



8

Action Plan

Objectives

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Goal CC: Be a Community of Choice - 3-year Action Plan

Objective	Action Description	Type	Years	Outcome	Responsibility/Support	Associated Strategies (Primary/related)
CC1 Develop a Community Recreation Center	CC.a. Launch an exploratory committee. Seek partners; analyze feasibility, community needs/support, alternative locations, and funding strategies; proceed with marketing and funding drive.	I	1	Location, feasibility, funding strategy	CMO BRACA, DEV, PZ, YMCA, XARSC	CC1.1 CC1.2/6.1/6.3/7.5, GE7.1/7.2/7.4, SC3.1/SC3.2/6.6
CC2 Improve City Entrances and Corridors	CC.b. Implement a proactive, systematic code enforcement program. Concentrate proactive code enforcement efforts on key corridors, particularly where gateway and streetscape enhancements have been completed. Notify the public in advance and coordinate with cleanup/enhancement efforts.	O	1-3	Inclusion in work plan, before/after photos	PZ LAW	CC2.1 CC8.2, GE1.3/2.2/4.2, NG1.2/1.3, SC6.2
	CC.c. Assign high priority to lawn, landscaping and pavement maintenance resources. Ensure that maintenance of public right-of-way on major arterials takes precedence over other roadways in annual work plans.	O	1-3	Inclusion in maintenance plans	PS DXN in downtown	CC2.2 CC7.2/7.3/8.1, GE2.2/4.2, SC2.7
CC3 Create a Community-Oriented Bike and Pedestrian Path System	Refer to Actions SCh., SCi., SCj.					
C4 Create an Inter-Connected Network of Greenspace.	Refer to Actions SC.m., SC.n.					
CC5 Attract Additional Retail and Commercial Recreation Uses to Xenia.	CC.d. Maintain market data and share with developers, brokers and existing businesses. Identify specific business opportunities and advertise information.	O	1-3	Printed and online market “profiles”	DEV IT	CC5.1/5.2 SC2.2/5.4
CC6 Enhance Our Park System.	Refer to Actions CC.a., CC.i., SC.a., SC.d.					
CC7 Maintain and Improve Quality of Existing City Infrastructure and Services	CC.e. Develop a fiscal impact analysis model and zoning/subdivision code change recommendations. Develop reusable model to facilitate analysis; identify code changes to require fiscal impact analysis for significant development projects.	P	1-2	Spreadsheet model, code recommendations	FIN/PZ	CC7.1 CC6.2, GE2.4
	CC.f. Establish a Pavement Condition Index. Rate conditions of all streets and input into a GIS database; prioritize maintenance based on condition.	P	2	GIS database, updated street maintenance plan	ENG PS, IT	CC7.2 CC2.2/7.3
	CC.g. Replace/line aging sewer mains while resurfacing streets. Time sewer repair with street repair; integrate sewer condition into street maintenance prioritization.	O	1-2	Inclusion in street maintenance plan	ENG PS	CC7.3 CC2.2/7.2
	CC.h. Expand Joint Service Agreements with other jurisdictions to reduce costs/increase revenues. Examples include a merger of Public Safety Dispatch/Communications and joint radio systems. A future example could be a joint Fire District.	I	1-2	Dispatch/communication merger and joint radio upgrade	CMO FD, PD, LAW, FIN	CC7.4 CC7.9/8.4, GE3.1/3.2/7.1
	CC.i. Complete a municipal facilities needs analysis. Comprehensively inventory all existing/projected municipal space needs, establishing a baseline for a facilities master plan.	I	1-2	Needs analysis report	ENG All departments	CC7.5 CC1.1/6.3/7.9/7.7/7.13
	CC.j. Develop/update part-time staffing policies, particularly for the Fire Division. Improve ability to be nimble and cost-effective in maintaining adequate staff capacity when faced with fluctuating/increasing workload demands.	P	1-2	Written policies/necessary ordinance amendments	CMO All City depts.	CC7.6
	CC.k. Develop a standardized project management system. Streamline project planning and budget decisions while improving access to information by staff, Council members and the public.	P	1-3	Phased implementation of project management databases	CMO/FIN PS, ENG, PZ, DEV, IT	CC7.7 GE6.1
	CC.l. Review and update the management/financial structure for the City Service Center facility. In conjunction with either CC.i. or a facility master plan, evaluate funding and management approaches to improve efficiency and effectiveness.	P	1-3	Written policies	CMO PS, ENG, PZ, DEV	CC7.7 CC7.5
	CC.m. Prepare a community marketing and public relations strategy. Promote Xenia’s image as a place to live/work/play; formalize an annual schedule and policy for public relations activities.	P	2-4	Message, materials and schedule	CMO DEV, IT, PZ	CC8.1 CC2.3/3.4/3.5/8.2, GE1.1
CC8 Improve Community Relations and Communication	CC.n. Arrange quarterly meetings between City/School District leadership. Arrange presentations at City Council/School Board meetings; improve communication and identify collaborative tasks.	O	1-3	Collaboration tasks	CMO XCSD	CC8.3 GE7.1
	CC.o. Arrange community stakeholder partnership meetings. Ensure continued communication and identify collaborative tasks associated with X-Plan.	I	1-2	Collaboration tasks	CMO PZ	CC8.4 CC7.4, GE7.1/7.4

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	I=Initiative	Completion will generate additional action items.	BRACA	Bd. for Recreation, Arts and Cultural Activities	IT	Information Technology	AIA	Athletes in Action	GCA	Greene Co. Auditor	GCDEV	Greene Co. Dept. of Development	WU
P=Project	Discrete project to be completed within the years indicated.	CMO	City Manager’s Office	LAW	Law Department	BTWP	Beavercreek Township	GCAP	Greene Co. Airport	GCGIS	Greene Co. Geographic Info. Systems	XACC	Xenia Area Chamber of Commerce
O=Ongoing	Continuous tasks.	DEV	Development	PD	Police	CSU	Central State University	GCBR	Greene Co. Dept. of Building Regulation	GCHS	Greene Co. Historical Society	XACT	Xenia Area Community Theater
		ENG	Engineering	PS	Public Service	DDC	Dayton Development Coalition	GCC	Greene Co. Commissioners	GCPT	Greene Co. Parks and Trails	XARSC	Xenia Adult Recreation & Services Center
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GE1 Market Xenia to Attract Jobs and Industry.	GE.a. Complete an update to the Development components of the City's webpage. Create a 24/7 marketing portal with rich and current content including information on taxes, utility rates, location, available land and building space data, workforce demographics, market data, etc. Include a user-friendly interface for development applicants.	P	1	Redesigned webpage	DEV PZ, ENG, IT	GE1.1 CC8.1/8.2, GE1.2/2.2/5.1
	GE.b. Create and maintain a site selection request database. Place comprehensive data inventories of all business parks in a database to enable faster and more customizable responses. Link to the City's website.	P/O	1-3	Database linked to website	DEV PZ, ENG, IT, PS	GE1.2 GE3.4/5.1
GE2 Implement a Focused Recruitment Effort	GE.c. Prepare an updated economic development marketing plan. Identify target industries, determine effective marketing tactics, and gain support from regional economic development partners. Potential target industries include aerospace, agriculture, and logistics.	I	1-2	Executable marketing plan	DEV CMO, GCDEV, DDC, XACC	GE2.2 GE1.1/2.1/2.3/6.3
GE3 Preserve Land for Long-Term Economic Growth	GE.d. Pursue economic development opportunities and partnerships in the Central State University/Wilberforce/Payne Theological Seminary area. Harness the long-term economic growth potential of the area around the two universities and increase town-gown opportunities.	I	1-3	Approved agreements with stakeholders	CMO DEV, ENG, FIN, FD, LAW, PS, PZ, CSU, WU, PTS, XTWP	GE3.1 CC7.4, GE7.1
	GE.e. Pursue economic development opportunities and partnerships at the Greene County Airport and vicinity. Leverage potential airport-related development and position Xenia for economic growth along the US 35 corridor between Xenia and Dayton.	I	2-3	Approved agreements with stakeholders	CMO DEV, ENG, FIN, FD, LAW, PS, PZ, GCAP, BTWP	GE3.2 CC7.4
GE4 Reposition Older Business Parks.	GE.f. Redevelop the former Hooven and Allison plant. Secure local match funding for cleanup/redevelopment grant and identify end users for the site. Refer to Actions CC.b. and CC.c.	I	1-3	Clean, marketable site with end user	DEV CMO, ENG, FIN, LAW, PS, PZ	GE4.1
GE5 Take a "Grow Your Own" Approach to Economic Development.	GE.g. Develop and maintain database for vacant industrial, commercial and downtown mixed-use building space. Identify square footage, use and occupancy status by floor and make available on the City's website.	P/O	1-3	Database with online search capability	DEV IT, PZ, UTB	GE5.1 GE1.2/6.1, CC5.2, SC2.2/5.4/6.1
	GE.h. Expand business retention and expansion efforts. Partner with other City departments and the County Department of Development to expand City/business relationships.	O	1-3	Work plan with outreach schedule	DEV CMO, GCDEV	GE5.2 GE6.2
GE6 Turn City Government into a Business Advocacy Organization	GE.i. Complete a comprehensive re-write of the City's Zoning and Subdivision regulations. Involve business, development and community interests. Eliminate unnecessary and outdated regulations and improve readability. Streamline internal review processes. Incentivize consistently high-quality development. Reflect X-Plan Future Land Use plan and related policies.	P	1-2	Rewritten XCO Title 12	PZ DEV, ENG, FD, LAW, PS, XPZC, DXN, XACC	GE6.1 CC2.4/4.2/6.2, GE1.1/1.3, NG1.6, SC2.1/2.2
	GE.j. Create a virtual "one-stop shop." Create an enterprise asset management (EAM) system to be shared by all City/County agencies involved in the development review process. Such a system would create a virtual "one-stop shop" that improves customer service and staff efficiency.	P	1-2	Shared EAM server with multi-jurisdictional use agreement	PZ ENG, FD, PS, IT, GCBR, GC- CHD, GCCGIS	GE6.1 GE1.1/5.1
	GE.k. Develop a customer service initiative. Provide customer service/message training for City employees and County permitting agencies. Reinforce messaging developed in GE.c. Appoint staff member(s) or a third party organization assist applicants through permit processes.	P/O	2-3	Staff training/applicant assistance programs	CMO All City Depts, GCBR, GCCHD	GC6.2 CC7.5/8.1/8.2, GE1.1/5.4
	GE.l. Create an Economic Development Advisory Board (EDAB). The EDAB will increase communication, raise awareness and elevate pressing economic development issues to City leadership.	I	1	Board membership, regular meetings	DEV CMO	GE6.3 CC8.1/8.2, GE1.1/5.4/7.1/7.4
GE7 Foster Town and Gown and Healthy Community Partnerships	GE.m. Establish a Town and Gown task force (subcommittee of EDAB). Identify partnerships that further X-Plan objectives such as branch campuses, workforce development, tourism and revitalization. One "early win" could be an African-American historical "trail" that promotes and connects Xenia's bike path users with the recently established Charles Young Buffalo Soldiers National Monument in Wilberforce and other local historical sites.	O	2-3	Identified collaborative project (example: African Am. historical trail)	DEV CMO, PZ, CSU, WU, PTS, XCSD	GE7.1 CC8.3/8.4, GE2.2/2.3/2.4/3.1, NG4.2, SC2.6/3.2/6.4/6.5/7.3/7.5

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Goal NG: Make Our Neighborhoods Great - 3-year Action Plan

Objective	Action Description	Type	Years	Outcome	Responsibility/Support	Associated Strategies (Primary/related)
NG1 Create and Maintain the Building Blocks for Successful Neighborhoods Citywide	NG.a. Develop and maintain a neighborhood indicator database. Track and monitor code violations, housing values, vacancy rates, single-family rental conversions, foreclosures, crime, etc., using a GIS-based property database. Use analysis to inform code enforcement and other housing policies.	O	1-3	Database with published reports	PZ DEV	NG1.1 NG1.2
	NG.b. Develop annual code enforcement work plans and obtain leadership support. Identify neighborhoods for proactive enforcement as well as a public relations strategy.	O	1-3	Work plan	PZ CMO, LAW, GCBR, GCCHD	NG1.2 CC2.1/8.2, NG1.1/1.3/2.1/3.1/4.1, SC6.2
	NG.c. Update the Property Maintenance Code and related ordinances. Replace the City's current 1996 BOCA code with the most recent International Code Council (ICC) Property Maintenance Code, making adjustments for local conditions where necessary. Continue to incorporate updates to the code as they are issued by ICC.	P	1	Updated components of XCO Part 14	PZ LAW	NG1.3 CC2.1, NG1.2/2.1/3.1/4.1, SC6.2
	NG.d. Establish a Land Bank to facilitate acquisition and reuse of vacant properties. Work with other Greene County jurisdictions to present a case for a land bank to Greene County Commissioners. Develop protocols and policies governing eligible properties, maintenance and end users.	I	1-3	Funded land bank with City participation and operational policies	CMO PZ, DEV, LAW, GCDEV, GCT, other Greene County communities	NG1.4 CC2.1, NG1.2/3.1/4.1, SC6.2
NG2 Sustain Vital Neighborhoods	Refer to Actions NG.b., NG.c.					
NG3 Stop Neighborhood Decline	NG.e. Implement a proactive, systematic code enforcement program. Annually assess neighborhoods for violations, block by block, where "stop neighborhood decline" or "restore distressed neighborhoods" is the X-Plan objective. Notify the public in advance and partner with residents/community-based organizations. Match owners with any available grants, incentives or community service providers where applicable.	O	1-3	Inclusion in work plan, before/after photos	PZ LAW, GCBR, GCCHD	NG3.1/NG4.1 CC8.2, NG1.1/1.2/1.3/1.4/1.7
	NG.f. Launch a housing rehabilitation incentive program. Consider utilizing CDBG funding, home energy audits/financing, first-time homebuyer assistance, and Community Reinvestment Area tax abatements. Target usage of funds in confined areas where possible to create a lasting impact, rather than a scattershot approach.	I	1-3	Active incentive program	DEV PZ, GCDEV, DPL, banks	NG3.2 NG1.2/1.6/1.7/3.1/3.4/4.1/4.3
NG4 Restore Distressed Neighborhoods	NG.g. Prepare and initiate implementation of an East End revitalization master plan. Involve residents, churches and partners such as CSU's Tawawa CDC. Comprehensively address neighborhood needs. Identify property-specific reuse and redevelopment strategies for vacant land/buildings, including the Old East High School. Explore a more centralized location for Lexington Park as an anchor for revitalization. Work with partners to identify funding and phasing.	I	1-2	Strategy for each parcel Lexington Park development plan Funding mechanisms	PZ CMO, BRACA, DEV, ENG, PS, XPZC, CSU, WU, PTS	NG4.2 CC6.1, NG1.4/1.6/1.10/4.3

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	P=Project	Discrete project to be completed within the years indicated.	LAW Law Department	LAW Law Department	BTWP Beaver Creek Township
	O=Ongoing	Continuous tasks.	DEV Development	PD Police	CSU Central State University
		ENG Engineering	PS Public Service	DDC Dayton Development Coalition	
		FD Fire	PZ Planning and Zoning	DPL Dayton Power and Light	
		FIN Finance	UTB Utility Billing	DXN Downtown Xenia Now	
			XPZC Xenia Planning and Zoning Comm.	FOXS Friends of Xenia Station	
				GCA Greene Co. Auditor	
				GCAP Greene Co. Airport	
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				GCDEV Greene Co. Dept. of Development	
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SC1 Create Vibrant Downtown-Adjacent Neighborhoods	SC.a. Increase utilization of Xenia Station - recruit a permanent tenant and increase programming. Issue and regionally advertise an RFP for a permanent tenant. Consider allowing food/drink vendors. Add events through Action SC.i.	I	1-3	RFP, tenant, increased event frequency	DEV IT, PS, FOXS, GCPT	SC1.1 CC6.1, SC1.7
	SC.b. Amend zoning and parking policies to encourage upper-floor residential and a broader range of retail/entertainment/arts uses. Allow building owners to lease public parking spaces. Change upper-floor residential and more retail/entertainment/arts uses to permitted uses.	P	1	Amended parking policy/zoning	PZ CMO, DEV, PD, LAW, XPZC, DXN	SC2.1/SC2.2 CC5.3, GE6.1, SC2.5
SC2 Change Downtown's Role	SC.c. Develop promotional and networking resources to attract and grow downtown retail/entertainment uses. Work through Downtown Xenia Now to creatively promote available space (e.g. window stickers) and create business networking opportunities.	O	1-3	Promotional materials Networking events	DEV DXN	SC2.2 CC5.1/5.2/5.3, GE5.1/5.2
	SC.d. Identify space and resources to make downtown a community event hub. Form an interdisciplinary committee to study event needs and identify the short-term/long-term locations and resources needed.	I	2	Designated location(s), Resources needed, plans	CMO PZ, DEV, PS, FD, PD, GCC, DXN	SC2.3 CC6.1, SC2.7/3.1
	SC.e. Market downtown to development professionals Meet with developers/brokers/bankers that have expertise in urban infill/adaptive reuse/redevelopment.	O	2-3	Identify interested developer(s)/project(s)	DEV	SC2.4 SC2.2/2.5/3.2
SC3 Redevelop Xenia Towne Square	SC.f. Prepare phased redevelopment concept alternatives for Xenia Towne Square. Build on concepts developed in the 2008 Downtown Strategic Plan and create alternatives with rough cost estimates and phasing.	P	1	Conceptual redevelopment alternatives	PZ DEV, DXN	SC3.1 CC1.1, GE7.1/7.2, SC2.3
	SC.g. Form a coalition of interested partners and resources for the redevelopment of Xenia Towne Square. Meet with Xenia Towne Square leaseholders, outside developers, area institutions and potential financial assistance providers to build support.	I	1	Letters of commitment Funding resources	PZ/DEV CMO, FIN, LAW, DXN	SC3.2 CC1.1/5.1/5.2/5.3, GE7.1/7.2/7.4, SC2.2/2.4/2.5
SC4 Create a Welcoming and Comfortable Pedestrian Environment and SC5 Make Downtown the Bicycle Hub of the Midwest	SC.h. Develop and administer an annual bike path user survey. Measure usage, determine where users live, and ask users what can be done to enhance their experience while visiting Xenia.	O	1	Survey results	DEV GCPT, FOXS, MVRPC	SC5.1 All of CC3 and SC5
	SC.i. Add and promote annual trail-related events. Examples include bike races, running races, triathlons, "X-games"-style bike rallies, bike-based treasure hunts or obstacle courses, bike art festivals, etc.	O	2-3	At least one additional significant event	DEV DXN, FOXS, GCPT, CMO, PS, PD, GCCVB, XACC	SC5.2 CC3.4/8.1, SC2.3
SC6 Reposition Vacant Properties	SC.j. Evaluate and construct improvements to improve north/south bike access to and through the heart of downtown. Evaluate impact of and alternatives to replacing a travel lane with a bike path on Detroit St. between Church and Third Sts.	P	1-2	Traffic/alternatives analysis, inclusion in CIP	PZ ENG, PS, DXN, GCPT, MVRPC	SC5.3 CC3.1/3.2/3.3, GE7.4, SC4.3
	SC.k. Evaluate and adopt a vacant property registration ordinance for downtown area commercial/mixed-use buildings. Track owner contact information and consider penalties for long-term vacancy without active marketing efforts.	I	1-3	New section in XCO Part 14, administrative policies	PZ DEV, XFD, GCBR, LAW, DXN	SC6.1 GE5.1, NG1.4, SC6.2
	SC.l. Implement a proactive, systematic code enforcement program. Annually assess downtown for Building/Fire/Property Maintenance Code violations. Advertise in advance and match owners with incentives if applicable.	O	1-3	Inclusion in work plan Before-and-after pictures	PZ/FD GCBR, LAW, DEV, DXN	SC6.2 CC2.1/8.2, SC6.1/7.2/7.3
	SC.m. Prepare "Hub District" properties for redevelopment: Environmental assessments, redevelopment concepts and site control. Secure site control through development agreements with proactive owners or acquisition. Apply for assessment grants and prepare concept plans. Priorities include redevelopment/rehabilitation of the Eavey Building and creation of public greenway behind Xenia Station (see Map 5.1, Chapter 5).	I	1-2	Completed Phase 1/2 assessments.	PZ DEV, FD, LAW, GCBR, DXN	SC6.3 CC2.1/4.1/4.3/8.4, NG1.4, SC6.1/6.2/7.2/7.3
SC7 Leverage Downtown's Historic Assets	SC.n. Seek funding and end users for cleanup and redevelopment of the "Hub District." Issue RFP's and seek grants/financing for cleanup/redevelopment/rehabilitation. Focus on properties on S. Detroit and adjacent to Xenia Station first.	P	2-3	Financing/end users secured	DEV PZ, FOXS	SC6.4 CC4.3/GE7.1/7.2, SC2.2/2.4/2.5
	SC.o. Achieve Historic District status for downtown. Prepare property inventory and submit necessary application materials to the Ohio Historic Preservation Office.	P	1-2	National Register Historic District status	DEV PZ, GCHS, DXN	SC7.1 CC5.3, All of SC7
	SC.p. Restore and promote the City's Facade Loan program Apply for CDBG funding to re-instate this program that assists building owners with facade rehabilitation.	I	1-3	Facade improvement projects completed	DEV PZ, DXN	SC7.2 CC5.3
	SC.q. Seek and promote incentives to rehabilitate building upper floors and interiors. Identify City/grant funding to help property owners with the costs of performing structural analysis, preparing designs and/or performing the work.	I	1-3	Full-building renovation projects completed	DEV DXN, GCBR	SC7.3 CC5.3

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