ACKNOWLEDGEMENTS

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EXPRESSION YOU

Xenia Economic Growth Corporation

TOWARD INDEPENDENCE

SPECIAL THANKS TO ALL CITIZENS, AREA PROPERTY OWNERS AND DESIGN WORKSHOP PARTICIPANTS

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**Purpose of Strategic Plan**

The process of strategic planning allows the residents, business owners and public officials to challenge themselves through self-examination and to craft a preferred mode of operation for revitalization through suggested physical, organizational and socio-economic changes. The purpose of the strategic planning initiative is to create urban design solutions with policy recommendations to invigorate the city center and community as a whole with a revitalized and enhanced Downtown. This included developing a strategic action plan for the Downtown; identifying priority projects and building consensus support for the redevelopment of Downtown Xenia through a multi-disciplinary approach. This approach included market analysis, community consensus building, modifications and application of prior planning initiatives and current principles among other pertinent actions for repositioning of Downtown thereby spurring holistic redevelopment.

The multi-disciplinary planning, market analysis and architectural firm, Kinzelman Kline Gossman (KKG) was contracted by the City of Xenia in August 2007 to prepare the Downtown Strategic Plan to guide economic growth of Downtown Xenia through physical redevelopment concepts and specific strategies. It is also intended to take into effect the outcome of the DART report conducted by Heritage Ohio concerning revitalization strategies for Downtown Xenia.

Other planning related documents including the Downtown Parking Study (June 2007), Urban Design Plan, CBD (October 1994), Xenia Zoning Ordinances, Greene County and Ohio-Five Year Economic Development Plan (2006-2011) have been reviewed and helped form recommendations for this Strategic Plan.

**Planning Process**

The following graphic illustrates the process for the Downtown Strategic Plan:

- **Urban Audit**
  - Base Mapping, Photography,
  - Physical Conditions, Site Analysis,
  - Market Analysis

- **Public Process**
  - Stakeholder Interviews
  - Interactive Design Workshop

- **Design Concepts**

- **Recommendations**

- **Implementation**
  - Draft I - Advisory Committee
  - Draft II

- **Delivery**
  - Final Master Plan

**History and Location**

Xenia was incorporated in 1817 and became a city in 1834. It was, however, the arrival of the Little Miami Railroad in 1843 which gave the City its first big industrial impetus. The town progressed rapidly during the middle nineteenth century due to the location of the railroad industry that used the center of Xenia as a main rail transfer depot for passengers travelling from different parts of the country. The strategic location of Xenia enabled the City to maintain its economy even after the demise of the railroad industry. Unfortunately for the City and its residents, over the course of the community’s history, several tornados struck Xenia. On April 3, 1974, a massive tornado destroyed more than three hundred homes and several businesses. Along with the loss of 32 people approximately 50% of buildings were destroyed in Downtown Xenia.

The City of Xenia is centrally located in the “transportation triangle” formed by three major interstate highways: I-70, I-71, and I-75. These north-south, east-west arteries are within minutes of Xenia via U.S. Routes 35, 42, and 68, tying the community in all directions with major urban centers such as Dayton and Springfield and university towns such as Cedarville, Yellow Springs, Kettering and Fairborn. The City took advantage of the railroad rights-of-way by transforming them into bike trails and currently Xenia has become noted for the convergence of three regional bike trails with work progressing on a fourth trail.

**Physical Assessment and Needs of Downtown**

**Land Uses and Character**

The Downtown Strategic Plan study area extends from Church Street from the north to Washington Street/Home Avenue at the south end and from Church Street at the west to Collier Street at the east end. A small portion of Main Street/Second Street until it intersects with Columbus Street is also within the study area as shown in the zoning map.

Land use is predominantly commercial/retail and professional offices with clusters of residential development on the southwest and southeast sectors. There are also a host of senior apartment complexes, fast food chains and a government center. The Downtown character is enriched with the presence of landmark buildings such as the Greene County Courthouse, Library, Senior Center and Camedge Library. Other noted structures are the Shopping Center and the old Xenia Station building at the intersection of Detroit and Third Street. Selective infill opportunities exist along with facade improvements, predominantly on Main Street and near the Shopping Center. Much of the rich architectural and historical character of the City’s remaining buildings is either concealed behind obscuring facade improvements or has fallen into disrepair. Upper floors are primarily vacant in the Downtown and are in poor condition.

One of the most important treasures of the City, the Bike Transit Station, is located on Miami Avenue towards the south of the study area. The Legacy Ministry sits just outside of the study boundary on the southeast side. The Ministry is built in a village-like setting and contributes to the economic growth of the City through the visitor activities of “Athletes in Action” and representatives of the several ministries.

Those buildings that have been renovated, such as Xenia Shoe and Leather, should act as examples for further redevelopment initiatives by the property owner and the tenant. The improvements should be architecturally congruent and contextually sensitive to existing buildings and uses.

There is also opportunity for upper floor housing along Main and Detroit Streets which will add to the 24 hour vibrancy into the area and provide for better economic growth of Downtown. Also context sensitive infill and mixed use of retail on first floor and residential/professional office spaces on upper floors will help to close the existing gaps along Main and Detroit Streets and create a “street wall” effect that will assist in promoting the pedestrian oriented vision of the Strategic Plan.
Opportunities such as bed & breakfasts, hotel, coffee shop, book store for bikers, Legacy Ministry etc. exist along with appropriate tenanting of existing vacant storefronts. There is also opportunity for integration of the bike path with Main and Detroit Streets within the Downtown area mainly to connect with Shawnee Park located just north of Downtown along Detroit Street.

**Land Use Needs**

- Infill Opportunities
- First Floor Retail
- Upper Floor Housing/Professional Office
- Public Green/Gathering
- Façade Improvement
- Appropriate Tenanting
- Historic Preservation
- Districting and Cluster of Complementary Uses

**Zoning and Design Guidelines**

There are currently nine (9) different zoning districts within the study area. The zoning districts vary from Residential to Convenience Shopping Business, Central Business District, Mixed Use Planned Development etc. There is an opportunity to consolidate the zoning district specifically along Main Street and Detroit Street. Also, design and development guidelines for the Downtown should be established followed by strict enforcement of the same. Appropriate consultants should be involved to craft the design and development guidelines. As an alternative toolkit, form-based code could be developed for enhancing the character of Downtown as envisioned in this Strategic Plan and as depicted in the DART report. A design & development standards and/or form-based code will not only help the private property owners/developers in following the vision of the strategic plan and quicker turn-around of the plan approval process but will also help the public entities in the proper enforcement of the rules and regulations.

**Zoning Needs**

- Overlay Zones
- Design Guidelines
- Form-Based Code

**Streetscape and Traffic**

A streetscape improvement program is in place within one block of the main intersection with Detroit and Main Streets. This includes, paving, tree plantings, grades for the trees etc. along with curb replacements. Currently the City Council allocates $100,000 per phase of streetscape redevelopment, which is to include one block. The utility lines within one block area of the main intersection have also been buried underground as a part of the redevelopment efforts after the 1974 tornado.

However, the Downtown is in need of more effective landscaping to soften the harsh appearance of the urban environment and to increase the “curb appeal” of Downtown as a shopping destination. Streetscape should also be respectful of the businesses along these streets so as not to block some storefronts and signage as is the case in the current situation. Also pedestrian oriented streetscape along alleys leading to parking lots at the rear of the buildings should be redeveloped to provide a safe and welcoming environment with optimum foliage and alley facing storefronts to encourage healthy pedestrian activity.

Based on our discussion with Advisory Committee Members, participants of the design workshop and stakeholder interviews and through actual physical assessment it is clear that traffic congestion weighs in as one of the primary negative factors affecting Downtown Xenia. Added to this is the non-integration of the bikeways through Downtown.

Typical solutions for traffic congestion have generally been to create more roadway areas and limited access zones to decrease the number of turning movements along a certain corridor, sequential signalization etc. However, more innovative approaches should be instituted such as consolidated parking in one block area with singular access through side streets, with proper wayfinding/signage, to decrease the amount of turning movements.

Any Downtown Xenia retailer will attest that traffic is a good thing and that in many ways it is the lifeline to their existence. However retail, albeit a very important use in Downtown, is certainly not the only use. Consequently the impact of traffic has to be considered on other uses such as civic, office, residential and more importantly on the urban environment, the common thread which weaves these various uses together to create a comfortable place for people use.
Issues & Opportunities

- Absence of proper signage and wayfinding system directing pedestrians to destinations and automobile traffic to and from parking
- Opportunity for upper floor housing and/or office space
- Opportunity for modified and/or extended store hours to attract visitors and shoppers to Main Street and Detroit Street retail
- Opportunity for efficient site control and building code compliance
- Opportunity for additional structures in the Downtown to be registered under the National Register of Historic Places
- Non-integration of automobile and pedestrian traffic in Downtown - needs traffic calming and signage
- Opportunity to involve stakeholders including Downtown merchants, property owners, residents and public officials for holistic redevelopment initiatives of Downtown Xenia
- PR and marketing initiatives to retain and strengthen the Downtown retail merchants and attract new tenants
- Vacant first floor opportunity to occupy with appropriate business
- Needs design and development guidelines for screened and landscaped parking, facade remodeling and signage
- Opportunity for additional public gathering spaces, pocket parks with amenities and easy access to retail
- Opportunity for historic district designation
- Lack of proper maintenance of properties resulting in poor site and building conditions
- Presence of pedestrian amenities in Downtown streetscape - needs better coordination with buildings such as less foliage, shop windows, activity zones etc.
MARKET ANALYSIS

FACT FINDING AND ANALYSIS

Downtown Xenia is comprised of a mixture of retail/commercial establishments in historic buildings on either side of the primary access roads, Main and Detroit Streets, a neighborhood serving/suburban character shopping center, a host of senior apartment complexes, professional offices, fast food chains, government center and residential neighborhoods. While the prime focus of the market analysis is to ascertain the current conditions of the market, it will provide a conduit to finding the future market potential and how Downtown Xenia can reposition itself for economic sustainability.

To gain an understanding of the current market situation, it is important to define the area with respect to “drive times”. Instead of researching an area consisting of concentric circles around the focal point of Downtown Xenia, drive time radii provides a realistic vision of demographics, housing, consumer and retail market within traveled routes to and from Downtown Xenia. As one participating member of the design charrette aptly put the location of Xenia as “all roads lead to Xenia…”, the crossroads location of Downtown Xenia should be exploited with appropriate retail/commercial and residential needs. The drive time map depicts that the 10 minute, 20 minute and 30 minute drive times from Downtown Xenia and the potential to tap into the existing resources such as the nearby towns, colleges and universities and specifically the traffic going through Downtown Xenia.

Population Profile

The City of Xenia is the third largest city in Greene County and the location of the county seat. According to the 2000 US Census the population of the City of Xenia was recorded as 24,164. The population surrounding the City and within 30-minute drive time, consists of almost half of the entire population of Greene County. The population estimates shows that the annual rate of increase in population is almost the same as in the State of Ohio. The 2006 estimates reveal that the majority of the population falls within the 25-64 age category. Family households comprise 70% within the City and the trend is similar within 30-minute radius. Although there is potential for additional single family residential development, the presence of students, young professionals and empty nesters provide excellent opportunity for upper story residential development within Downtown Xenia that provides all the amenities of urban living.

Housing Profile

The housing data shows that although the affordable housing supply exceeds the demand in the current market there is shortage of mid-range and higher end housing (sale prices above $150,000).

Population and Household Growth

<table>
<thead>
<tr>
<th></th>
<th>City of Xenia</th>
<th>10-Min Drive</th>
<th>20-Min Drive</th>
<th>30-Min Drive</th>
<th>Greene County</th>
<th>State of Ohio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000 Total Population</td>
<td>24,164</td>
<td>23,975</td>
<td>23,684</td>
<td>23,393</td>
<td>22,100</td>
<td>12,100</td>
</tr>
<tr>
<td>2007 Total Population</td>
<td>24,020</td>
<td>23,827</td>
<td>23,534</td>
<td>23,241</td>
<td>22,000</td>
<td>12,000</td>
</tr>
<tr>
<td>2012 Total Population</td>
<td>25,061</td>
<td>24,868</td>
<td>24,575</td>
<td>24,282</td>
<td>23,050</td>
<td>13,000</td>
</tr>
<tr>
<td>2007 - 2012 Annual Rate</td>
<td>0.36%</td>
<td>0.44%</td>
<td>0.51%</td>
<td>0.54%</td>
<td>0.61%</td>
<td>0.37%</td>
</tr>
</tbody>
</table>

| 2000 Households | 9,378 | 9,188 | 8,344 | 7,505 | 6,312 | 4,445,773 |
| 2007 Households | 9,852 | 9,662 | 8,818 | 7,979 | 6,780 | 4,628,967 |
| 2012 Households | 10,151 | 9,961 | 9,117 | 8,278 | 7,143 | 4,745,863 |
| 2007 - 2012 Annual Rate | 0.60% | 0.70% | 0.51% | 0.20% | 0.90% | 0.49% |
| 2007 Average Family Size | 2.92 | 2.92 | 2.91 | 2.94 | 2.91 | 3.02 |

Households by Type

<table>
<thead>
<tr>
<th></th>
<th>City of Xenia</th>
<th>10-Min Drive</th>
<th>20-Min Drive</th>
<th>30-Min Drive</th>
<th>Greene County</th>
<th>State of Ohio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>9,378</td>
<td>9,188</td>
<td>8,344</td>
<td>7,505</td>
<td>6,312</td>
<td>4,445,773</td>
</tr>
<tr>
<td>Family Households</td>
<td>72%</td>
<td>72%</td>
<td>69%</td>
<td>68%</td>
<td>71%</td>
<td>81%</td>
</tr>
<tr>
<td>Married-couple Family</td>
<td>50%</td>
<td>58%</td>
<td>51%</td>
<td>48%</td>
<td>58%</td>
<td>51%</td>
</tr>
<tr>
<td>With Related Children</td>
<td>23%</td>
<td>24%</td>
<td>23%</td>
<td>21%</td>
<td>26%</td>
<td>24%</td>
</tr>
<tr>
<td>Other Family (No Spouse)</td>
<td>19%</td>
<td>19%</td>
<td>16%</td>
<td>17%</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>With Related Children</td>
<td>14%</td>
<td>14%</td>
<td>12%</td>
<td>12%</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>Nonfamily Households</td>
<td>28%</td>
<td>23%</td>
<td>23%</td>
<td>23%</td>
<td>22%</td>
<td>27%</td>
</tr>
<tr>
<td>Householder Living Alone</td>
<td>26%</td>
<td>24%</td>
<td>26%</td>
<td>26%</td>
<td>23%</td>
<td>27%</td>
</tr>
<tr>
<td>Householder Not Living Alone</td>
<td>4%</td>
<td>4%</td>
<td>7%</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Households with Related Children | 37% | 36% | 32% | 33% | 35% | 34% |
Households with Persons 65+ | 24% | 22% | 23% | 21% | 23% | 24% |

Source: U.S. Census 2000, ESRI Current Year Estimates and 5-year Projections.
RETAIL SUPPLY AND DEMAND

The 10-minute and 20-minute drive time radius shows the demand and supply information of various categories of commercial use. As the 10-minute drive time depicts the immediate needs of retail/commercial establishments within and around Downtown Xenia, it is important to note that the following are some uses that are needed:

+ Furniture and Home Furnishings
+ Building Materials and Supplies
+ Specialty Food Stores/Restaurants
+ Book and Music Stores
+ Office Supply and Gift Stores

Retail Supply and Demand Analysis

<table>
<thead>
<tr>
<th>10-Minute Drive Radius</th>
<th>20-Minute Drive Radius</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply</td>
<td>Demand</td>
</tr>
<tr>
<td>Automobile Dealers</td>
<td>$44,170,851</td>
</tr>
<tr>
<td>Other Motor Vehicle Dealers</td>
<td>$3,247,439</td>
</tr>
<tr>
<td>Auto Parts, Accessories, and Tire Stores</td>
<td>$6,360,083</td>
</tr>
<tr>
<td>Furniture Stores</td>
<td>$836,215</td>
</tr>
<tr>
<td>Home Furnishings Stores</td>
<td>$1,501,488</td>
</tr>
<tr>
<td>Electronics &amp; Appliance Stores</td>
<td>$4,345,796</td>
</tr>
<tr>
<td>Building Material and Supplies Dealers</td>
<td>$3,840,624</td>
</tr>
<tr>
<td>Lawn and Garden Equipment and Supplies Stores</td>
<td>$3,250,009</td>
</tr>
<tr>
<td>Grocery Stores</td>
<td>$95,781,232</td>
</tr>
<tr>
<td>Specialty Food Stores</td>
<td>$102,927</td>
</tr>
<tr>
<td>Best, Wire, and Liquid Stores</td>
<td>$971,992</td>
</tr>
<tr>
<td>Health &amp; Personal Care Stores</td>
<td>$12,074,379</td>
</tr>
<tr>
<td>Gasoline Stations</td>
<td>$40,073,658</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>$2,711,561</td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>$24,460</td>
</tr>
<tr>
<td>Jewelry, Luggage, and Leather Goods Stores</td>
<td>$4,339,747</td>
</tr>
<tr>
<td>Sporting Goods/Hobby/Musical Instrument Stores</td>
<td>$2,575,188</td>
</tr>
<tr>
<td>Book, Periodical, and Music Stores</td>
<td>$1,388,140</td>
</tr>
<tr>
<td>General Merchandise Stores</td>
<td>$69,333,486</td>
</tr>
<tr>
<td>Department Stores Excluding Leased Depts.</td>
<td>$34,497,535</td>
</tr>
<tr>
<td>Other General Merchandise Stores</td>
<td>$31,835,931</td>
</tr>
<tr>
<td>Florists</td>
<td>$4,923,917</td>
</tr>
<tr>
<td>Office Supplies, Stationary, and Gift Stores</td>
<td>$1,703,097</td>
</tr>
<tr>
<td>Used Merchandise Stores</td>
<td>$174,732</td>
</tr>
<tr>
<td>Other Miscellaneous Store Retailers</td>
<td>$2,419,156</td>
</tr>
<tr>
<td>Full-Service Restaurants</td>
<td>$4,950,596</td>
</tr>
<tr>
<td>Limited-Service Eating Places</td>
<td>$18,461,659</td>
</tr>
<tr>
<td>Special Food Services</td>
<td>$2,009,840</td>
</tr>
<tr>
<td>Drinking Places - Alcoholic Beverages</td>
<td>$691,218</td>
</tr>
</tbody>
</table>

Source: InfoUSA, ESRI, Survey of Consumer Spending, KKG.

Survey Outcome

A survey was conducted to expand the public involvement process of the Strategic Plan development process and also to gain better understanding of the issues and opportunities within Downtown Xenia. The surveys were distributed in community events such as the Old Fashioned Days and used in the stakeholder participation and interview process. The important issues that came forth are the following:

+ More neighborhood services (such as banks, PO, etc.)
+ More entertainment/restaurant choices
+ Additional public green/gathering places
+ Safe pedestrian and bike intersection with roadways
+ Pedestrian oriented developments
+ More convenient shopping hours
+ Hold events in Downtown as much possible
+ More family oriented shopping and cluster of uses (such as book and music store etc.)
+ Community events involving local merchants
+ Preservation of historic architecture
+ Housing on upper floors within Downtown
+ Removing some strip malls
+ Addition of tenants to existing vacant buildings
+ Convenient parking with signage/wayfinding
Community Testimonials

The community testimonials represent opinions and perspectives of fictitious but representative community residents. The profiles presented are based on research conducted with the Claritas market segmentation that gives detailed information on the patterns of human behavior. A market segmentation involves breaking a market into segments to concentrate on select key characteristics and data. Extensive quantitative and qualitative research that includes demographic characteristics, lifestyle behaviors and purchase preferences was compiled. The data also corresponds with the 2000 U.S. Census. The findings from the research are communicated through these example characters. These are the top five consumer segments for the City of Xenia based on the attached pie chart showing the entire consumer segmentation.

Sunset City Blues

“We miss the days when we could walk Downtown to buy the things we need from owners that we know and trust.”

Sunset City Blues are:
- Empty nesters with lower-middle income,
- Have older homes in older neighborhoods,
- Belong to veteran’s clubs and
- Watch game shows and news programs.

Family Thrifts

“We would love a better connection to Downtown for jobs and activities in a safe environment.”

Family Thrifts are:
- Lower-middle income with entry level jobs,
- Half own homes and half rent which are mostly urban areas,
- the majority have children and
- Eat fast food and play basketball.

Middleburg Managers

“We love our small town feel. Our small Downtown should compliment the regional shopping with unique shops and entertainment choices that it once had.”

Middleburg Managers have:
- Managerial and industrial jobs,
- Interests in indoor activities including reading, playing games and sewing
- and love watching game shows and cable movies.

White Picket Fences

“Being a family with kids, the schools are top priority for us. Many buildings are aging and we need to upgrade for the future.”

White Picket Fences are:
- Young middle-class families,
- Live in modestly priced homes,
- Interested in sports and reading parenting magazines and
- Feel that cable television is important.

Hometown Retired

“It would be nice to have a condo close to everything and not have to deal with the maintenance and odd jobs.”

Hometown Retired are:
- Above age 65, fixed income - mostly retired,
- Live in aging homes that were built before 1958
- Feel that cable television is important.
Market Positioning

The consumer appeal of the current retail situation was assessed based on existing establishments and lifestyle with both retail and market analysis, data and observation. The positioning grid was based on two parameters: income price and fashion/lifestyle in the context of Downtown Xenia.

Income
- General income ranges used are LOW (household income under $15,000), MODERATE, and UPPER (household income of $50,000 or more).

Lifestyle
- There are also 3 lifestyle groups
  - Traditional: Those consumers with conservative spending values, i.e. in terms of fashion they tend to wear “classic” clothing that does not go out of style quickly.
  - Contemporary: Consumers who like to keep up-to-date and are aware of fashion trends.
  - Avant Garde: Those consumers who lead or set fashion trends, buying “the very latest”; often this is a highly visible but not very large segment.

Positioning Grid for Downtown Xenia

Downtown Xenia and adjacent surroundings cover a large segment of the traditional and middle to lower income segment. Most of the businesses are traditional, neighborhood-serving catering to the empty nesters. As such, the “Current Market Position” (indicated in dashed line in the positioning grid) covers “Traditional” sector of “Lifestyle/Fashion Appeal” and majority of “Middle Income/Price Appeal”. There are opportunities to expand the retail environment that builds off the biking culture and the numerous colleges and universities that are present in the adjacent communities. Although some contemporary lifestyle-oriented retail establishments are also needed but the main revitalization goal should be the upkeep/maintenance of existing buildings both by the property owner and tenants to change the perception of the Downtown. This is shown with the “Potential Market Position” (indicated in red rectangle in the positioning grid) which is the focus of revitalization strategies that tend to cater to “Middle” to “Upper” range of market needs and not so much towards “Contemporary” sector of “Lifestyle/Fashion Appeal”. The recommended changes are in the form of physical, organizational and socio-economic character which would help to change the perception of the market towards a healthy and vibrant Downtown. With a common vision of what the future of retail should hold for Downtown Xenia, both public and private sectors can work towards effective and achievable goals.

In today’s highly competitive marketplace, it is important for Downtown Xenia to carve out its niche with the existence of bikepaths and nearby college and university towns along with great residential neighborhoods. The retail niches should include neighborhood serving home furnishings and home improvements (with eye on traditional and contemporary fashion), specialty eating and drinking establishments, hospitality establishments for bike travelers, books and music stores, and entertainment choices. Consumers will then naturally be attracted to spend more time shopping Downtown (with extended store hours).
DOWNTOWN DISTRICT MODELS

Downtown Xenia has the opportunity to create a cultural focus for the surrounding community. Listed on this page are similar Downtown district models that the Xenia Downtown District can take cues from. The models researched were based on size, character, cultural focus created within their own community and branding. Key aspects from each model are listed to show how they create a successful Downtown and how they enhance the sense of space, destination niche retail, and the quality of life in their community.

Lebanon, OH
+ Bike friendly community
+ Historical Downtown
+ Hosts many cultural activities
+ Well known county historical museum
+ Antiques and collectibles

Oxford, OH
+ Home to one of the oldest universities, Miami University
+ Town center/green
+ Strong connection to the university
+ Attention to context sensitive infill
+ Arts related destinations

Granville, OH
+ Locally owned retail shops
+ Home of Denison University
+ Recreation and green space important
+ New England feel

Loveland, OH
+ Historic district
+ Loveland bike trail
+ Local arts council
+ Galleries and artists studios
+ Little Miami River and Trail Center for travelers
REDEVELOPMENT CONCEPTS

PUBLIC INPUT
The planning process for the Downtown Strategic Plan had the oversight of an Advisory Committee and was organized around a public consensus building process. A goal of this planning process was to include citizen and stakeholder vision to strategically plan for the study area. The Strategic Plan concepts, as presented, are an outcome of extensive research and input from residents both inside and outside of the study area, public officials, and business owners.

The public involvement was in the form of:
- Advisory Committee Meetings
- Meetings with other agencies and/or organizations
- Survey
- Focus Group Interviews
- Design Charrette
- Public Open House

THE VISION
The planning team along with key stakeholders and the Advisory Committee identified specific goals and planning objectives that would define a strategic direction for the Downtown Plan. The following issues highlight the objectives of this plan:
- Identify opportunity sites to initiate redevelopment
- Develop linkage opportunities to connect residential neighborhoods adjacent to Downtown
- Pedestrian oriented tree lined streets connecting neighborhoods to Downtown
- Promote economic stability and sustainability through diversity of uses
- Promote awareness of bike path for quality of life and economic development opportunities

To fulfill the objectives, specific redevelopment concepts and strategic recommendations have been created along with infrastructure and programmatic recommendations with implementation procedures. Existing organizations/agencies should work collaboratively to realize the objectives of the Downtown Strategic Plan and the revitalization initiatives should include the City of Xenia, Xenia Area Chamber of Commerce, Xenia Economic Growth Corporations and representatives from business owners association, adjacent neighborhood organizations, library, senior center, YMCA, schools etc. The DART report conducted by Heritage Ohio in 2006 should be referenced for specific implementation procedures addressing the "four-point approach" and "eight principles" of the National Main Street Program.

OPPORTUNITY SITES/OVERALL CONCEPT

DESIGN CHARRETTE/WORKSHOP
NOVEMBER 1, 2007
**Preliminary Concepts**

- Infill development should be considered in place of surface parking to create a continuous street wall that is inviting for pedestrian activity.
- Tree-lined landscaped streets to better connect surrounding neighborhoods with the Downtown business area.
- Re-invent Main Street and Detroit Street with mixed use and appropriate tenanting initiatives.
- Establish “gateway” to Downtown business area and create a “sense of place”.
- Promote efficient wayfinding techniques.
- Encourage alternative methods of transportation within Downtown—potential bike lanes, walkable.
- Promote limited on-street parking. Shared parking should be located at the rear of buildings with access from cross streets and alleys.

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**Legend**

- Study Area
- Road Centerline
- Parcels
- Buildings Inside Study Area
- Lack of Continuous Street Wall
- Gateway Opportunity
- Green Connectivity
- Landmark

North

| 0.05 | 0 | 0.05 | 0.1 Miles |
**New Urbanism Character**

**Neighborhood Serving Retail**

Existing
- K-Mart and strip shopping center (needs facade improvement)

Potential
- Land Use - Pharmacy, Laundry etc.
- Realignment of street grid (refer to redevelopment concepts)
- Pedestrian and bike friendly streetscape
- Connectivity with neighborhoods
- Public greens

**Main Street Character**

**Retail and Entertainment**

Existing
- Gift shops, cash advance stores, Shoe and Leather, pawn shops, coffee shops, etc.

Potential
- Entertainment with books and music stores, gallery spaces
- Loft style apartments
- Coffee shops and restaurants with sidewalk seating
- Public greens and gathering spaces/entertainment venue
- Pedestrian and bike friendly streetscape
- Consolidated parking behind Detroit and Main Street buildings

**Gateway Character**

**Gateway to Downtown**

Existing
- Bike hub, automobile related stores, industrial uses

Potential
- Rehabilitation of AV building (refer to redevelopment concepts)
- New infill opportunities
- Transitional housing between single family residential and commercial such as townhomes
- Bike related book store/gift shop
- Welcome center for Downtown/Legacy
- Inns and restaurants
- Possible gateway feature
- Amenities for daytrippers - changing rooms, storage, etc.
- Pedestrian and bike friendly streetscape

**Civic Character**

**Government and Public Services**

Existing
- Courthouse, city building, library, senior center, YMCA

Potential
- Library expansion
- Better pedestrian and bike friendly circulation
- Public greens
THE FOLLOWING OPPORTUNITY SITE CONCEPTS HIGHLIGHT THE CHARACTERS

NEW URBANISM CHARACTER
+ "Bringing the street grids back" is the concept in this area
+ Pedestrian friendly street connectivity with extension of existing street grids.
+ New infill buildings to occupy gaps to enhance the Main Street character.
+ Public green opportunity.
+ Adaptive re-use, appropriate tenanting, facade improvement, context sensitive wayfinding and intersection improvements.

TOWNE CENTER CONCEPT ONE

TOWNE CENTER CONCEPT TWO

LEGEND

LEGEND

Existing Buildings

Existing Buildings

Proposed Buildings

Proposed Buildings

100 50 0 100 200 Feet

100 50 0 100 200 Feet
**Civic Character (Civic Square)**
+ Potential Library expansion after YMCA relocation. Elevated connector/skyway for linkage between existing and potential expansion over Whiteman Street.
+ Public plaza/greenspace around library
+ Other recommendations include intersection improvements (as shown), pedestrian friendly streetscape, and ample parking spaces.
+ Create a “Cultural Center” with Library, Senior Center and Carnegie Library.

**Gateway Character (South Gateway)**
+ Intersection improvement and gateway development.
+ Adaptive re-use of historic building, appropriate tenanting and context sensitive new infill. Residential townhome development will create transitional density between retail areas and single family homes.
+ Extension of bike trail through Downtown to connect to Shawnee Park as well as bikeway on Church Street.
+ Realign Hill Street to have a perpendicular intersection with Detroit Street & also to create separation between intersections.
+ Bikeway crossing on Detroit Street to connect to the Bike Hub.
+ Create a “Recreational and Gateway Center”.

[Diagrams showing potential library expansion, public plaza/greenspace, and various other infrastructural improvements are included.]
Gateway Character
West Gateway Concept (With YMCA)

+ Potential YMCA relocation at the “old Kroger site”. The facility is recommended to be complete with playing field, swimming pool and requisite parking.
+ New gateway identity is recommended along with the football field and stadium.
+ Intersection improvements (as shown), pedestrian friendly streetscape, public plaza are (as indicated) and ample parking spaces.
+ Create a “Cultural and Recreational Center”.

Gateway Character
West Gateway Concept (With Housing)

+ Potential townhome development at the “old Kroger site” complete with public park and other green opportunity. This will create transitional density between commercial areas and single family homes. Also, townhome development will take advantage of existing greenspaces and views to the north.
+ New gateway identity is recommended along with the football field and stadium.
+ Intersection improvements (as shown), pedestrian friendly streetscape, public plaza are (as indicated) and ample parking spaces.
+ Create a “Neighborhood Center”.

Legend
- Existing Buildings
- Proposed Buildings

- Existing Buildings
- Proposed Buildings

Legend
100 0 100 200 Feet

Legend
100 0 100 200 Feet
**Conceptual Intersection Design**
(Detroit Street and Church Street)

**East Gateway Concept**
(Development Opportunity)

**Parking Area Concept (Typical)**
- Pedestrian connection to parking lots should have activity on either side, thus ensuring safety and comfort of pedestrians.
- Parking areas should be consolidated in one block area.
- Access to parking lots should ideally be from cross streets and alleys to reduce curb-cuts on Main and Detroit Streets.
- Parking lots should be screened with low height shrubs or other form of screens.
- Tree lined pedestrian friendly street connections are encouraged.
Section through Main Street

Section through Detroit Street

Graphic Wayfinding and Identity

The basic purpose of a wayfinding system is simply to direct visitors from point A to point B. A truly successful wayfinding system does much more than that. One of the most critical aspects of a city district, downtown or any other place that is considered a destination is that its recognizable once one arrives. Wayfinding signage is a very effective way to create and establish a sense of place that visually communicates the unique personality of the Downtown or area that it defines.

While new wayfinding signage will add a bit of character and color to the Downtown there needs to be a real initiative to visually invigorate the area. A strong push towards colorful banner programs that frequently change, and are specific to the community and Downtown will be a very effective way to keep things vibrant. Also, as new businesses move in and buildings are renovated, incentives to create murals or other graphics on the large empty sides of some of the existing buildings should be explored. These kinds of applications can really go a long way towards creating a unique sense of character.

The sign standards should be based on the City’s Sign and Zoning Ordinance. There should be two components in the standard, one being public signs such as gateway and directional signs. The second component is the use of individual signs meant for businesses.

An environmental graphic consultant is recommended to work with the City for the city-wide and specifically downtown signage/wayfinding design criteria.
**RECOMMENDATIONS**

**PRINCIPLES OF REVITALIZATION**

The economic and cultural development of Xenia’s Downtown should be guided by an over-arching list of urban design principles to guide revitalization. These principles were developed in the planning process. These can help guide those individuals, organizations, and government officials involved in the revitalization of Downtown to make sound decisions. Such appropriate principles are:

1. **Promote context sensitive infill along Main Street and in each character area**
   - Encouragement of creative and complementary new infill buildings in street voids according to the district character

2. **Establish “Gateway” to Downtown and create “sense of place”**
   - Capitalize on the strength of Downtown's character and qualities derived from the collection of historic buildings
   - Create destination oriented mix of uses in a unique, welcoming environment

3. **Promote efficient wayfinding techniques**
   - Development of quality wayfinding and public arts programs to complement the City and reinforce sense of place
   - Efficient signage promoting knowledge of the public amenities and location of shops, office, housing and parking spaces

4. **Encourage alternative methods of transportation—walkable, bike-able**
   - Promote safe & secure environment, day and night
   - Promote circulation and discovery along streets and alleyways
   - Pedestrian friendly streetscape furniture
   - Landscaped & tree lined streets
   - Integration of bikeways within Downtown

5. **On-street parking and shared parking lots at the rear of buildings with access from alleys**
   - Combine public parking in one block area
   - Consolidate the access systems
   - Buffer from surrounding uses with low level screens

6. **Establish streetscape character**
   - Pedestrian and bike friendly
   - Inviting environment with various amenities and streetscape furniture
   - Streets with appropriate landscaping
   - ADA accessibility

7. **Re-invent the Downtown with mixed use and appropriate tenancing initiatives**
   - Unique upper story housing and/or professional office spaces
   - First floor retail and activity areas for round the clock vibrancy

8. **Cluster uses pertaining to Downtown character to create activity centers and destinations**
   - Encouragement of creative and complementary new infill buildings in street voids according to the Downtown characters (new urbanism, main street, civic, gateway)
1. ORGANIZATION

1.1. Form a Downtown Revitalization Committee

It is of prime importance to re-establish a Downtown Revitalization Committee (DRC) consisting of representatives from various stakeholders, public officials, property owners, tenants, business owners, development and investment groups. Every property and/or building should be addressed individually; the goal being to improve the property through owner cooperation, and strict code enforcement by City and County officials. The intention of the DRC will be to exchange ideas in a timely manner as well as oversee the entire implementation process of the Strategic Plan in coordination with the recommendations of the DART report. It is highly recommended that representatives from City departments such as Community Development, Engineering, Finance etc. and same from Greene County Building Department be involved in the DRC. Representatives from Xenia Economic Growth Corporation and Xenia Area Chamber of Commerce should also be involved in this committee.

1.2. Establish a 501(c)3 not-for-profit corporation as the new organizational structure for implementing the Strategic Plan

The most effective Downtown revitalization programs concentrate responsibilities, authority and funding for the effort in a single organization with a board of trustees and a hired staff. The 501(c)3 not-for-profit development corporation is recommended to initiate partnerships where public sector agencies join the private sector entities and enter into a business relationship to share risk and attain a commonly shared goal that also achieves the objective of individual partners. An example of such partnership can happen between the City of Xenia along with an investor such as a financial institution granting a loan for a specific project and a private property owner and/or tenant contributing their respective property. Contributions from individuals and for-profit enterprises are tax deductible as charitable donations. As a not-for-profit, it can also accept contributions from other not-for-profits that may be prohibited from investing in business ventures. Development under this type of organizational structure will be incremental, building-by-building and parcel-by-parcel.

1.3. Pattern the Committee after the National Trust for Historic Preservation’s National Main Street Program

To ensure that the revitalization objectives outlined in this Strategic Plan and the DART report are accomplished and efforts gain momentum, a Main Street Program should be established by the Downtown Revitalization Committee. As recommended by the DART report, the “four-point” approach should act as the guiding principle (Refer to the DART report for organization of committees, funding & fundraising campaigns and financial reporting techniques).

1.4. Form a Board of Trustees for the new organization

The new non-profit Main Street Corporation should have a Board of Trustees that is comprised of experienced, dedicated and decisive individuals representing the major constituencies that are involved with or affected by Downtown. Board members should be carefully chosen from among the following groups – Downtown property owners, Downtown retail and office tenants, major local employers, real estate professionals, cultural and historical organizations, financial institutions, community groups, and residents.

1.5. Establish and fund a three-year operating budget for the organization

The budget should include sufficient amounts, for at least three years, to hire an experienced and capable Main Street Manager, cover operating expenses and ongoing events and provide a limited amount of seed money for special projects such as façade enhancement, building assessment and market studies for individual development proposals.

1.6. Hire a Main Street Manager

The Main Street Program Manager would provide executive leadership, project direction, promotion and office management to its members. This position will be responsible for implementation of the redevelopment concepts and strategic recommendations based on the prioritized implementation matrix. Responsibilities for this position will also include researching for additional funding opportunities and pioneering the PR campaign for Downtown Xenia, Chamber of Commerce, Xenia Economic Growth Corporation, Downtown Merchants Association and other organizations come together to champion the Strategic Plan effort, implementation strategies and funding incentives will be formulated to bring community-wide leadership to oversee the plan implementation. This can be accomplished by developing a Downtown Revitalization Committee, public-private partnerships, exploring and qualifying for federal, state and local funding opportunities and establishing a phased plan of implementation for the development strategies.

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Resource Development Plan

It is recommended that a comprehensive resource development plan be prepared to maximize the opportunities for complete funding of the new three year plan with a combination of public, private and non-profit financial contributions, in-kind services and incentive programs.

Additional sources of funding and resources:

1. Additional contributions of money and in-kind services, equipment, office space, etc., over and above membership contributions, from Downtown property owners, merchants, community groups, major employers, financial institutions and others with an interest in the Downtown.

2. Grants and/or low interest loan assistance from federal, state and regional funding authorities for specific aspects of the program (refer to the “Funding” section of the Strategic Plan for information regarding funding sources and respective application).

3. Seek contributions to the program or specific aspects of it from family and community foundations and civic organizations that are active in the community.

4. Develop and execute a professional fundraising campaign to include a combination of public presentations to appropriate interest groups and private, in-person solicitation of potential individual, corporate and institutional stakeholders.

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Merchant recruitment, vacancy removal and business retention are keys to the continued revitalization of Downtown Xenia. Care must be taken in addressing a number of challenges such as merchant involvement, land-use controls and streetscape design. These challenges are critical for enhancing Downtown Xenia and creating strong links within the community. A common vision and public consensus are the principle means of implementing many of the strategies for these challenges.

The purpose of the following strategic recommendations is not to duplicate the efforts of the DART report conducted by Heritage Ohio but to organize and augment its recommendations based on the strategic vision of this Downtown Strategic Plan. As such, the recommended strategies are composed in a similar manner to the National Main Street Program’s “four-point” approach (Organization, Design, Promotion and Economic Restructuring) as outlined in the DART report. The recommendations of the DART report should still be referenced for efficient implementation techniques.

Organizations with major stakes in the community such as the City of Xenia, Greene County, major employers and major beneficiaries could be involved at higher levels. Community groups, tenants and residents could be involved at a lesser level based upon ability to pay.

Merchandising, with a combination of public, private and non-profit financial contributions, in-kind services and incentive programs.

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3. Seek contributions to the program or specific aspects of it from family and community foundations and civic organizations that are active in the community.

4. Develop and execute a professional fundraising campaign to include a combination of public presentations to appropriate interest groups and private, in-person solicitation of potential individual, corporate and institutional stakeholders.
Establishing a permanent office for the organization and Main Street Manager is of prime importance for ease of performing the revitalization efforts. Initially an office should be made available possibility with the City Community Development Department. Gradually a permanent office should be instituted at a Downtown location, preferably on upper floors of existing buildings. The importance of an upper story location is to reinforce the need to preserve prime first floor space for retail. An effort should be made to identify an upper story location and/or fund improvements and equipment that could be provided as an in-kind contribution to the organization. This should also assist in efficient information exchange between the organization and property owners, tenants, business owners and visitors.

1.7. As the Downtown is gradually revitalized, consideration should be given to the creation of a Special Improvement District

A Special Improvement District is a quasi-public organization formed by property owners who have agreed to an assessment on their property in order to generate revenue for services and capital improvements provided within a defined district. Special Improvement Districts provide a long-term financial base for marketing, capital improvements and management programs. They spell out the services and improvements to be delivered in a contract between the property owners and the organization charged with managing the Special Improvement District. This contractual arrangement increases accountability and keeps the focus of the organization on achieving the stated goals of property owners.

Sixty percent of property owners, or those representing roughly seventy-five percent of the linear footage, must agree to the assessment (amount to be determined by local area). The process of recruiting the property owners to agree to an assessment and how it will be spent is a time consuming effort requiring a high level of commitment from leadership at all levels in Downtown Xenia and the surrounding community.

1.8. Create a TIF District

A Tax Increment Financing (TIF) is a redevelopment tool authorized by State statute and used by the City of Xenia in earlier development efforts. As mentioned by a representative of the City Finance Department, the TIF funding is waning out and this revitalization initiative would be an opportunity to reinstate the funding. Projects financed with TIF must serve a public purpose such as redeveloping underutilized properties, rehabilitating publicly owned non-municipal structures, relocating occupants and constructing public improvements.

When a TIF district is established, the tax capacity of the properties located within the district is “frozen”. For the district’s duration, which varies depending on the type of district, the property taxes resulting from any increase in the tax capacity above the frozen level are available to City of Xenia to finance public project costs.

1.9. Create a Limited Liability Company

A Downtown with so many critical properties and non-motivated owners negligent in maintenance and upkeep of such properties presents a challenge in the revitalization process. It is even more difficult for municipalities to find appropriate funding to take control of such real estate either to maintain or to redevelop and reinvigorate. As such, it is recommended for a for-profit LLC to be established to have access to available funding to secure these parcels. Alternatively they should have the borrowing power to acquire funds and/or place options on properties for future buying. It is also imperative to market Downtown Xenia so that people, specifically developers and tenants know and start to realize the changes through existing LLC such as Greene Giving. This will build confidence for reinvestment.

2. DESIGN

2.1. Update Regulatory Document

The zoning code should be revised to comply with the vision of this Strategic Plan. As mentioned earlier, the study area for this Strategic Plan has nine (9) different zoning districts. It is recommended to combine zoning districts and introduce overlay districts, as necessary, for efficient enforcement and administration.

2.2. Establish Design and Development Guidelines

Appropriate design and development guidelines should be established to reflect the continuity of specific urban characters identified within the study area.

As illustrated in the “Redevelopment Concepts” chapter, the predominant characters within Downtown Xenia are the following:

- New Urbanism Character (area including Xenia Towne Center and immediate surroundings) “Bringing the street grids back” should be the focus of attention in this area. Tree-lined pedestrian friendly streets with façade improvements and strategic locations of parking to conveniences are some of the design principles.

- Civic Center Character (area including Courthouse, City Building, Library etc.)

- Residential Character (all single family residential neighborhoods)

Connectivity to Downtown from the residential neighborhoods should be the focus. Such connections should be through existing streets and pedestrian avenues with enhanced streetscape (landscaped, tree-lined, pedestrian amenities, bike friendly)

It is important to adopt a design and development guideline mainly to provide a guidance mechanism for development related initiatives.

Alternatively, as a toolkit, a form-based code can be example and also as a catalyst for further façade improvement and/or redevelopment programs within Downtown Xenia (Refer DART report for additional recommendations for design related initiatives).

It is recommended to hire a consultant to provide the guidance for creation of the design and development guidelines along with specific directions for creation of signage and wayfinding for Downtown Xenia.

2.3. Follow the Alternative Building Code

Some property owners shy away from investing in rehabilitating their buildings because they perceive building code requirements as being too costly and difficult to meet. Fortunately, Chapter 34 of the Ohio Basic Building Code provides an alternative code for existing and rehabilitated structures that, when followed, can result in a significantly lower cost than modern code would otherwise require. This code uses a point system to establish an acceptable level of safety in the building and awards points for life safety features not common in modern buildings but inherent in many older structures.

Fire safety measures such as extra emergency lighting and more exit signs might, for example, may be used to offset the number of exits that would otherwise be required. This is one of the primary economic tools that...
will make redevelopment of existing properties within Downtown Xenia possible.

The City of Xenia Community Development Department along with Greene County Building Department should follow the alternative building code for long term maintenance of historic structures within Downtown Xenia. Appropriate seminars/workshops for building inspection and code review staff should provide for easy transition of application of the alternative building code.

2.4. Establish an Architectural Survey of Downtown Xenia

An architectural survey should be completed to assess the physical and social significance of all the buildings within the Downtown to establish a Historic District. This procedure will outline an area that will be the focus of design review procedures. A rating system should be developed to evaluate the present condition of buildings, its heritage, preservation initiatives and current tenanting. The assessment should include but not be limited to the following:

+ Value-Quality of construction, age, architectural style etc. based on the Downtown Xenia character
+ Building Condition-Whether the building is new and/or maintained or needs repair
+ Tenanting-Whether the building and/or floors of buildings are vacant, appropriate tenants based on the characters etc.

The assessment will help in decision making with respect to facade improvements, tenant relocation, retention and recruitment, maintenance and redevelopment of buildings.

2.5. Institute a Design Review Board

Establish standards and review process of Downtown Xenia properties that supports a positive, cooperative redevelopment process. The design standards can be broken up into two broad concepts: a) maximum retention of historic building materials, and b) avoiding the creation of a false historic appearance. The review goals would be to achieve an appropriate balance between historic and aesthetic considerations and the economic realities facing property owners and developers. The City of Xenia and Greene County Building Department staff should support the property owners/developers to have a better understanding of historic tax credits and the alternative building code for redevelopment of existing buildings.

2.6. Prepare and submit an application to the appropriate federal authorities for historic district designation

Appropriate documentation and information regarding Downtown Xenia should be submitted for evaluation and subsequent inclusion in the National Register of Historic Places. This would help rehabilitation of buildings and the rehabilitation process can be assisted by the federal and state historic tax credits for up to 45%. Refer “Funding Sources” section for additional information regarding historic tax credits.

2.7. Establish a Historic Easement Program for Downtown Xenia

A Historic Easement Program should be developed that would enable the City of Xenia to protect its historically and architecturally significant buildings, settings and scenic and natural resources and enable historic property owners to obtain a substantial tax deduction on their easement contribution.

A preservation easement is a voluntary legal agreement that protects a significant historic, archaeological, or cultural resource. An easement provides assurance to the owner of a historic or cultural property that the property’s intrinsic values will be preserved through subsequent ownership. In addition, the owner may obtain substantial tax benefits.

2.8. Implement a Façade Enhancement Program

A facade enhancement program sponsored by the Main Street organization and the City of Xenia would be an excellent way to achieve dramatic improvements in Downtown Xenia’s appearance at a relatively low cost. It is a way to address such situations as: covered over or painted facades and windows, holes from old signs, unsightly signage, etc. It is a way where the Main Street Organization and the City creates partnership with local banks for the loan program. Usually loans are offered at less than the prime rate of interest with the City reimbursing the property owner for a specific percentage of the interest of the loan.

Most importantly a combination of incentives and strict code enforcement to encourage upgrading and/or adaptive reuse of existing historic buildings within Downtown Xenia should be used.

2.9. Enhance the perception and reality of ample and convenient parking within Downtown Xenia

The “Xenia Downtown Parking Study” completed by the City of Xenia should be referenced for specific recommendations.

Additional parking will be required as more people come to Downtown Xenia to live, work, shop and be entertained. Parking lot and garage locations should be planned with principal parking areas behind buildings with attractive access to street fronts from alleyways and side streets. Streetscapes of access roads should be tree-lined and pedestrian friendly to establish connectivity of central business district with adjoining neighborhoods and also to encourage safe pedestrian traffic from parking lots to shopping and retail areas. Public parking lots should be located, wherever possible, at mid-block on cross streets. Entrances to parking areas from the main thoroughfares should be avoided when possible.

As part of a comprehensive Downtown Xenia wayfinding and signage program (as explained in Section 2.2), clear and attractive signage should be installed in appropriate locations to direct visitors to public parking areas. Additional signage located in the public parking areas should clearly explain the zoned parking policy. Without jeopardizing visual security, use of low level screening such as masonry walls, wrought iron fences and shrubs to minimize views into the interior of surface lots is recommended.

2.10. Enhance Existing Streetscape

In the existing Downtown environment, cars, buses, trucks, bikes and pedestrians all need to be taken into consideration. As a part of the “Downtown Beautification Program”, new streetscape design standards should be established incorporating trees, plants, banners and street furniture as recommended in the redevelopment concepts. One of the important assets of Xenia, the bike paths, should be taken into consideration and should be integrated within Downtown Xenia for the initial term until the responsibility is handed over to a Special Improvement District (refer section 1.7).

There are a number of gaps between buildings in Downtown Xenia. Some of these gaps act as entryways to alleys, and others just represent space between buildings. These gaps tend to break up the natural sightline of the building façade and seem unsafe at night because of limited lighting. Transforming these areas into more pedestrian focused spaces by converting them into semi indoor/outdoor establishments or by creating partial “green spaces” with public seating, will help utilize these areas and increase the level of pedestrian activities. Alternatively, context sensitive infill opportunities should be explored along with appropriate tenanting.

All of the alleys in and around Downtown Xenia and the adjacent residential areas presently have a dreary lifeless image. High shrubs, litter and potholes are images that pedestrians envision when they walk or drive in these areas. Although some efforts to create upgraded alleys are in place, it is recommended that the alleys be upgraded to include landscaping, seating areas, pocket parks, specialty lighting, and storefronts and many other features that would enable the City of Xenia to protect its historically and architecturally significant buildings, settings and scenic and natural resources and enable historic property owners to obtain a substantial tax deduction on their easement contribution.

A preservation easement is a voluntary legal agreement that protects a significant historic, archaeological, or cultural resource. An easement provides assurance to the owner of a historic or cultural property that the property’s intrinsic values will be preserved through subsequent ownership. In addition, the owner may obtain substantial tax benefits.

2.11. Adopt a Property Maintenance Code

To provide both the property owners and City of Xenia officials some guidelines of ways to maintain properties, a Property Maintenance Code can be adopted. Code officials recognize the need for a modern, up-to-date property maintenance code governing the maintenance of existing buildings. The International Property Maintenance
3.3. Create upper floor housing opportunities and promote Downtown living

Promote Downtown Xenia as an exciting, convenient, intimate place to live among target population groups including young professionals and aging local residents. Downtown, with its historic architecture, and proximity to amenities, offers a tremendous opportunity to create a unique and appealing living environment. Experiences in other communities have shown that office and retail development will follow the development of a meaningful housing component in an attractive, historic neighborhood. An emphasis on Downtown housing, mainly on the upper floors, will ultimately promote retail development. Vacant upper floors should be inspected by authorized personnel for compliance with Alternative Building Code (refer section 2.3) and accordingly maintained by the property owner.

Also, example pro-formas should be developed to evaluate the benefits of applying several incentives, such as historic tax credits and new market tax credits, for rehabilitation of a building to make way for loft style apartments with retail on first floor space. The cost of improvements should be tallied with expected rent rates to evaluate the investment potential of upper floor housing.

3.4. Increase Local Market Penetration

Xenia. Cost estimates, routing, corporate interest and public funding potential should be evaluated. Transit stops and other related amenities should be provided in such case.

+ Tax increment financing is recommended to be implemented as a mechanism to provide a funding source for public infrastructure improvements as discussed under Section 2.10. Alternatively, the DRC, the City and other appropriate agencies personnel should continue to review the fiscal capability to meet infrastructure expansion needs and impose impact fees if it finds that its fiscal capability has been exceeded.

3.5. Create a strong sense of identification and entry into the Downtown Xenia

A comprehensive vehicular and pedestrian directional/wayfinding system with a sign schedule defining exact locations and a list of destinations and attractions should be developed and implemented. The signage system should be respectful of the character and heritage of Xenia. The design of the signs should be developed with an environmental graphic designer who would work with the City of Xenia Community Development, Engineering Department and the Ohio Department of Transportation.

A gateway image should be developed using a combination of signage (including newly adopted New Xenia logo), landscaping, and architectural elements. Signage should be designed as part of the recommended comprehensive directional/wayfinding program. It is recommended to create an illustrative map of Downtown Xenia (central business district) and post it at strategic locations along with signage/wayfinding elements for reference by consumers, customers and visitors to the district. The maps should reflect the broad uses and/or shops (retail mix), parking and miscellaneous amenities to guide pedestrians to their destinations with reference to “You are Here” designations based on the location of a specific map within the district.

3.6. Upgrade and sign the major entrances leading into Downtown Xenia

A gateway image should be developed using a combination of signage (including recently adopted New Xenia logo), landscaping, and architectural elements. Signage should be designed as part of the recommended comprehensive directional/wayfinding program. It is recommended to create an illustrative map of Downtown Xenia (central business district) and post it at strategic locations along with signage/wayfinding elements for reference by consumers, customers and visitors to the district. The maps should reflect the broad uses and/or shops (retail mix), parking and miscellaneous amenities to guide pedestrians to their destinations with reference to “You are Here” designations based on the location of a specific map within the district.

3.7. Create upper floor housing opportunities and promote Downtown living

Promote Downtown Xenia as an exciting, convenient, intimate place to live among target population groups including young professionals and aging local residents. Downtown, with its historic architecture, and proximity to amenities, offers a tremendous opportunity to create a unique and appealing living environment. Experiences in other communities have shown that office and retail development will follow the development of a meaningful housing component in an attractive, historic neighborhood. An emphasis on Downtown housing, mainly on the upper floors, will ultimately promote retail development. Vacant upper floors should be inspected by authorized personnel for compliance with Alternative Building Code (refer section 2.3) and accordingly maintained by the property owner.

Also, example pro-formas should be developed to evaluate the benefits of applying several incentives, such as historic tax credits and new market tax credits, for rehabilitation of a building to make way for loft style apartments with retail on first floor space. The cost of improvements should be tallied with expected rent rates to evaluate the investment potential of upper floor housing.

3.8. Increase Local Market Penetration

Xenia. Cost estimates, routing, corporate interest and public funding potential should be evaluated. Transit stops and other related amenities should be provided in such case.

+ Tax increment financing is recommended to be implemented as a mechanism to provide a funding source for public infrastructure improvements as discussed under Section 2.10. Alternatively, the DRC, the City and other appropriate agencies personnel should continue to review the fiscal capability to meet infrastructure expansion needs and impose impact fees if it finds that its fiscal capability has been exceeded.

3.9. Create a strong sense of identification and entry into the Downtown Xenia

A comprehensive vehicular and pedestrian directional/wayfinding system with a sign schedule defining exact locations and a list of destinations and attractions should be developed and implemented. The signage system should be respectful of the character and heritage of Xenia. The design of the signs should be developed with an environmental graphic designer who would work with the City of Xenia Community Development, Engineering Department and the Ohio Department of Transportation.

A gateway image should be developed using a combination of signage (including newly adopted New Xenia logo), landscaping, and architectural elements. Signage should be designed as part of the recommended comprehensive directional/wayfinding program. It is recommended to create an illustrative map of Downtown Xenia (central business district) and post it at strategic locations along with signage/wayfinding elements for reference by consumers, customers and visitors to the district. The maps should reflect the broad uses and/or shops (retail mix), parking and miscellaneous amenities to guide pedestrians to their destinations with reference to “You are Here” designations based on the location of a specific map within the district.

3.10. Upgrade and sign the major entrances leading into Downtown Xenia

A gateway image should be developed using a combination of signage (including recently adopted New Xenia logo), landscaping, and architectural elements. Signage should be designed as part of the recommended comprehensive directional/wayfinding program. It is recommended to create an illustrative map of Downtown Xenia (central business district) and post it at strategic locations along with signage/wayfinding elements for reference by consumers, customers and visitors to the district. The maps should reflect the broad uses and/or shops (retail mix), parking and miscellaneous amenities to guide pedestrians to their destinations with reference to “You are Here” designations based on the location of a specific map within the district.
3.5. Developing Marketing Information for Promotional Campaign

Develop a database of information on local statistics, available spaces, maps and promotional materials for use in creating a strong leasing package to send or give to potential recruits. Some written versions of marketing are producing informational pamphlets that highlight the following:

+ Letter of introduction including compelling reasons why the Downtown makes economic sense for a particular store.
+ General information and photos of the community highlighting its assets.
+ Wish list of new businesses supported by market demand and supply data (refer market analysis section).
+ New developments demonstrating investment in Downtown Xenia.
+ Information on past openings and closings of businesses.
+ Trade area geographic definition and demographic and lifestyle data (refer market analysis section).
+ Trade area economic data including actual and potential sales data (including available sales area).
+ Nonresident consumer data (including daytime population and tourism visitation).
+ Descriptions of target market segments specific for Downtown Xenia (refer market analysis section).
+ Business inventory should include names and addresses, property owner information, leaseable area, terms of lease (including rent rates), dimensions and possibly an image of the property.
+ Significant employers and institutions.
+ Vehicle and pedestrian traffic volumes.
+ Mix of existing retail, service, dining, housing, office and lodging in the district and adjoining areas.
+ Press coverage and testimonials highlighting success stories.
+ Summary of incentives and other business assistance available in Downtown Xenia.

It is recommended that Downtown Xenia budget for and prepare professionally produced recruitment literature. Before a promotional brochure is prepared, the leasing activities of Downtown Xenia’s competing resources should be examined. This does not mean that Downtown Xenia has to provide the similar kind of shops as in other surrounding City and their Downtowns; rather create niche retail within the Downtown and cater to its strengths. Examples of brochures can also be from the nearby Greenie shopping mall. Generate mailings on a regular basis to tenant prospects identified through the above efforts. Each mailing could, for example, focus on a different feature or benefit of locating in Downtown Xenia. These mailings could range from postcards to videotapes or incentive gifts.

Internet

Promotional opportunities and strategies on the Internet should be pursued. The Internet is already having a profound impact on some categories of shopping. Those most likely to be affected will be convenient and price driven commodities. The current website (http://www.shopxenia.com/) offers substantial information related to shops, lodging, dining and activities within Downtown Xenia. The website should be maintained and upgraded to enhance the vision of the Strategic Plan.

4. Economic Restructuring

The market study and the subsequent market repositioning matrix (refer “Market Analysis” chapter) lends an idea regarding the market demographics, housing and retail supply and demand, and the segmentation of the consumers. Although the kind of retail in Xenia has been of “traditional” character, there is opportunity to build upon the existing retail establishments and find a niche retail market to serve the residents of Xenia and surrounding communities. As mentioned before, the presence of a large number of college/university towns around Xenia opens up potential for serving the needs of college/university students, staff and faculty. The visits by representatives of several ministries and “athletes in action” opens up another opportunity to reposition the market of Xenia based on the market needs. These are in addition to the adjacent neighborhoods within Xenia and presence of the bike culture, the latter being an important treasure for Xenia around which the retail/commercial market should be developed. This does not mean that Downtown Xenia has to cater to the niche market like Waynesville (antique goods) or even “The Greene” shopping mall. It requires buy-in to the vision of the Strategic Plan by political leadership and stakeholders and providing for services/retail/commercial/housing based on this vision. It also means upgrade of existing shops/stores and recruiting new establishments to cater to a wide array of the market segments.

A commercial broker is recommended to be hired to represent Downtown Xenia and for initiating the marketing and recruitment of appropriate tenants. This responsibility can be eventually transferred over to the Main Street Manager position.

4.1. Retain and Strengthen Existing Retail Establishments

Downtown Xenia has many assets it can build upon, including the historic building stock, the bike path system, and a limited number of destination retailers. Some retailers are struggling to make it. However, many have been in the community for generations and providing for better economics of the community. It is essential that the community actively work to maintain these businesses, offer incentives to retain them in Downtown Xenia. The parcel and building inventory, as discussed under section 2.4, should be used to evaluate the tenanting and possible options for retention and further recruitment.

A business retention strategy should be implemented by the DRC with the help of the information available from the National Main Street organization. As an example, the Journal of the National Main Street Program, the “Main Street News”, and its volume number 193 should be referenced for business retention strategies.

Opportunities for strengthening these establishments where appropriate should be implemented and encouraged to participate in cooperative Downtown Xenia marketing initiatives.

+ A series of seminars could be offered to Downtown merchants dealing with such topics as visual merchandising, window displays, customer service, marketing and promotions, inventory control, etc. These seminars could be supplemented with individual consultation and support services such as design assistance and a micro-loan program for businesses that wish to invest in maintaining and enhancing the viability of their operations.

4.2. Add Appropriate New Retail

The suggested Main Street Manager should assist in promotion, marketing and recruitment of new and appropriate retail according to the vision of the Strategic Plan. Adjacent communities should be researched to explore prospective successful retailers who might be interested in and capable of opening additional locations, specifically in the context of Downtown Xenia market and its unique “small-town feel”. The marketing information, Downtown character visions and database of promotional campaigns (refer section 3.5) should be used to this purpose.

To the extent possible, concentrate retail on the first floor and keep it contiguous as recommended by the character of the districts. Retail uses spread all over the districts dilute the impact and image of Downtown as a place to shop, eat, and relax. First priority should be given to filling first floor space in the buildings located in the retail concentrated area discussed earlier. Also, a clustering policy should be implemented in locating retail such as book store with music store and ice-cream shop etc. (refer appropriate retail mix in “Redevelopment Concepts”).

Regardless of the store type, successful Downtown Xenia merchants will offer superior customer service and product knowledge, unique specialty items, convenience, a pleasant atmosphere, and support for community causes.
Funding Sources

In order to capitalize on current interest and momentum, the Strategic Plan should be actively used in the recruitment of potential private developers and investors. These potential development partners should receive assistance in gaining an understanding of the benefits of public/private partnering. Strategies that reduce risk to private investors are key to successful redevelopment. Project financing and programs that support start-up business are key inducements.

The potential funding sources should be researched by the proposed DRC, and Main Street Manager to check the eligibility and applicability for Downtown Xenia projects.

Potential sources of investment and business development funding include the following:

I. Tax Incentives for Historic Preservation

The Historic Preservation Tax Incentives reward private investment in rehabilitating historic properties such as offices, rental housing, and retail stores. A tax credit differs from an income tax deduction. An income tax deduction lowers the amount of income subject to taxation. A tax credit, however, lowers the amount of tax owed. In general, a dollar of tax credit reduces the amount of income tax owed by one dollar. Current federal tax incentives for preservation include:

+ 20% tax credit for the certified rehabilitation of historic structures.
+ 10% tax credit for rehabilitation of non-historic, non-residential buildings built before 1936.
+ The 20% rehabilitation tax credit equals 20% of the amount spent in a certified rehabilitation of a certified historic structure.
+ The 10% rehabilitation tax credit equals 10% of the amount spent to rehabilitate a non-historic building built before 1936.

The new legislation (Substitute House Bill 149 authorized on January 2, 2007) for historic tax credits in the State of Ohio creates a two-year trial program with a 25% tax credit for up to 100 projects per year. This tax credit will be in addition to any federal tax credits. The Ohio Department of Development will oversee the program with the Department of Taxation. The Ohio Historic Preservation Office will provide assistance and will participate in application review.

For additional information on eligibility and requirements to qualify for Federal and State of Ohio historic preservation tax credits, refer to these resources:

http://www.nps.gov/history/hps/put/patp1.htm
http://www.ohiobldg.org/resource/histpres/

All tax incentive programs, applicable to Downtown Xenia, are administered by:

Ohio Historic Preservation Office
567 E. Hudson Street
Columbus, Ohio 43211-1030
Phone: (614) 298-2000
Fax: (614) 298-2037
E-mail: ohpo@ohiobldg.org

Information regarding additional sources of funding related historic preservation are available at http://www.ohiobldg.org/resource/histpres/docs/fundinginfo2.pdf.

II. Housing Development Incentives

A. Low-Income Housing Tax Credits

Tax credit available over a 10-year period. Available to developers of rental projects who reserve a set percentage of units for low-income persons over a minimum 15 year term. Additional information may be obtained through U.S. Department of Housing and Urban Development (http://www.huduser.org/datasets/iltc.html).

B. HUD Programs

Home Grants - New Construction & Rehabilitation of Affordable Housing
Hope VI Grants - Funds for redevelopment of existing public housing

Section 202 Financing - Low income senior housing

Home Investment Partnership Program Information regarding all of the above grants can be researched at the website of U.S. Department of Housing and Urban Development (http://www.hud.gov/huduser/)

C. 10% Rehabilitation Tax Credit

The 10% rehabilitation tax credit equals 10% of the amount spent to rehabilitate a non-historic building built before 1936.

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III. Commercial Development Incentives

A. Community Reinvestment Act (CRA) loans

This is intended to encourage depository institutions to help meet the credit needs of the communities in which they operate, including low and moderate-income neighborhoods, consistent with safe and sound banking operations. For additional information, eligibility and guidelines refer to (http://www.flicc.gov/cra/default.htm).

B. Tax Increment Financing (TIF)

It is a redevelopment tool TIF to use future gains in taxes to finance the current improvements that will create those gains. Refer Strategic Recommendation #5.9 for additional explanation.

C. Special Improvement District (SID)

SIDs are special assessment districts designed to direct revenues to a variety of supportive services including security, maintenance, marketing, economic development, parking, and special events. Refer Strategic Recommendation #5.2 for additional information.

D. New Markets Tax Credit (NMTC) Program

This program is available through the Community Development Financial Institutions Fund of United States Department of Treasury. The New Markets Tax Credit (NMTC) Program permits taxpayers to receive a credit against federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must be used by the CDE to provide investments in low-income communities. An organization wishing to receive awards under the NMTC Program must be certified as a CDE by the Fund. To qualify as a CDE, an organization must:

+ Be a domestic corporation or partnership at the time of the certification application;
+ Demonstrate a primary mission of serving, or providing investment capital for, low-income communities or low-income persons; and
+ Maintain accountability to residents of low-income communities through representation on a governing board of or advisory board to the entity.

For more information, refer http://www.cdfifund.gov/what_we_do/programs_id.asp?programID=5

E. Emergency Building Repair Assistance - A program of assistance for emergency repairs to existing buildings would help to prevent further deterioration. Some combination of strict code enforcement and financial assistance or incentives should be put in place to address this situation.

F. Establish a storefront renovation program - The objective of this program is to rehabilitate and upgrade Main Street commercial/retail buildings. The program is designed to offer property and business owners low-interest loans or grants, and personalized design and technical assistance.

G. Low Interest Loans - Local financial institutions could be approached to jointly create a low interest loan pool for building stabilization, facade enhancement, and even redevelopment and new construction projects located in the Main Street area.

IV. The following funding programs are administered by the Ohio Department of Development

77 South High Street
Columbus, Ohio 43215-6130
P. O. Box address: Box 1001
Columbus, Ohio 43216-1001
1-800-848-1300

For additional information, refer to the website address beside respective programs:

+ Ohio Enterprise Zone Programs

This program is available through the Ohio Development Office (http://www.odod.state.oh.us/eed/ez/).

+ Business Incentives Loans and Grants

The program provides a refundable tax credit against a company’s corporate franchise or income tax based on the state income tax withheld from new, full-time employees. (http://www.odod.state.oh.us/EDD/jctc/)

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such as land and buildings. (http://www.sba.gov/services/financialassistance/sbaloantopics/cdc504/index.html)
+ Basic 7(a) Loan Program
(http://www.sba.gov/services/financialassistance/sbaloantopics/7a/index.html)
+ Micro Loan Program
The Micro loan Program provides very small loans to start-up, newly established, or growing small business concerns. (http://www.sba.gov/services/financialassistance/sbaloantopics/microloans/index.html)

VI. The following funding programs are administered by the Ohio Department of Transportation
VII. The following funding program is administered by the Ohio Department of Natural Resources
The NatureWorks grant program provides up to 75% reimbursement assistance for local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas. (http://www.dnr.state.oh.us/tabid/11089/default.aspx)

The following funding programs are recommended for additional funding opportunities for parks, bikeways and recreation-oriented use.

Microenterprise Business Development Program
The Microenterprise Business Development Program provides grants to eligible cities and counties and nonprofit organizations to assist in the development of local microenterprise businesses and to create and retain long-term jobs in the private sector. Microenterprises are defined as for-profit entities with five or fewer employees, one of whom owns the business.

Clean Ohio Revitalization Fund
The Clean Ohio Revitalization Fund is a key financial component to help a community build economic capacity by providing funding for brownfield redevelopment. Brownfield redevelopment allows a community to reclaim and improve its lands, making property viable for new development. (http://www.odod.state.oh.us/ud/)

VIII. National Trust Community Investment Corporation (NTCIC) makes equity investments in real estate projects that qualify for federal historic tax credits and when available, state historic and New Markets Tax Credits. NTCIC works with a wide variety of property owners including for-profit developers, nonprofit organizations and local governments. Its focus is on projects that have a strong economic revitalization impact on the surrounding community.

It is recommended that the City can certainly induce the real estate investment and development by the private sector by identifying a public project for early implementation. The project should be chosen with funding in mind and perhaps more importantly, the ability of the project to leverage other private investment for maximum benefit. The following are some of the opportunities that can act as key projects of the strategic plan categorized by public improvement or private opportunity.

V. The following funding programs are administered by the U.S. Small Business Administration
SBA provides a number of financial assistance programs for small businesses.

+ CDC/504 Loans
The CDC/504 loan program is a long-term financing tool for economic development within a community. The 504 Program provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings. (http://www.sba.gov/services/financialassistance/sbaloantopics/cdc504/index.html)
+ Basic 7(a) Loan Program
(http://www.sba.gov/services/financialassistance/sbaloantopics/7a/index.html)
+ Micro Loan Program
The Micro loan Program provides very small loans to start-up, newly established, or growing small business concerns. (http://www.sba.gov/services/financialassistance/sbaloantopics/microloans/index.html)

VI. The following funding programs are administered by the Ohio Department of Transportation
These funds provide for transportation related projects.

Local Transportation Improvement (LTIP) Funds
State Infrastructure Bank (http://www.dot.state.oh.us/sib1指引.htm)

VII. The following funding program is administered by the Ohio Department of Natural Resources
The NatureWorks grant program provides up to 75% reimbursement assistance for local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas. (http://www.dnr.state.oh.us/tabid/11089/default.aspx)

Also, the Parks and Recreation Master Plan for the City should be referenced for additional funding opportunities for parks, bikeways and recreation-oriented use.

Implementation
The Downtown Strategic Plan is the beginning of a process through which public officials, property owners, property managers, economic development authorities, and commercial and residential development interests should be engaged to consider their respective roles, commonly referred to as the public-private partnership, in the ongoing revitalization effort.

It is also recommended to revisit and modify the Strategic Plan on a timely basis to make necessary adjustments as the market conditions dictate. This process should include review of the DART report along with the Strategic Plan. Initially semi-annual reviews are recommended for first and second years after adoption of the Strategic Plan. It is recommended to follow with annual reviews for the third and fourth years. Henceforth, it should be revisited and, if required, updated on a 5-year basis.

Identify a catalytic development project
As the City of Xenia Officials, XEGC, XACC and other stakeholders convene to discuss next steps and implementation of the strategic plan, physical catalytic projects will undoubtedly be of significant interest. Although organizational, financial and managerial efforts should be implemented as well, clearly physical improvements in Downtown Xenia will send an important message to property owners, merchants and business owners that is in the process of being implemented. Redevelopment Concepts and Strategic Recommendations have identified projects which are more apt to be implemented through City of Xenia stewardship while others have been included to represent opportunities for the private sector.

It is recommended that the City can certainly induce the real estate investment and development by the private sector by identifying a public project for early implementation. The project should be chosen with funding in mind and perhaps more importantly, the ability of the project to leverage other private investment for maximum benefit. The following are some of the opportunities that can act as key projects of the strategic plan categorized by public improvement or private opportunity.

Public Improvement Opportunities
+ Streetscape of Detroit and Main Streets
+ Planter program
+ Tree plantings
+ Banner program

Implementation Matrix
An implementation matrix has been provided for better interpretation of the detailed strategic recommendations that will follow, in this master plan. The recommendations are based on the visions, input from focus groups and Advisory Committee and suggestions from stakeholders.

The implementation table consists of four (4) columns as indicated below:

<table>
<thead>
<tr>
<th>Strategic Recommendation Number</th>
<th>Tasks</th>
<th>Assisting Agency</th>
<th>Priority Level</th>
</tr>
</thead>
</table>
+ Strategic Recommendation Number: Relates to the recommendation number as denoted in the “Strategic Recommendations” chapter
+ Tasks: Relates to the specific implementation techniques
+ Assistance Agency: Shows the responsible party that will oversee/assist in the implementation of the specific task
+ Priority Level: Shows the priority of the tasks to be undertaken for successful implementation of the Strategic Plan. The priority level has been categorized as “short term” (0-2 year), “medium term” (2-5 years), “long term” (5 - 20 years and above)
Based on the Strategic Recommendations and “four-point” approach of National Main Street, the implementation techniques have been subdivided into the following categories:

+ Organization
+ Design
+ Promotion
+ Economic Restructuring

The “tasks” as mentioned in the implementation matrix are discussed in detail in the Strategic Recommendations section.

The following are some of the important next steps:

+ Extension of Strategic Plan Advisory Committee and formation of Downtown Revitalization Committee
+ Hiring a Downtown or Main Street Manager
+ Formation of an Economic Development Corporation concentrating on downtown, creation of LLC or utilizing existing LLC
+ Explore Financial incentives, TIF
+ Public and private catalytic development projects
+ Introduce special overlay zones and/or design development guidelines
+ Encourage mixed use opportunities
+ Marketing, promotions, business retention and recruitment
+ Leadership and Stakeholder Buy-In to the Strategic Plan
+ Creation of a Comprehensive Master Plan of Xenia

**ORGANIZATION**

<table>
<thead>
<tr>
<th>Strategic Recommendation Number</th>
<th>Tasks</th>
<th>Assisting Agency</th>
<th>Priority Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1, 1.2, 1.3</td>
<td>Form a Downtown Revitalization Committee (DRC), establish a 501(c)3 not-for-profit corporation and pattern the committee after National Main Street Program</td>
<td>City of Xenia, Downtown Merchants, XEGC, XACG, Greene County, other stakeholders</td>
<td>Short Term</td>
</tr>
<tr>
<td>1.4, 1.5</td>
<td>Form a Board of Trustees for the new organization and establish an operating budget</td>
<td>DRC</td>
<td>Short Term</td>
</tr>
<tr>
<td>1.6</td>
<td>Hire a Main Street Manager</td>
<td>DRC</td>
<td>Short Term</td>
</tr>
<tr>
<td>1.7</td>
<td>As a toolkit for revitalization, create Special Improvement District</td>
<td>DRC, Main Street Manager</td>
<td>Medium Term</td>
</tr>
<tr>
<td>1.8</td>
<td>Create a TIF District for public improvement related projects</td>
<td>DRC, Main Street Manager</td>
<td>Medium to Long Term</td>
</tr>
<tr>
<td>1.9</td>
<td>Create a for-profit Limited Liability Company (LLC)</td>
<td>City, DRC</td>
<td>Short to Long Term</td>
</tr>
</tbody>
</table>

**PROMOTION**

<table>
<thead>
<tr>
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<th>Assisting Agency</th>
<th>Priority Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1, 3.2</td>
<td>Create a strong gateway identity into Downtown Xenia promoting the “sense of place” with gateway elements/landmark buildings/ substantial green spaces etc. and provide efficient wayfinding techniques</td>
<td>City, DRC, Potential Graphic Consultant</td>
<td>Short to Long Term</td>
</tr>
<tr>
<td>3.3</td>
<td>Promote upper floor housing opportunities and Downtown living</td>
<td>DRC, Downtown Property Owners</td>
<td>Short to Long Term</td>
</tr>
<tr>
<td>3.4</td>
<td>Increase local market penetration of retail through, extended hours, joint promotions, special events etc.</td>
<td>DRC, Downtown Property Owners</td>
<td>Short to Long Term</td>
</tr>
<tr>
<td>3.5</td>
<td>Develop marketing information for promotional campaigns</td>
<td>Main Street Manager, DRC</td>
<td>Medium to Long Term</td>
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</tbody>
</table>
### DESIGN

<table>
<thead>
<tr>
<th>Strategic Recommendation Number</th>
<th>Tasks</th>
<th>Assisting Agency</th>
<th>Priority Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Update zoning code based strategic recommendations and visions</td>
<td>City of Xenia</td>
<td>Short Term</td>
</tr>
<tr>
<td>2.2</td>
<td>Establish design and development guidelines to include but not limited to building location, setback, height, massing, color, landscaping, signage and parking requirements</td>
<td>City, Potential Consultant</td>
<td>Medium Term</td>
</tr>
<tr>
<td>2.3</td>
<td>Follow alternative building code compliance for long term maintenance of historic structures</td>
<td>City, Greene County</td>
<td>Short to Long Term</td>
</tr>
<tr>
<td>2.4</td>
<td>Establish an Architectural Survey of Downtown Xenia</td>
<td>City, DRC, Greene County Auditor</td>
<td>Short Term</td>
</tr>
<tr>
<td>2.5</td>
<td>Institute a Design Review Board</td>
<td>City, DRC</td>
<td>Medium</td>
</tr>
<tr>
<td>2.6</td>
<td>Prepare documentation and submit for historic district designation</td>
<td>City</td>
<td>Medium</td>
</tr>
<tr>
<td>2.7, 2.8</td>
<td>Establish a Historic Easement Program and Façade Improvement Program for Downtown Xenia</td>
<td>City, DRC, Property Owners, Tenants</td>
<td>Short Term</td>
</tr>
<tr>
<td>2.10</td>
<td>Organize for a “Downtown Beautification Program” to work towards tree plantings and/or hanging basket program and respective maintenance schedule. Also work towards streetscape improvement programs</td>
<td>DRC</td>
<td>Short Term to Long Term</td>
</tr>
<tr>
<td>2.11</td>
<td>Adopt a Property Maintenance Code</td>
<td>City, DRC</td>
<td>Medium to Long Term</td>
</tr>
<tr>
<td>2.12</td>
<td>Work towards appropriate infrastructural improvements</td>
<td>City Engineering, ODOT, DRC</td>
<td>Short to Long Term</td>
</tr>
<tr>
<td></td>
<td>Work with an environmental graphic consultant for wayfinding/ signage throughout downtown and eventually a City-wide system</td>
<td>City</td>
<td>Short Term</td>
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### ECONOMIC RESTRUCTURING

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<tr>
<td>4</td>
<td>Promote retail location and strategies based on the Strategic Plan vision and Redevelopment Concepts</td>
<td>DRC, Main Street Manager</td>
<td>Short Term</td>
</tr>
<tr>
<td>4</td>
<td>Responsibilities of marketing and recruitment of tenants to be handled by a commercial broker initially before handing it over to the Main Street Manager</td>
<td>City, DRC</td>
<td>Short term</td>
</tr>
<tr>
<td>4.1</td>
<td>Retain and strengthen existing retail</td>
<td>Main Street Manager</td>
<td>Short to Long Term</td>
</tr>
<tr>
<td>4.1</td>
<td>Organize a “Business Retention and Recruitment” strategy</td>
<td>Main Street Manager, DRC</td>
<td>Medium term</td>
</tr>
<tr>
<td>4.2</td>
<td>Add appropriate new retail</td>
<td>Main Street Manager, DRC</td>
<td>Short to Long Term</td>
</tr>
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