small but steady annual decline totaling -9.7% through the most recent U.S. Census Bureau estimate report for 2007.

In comparison, the overall Miami Valley Region population increased steadily from 1970 to 2003 with the exception of Montgomery County, the core urban county and home to

West Carrollton Sustainable Comprehensive Plan

Physical and Community Profile

West Carrollton and other first tier suburbs. Most of the growth in the Miami Valley Region occurred before the 1970s and although slower in the 70s through 2000, the region still maintained a growth rate for the period of approximately 6%. From 2000 to 2003 while the State of Ohio saw very little population growth, the Miami Valley Region still grew by a modest 1.8%. Much of this growth occurred in the eastern and southern counties, especially Warren County, while the urban core county of Montgomery continued to lose population. See Figures I, II, and III for historic population trends.

Figure I

**West Carrollton, Region & Montgomery County
Population Trends: 1960-2030**

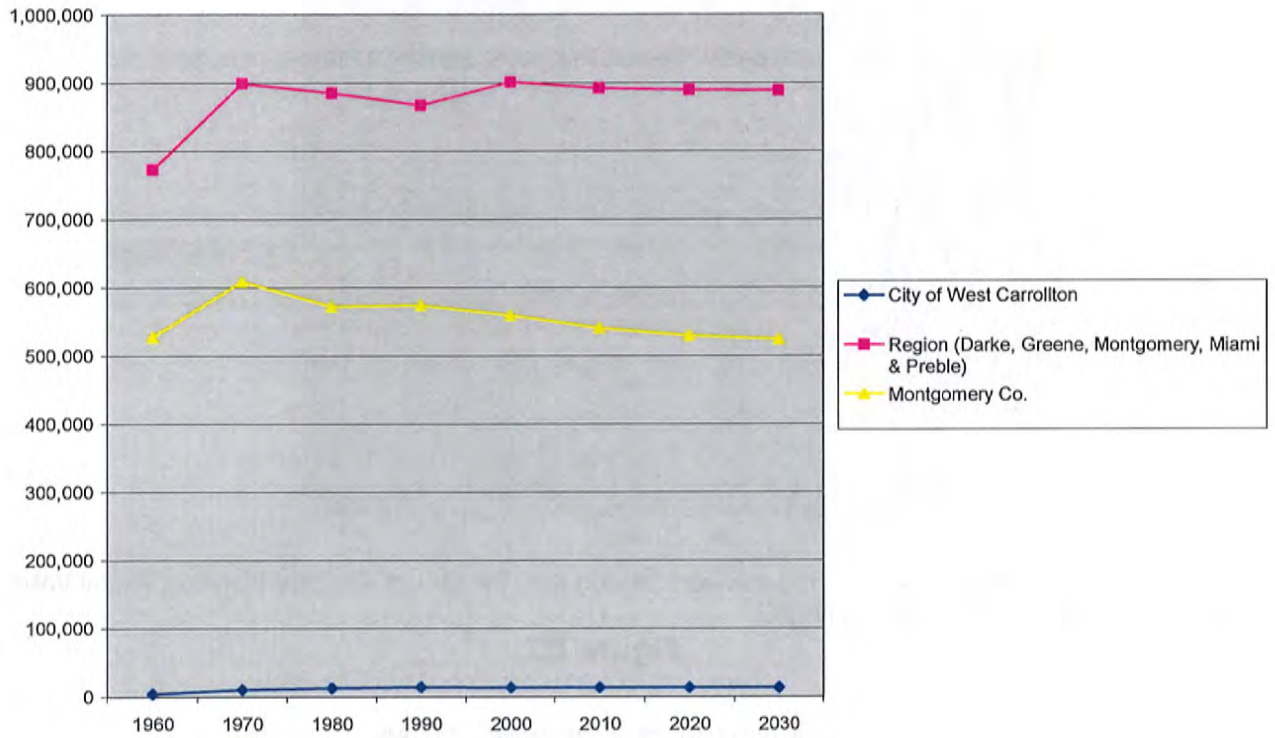
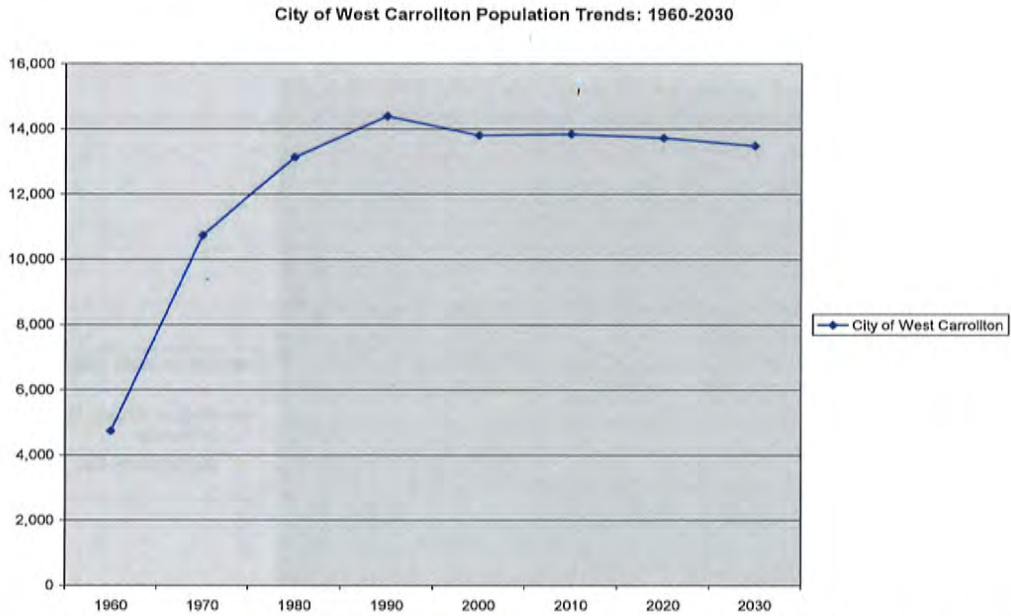
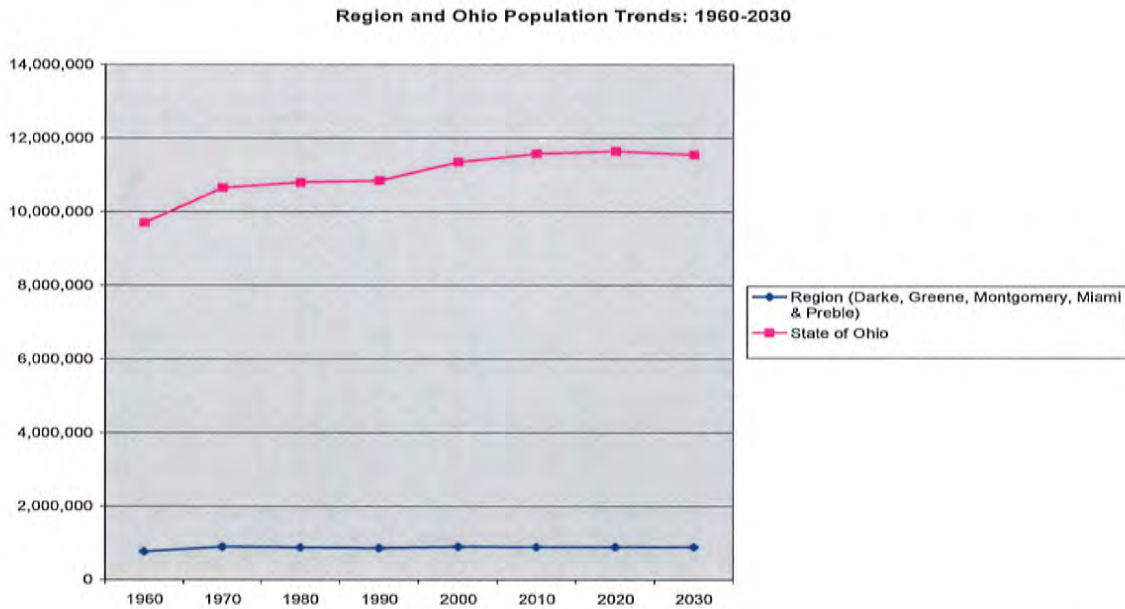


Figure II



Source for West Carrollton's projected numbers: Martin Kim, Director of Regional Planning, Miami Valley Regional Planning Commission (MVRPC)

Figure III



Population Projections:

The entire Miami Valley Region is expected to grow by 17.8% from 2000 to 2030, over double the State of Ohio projected growth percentage of 8.5%. Warren County projects the largest gains in population while urban Montgomery County projects further population losses of 6.3%. West Carrollton itself is projected to decrease slightly in population from 13,818 in 2000 (latest Census count) to 13,493 in 2030. See Figure IV for population projections.

Figure IV

West Carrollton Population Projections: 2000 - 2030*					
City	Census 2000	2010	2020	2030	% Change
West Carrollton	13,818	13,854	13,733	13,493	-2.60

*Note: These projections are estimates only. The projections were calculated using county wide data supplied by the State of Ohio Department of Development. The projections for the City of West Carrollton were prepared by MVRPC using the Traffic Analysis Zone (TAZ) level data originally developed as part of the 2030 Long Range Transportation Plan.

Aging of Population:

West Carrollton's residents are growing older on average, consistent with regional and national population trends. According to the 1980 U.S. Census the median age of city residents was 28.5 and by 2000 this increased to 34.9. West Carrollton's median age in 2000, at 34.9, was slightly lower than the region and county. The 2007 estimate of median age increased further to 36.2. Given the aging population trends nationwide, it is anticipated that this trend of an increasingly older population for West Carrollton will continue.

The population breakdown by age composition, according to the 2000 U.S. Census, indicated that almost 50% of the City of West Carrollton's population was within the 25 to 54 age groups. Children under the age of 5 were 6.8% of the total population, while the 65 and older group was 12.4% of the total population.

Persons per Household:

The number of persons per household in West Carrollton is also trending downward. In 1980 there was an average of 2.58 persons per household in West Carrollton. This dropped to 2.37 in 1990. The 2000 Census shows that for owner-occupied housing the average number of persons per household was lower at 2.34, while for renter occupied housing it was even less at 2.08. The most recent available data, from Sperling's Best Places 2007, indicates that West Carrollton has 5,898 households, with an average size per household of 2.19. In summary, West Carrollton's persons per household continue to trend downward.

Demographic changes, specifically an aging population, increased divorce rates and single parent households will continue this trend toward smaller household sizes in the region and state.

Economic Characteristics

Employment:

According to the 2000 U.S. Census, 68.8% of residents age 16 and over were in the labor force with an unemployment rate of only 2.4%. More recent statistics for the Dayton area provided by the Ohio Bureau of Labor Statistics indicate that unemployment in August of 2008 was 9.1%, slightly down from July at 9.7%, but greater than one year ago when the unemployment rate was 7.3%. To provide a larger perspective, the State of Ohio's unemployment rates were 7.1% in August '08, 7.2% in July '08 and 5.5% in August '07.

Employment growth statistics provide a good picture of the strength of a localities job market and economic health, superior to unemployment statistics which do not capture all of the unemployed or underemployed. According to the Federal Deposit Insurance Corporation (FDIC), employment growth in the region was stagnant from 2004 – 2007 with the exception of Clinton (home of DHL) and Warren Counties, who demonstrated positive job growth. Montgomery County was the only county in the region to experience consistent employment contraction. The most recent data, however, show a sizable contraction in employment growth in all counties in the region, another indication of the impact of the current recession. Compared to the national and state employment growth statistics, the Miami Valley Region has lagged behind both. Ohio and the nation posted positive but minimal growth through the third quarter of 2007, but both experienced employment contraction in the third quarter of 2008, to a much lesser extent than the region's experience. According to Sperling's Best Places, West Carrollton's recent job growth was .68% and the city's employment is projected to grow

over the next ten years by 17.86%. This projection may be optimistic given the anticipated further loss of industry in contiguous first tier suburbs. See Figure V.

Figure V

Total Employment Growth (NSA)						
Miami Valley Region, State & U.S. 2004 - 2008						
Geographic Area	2004	2005	2006	2007	YTD Q307	YTD Q308
West Carrollton City				*0.7%		
Montgomery County	-1.1%	-0.1%	-0.6%	-0.5%	-0.3%	-33.7%
Darke County	-1.3%	0.8%	-0.8%	0.9%	1.0%	-33.5%
Greene County	0.1%	0.2%	1.8%	-0.5%	-0.3%	-33.7%
Miami County	0.0%	1.1%	1.9%	-0.5%	-0.3%	-33.7%
Preble County	-0.8%	0.3%	1.5%	-0.5%	-0.3%	-33.7%
Clinton County	-0.1%	3.9%	7.6%	0.6%	0.7%	-33.4%
Warren County	4.3%	4.3%	2.8%	1.2%	1.4%	-33.4%
Ohio	0.1%	0.8%	1.3%	0.3%	0.5%	-0.5%
United States	1.1%	1.8%	1.9%	1.1%	0.5%	-0.1%

Sources: Federal Deposit Insurance Corporation Regional Economic Conditions (RECON)

*Data obtained from Sperling's Best Places

Quarterly data is the year-to-date % change from the prior year's year-to-date data

NSA – Not Seasonally Adjusted

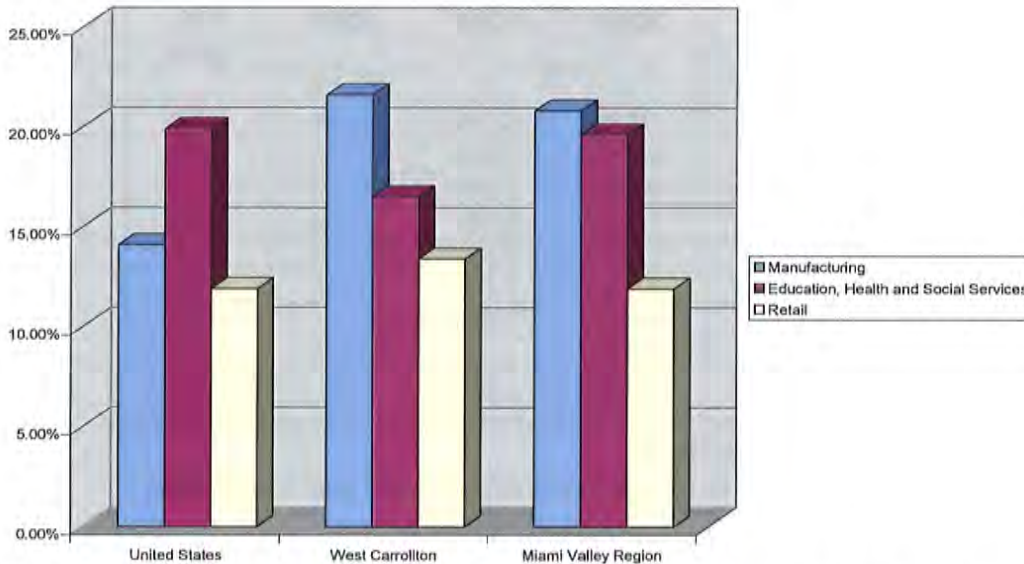
Employment Sectors:

The industry mix for West Carrollton provides insight into the city's employment profile. The West Carrollton labor force has a heavy reliance on manufacturing, the sector which has been most effected by recent economic restructuring to a knowledge-based economy. The 2000 U.S. Census indicates that 21.6% of West Carrollton's labor force was employed in manufacturing, representing the largest employment category. The next largest category was education, health and social services at 16.5% of the labor force and the third largest category was retail trade, at 13.4% of overall employment. Comparing West Carrollton to the Miami Valley Region and the U.S. we see similarities in the employment sector mix. See Figure VI. The top three employment sectors for the region and nation in 2000, manufacturing; education, health and social services; and retail trade, were the same top three as West Carrollton's. See Figure VI. However, the region and city's reliance on the manufacturing sector was much higher than the nation. And, the Miami Valley Region and West Carrollton, with a larger percentage of their labor force employed in more mature, auto related manufacturing industries, is vulnerable to the economic recessions that we have experienced over the past few decades and most particularly the one we are in currently. The problems faced by the big three automakers, particularly General Motors, is and will continue to impact West

Carrollton and the other Dayton first tier suburbs as a result of the closure of plants, operations and suppliers and an uncertain future.

Figure VI

Employment Sectors, 2000, West Carrollton, Region and U.S.



In terms of type of employment, the majority of West Carrollton’s labor force, at 32%, was employed in management, professional and related occupations. The next highest category was sales and office occupations, at 26.1%. The third largest category, production, transportation and material moving occupations, represented 21.2% of the labor force.

Per Capita and Median Household Income:

The per capita income for West Carrollton in 2007 was \$23,097 and the median household income is \$44,540. 24.18% of the city’s households fall between the \$50,000 - \$75,000 income range. The second largest category, at 19.99% of the total households, falls between \$35,000 - \$50,000.

Median household income for the Miami Valley Region is higher than both the state and national averages. In 2000 the region’s income was 8.6% and 6% higher than the state and U.S. respectively. The trend has been for higher income households to move from the core city and first tier suburbs to the region’s outlying suburban areas, resulting in income disparity between the older urban and suburban/rural zones of the Miami Valley

Region. This trend is also evident in urban regions throughout the nation. Comparing West Carrollton to cohort first tier suburbs, West Carrollton's median household income for 2000 was higher than Moraine at \$34,341, and lower than Kettering and Miamisburg at \$45,051 and \$48,316 respectively. Looking at per capita income the same comparison occurs, with West Carrollton, at \$20,721, higher than Moraine at \$16,880, but lower than both Kettering and Miamisburg at \$27,009 and \$22,504 respectively. See Figure VII.

Figure VII

Median Household Income: 2000 & 2004 West Carrollton, Region, State, Nation				
Geographic Area	2000	2004	2006	2007
West Carrollton City	\$40,964	NA	NA	\$44,540
Miami Valley Region (all counties combined)	\$41,926	NA	NA	NA
Montgomery County	See above	\$41,846		NA
Darke County	See above	\$41,468		NA
Greene County	See above	\$51,173		NA
Miami County	See above	\$45,869		NA
Preble County	See above	\$43,281		NA
Ohio	\$40,956	\$43,371	\$44,532	
United States	\$41,994	\$44,334	\$48,451	

Source: For 2006 data – U.S. Census Bureau, 2006 American Community Survey
2000 data – Miami Valley Regional Planning Commission, 2007 data – Sperling's Best Places

West Carrollton Income and Property Tax Revenues:

Income tax, currently set at a rate of 2%, is the city's largest revenue stream and applies to gross salaries, wages and other personal service compensation earned by residents and non-residents earning in the city. The income tax also applies to net income of businesses operating in the city. These revenues have remained flat over the 5-year study period with the exception of 2003 – 2004, when they declined due to overall economic conditions. By 2005 overall city revenues and city income tax revenues were almost back up to the 2003 level, increasing by 5% and 6.1% respectively. In 2006 revenues increased even further, and income taxes as a percentage of the total revenue rose to 68.3% from 67.6% in 2005. However, this trend was reversed in 2007 when income tax revenues declined by 7%, once again due to overall economic

conditions. It is anticipated that this downward trend may continue into 2008 and 2009 with the deepening of the national recession. See Figure VIII.

Figure VIII

City of West Carrollton Income & Property Tax Revenues 2003 – 2007					
	2003	2004	2005	2006	2007
Income Tax Revenues	6,483,425	5,612,398	6,362,927	6,747,536	6,264,496
Property Tax Revenues	931,510	682,695	702,797	650,287	874,193

Source: City of West Carrollton, Basic Financial Statements: 2004, 2005, 2006, 2007
Mr. Tom Reilly, Financial Director

Property taxes are levied against real and tangible personal property. Real property includes structures and land while tangible property is used in business operations. The tax rate applied to real property in 2007 was \$2.74 per \$1,000 of assessed value. The assessed value is 35% of true value for real property and 18.75% of true value for tangible property (excluding the first \$10,000 of value). Due to legislation enacted by the State of Ohio, tangible personal property tax is being phased out and each year the assessment for property (excluding inventory) has been reduced. In 2007 the tax was 12.5% and in 2008, the last year for this tax, it will be 6.25% of the tangible personal property. Property tax revenues in West Carrollton have varied over the five year study period of 2003 – 2007. For the overall period revenues declined by 6.2% but showed an increase from 2006, the lowest revenue year, to 2007 of 34.4%. See Figure IX.

Figure IX

City of West Carrollton Property Assessed Values 2004 - 2007				
	2004	2005	2006	2007
Real Estate	233,788,160	204,398,930	203,257,440	204,818,380
Tangible Personal Property	17,575,249	51,497,754	27,613,954	15,181,078

Source: City of West Carrollton, Basic Financial Statements: 2004, 2005, 2006, 2007
Mr. Tom Reilly, Financial Director

Education:

Expenditure per pupil in the West Carrollton public school system is \$6,574, slightly higher than the national average of \$6,058. In terms of educational attainment,

86.96% of residents are high school graduates, 7.96% are two-year college graduates, 11.97% have bachelor's degrees and 9.46% have graduate degrees. West Carrollton residents profile higher than the U.S. average for high school graduates, but profile lower for post high school education and graduate degrees. This is a critical issue as employers increasingly seek employees who have completed advanced degrees and skills.

Housing Characteristics

West Carrollton's owner-occupied housing as a percentage of total housing units slightly increased from 55.40% in 2000 to 59.50% in 2008. Compared to the county, Dayton-Springfield MSA and State of Ohio, the percentage of owner occupied housing units is lower for West Carrollton and the percentage of rental units is higher. The city's owner to renter ratio is also lower than the cohort first tier suburbs of Moraine, Miamisburg and Kettering. See Figures X & XI.

The city's vacancy rate was higher than the region, county and state in 2000, but decreased to a lower percentage in 2008. The majority of the vacant housing units were rentals; in 2000 over half, or 51.80%, of the vacant housing units fell into this category. Overall, the city's vacancy rate actually decreased slightly from 2000 – 2008 by almost 1%.

Figure X

Geographic Area	Total Housing Units	Owner Occupied	Renter Occupied	Vacant
City of West Carrollton	6,580	55.40%	36.70%	7.10%
Miami Valley Region	635,531	65.40%	28.3%	6.4%
Montgomery County	240,819	59.10%	34.80%	6.10%
State of Ohio	4,371,854	63.10%	30.40%	6.50%

Figure XI

Geographic Area	Total Housing Units	Owner Occupied	Renter Occupied	Vacant
City of West Carrollton	6,310	59.50%	34.30%	6.20%
Dayton-Springfield MSA*	420,701	63.40%	29.50%	7.10%
Montgomery County	251,118	60.80%	31.40%	7.90%
State of Ohio	5,061,538	65.40%	27.50%	7.10%

*Data not available for region

The value of West Carrollton owner occupied housing has continued to increase while still remaining affordable with a median home price in 2007 of \$134,900. This represents an appreciation rate of 8.01% from 2006 – 2007, considerably higher than the cohort cities in the Dayton Region but less than the national average for the same time period. The largest percentage of the city’s owner occupied housing in 1990 was in the \$50,000 - \$99,999 range of value. The next highest range was \$100,000 - \$149,999. By 2000, the percentage of owner occupied units in the \$50,000 - \$99,000 range had declined to 57.2%, and the percentage in the \$150,000 - \$199,000 range had jumped to 38.4%. This is due, in great part, to the increase in home values experienced throughout the U.S. in the last two decades and is likely to moderate some with the current economic and housing conditions.

For West Carrollton, the largest growth in new housing took place in the decade 1970 - 1980 with the second largest growth from 1960 – 1969. New housing construction dropped off substantially after 1990 and continued to decline through the early part of 2000. The largest percentage of West Carrollton’s housing is detached single units, at 49.5% of the housing stock. The next largest category is 5-9 units at 15.2% followed by 3 or 4 units at 10.6%. West Carrollton’s housing stock is continuing to age with a median home age of 35 in 2007 compared to the national average of 27 years. West Carrollton’s housing stock age is consistent with cohort communities in the urban core county of Montgomery which average slightly over 37 years. See Figure XII for a table displaying West Carrollton housing.

Figure XII

City of West Carrollton Housing Compared with Cohort Cities, 2007

Community	Median Home Age	Median Home Prices	Appreciation Rate	Owner Occupied	Renter Occupied
West Carrollton	35	\$134,900	8.01%	59.5% (2008)	34.3% (2008)
Kettering	45	\$138,900	-1.92%	63.72%	31.13%
Miamisburg	35	\$159,900	-8.63	68.50%	26.02%
Moraine	34	\$107,700	3.37	55.61%	35.18%
United States	27	\$217,200	9.80	64.07%	21.45%

Source: Sperling’s Best Places, 2007

Very little vacant land is available within the current city boundaries for new housing development. Most of the available land is the form of infill lots or small multi-parcel areas that have been purchased by the city or other entities and assembled for limited new housing development.

Summary

West Carrollton is an older, more mature first tier suburb of the City of Dayton and, consistent with its peer communities in the Miami Valley Region, is facing several key challenges. When the last Comprehensive Plan was written in 1994 the city was growing in population, continuing a trend that existed over the previous four decades. This rate of growth was beginning to slow and since its population peak in 1990, West Carrollton population has continued to decline. Population projections for Montgomery County continue to show declining population as decentralization continues into the future. West Carrollton's population, like the rest of the region's, continues to grow older with an upward trend in the median age. At the same time, the number of persons per household is trending downward due to changes in family composition.

West Carrollton has a lower ratio of owner occupied housing to rental housing when compared with nearby communities, the Miami Valley Region, the state and nation. Vacant land for new home development is very limited within the city's current boundaries. Existing housing stock is, on average, older than the region and nation, but is holding its value well. Housing starts in the city have decreased, in part due to the lack of suitable land for the development of new homes. West Carrollton needs to identify land to provide opportunities for new housing development. The city will need to establish standards for new development through such planning vehicles as Planned Unit Developments (PUDs) and cluster housing. The development of suitable new housing to attract new and retain existing residents will help West Carrollton address a number of challenges including declining population and ratio of owner occupied to rental housing. It can also help to provide housing alternatives that meet the needs of an aging population and free up existing housing in the city's tight housing market for first time homeowners and growing families.

West Carrollton's job market is heavily dependent upon existing manufacturing. The decline in manufacturing in the State of Ohio has particularly impacted the Miami Valley Region and will continue to do so into the foreseeable future. Ohio has been slow to 'reinvent' itself in response to the normal restructuring of economies (source: OSU Exurban Program). One solution may lie in the educational attainment for Ohio residents. Education beyond high school is critical for development of a skilled, knowledge based workforce to take advantage of future employment opportunities and to attract and grow new business and industry engaged in the knowledge based economy. West Carrollton's high school graduation rates are higher than the U.S. and state averages, but lower when comparing for further education and degrees. Current economic times are challenging mature working class communities to reinvent their

local economies, diversifying into an economic base that takes advantage of the growth industries and needed skills/technologies/worker competencies of the future. Partnering with local and regional educational institutions to encourage further educational attainment, skill development and lifelong learning among West Carrollton's youth and adults will be an important strategy to create the needed labor force of the future.

Data Sources

This community profile for the City of West Carrollton is based on a number of data resources, the primary one being the U.S. Census Bureau 2000 Census. In some cases there are updates, including more current U.S. Census Bureau population statistics, or more recent data obtained from Miami Valley Regional Planning Commission State of the Region 2005 Report, Brookings Institution presentation on First Suburbs, and other MVRPC reports, Sperling's Best Places and other sources as identified throughout this plan. Local fiscal data has been obtained from the City of West Carrollton's Financial Reports. It should be noted that the most comprehensive data source that is currently available at the level of specificity needed for the City of West Carrollton can only be obtained through the 2000 U.S. Census.

Growth Management & Land Use

Residents are increasingly concerned about the quality of life offered within their community. Growth management is the application of tools and techniques to ensure that as the needs of residents grow, services are available to meet those needs in a format that enhances the community's quality of life. Included within these needs are economic vitality, variety and affordability of housing, care of natural resources, delivery of utility services, adaptive reuse of the built environment, availability of emerging technologies, access to excellent educational experiences and quality government services. A critical factor in determining the application of specific growth management tools and techniques is the community's desire regarding how the built environment is to be placed on the land.

This Growth Management & Land Use Section of the Destination Tomorrow: West Carrollton Sustainable Comprehensive Plan matches identified areas of study with the targeted growth management techniques and tools needed to increase the potential for each resident to achieve their desired quality of life. This growth management section will describe these study areas and planning issues and identify the broad based application of selected tools and techniques. The remaining five sections of this plan will present in greater detail the goals, objectives and strategies used to implement the growth management techniques for the particular planning issues presented in the section. The final section of the plan contains some first step recommendations suggested by the Ohio State University Extension Sustainable Development Initiative Team.

Progress Since Last Comprehensive Plan

Since the last plan was completed in 1994, West Carrollton City leadership has accomplished a number of improvements designed to fulfill the goals of West Carrollton 2010: A Comprehensive Plan for West Carrollton, Ohio. Included in these accomplishments is the development of facilities to better serve the community such as additional service garage space, expansion of the Civic Center including facilities for the police department, and a new fire station on Central Avenue. The West Carrollton YMCA became a reality, and residents from the entire region are now using the facility. Public infrastructure improvements have also been completed including new water mains on Elm, West Central and Miami Avenue. Improvements to the Holes Creek Flood Improvement project have been implemented. Alex-Bell Road was widened as well as Springboro Pike and Alex Road. Improvements to the natural environment include the

introduction of a tree planting incentive program, the formulation of new landscaping regulations, the improvement of ground water monitoring practices, and the creation of a heritage district. This is just a sample list of the many successful projects that were completed to fulfill the goals and objectives of the current comprehensive plan.

Study Areas

West Carrollton 2010 identified three significant land use areas that needed further review and study. These study areas include:

- Industrial Land West of the River. In the early 1980's the city annexed 1,595 acres and has had some success with development of this area. The current comprehensive plan states "extensive discussion may be needed in determining the most appropriate use for this area."
- Downtown West Carrollton. This area of West Carrollton contains a mix of neighborhood commercial and residential uses. Some efforts to re-develop the area included redesign of the zoning standards.
- Central/Dixie Business Corridor. "This corridor provides a variety of commercial uses which serve as the gateway to the city." Like the industrial land west of the river, the comprehensive plan called for "addressing issues of appropriate use, urban design, landscaping standards and other development standards."

These same three study areas emerged as important through residents' comments during the West Carrollton Destination Tomorrow visioning sessions conducted in 2007. Clearly these themes that have appeared in both 1994 and 2007 are significant and must be addressed in an updated comprehensive plan. The 2007 visioning process also identified two additional planning issues; the need for a mixture of housing options, and the development of the Great Miami River area. All five of these themes were confirmed by the Comprehensive Plan Steering Committee as the key overall themes to be addressed through the current planning process, and further review by the Steering Committee resulted in the following four significant areas of study for the comprehensive plan update:

Residential Areas

There are a number of small parcels available for single family housing, but many have not been developed because of physical impediments. The number of residential rental properties in the city have continued to increase since the completion of the West Carrollton 2010 comprehensive plan. The aging of the population requires new housing

alternatives that provide transitions to allow residents to remain in the community. Finally, the difficulty in obtaining mortgage financing, as experienced across America, creates a challenge for younger families attempting to purchase their first starter home.

Business and Commercial Areas

Similar to the housing situation, the number of available sites for business and commercial development are scattered throughout the city. Additional space for office development and commercial ventures are needed. Business development projects, particularly commercial and retail, usually prefer to cluster to increase the convenience for customers in obtaining various goods and services they need with minimal time spent in travel. Communities built on sustainability practices also recognize the environmental and social benefits of clustering businesses to increase transportation efficiencies and opportunities for people to easily gather with friends and family. The loss of traditional businesses, such as Woody's, has opened space along Central and Dixie to new development. Open space along this corridor provides opportunities for business clustering and sound sustainability practices related to transportation, gathering places and landscaping.

Manufacturing

There are parcels available within current manufacturing areas for infill development. Development of these areas is promoted as a priority by the city economic development office. The available development sites within the Farmersville-West Carrollton Pike and Infirmary Road area provide potential for new light manufacturing growth, but first will require infrastructure improvements.

Great Miami River

Development of business, residential and recreational activities along and on the Great Miami River through West Carrollton, holds real potential. An existing regional bikeway, the low head dams and city park land provide the basis for recreational development and access. Cluster housing and business development positioned to capture the beauty of the river are also potential uses. It is critical however, that sound design standards be in place to secure the environmental quality of the viewshed and protect the ecological importance and value of the river pathway.

Future Recommendations

Planning Issues

Planning issues for West Carrollton were determined through a five stage process. The first stage was a review of the residents' Vision Session report by the Comprehensive Plan Steering Committee. Based on the residents' vision for the future, five themes were identified to address the four areas (identified above) of study. In the second stage, each theme was addressed by a sector workgroup who prepared a sector plan. The third stage involved chairs of the five sector workgroups meeting with city department heads to identify the planning issues that emerged from linking the sector plans. In the fourth stage, city department heads and staff identified land use applications to address the planning issues and reported their recommendations to the sector workgroup chairs. The final stage entailed the sector workgroup chairs reaching consensus resulting in the recommendations identified within the Growth Management & Land Use report.

The recommendations contained within this section are intended as a guide to a long term implementation activity. Long term is defined as twenty to twenty-five years (one generation). Changes to current individual lot usage based on the land use decisions contained in this section are to be implemented as opportunities arise from specific development projects. Growth management strategies are intended to guide the adaptive redesign of the current built environment through a coordinated process that will increase the value of the project to the individual as well as bring enhanced benefit to the resident's quality of life. Figure 3-1 presents the Current Land Use patterns within the city.

Planning Issue One: Stimulate Economic Vitality within West Carrollton

West Carrollton leaders recognize the importance of a vibrant economy to the well-being of families and to the ability to fund the public services that are needed by residents. A healthy economy offers meaningful employment at an income level that enables residents and their children to work, live, shop and play in the same community. The challenge facing an economic development approach is to creatively link economic growth with the unique environmental, cultural and historic qualities of the community. This plan encourages the application of effective land use planning tools and techniques that directs economic growth upon the land while also increasing the environmental and aesthetic nature of the West Carrollton community.

Planning Priorities:

Central Business Corridor

A community's central business district defines the nature of the community. The Central Business District defines for community residents and visitors the unique characteristics of the community. The architectural design, the mix of economic activity, the gathering of people at various hours of the day, the events that tell the history of the community and the incorporation of landscape design demonstrates the values of the people who live, work and play in the community. West Carrollton residents have a unique opportunity to join the historical contribution of recent generations intertwined with the economic hopes of future generations. The creation of a Central Business Corridor provides a linear welcome to the community from West Carrollton's eastern entrance traveling west along Central Avenue/Dixie Avenue to the Olde Downtown area and the Fraser Mill industrial complex. Developing this area as a mixed land use application will direct retail, services, housing, entertainment, education and recreation to a high density zone of the community. People will gather along this corridor to experience the unique identity of the residents and culture of West Carrollton. This corridor currently is a place where people gather around food, attend school activities and travel to their homes. Through implementation of the goals, objectives and strategies contained in the Economic Development Section of this plan an increased economic vitality will develop along this central corridor. Figure 3-3 identifies the area included in the Downtown Corridor.

River Corridor Development

The Miami River offers the opportunity for recreation, a pleasant residential and commercial viewshed and environment-based activities. Care of this ecosystem will enhance the quality of life in West Carrollton and provide a clean environment within this urban setting. This plan presents land use applications that respects the value of this natural resource while providing increased aesthetic, economic and environmental value through the care of open space and natural beauty of the river. The development of signage, bikeways, water activities and safety measures through modifications to the low-head dam, recreational areas and opening commercial and residential building views towards the river will increase the quality of life in West Carrollton. The Economic Development, Parks and Recreation and Housing Sections of this plan provide detailed goals, objectives and strategies for linking the river corridor with residential, recreational and commercial development as well as increased water safety measures.

Industrial and Business Development

The City of West Carrollton was built around an industrial economy. Firms located within current industrial parks and individual sites provide meaningful employment and finances to operate the city. The City Development Office maintains listings of available sites and buildings for expansion of existing businesses and location of new businesses. The western edge of West Carrollton, bordered by Infirmiry Road and Farmersville-West Carrollton Road has open space for the location of additional industrial and business firms. It is estimated that the current inventory of available sites will meet the industrial development needs of the community into the near future. This area should be zoned for light industry, since firms desire to cluster with similar industries. Locating near similar firms provides security regarding future environmental concerns, traffic patterns and flows, and acceptance of activities by nearby residents and community leaders. The existing quarry has the potential, at some point, of providing both environmental and aesthetic value to sites developed in the area. Environmental applications could, for example, include surface run-off benefits, fire suppression benefits or even contribute to an eco-park. Aesthetically the quarry could provide a visual and a park atmosphere that may even transform the area into a business park. A study of the use of the quarry for environmental and aesthetic uses should be completed.

Land Use Applications

Figure 3-2, Proposed Land Use, provides a visual presentation of recommended changes in land use policy as follows:

- Adjusting the following areas to a zoning classification of Planned Unit Development is recommended:
 1. The Central Business Corridor along Central/Dixie Avenues from I-75 west to Weir Street to encourage mixed use development. This includes property from Alex Road east to I-75 and north to the Miami River. Also the Fraser Mill property should be included to especially encourage housing, retail and commercial activity. The Olde Downtown area should retain its current heritage zoning classification to respect the historic value of the area.
 2. Along Springboro Pike from Alex Bell north to the corporation boundary to encourage mixed use development
 3. A significant amount of traffic enters West Carrollton from Route 725 on the southern boundary of the city. Currently there are no distinguishing characteristics in this area to signify that an individual is entering West

Carrollton. This area currently has a mixture of industrial and commercial development. Establishing a Business PUD bordered by and including land along 725 to the south, Imperial to the east, Alex to the west and Indian Trail to the north will allow for a more coordinated design approach to development in this area.

- The industrial area located in the northwest section of the city should remain industrial with the following modification:
 1. Land currently to the west of Upper River Road and south of Farmersville-West Carrollton Road should be developed as "light industrial" consistent with the existing M-1 Business Park District or PUD Planned Unit Development zoning classification.
- Create three new Community Reinvestment Areas (CRAs) to encourage redevelopment of existing and new businesses.
 1. It is recommended that a CRA be created along Central Avenue and Dixie Drive to encourage the re-development of the Central Business Corridor (See Figure 3-4; CRA 11 Central/Dixie Corridor)
 2. It is recommended that a CRA be created along Springboro Pike to encourage the re-development of the area for business use (See Figure 3-4; CRA 12 Springboro Pike)
 3. It is recommended that a CRA be created in the area south of E. Dixie Drive, north of the railroad and east of West Alex Bell Road to encourage reuse as business and housing development (See Figure 3-4; CRA 13 City Center Area)

Planning Issue Two: Create a Diversity of Housing to Match Residents' Life Stages and Income Levels

The changing demographics of population in the United States identify the emergence of the baby boomer population into the encore years of retirement. Additionally recent financial institution and mortgage foreclosures have lead to greater difficulty in obtaining financing for home ownership. Both of these trends require a change in the types of housing that residents desire and demand. West Carrollton will need to provide a greater diversity of housing choices to assist residents who desire to remain in the community to transition though various stages of housing needs. Currently the West Carrollton housing market has a higher percentage of rental housing than the Miami Valley Regional averages for similar communities. Rental housing choices should

therefore stay abundant for the next few decades. Priority should be placed on increasing the availability of owner occupied housing types to meet the rising demand for housing that matches the stages of a resident's life cycle.

Planning Priorities:

Renovation and Replacement of Existing Housing Stock

Putting in place incentives and assistance programs to encourage the renovation and replacement of existing housing will revitalize neighborhoods and increase the value of all properties in the immediate area. These strategies also increase the variety of choices offered the first time home buyer. Applying incentive strategies within a concentrated area of the city increases the participation and financial benefit of housing renovation and encourages the development of new housing to replace substandard housing within designated neighborhoods.

Demand for Encore Year Housing

Encore years is a new term referring to the retirement years. Today's retiree enters retirement at an earlier age, may choose to end one career and begin another and seeks to locate in a physically active neighborhood. They seek to move into new housing that has a smaller square footage which also provides building and ground maintenance. In addition they desire a walkable community where they can use alternative transportation to purchase daily goods and services. The area around the intersection of Elm Street and Alex Road has many of the characteristics described above. The area west of Alex has existing commercial locations and vacant land. To the east of Alex there is multifamily housing. The West Carrollton YMCA is located along Alex Road to the north to provide recreational and therapeutic facilities. Over time this area could be redeveloped into an Encore Years area serving an active retiree's lifestyle.

Encourage Construction of New Housing

West Carrollton, like many first tier suburbs, must address the loss of available land for new development. Minimal acreage is available for construction of new housing types. Strategies within the Housing Section of this plan encourage the redevelopment of the existing housing stock. However, additional locations must be found to encourage the development of new housing types to meet the demand for housing that allows a transition through life stages. The area also can provide various size and level of housing to meet various types of families needs.

Land Use Applications

- Establish three Community Reinvestment Areas (CRAs) designed to provide incentives for housing renovation and new construction. Figure 3-4, Community Reinvestment Areas, presents the existing CRAs in West Carrollton and the new proposed targeted CRAs. The city currently uses CRAs to encourage business development within targeted areas. Expansion to include housing applications will provide the same incentive to property owners to renovate existing properties and construct new housing in targeted areas.
 1. It is recommended that a Housing CRA be established in the area southeast of the Fraser TIF and north of Gibbons (See Figure 3-4; CRA 8 Savoy Avenue Area)
 2. It is recommended that a Housing CRA be established in the residential area north of Central and Olde Downtown (Figure 3-4; CRA 9 Olde Downtown Area)
 3. It is recommended that a Housing and Business CRA be established in area where Elm Street and Alex Road intersect (Figure 3-4; CRA10 S. Alex Road/S. Elm Street Area)
- Land currently to the west of Upper River Road and south of Farmersville-West Carrollton Road should be developed as "light industrial" consistent with the existing M-1 Business Park District or PUD Planned Unit Development zoning classification. At some point property currently operated by Barrett Paving may become more valuable as recreational land. Ponds on the property and the river corridor should be studied as potential amenities that could raise the economic value of development applications.
- Design a three phase development plan to expand available land to the west of the current city boundaries for "light industrial" uses consistent with the existing M-1 Business Park District or PUD Planned Unit Development zoning classification. Incorporate into this plan the need to improve access by eliminating road flooding issues and address the provision of needed infrastructure. Phase 1 creates the development of land currently within the West Carrollton Corporation limits and expands to the west to Soldiers Home-Miamisburg Road and to the south along the Great Miami River. Phase 2 expands the community to the west of Soldiers Home-Miamisburg Road to South Union Road and south of Manning Road. Finally Phase 3 moves development further west to Dayton Germantown Pike and south to Upper Miamisburg Road. Each Phase should be developed after significant development has taken place within the previous development phase. West Carrollton officials should work with

Miami Township officials to explore the best jurisdictional method to enhance development. Cooperative development agreements between the two political jurisdictions should be studied as well as the benefits of annexation strategies. Figure 3-5, Western Land Future Study Area, identifies the phased growth of the area.

Planning Issue Three: Provide for the Quality of Life and Wellness of Residents

The quality of local schools, access to higher education and healthcare are three key characteristics of a community that individuals use to determine where they live. Many critical national health issues such as healthy weight management, diabetes and heart disease include the importance of a regular exercise program. Residents continually look to their public officials to provide access to recreation experiences that will help individuals maintain a healthy lifestyle. Individuals also seek an environment that promotes their mental and spiritual well-being. This environment may include access to natural resources or it may be an educational class where individuals interact with others through learning experiences. The American workforce is challenged to obtain skills and knowledge in order to stay competitive within a global business environment. This requires formal educational experiences through an excellent local educational system for youth and access to higher educational experiences for adults. Support for the West Carrollton Schools and higher education programs is critical to the economic well-being of the community. In addition, residents desire informal life-long learning experiences to improve their personal quality of life or to stay competitive in the workforce.

Planning Priorities:

Access to Community Recreational Facilities

The West Carrollton community is fortunate to have a new YMCA facility and a City Parks and Recreation program that provide year-round programming. It is important to increase the use of both of these programs, stay up-to-date with equipment and program offerings and expand the facilities, including park land. Entertainment is surely one aspect of recreational activity but it is also important to challenge the individual through the use of equipment that develops the person's physical and mental skills. As

the population increases and residents move into newly developed areas of the community there will be a demand for new parks. The development of recreational activities on the Great Miami River will require parks that provide greater access to the river. The demand to experience nature and to develop partnerships between park departments and schools to create learning labs is leading to the need for parks that serve as nature preserves. There is also potential for the Great Miami River Recreational Trail to serve as an expanded recreational function and as an alternative means of transportation linking residents to work, shopping and entertainment.

Access to Quality Educational Experiences

West Carrollton Schools is the beginning contact for many residents as they start a formal educational experience. Many residents chose to continue their formal education by attending one of the many quality higher educational institutions in the area. Area institutions offer courses designed to increase workplace skills and increase the creativity of the individual. Libraries, faith-based communities, social service agencies, health agencies, the YMCA and City Parks and Recreation Department all provide life-long enhancement classes that strengthen an individual's mental, spiritual and emotional well-being. It is likely that whatever educational need a resident of West Carrollton is seeking to fulfill, a resource is offered somewhere in the community. The critical planning issue is to help residents identify and access available educational resources. On-demand learners seek access to education through technology. Learners also need a unified and simplified method to identify and review the breadth of learning activities available so they can select what best fits their needs and plans.

Land Use Applications

- West Carrollton currently has a strong mixture of larger activity-specific parks and a mixture of local neighborhood parks. As the community grows to the west it is important to work with developers to designate space for open space and natural amenities which complement the industrial development of this part of the city. This expansion also provides an opportunity to create a large park designated as a nature preserve.
- Expanded recreational use and economic development use will require greater access to the Great Miami River. Current parks along the river such as Friend Park, Harmon Park, the Miami & Erie Canal Park and the West Carrollton Soccer Complex will need to be evaluated for their ability to serve the needs of residents

and visitors accessing the river. Feasibility of expanding access through development within the boathouse area should also be evaluated.

- The increased need to access educational opportunities through technology requires a state of the art electronic communication infrastructure system. This first requires ensuring high speed service is available in publicly owned facilities where educational instruction is offered. Next it is important to explore various methods including community-wide wireless service to ensure all residents have access to the network. Finally, city officials will need to continually monitor and assist private providers to ensure a state of the art infrastructure.

Future Land Use Policy Changes

Figure 3-6, Development and Redevelopment Areas, captures the areas of the city where redevelopment land use changes are suggested.

Figure 3-7, Year 2030 Land Use, captures all the elements presented in the Growth Management and Land Use Section. It identifies the need for rezoning to designate the proposed mixed use and mixed use commercial areas. It captures the growth of the city to the west through a three phase development approach. It presents changes in use along the proposed Downtown Corridor to encourage mixed use development including business, residential and recreational. It shows the change to an all light industrial base in the land along Farmersville West Carrollton Road and the rezoning of current industrial land to the proposed residential zoning to the area south of Farmersville-West Carrollton Road. In summary this map shows the future West Carrollton with a variety of housing types, recreational activities, business development, an identified downtown corridor that defines the community, growth to the west, a new interchange along I-75 and a unique quality of life for its residents.

Five Planning Sections

The next five sections provide detailed goals, objectives, strategies and action steps to successfully implement the growth management planning priorities of the comprehensive plan. Included are sections for:

- Economic Development
- Housing

- Parks and Recreation
- Education
- Community Facilities/Infrastructure/Transportation

Economic Development

Existing Conditions

West Carrollton's business activity models the recent trends in the State of Ohio and the Miami Valley Region. West Carrollton's economy is built around manufacturing, which is the largest sector of the community's and overall region's economy. Throughout the state and within West Carrollton the number of manufacturing jobs continues to decline as new technologies and skills initiate restructuring within this economic sector. In West Carrollton, the majority of recent job growth in manufacturing is primarily due to expansions of existing facilities, like Appleton Papers, who have retained and added jobs to the local economy.

Retail and commercial development has centered along Central Avenue and Dixie Drive, around Route 725, Alex Road and Springboro Pike. Some major retailers, like Woody's, have closed and new smaller retail businesses have begun to infill. The élé Cake Co. and Sonic Drive-In serve as recent examples of this new retail development growth. The retail sector is the third largest sector of employment for the local economy.

Education, health and social services is the second largest sector of employment within West Carrollton as well as within the Miami Valley Region.

Summary of Future Recommendations

Economic vitality is a critical goal for all communities. Strong local economies generate revenues to provide quality public services and offer residents opportunities to achieve their dreams. The West Carrollton Economic Development Section of this comprehensive plan builds economic vitality around a number of key initiatives. Priorities for West Carrollton include the retention and expansion of existing manufacturing businesses and the development of new business ventures. The plan supports and enhances the current commercial/retail base through coordinated design and promotional activities that attract new customers to local businesses. It supports development of a mixed-use Central Business Corridor (Downtown Corridor) along Central Ave/Dixie Highway, and development of the river corridor. Development of the river corridor will not only provide opportunities for business growth but also provide opportunities for an excellent quality of life as recreational opportunities are presented to residents and visitors. Finally, the plan captures ways to gain an advantage from West Carrollton's central location near universities that are nurturing the intellectual knowledge that will create cutting edge technologies leading to new business ventures and jobs. Through the leadership of the West Carrollton City Council in partnerships

with area organizations, the community will be positioned to increase its economic well-being within a new economy.

Planning Issues

Planning issues addressed by the Economic Development section include:

- Redefine a central business district that captures the nature of the community and provides a place where people can gather. Both the Olde Downtown area and the Central/Dixie corridor serve many of the functions of a central business district yet residents do not recognize either as a center of the community.
- Link the I-75 Exit 47 interchange improvement project as an attractive entry point into the central business area and the community. Figure 4-1 shows this area.
- Determine the most appropriate use of the 1,595 acres west of the Great Miami River to encourage growth and development.
- Assess the potential of development opportunities along the Great Miami River including business, recreation and housing.
- Explore methods to build upon the current business structure of West Carrollton to retain and expand businesses and employment.
- Develop infill sites.

Goals, Objectives and Strategies

The following list of goals and objectives is designed to address the economic development planning issues. The attached implementation plan identifies specific action steps needed to complete the strategies, including the identification of responsibility and an implementation timeline.

Goal 1: Develop West Carrollton's unique characteristics as a Destination City

West Carrollton currently serves as a destination location for various activities. Every day residents from the Miami Valley Region visit the West Carrollton YMCA. El Mason Restaurante is well known in the region and draws visitors for both lunch and evening meals. On weekends and during the summer the Great Miami River Recreation Trail brings regional residents and travelers through West Carrollton. Opportunities exist for the community to expand into additional markets through the development of the National Aviation Heritage Trail Area and recreational activities located along the Great

Miami River. Implementation of Objectives 1-6 will expand West Carrollton's capacity to serve as a destination location by:

- Increasing interest by enhancing the built and natural environment
- Increasing the exposure of the business community to area residents
- Creating a critical mass of unique experiences through additional businesses that expand the variety of options available to visitors
- Improving both ingress and egress for West Carrollton along Interstate 75
- Providing functional signage to easily move people from one location to another and to increase their awareness of additional activities
- Creating an increased demand for evening activities and services along the downtown corridor from the development of residential properties

Objective 1: Improve the city's commercial corridor to make it more attractive and useable

Objective 2: Create more events and destinations to bring visitors to the city

Objective 3: Create critical mass of destination assets beginning at Exit 47 and continuing west along Central Avenue/East Dixie Highway

Objective 4: Lobby for the rebuild of Exit 47

Objective 5: Develop informational and directional signage to provide easy access to destination features

Objective 6: Promote higher density, owner occupied housing in and around the downtown corridor

Goal 2: Identify opportunities for business growth

Research shows that 78% of all new jobs in Ohio are created by existing businesses (Kraybill, 1999). Local businesses provide significant revenues to provide public services. Local business growth also provides incomes for families and provides job opportunities that retain and attract residents in the community. Future business development is also created by entrepreneurs who generate an idea into income and job producing operations. Goal 2 of the economic development section recognizes the contribution of local businesses to the community and the importance of maintaining and expanding successful business ventures through implementation of Objectives 1-5 to:

- Promote businesses to the public and to other existing and potential businesses for business to business sales
- Place an emphasis on retaining and expanding existing businesses
- Redevelop available buildings and sites

- Stimulate new business growth through location of enterprises on designated sites
- Be an entrepreneur friendly community
- Work with regional partners to increase services to and contact with existing and potential business

Objective 1: Demonstrate strong community support for local business

Objective 2: Place a priority on the health of existing business and industry

Objective 3: Promote available sites and buildings as a potential business/industry location

Objective 4: Develop West Carrollton's entrepreneurial business base

Objective 5: Identify business development opportunities that enhance and fit the local economy

Goal 3: Exploit the economic advantages of the riverfront

The Great Miami River historically provides environmental and aesthetic benefits to West Carrollton. The river has also provided economic benefit as it served business needs. Today, through sustainability practices it is possible to capture a balance between the environmental, social and economic opportunities provided by this great river. The development of improvements to increase safety also provides recreational opportunities. In addition, the aesthetic and historic value of the river provides development opportunities along properties that offer an attractive viewshed to the river. Goal 3 of the economic development section captures the economic value of the river through one Objective that:

- Opens a view to the river by an orientation of buildings entrances and gathering points facing the river
- Captures the historic value of the river
- Develops recreational activities

Objective 1: Develop attractions along the river

Goal 4: Define, develop and promote West Carrollton's Downtown Corridor

Every community is defined in some way by its business corridor. The architecture, the mix of businesses, the presence or absence of residential properties, the attractiveness of the natural environment and the types of transportation serving the area all contribute in some way to defining the "Main Street" image of the community. This

comprehensive plan has reviewed the numerous previous approaches to establishing a downtown area for the community. Elements of the Olde Downtown area mix nicely with the current development along Dixie and Central Avenues to produce a central business corridor that would make West Carrollton's approach to a "Main Street" image unique as a 21st Century downtown by:

- Applying unified design elements
- Promoting a downtown corridor concept to residents and visitors
- Developing separate and unique districts along the corridor
- Applying a Main Street Program approach to development
- Locating new business ventures

Objective 1: Develop a corridor plan to integrate West Carrollton into a 21st Century downtown

Implementation Plan – Economic Development

Goal 1: Develop West Carrollton’s unique characteristics as a Destination City			
Objective 1: Improve the city’s commercial corridor to make it more attractive and useable			
Strategy	Action	Responsibility	Timeframe
1.1.1 Make commercial areas along Central & Dixie more inviting to casual shoppers, pedestrians and tourists	<p>a. Develop and promote façade and signage design standards for commercial enterprises:</p> <ol style="list-style-type: none"> 1. Offer potential incentives to developers and property owners 2. Explore best practices for city regulatory standards to guide downtown corridor development <p>b. Study and improve traffic patterns to make commercial areas pedestrian friendly</p> <ol style="list-style-type: none"> 1. Separate sidewalks from parking lots and thoroughfare curbing by encouraging tree lawn buffers 2. Consider needs for traffic calming techniques to manage flow in commercial areas 3. Examine parking needs and evaluate the potential of small, strategically placed municipal parking lots and on-street parking in the downtown corridor <p>c. Collaborate with OSU Extension Master Gardeners Program and/or other</p>	<p>a. & b. City Economic Development Director & City Planning Director & Design Consultants and/or design charettes (OSU)</p> <p>b. 1-5 Years</p>	<p>a. 1 Year</p> <p>c. 1 Year</p>

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		<p>appropriate groups/programs to design and institute landscaping improvements and plantings to visually enhance the commercial areas</p> <ol style="list-style-type: none"> 1. Plant flowers on tree lawns 2. Landscape at entrances to the commercial areas 3. Use container plantings to designate entrances and key features throughout commercial areas d. Adopt zoning regulations that allow outdoor street-side dining 	<p>c. City Parks & Recreation Department & OSU Extension</p> <p>d. City Planning Department & Health Department</p> <p>d. 3-5 Years</p>
Objective 2: Create more events and destinations to bring visitors to the city			
	Strategy	Action	Responsibility
1.2.1	Utilize and promote the bikeway for special events	<ol style="list-style-type: none"> a. Develop fall and spring 5K/10K runs on bike path b. Develop bike events on bike path 	<p>a. & b. Event Committees (to be created)</p> <p>a. & b. 2-3 Years</p>
1.2.2	Develop and promote large-scale and regular events	<ol style="list-style-type: none"> a. Announce events using street banners b. Project community announcements and information on the Water Tower along State Route 725 c. Explore and develop/enhance annual "festival" ideas and themes including: <ol style="list-style-type: none"> 1. Soccer Blast 2. 4th of July Festival 	<p>a. Event Committee</p> <p>b. City Service Director</p> <p>c. West Carrollton Soccer Association & 4th of July committee & South Metro Regional Chamber of</p> <p>a.-c. 1 Year</p>

1.2.3	Develop activities that capitalize on existing and potential recreation opportunities on the Miami River	3. Other a. Identify events and festivals that would bring visitors to the proposed whitewater park b. Identify and develop special events that attract current users of the river (kayaking, canoeing, fishing, etc.) c. Develop linkages with other communities along the Miami River to develop regional marketing and create event initiatives	Commerce a.-c. City Administration	a.-c. 2-3 Years
Objective 3: Create critical mass of destination assets beginning at Exit 47 and continuing west along Central Avenue/East Dixie Highway				
Strategy				
1.3.1	Promote a variety of unique eating and entertainment establishments and options	Action a. Study feasibility of Boathouse site for business opportunities b. Study feasibility of Bowman property for business opportunities	Responsibility a. & b. City Administration & Economic Development Director	Action a. & b. 1 Year
Objective 4: Lobby for the rebuild of Exit 47				
Strategy				
1.4.1	Urge federal and state highway authorities to move forward on plans to improve Exit 47	Action a. Lobby appropriate authorities to address Exit 47 rebuild	Responsibility a. City Council & City Administration	Timeframe a. Ongoing
1.4.2	Consider the possibility of local investment in partnership with public entities to spur the rebuild of Exit 47	Action a. Examine sources and feasibility of local financing for portion of project	Responsibility a. City Council & City Administration	Timeframe a. 6 Months to 1 Year
Objective 5: Develop informational and directional signage to provide easy access to destination features				

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	Strategy	Action	Responsibility	Timeframe
1.5.1	Utilize signage on the bike path to direct visitors to points of interest in West Carrollton	<p>a. Identify key points of interest to access from the bike path (including restaurants, entertainment, parks, etc.)</p> <p>b. Connect with Miami Conservancy District to plan and implement informational signage along the bikeway</p> <p>c. Explore the feasibility of developing a bikeway business loop through West Carrollton to provide additional access to destination features</p> <p>d. Develop informational kiosks at key points along the bikeway to provide information/maps of West Carrollton to bikers</p> <ol style="list-style-type: none"> 1. Erie Canal Park 2. "Staging areas"/access points 	<p>a. City Economic Development Director & City Parks & Recreation Department</p> <p>b. Economic Development Director</p> <p>c. City Planning Director & MVRPC</p> <p>d. City Parks & Recreation Department & Miami Conservancy District</p>	<p>a. 9 Months</p> <p>b. 12-18 Months</p> <p>c. 1 Year</p> <p>d. 12-18 Months</p>
1.5.2	Develop a uniform signage plan for the city that will enhance West Carrollton's image as well as enhance navigation to key facilities and assets	<ol style="list-style-type: none"> a. Develop a color coded "way finding" system throughout the city b. Develop "branded" signs for city facilities such as parks c. Use signage to point out and direct patrons to features of interest d. Explore the feasibility of creative forms of informational signage such as: <ol style="list-style-type: none"> 1. Signs on traffic lights 2. Other 	<p>a. b. & d. City Administration</p> <p>b. City Parks & Recreation Department</p> <p>c. City Administration</p> <p>e. City Parks & Recreation Department & City Administration & OSUE Landscape Team</p>	<p>a. 1 Year</p> <p>b. 1 Year</p> <p>c. 18 Months</p> <p>d. 12 Months</p>

		e. Develop Gateway Signage at key entrances to the city		e. 18 Months
Objective 6: Promote higher density, owner occupied housing in and around the downtown corridor				
	Strategy	Action	Responsibility	Timeframe
1.6.1	Develop upper stories of downtown corridor commercial properties into upscale loft apartments and condominiums	<p>a. Review city zoning regulations and modify as needed to ensure that upper floor housing is allowable</p> <p>b. Examine the use of incentive programs (TIF, CRA, other) for property owners and developers who are interested in developing upper floor housing in the downtown corridor</p> <p>c. Promote downtown living for downsizing and retiring residents by providing information about this option to local realtors</p>	<p>a. City Council</p> <p>b. City Administration & City Planning Director</p> <p>c. Board of zoning appeals, City Economic Development Director & Realtor organizations</p>	<p>a. 1 Year</p> <p>b. 1 Year</p> <p>c. 2-3 Years</p>
1.6.2	Utilize "planned unit development" zoning tools to respond to requests for higher densities	<p>a. Review city zoning regulations and modify as needed</p> <p>b. Identify appropriate sites in the downtown corridor for PUDs</p> <p>c. Market these sites to appropriate developers</p>	<p>a. & b. City Council, City Administration & city Planning Director</p> <p>c. Economic Development Director</p>	<p>a. 1 Year</p> <p>b. 1 Year</p> <p>c. Ongoing</p>
Goal 2: Identify opportunities for business growth				
Objective 1: Demonstrate strong community support for local business				
	Strategy	Action	Responsibility	Timeframe

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2.1.1	Utilize the Community Improvement Corporation to gain insights on business-related city policies	<ul style="list-style-type: none"> a. Meet regularly with CIC to identify issues and policies impacting upon local business b. Develop and implement plans to improve policies and address issues c. Evaluate effectiveness of new policies in addressing issues 	<ul style="list-style-type: none"> a. Economic Development Director b. & c. Economic Development Director & Community Improvement Corporation 	a.-c. Ongoing
2.1.2	Recognize individual business achievement, as well as businesses as a group, through media and periodic events	<ul style="list-style-type: none"> a. Promote new business openings in local media b. Identify new businesses with "feature articles" on city's web site c. Develop and implement creative ways to introduce new business such as: <ul style="list-style-type: none"> 1. Banners in front of business 2. Projection on water tank 3. City informational program on "Take a Closer Look" 4. Other d. Join with regional Chamber to promote new business openings in the city e. Conduct city-sponsored events to recognize business achievement f. Promote local businesses to city residents 1. Consider implementing a "Buy Local" program 	<ul style="list-style-type: none"> a. City Administration b. City Media Consultant c. Economic Development Director d.-f. City Economic Development Director & City Administration g. City Administration 	a.-g. 1 Year and Ongoing

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	<p>2. Information in water bill</p> <p>3. Other</p> <p>g. Utilize Miami Valley Communications Council Programs (TV) to introduce and promote new West Carrollton businesses</p>		
2.1.3	<p>Stimulate business interaction by providing regular networking events</p> <p>a. Establish West Carrollton Business Network and hold regular events such as:</p> <ol style="list-style-type: none"> 1. Business forums to discuss issues of common interest 2. Business after hours 3. Educational seminars with guest speakers 		a. 1 Year and Ongoing
Objective 2: Place a priority on the health of existing business and industry			
Strategy			
2.2.1	<p>Develop programs to support the retention and expansion of existing business</p> <p>Action</p> <p>a. Implement a continuous Business Retention and Expansion Program including regular visits to businesses to:</p> <ol style="list-style-type: none"> 1. Develop ongoing relationships between city and business 2. Identify and address potential problems/challenges 3. Determine potential expansions and provide assistance <p>b. Utilize ED/GE grants and state/federal funding sources to incentivize business expansion</p>	a. & b. Economic Development Director	a. 6 Months and Ongoing b. Ongoing

Objective 3: Promote available sites and buildings as a potential business/industry location			
Strategy	Action	Responsibility	Timeframe
2.3.1 Identify and utilize appropriate media outlets, regional organizations, and strategies to promote/market West Carrollton and its sites	<p>a. Utilize city's web page to provide information to location seeking businesses/industries</p> <p>b. Utilize city officials as business recruitment ambassadors and ensure they are knowledgeable about utility options in undeveloped, appropriately zoned areas of the city (Western Region, infill sites)</p> <p>c. Utilize regional forums such as BusinessFirst! and the Dayton Development Coalition to promote city commercial and industrial sites</p> <p>1. Identify feasible sites/buildings and gather up-to-date information on each</p> <p>2. Provide site/building information to regional organizations for their promotion</p> <p>d. Collaborate with Montgomery County Economic Development organization to ensure they have information needed to market the city and sites through Procure</p>	<p>a. City Economic Development Director & City Media Group</p> <p>b. City Administration</p> <p>c.-d. City Economic Development Director</p>	<p>a. 1 Year</p> <p>b.-d. Ongoing</p>
2.3.2 Promote infill pockets to develop vacant business properties	<p>a. Inventory existing vacant business/industrial space within the city</p>	<p>a. City Planning Director & Housing</p>	<p>a. & b. 6 Months</p>

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	<p>b. Identify vacant space that is appropriate for business development c. Collaborate with property owners to offer incentives (CRA, TIF, other) for business development on infill sites d. Use results of supplier/service provider identification project (see 2.5.1) to determine potential business opportunities</p>	<p>Staff b.-d. City Economic Development Director</p>	<p>c.-d. 1-2 Years</p>
<p>2.3.3 Explore the possibilities for new industrial land in suitable locations within and contiguous to the city</p>	<p>a. Examine the possibility of using JEDDs and/or CEDAs to develop land in nearby townships b. Explore annexation plan/priorities c. Identify potential sites and develop preliminary feasibility plans for these sites including: 1. Location and site map 2. Utilities needed and cost 3. Transportation access with improvements needed 4. Appropriate zoning 5. Potential incentives 6. Other</p>	<p>a.-c. City Administration, City Council, City Economic Development Director & City Planning Director</p>	<p>a. 6 Months b. & c. 2 Years</p>
<p>Objective 4: Develop West Carrollton's entrepreneurial business base</p>			
	<p>Strategy</p>	<p>Action</p>	<p>Responsibility</p>
<p>2.4.1</p>	<p>Provide financial support to local entrepreneurial companies</p>	<p>a. Explore the creation of financing targeted to the needs of entrepreneurial</p>	<p>a. & b. City Economic Development Director a. 1-2 Years</p>

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		<p>businesses, including:</p> <ol style="list-style-type: none"> 1. City-sponsored revolving loan funds and microenterprise programs 2. Angel investor networks 3. Venture capital sources 4. Responsive bank financing approaches <p>b. Research the feasibility of developing a local incubator and/or partnering with existing regional incubators to provide cost-effective start-up space for entrepreneurs</p>		<p>b. 2-3 Years</p>
2.4.2	Educate youth on entrepreneurship skills	<p>a. Collaborate with local business leaders and public education to offer:</p> <ol style="list-style-type: none"> 1. Internships with local businesses 2. Entrepreneurship programs such as Junior Achievement 3. Entrepreneur Clubs in the High School 	<p>a. City Administration, Community Improvement Corporation & West Carrollton Schools</p>	<p>a. 2 Years</p>
2.4.3	Build entrepreneurial opportunities around key community assets	<p>a. Identify opportunities for entrepreneurship around:</p> <ol style="list-style-type: none"> 1. Potential whitewater park: kayak rentals, other 2. Bike path: bike rentals, other 3. Possible recreational opportunities in Western Region 	<p>a. City Administration & City Economic Development Director</p>	<p>a. 3 Years</p>
Objective 5: Identify business development opportunities that enhance and fit the local economy				
	Strategy	Action	Responsibility	Timeframe

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2.5.1	Build development opportunities around linkages between local businesses and complementary suppliers	<ul style="list-style-type: none"> a. Research local business purchases by NAICS codes (North American Industry Classification System) b. Identify supplier development opportunities with local businesses during BR&E visits (see 2.2.1) c. Develop recruitment and business development strategies around supplier opportunities 	a.-c. City Economic Development Director	<ul style="list-style-type: none"> a. 2 Years b. 1 Year c. 3 years
2.5.2	Examine the utilization of properties along the rail lines for rail-dependent industries and businesses	<ul style="list-style-type: none"> a. Inventory properties along the railroad that might be available for development b. Survey existing businesses to determine their potential and existing use of rail transportation c. Market West Carrollton's rail facilities and strategic placement in the Dayton commercial region 	a.-c. City Economic Development Director	<ul style="list-style-type: none"> a. & b. 1 Year c. 18 Months
2.5.3	Explore the possibility of development land along the interstate	<ul style="list-style-type: none"> a. Identify potential development sites b. Determine the feasibility and availability of these sites 	a. & b. City Administration & Economic Development Director	<ul style="list-style-type: none"> a. 1 year b. 3 Years
2.5.4	Explore partnerships with local and regional educational institutions to explore new industries	<ul style="list-style-type: none"> a. Initiate, develop and participate in ongoing relationships with University of Dayton and other regional institutions of higher education b. Broker relationships between West 	a. & b. City Administration & City Economic Development Director	<ul style="list-style-type: none"> a. 2 Years b. 5 Years

	<p>Carrollton High School and institutions of higher education institutions (such as the University of Dayton) on teaching students cutting edge technologies such as fuel cell production, wind power and other green technologies</p>	
2.5.5	<p>Explore opportunities for commercialization of university research</p>	<p>a. City Administration & City Economic Development Director b.-d. City Economic Development Director</p> <p>a. 2 years b. 5 years</p>
<p>Goal 3: Exploit the economic advantages of the riverfront</p>		
<p>Objective 1: Develop attractions along the river</p>		
<p>Strategy</p>		
3.1.1	<p>Collaborate with ongoing efforts to develop the Wright Brothers Seaplane site as part of the National Aviation Heritage Trail</p>	<p>Action</p> <p>a. Continue efforts to develop Wright Brothers Seaplane site b. Explore linkages to National Aviation Heritage Trail</p> <p>Responsibility</p> <p>a. & b. City Council & City Administration</p> <p>Timeframe</p> <p>a. & b. 1-5 Years</p>
3.1.2	<p>Enhance the bike way and recognize its potential to attract visitors to West Carrollton</p>	<p>a. Relocate sections of bikeway as needed 1. From Marina Drive to location along river bank b. Develop signage plan along</p> <p>a. City Administration b.-g. City Parks & Recreation Department, City</p> <p>a. 1-2 Years b. 1-3 years c. 1-2 Years</p>

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	<p>thoroughfares near to or feeding the bikeway to direct potential users to the facility</p> <p>c. Install information boards at key locations for the purposes of:</p> <ol style="list-style-type: none"> 1. Indicating how bike path connects with regional bikeways 2. Listing nearby restaurants and attractions d. Form volunteer citizens' bikeway committees to promote and assist in the development of the bike path e. Promote events that cause residents to consider the bikeway for recreation and commuting purposes, for example: <ol style="list-style-type: none"> 1. Bike-to-work days 2. Organized river corridor rides 3. Bike safety classes 4. Bicycle rodeos f. Promote West Carrollton to bikeway users by posting signs to special attractions and restaurants/entertainment (see 1.5.1) g. Install a mast for a banner display (consistent with downtown banners) for special occasions h. Develop a collaborative relationship 	<p>Economic Development Director & Events Committee</p>	<p>d. 6 Months</p> <p>e. 6 Months & Ongoing</p> <p>f. 1-3 Years</p> <p>g. 6 Months & Ongoing</p> <p>h. 1 Year</p>
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		<p>with the Miami Valley Regional Planning Commission (MVRPC) to recognize West Carrollton's contribution to the regional bikeways</p> <ol style="list-style-type: none"> 1. Lobby and contribute funds to include West Carrollton in the next edition of Miami Valley Recreational Trails Map 2. Seek support from MVRPC for a West Carrollton bike plan 	
<p>3.1.3 Pursue the development of water recreation projects, especially those utilizing the low dam</p>	<p>a.-e. City Administration, City Economic Development Director</p>	<ol style="list-style-type: none"> a. Emphasize to funding decision-makers the importance of projects to the regional economy b. Consider infusing seed money for engineering into project to shorten development timetable c. Solicit assistance of regional economic development groups for promotion d. Analyze infrastructure needs and improved access to support water recreation projects, including: <ol style="list-style-type: none"> 1. Traffic management and flow 2. Staging area(s) for parking and access e. Promote business development opportunities supportive of water 	<p>a. 6 Months b. & c. 1 Year d. 2-5 Years e. Ongoing</p>

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	recreation projects, such as: 1. Kayak, canoe rentals		
3.1.4	Promote acquisition by city or approved developer of abandoned or under-utilized river frontage properties	<p>a. Identify abandoned and under-utilized properties</p> <p>b. Establish tools/strategies to accomplish city and/or developer acquisition of these properties:</p> <p>1. Example: revolving property purchase/sale account</p> <p>c. Prepare development plan with visual renderings and engineering details for those properties acquired by the city</p>	<p>a. 6 Months</p> <p>b. 1 Year</p> <p>c. 1-2 Years</p>
	a. City Administration, City Economic Development Director & City Planning Director	b. & c. City Economic Development Director	

Goal 4: Define, develop and promote West Carrollton's Downtown Corridor

Objective 1: Develop a corridor plan to integrate West Carrollton into a 21st Century downtown

	Strategy	Action	Responsibility	Timeframe
4.1.1	Develop unifying design elements between Exit 47 and Miami Avenue	<p>a. Invest in uniform features such as:</p> <p>1. Distinctive, wide sidewalks</p> <p>2. Street trees</p> <p>3. Street lighting</p> <p>4. Signs</p> <p>5. Trash receptacles</p> <p>6. Plantings/containers</p> <p>7. Other design features</p> <p>b. Install cross arms on street lights allowing use of banners</p>	a. & b. City Administration & City Planning Director	<p>a. 3-5 Years</p> <p>b. 1 Year</p>
4.1.2	Conduct analysis of traffic impact for	a. Examine the feasibility of extending	a. City Administration	a. 1-2 Years

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			& City Planning Director	
possible downtown corridor expansion		Miami Avenue south of Central, through the Fraser property, and then East to Elm through a traffic analysis of the impact		
4.1.3	Target special zoning regulations to development objectives	<ul style="list-style-type: none"> a. Establish community expectations and design guidelines for the downtown corridor b. Rezone the Olde Downtown to allow for light commercial supportive uses 	a. & b. City Administration & City Planning Director	a. 1 Year
4.1.4	Promote the downtown corridor	<ul style="list-style-type: none"> a. On maps and marketing materials, present consistent depiction of downtown corridor b. Develop an overall "theme" for the downtown corridor and incorporate this "theme" into city promotional materials 	a. & b. City Administration	a. & b. 2 Years
4.1.5	Identify and develop, as appropriate, separate and distinct Districts within the downtown corridor	<ul style="list-style-type: none"> a. Identify districts by unique features, structures, usage, etc. b. Develop signage to identify districts c. Enhance branding of each district through improvements and development consistent with unique image 	a.-c. City Administration & City Planning Director	<ul style="list-style-type: none"> a. 1-2 Years b. 2-3 Years c. 5 Years
4.1.6	Evaluate redevelopment proposals in terms of their appropriateness and support of overall goals of the downtown corridor	<ul style="list-style-type: none"> a. Develop guidelines for the evaluation of redevelopment projects b. Choose and support those projects that meet the downtown corridor's overall needs 	a. & b. City Administration, City Planning Director & City Economic Development Director	<ul style="list-style-type: none"> a. 1 Year b. Ongoing

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4.1.7	Consider the establishment of Main Street Program approach in the downtown corridor	a. Review history of involvement with Ohio's Main Street program 1. Revisit Downtown Assessment Resource Team assessment (conducted by Heritage Ohio, Inc.) results and recommendations for downtown area b. Explore the feasibility and advantages of participating in the Main Street Program	a. City Economic Development Director b. City Administration	a. 6 Months b. 2 Years
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Housing

Summary

The quality of housing provides the fabric that grows and maintains a community's vibrancy and attractiveness for both existing and new residents. Sustainable communities provide a variety of housing alternatives that assist younger families obtain affordable housing while also assisting aging residents to "age in community" and "age in place." A number of goals, objectives and strategies were identified by the Housing sub-committee to address planning issues related to housing.

Planning Issues

- West Carrollton is a city of stable, established and close-knit neighborhoods. Much of the housing stock within these neighborhoods is older and in need of upgrading, renovation or replacement with infill alternatives. Historic properties and structures within the historic district of the city can serve to enhance the attractiveness of the community with appropriate maintenance and renovation. The need for neighborhood revitalization through the renovation or replacement of older housing is becoming an increasing issue as the West Carrollton housing stock continues to age.
- The growing number of West Carrollton residents who are entering different life stages as empty nesters and retirees are seeking housing alternatives more closely suited to their change in lifestyle. Smaller, low maintenance new housing options and retrofitting of existing housing to meet the needs of older residents will allow this group to age in place and age in community. An added benefit is that the "churn" in housing, as mature residents sell their existing homes, creates new homeownership opportunities for growing families. Available land for new housing should be identified to provide housing types and opportunities for maturing residents.
- New owner occupied home construction for a variety of income levels would balance West Carrollton's housing mix, provide additional home ownership opportunities for renters, young families, and increase the median housing price through the development of executive housing.
- West Carrollton's housing ratio of owner-occupied to renter-occupied housing units is lower than the region and similar first tier suburbs of the Dayton area. The development of new owner occupied housing opportunities would improve this mix to be more consistent with other first tier communities within the region.

Existing Conditions

Historic Areas and Properties

West Carrollton has two locally designated and protected areas in which structures of historic architectural significance exist. These areas are the West Carrollton Heritage District and the Conservation District, both located contiguous to the downtown corridor. The Districts were established by the city to protect and maintain the architectural heritage of the oldest buildings, important to West Carrollton's sense of place and history, by putting design review regulations and safeguards in place. The specific purposes of these districts are as follows:

Conservation District: "The purpose of these West Carrollton Conservation District Design Review Regulations are: (A) To safeguard the architectural integrity and cohesiveness of the oldest buildings and parts of the community important to the city's history in order to contribute to the economic, recreational, cultural, and educational development of the City of West Carrollton; (B) To maintain and enhance property values to promote the use of, facilitate reinvestment in, and stimulate revitalization of buildings and areas found to have historic architectural significance; and (C) To provide controls and procedural standards for the preservation of older homes in historically significant areas."

Heritage District: "The purpose of the Heritage District is to designate and reserve of certain land areas for single-family detached dwellings at low-medium densities, while maintaining the architectural heritage of the City's Queen Anne Historic District."

At this time there are no West Carrollton properties listed on the National Register of Historic Places. See Figure 5-1.

West Carrollton Housing Initiatives and Programs

West Carrollton continues to initiate programs and develop partnerships designed to improve existing housing, provide home ownership opportunities to first time buyers, revitalize neighborhoods through housing infill development, provide homeownership education, and recognize residents' commitment to property improvement. Examples of these programs and partnerships include:

- Homeownership and foreclosure assistance to residents of West Carrollton is being provided through a partnership between the city and the HomeOwnership Center of Greater Dayton.
- Neighborhood revitalization through new, affordable green home construction resulting from a partnership among the city, other communities in the Miami Valley who have created the Partnership for Affordable Sustainability, CountyCorp, a private, not-for-profit housing agency, and National City Bank. One new energy efficient home, the Litehouse, was completed in the Olde Downtown Neighborhood and the city is hoping to continue this initiative with future Litehouse projects.
- CountyCorp and the City of West Carrollton are partnering in the development of affordable infill housing in older residential neighborhoods.
- Habitat for Humanity has constructed new homes for lower income families in the West Carrollton area, the most recent completed in October of 2008.
- West Carrollton has a number of Community Reinvestment Areas that provide tax incentives for homeowners who rehabilitate their properties. CRAs abate taxes on the property improvements made for up to 10 years.
- The West Carrollton Paint Program provides home improvement assistance to West Carrollton residents.
- Homeownership education and access to services is provided by the city through a number of venues including seminars, newsletters and the annual Welcome Home Improvement Fair
- Public recognition of outstanding maintenance, landscaping and gardening is offered through the City Beautiful Commission's annual Flower Award. Twenty homes were recognized with Flower Award signs during the summer of 2008.

Goals, Objectives and Strategies

The following list of goals and objectives is designed to address the housing planning issues. The attached implementation plan identifies specific action steps to complete the strategies including identifying responsibility and an implementation timeline.

Goal 1: Develop West Carrollton's housing opportunities to provide a wide, diverse mix of housing types

The movement of the baby boomer generation into their retirement years leads to a number of emerging national issues. One of those issues is the type of housing demanded by this generation of citizens. The movement into retirement means, for many baby boomers, relocating into smaller homes-many within planned communities that provide maintenance services. This new demand for housing is only the first stage as this generation slowly moves into needs for assisted living facilities and facilities that provide medical care. At the same time adults in the child bearing years are also seeking larger homes with more space available for lifestyles that link with the environment. West Carrollton leadership desires to establish a diverse mix of housing which allows current residents and their children to find the housing they need so they can remain in the community near the activities and relationships they have maintained throughout their lives. Objectives 1-3 will create a greater diversity in housing types by:

- Providing incentives that will encourage developers to construct smaller housing units in targeted areas
- Establishing non-profit organizations to assist in assembling properties for new development
- Creating flexibility in zoning codes to meet current market demands
- Exploring annexation and cooperative agreements for development of new neighborhoods that meet the increased demand for specific amenities
- Establishing retirement communities
- Providing first-time home buyers the opportunity to purchase and renovate existing housing stock
- Developing higher priced homes which will also raise the median home value for all West Carrollton residents

Objective 1: Provide incentives to developers to construct new housing in targeted areas

Objective 2: Provide housing that allows residents to transition to new housing types as they age

Objective 3: Increase the median home price to a level comparable to nearby communities

Goal 2: Preserve and enhance the value of existing housing stock in the city

First tier suburbs face a number of challenges based on the aging of their housing stock and the expansion of urban areas created by sprawl. One of the challenges is the

avoidance of dilapidated housing and blighted areas. Another is creating growth within a community with few options for new development sites. Finally, a community can lose a sense of its own history as families leave the area, historic structures are removed and community events are lost. Objectives 1-3 will assist in renewing and redeveloping existing housing stock within the community by:

- Providing opportunities for young adults to purchase first homes
- Assisting current property owners and landlords to rehabilitate and improve existing properties
- Recognizing individuals and neighborhoods that improve the appearance and value of their properties
- Providing incentives to help reduce the cost of renovation
- Providing incentives to renovate and reuse historic properties
- Identifying and celebrating distinct neighborhoods

Objective 1: Maintain and remodel current housing stock

Objective 2: Encourage the rehabilitation of historic properties within Historic Districts

Objective 3: Strengthen residents' affinity with neighborhoods

Goal 3: Increase the percentage of owner occupied housing units from 59% (2000 US Census) to no less than 70%

Residents who rent housing as well as residents who own their homes are all productive members of the community. Rental housing can provide an opportunity for families and individuals to create savings that will one day allow them to purchase their own homes. It is important that a city has a balance of rental property and owner occupied property to create a balance in the social and cultural diversity of the community. West Carrollton needs to restructure that balance to match the regional average of renter to owner occupied housing mix. Objectives 1&2 provide methods to create that balance by:

- Providing assistance to help individuals transition from rental property to home ownership
- Capitalizing on the benefits of creating a mix of housing types
- Evaluating and amending the existing zoning plan to reach the targeted regional ratio of 70% home owner occupied housing units to 30% renter occupied housing units

- Assisting current rental property owners to transition their multi-family properties to owner occupied housing to meet the demand for increased smaller housing options

Objective 1: Enhance resident's capacities to own and maintain their own homes

Objective 2: Create legislation and policies that support the balance of housing types

Implementation Plan – Housing

Goal 1: Develop West Carrollton’s housing opportunities to provide a wide, diverse mix of housing types			
Objective 1: Provide incentives to developers to construct new housing in targeted areas			
Strategy	Action	Responsibility	Timeframe
1.1.1 Seek developers for smaller housing developments in targeted existing neighborhoods	<p>a. Create programs that assemble land for new housing development, with possible locations including:</p> <ol style="list-style-type: none"> 1. Area around Circle Drive 2. Land off of Heincke Road <p>b. Identify infill opportunities as they arise</p> <p>c. Continue to support the development of Litehouse and CountyCorp homes within the community</p>	a.-c. City Planning Department, City Housing Staff, Planning Commission, CountyCorp	1-2 Years
1.1.2 Create incentive programs to encourage developers to construct new housing in targeted areas	<p>a. Examine effectiveness of existing incentive programs and improve/expand them as needed</p> <p>b. Identify and introduce new incentive programs as needed and available</p> <p>Existing/new incentives under consideration include:</p> <ol style="list-style-type: none"> 1. Development fee waivers 2. Application of Community Reinvestment Area incentives 3. Tax Increment Financing to provide 	a. & b. City Council, City Manager, City Planning Department	1-2 Years

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1.1.3	<p>Create flexibility in zoning code regulations for buildings and sites in order to meet current market demands</p>	<p>city utility services</p> <ol style="list-style-type: none"> a. Identify market demands that could impact housing b. Consider the following factors when creating flexibility: <ol style="list-style-type: none"> 1. Encourage loft development above retail/commercial space in the downtown corridor 2. Higher-density rates 3. Larger homes on smaller lots 4. Buffering zones 5. Expansion of Planned Unit Developments (PUDs) 	<ol style="list-style-type: none"> a. City Planning Department & City Housing Staff b. City Planning Department, City Housing Staff and City Planning Commission 	<ol style="list-style-type: none"> a. 1 Year b. 2-3 Years
1.1.4	<p>Explore annexation and cooperative agreements for new housing development</p>	<ol style="list-style-type: none"> a. Identify other desirable areas for housing b. Review state's new annexation law c. Work with property owners and Township Trustees 	<ol style="list-style-type: none"> a.-d. City Council, City Manager, & City Planning Department 	<ol style="list-style-type: none"> 1-3 Years
1.1.5	<p>Establish Neighborhood Development Corporations (NDCs) to assist the city in assembling property for new housing development</p>	<ol style="list-style-type: none"> a. Identify target areas for new housing development b. Create the NDC(s) c. Identify land for purchase by the NDC(s) d. Identify and secure funding for land purchase e. Create city partnerships with NDC(s) to 	<ol style="list-style-type: none"> a.-e. City Planning Department, & City Housing Staff 	<ol style="list-style-type: none"> 2-3 Years

		construct new housing in the city		
Objective 2: Provide housing that allows residents to transition to new housing types as they age				
	Strategy	Action	Responsibility	Timeframe
1.2.1	Develop low maintenance condominiums and patio homes	<ul style="list-style-type: none"> a. Encourage the development of open floor space and single floor plan housing options b. Encourage housing that meets universal design standards 	a. & b. City Planning Department, & City Housing Staff	3-5 Years
1.2.2	Seek developers to establish a retirement community facility	<ul style="list-style-type: none"> a. Contact experienced developers such as faith-based organizations b. Explore the feasibility of a housing project that would provide housing from independent living arrangements, to assisted living, through extended healthcare in one complex 	a. & b. City Planning Department, & Community Volunteers	4-5 Years
1.2.3	Publicize existing housing opportunities for older residents	<ul style="list-style-type: none"> a. Work with local realtors to identify and publicize housing options b. Create locations for transitioning residents to obtain information about appropriate, available housing such as: <ul style="list-style-type: none"> 1. Web sites 2. Special Realtor postings 	a. & b. City Housing Staff & Local Realtors	6 Months
Objective 3: Increase the median home price to a level comparable to nearby communities				
	Strategy	Action	Responsibility	Timeframe
1.3.1	Explore potential higher end housing options	<ul style="list-style-type: none"> a. Seek relationships with developers to 	a.-c. City Manager,	1-2 Years

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	in targeted development areas	<p>explore construction of housing in targeted areas of the city, including the following possibilities:</p> <ol style="list-style-type: none"> 1. River view areas 2. Fraser Mill property b. Promote/market West Carrollton to developers and potential residents as a location for higher end housing c. Provide information to developers on available sites, city attributes and incentives 	City Planning Department & City Economic Development Department	
1.3.2	Explore the development of new executive housing	<ol style="list-style-type: none"> a. Contact local employers through the BR & E visitations conducted by the Economic Development office to identify housing needs for executives b. Identify builders and developers of executive housing for new/relocating executives c. Identify potential sites for executive housing d. Provide the information gathered through b&c above to local employers 	a.-d. City Economic Development Department	3-5 Years
Goal 2: Preserve and enhance the value of existing housing stock in the city				
Objective 1: Maintain and remodel current housing stock				
Strategy				
2.1.1.1	Review, renew and expand, as necessary,	Action a. Identify current CRA boundaries and	Responsibility a. & b. City	Timeframe 18 Months

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	<p>Community Reinvestment Areas to encourage homeowners to rehabilitate/improve their properties</p>	<p>program requirements/benefits b. Identify areas with structures in need of owner occupied rehab and improvement 1. Determine if these neighborhoods are served by CRAs 2. If not served, determine if they meet CRA guidelines 3. Develop new or expand existing CRAs to encompass target areas of owner occupied housing 4. Promote the CRA program to homeowners</p>	<p>Administration, City Planning Department & City Housing Staff</p>	
<p>2.1.2</p>	<p>Develop programs to assist property owners and landlords with property rehabilitation and improvement, to ensure high-quality, well-maintained housing</p>	<p>a. Promote assistance programs through West Carrollton Housing Fair b. Expand the REAP Program c. Target CDBG Funds to improve infrastructure within the oldest eligible neighborhoods d. Develop the range of partnerships with CountyCorp Investment e. Explore City's eligibility for Ohio's CHIP Program and apply for if appropriate f. Expand the City's Paint/Siding Program</p>	<p>a.-i. City Housing Staff, City Planning Department & CountyCorp</p>	<p>1 Year</p>

		<p>g. Conduct public classes on basic rehabilitation and working with a contractor</p> <p>h. Pursue rental inspection program consistent with First Tier suburbs initiatives</p> <p>i. Search for programs that assist rental property owners to rehab/improve their units</p>		
2.1.3	Support programs that rehab and redevelop selected homes in neighborhoods to stimulate rehabilitation	<p>a. Collaborate with CountyCorp Program to rehab selected homes</p> <p>b. Collaborate with Habitat for Humanity Program to build new homes</p> <p>c. Use these properties as models to promote the feasibility/affordability of home remodeling to existing and potential homeowners</p>	a.-c. City Planning Department, Community volunteers 7 CountyCorp	1 Year
2.1.4	Review and modify the city's zoning regulations and property maintenance codes, as needed, to support housing goals	<p>a. Make changes in zoning regulations as needed</p> <p>b. Aggressively enforce property maintenance regulations</p>	a. & b. City Planning Department, City Housing Staff & City Planning Commission	1-2 Years
2.1.5	Partner with organizations addressing foreclosure and abandonment issues	<p>a. Become familiar with Montgomery County Auditor's Programs</p> <p>b. Identify state programs that address foreclosure and abandonment issues</p>	a.-d. Community Volunteers & City Housing Staff	1 Year

		<p>c. Work with First Tier Suburbs Collaboration on model d. Become familiar with counseling and assistance programs available for at risk homeowners through the Montgomery County Community Action (CADCOM)</p>		
2.1.6	Recognize homeowners and neighborhoods who enhance the appearance of their properties	<p>a. Implement a "Homeowner Award" program with public recognition</p> <ol style="list-style-type: none"> 1. Sign on front lawn 2. Recognition on city's web site <p>b. Develop and implement Neighborhood Pride programs, providing recognition for neighborhoods that have improved their appearances</p>	<p>a. & b. City Council, Community Volunteers & City Webmaster</p>	1 Year
Objective 2: Encourage the rehabilitation of historic properties and properties within Historic Districts				
Strategy		Action		
2.2.1	Incentivize the rehabilitation and reuse of historic properties	<p>a. Develop an educational program for West Carrollton residents on assistance available through the state and federal government to incentivize historic renovations</p> <p>b. Conduct classes on basic rehabilitation and working with a contractor</p>	<p>a. West Carrollton Historic Society & City Planning Department b. City Housing Staff c. City Planning Department</p>	2 Years

		<p>c. Support city's economic development efforts to improve the commercial and Olde Downtown districts (Elm St.) by targeting incentives for historic property rehab and reuse to these areas</p> <p>d. Research the Main Street Program for possible adoption</p>	d. City Economic Development Director
<p>Objective 3: Strengthen residents' affinity with neighborhoods</p>			
<p>Strategy</p>			
2.3.1	Use alternative transportation networks (sidewalks, bikepaths) to enhance the accessibility of neighborhoods to shopping, recreation, parks and communities amenities	<p>a. Develop a sidewalk/bikeway feasibility plan</p> <p>b. Identify and seek funding to enhance the city's bikeway system</p> <p>c. Target sidewalk expenditures to achieve plan goals</p>	<p>a.-c. City Planning Department, City Parks and Recreation & MVRPC</p>
2.3.2	Identify and celebrate distinct neighborhoods throughout the city	<p>a. Discover the unique features and characteristics of neighborhoods in the city</p> <p>b. Identify neighborhood boundaries based on parks, age of housing, housing type, architecture, transportation routes, resident affinity, demographics, landmarks and other relevant factors</p> <p>c. Identify neighborhoods through signage</p>	<p>a.-c. City Council, City Service Department & City Planning Department</p>
			<p>3-4 Years</p>
			<p>1-2 Years</p>

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2.3.3	Enhance community involvement in neighborhoods	<p>a. Establish Neighborhood Watch Programs in all neighborhoods</p> <p>b. Conduct regular Town Hall meetings in each neighborhood to discuss issues relevant to each neighborhood</p> <p>c. Establish and operate neighborhood grant program to help fund small scale projects identified by residents</p>	a.-c. City Council & City Police Department	6 Months
Goal 3: Increase the percentage of owner occupied housing units from 59% (2000 US Census) to no less than 70%				
Objective 1: Enhance residents' capacities to own and maintain their own homes				
Strategy				
3.1.1	Develop new or partner with existing programs that help to transition residents from rental to home ownership	<p>Action</p> <p>a. Identify down payment assistance programs</p> <p>b. Partner with Habitat for Humanity to provide housing for new owners</p> <p>c. Explore participation in the State of Ohio's Comprehensive Housing Improvement Program as a source of assistance for new buyers' down payment assistance</p>	<p>Responsibility</p> <p>a.-c. City Planning Department & Community Volunteers</p>	<p>Timeframe</p> <p>1-2 Years</p>
3.1.2	Develop new or partner with existing programs that assist young families in owning their own homes	<p>a. Identify down payment assistance programs that assist first time, younger homeowners</p> <p>b. Partner with Habitat for Humanity to provide housing ownership for new families</p>	a.-c. Community Volunteers & Community Housing Staff	6 Months to 3 Years

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		<p>c. Explore participation in the State of Ohio's Comprehensive Housing Improvement Program as a source of assistance for new buyers' down payment assistance</p>		
<p>3.1.3</p>	<p>Provide a mix of housing for purchase by various income levels</p>	<p>a. Periodically inventory housing for sale in the city according to price ranges b. Identify through this inventory if there is a good mix of housing available for various income levels c. Develop new or partner with existing programs to develop housing for moderate to low income if there is a shortage d. Identify and provide incentives to developers/builders to provide middle and higher end housing if a shortage exists in this inventory e. Continue to support Litehouse and CountyCorp Development</p>	<p>a.-d. City Housing Staff & City Planning Department</p> <p>e. CountyCorp, City Housing Staff & City Planning Department</p>	<p>2 Years & Ongoing</p>
<p>3.1.4</p>	<p>Develop home ownership skill development programs for residents</p>	<p>a. Become familiar with and promote the Mortgage and Homeowners Counseling Program for first time homeowners through Montgomery County Community Action (CADCOM) b. Partner with organizations to design</p>	<p>a. & b. City Housing Staff</p>	<p>6 Months</p>

		and offer programs and access to information for first time homebuyers		
Objective 2: Create legislation and policies that support the balance of housing types				
	Strategy	Action	Responsibility	Timeframe
3.2.1	Evaluate amendments to the city's zoning plan to establish a targeted ratio (70%/30%) of owner to renter occupied housing	<p>a. Review and assess current zoning regulations with regard to permitting multi-family housing</p> <p>b. Design amendments that would encourage the development of owner occupied housing and discourage multi-family housing</p> <p>c. Consider setting a cap on the density of multi-family projects as a means to limit multi-family housing development</p> <p>d. Identify the establishment of new and expansion of existing incentives that would encourage a transition from rental and multi-family housing types to owner-occupied and single family housing</p> <p>e. Educate developers and landlords about the city's strategies and incentives to support a better balance of rental and owner occupied housing</p>	a.-e. City Council, City Manager, City Planning Department, Planning Commission, City Housing Staff	1-3 Years
3.2.2	Work with existing rental apartment owners to ensure quality and affordability of their	a. Conduct seminars for rental apartment owners and managers	a.-d. City Housing Staff	1-3 Years

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	properties	<p>regarding the city's rental property maintenance and condition requirements</p> <ul style="list-style-type: none"> b. Provide information to rental property owners regarding eligibility for federal rental assistance programs (Section 8, others) c. Utilize city housing inspector to inspect rental properties and notify owners of needed improvements d. Examine the use of public funding sources (Ohio CHIP, other) to provide assistance for rental owners to improve their properties <p>(http://www.odod.state.oh.us/cdd/ohcp/hssp.htm)</p>		
3.2.3	Explore the enactment of legislation that would encourage redevelopment of multi-family housing into single family homes	<ul style="list-style-type: none"> a. Research and identify "best practices" from other cities attempting to transition multi-family to single family housing b. Adopt best practices that would help to achieve West Carrollton's goals 	a. & b. City Manager & City Planning Department	2-4 Years

Parks and Recreation

The mission of the West Carrollton Parks and Recreation Department is:

“To strive to enhance the community’s quality of life by providing parks and open spaces, recreational and cultural opportunities, and promoting community pride and spirit.”

The City Parks and Recreation Department provides a wide variety of leisure-time activities for all age groups, including educational, cultural, sports, and arts and crafts programs, along with various special events. The department is also responsible for maintaining just over 100 acres of park land, including ten parks, the Soccer Complex, and Wilson Park Pool. Additional areas of responsibility include the Urban Forestry Program and streetscape design, maintenance of all city-owned buildings and grounds, and the publication of the quarterly city newsletter. Figure 6-1 identifies the city park and recreational facilities.

West Carrollton is also the location for the West Carrollton YMCA, a branch of the YMCA of Greater Dayton. The facility is located at 900 South Alex Road serving West Carrollton and surrounding communities. The facility includes a fitness center, gymnasium, indoor pool, indoor walking track, childcare facility and multipurpose room. Programming includes aquatic instruction, warm water therapy, youth and adult sports programs, summer day camp and teen center.

The City Parks and Recreation Department and the West Carrollton YMCA collaborate on a number of activities. They also review community exercise, event and recreational needs to plan together for improvements and additions to local programming.

List of City Parks

Park	Acreage
Friend Park	8.2 acres
Donnington Park	.72 acres
Grantwood Park	2.8 acres
Harmon Park	6.3 acres
Hintermeister Park	20.3 acres
Lake Forest Park	3.2 acres
Leiweg Park	11.09 acres
Senior Center/Community Center/Civic Center and Weidner Park	9.8 acres
Wilson Park	23.6 acres
Miami and Erie Canal Park	.33 acres

City Sports Facilities

West Carrollton Soccer Complex - 4800 Hydraulic Road

The Soccer Complex is home to the numerous youth and adult soccer groups, such as the West Carrollton Soccer Association and the West Carrollton Soccer Club. A concession area, playground, and a large picnic shelter are available for participating teams and spectator enjoyment. The Soccer Complex has been recognized as a top facility in southwestern Ohio, and it plays host to the annual Soccer Blast tournament which attracts over 150 teams from surrounding areas.

Harmon Field - 545 N. Elm Street

Harmon Field contains a lighted football field, a lighted baseball field, two unlit baseball fields, a concession/restroom building, and a storage/press box building. Across the street is a fenced play area and half basketball court. Both the Wee Pirate Football and Moraine-West Carrollton Little League programs play games at this facility.

Schnell Softball Complex - 5995 Student Street

Behind Harold Schnell Elementary School

The Schnell Softball Complex consists of a picnic shelter and three slow-pitch softball diamonds which are used for the adult softball leagues sponsored by the Parks & Recreation Department.

Weidner Park - 150 E. Central Avenue

A lighted youth baseball diamond, used by the Moraine-West Carrollton Little League, and a lighted basketball court and tennis courts are feature attractions of Weidner Park.

Wilson Park - 350 Wilson Park Drive

Wilson Park is the city's largest municipal park, with an outdoor swimming pool, three lighted tennis courts, one basketball court, a sand volleyball court, and a one-mile hard surface pedestrian pathway. The park also features several acres of open space for outdoor recreation.

Low Dam Recreation Area - N. Alex Road parallel to the Great Miami River

This site plays host to the annual fireworks display on the Fourth of July, and provides boat ramps and access to popular fishing areas.

Miami & Erie Canal Park - 5457 Marina Drive

This park overlooks the Great Miami River. The old Miami and Erie Canal ran adjacent to the current park property.

River Corridor Bikeway - runs along the Great Miami River from the VFW Hall on Marina Drive to Miamisburg. Over five miles of the River Corridor Bikeway roll through West Carrollton. Many bicyclists, in-line skaters, runners, and walkers enjoy this unique recreation facility.

Special Events

The City Parks and Recreation Department co-sponsors several special events throughout the year. Events include the Easter Egg Hunt, Community Pride Day, Annual 4th of July Festival and the Holiday Festival

Summary of Future Recommendations

West Carrollton residents have a number of recreational activities that they can access. The City of West Carrollton Parks and Recreation Department contributes to the quality of facilities and activities offered. A number of goals, objectives and strategies were identified by the Parks and Recreation sub-committee to address planning issues related to parks and recreation. Included in the recommendations is the branding of city parks to clearly identify to users that they are using a city park. This need for signage is to connect park users, particularly those using trails, to retail services and other parks. Maintaining and improving park equipment to increase the physical and mental wellness of residents is prioritized. Safety and economic development initiatives targeted at increasing access to the Great Miami River as well as growth in residential housing in the western part of the city provide opportunities to expand parks and recreation activities to serve a growing population. Finally, the need to increase facilities through partnering with other recreational providers is identified, particularly the need to serve a growing senior citizen population.

Planning Issues

Planning issues addressed by the Parks and Recreation section include:

- Residents and visitors are not always aware that they are receiving services or using the City of West Carrollton Parks and Recreation system. There is a need to brand each municipal park so people using the park know that they are in a city owned and operated facility. This use of signage can also encourage people to use the entire park system and direct individuals to other areas.
- Parks, park equipment and recreational activities can contribute to the physical and mental well-being of an individual. Proper and strategic layout of the parks, trails, and equipment is a critical factor in providing health benefits.

- The West Carrollton City Parks and Recreation Department is one of many local organizations providing recreational and learning experiences for area residents. Collaboration between organizations that deliver recreational services can increase the variety of activities available to residents and more efficiently use existing facilities.
- The Miami Conservancy District is developing the Great Miami River Recreational Trail which provides biking and hiking experiences for area residents. In addition, plans to increase water safety through changes to the low head dams can create water trails for boating experiences. These activities create additional recreational and economic development opportunities for the West Carrollton community.
- Plans to grow the city to the west through business and housing development will create the need for additional parks and recreational services.
- The aging of baby boomers increases the need for additional recreational space for the senior population.

Goals, Objectives and Strategies

The following list of goals and objectives is designed to address the parks and recreation planning issues. The attached implementation plan identifies specific action steps to complete the strategies including identifying responsibility and an implementation timeline.

Goal 1: Establish a dedicated use for each park based upon a natural environment and best use priority

West Carrollton has a number of parks that provide recreational, family and event experiences for residents of the community and region. A number of parks are used by both the City Parks and Recreation Department and recreational associations for team sports activities. Other smaller parks are used by residents of specific neighborhoods for youth and family play activities. West Carrollton Parks are also used as a gathering place for delivering special events and activities that attract a regional audience. Implementation of Objective 1 will ensure each park will be developed for its best use based on the natural environment coupled with past and future investments in equipment and facilities by:

- Targeted use
- Assessments to ensure consistent standards of quality

Objective 1: Identify best use for each of West Carrollton's existing parks

Goal 2: Establish a visual branding theme for all West Carrollton Parks that increases awareness in residents' and visitors' minds

It is important that residents and visitors can more easily identify each park and its primary use. The City Parks and Recreation Department is one of many organizations that deliver services to local and area residents. As the city parks are used more and more for targeted services, residents will need to easily recognize a specific city park as they enter the facility. In addition, residents are increasingly requiring their governmental officials to use their tax dollars wisely. Updating and maintaining land, equipment and facilities within easily identified city parks will help residents appreciate and take pride in their public park system. Objectives 1-3 will help identify parks and their use by:

- Providing easily identified landscaping and signage to establish the primary theme of each park
- Updating play equipment that helps develop physical skills
- Building a bikeway system
- Caring for and increasing the use of rental and family group facilities
- Promoting the parks through use of literature and directional signage

Objective 1: Apply branded physical characteristics at entrances to city parks

Objective 2: Consistently maintain areas with equipment and facilities to support the parks primary dedicated use

Objective 3: Enhance residents' and visitors' ability to find and use City Park System

Goal 3: Promote high quality community recreational programming to meet residents' needs

The City Parks and Recreation Department not only delivers recreational programming to residents but also provides quality facilities used by other organizations for recreation and activities. Successful delivery of programs and care of facilities and lands requires sharing these responsibilities with cooperating organizations. Leaders of associations working with city officials will increase the effective use and maintenance of the properties. Residents participating in activities need to clearly understand when and with which community organization they must work to access specific recreational and event activities. Objective 1 improves the ability to clearly understand responsibilities and fosters collaborative behavior by:

- Increase recreational space and services through partnerships
- Expand citizen participation in special events
- Create consistent standards for use and care of land, equipment and facilities

Objective 1: Recognize that Parks are about space, and Recreation is about programming that involves collaboration among numerous organizations

Goal 4: Expand parks and recreational opportunities

A growing city needs to keep pace with the demands of residents and businesses that require quality city services and facilities. Growth happens by expanding use of existing parks and by adding additional parks within developing areas. The development of new activities that address emerging interests also creates growth. The increase in demand for green places in both the built and natural environment presents opportunities for new partnerships between the city, national park systems, conservancy areas and educational systems. The Holes Creek Nature Area is currently being discussed as a possible new park area that fits the description of a park based on the natural environment (See Figure VI-1 for location). Objectives 1&2 ensure the City Parks and Recreation Department will develop a system that keeps pace with the growth of the community by:

- Developing access to, use of and care for the river as a natural resource that provides a special quality of life to residents
- Developing new park areas to keep pace with population growth
- Providing new activities to help residents improve their health through challenging physical activities
- Increasing the use of the parks and natural areas as environmental learning places

Objective 1: Increase the accessibility to river activities through City Parks

Objective 2: Explore potential of future park sites and park expansions

Implementation Plan – Parks and Recreation

Goal 1: Establish a dedicated use for each park based upon a natural environment and best use priority			
Objective 1: Identify best use for each of West Carrollton's existing parks			
	Strategy	Action	Responsibility
1.1.1	Complete an assessment of each park's current use, environmental characteristics and potential for acquisition of land to expand the park	<ul style="list-style-type: none"> a. Research potential for each park b. Targeted parks are Hintermeister, Wilson, Soccer Fields, Miami & Erie Canal and Leiwig c. Make necessary improvements for each d. Perform yearly assessment to adjust plan 	<p>a.-d. City Parks & Recreation Department</p> <p>c. 2-5 Years</p> <p>d. Ongoing</p>
1.1.2	Neighborhood parks will serve the needs of the neighborhood area where they are located	<ul style="list-style-type: none"> a. Continue to assess needs of each park and maintain at consistent standard 	<p>a. City Parks & Recreation Department</p> <p>Ongoing</p>
Goal 2: Establish a visual branding theme for all West Carrollton Parks that increases awareness in residents' and			

visitors' minds			
Objective 1: Apply branded physical characteristics at entrances to city parks			
Strategy	Action	Responsibility	Timeframe
2.1.1 Use split rail fence to mark the park entrance	a. Construct split rail fencing as needed	a. City Parks & Recreation Department	6 months to 1 year
2.1.2 Post an entrance sign with park name at each park	a. Create a design incorporating West Carrollton logo and adopted by City Council b. Post signs at each park	a. City Parks & Recreation Department & City Media Department b. City Parks & Recreation Department	a. 6 months b. 6 months to 1 year
2.1.3 Apply a consistent landscaping theme at each park entrance	a. Establish landscaping theme b. Plant and maintain landscape theme items	a. & b. City Parks & Recreation Department	a. 6 months b. 1-2 years
2.1.4 Apply a consistent color theme to all Parks &	a. Establish colors for park theme	a. City Parks &	a. 6 months

Parks and Recreation

	Recreation Department literature, signs and playground equipment	b. Apply theme to all new items and replacement of old items as budget allows	Recreation Department & City Media Department b. City Parks & Recreation Department	b. 6 months to 2 years
Objective 2: Consistently maintain areas with equipment and facilities to support the parks primary dedicated use				
Strategy				
2.2.1	Continually add and replace playground equipment that helps youth develop physical and mental skills	a. Add physical activity play equipment to Wilson and Weidner Parks	a. City Parks & Recreation Department	6 months to 2 years
2.2.2	Increase availability of rental space for family and group activities	a. Research and report five year plan for new facilities and upgrading of existing facilities	a. City Parks & Recreation Department	1 year
2.2.3	Develop a bikeway system to connect the city to parks and recreational amenities	a. Develop a plan to connect targeted parks to the Great Miami River Recreational Trail b. Construct the identified connections	a. City Parks & Recreation Department b.	1 year 2-5 years

Objective 3: Enhance residents' and visitors' ability to find and use City Park System			
Strategy	Action	Responsibility	Timeframe
2.3.1 Position directional signage for City Parks at strategic points throughout the city's highway and bikeway system	<ul style="list-style-type: none"> a. Research best locations to place directional signs b. Place signs in identified locations c. Evaluate location and maintain signage d. Identify retail businesses near the Great Miami River Recreational Trail and post signs along the trail connecting visitors to businesses 	<ul style="list-style-type: none"> a. City Parks & Recreation Department and City Street Department b. City Street Department c. City Parks & Recreation Department and City Service Department d. City Economic Development Office and City Parks & Recreation Department 	<ul style="list-style-type: none"> a. 6 months b. 6 months to 1 year c. 6 months to 1 year d. Ongoing
2.3.2 Increase availability of City Parks and Recreation literature	<ul style="list-style-type: none"> a. Distribute materials through area businesses and organizations b. Create video summaries of the City parks and run on access television and television sets within city buildings 	<ul style="list-style-type: none"> a. Area businesses and City Parks & Recreation Department b. City Manager and City Council 	<ul style="list-style-type: none"> a. 1 year b. 1 year
Goal 3: Promote high quality community recreational programming to meet residents' needs			
Objective 1: Recognize that Parks are about space, and Recreation is about programming that involves collaboration among numerous organizations			

West Carrollton Sustainable Comprehensive Plan

Parks and Recreation

Strategy	Action	Responsibility	Timeframe
3.1.1 Collaborate with other recreational facilities in the community to increase recreational space and programs	<p>a. Explore the location and expansion of Senior Citizen activities and space at the YMCA facility</p> <p>b. Explore expanding youth activities at city facilities, schools and YMCA</p>	<p>a. City Parks & Recreation Department, YMCA Administration and Canterbury Courts</p> <p>b. City Parks & Recreation Department, YMCA and West Carrollton School Administration</p>	<p>2-5 years</p> <p>b. 1 year</p>
3.1.2 Continually communicate the responsibility of city to maintain park space	<p>a. Clarify to community City Parks & Recreation Department's responsibility for maintaining park space</p>	<p>a. City Administration and City Parks & Recreation Department</p>	<p>Ongoing</p>
3.1.3 Continually communicate the shared responsibility of management and delivery of various recreational activities in City Parks with service organizations	<p>a. Clarify programs administered and delivered by City Parks & Recreation Department</p> <p>b. Clarify those programs administered and delivered by private organizations within City Parks space</p> <p>c. Increase the involvement of area organizations in providing recreational activities within City Parks</p>	<p>a.-d. City Parks & Recreation Department and Organizations using City parks</p>	<p>a & b. 6 months</p> <p>c. Ongoing</p>

Parks and Recreation

		d. Create standards for organizational use of City Parks and publish in a reference document	a. & b. City Parks & Recreation Department and community organizations	d. 1 year a. & b. Ongoing
3.1.4	Expand citizen participation in special events within the community	a. Continue to promote existing events like 4 th of July, Holiday Festival, and Monster Mash b. Add new events to meet targeted goals such as Picnic in a Park		
Goal 4: Expand parks and recreational opportunities				
Objective 1: Increase the accessibility to river activities through City Parks				
	Strategy	Action	Responsibility	Timeframe
4.1.1	Support the development proposal of the Miami Conservancy District to redesign low dam areas for safety and whitewater recreational activities	a. Participate in the feasibility study and take appropriate action based on study results	a. City Council, City Manager, City Economic Development Office and City Parks & Recreation Department	a. 6 months
4.1.2	Explore possibility of Wright Brothers Sea Plane Park	a. Meet with National Park System	a. Economic Development Office and Citizens Group	a. 6 months to 1 year
4.1.3	Expand access to river through the boathouse area	a. Complete a feasibility study	a. City Parks & Recreation Department and City Planning	a. 1-2 years

Parks and Recreation

		Department	
4.1.4	Develop a boardwalk area along the Miami River	a. City Parks & Recreation Department and City Planning Department	a. 1-2 years
4.1.5	Design future development projects along the Miami River with access points to the river through City Park areas	a. City Planning Department and City Economic Development Office	a. 1 year
Objective 2: Explore potential of future park sites and park expansions			
4.2.1	Seek new locations for City Parks	a. Potential sites include western area of the city around the gravel pit and Miami Conservancy District area off Route 741 b. Complete a feasibility study c. Survey residents to determine needs for park land, facilities and recreational programming	b. 2 years
4.2.2	Seek opportunities to expand natural areas and historic building areas into the City Park System	a. City Parks & Recreation Department in collaboration with west Carrollton Schools and Miami Conservancy District	a. 1-2 years

West Carrollton Sustainable Comprehensive Plan

Parks and Recreation

4.2.3	Seek opportunities to expand park system through emphasis on healthcare	a. Create partnerships to provide educational programs and recreational amenities targeted to healthcare and healthy lifestyles	a. City Parks & Recreation Department in collaboration with area healthcare providers	a. 2-4 years
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Education

Existing Conditions

The West Carrollton School District serves most of West Carrollton and portions of Moraine and Miami Townships. One high school, one middle school and five elementary schools serve the student body. Figure 7-1 identifies the school district and the following school buildings:

West Carrollton High School

WCHS serves approximately 1,100 students in grades 9-12 with 77 certified teachers and a staff of 103. There is an emphasis on 21st Century Skills within every classroom to develop the workforce of tomorrow.

West Carrollton Middle School

WCMS serves approximately 850 students in grades 6-9 with 70 certified teachers and a staff of 92 persons. Like the high school students, middle school students are exposed to the 21st Century Skills.

C.F. Holliday Elementary School serves approximately 450 students in grades 1-5 with 37 teachers and a staff of 50 persons.

Frank Nicholas Elementary School serves approximately 150 students in grades 1-5 with 16 certified teachers and a staff of 20 persons.

Harry Russell Elementary serves approximately 400 students in grades 1-5 with 31 certified teachers and a staff of 41 persons.

Harold Schnell Elementary serves approximately 425 students in grades 1-5 with 33 certified teachers and a staff of 46 persons.

Walter Shade Early Childhood Center serves approximately 450 students in kindergarten and preschool with 22 certified teachers and a staff of 43 persons.

The West Carrollton School District has a strategic plan for the district. Entitled "West Carrollton Schools 2008 Strategic Plan" the district has set strategies in the areas of accountability, communication, financial stability and stewardship, human values and diversity, school and community relations, student achievement and wellness and safety. The school district also implements the 40 Developmental Assets of the Search Institute.

Education is a life-long learning process. Therefore a strong community is served by educational institutes beyond the local K-12 school system. *Additional educational institutions* that serve the West Carrollton area include:

Miami Valley Career Technology Center

Wright State University

University of Dayton

Miami University

Sinclair Community College

Summary of Future Recommendations

Involvement in the support of local schools by West Carrollton residents and businesses is critical in building school success. Residents, employers and workers require access to lifelong learning experiences to remain competitive in a global economy. Access to both formal and informal education also provides physical, emotional, mental and spiritual well-being. A number of goals, objectives and strategies were identified by the Education Sub-Committee that address the planning issues related to education. Included in the recommendations are partnerships between local schools, businesses and families to create experiences for youth. The recommendations also create a community educational calendar where residents can access information to plan learning experiences. Technology is also critical to providing access to learning and to market educational courses.

Planning Issues

- The availability and quality of educational services is a key factor in determining where people chose to live. Education is also a key factor that business considers as owners chose where to locate their businesses. Research indicates that successful schools happen because of the strong partnerships between a community's residents, businesses and educational professionals.
- Lifelong learning opportunities enrich the physical, mental, emotional and spiritual wellness of a community and its residents. Access to learning opportunities requires awareness by residents of what is available and the flexibility provided through technology to allow individuals the opportunity to create their own learning agendas.
- Possible annexation of land to the west of the current city boundaries will require consideration be given to the changes created by two school districts serving the city.

Goals, Objectives and Strategies

The following list of goals and objectives is designed to address the education planning issues. The attached implementation plan identifies specific action steps to complete the strategies including identifying responsibility and an implementation timeline.

Goal 1: Increase community and business involvement in education

An exceptional community educational approach requires the support and participation of residents, community organizations and businesses with the various institutions providing educational instruction. Internships provide students valuable workplace experiences to strengthen the academic learning experience. Bringing business and community leaders into the classroom is another method to engage students in real world situations. Support and direction from family, co-workers and community leaders guides the selection of learning experiences while it supports the ability of students to achieve. Financial support from the community is also critical as local dollars are needed to provide the best instructors, the best facilities and the best equipment to make the learners' educational experiences applicable to current work opportunities.

Implementation of Objectives 1 will expand West Carrollton's capacity to build an educational system that links businesses, residents and educational institutions in the education of area residents by:

- Gaining family support for students
- Valuing youth as a resource to the community
- Establishing boundaries to lead to success
- Valuing and setting priorities for use of time
- Creating a commitment to learning
- Modeling positive values
- Building competencies for social interaction
- Building confidence and self-esteem
- Providing easy access to learning experiences

Objective 1: Provide opportunities for interaction and communication which foster youth and community relationships

Goal 2: Increase participation in life-long learning

People need to be involved in learning throughout their entire lives. Formal education is provided by designated educational institutions while informal education is provided by community-based organizations and services. Therefore, the establishment of an educational network within West Carrollton will increase access, participation and success in linking learners to available resources. Objective 1 builds this educational network and increases availability to it by:

- Defining the educational institutions and community organizations that make up the network
- Identifying current learning needs
- Developing, monitoring and updating available educational resources
- Developing a centralized communication system for easy access to all available learning experiences

Objective 1: Provide, support, monitor and communicate a system of learning opportunities for all citizens

Goal 3: Increase community wellness education

Education is about more than formal academic learning that provides entry into and advancement within the workplace. Individuals throughout their lives must also learn new ways to address wellness issues regarding the physical, emotional, mental and spiritual elements of their lives. Objective 1 builds a more holistic educational network for West Carrollton residents by:

- Linking organizations that provide informal learning experiences
- Providing easy access to informal learning experiences
- Consistently inventorying and updating available learning experiences

Objective 1: Provide resources and experiences for physical, spiritual, mental and emotional wellness and communication throughout our community

Goal 4: Expand the use of technology to increase access to educational resources

An ever-increasing number of residents obtain information and access resources electronically. This is especially true for younger residents who are at the center of creating tomorrow's West Carrollton. Building a technology based system that allows residents to learn on-line and access information in a fast and easy method is critical to a successful community-based educational network. Objective 1 builds such a network for the community by:

- Making a commitment to develop the technology
- Providing high-speed wireless access to everyone
- Using technology to market the community to create even more benefit and demand for educational excellence

Objective 1: Provide an accessible, emergent, and sustainable system of technology and communication

Implementation Plan – Education

Goal 1: Increase community and business involvement in education			
Objective 1: Provide opportunities for interaction and communication which foster youth and community relationships			
Strategy	Action	Responsibility	Timeframe
1.1.1 We will develop and implement initiatives which foster and utilize the framework of the 40 Developmental Assets	a. Educate community leaders and business leaders regarding the 40 Developmental Assets b. Gain commitment of targeted organizations and agencies to implement 40 Developmental Assets	a. & b. West Carrollton Schools & City of West Carrollton	12-18 months
1.1.2 We will develop an Annual Community Calendar which includes new events and activities that are family focused and community centered	a. Create a community calendar with primary access on the City Website	a. City of West Carrollton	6 months
Goal 2: Increase participation in life-long learning			
Objective 1: Provide, support, monitor and communicate a system of learning opportunities for all citizens.			
Strategy	Action	Responsibility	Timeframe
2.1.1 We will define a system of lifelong learning for all citizens	a. Create and assign the task to area educational institutions including colleges and universities, community recreational organizations and business leaders	a. Initiated by West Carrollton City Council and facilitated by West Carrollton City Manager	6 months
2.1.2 We will determine current and available lifelong learning resources	a. Inventory educational institutions, community recreational organizations, businesses and healthcare organizations	a. City Economic Development Department	6 months
2.1.3 We will research, identify and address vocational, recreational, technological and financial educational learning opportunities	a. Survey community residents and employers to determine need	a. City Economic Development Officer	9 months

2.1.4	We will facilitate access to lifelong learning opportunities through an emergent communication system	a. Research capacity of current system and create a plan for improvements as needed	a. City Media group including area media groups	12 months
Goal 3: Increase community wellness education				
Objective 1: Provide resources and experiences for physical, spiritual, mental and emotional wellness and communication throughout our community				
	Strategy	Action	Responsibility	Timeframe
3.1.1	We will develop and deploy shared communication systems that promote wellness within our community	a. Link research and development with 2.1.4 strategy above	a. City Media Group including area media groups	12 months
3.1.2	We will design and enhance experiences for youth and adult community wellness programs, activities and initiatives	a. Create a community board to design and manage the effort. Group should include educational institutions, community recreational organizations, businesses leaders and healthcare organizations	a. City Council facilitated by City Manager	3 months
3.1.3	We will provide and promote educational and instructional resources that maximize community wellness	a. Identify current programs and target development of future programs	a. Led by board created in 3.1.2.	6 months
Goal 4: Expand the use of technology to increase access to educational resources				
Objective 1: Provide an accessible, emergent, and sustainable system of technology and communication				
	Strategy	Action	Responsibility	Timeframe

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Education

4.1.1	We will utilize technology to enhance West Carrollton City communication internally and externally	a. Link with 2.1.4 & 3.1.1 above	a. City Media Group including area media groups	1 month
4.1.2	We will provide a high-speed wireless network that is easily accessible by all members of the community	a. Review current efforts, identify gaps and develop strategies	a. Initiated by City Council and facilitated by City Manager	12-24 months
4.1.3	We will utilize technology to market the community and attract business	<ul style="list-style-type: none"> a. Educate educational, community organizations, healthcare organizations and business community on use and application of available resources b. Educate community residents on use of technology to access information c. Expand use of technology through new strategies 	<ul style="list-style-type: none"> a.-c. Economic Development Office & City Media Group including area media groups 	6-12 months

Community Facilities, Infrastructure & Transportation

Existing Conditions: Community Facilities & Infrastructure

Leaders in West Carrollton recognize the importance of community facilities and infrastructure as critical building blocks that support both community and economic development. This is especially crucial in those older first tier suburbs such as West Carrollton where city leaders often contend with infrastructure that is aging.

The *Civic Center* on Central Avenue houses the city's administrative offices, City Council Chambers, the City Police Department, community meeting rooms and the West Carrollton Branch of the Dayton and Montgomery Public Library. City Council recently upgraded police facilities at the Civic Center to include office space, meeting space, an exercise facility and advanced technology-based equipment. The Civic Center also provides state of the art facilities for all departments to better serve residents.

The *West Carrollton Fire Department* provides fire protection and medic services through a paid full-time staff. City Council has recently upgraded fire safety services through the construction of a new fire station on Central Avenue. Boundaries for the three fire districts and the location of stations are indicated in Figure 8-1. The development of industrial land and residential property proposed in the Growth Management Section will require a planning study for both police and fire services to determine the need for additional facilities.

The *City Service Department* operates the Street Division, Refuse Division, Water Division and Waste Water Division. Service vehicles and equipment are housed at the city garage facilities. The garage and surrounding yard are used to maintain the service department fleet, and to store parts and materials.

Three suppliers provide water service to the City of West Carrollton. The City of West Carrollton provides the majority of water services within the corporation limits. All of the areas east of I-75 are served by the Montgomery County Water System. Water service west of the Great Miami River is provided by the Jefferson Regional Water Authority. Figure 8-2 indicates the current three service boundaries. The city's existing wells have the capacity to provide 3.5 million gallons per day. The current average demand is 1.4 million gallons per day with a peak of 2.6 million. The city water filtration plant was completed in 1988. Continued evaluation of the water treatment plants' capacity to meet the community's water distribution needs should be studied to plan capital improvements necessary to expand industrial and residential development into the western section of the city and proposed development areas.

West Carrollton Sustainable Comprehensive Plan
Community Facilities, Infrastructure & Transportation

The majority of wastewater service for the city is provided by the *West Carrollton Waste Water Division*. Montgomery County provides wastewater service in the areas west of the Great Miami River and east of I-75. Figure 8-3 indicates these service areas. The average daily flow at the treatment plant is 1.5 million gallons per day with peak flows of 3 million gallons and a treatment capacity of 3.6 million gallons per day. The treatment plant had major improvements in 1989 and 1997 to improve the efficiencies at the plant.

Figure 8-4 identifies the Federal Emergency Management Agency's designated *flood hazard areas* surrounding the Great Miami River within West Carrollton. Development within the region has increased flooding in low lying areas. Holes and Owl Creeks drain the watersheds which contribute to the flood plain area. The South Alex Road Bridge replacement project includes a widening of the bridge to allow the 150 year flood level to pass through the bridge in order to decrease flooding conditions.

Existing Conditions: Transportation

West Carrollton's current transportation network includes an interstate highway traveling north and south, two major rail lines, a public transit system, a regional bikeway and access to the Dayton Regional Airport.

Exit 47 off Interstate 75 does not provide direct entry to travel south from West Carrollton. The Ohio Department of Transportation (ODOT) has developed plans to rebuild the interchange to create easy access to both north- and southbound travel from West Carrollton. City Council Members and community leaders continue to encourage and work with ODOT officials to begin and complete the construction of this interchange. The re-structuring project has significant importance to the economic development opportunities of West Carrollton.

The addition of businesses and services along West Carrollton roadways has continued along key *Major Arterials*. Central Avenue, Dixie Drive, Miamisburg-Centerville Road (State Route 725) and Springboro Pike (State Route 741) continue to serve as major transportation arteries. Industrial development and the addition of facilities such as West Carrollton YMCA have created traffic flow that place demands of a major arterial along South Alex Road. Over the past fifteen years the city has made major improvements along each of these roadways. Continued growth, however, places the need to consistently evaluate the need for traffic improvement measures along key arterials.

Minor arterials include Alex-Bell Road, Miami Avenue and Farmersville-West Carrollton Road. Like the major arterials the city has implemented a number of improvements along these roads over the past fifteen years. Farmersville-West Carrollton Road continues to have problems with high water levels during flooding events. As the

West Carrollton Sustainable Comprehensive Plan
Community Facilities, Infrastructure & Transportation

community grows to the west it becomes increasingly important to address this problem to ensure uninterrupted access to the city's new industrial area and future residential areas. In addition to these issues continued problems created by numerous railroad grades are on the agenda for construction modifications. Hemple Road and Infirmary Road are also key routes for future development of the west industrial area.

Figure 8-5 identifies the current regional transit routes serving the city. These routes provide service to the Dayton Mall Hub, Downtown Dayton, employment centers, some multi-family housing and most shopping areas in West Carrollton. There are only a limited number of bus stops well below the 1/8 mile maximum distance for a transit rider to walk to a stop. In addition, a number of neighborhoods are not served by the transit system making it difficult for residents to consider alternative forms of transportation.

Figure 8-6 identifies the Miami Valley Regional River Corridor Bikeway as it passes through the City of West Carrollton. This corridor provides an alternative transportation method as well as serving as a recreational and leisure facility. The corridor provides a main arterial for development of an intra-city transportation and recreational route that can link neighborhoods and businesses through the bikeway.

Summary of Future Recommendations

This plan encourages improvements to the water and wastewater facilities including expansion of lines to serve the projected growth area along Farmersville-West Carrollton Road to serve industry. Flood control is also a key initiative through suggested control methods along the Great Miami River. This will be beneficial to the recommended development of a river corridor. Improvements to transportation flow are a priority with new construction and renovations to key development areas in the southern end of the city and at the I-75 interchange. Access will be improved to the western growth areas by addressing the Farmersville-West Carrollton roadway flooding issues. Alternative forms of transportation are addressed through the expansion of a regional and citywide bike trail for commuting and recreational use. Finally the environmental quality of the community is remembered as design standards are suggested for the built environment and landscaping for the natural environment.

Planning Issues

- West Carrollton desires to provide a convenient, safe, and balanced multi-modal transportation circulation system that will ease traffic congestion and reduce commute times for West Carrollton residents and businesses. Improved traffic flow in certain areas of the city and reduced conflicts among various forms of transportation will make the city safer and easier to navigate by car, foot or bicycle. Improved regional access, desirable for both business and commuter

West Carrollton Sustainable Comprehensive Plan
Community Facilities, Infrastructure & Transportation

activity, can be realized by reconfiguring Exit 47 and widening and raising Farmersville-West Carrollton Road. More communities are seeking to become walkable and bikeable. West Carrollton can develop walking and biking routes to connect neighborhoods to city facilities, services and shopping, as an alternative to the automobile. These city bike routes can also connect West Carrollton to the region by enhancing linkages with regional trail systems. Improved accessibility and quality of public transportation will round out the alternative transportation options for residents and businesses.

- Communities with high quality, cost effective community facilities and public services are more attractive to both businesses and residents. West Carrollton has a number of community facilities that should be explored for their re-use or expansion potential. The community will need to ensure that water, waste water and storm water services remain efficient and of high quality and that the city's safe and attractive natural environment includes effective flood control and appropriate recreational development of natural amenities. Future infrastructure improvements and developments should support a changing community, including the provision of high-speed, affordable internet/telecommunications.

Goals, Objectives, Strategies and Indicators

The following list of goals and objectives is designed to address the community facilities, infrastructure and transportation for West Carrollton. The attached implementation plan identifies specific action steps to complete the strategies including identifying responsibility and an implementation timeline.

Goal 1: Provide public services and community facilities that meet industry standards for existing and future West Carrollton residents and businesses

The growth of West Carrollton requires the continuous maintenance and updating of the city's public infrastructure. As the community accomplishes their goals of the economic development, housing, education and parks section of this plan, redevelopment of the public infrastructure will be critical to support this growth. Implementation of Objectives 1 through 4 will ensure the quality and availability of services by:

- Meeting the needs of businesses and residents for high-speed internet and telecommunication services
- Providing supportive building facilities in the most efficient and effective locations to deliver services
- Upgrading water and wastewater lines and the facilities required to provide these services

West Carrollton Sustainable Comprehensive Plan

Community Facilities, Infrastructure & Transportation

- Partnering with regional service providers to reduce the cost to deliver services and ensure adequate water supplies
- Expanding needed services into new development areas
- Increasing public safety and care for the natural environment through flood control measures and redesign of the low-head dams on the Great Miami River

Objective 1: Provide sufficient governmental facilities and public services to adequately serve the needs of citizens and to match development and growth

Objective 2: Provide the highest quality and most efficient public water facilities and services possible

Objective 3: Provide the highest quality and most efficient waste water facilities and services possible

Objective 4: Provide a safe, attractive and enjoyable natural environment

Goal 2: Provide a multi-modal circulation system to reduce traffic congestion and commute time

Another critical infrastructure activity that cities address is transportation routes and options. It is important to provide easy entry and exit from the city for both residents and visitors. Once people enter the city it is equally important to be able to easily move them throughout the community. This requires improvements to roads and highways that support the movement of autos and public transportation vehicles. It also requires the ever increasing demand to provide infrastructure that encourages the use of alternative forms of transportation both for work and leisure. Objectives 1-3 will ensure that the city meets the growing demand for easy, safe and attractive transportation routes by:

- Completing the reconfiguration of Exit 47 along Route I-75
- Widening main transportation arteries within the city
- Improving signaling to increase safety at selected intersections
- Connecting roadways to provide additional access for safety vehicles to selected neighborhoods
- Examine methods, including above grade rail crossing, to increase safety in Alex Road – Alex-Bell Road area.
- Evaluating and redesigning, as necessary, traffic patterns along Dixie and Central to meet the development needs of the Downtown Corridor concept
- Designing and implementing bikeway routes to more effectively move people around the community and provide links from current bikeways to businesses and residential neighborhoods
- Improving sidewalks within existing neighborhoods and requiring sidewalks in new development areas

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Community Facilities, Infrastructure & Transportation

- Evaluating public transportation routes to add and redesign current routes as needed
- Providing amenities like benches and coverings along public transportation routes to improve the experience of users

Objective 1: Provide improved regional access

Objective 2: Provide improved internal access within the city

Objective 3: Provide improved pedestrian and bicycle transportation routes throughout the city

Objective 4: Improve access to and quality of public transportation within the city

Implementation Plan – Community Facilities, Infrastructure & Transportation

Goal 1: Provide public services and community facilities that meet industry standards for existing and future West Carrollton residents and businesses			
Objective 1: Provide sufficient governmental facilities and public services to adequately serve the needs of citizens and to match development and growth			
Strategy	Action	Responsibility	Timeframe
1.1.1 Evaluate the needs of citizens and businesses regarding telecommunications/internet service and how it can best be provided. Provide interconnectivity of all city facilities	<ul style="list-style-type: none"> a. Survey area citizens and businesses to determine internet and telecommunication needs b. Collaborate with efforts under Education Section, Strategy 4.1.1 and 4.1.2 c. Develop and implement a plan to effectively connect all city facilities 	<ul style="list-style-type: none"> a. City Media Group b. City Council, City Manager & West Carrollton School District c. Existing internet providers & City Manager 	1-2 Years
1.1.2 Explore the need and feasibility of expansion or relocation of the Senior Citizens Center, perhaps even as a new wing of the YMCA	<ul style="list-style-type: none"> a. Develop a feasibility study b. Identify sources of financing 	a. & b. City Manager, Senior Citizens Staff & Board & YMCA Staff & Board	3-5 Years
1.1.3 Explore the re-use of the old fire station	<ul style="list-style-type: none"> a. Identify potential uses b. Develop a feasibility plan and identify sources of financing 	a. & b. City Manager & City Service Director	3-5 Years
1.1.4 Improve the Parks and Recreation garage	<ul style="list-style-type: none"> a. Install new siding b. Install new roof and doors c. Install HVAC 	a.-c. Parks & Recreation Director	2-3 Years
1.1.5 Evaluate future expansion needs for the public library in conjunction with regional efforts	<ul style="list-style-type: none"> a. Identify future expansion needs b. Identify regional efforts 	a. & b. Library Board and Staff & City Manager	2-3 Years

West Carrollton Sustainable Comprehensive Plan
Community Facilities, Infrastructure & Transportation

1.1.6	Ensure emergency services staffing levels are adequate to meet the needs of future population and business growth	a. Project future needs for both residential and business protection b. Develop a staffing plan that will meet these projected needs	a. & b. Police Chief, Fire Chief, City Manager	5 Years
1.1.7	Evaluate future viability of the city fuel facility	a. Conduct a feasibility study for a city fuel facility b. Present study results to City Council and Administration c. Identify potential sources of financing d. Implement plan if feasible	a.-d. City Service Director	1 Year
1.1.8	Assess need for improvements to Civic Center	a. Replace original boiler/furnace b. Determine additional improvements needed c. Develop a facility improvement plan with sources of financing identified	a.-c. City Council & City Manager	1-5 Years
Objective 2: Provide the highest quality and most efficient public water facilities and services possible				
Strategy		Action	Responsibility	Timeframe
1.2.1	Collaborate with Jefferson Regional Water Authority to ensure reliable water service in the areas of the city west of the Great Miami River, or alternatively explore the feasibility of extending city water service to this area.	a. Develop a comprehensive Capital Improvements plan that identifies: 1. water, wastewater and storm water improvements projected to be needed over the next decade 2. Sources of financial assistance and other resources to implement this plan 3. The City's Capital Improvements plan will encompass strategies 1.2.1 through 1.2.7 and 1.3.1 through 1.3.4	a. City Council, City Manager, Director of City Planning & City Service Director	1-5 Years
1.2.2	Increase and upgrade older water mains from 4" to 8"	a. Include upgrades in comprehensive Capital Improvements Plan	a. City Service Director	3-5 Years

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1.2.3	Complete the 12" water main from its terminus on Infirmary Road across Farmersville-West Carrollton Road to the 12" main at Soldiers Home-Miamisburg Road	(see Action 1.2.1 above) a. Include project in comprehensive Capital Improvements Plan (see Action 1.2.1 above)	a. City Service Director	2 Years
1.2.4	Address age and capacity issues at the water treatment plant to ensure continued viability	a. Identify improvements needed to serve existing residents and businesses and to meet future development needs b. Produce preliminary feasibility analyses c. Conduct preliminary engineering d. Identify and seek potential sources of funding e. Include improvements in Capital Improvements Plan (see Action 1.2.1 above)	a.-e. City Service Director	3-5 Years
1.2.5	Replace/upgrade the sand filtration water treatment plant	a. Include upgrades/replacements in comprehensive Capital Improvements Plan (see Action 1.2.1 above)	a. City Service Director	3-5 Years
1.2.6	Construct an EPA mandated clear well	a. Include construction in comprehensive Capital Improvements Plan (see Action 1.2.1 above)	a. City Service Director	3-5 Years
Objective 3: Provide the highest quality and most efficient waste water facilities and services possible				
Strategy			Responsibility	Timeframe
1.3.1	Ensure adequate waste water capacity is provided to serve future redevelopment in the city center and the potential full interchange	a. Identify improvements needed to serve future development in targeted areas	a.-e. City Service Director, Director of City Planning & City	1 Year

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	at Exit 47	<ul style="list-style-type: none"> b. Produce preliminary feasibility analyses c. Conduct preliminary engineering d. Identify and seek potential sources of funding e. Include improvements in Capital Improvements Plan (see Action 1.2.1 above) 	Manager	
1.3.2	Address age and capacity issues at the sewer treatment plant to ensure continued viability	<ul style="list-style-type: none"> a. Identify needed improvements and other issues related to plant's age and capacity b. Project future growth needs that will impact upon sewer facilities c. Secure engineering services to develop a plan to make needed improvements d. Identify potential sources of financing e. Include improvements in Capital Improvements Plan (see Action 1.2.1 above) 	a. City Service Director	3-5 Years
1.3.3	Investigate ways to minimize storm water inflow and infiltration of sewer lines	<ul style="list-style-type: none"> a. Conduct a city-wide study of storm water infiltration b. Determine improvements needed to minimize inflow c. Identify sources of funding d. Include improvements in Capital Improvements Plan (see Action 1.2.1 above) 	a. City Service Director	3-5 Years
1.3.4	Expand the sewer system on Farmersville-	a. Identify improvements needed to	a.-e. City Service	1-2 Years

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	<p>West Carrollton Road and Infirmary Road to Soldiers Home-Miamisburg Road</p>	<p>serve future development in targeted areas b. Produce preliminary feasibility analyses c. Conduct preliminary engineering d. Identify and seek potential sources of funding e. Include improvements in Capital Improvements Plan (see Action 1.2.1 above)</p>	<p>Director, City Manager & City Planning Director</p>
<p>Objective 4: Provide a safe, attractive and enjoyable natural environment</p>			
<p>Strategy</p>		<p>Action</p>	
<p>1.4.1</p>	<p>Construct flood control improvements identified in the Owl Creek storm water management study as money and opportunities become available</p>	<p>a. Identify funding sources b. Construct flood control improvements as funding permits</p>	<p>a. & b. City Manager & Director of City Planning</p>
<p>1.4.2</p>	<p>Construct flood control improvements to protect Allen Plat as well as the wastewater treatment plant west of Miami Avenue and the levee</p>	<p>a. Identify funding sources b. Construct flood control improvements as funding permits</p>	<p>a. & b. Director of City Planning & City Manager</p>
<p>1.4.3</p>	<p>Update the city's urban design plan and policies to enhance the visual character of the city</p>	<p>a. Review and modify, as needed, existing design plans b. Incorporate the design plan guidelines into new or renovated development, particularly in the downtown corridor</p>	<p>a. & b. City Council, Director of City Planning & Design Review Board</p>
<p>1.4.4</p>	<p>Complete the Holes Creek flood improvement project from Springboro Pike to the Great</p>	<p>a. Identify possible sources of funding b. Implement the improvement</p>	<p>a. & b. City Service Director</p>
		<p>Timeframe</p>	
		<p>a. 2 Years</p>	
		<p>b. 5-10 Years</p>	
		<p>a. 2 Years</p>	
		<p>b. 5-10 Years</p>	
		<p>1 Year</p>	
		<p>5-10 Years</p>	

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	Miami River	project		
1.4.5	Continue a tree planting program for residents and businesses	<ul style="list-style-type: none"> a. Revitalize the "Tree City" Program b. Work with OSU Extension to identify appropriate city species and locations for tree plantings and to educate the public on the value that trees provide c. Seek a consistent source of support for tree purchase and planting 	<ul style="list-style-type: none"> a.-c. City Tree Commission, Community Volunteers & City Park, Recreation Department & OSU Extension 	1-5 Years and Ongoing
1.4.6	Explore improving the city's FEMA ISO rating for the Community Rating System, in order to increase the discount on homeowner insurance rates in the floodplain	<ul style="list-style-type: none"> a. Determine what steps and conditions are necessary to improve the city's rating b. Analyze the feasibility of taking these steps c. Implement plan if feasible 	a.-c. Director of City Planning	1 Year
1.4.7	Redesign the low dam area for safety as well as recreational purposes	<ul style="list-style-type: none"> a. Collaborate with the Miami Conservancy district to identify possible options and potential developers b. Identify funding sources or strategies to implement the low dam redesign c. Incorporate recreational potential and flood control improvements into the redesign 	<ul style="list-style-type: none"> a.-c. City Manager, Economic Development Director & Director of City Planning 	1-5 Years
1.4.8	Explore the development of quiet zones near the railroad tracks	<ul style="list-style-type: none"> a. Research how similar cities have used quiet zones and how effective they have been b. Determine if quiet zones would be applicable in West Carrollton 	a. & b. Director of City Planning	2-3 Years

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1.4.9	Explore concepts of flood control and urban design	a. Research the use of urban design concepts by similar communities to promote flood control b. Determine if these concepts would be useful for West Carrollton	a. & b. Director of City Planning	3-4 Years
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Goal 2: Provide a multi-modal circulation system to reduce traffic congestion and commute time

Objective 1: Provide improved regional access

	Strategy	Action	Responsibility	Timeframe
2.1.1	Work with the U.S. and Ohio Departments of Transportation to reconfigure the Central Avenue/East Dixie Drive interchange with Interstate 75 to provide access in all directions	<ol style="list-style-type: none"> a. Develop a transportation plan focusing on regional access improvements: 1. Prioritize projects 2. Partner with other jurisdictions and entities as needed 3. Identify funding 4. Implement plan this plan will incorporate strategies 2.1.1 through 2.1.3	a. City Manager, Director of City Planning & City Service Director	Immediate and Ongoing
2.1.2	Improve Farmersville-West Carrollton Road to address flooding and traffic flow issues	<ol style="list-style-type: none"> a. Examine raising of roadbed b. Examine widening of road c. Develop a detailed plan for roadway improvements d. Conduct preliminary engineering and cost estimates e. Identify sources of funding f. Be prepared to implement plan when needed 	a.-f. City Manager, Director of City Planning & City Service Director	6 Months for Plan Construction 3 Years & Ongoing as expansion takes place
2.1.3	Encourage the City of Moraine to widen Hemple Road from Infirmiry Road to Soldiers' Home-Miamisburg Road to	<ol style="list-style-type: none"> a. Enter into discussions with City of Moraine 	a. City Manager, Director of City Planning, Economic	1-3 Years

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	accommodate industrial traffic and to provide access to State Route 4		Development Director & City of Moraine Administration	
Objective 2: Provide improved internal access within the city				
	Strategy	Action	Responsibility	Timeframe
2.2.1	Reconfigure Water Tower Lane and Byers Road/State Route 725 interchange to improve access to existing businesses on Water Tower Lane	<p>a. Develop a Transportation Plan for internal access improvements within the city:</p> <ol style="list-style-type: none"> 1. Prioritize projects 2. Develop a timeline for projects 3. Identify/seek funding 4. Implement Plan <p>This plan will incorporate strategies 2.2.1 through 2.2.10</p>	a. City Service Director, City Council & City Manager	2-3 Years
2.2.2	Consider the provision of grade separated crossing at the railroad tracks near Infirmary Road	See Action 2.2.1 above	City Service Director, City Council & City Manager	2-3 Years
2.2.3	Examine methods to increase safety in the Alex Road and Alex- Bell Road area	<ol style="list-style-type: none"> a. Consider methods b. Include review of above grade crossing c. Develop feasibility and cost analysis plans d. Incorporate into Transportation Plan (see Action 2.2.1 above) 	a.-d. City Service Director, City Council & City Manager	3-4 Year
2.2.4	Improve signal at South Alex Road, Royal Ridge Drive and Indian Trail to create a realigned and safer intersection	See Action 2.2.1 above	City Service Director, City Council & City Manager	2-3 Years
2.2.5	Widen and improve Marina Drive to provide for future development along the riverfront	See Action 2.2.1 above	City Service Director, City Council & City Manager	2-3 Years

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2.2.6	Add a right turn lane on S. Alex Road to State Route 725	See Action 2.2.1 above	Manager City Service Director, City Council & City Manager	2-3 Years
2.2.7	Examine the possibility of widening Kimberly Lane to four lanes with the inclusion of a traffic signal at Kimberly Lane and Alex-Bell Road to enable left turns from Kimberly Lane onto Alex-Bell Road	See Action 2.2.1 above	City Service Director, City Council & City Manager	2-3 Years
2.2.8	Complete connection of Elm Street to Imperial Road or Sidneywood Drive to decrease police and fire response times and relieve congestion at the Alex Road/State Route 725 intersection	See Action 2.2.1 above	City Service Director, City Council & City Manager	2-3 Years
2.2.9	Address circulation pattern on Dixie Drive to consider providing two-way traffic	See Action 2.2.1 above	City Service Director, City Council & City Manager	2-3 Years
2.2.10	Address Elm Street safety issues	See Action 2.2.1 above	City Service Director, City Council & City Manager	2-3 Years
Objective 3: Provide improved pedestrian and bicycle transportation routes throughout the city				
	Strategy	Action	Responsibility	Timeframe
2.3.1	Resolve the Marina Drive – River Corridor Bikeway motorist-cyclist conflict	a. Gather data on the problem b. Develop a plan to correct the conflict	a. & b. City Manager	6 Months to 1 Year
2.3.2	Explore developing a city bikeway/pedestrian plan	a. Establish a Bikeway Advisory Committee b. Seek planning assistance from MVRPC c. Seek assistance from MVRPC in obtaining funding	a.-c. Director of City Planning, City Parks & Recreation Director	6 Months to 1 Year

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2.3.3	Require construction of sidewalks in all new developments and existing residential areas where feasible	<ul style="list-style-type: none"> a. Develop sidewalk construction standards for all new developments b. Inform developers of new requirements for sidewalks c. Identify the feasibility of sidewalk construction in existing residential areas d. Identify funding and phase sidewalk construction in existing residential areas 	a.-d. City Planning Commission, Director of City Planning & Economic Development Director	1-2 Years
2.3.4	Provide a bikeway to link to Cox Arboretum from River Corridor Bikeway	<ul style="list-style-type: none"> a. Determine alignment for bikeway to Cox Arboretum b. Identify funding to construct link 	a. & b. Director of City Planning, Parks and Recreation Director & Cox Arboretum Staff	2 Years
Objective 4: Improve access to and quality of public transportation within the city				
Strategy				
2.4.1	Work with the RTA to provide improved public transportation access throughout the city, especially service to seniors and the handicapped	<ul style="list-style-type: none"> a. Establish a collaborative relationship with RTA to plan improved public transportation access b. Develop a timeline for improved access 	a. & b. City Manager & Director of City Planning	6-12 Months
2.4.2	Provide amenities (i.e. benches and shelters) at bus stops	a. Design and identify funding for amenities at bus stops	a. City Manager & City Service Director	1-2 Year

Supporting Materials

- **Visioning Report** *separate document*
- **Landscaping Project**
- **MVRPC Bicycle Friendly Communities Action Plans: City of West Carrollton** *separate document*
- **Glossary**
- **Recommendations**

Landscaping Project

The Ohio State University Extension Why trees Matter Team desires to create a three to five year relationship with the City of West Carrollton to identify solutions to landscaping issues related to the Destination Tomorrow West Carrollton Comprehensive Plan. Key initial components of the relationship include:

A. An i-Tree study of the economic benefits of the environmental services provided by the outstanding Zelkova planting along Central Avenue. The aggregate impact of this planting, a small decision translated into a major impact decades later, will clearly indicate "why trees matter" in West Carrollton. We would anticipate conducting this study in the first three months of our relationship.

B. A study of the extensive young ash tree planting on Pease Avenue. This study will illustrate the importance of overall community forest planning in West Carrollton. Due to the emerald ash borer, consideration of strategic management decisions on this street will have important economic implications for the city. The Why Trees Matter program, working with the OSUE Emerald Ash Borer Outreach Team would conduct this study over the next three to five months resulting in recommendations for a management plan.

C. Development of a relationship with the Walter Shade School adjacent to the Corridor area. This would include a school grounds inventory and i-Tree analysis, educational programming for and with teachers at the school, and plans for an Arbor Day program, beginning on Arbor Day in April, 2009. In addition possible educational efforts with Harold Schnell Elementary and Harry Russell Elementary Woodland Study area will be explored for possible inclusion. Youth education within the Why Trees Matter program works particularly well with regard to standards associated with teaching about habitats and the environment.

D. An analysis of broader opportunities for the West Carrollton community forest, including investigating grant opportunities associated with development of canopy goals for the city and area, a broader look at landscape planting along the Downtown Corridor, relationship of landscape improvements with the Community Investment Areas, and overall educational programs for community groups with regard to tree identification, tree selection, species diversity goals, and the many economic, environmental and social benefits of trees.

3. The Why Trees Matter program anticipates working on this project with the Ohio State University Extension Sustainable Development Initiative Team, Ohio State University Extension Montgomery County Office, the Ohio Department of Natural Resources Division of Forestry, the West Carrollton City Council and City Manager, the West Carrollton Park and Recreation Department and volunteer groups in West Carrollton and with OSU Extension.

Glossary

I. Land Use Classifications:

Commercial: Commercial areas contain retail, office and personal and professional service uses intended to serve the entire community and surrounding areas, such as department stores, grocery stores, restaurants, banks, and similar uses.

Industrial: Industrial areas are intended primarily to accommodate a wide range of assembling, fabricating and manufacturing activities. This district is established for the purpose of designating appropriate locations and establishing development regulations for uses which may have environmental impacts.

Light industrial areas will accommodate limited manufacturing, wholesaling, warehousing, research and development, and related commercial and service activities which have little or no adverse effect upon adjoining properties.

Institutional: Institutional areas contain public and institutional land uses including schools and municipal facilities.

Mixed Use: Mixed use areas are intended to accommodate a mix of residential, commercial, and light industrial uses in a cohesive development which is compatible with surrounding land uses.

Mixed Use Commercial: Mixed use commercial areas are intended to accommodate a mix of commercial and light industrial land uses compatible with surrounding land uses.

Open Space: Open space areas are intended for land that has been set aside for public or private use and will not be developed. The space may be used for passive or active recreation, or may be reserved to protect or buffer natural areas. In some cases the open space is of limited development potential, for example, floodways.

Single Family Residential: Primarily intended to accommodate buildings designed for and used by one family, this land use includes single family detached dwellings.

Multi-Family Residential: Primarily intended to accommodate buildings designed for and used by two or more families, this land use includes duplexes, apartment developments, condominiums and townhouses.

Mobile Home Park: Areas designated for three or more manufactured or mobile homes used for habitation.

Vacant: Land that is currently unused and is available for future development.

II. Planning Terms:

Amenity: An accessory use, structure, or feature in a home or development that is in excess of functional or utilitarian need.

Charrette: A brief, intense design workshop in which community teams work together with municipal staff, city council members, the landowner, the developer, and all interested citizens in order to produce a plan that addresses the needs of the community.

Community Improvement Corporation: A not for profit organization created under section 1702.04 of the Ohio Revised Code for the sole purpose of advancing, encouraging, and promoting the industrial, economic, commercial, and civic development of a community or area.

Community Reinvestment Area (CRA): Community Reinvestment Areas are areas of land in which property owners can receive tax incentives for investing in real property improvements. The CRA program is a direct tax incentive program benefitting property owners who renovate existing or construct new buildings. The program permits municipalities and counties to designate areas where revitalization is needed to improve the existing housing stock and develop new structures. There are two types of CRA programs – pre-1994 and post-1994 – and the regulations differ. In both cases, however, the local legislative authority with jurisdiction over the designated area(s) has the authority to determine the size, and term and extent of real property exemptions.

Comprehensive Plan: A plan, or any portion thereof, adopted by the City Planning Commission and the City Council showing the general location and extent of present and proposed physical facilities including housing, industrial, and commercial uses, transportation, parks, schools, and other community activities. This plan establishes the goals, objectives, and policies of the city.

Cluster Development (Residential): A development technique which concentrates permitted residential density in specific areas on a site allowing remaining land to be used for recreation, open space, or the preservation of historically- or environmentally-sensitive areas. A cluster subdivision contains the same number of residential lots and dwelling units as would normally be permitted with conventional subdivision design. Clustering residential lots and increasing density on a portion of the site typically results in the provision of between 25 and 50 percent of the site being used for recreation, open space, or the preservation of historically- or environmentally- sensitive areas. Cluster residential subdivisions must meet all requirements of the West Carrollton Subdivision Regulations.

Enterprise Zones: The Ohio Enterprise Zone program is an economic development tool administered by municipal and county governments that provides real and personal property tax exemptions to businesses making investments in Ohio.

Floodplain: The areas adjoining any river, creek, or stream which are subject to flooding, as defined by the Miami Conservancy District.

Floodway: The channel of a river or other watercourse and the adjacent land areas that have been reserved in order to pass the base flood discharge, characterized by moderate to high velocity flood waters, high potential for debris and projectile impacts, and moderate to high erosion forces.

Historic District: A group of historic resources comprised of two or more properties that are significant as a cohesive unit and contribute to the historical, architectural, archeological, or cultural values of West Carrollton.

Infill: Developing an empty lot(s) of land within an otherwise developed area of the City. Infill development fills a void between two existing structures.

Infrastructure: The basic utilities and services necessary to support development, i.e., sewer, water, transportation networks, telecommunications, etc.

Joint Economic Development District (JEDD): An arrangement where one or more municipalities and a township agree to work together to develop township land for commercial or industrial purposes. The benefit to the municipality is that they receive a portion of the taxes levied in the JEDD without having to annex. The benefits to the township are that it does not lose prime development land and can still collect property taxes.

Overlay District: An area of the city where additional regulations are applied to the underlying zoning regulations in order to protect certain features or to encourage a particular type of development. Where there is a conflict between overlay and underlying zoning standards, the overlay standards will apply because they are stricter. The overlay district in West Carrollton are historic districts.

Planned Unit Development (PUD): An area of land in which a variety of residential and/or non-residential uses are accommodated in a preplanned environment under more flexible standards. A planned unit development typically features varied setback lines, lot sizes, and cluster type site planning whereby maximum allowable densities are established to permit the creation of usable areas of open space.

ProCure©: A site and building database application developed by American Electric power and used to power Ohio's inventory of available sites and buildings in communities throughout the state. Communities submit their available sites and buildings for posting to this inventory, which is then available online to business prospects seeking to locate or expand in the state of Ohio. The state's web site address is: <http://www.odod.ohio.gov/OhioSites/ohiosites.htm>

Quiet Zones: Zones in which the noise from locomotive horns at highway-rail grade crossings is limited. The Federal Railroad Administration (FRA) has established rules that provide public authorities the option to maintain and/or establish quiet zones provided certain supplemental or alternative safety measures are in place and the crossing accident rate meets FRA standards. FRAs website on Quiet Zone rules is: <http://www.uprr.com/newsinfo/horn.shtml>

Tax Increment Financing (TIF): A public financing method which is used for redevelopment and community improvement projects. TIF is a tool to use future gains in taxes to finance the current improvements that will create those gains.

Traffic Calming: Traffic calming involves changes in street alignment, installation of barriers, speedbumps, and other physical measures to reduce traffic speeds and/or cut-through volumes, in the interest of street safety, livability, and other public purposes. It also involves altering of motorist behavior on a street or on a street network as well as traffic management, which involves changing traffic routes or flows within a neighborhood. Finally, traffic calming can consist of operational measures such as enhanced police enforcement, speed displays, and a community speed watch program.

Urban Design: The process of giving form, shape and character to the arrangement of buildings, to whole neighborhoods, or to the city. Urban design blends architecture, landscaping and city planning concepts together to make an urban area accessible, attractive and functional.

Viewshed: An area noted for its intrinsic beauty, or view.

Visioning: A method for defining a community's hopes and aspirations through intensive participation at public meetings.

Watershed: An area of land with a common drainage point.

Zoning: The exercise of the police power to divide a community into districts or zones within which permitted and prohibited land uses are established, as well as regulations governing the physical development of land.

Recommendations

Ohio State University Extension Sustainable Development Initiative Team

It is often said that the most important part of a plan is the planning process itself. This statement refers to the importance of the learning taking place and partnerships established through those participating in the development of the plan. This statement certainly applies to the preparation of the "Destination Tomorrow: West Carrollton Sustainable Comprehensive Plan." The unique strength of this plan is the participation of elected officials, city departmental heads and staff and volunteer citizen community leaders. The expertise of these individuals resulted in the creation of each item in this plan. Their individual expertise was further expanded through the interaction that occurred in the many sub-committee meetings and workgroups.

The implementation of this plan will be enhanced if a method of shared leadership moves the plan forward rather than leaving the task solely to city officials. The recommendations presented by Ohio State University Extension are intended to encourage the initiation of follow-up study activities with participation that ensures the in-depth knowledge necessary to implement the strategies and action steps will be accessed. Recommendations are therefore presented as a guide to help community leaders think through the best method to organize in order to gain the expertise and knowledge which is so necessary to move the plan forward.

The immediate task before the city leaders and community following the adoption of this comprehensive plan by West Carrollton City Council is to design the detailed standards that will implement the plan. Community leaders must decide items such as:

- Design standards for the downtown corridor
- Best approaches to obtain access to open space for expansion and growth
- Standards for new housing developments
- Best methods to link businesses, educational activities, and providers of education to each other

Recommendations encourage the development of sub-committees to do more in-depth studies related to the implementation of key sections of the comprehensive plan. In keeping with the successful model used in the development of the comprehensive plan we encourage these sub-committees to be six people with a mix of elected official, city department head, city staff member, representative from the city board or commission that will set the standards, and two volunteer citizens with expertise in the topic. The Director of City Planning should be an ex-officio member of each sub-committee. The

task of these sub-committees is to study the topic and bring before the appropriate city board or commission information that will help the commission set standards.

Plan Implementation

To begin the implementation phase of the Comprehensive Plan the Ohio State University Extension Sustainable Development Initiative Team makes the following recommendations:

1. The City of West Carrollton Planning Commission should take the following actions:
 - a. Establish a Housing Sub-committee to study housing incentives, renovation initiatives and new housing development standards. The Housing Sub-committee should also study open space design methods, such as cluster housing and walkable community design for incorporation into the development of new housing projects, particularly within the Phase 1 expansion area of the community.
 - b. Establish a sub-committee to study design standards related to the Downtown Corridor identified within the comprehensive plan. Included in the study should be the items indicated in the Downtown Corridor goal, objectives and strategies section of the Economic Development Section implementation plan.
2. The West Carrollton City Council should take the following actions:
 - a. Assign the Community Improvement Corporation (CIC) the task of creating a workforce development study. The focus of the study is to identify workforce educational needs of community employers related to the formal and informal educational goals, objectives and strategies of the Educational Section of the comprehensive plan. A sub-committee should also be formed to explore the best method to create a representative board to guide the elements of the Education Section.
 - b. Assign a sub-committee to begin conversations with Miami Township regarding the best method to develop land identified in the Phase 1, 2 and 3 expansions.
 - c. Should a federal stimulus package be created for infrastructure development, we encourage the submission of the Exit 47 interchange project and expansion of utilities and road improvement to the west.

A comprehensive plan is general and does not dictate regulatory measures, but instead provides overall guidelines and recommendations. It should be used by City Council, the Planning Commission and City staff for guidance when making planning decisions. It should also be used by the West Carrollton School District, City Boards and Commissions, regional planning organizations and Montgomery County when making decisions that will affect the City of West Carrollton. Finally, it should continue to be widely shared with community leaders and citizens to ensure that the community vision which formed the basis of this comprehensive plan continues to guide future decisions for the city and its residents.

Enabling Legislation

- **Ordinance 3418, Approved on April 28, 2009, Effective May 28, 2009.**
- **Amended by Ordinance 3638, Approved on October 23, 2018, Effective November 23, 2018**

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