Objectives
Overview .................................................................................................................. 2.2
CC1 Develop a Community Recreation Center ...................................................... 2.3
CC2 Improve City Entrances and Corridors............................................................ 2.4
CC3 Create a Community-Oriented Bike and Pedestrian Path System ................. 2.4
CC4 Create an Inter-Connected Network of Greenspace........................................ 2.8
CC5 Attract Additional Retail and Commercial Recreation Uses to Xenia ............. 2.9
CC6 Enhance Our Park System ........................................................................... 2.10
CC7 Maintain and Improve Quality of Existing City Infrastructure and Services .... 2.12
CC8 Improve Community Relations and Communications .................................... 2.14
Overview

Be a community of choice – a goal held in high regard by Xenia residents. The desire to become a community of choice and many of the ideas formulated to achieve this aspiration were developed by residents and stakeholders over an extensive public engagement process.

This chapter lays out a systematic strategy to fulfill this goal and touches upon high priority community image and quality of life issues.

Xenians are proud of their community but improvements are desired to become a “community of choice” – a community in which people from all walks of life choose to live, work, play and stay. A better regional image, higher quality development, consistent property maintenance, and provision of additional retail and entertainment opportunities were specifically raised as high priority planning issues.

Strengths

Five new elementary schools were recently built with $26 million in state funding. These new schools will enhance Xenia’s image and add new playgrounds that are open to the public.

Xenia contains an abundance of greenspace, small neighborhood-serving parks and boasts of a grand pavilion at Shawnee Park.

Xenia is known for its extensive bike path system. Four regional trails - Little Miami, Creekside, Ohio to Erie and Jamestown Connector - converge at Xenia Station just south of downtown.

Residents enjoy Xenia’s small town character and low violent crime rates.

Xenia is home to many large institutions including Greene Memorial Hospital and Legacy Ministries among others that greatly contribute to the health and vitality of Xenia.

Weaknesses

Xenia lacks a large community park (30+ acres) and many parks lack street frontage visibility or have outdated equipment.

Xenia lacks commercial recreation such as bowling or a movie theater. Some categories of retail are also missing requiring residents to travel to other communities for goods and services.

Overall community aesthetics, deferred property maintenance and less attractive building design are reported to give Xenia a negative regional image.

Limited self-promotion of Xenia’s strengths underscored by negative media attention perpetuates a skewed perception of Xenia.

Regional bike paths converge on Xenia but lack neighborhood connectivity in some locations.
Objectives and Strategies

CC1 Develop a Community Recreation Center

The need for recreational activities for all ages was expressed repeatedly during the X-Plan process. A multi-faceted recreation facility could help to meet this need. Such a facility could incorporate other complementary uses such as a senior center, medical wellness center, community center, and supportive retail or offices. A partnership among the City and institutions such as the YMCA could reduce costs and leverage resources beyond individual ability and/or effort.

CC1.1 Determine feasibility, location and partners. Seek public/private partnerships to reduce costs. Determine development goals and develop alternative concept plans. Select a preferred alternative that best meets expressed needs.

Determine Feasibility. Prepare cost estimates of the preferred alternative and analyze project financial feasibility.

Determine if conventional and alternative financing mechanisms are available to meet construction costs. Estimate if tax and member/user fees are adequate to meet operational and maintenance costs.

Seek Input. Take the preferred alternative to civic groups, residents and development experts to receive meaningful input. Adjust the physical plan and financial model accordingly.

Create criteria to objectively identify a site or sites that meet expressed needs. Residents indicated a preference for Xenia Towne Square or other “in-town” locations such as Greene Park Plaza.

CC1.2 Market and Execute the Plan. Raise money, awareness and enthusiasm for the project and execute when land and financing are secured. Seek additional partners including private sector participants. Enter into development agreements, purchase property, and construct.

Combined Civic Campus Example

The City of Mason and Mason Public Schools constructed a combined community center and high school complex.

$12 million in savings was realized due to this collaborative approach.

The City expanded the Community Center in 2010 which includes a 31,000 square foot medical wellness center.

A high-tech medical diagnostics company leased an additional 10,000 square feet of unused space in 2011. This company selected the community center to offer employees enhanced health and wellness benefits.

The City of Mason Municipal Center is also located on the same complex creating a true civic destination and identity.

Photo credit: activerain.com (top), vla.net (bottom)
**CC2 Improve City Entrances and Corridors**

First impressions are lasting ones. Value judgments are often made from behind the windshield of a moving car. Creating welcoming entrances and maintaining vibrant corridors are essential to Xenia's image. Both public and private investment are necessary to achieve this.

**CC2.1 Focus code enforcement efforts on major entrances and corridors.** Proactive zoning and property maintenance code enforcement is an inexpensive and effective way to improve high-visibility corridors such as Detroit Street, Home Avenue, Cincinnati Avenue and Main Street. Concentrate efforts on these corridors, particularly where gateway and streetscape enhancements have been completed.

**CC2.2 Assign a high priority to major entrances and corridors in annual maintenance activities.** The look and feel of well-maintained infrastructure is just as important as proper building maintenance when it comes to promoting a desirable community image.

For this reason, make right-of-way maintenance a high priority on heavily traveled corridors such as Detroit Street, Home Avenue, Cincinnati Avenue and Main Street.

**CC2.3 Invest in gateway and streetscape enhancements.** Establish City entrance sign standards to celebrate our brand, consistent with but in addition to the Xenia Gateway and Wayfinding Signage Implementation Plan. Identify and prioritize specific gateway and corridor enhancement projects for future grant applications. Identify and pursue grant funding and/or private donations to construct improvements.

**CC2.4 Improve development standards along key thoroughfares.** Residents and city officials alike feel Xenia has not achieved a quality level desired for Xenia with its built environment. During the process of streamlining development regulations in Strategy GE6.1, consider adopting improved, uniform standards for architecture, landscaping and signage along major corridors and at gateway locations.

**CC3 Create a Community-Oriented Bike and Pedestrian Path System**

Xenia is the Bicycle Capital of the Midwest. This claim is justified with four regional “rails-to-trails” converging near downtown at Xenia Station.

Map 2.2 identifies existing trail locations and proposed connections. Existing regional trails are designed for intraregional bicycle travel and not for local resident mobility.

As a result, existing trails see extensive use by regional bicycling enthusiasts. Use by Xenia residents, on the other hand, is thought to be low.

To counter this, a community-serving bicycle network is needed—one that connects neighborhoods to schools, downtown, parks and recreation. Doing this will turn a regional treasure into a true community asset.

**CC3.1 Prepare a bicycle and pedestrian master plan.** The proposed connections shown on Map 2.2 are indicative of the degree by which Xenia can further develop its existing bike path system with neighborhood loops and connectors. The connections aim to connect neighborhoods with one another, schools, parks and regional trails.

These proposed alignments are conceptual only. Additional analysis is needed to more fully explore alignment options and the ultimate selection of preferred routes. A master plan would identify and prioritize these routes and estimate costs.

A master plan can also identify recommendations for policy changes affecting issues such as street design, maintenance and development standards. An example of a policy framework is Complete Streets - a concept that
Communities including Xenia invest in logos, slogans, taglines and webpages to create a recognizable brand image.

A brand image must be authentic, delivering on a promise of place. While marketing fads come and go, it is imperative that Xenia’s brand image holds true to its historical identity.

Historical roots are what set Xenia apart. History will help Xenia differentiate itself from surrounding communities.

This does not suggest that Xenia is stuck in the past. As coined in the City logo, Xenia has a Vivid History and a Vibrant Future.

Xenia’s City entrance signs and streetscape improvements must embrace Xenia’s brand identity.

The Xenia Gateway and Wayfinding Sign Plan proposed a family of signs designed to improve community branding and community direction and arrival in and near downtown.

While the scope of work did not consider signs for the entire City, concepts were developed for entrance (gateway) signage, as shown in the above right images.

Additional work is needed to develop city entrance sign standards consistent with the family of signs developed for downtown and its surroundings.

### Potential Enhancement Projects

<table>
<thead>
<tr>
<th>Road</th>
<th>Location</th>
<th>Concept</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Main St.</td>
<td>Allison Ave. to Orange St.</td>
<td>Landscaping/street trees</td>
</tr>
<tr>
<td>West Main St.</td>
<td>Orange St. to Church St.</td>
<td>Decorative lighting, street trees</td>
</tr>
<tr>
<td>West Main St.</td>
<td>Church St. to King St.</td>
<td>Continue downtown streetscape</td>
</tr>
<tr>
<td>East Main St.</td>
<td>Collier St. to Columbus St.</td>
<td>Decorative lighting, street trees</td>
</tr>
<tr>
<td>East Main St.</td>
<td>Near City entrance</td>
<td>Gateway entry feature</td>
</tr>
<tr>
<td>US 42 Cincinnati Ave.</td>
<td>Miami Ave. to Main St.</td>
<td>Decorative lighting, street trees, wayfinding</td>
</tr>
<tr>
<td>US 42 Cincinnati Ave.</td>
<td>Near City entrance</td>
<td>Gateway entry feature</td>
</tr>
<tr>
<td>US 42 Columbus St.</td>
<td>Near City entrance and/or Church St. intersection</td>
<td>Gateway entry feature/wayfinding signage</td>
</tr>
<tr>
<td>US 68 N. Detroit St.</td>
<td>Main St. to Union St.</td>
<td>Decorative lighting</td>
</tr>
<tr>
<td>US 68 N. Detroit St.</td>
<td>Near City entrance</td>
<td>Gateway entry feature</td>
</tr>
<tr>
<td>US 68 Home Ave.</td>
<td>Near City entrance</td>
<td>Gateway entry feature</td>
</tr>
</tbody>
</table>
balances the needs of bikes, pedestrians and automobiles.

**CC3.2 Update bike/pedestrian connectivity requirements in development standards.** Require dedications of land, construction or fees-in-lieu of construction on new development where bike/pedestrian facilities are needed.

**CC3.3 Construct high-priority neighborhood connectors.** Identify grant, local match and/or private donations to construct connectors identified as the highest priorities in CC3.1. Examples of grants include Safe Routes to School, Healthy Communities or Transportation Enhancement.

**CC3.4 Market Xenia’s bike paths to a local and regional audience.** Additional facilities and greater bicycling opportunities should be met with promotion and education on active lifestyles, healthy communities, sharing the road with bicyclists, bicycle safety, etc.

**CC3.5 Develop and implement an enhanced wayfinding signage/map plan for Xenia’s bike paths.** Trail systems are often developed with little thought given to how people navigate them or connect to other community amenities. A concerted effort to place well-marked signs and maps along the trail is needed to make Xenia’s trails user-friendly and to help local businesses/amenities capture bike traffic. Coordinate designs with established citywide gateway and wayfinding signage standards.

**CC3.6 Update street design, subdivision and zoning standards based on findings of the bike/pedestrian master plan.** Amend standards to encourage or require improved bike/pedestrian facilities and traffic calming devices where justified, and incorporate into new streets as well as existing street maintenance and improvement. Examples of such measures include bike lanes, reduced travel lane width and widened sidewalks/bike paths.

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**Figure 2.2 - Select Destinations and Communities Accessible via Bike Trails from Xenia**

<table>
<thead>
<tr>
<th>Trail</th>
<th>Destinations</th>
<th>Communities</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creekside Trail</td>
<td>Downtown Dayton</td>
<td>Dayton and numerous suburbs and outlying communities via connecting trails</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Numerous Metroparks such as Eastwood and Riverscape</td>
<td></td>
<td>15.2</td>
</tr>
<tr>
<td>Little Miami Scenic Trail</td>
<td>Antioch College</td>
<td>Cincinnati area</td>
<td>74.9</td>
</tr>
<tr>
<td></td>
<td>Buck Creek State Park</td>
<td>Lebanon</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Caesar Creek State Park</td>
<td>Morrow</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fort Ancient</td>
<td>Spring Valley</td>
<td></td>
</tr>
<tr>
<td></td>
<td>John Bryan State Park</td>
<td>Springfield</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Spring Valley Wildlife Area</td>
<td>Urbana (via connecting trail)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wittenberg University</td>
<td>Waynesville</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yellow Springs</td>
<td></td>
</tr>
<tr>
<td>Jamestown Connector</td>
<td>N/A</td>
<td>Jamestown</td>
<td>11.7</td>
</tr>
<tr>
<td>Ohio-to-Erie Trail</td>
<td>Central State University</td>
<td>Cedarville</td>
<td>325 when complete</td>
</tr>
<tr>
<td></td>
<td>Wilberforce University</td>
<td>London</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cedarville College</td>
<td>South Charleston (eventually Cincinnati to Cleveland)</td>
<td></td>
</tr>
</tbody>
</table>
Map 2.2: Bike Facility and Gateway/Corridor Enhancement Concepts
CC4 Create an Inter-Connected Network of Greenspace

Xenia has an abundance of greenspaces including schools, parks, floodplains, natural areas, a golf course, athletic grounds and cemeteries.

A goal of this plan is to create an interconnected network of greenspace with unparalleled non-motorized access. This is a long-term strategy that offers exceptional value and return on becoming “a community of choice.” Furthermore, protecting natural areas along streams helps to preserve surface water quality, limit flood damage and prevent erosion.

This strategy can be easily accomplished by building off the great foundation established by the regional bicycle trail network.

CC4.1 Evaluate and prioritize greenways indicated in the Future Land Use Plan. Evaluate feasibility, costs and priorities associated with individual greenway projects and phases. Use the “Preservation” areas identified on the Future Land Use Plan as a guide. Stream corridors are often selected for greenways due

Xenia the “Bicycle Capital of the Midwest”

Xenia enjoys a level of bicycle and pedestrian mobility that is unique to communities in this region. The (1) Ohio-to-Erie Trail, (2) Creekside Trail, (3) Little Miami Scenic Trail, and (4) Jamestown Connector are all built on former railroads that once converged near the intersection of Miami Avenue and South Detroit Street. The convergence point is now called Xenia Station, a City park that includes a reconstructed replica of a former telegraph office.

Today, Xenia Station is a popular meeting spot for cyclists and other trail users and provides restrooms and information for visitors as well as a community meeting room. The facility also has space for a retail or office tenant.

Xenia can do more to live up to the selfPromoted title as the Bicycle Capital of the Midwest. Ideas to further develop Xenia as a leading bicycle community include:

- Celebrate bicycle art in public spaces.
- Install unique bicycle racks.
- Redesign streets with dedicated bicycle facilities.
- Sponsor bicycle events, festivals and races.
- Promote bicycle safety and training.
- Develop neighborhood paths that connect residents to schools, parks and the four existing regional trails.
What are Complete Streets?
As public spaces, streets need to do more than convey traffic. Streets must contribute to a sense of place and accommodate multiple modes of transportation. According to the National Complete Streets Coalition, Complete Streets...

“...allow safe access and movement along and across streets regardless of a person's age, ability, or chosen form of transportation whether by foot, bike, car or bus.”

Streets that balance the needs of bicyclists and pedestrians with motor vehicles can increase overall safety and improve Xenia’s quality of life. Furthermore, Xenia can utilize Complete Street design to complement its position as the Bicycle Capital of the Midwest.

Many cities across the United States now require their roads to accommodate bicyclists, pedestrians and transit, where available. These ordinances require new roads as well as improvements of existing roads to incorporate provisions for non-motorized transportation. Columbus, Ohio enacted Complete Street regulations to make its community more livable and appealing to residents and businesses.

The graphics above illustrate a few examples of Complete Street features, such as:

- **Traffic calming measures** such as narrowed roadway widths, curb extensions and traffic mini-circles, which discourage speeding while enhancing street appearance.
- **Bike lanes and differentiated pavement color** to alert motorists and provide safe passage for pedestrians and bikes.

...to development constraints and environmental sensitivity. Greenway corridors, combined with bike or pedestrian paths, provide an attractive recreational amenity in addition to environmental benefits.

**CC4.2 Adopt a stream buffer protection ordinance.** A stream buffer protection ordinance would require development to avoid sensitive natural areas adjacent to streams. Such an ordinance would preserve natural features that enhance property values in addition to the environmental benefits outlined in Objective CC4.

**CC4.3 Seek easements and/or acquire property.** Seek access easements or acquire property along planned greenway corridors. Require access easements or dedications of land within stream buffer and/or 100-year floodplain areas for conservation and access. Use available stormwater improvement grants for land purchase or application of an easement and trail development.

**CC5 Attract Additional Retail and Commercial Recreation Uses to Xenia**

Xenia residents leave the community to access a variety of different retail, food service and recreational opportunities currently not offered in Xenia. City-
Commissioned market studies have proven that dollars leave the community that would otherwise stay if more retailers were locally available. The City must continue to work proactively to attract new retailers in an effort to improve Xenia’s image and quality of life.

**CC5.1 Meet with retail developers and franchise owners to identify opportunities.**
Meet with retail developers and brokers to determine what Xenia can realistically do to recruit more retail and recreation businesses.

**CC5.2 Continually update and maintain retail market data and make available to prospects.**
Attracting desired chain businesses to Xenia completely depends on Xenia’s ability to meet company site selection criteria. Retailers look at population, spending power, and existing infrastructure and competitor locations. Make data available to prospective companies and site selectors that demonstrate Xenia’s opportunities.

**CC5.3 Develop incentives to attract retailers, particularly those locating in vacant buildings.**
The relatively low wages (and consequently low income tax revenue) associated with jobs in the retail sector precludes the use of incentives by most Ohio local governments to attract retail. However, some types of incentives may be appropriate in limited cases to attract retailers that would provide significant community benefit or would occupy long-vacant buildings.

**CC6 Enhance Our Park System**
Parks provide relief from everyday demands. They also make neighborhoods attractive, provide civic pride and maintain property values. Residents expect parks to accommodate their varied interests. While Xenia has numerous parks, their general condition was called into question by residents. Xenia also lacks a true community park and funding shortcomings prevent modernization of the system.

**CC6.1 Prepare a Parks Master Plan.**
The Master Plan should address underserved areas, parks not specifically addressed in X-Plan, and innovative funding and programming strategies. Involve citizens in the process to ensure community needs are expressed.

**Underserved areas.**
To the extent possible, ensure a park or usable open space, such as
a school playground, is located within a five minute walk (about one-quarter mile) of every resident. A few neighborhoods, like parts of Arrowhead and northeastern Xenia, are underserved by parks, meaning the closest park is located more than a half mile away.

Innovative funding/programming strategies. Limited City resources and shifting park interests require creative solutions to keep parks viable. One example of creative funding/programming solutions might involve a partnership with the School District. School properties can help to satisfy park needs in underserved areas because they provide open space and play equipment that is open to the public. City/School District joint funding, grant applications and use agreements for recreation enhancements might be more realistic and financially feasible than providing new parks in underserved areas.

CC6.2 Review and update park dedication and fee-in-lieu requirements. The City’s parkland dedication and fee-in-lieu requirements augment the City’s park system and relieve pressure to provide parks and recreation to growing areas. A review of these standards should ensure that the fees are sufficient and that the design and dedication/fee thresholds are consistent with X-Plan goals and objectives.

CC6.3 Prepare a development/expansion plan for West Side Park or alternative community park site. The National Recreation and Parks Association considers a true community park to be 30 to 50 acres in land area. Xenia lacks a park of this size. Xenia’s largest park, Sol Arnovitz, is 21 acres and performs more like a “neighborhood” park or a nature preserve. It does not have the required amenities to serve as a community park even if it were larger.

Identify a preferred site and prepare a master development plan that identifies expansion, facilities and programming improvements. Incorporate citywide public participation to ensure the park meets community needs. Options include:

Expanding West Side Park. West Side Park at Sheelin and Towler Roads is capable of being expanded to fulfill the community park role in Xenia by acquiring adjacent property and/or
improving connections to the nearby Greene County Fairgrounds and Pierce Park. West Side Park is already connected to the regional bike path system.

**Alternative Locations.** Vacant land near Hill Street, the former Simon Kenton Elementary School and the US-35/US-42 interchange may have potential as community park locations. Consider these locations if West Side Park’s expansion is not practical.

**CC7 Maintain and Improve Quality of Existing City Infrastructure and Services**

The recent national, regional and local economic struggles and cuts in State and Federal funding have created shortfalls in funding available for City Services.

Funding shortages combined with the City’s past growth and aging infrastructure have created a mounting backlog of street/sewer maintenance needs and overall staffing being stretched thin. The City must ensure that it can establish and sustain high-quality services and infrastructure before extending them to accommodate new development.

**CC7.1 Develop and codify a Fiscal Impact Analysis policy and model.** Develop a Fiscal Impact model and require analysis of annexations and significant development proposals/rezonings before approval. Ensure that revenues outweigh costs, particularly in areas such as Police, Fire and Maintenance or that adequate public services are available.

**CC7.2 Establish a Pavement Condition Index (PCI).** A PCI evaluates and rates the existing condition of streets. The PCI is then used to prioritize street maintenance projects. Using a PCI can improve efficiency, effectiveness and transparency of street maintenance operations. Developing a PCI involves an extensive inventory of all existing streets and should result in entry of data into a GIS-based database.

**CC7.3 Undertake replacement/lining of aging sewer mains in coordination with street resurfacing projects.** Addressing past deferred maintenance of sewer mains is critical for the City’s future. Schedule sewer main projects in concert with street resurfacing in order to minimize construction expense and disruption.

**CC7.4 Expand Joint Service Agreements.** Xenia already has a strong tradition of mutual aid and other partnerships/agreements with neighboring jurisdictions. Expanding upon these agreements has the potential to improve service within the City and in neighboring communities.

**CC7.5 Prepare a Facilities Master Plan.** The existing Police headquarters and dispatch center are woefully inadequate for a Police department of a city Xenia’s size. Existing City Hall/Service Center space present a combination of operational, security and customer service challenges. The Fire Division faces potential long-term needs for additional or relocated stations. A facilities master plan will involve a comprehensive analysis of existing/projected facility needs, followed by a set of projects and funding strategies to expand, modify or relocate existing assets.
CC7.6 Develop flexible City staffing models that maintain level of service as demands fluctuate. Expand usage of part-time/seasonal staff and other measures to increase staffing flexibility. This will enable City management to be more nimble and cost effective in maintaining adequate staff capacity in the face of fluctuating workload demands.

CC7.7 Increase efficiency and transparency of City project, facility and service management processes. Improve access to information and streamline service delivery using technology and updated management processes, including:

- **Standardized project management system.** An electronic database and associated management processes would improve project tracking and access to information by staff, City Council and the general public. Such a system would increase accountability and efficiency and would lead to effective project management and budget decisions.

- **Service Center management/financial structure.** In conjunction with CC7.5 and/or CC7.9, review the funding and management structure of the City’s Service Center (garage/development functions). Improve internal service delivery and cost-effectiveness.

CC7.8 Extend Industrial Boulevard to West Second Street. This roadway extension, shown on the Thoroughfare Plan (Map 6.1) in Chapter 6), will improve crosstown circulation and improve Fire Division response times in western Xenia.

CC7.9 Prepare a study of fire service improvement options in northern Xenia. An additional fire station and/or partnerships with Xenia Township are needed to cover existing and future service gaps in this area. Identify specific needs and then evaluate alternative solutions for meeting those needs.

CC7.10 Redesign the North Columbus Street/East Church Street intersection. Shown on the Thoroughfare Plan (Map 6.1), this intersection improvement would replace an unsafe, skewed configuration with a 90-degree intersection.

CC7.11 Obtain grant funding for a sewer lateral replacement cost-sharing program for homeowners. A significant source of the City’s sanitary sewer system problems with stormwater inflow/infiltration originate with aging laterals. Since laterals are considered private, the property owner is responsible for maintaining them. A cost-sharing program would assist low-income homeowners with costly replacement projects.

CC7.12 Rehabilitate the Glady Run trunk sewer. Following the Ford Road trunk sewer project, Glady Run will be the next major trunk sewer in need of rehabilitation. Initiate analysis of the existing sewer to determine needed improvements, estimate costs and prepare designs.
CC7.13 Relocate Fire Station 32 Further Southwest. Xenia’s two existing fire stations are too close to each other providing some redundancy in service coverage.

Construct a new fire station in southwestern Xenia and close the existing Station 32 in order to reduce response times and handle future growth in southwestern Xenia.

CC8 Improve Community Relations and Communications

Xenia has many positive stories to tell and an abundance of institutions that can help the City tell these stories and realize other X-Plan goals.

CC8.1 Prepare a community marketing and branding strategy. Take inventory of Xenia’s strengths and core values and develop a marketing and branding strategy, working with a PR/branding consultant to help hone a truthful, positive message. The purpose of this is to improve Xenia’s image in the region and to retain and attract residents and businesses.

CC8.2 Maintain an internal process and capacity for continuous public relations. Avoid long periods of media silence. Ensure news is released at regular intervals to reinforce the great things that are happening in Xenia. Control the message by proactively providing information about services, events and initiatives to local and regional media. Adopt a schedule of recurring press releases, newsletter articles, and website/social media/TV postings. Encourage contributions from each City department.

CC8.3 Maintain and increase the dialogue with Xenia Community School District. The health of a City and School District are closely intertwined. Maintain a constructive relationship and open communication through collaborative committees and scheduled presentations/work sessions at School Board and City Council meetings.

CC8.4 Maintain a dialogue with community stakeholders and partners. Due to its community-driven process, X-Plan reflects many goals that are shared among multiple community organizations. Individual groups, including the City, lack the resources to implement X-Plan alone. Success requires collaboration.

Building from the momentum established by the X-Plan Steering Committee, establish special committees and/or periodic individual meetings to ensure that organizations are working toward common goals.

See Figure 2.3 “Town and Gown/Healthy Communities” in Chapter 3, Grow Our Economy, for additional insight on this collaborative approach.