

DISCUSSION DOCUMENT

Framing the 2017 Land Use and Economic Development Plan

March 25, 2017



“...Trotwood is a real Community of Choice”

Note: This document is a “status report” for discussion by the City Council and the Community Advisory Committee to determine: (1) the future direction for this “framework document” and (2) the steps to be undertaken to achieve the city’s intended outcome. While the consultants role is to provide professional consultation and technical support, the consultants also recognize that the City “makes the ultimate call” as to what is included in this document. Therefore, it is understood that significant changes to this document are likely to be made based on further discussion and direction established by the City.

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Acknowledgements

CT Consultants extends its thanks and gratitude to so many that are committing time, energy and in-sites in formulating this ***Discussion Document*** for the development of ***2017 Land Use and Economic Development Plan***:

- To the **City Administration** for time in coordinating the process used to date, providing their historical and current community insights, providing technical background data and for their valuable assistance in helping the Consultants understand current policies and programs;
- To the many **Stakeholders** that provided guidance and insights through the “conversational interviews” with the Consultants; and
- To the **Community Advisory Committee** for reviewing the document to assure it best meets the City’s needs and aspirations; and
- To **City Council** for reviewing this document and providing insight as the Plan is further reviewed and finalized.

INTRODUCTION

A. Project Objectives

The project objective is to prepare a 2017 Land Use and Economic Development Plan that builds on two existing City of Trotwood planning documents:

- The **1999 Comprehensive Plan** which - based on existing conditions, trends, and forecasts - set forth both the existing pattern of development and the basic development pattern that can be expected in the future. Even the most optimistic growth and development expectations - for both the city and the region - will not fundamentally alter the patterns that have been set.
- The more recent **2012 Strategic Plan**, that provides an updated vision, a statement of core values and, identified three strategic priorities – financial stability/economic investment; cross communication/regional outreach; and, community image – as the framework to guide the City’s future. For each of these strategic priorities the *Strategic Plan* comprehensively, laid out, in sub-categories, numerous - some continuous, others one-time actions - that should be undertaken in the next five years (say, 2013 to 2018).

From these documents, this Land Use and Economic Development Plan will focus on **identifying priority locations and priority actions** – from multiple possibilities – that moves toward assuring, as stated in the 2012 Strategic Plan, “...that Trotwood is a real Community of Choice” – looking ahead, say, for the next 5 to 10 years.

B. The Planning Process

Like any comprehensive planning process, the preparation of this document follows the five fundamental steps that are necessary and appropriate, which are to:

1. Understand Existing Conditions/Trends that will influence the City’s possibilities and future directions by: recording existing conditions and identifying market trends and the magnitude of current and future demand.



2. Formulate the communities Vision/Goals
3. Identify, evaluate and prioritize alternative policy and strategy possibilities that are available and appropriate to achieve the vision
4. Develop an Action Plan to achieve these objectives in the next 3 to 5 years.
5. Engage the community throughout the process

C. Reflections on the Process

Community engagement and plan refinement is an important element throughout the process. It assures that the community has an “important say” in framing its aspirations - what it wants to be - and how the community intends to “get there.” But... planning is more than reflecting wants as several trends may be pushing against and making our aspirations difficult to achieve. For example, during the process it is incumbent on the community to understand to important trends:

1. That real estate development patterns and location criteria – particularly for retail, office and industrial development – are constantly shifting. These facilities may not be selecting locations consistent with the community’s aspirations
2. That the supply of both facilities and available vacant land is greater than the demand for these facilities.

Therefore, in addition to this Plan reflecting community “wants” (which is natural), the Plan must pay equal attention to:

- Community “needs;” and
- What the community can “reasonably get.”

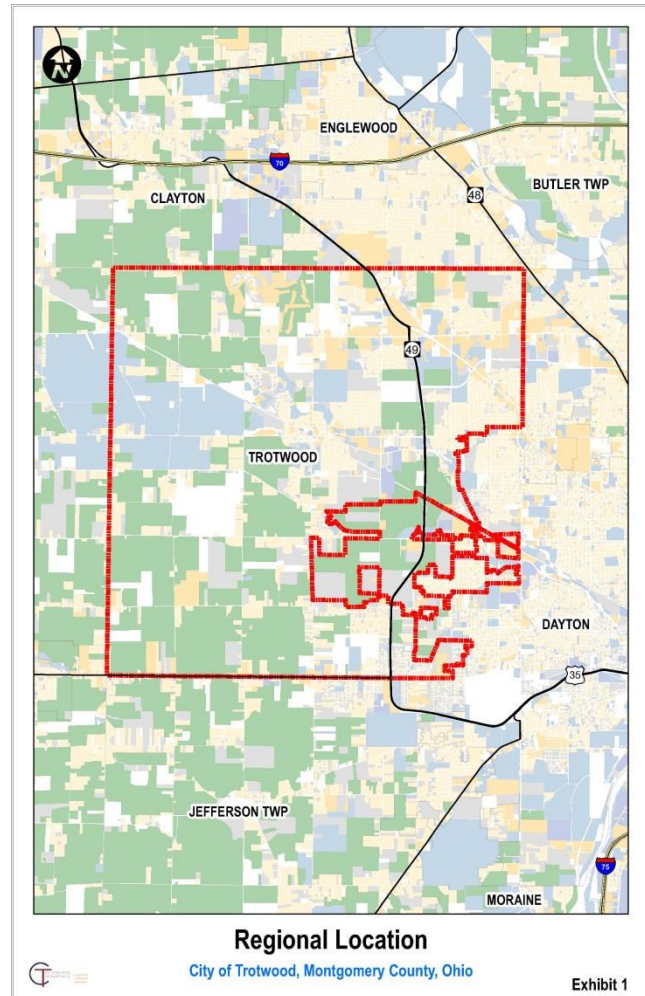
With this perspective, much of the planning process is aimed at understanding market trends and providing guidance, direction and incentives to “nudge changes” in these trends with the objective achieving the City’s desired development.

PART I – BACKGROUND – UNDERSTANDING THE FRAMEWORK

A. Summary of Significant Existing Conditions and Trends

City Location and Planning Context: The center of Trotwood is situated approximately seven (7) miles northeast of downtown Dayton and was initially incorporated in 1901, generally, in the middle of Madison Township. In 1996 the Township and City merged creating the boundaries of the thirty square mile City. The City boundaries generally correspond to the traditional Township boundaries with the exception of land annexed by Dayton in the southeast portion of the City.

This large land area, compared to the current population, coupled with the historical development pattern in the two separate communities, has resulted in: a disbursed population over a large area; lower than average density; disproportionally high service cost requirements; and a significantly high amount of vacant and/or agricultural land – 11,000 acres (58%) according to the 1999 Comprehensive Plan. Yet, most of the historical development has occurred on the City's east side as an extension of the urbanization radiating out from Dayton. Approximately, 3,750 of these vacant/agricultural acres (34%) are east of North Union Road. West of North Union Road are the remaining 7,250 vacant/agriculture acres (66%) which does include Sycamore State Park which comprises an additional 1,900 acres of undeveloped land in Trotwood. The level and location of development in Trotwood since 1999 Comprehensive Plan has not materially altered these figures.



In the 20 year forecast period, the 1999 Plan projected that 1,000 to 2,500 acres would be developed – 9% to 23% of the vacant/agricultural land. This estimate has included a “2–times” multiplier factor compared to the actual projected demand.

By comparison, and optimistically, only 1,200 acres is needed for **new** development (not counting reuse or redevelopment) in the foreseeable future based on the following assumptions.

- **800 acres** – would be needed for 5,000 new residents in about 2,000 households, at 2.5 dwelling units per acre;
- **30-50 acres** – to meet the shopping needs for these 5,000 residents;
- **50–200 acres** – for new employment (office or industrial) for, say one full-time employee for each new household (2,000 jobs).

Demographics: The Population in the 5-county region has remained stable in the last 40 years – 928,000 in 1970; 938,000 in 2010.

Overall, Montgomery County lost population – declining from 606,000 in 1970 to 535,000 in 2010, a decrease of 12%. The County’s population decline can be attributed in full to The City of Dayton. The City of Dayton lost 42% of their population since 1970 – 243,000 in 1970 to 142,000 in 2010- whereas the rest of the County’s population actually increased by 8% 363,000 in 1970 to 393,000 in 2010.

Table ____ Age Distribution – 2010				
	Trotwood		Montgomery County	
Total Population	24,431		535,000	
Under 18	5,765	24%	123,000	23%
65 and older	4,349	18%	80,250	15%

Considering the combined Township/City area, Trotwood’s population decreased from 29,000 in 1970 to 24,000 in 2010. Conversely, the 1999 Comprehensive Plan

Table ____ Median Household Income			
	1980	2014	% Change
Trotwood	\$19,687	35,697	81%
Montgomery County ¹	\$17,632	\$43,281	145%
Dayton MSA (3-Counties)	\$18,013	\$47,162	162%
¹ Varies widely from one area of the County to another			

depicted three population projection alternatives – all forecasting an increase from the 1996 population which, at the time, was estimated to be 28,570. **[Note: the City’s population had jumped dramatically between 1990 (population 8,816) and 2000 (population 29,000) as a result of the 1996 township/City merger.]**

Household Income: The Dayton MSA 3-county region median household income was \$18,013 in 1980 and \$47,162 in 2014, a 162% increase. Montgomery County had a household

income of \$17,632 in 1980 and increased to \$43,281 in 2014 – 145% increase. Trotwood's household income was \$19,687 in 1980 and increased to \$35,697 in 2014- 81% increase.

Median Housing Values in 2014:

- a. Trotwood....\$78,600
- b. Region.....\$122,700
- c. County.....\$110,500

Economic/Tax Base:

Trotwood's non-residential tax base is 23% which is similar to the non-residential tax base for the entire County (23%).

However, between 2004 and 2015 – much of that time during the “great recession” - the

Table ____ Real Estate Property Evaluations (percentages)				
	2004		2015	
	County	Trotwood	County	Trotwood
Agriculture	1%	2%	2%	5%
Residential	74%	75%	74%	72%
Industrial/ Commercial	25%	23%	23%	23%
<i>Note: May not total 100% because of rounding</i>				

Regional Employment	
Date	Level of employment
Oct. 2007	385,000 (high)
Oct. 2009	349,000 (low – off 10%)
Aug. 2016	373,000 (back 67%)

Montgomery County 2016 Property Tax Rate (mils) Comparison: (#'s are rounded)

Highest Rate 154
 Median Rate 108
 Trotwood/Madison CSD....101
 Lowest Rate.....66

City's tax valuation declined from \$290,000,000 to \$226,000,000 (22%) while the County's valuation remained essentially the same (down 1%).

City income tax rate is 2.25%, which matches Dayton, is near the County's highest rate – only Oakwood is higher at 2.50%. A sampling of the rates for nearby suburban communities include: West Carrollton 1.75%, Vandalia 1.75%, Brookville 1.75%, Huber Heights 1.75%.

The real estate tax rate for the Trotwood-Madison CSD is 100.89 mils which is at the lower 1/3rd (64 out of 95) taxing districts in Montgomery County.

Dayton area employment (based on Bureau of Labor Statistics) dropped from a high of 385,000 in October 2007 to a low of 349,000 in October of 2009. Since then, employment has rebounded back to 373, 000 – 2/3rd of the way back.



Like most communities, maintaining a strong tax base is essential as the City's annual general fund budget (approximately \$7,800,000) is almost entirely derived from two sources: the City's income tax revenue (65%) and the real estate property taxes (25%). All other sources account for only 10% of the City's operating revenue.

City Budget Revenue (Generalized)

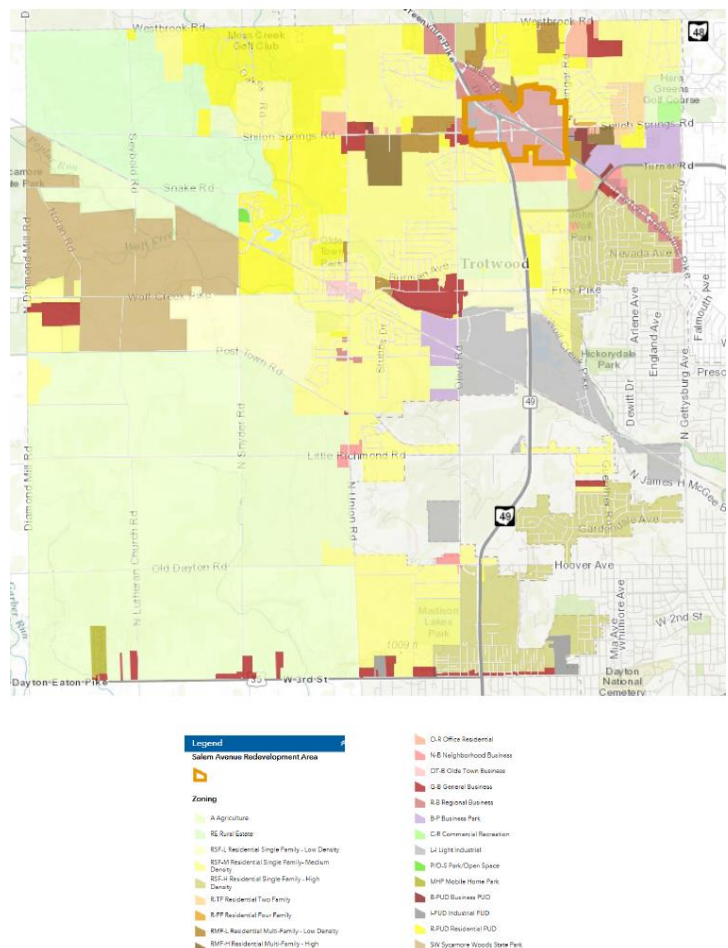
Real Estate Taxes.....	25%
Income taxes.....	65%
Other.....	10%

Zoning and Generalized Development Pattern:

Despite the dispersed development over a large area the pattern of development and the zoning has, to a significant degree concentrated the bulk of development in the eastern portion of the City. This area includes the higher density (smaller lot) residential zoning and virtually all of the areas in the City that have non-residential (office, retail and industrial) development. This eastern portion is also zoned to accommodate additional non-residential development opportunities.

Conversely, the western portion of the city is generally zoned for very low density residential restricted primarily to single family residential homes on minimum lots of two (2) to five (5) acres. The low level of development corresponds to the designated low intensity zoning. This pattern of zoning and development suggests that future development should continue to be focused in the eastern area of the City. This eastern portion has location characteristics that are, generally, more attractive to businesses and, as previously stated, would concentrate the likely development in more selected locations. Such concentrations also permit Trotwood to maintain opportunities for lower density, rural life-styles in the western portion of the City.

City of Trotwood Zoning Map



For comparison purposes, summaries of selected zoning provisions are included in Appendix 4.

B. Summary of Conversational Interviews

Community engagement is a fundamental component of any planning process to assure that the needs and concerns of the community are addressed. To better understand existing conditions, opportunities and “test” the validity and acceptability of the study’s objectives this plan has employed two important community engagement elements – conversational interviews and a Community Advisory Committee.

Conversational Interviews: Fourteen (14) informal “conversational interviews” were conducted representing a range of the community’s public (city staff) and private (resident and business) interests. Because of the informal nature of the interviews, not all questions were addressed equally among the participants. Nevertheless, the following represents a summary of these conversations:

1. Overwhelmingly, those interviewed agreed that Trotwood seems to have ***“turned the corner” and the future is looking brighter*** based on:
 - a. Current community leadership
 - b. Recent economic development “wins,” and
 - c. The increased level of building and property maintenance enforcement.
2. ***Jobs and economic development is shared by most as the top priority*** to increase the tax base and – at least to some extent bring back retail and supporting services to serve the community (i.e. grocery store). Some expressed concern that some businesses were leaving Trotwood once the term of their financial assistance lapsed.
3. The following matrix represents how those interviewed evaluated the City’s **strengths/opportunities** and **concerns**. While, not all of the points were mentioned by everyone, this does reasonably represent a summary of the discussions.

Summary of Conversational Interviews Community Strengths and Concerns	
Strengths/Opportunities	Concerns
Location – Convenience to Interstates	Location – not along Interstates
Cheaper Land than Along Interstates	
	Lack of Retail
Vacant Land	Maintenance/Appearance
Residential Engagement, Confidence and Neighborliness	Residential Transiency; Lack of confidence
Leadership and Communication	Regional and Local Perceptions and Negative Publicity
School Infrastructure	School Report Card (State)
	High taxes and Utility Rates
Natural resources – open space, parks	

4. Those interviewed were asked to comment on what the City: (1) should do; (2) continue to do; or (3) whether the City should increase its role. These opinions are summarized in the following chart. No doubt, if funding were available, the aspirations would be to increase the City’s level of activity in all areas. The responses, however, were based on current priorities knowing that “all things” can’t be accomplished at once.

Summary of Conversational Interviews Expected Level of City Involvement	
Continue Current Levels	Increase Levels
Economic Development Efforts	Economic Development Efforts
Code Enforcement and Property Maintenance	Code Enforcement and Property Maintenance
Positive Communication and Partnerships	Positive Communication and Partnerships – Residents, Schools, etc.
	Infrastructure Improvements and Maintenance
	Investment in Community Facilities (parks, community center, etc.)
	Cleanliness and Appearance
	Retention of Existing Residents
	Citizen Involvement

5. A few additional items of note that were mentioned:
- Create a Housing Advisory Service - a “how to” Service - to guide homeowners on: what to do, prioritizing, referral to resources available, and how to “do it yourself.”
 - Encourage owners of business property to donate land to the City and take the charitable income tax deduction.
 - Establish a systematic approach to evaluate the level of financial assistance that is necessary to attract businesses.
 - Protect farmland.

- e. It was also noted by many – and viewed positively - that the city is open and appropriately flexible when considering private investment opportunities that are presented.
6. On a particularly positive note, no comments were made regarding the adequacy of the City's safety (police, fire and EMS) services. During follow-up conversations with several stakeholders it became apparent that the departments are highly regarded and the community has no concerns with the level of services being provided. In fact the safety forces are strongly viewed as one of Trotwood's prized assets.

Community Advisory Committee: The Community Advisory Committee (CAC) was constituted to provide guidance in the formulation of this document throughout the process. At its initial meeting the CAC reviewed the existing conditions and trends and the summary of the conversational interviews. With this background, the group “brainstormed” long term community objectives and began the process of identifying some elements of an action plan to achieve the objectives. The suggestions made at the meeting have been summarized in Appendix 1 and, as appropriate, these suggestions are incorporated into **PART II** of this draft plan - along with **additional polies and implementation steps** – that are appropriate for the City and the Community Advisory Committee to consider at the review meetings scheduled in January.

C. Guiding Principles - that Influence Formulation of the Plan

The following is a compilation of regional and local trends, the City's history and development patterns, and the opinions expressed by both the Community Advisory Committee and those interviewed that suggest the “fundamental principles” that should guide the formulation of the Plan Update:

1. The City's infrastructure (roads and utilities) – like most communities – are in critical need of repair and upgrade.
2. The City is not directly adjacent to the major interstate highway routes – I-75 north and south; I-70 east and west which means Trotwood is not in the most prime regional location which has both advantages and disadvantages. The land in Trotwood may be less expensive and, therefore, more affordable. Conversely, it may not have the same level investment interest as the prime interstate locations.
3. The basic pattern of residential development – smaller lots (higher density) on the east side and large lots (lower density/rural) – now works to the City's advantage as it strives for, and balances the need for both economic development and the opportunity for a variety of residential life styles..



4. Since the supply of land is substantially greater than the development needs – even given optimistic demand – and to minimize utility costs and burdens – new investment should be focused to maximize:
 - Utilization of the existing infrastructure; and
 - Have positive community impacts.
5. Community enhancement must be a combination of **uses, investment, maintenance and visual improvements**. Therefore, the Community's focus should be equally pursuing all four.
6. When it can be afforded, the greatest oversight of new and redevelopment is achieved from City ownership of land. When considered, acquisition should be confined to the most strategic and beneficial locations that will stimulate further investment in the City.
7. Re-occupancy and maintenance of buildings – even with what might be referred to as 2nd or 3rd choices (from among the full range of possible uses and occupants) –improves investment interest in the community “across the board.”
8. The Plan should not lose sight that new residential development is also an important economic development tool (like non-residential uses) as residential will:
 - Provide investment
 - Signal and foster a sense of community
 - Supports and helps attract the desired and needed retail services
 - Provides around the clock security.

Build on the Community's Strengths

- *Existing Development Pattern*
- *Parks – State and local*
- *Location*
- *Historic area*
- *Safety Services*
- _____ *...additional???*
- _____
- _____

9. Currently, there is no cohesive community identity (a concern initially stated in 1999 Plan), which was one of the fundamental conclusions reached during the conversational interviews.
10. While the City has a wide range of concerns and needs, throughout its geographic boundaries, it's a proven concept that a City reaps the best "bang for the buck," so to speak, when public and private initiatives are intended to build on strengths and are concentrated in selected areas rather than dispersed. That's consistent with the old adage of "building on one's strengths."

D. Summary of Recent Aspirations and Current Initiatives

As the City looks ahead it is important to also look back to know and understand what the City has been *thinking and doing* over the last few years and even currently.

Two documents have an important bearing on this understanding - the "**1999 Comprehensive Plan**" (prepared in 1999) and, more importantly, the more recent "**2012 Strategic Plan**". Additionally, beginning in 2016, the City has recently embarked on three (3) new and/or expanding initiatives:

- **Increased Administrative commitment to: Economic Development; Enforcement**

From the "2012 Strategic Plan"

Core Values

- Timely commitment to service
- Trust, honesty, collaborative, professional
- Maintained community
- Protect infrastructure, facilities, environment
- Embrace diversity

Strategic Priorities

- **Financial stability**
 - Manage infrastructure – large (utilities) and small (computers)
 - Prioritize services
 - Increase revenue
 - Increase investment in declining areas – residential and commercial
- **Development Focus**
 - Target development clusters – areas and uses
 - NW Corridor
 - Northern Tier
 - Investigate "Avenue of Growth"
 - Piggy-back on Dayton's NW Industrial Corridor
 - Be more compact
 - Market study
- **Cross Communication/Regional Outreach – build with Strategic Partners**
- **Community Image**
 - Improve community identity
 - Marketing plan
 - Improve visual appeal - gateways; corridors
 - Sense of place/Create City Center
 - Preserve rural character and natural areas
 - Design guidelines



of buildings and grounds maintenance; and Communication and public relations.

- **Financial assistant tools being regularly used.**
- **Achieving several recent investment wins** in the re-occupancy of existing buildings.

As stated in the summary of the conversational interviews, these initiatives have been viewed as extremely important, already have a positive impact and are overwhelming supported by the community.

Appendices 2 and 3 include the text of the Policies and Recommended Actions in both the **“1999 Comprehensive Plan”** and the **“2012 Strategic Plan”**; a brief summary of these texts are included here in the adjacent box.

It is proposed that the discussion at the March 25, 2017 work session be focused on this PART II with the discussion being divided into three components;

- The overall goals (this page 17)*
- The policies to achieve those goals (pages 18-23) and*
- The implementation – steps and priorities (pages 24-27)*

PART II – FUTURE DIRECTIONS

A. Goals

Trotwood's core values, and the strategic initiatives set-forth in the 2012-2016 Strategic Plan remain valid today (see Appendix 2). As the City looks forward for the next five (5) years, or so, it does so knowing that Trotwood has "turned the corner." With the administrative programs now in place the City looks forward on a "positive note" and to build on this momentum the City will continue to embrace two interrelated fundamental goals that must be pursued concurrently and aggressively:

1. **Geographically focused economic development** – residential and commercial, alike -that fosters greater financial gain to Trotwood and contributes to our quality of life and community image and identity. This is essential to increase the tax revenue needed to achieve **financial stability**. As stated in the **Strategic Plan**, financial stability is critical for the city to pursue important corollary objectives of managing infrastructure improvements, increasing public services, and increasing investment in both residential and commercial areas, alike.
2. **Improving the quality of life**, through a wide-range of approaches – i.e. property maintenance, code enforcement, public engagement, community facility improvements, for both our residents and business, alike, which achieves a 2012 strategic priority of enhancing the City's **regional, community and neighborhood** image.

Both of these objectives will advance economic development and will move the City toward achieving its primary aspiration that, once again, Trotwood "**...is a real Community of Choice.**"

B. Policies

For the most part, these policies and approaches validate, reinforce, expand and continue to carry out the initiatives outlined in the **2012 Strategic Plan**.



Community Initiatives

Policies	Achieved By...
Sustain the Current Momentum and Significantly Increase Marketing, Branding, Communication	<ul style="list-style-type: none"> ▪ Enhancing internal community image by <ul style="list-style-type: none"> ○ Promoting involvement of young people ○ Finding new ways to energize groups ▪ Improving communication among residents ▪ Creating community identity – in part, with shops ▪ Developing through communications and image an environment in which residents feel safer and more secure when thinking “Trotwood” ▪ Re-branding of Trotwood – i.e. kids focus, emails ▪ Working with news channels to be more positive ▪ Changing the name of the City
Increase Citizen Participation as an Important Complement to the Marketing and Communication Theme (above)	<ul style="list-style-type: none"> ▪ Fostering “community spirit” by: <ul style="list-style-type: none"> ○ Promoting community beautification ○ Encouraging the input of youth through...
Strive to Increase the School “Report Card” Grades	<ul style="list-style-type: none"> ▪ Note: <i>This has been included as a separate category recognizing, from the City’s perspective that this objective is achieved through positive achievement/progress on many of the objectives and approaches in this summary.</i>

City Administrative Initiatives

Policies	Achieved By...
Sustain and even Increase the Property Maintenance and Code Enforcement Initiatives Being Currently Undertaken	
Promote Land Use and Development initiatives in order to achieve the greatest economic development and quality of life benefits to Trotwood in the short term future (say, the next 3 to 5 years).	<ul style="list-style-type: none"> ▪ Increasing owner occupancy of homes ▪ Protecting ground water aquifer ▪ Attracting retail that supports needs of residents ▪ Establishing 1 to 3 neighborhood clusters with supporting retail services ▪ Improving Salem Avenue frontage so it becomes the “face of the community.” ▪ Continuing re-occupancy efforts (non-residential) ▪ Assuring adequate infrastructure (roads) for industry ▪ Creating commercial transfer “depot” from rails to trucks
Improve and Expand Community Facilities by specifically	<ul style="list-style-type: none"> ▪ Providing recreation fields, urban landscape/recreation (i.e. skateboard park, youth center) ▪ Maximizing the City’s physical and social assets ▪ Undertaking an analysis of the adequacy of roads, traffic lights, street lights, speed limits, circulation system and seeking funding for the top priorities that emerge.

Land Use Considerations

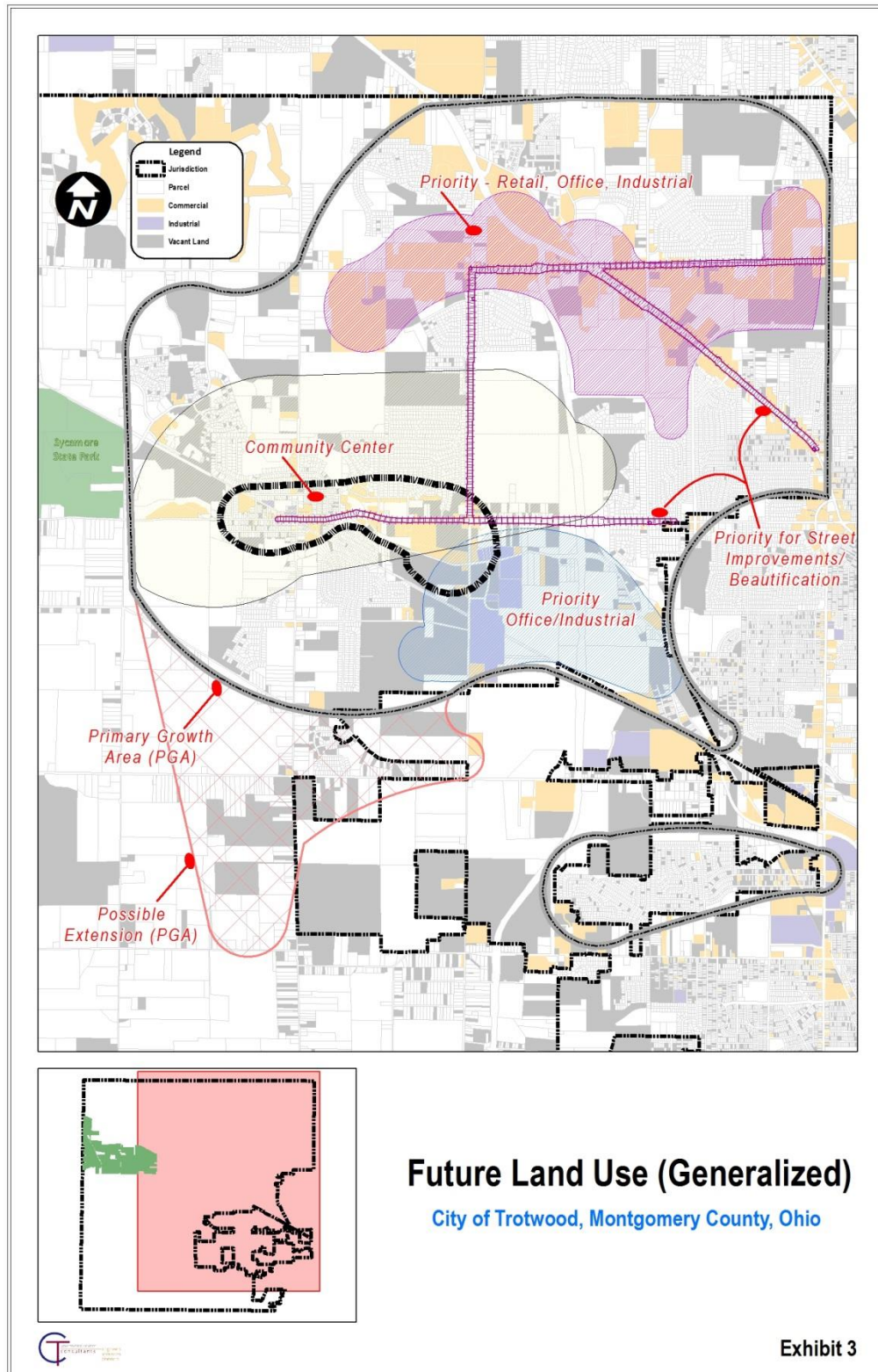
Focus future development in the eastern portion of the City, **the Primary Growth Area**, to achieve several important community objectives:

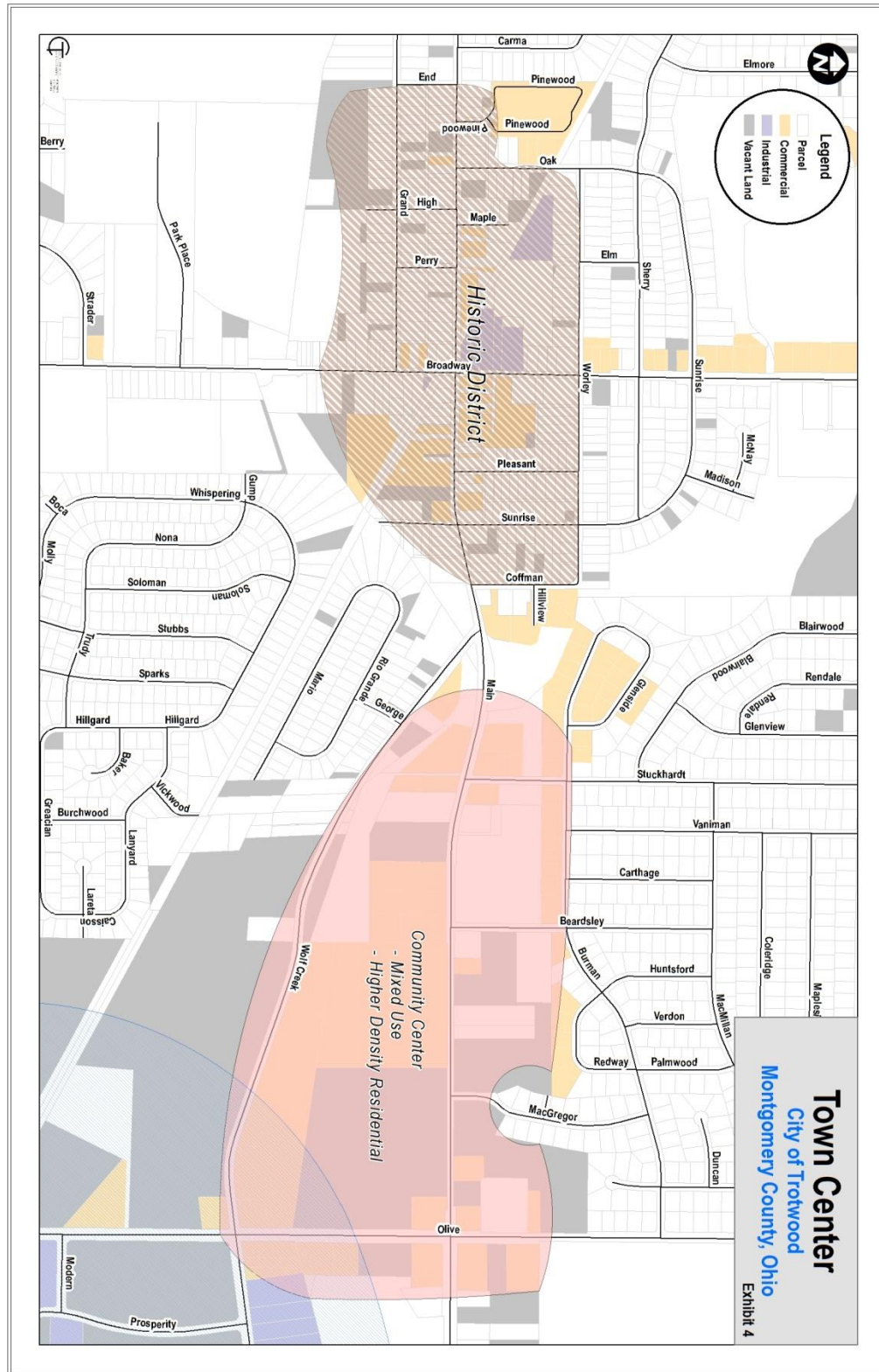
- More **efficient delivery of community services** – road and utility improvements/maintenance, police and fire surveillance, parks and recreation;
- **Preservation of the more rural and natural resource areas** of the community including farmland, underground water aquifers, etc.
- Promoting **“walkable relationships”** between adjacent uses
- **Increasing the community’s identity** – through the enhanced visibility of concentrated investment.

Aligned with these principles, the specific land use and development policies are depicted on Maps 3 and 4. The City development focus will be within the Primary Growth Area depicted on Map 3. Within this area there are several sub-areas with different use and intensity recommendations such as:

- Concentrating economic development initiatives in two primary areas (Map 3) that will permit and foster a range of non-residential uses:
 - Along the Shiloh-Springs and Dayton Greenville Pike Corridors **office, retail** and **industrial** uses would be permitted and encouraged.
 - In the Wolf Creek Pike Corridor, which is primarily zoned for industrial uses the future land use should be, generally, confined to **office** and **industrial** uses.
- The corridor along Main Street from east of Olive to west of the Historic District should be developed as a community center, **“The Heart of Trotwood.”** A variety of commercial and public uses are permitted within this area surrounded by higher density residential development. The purpose is to create a true Town Center within which residents and visitors can walk to a variety of business and cultural opportunities. To achieve these objectives the building design, landscaping, walkways, signs are all important elements to make this a cohesive and attractive area. This is a long corridor, with a diverse range of characteristics and development possibilities. Therefore, the aspirations, development opportunities and City improvements and initiatives should not necessarily be equally applied throughout the corridor (Map 4).

- The east end would be a community focal point with retail, small offices, community facilities and higher density housing. Implementation of this recommendation would add multiple family and senior housing as permitted uses in the G-B General Business District. The City should continue to concentrate, to the extent possible, all City facilities in this location.
- At the western end the historic character would be preserved and reinforced. Occupancy of the existing buildings for non-residential purposes, particularly in Olde Town Business District, is encouraged when the historic characteristics of the building and the area are preserved. New buildings are encouraged when they reflect the design, location and scale of the historic character.
- Surrounding and in close proximity to the ***“The Heart of Trotwood”*** higher density residential will be permitted – say in the 3-6 units per acre range which accommodates small lot single family and townhouse development. This type of housing will reinforce and help support the retail businesses and be in close proximity to community facilities such as the YMCA, Library, City Hall etc. Senior housing at higher densities and/or as congregate living facilities (shared dining, recreation and living spaces) could also be considered.
- To be consistent with the concentrated investment concept street improvements – wider sidewalks, landscaping, signs, etc. – should be concentrated along
 - Shiloh Springs from the eastern City limits to Olive;
 - Olive Road from Shiloh Springs Road to Main Street;
 - Dayton-Greenville Road from Dayton City limits to Olive
 - Main Street from Dayton City limits to Broadway.
- To reduce any impediments to achieving these objectives, basic zoning and development standards to permit the development envisioned in this Plan needs to be in place. When developers/investors have choices, the options with the least amount of administrative, legislative, regulatory or financial obstacles will be pursued first. The specific zoning amendments that are proposed are included in the Implementation section, Part B, below.





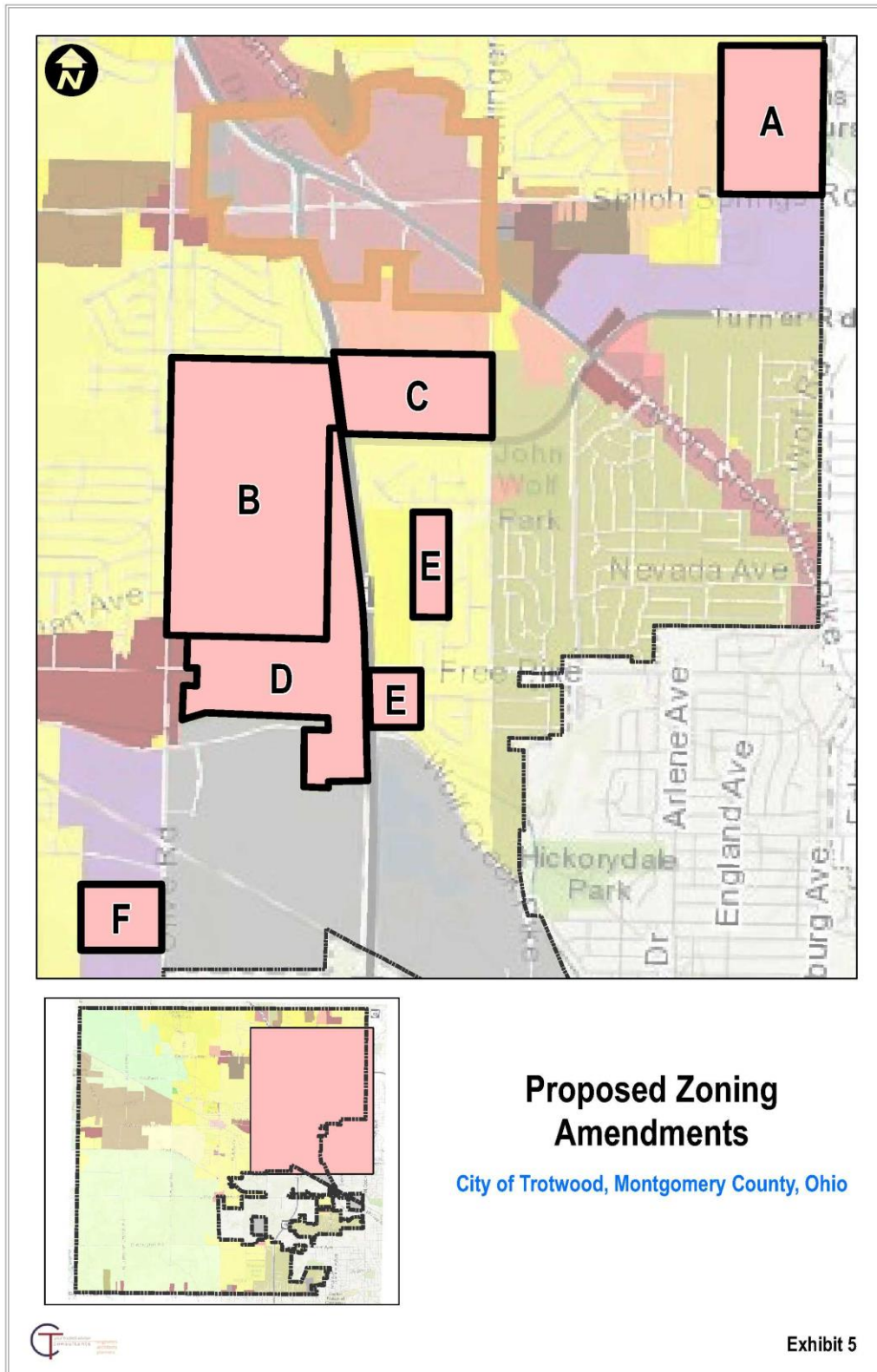
C. Implementation

Category	Recommended Action
Marketing, Branding, Communication	<ul style="list-style-type: none"> ▪ Provide the financial resources to improve the City’s image through a variety of marketing approaches; <ul style="list-style-type: none"> ○ Connecting with kids in the community ○ Communicating with the community more frequently and through multiple venues – i.e. email, newsletter ○ Emphasizing the positive; this is an action step that the City “has to do.” ○ Telling Trotwood’s story to the community and the region. ▪ Continuously strive to improve the School and City relationship ▪ Improve interpersonal relationships between (or among).....
Citizen Participation	<ul style="list-style-type: none"> ▪ Foster “open schools” opportunity
Property Maintenance/Code Enforcement	<ul style="list-style-type: none"> ▪ Continue and provide additional financial resources to expand code enforcement ▪ Provide the resources to clean up and improve the appearance of the Salem Mall site
Land Use and Development	<ul style="list-style-type: none"> ▪ Cluster new development around existing industry ▪ In addition to current priorities, focus administrative attention on: <ul style="list-style-type: none"> ○ Finding a residential developer and thereby attracting new housing ○ Achieving the re-occupancy/re-development of Hara Arena ○ Retention of businesses ▪ Raise the bar of expectations (landscape plans)
Legislative	<ul style="list-style-type: none"> ▪ Amend the Zoning Code – Text and Map – so the tools are in place to more easily achieve the stated objectives. See below and Map 5.
Community Facilities	<i>(To be added)</i>
General Administrative Responsibilities	<ul style="list-style-type: none"> ▪ Provide financial resources for improvements to infrastructure and community facilities.

Category	Recommended Action
	<ul style="list-style-type: none"> Analyze the adequacy of roads, traffic lights, street lights, speed limits, circulation system Play to the City's strengths – tree city, natural resources, and sidewalks.

Rezoning Map Recommendations (See Also Map 5)

	Proposed Zoning Map Amendments		
Map Ref. #	Location	Current Zoning (From...)	Recommended Zoning (To...)
A	Former Hara Arena Property	Commercial Recreation (C-R) Agriculture (A)	Light Industrial (L-I)
B	North of Main – Between Olive and Route 49	Agriculture (A)	Residential Single Family – Medium (RSF-M)
C	East of Route 49 – North of Turner	Agriculture (A)	Residential Single Family – Medium (RSF-M)
D	Both the North and South Sides of Free Pike West of Route 49	RSF – Low Density	RSF – High Density
E	Both the North and South Sides of Free Pike East of Route 49	RSF – Low Density	RSF – Medium Density
F	South of E. Trotwood and West of Olive	Agriculture (A)	Residential Single Family – Medium (RSF-M)



Priority Action Program

To be developed during the review meetings

Action Item	Within 1 Year	Within 3 Years
1. Add ____ (hours/people) devoted to code enforcement		
2. Develop a marketing communication plan		
3. Designate and provide the resources for maximum attention to securing grants		
4. Embrace the land development focus outlined herein recognizing that significant opportunities outside of this framework may emerge that should not necessarily be ignored.		
5. Focus public investment on: <ul style="list-style-type: none"> a. b. c. ... 		
6. Amend the Zoning Map and Text		

Appendix 1

Trotwood Summary of CAC Comments at October 27, 2016 Community Advisory Committee Meeting (Summary prepared by D. B Hartt, November 9, 2016)

INTRODUCTION

The following is a summary of the discussion at the October 27th Community Advisory Committee Meeting. The summary is in two Parts:

Part I lists the items mentioned – both Objectives and Action Steps - in the order mentioned.

Part II modifies the comments by: re-grouping them in categories that represent the common over-arching themes that emerged from the discussion; consolidating similar/related comments under the most relevant category; editing to avoid duplication; and editing (beyond what may have been said at the meeting) to convey a more “action oriented” statement.

Part II will be incorporated into the draft plan – along with **additional polies and implementation steps** that are appropriate for the City and the Community Advisory Committee to consider – for further review at the meetings scheduled in January.

Please Note: This is a **first cut** at “digesting” and organizing the comments expressed at the meeting. **Comments and additions are expected and welcome.** So, please pass any comments you may have on this summary – and/or any additional thoughts that have come to mind since the meeting – to Jeannie who will pass them along to me. This additional input will be incorporated into the document prior to the draft being reviewed in January.

PART I – OBJECTIVES AND ACTION STEPS - LISTED (in order mentioned; **means the objective or action step was mentioned by more than one participant).

Objectives

1. Increase owner occupancy of Homes
2. Increase School “Report Card” grades
3. Protect Water Aquifer
4. **Attract retail that supports the needs of Trotwood residents
5. Foster “community spirit” such as community beautification



6. Establish 1- 3 neighborhood clusters with supporting retail services
7. Improve Salem Avenue frontage so it becomes the “face of the community”
8. Enhance internal community image
 - a. Promote young people
 - b. Find new ways to energize groups
9. **Provide recreation fields, urban landscaping/recreation (i.e. skateboard park, youth center)
10. Improve communication among residents
11. Create identity for Trotwood – in part, with shops
12. Safer, more secure when thinking “Trotwood”
13. Continue re-occupancy efforts (non-residential)
14. **Rebranding of Trotwood – i.e. kids focus, emails
15. **Encourage the input of youth
16. Work with News Channels to be more positive
17. **Maximize the City’s physical and social assets (i.e. State Park)
18. Assure adequate infrastructure (roads) for industry
19. Create “depot” for commercial transfer from rail to trucks
20. Change name of City

Action Steps – How to Get There

1. Open schools
2. Resources to improve image – use a variety of marketing approaches; connect with kids
3. **Emphasis the positive – Have to do it!
4. Cluster development around industry
5. Enhancing school “report card”
6. Marketing
7. New housing
8. Address the issue of Hara Arena re-occupancy/re-development
9. Raise the bar of expectations (landscape plans)
10. Bolster citizen confidence – citizens take “ownership;” support volunteering (events)
11. Promote the excellence of the police and fire services
12. Increase code enforcement
13. Retention of businesses
14. Communication – email, newsletter
15. Improve School and City relationship
16. Improve interpersonal relationships
17. Provide financial resources for improvements to infrastructure
18. Analyze the adequacy of roads, traffic lights, street lights, speed limits, circulation system
19. Play to the City’s strengths – tree city, natural resources, side walks
20. Find residential developer



21. Tell our story
22. Encourage white couples with no kids to be more involved
23. Clean up mall site

PART II – OBJECTIVES AND ACTION STEPS ORGANIZED BY COMMON THEMES

Objectives

Over-Arching Themes/Categories	Achieve By...
Sustain the Current Momentum and Significantly Increase Marketing, Branding, Communication	<ul style="list-style-type: none"> ▪ Enhancing internal community image by <ul style="list-style-type: none"> ○ Promoting involvement of young people ○ Finding new ways to energize groups ▪ Improving communication among residents ▪ Creating community identity – in part, with shops ▪ Developing through communications and image an environment in which residents feel safer and more secure when thinking “Trotwood” ▪ Re-branding of Trotwood – i.e. kids focus, emails ▪ Working with news channels to be more positive ▪ Changing the name of the City
Increase Citizen Participation as an Important Complement to the Marketing and Communication Theme (above)	<ul style="list-style-type: none"> ▪ Fostering “community spirit” by: <ul style="list-style-type: none"> ○ Promoting community beautification ○ Encouraging the input of youth
Sustain and even Increase the Property Maintenance and Code Enforcement Initiatives Being Currently Undertaken	
Promote Land Use and Development initiatives such as...	<ul style="list-style-type: none"> ▪ Increasing owner occupancy of homes ▪ Protecting ground water aquifer

Over-Arching Themes/Categories	Achieve By...
...in order to achieve the greatest economic development and quality of life benefits to Trotwood in the short term future (say, the next 3 to 5 years).	<ul style="list-style-type: none"> Attracting retail that supports needs of residents Establishing 1 to 3 neighborhood clusters with supporting retail services Improving Salem Avenue frontage so it becomes the “face of the community.” Continuing re-occupancy efforts (non-residential) Assuring adequate infrastructure (roads) for industry Creating commercial transfer “depot” from rails to trucks
Improve and Expand Community Facilities by specifically	<ul style="list-style-type: none"> Providing recreation fields, urban landscape/recreation (i.e. skateboard park, youth center) Maximizing the City’s physical and social assets** Undertaking an analysis of the adequacy of roads, traffic lights, street lights, speed limits, circulation system and seeking funding for the top priorities that emerge.
**Strive to Increase the School “Report Card” Grades	<ul style="list-style-type: none"> Note: This has been included as a separate category recognizing, from the City’s perspective that this objective is achieved through positive achievement/progress on many of the objectives and approaches in this summary.

Action Steps

Category	Recommended Action
Marketing, Branding, Communication	<ul style="list-style-type: none"> ▪ Providing the financial resources to improve the City’s image through a variety of marketing approaches; <ul style="list-style-type: none"> ○ Connecting with kids in the community ○ Communicating with the community more frequently and through multiple venues – i.e. email, newsletter ○ Emphasizing the positive; this is an action step that the City “has to do.” ○ Telling Trotwood’s story to the community and the region. ▪ Continuously striving to improve the School and City relationship ▪ Improving interpersonal relationships between (or among)...
Citizen Participation	<ul style="list-style-type: none"> ▪ Foster “open schools” opportunity
Property Maintenance/Code Enforcement	<ul style="list-style-type: none"> ▪ Continue and provide additional financial resources to expand code enforcement ▪ Provide the resources to clean up and improve the appearance of the Salem Mall site
Land Use and Development	<ul style="list-style-type: none"> ▪ Cluster new development around existing industry ▪ In addition to current priorities, focus administrative attention on: <ul style="list-style-type: none"> ○ Finding a residential developer and thereby attracting new housing ○ Achieving the re-occupancy/re-development of Hara Arena ○ Retention of businesses ▪ Raise the bar of expectations (landscape plans)
Community Facilities	(see below)
General Administrative Responsibilities	<ul style="list-style-type: none"> ▪ Provide financial resources for improvements to infrastructure and community facilities. ▪ Analyze the adequacy of roads, traffic lights, street lights, speed limits, circulation system ▪ Play to the City’s strengths – tree city, natural resources, and sidewalks.



APPENDIX

Appendix 2 – City of Trotwood; 2012 Strategic Plan

Vision Statement

Looking forward, the City of Trotwood is driven by a diverse population with a multi-cultural medley of citizens embracing a welcoming community, quality housing, and recreation and conservation areas. We are dedicated to quality education and the best possible services all propelled by a viable economic core.

Mission Statement

The City of Trotwood delivers responsive services, fosters pride and civic participation for our community.

Core Values

- Practice the highest degree of professionalism and civility
- Stay committed to the purpose of serving the citizens
- Strive to be timely, responsive and proactive
- Treat all with respect, dignity and compassion
- Build trust between leaders and citizens
- Promote honesty and truthfulness
- Embrace diversity
- Have courage to transcend politics – work together to benefit all citizens
- Be fiscally responsible
- Promote a clean community
- Be good stewards of community resources
- Protect the infrastructure and facilities
- Inspire innovation, creativity and optimism
- Sustain open, constructive dialogue
- Support collaboration

Strategic Priorities:

The City of Trotwood Strategic Priorities were identified, clarified and narrowed to Three Major Strategic Priorities. Each priority included clear objectives. Tactics are to be identified and



implemented to address these three priorities within the next 18 months for the short-term and up to 5 years for long-term efforts.

Financial Stability / Economic Investment - To develop well-grounded initiatives that will support the achievement and maintenance of a fiscally sound governing system. Also to further develop proactive partnerships both internally and externally to the community, while creating opportunities for all citizens.

To continue to assume professional responsibility for strategic economic development and the expansion of successful investment initiatives within the Trotwood community. Also, to actively pursue and engage economic ventures that will attract and expand capital investment opportunities, with a focus on “targeted regional clusters.”

Cross Communication / Regional Outreach - To maintain active leadership in regional initiatives that improves City of Trotwood services, save City resources, and/or boost the City’s Regional prominence.

To engage representative of the City of Trotwood in internal and external communication strategies. Also to develop efforts to focus on participation and leadership in local, regional and statewide initiatives in an effort to improve support and funding of critical City of Trotwood initiatives.

Community Image - To maintain a regional, community and neighborhood image as a welcoming, clean, safe, and progressive community with quality housing, exceptional recreational areas and quality education. To design a comprehensive public relations effort that establishes a communication strategy and proactive marketing plan for the City of Trotwood.

To address the need for “branding” to best market the Trotwood community for both residential and business growth. Also to engage in the attraction of new residents, facilitate the retention of long-term residents, and make Trotwood a real “community of choice.”

Strategic Priority One:

Financial Stability / Economic and Capital Investment

To develop well-grounded initiatives that will support achieving and maintain a fiscally sound city governing system. To further develop proactive partnerships both internal and external to the community, and create opportunities for all citizens.

To continue to assume professional responsibility for strategic economic development and the expansion of successful investment initiatives within the Trotwood community. Actively pursue



and engage economic ventures that will attract and expand investment opportunities, with a focus on “targeted regional clusters.”

1.1 Remain Good Stewards of City of Trotwood Funds

Operational Strategies - Manage Infrastructure

- Pursue Stabilized Staffing (employee)
- Changes in Furlough Strategy
- Support for City Manager
- Provide Staff Development-Knowledge-Skill, Establish Training-Learning-Education

Maximize Technology - Resources to City Staff

- Invest in Hardware (I-Pads) – Software (Cloud Access)
- Provide ongoing Technical Training for Leaders – Staff

1.2 Establish Prioritized Services

Prioritize Critical Projects and Limited City Resources

Services

- Use data-driven service adjustments to apply limited resources
- Use informed decision-making / clear cost analysis – identify the return-on-investment of available resources

Prioritize Projected Services

Essential Services

- Police
- Fire (paramedic-medical)
- Roadways (boundary lines – neighboring cities)
- Parks & Recreation (open space areas – collaborative efforts)
- Housing (at-risk or depopulating sectors, neighborhoods-adjust projected resources) (Focus on housing stock changes – establish exceptional neighborhoods)

Discretionary Services

- Influence-participate in Education-Schools

1.3 Reduce Decline in Finances-Funds – Grow Dollars



Investigate Opportunities to Grow Partnerships

- Partner with both Public-Private
- Pursue partnerships with Developers
Capital investment-Real Estate (preparation of commercial properties for sale-lease)
- Pursue private investment partners
- Evaluate partnering with non-profits, consider possibility of infrastructure fees
- Maintain continual communication and collaboration with all elements of Trotwood Schools System
- Investigate additional sources of funding for maintaining community growth

Study Housing Stock

- Adjust investments in declining stock
- Research bank-owned properties / at-risk neighborhoods for financial impact
- Strive to become more compact

Investigate Augmented Tax / Fees

- Weigh against competition (other city's)
Augmented / Temporary / Assessments
- Consider curbs, gutters, lighting assessments
- Review balance – Developers role?
- Study logistics of Residential-Business fees
- Evaluate improvements – street, area, activities
- Study Housing (driven by School District)
- Possible abandoned properties fee (commercial-residential)
- Explore county-wide tax sharing possibility
- Study levy/millage possibilities
- Investigate levy promise-purpose-process

1.4 Economic Growth Initiatives

Design City Segments – Sectors – Clusters

- Establish targeted regional clusters – City segments
- Expand targeted development areas
- Clusters of like venues: nightclubs, restaurants, retail, facilities, civic center, properties, Olde Town, bike path, walk paths, waterway
- Investigate public and private partnerships for targeted investments



- Identify shopping corridors (Salem Avenue)

Evaluate and Maintain

Real Estate – owned properties

- Establish policy – incentives for developers
- Provide formal evaluations annually
- Lease lands for farming
- Formally market-internal & external
- Redevelop current properties
- Pursue vacant property owners – possible fees

Obsolete Retail Facilities

- Evaluate commercial properties
- Pursue re-purposing
- Provide semi-annual updates
- Evaluate what's available (amount-purpose-cost)
- Review current approaches
- Lease possibilities
- Utilize land-buildings as prep-properties

Establish / Maintain Balance

- Monitor overall land purchases
- New Development – residential / commercial
- Establish effective Land Use Plan – possible land banking?
- Reconsider efforts to build Community Center

Retain – Build Business Relationships

- Review – Retool Retention Program / Define need – offer assistance
- Be Proactive – address concerns – Plan visits to businesses to attract special business-industry
- Investigate Revenue from non-profits (Infrastructure use fees)

Research – Grow GREEN Dollars

- Evaluate the Trotwood Connector (advantage or disadvantage?)
- Investigate new Investors in African-American (diverse) communities
- Pursue possibility of site for Conference – to showcase Trotwood – diverse efforts

Examine the Impact of Roadways-Corridors-Gateways



- Expand / Improve City Gateways / Entryways
- Create consistent appearance throughout City – generate uniform signage
- Examine possibility to expand Tax Base – looking to property frontage? Choose equitable assessment plan?
- Plan neighborhood improvement initiatives – show benefit of appearance – financial commitment
- Encourage pride – aim for consistent appearance
- Simplify efforts – use KISS initiatives
- Set street Impact Fees – possible inclusions of churches & non-profits
- Engage the new or improved developments as partners in road improvements (i.e. Moss Creek)
- Incite State Legislation – roadwork – repair through state funding

Strategic Priority Two:

Enhance Cross Communication / Regional Outreach

To maintain active leadership in regional initiatives to improve City of Trotwood services, save City resources, and/or boost the City's regional prominence.

To engage representatives of the City of Trotwood in both internal and external communication strategies. Develop efforts that focus on participation and leadership in local, regional and statewide initiatives in an effort to improve support and funding of critical City initiatives.

2.1 Expand Participation and Leadership

Focus on the NW Corridor – Lead – participate in initiatives – projects

- Open Dialogue – Host meetings, councils, task forces, roundtables, forums, and conferences
- Focus on entire Northern Sector – Harrison, Clayton, Brookville, Montgomery, etc.
- Blend common needs-plans-strategies with neighboring communities
- Pursue cooperative ventures-projects with surrounding communities
- Re-assess categorization or being “pigeon-holed” as a distribution description
- Re-address or modify Legislation or Districts
- Address impacted Partners (Salem Avenue Corridor Initiative)
- Dissect commonalities – needs – issues

Develop Multi-Jurisdictional Cost-Saving Strategies / Efforts

- Focus on showing benefit / progress
- Create additional options / plans
- Include School District in cost-saving strategies – On radar for commonalities
- Define boundary lines of adjoining communities (collaborate to maintain)

2.2 Engage / Expand Economic Development Partners

Expand Regional Business Outreach

- Engage developers, investors, speculators
- Host Business Forums, Quarterly Roundtables
- Partner with Dayton Development Coalition 1 State Partners
- Choose Capital Investment in Property Prep for Commercial Sites
- Common Concerns – Transportation, resale values, tax rates

Lead Initiatives – Engage Other Communities in Dialogue

- Establish Protocols / Master Agreements (strive for no-compete strategies)
- Develop a financial base for funding collaborative projects
- Investigate tax sharing opportunities
- Replicate “business first” model
- Engage colleges/universities as partners

Investigate / Expand Avenues of Growth

- Housing, business, retail and entertainment
- Attract new families for housing
- Engage new venture capitalists for business
- Highlight strategy for targeted segments – clustered City segments/districts
- Quality-driven, schools / education
- Connect the new corridor as an asset
- Utilize integrated approach / multiple strategies
 - Publicize natural resources
 - Family community
 - Live, work, grow and play!

Strategic Priority Three: Focus on Community Image



To maintain a regional, community and neighborhood image as a welcoming, clean, safe, progressive community with quality housing, exceptional recreational areas and quality education. To design a comprehensive public relations effort that establishes a communication strategy and proactive marketing plan for the City of Trotwood.

Address the need for “branding” to market the Trotwood community for both residential and business growth. In an attempt to attract new residents, facilitate the retention of long-term residents, and make Trotwood a “community of choice.”

3.1 Enhance Community Image – Marketing Plan / Positive Publicity

Design Official Marketing Plan

- Create official City-wide “branding” for City of Trotwood – Trotwood: A Place You Can Live, Work, Grow and Play
- Include proactive social media plan / web page with links, facebook, tweets, internet newsletter
- Continue partnership with SCORE group for professional marketing designs
- Examine most cost-effective options:
 - Public Information Officer
 - Department Heads – responsible for medial public information (daily/monthly)
 - Pursue universities / colleges – skilled interns
 - Employees as “Informed Ambassadors”

Boost Positive Publicity

- Establish information process – have both reactive and proactive media plan
- Be proactive – take a central role in getting message out – story told by the City
- Generate good news – informed citizenry
 - Form a clearing house for accessibility to positive City information
 - Connect with newspapers, news channels

Market Entire Northern Tier

- Coordinate with other communities
- Partner to publicize

3.2 Improve Community Image – Environmental Presence



Focus on Visible Appeal of Corridors / Gateways

- Consider importance of street appearance and curb appeal – adjust resources
- Improve entryways into City – consistent with appropriate “branding” of entire City
- Partner with adjacent jurisdictions for entryways/roadways maintenance (i.e. Harrison Township)

Enhance Whole Community Appearance

- Promote positive advertising for exceptional housing areas, apartments, new communities
- Partner with developers / property managers on existing promotions
- Highlight community CARE, clean up tactics
- Continue to mow / maintain City properties
- Take action on LITTERING challenger
 - Build educational programs – K-12 public schools
 - Enforce littering fines – police & district court
 - Partner with County on littering campaign and remain on County Dumping Task Force
 - Advertise hotline for littering
 - Increase number of strategically placed trash cans / containers around community

Establish Tailored Neighborhood Investment Strategies

- Every neighborhood will have its own invest

Appendix 3 – Excerpts from “1999 Comprehensive Plan”

GOALS AND OBJECTIVES

Land Use, Zoning and Economics

Goal: To establish an attractive and unique “sense of place” and identity that will attract and promote quality development within Trotwood.

Objectives:

1. Establish “gateways” at key entry points into Trotwood and establish design standards that provide cohesiveness throughout the City.
2. Promote a landscape and buffering plan for public areas throughout commercial and industrial areas to promote a “sense of place.”
3. Develop zoning regulations that provide Trotwood with attractive and cohesive signage throughout the City.

Goal: Protect and enhance the existing rural open spaces, agricultural farmland and natural areas within Trotwood.

Objectives:

1. Develop zoning regulations to preserve the existing rural character, natural areas and farmland within the City.
2. Guide new commercial, industrial and residential development in and around existing developed areas with a particular focus on the reuse of vacant buildings.

Goal: Provide for a compact, urban form within the City of Trotwood.

Objectives:

1. Develop zoning regulations that promote and establish orderly, compact development through proper density requirements with the higher densities around existing, developed areas and a lower density in the western sector of the City.

Goal: Enhance the physical image of the City.

Objectives:

1. Encourage the upkeep of existing and vacant businesses and dwellings throughout the City. Investigate the possibility of a property maintenance code to enforce such policies.
2. Investigate the possibility of developing design guidelines and incorporating a process of site plan review for all new development within the City.
3. Promote an integrated landscape and buffering plan for public areas throughout the commercial and industrial areas in the City while encouraging business owners to establish visually appealing amenities such as landscaping on private property.
4. Provide for rural open space conservation design regulations to preserve natural areas and farmland throughout the City.

Goal: Provide for a variety of commercial, entertainment and quality dining establishments to meet the needs of all residents of Trotwood.

Objectives:

1. Continue to promote commercial retail development in the Salem Mall area.
2. Provide for and maintain a financially healthy and compatible land use mix in the commercial cores of the City which includes: retail, office and light industrial uses which allow for an attractive and safe environment while providing for a strong tax base.
3. Investigate the possibility of conducting a commercial/retail market study for the City to target and market specific businesses to the area.
4. Require that all new development and redevelopment meet the quality of design desired by the City and which are compatible with existing and future uses in the established commercial areas.
5. Actively promote the reuse of existing buildings and vacant spaces while permitting new construction.
6. Identify potential areas along the proposed Trotwood Connector and the Turner Road Extension for retail and commercial uses (particularly at key intersections) and provide



for regulations which will prevent those commercial uses from creating negative impacts to surrounding residential and open spaces.

7. Provide for regulations within the Zoning Code to promote retail, entertainment and dining establishments in specific areas of the City.
8. Identify declining commercial areas within the City where alternative uses such as light industrial, institutional or wholesaling may be appropriate and in accordance with regional trends for such developments.
9. Locate neighborhood commercial uses in rural areas of the city that will allow basic consumer goods, thereby helping to alleviate vehicular congestion in the major retail areas of Trotwood.

Goal: Establish the necessary zoning requirements and standards which are capable of guiding development with flexibility, and which provide for quality design.

Objectives:

1. Provide for potential utilization of overlay districts, where applicable, which allow for a broader range of permitted uses than that which is permitted through underlying zoning, with additional requirements for parking design, landscaping and signage requirements and which also permits for site plan review.

Goal: Accelerate anticipated growth of industrial uses and areas within the City.

Objectives:

1. Utilize infrastructure as a tool to guide industrial growth rather than in response to demand.
2. Guide potential industrial development in the southeast sector of the City adjacent to the industrial areas established by the City of Dayton.

Community Identity

Goal: Provide the City of Trotwood with an identity, establishing a sense of place within Montgomery County.



Objectives:

1. Create a “City Center” by developing the vacant lands at the northeast corner of Free Pike and Olive Road into a multi-use campus facility including offices, governmental facilities, public open spaces, retail and residential uses.
2. Take an active role in the redevelopment of the Olde Town area according to the Marking and Redevelopment Strategy completed in 1997.

Traffic and Circulation

Goal: Establish a safe and efficient circulation system for vehicular and pedestrian traffic which improves access to retail, office, public/semi-public, industrial and residential areas.

Objectives:

1. Ensure that all new development and redevelopment have adequate street facilities to handle anticipated traffic to ensure that each development does not cause or compound traffic congestion by requiring traffic impact studies as part of the review process for development.
2. Promote the design of internal circulation among all commercial developments, where possible, to provide for the safe and efficient movement of both automobile and pedestrian traffic.

Appendix 4 Summary of Selected Zoning Code Provisions

Residential Zoning Districts Basic Standards		
<i>Zoning District</i>	Minimum Lot Size or Maximum Density	Minimum Lot Width
Agricultural District	5 acres	300 ft.
Rural Estate	2 acres	200 ft.
Residential Single Family (RSF) – Low Density	20,000 sq. ft.	100 ft
RSF – Medium Density	12,000 sq. ft.	90 ft.
RSF – High Density	10,000 sq. ft.	75 ft.
Residential Multiple Family (RMF) – Low Density	7 du's/acre	100 ft.
RMF – High Density	12 du's/acre	125 ft.

Residential Zoning Districts Currently Permitted Residential Uses									
Permitted Use	Agricul t A	Rural Estat e	RSF Low	RSF Med.	RSF High	Two- Fam	Four - Fam	RM F Low	RM F High
Single Family Dwellings	P	P	P	P	P	P	P		
Two-Family Dwellings						P	P	P	C
4- Family							P		
Cluster housing (S.F)									
Attached Single Family/ Townhomes					P			P	P
Garden Style Apartments								P	P

Senior Housing – Independent Living								P	P
Senior Housing – Congregate Living									
Min. dwelling Size			2,000	1,600	1,200	1,100			

Non-Residential Zoning Districts Currently Permitted Uses - Generalized							
Permitted Use	Neighbor Bus N-B	Olde Town OT-B	Gen Business G-B	Regional Bus R-B	Bus. Park B-P	Comm. Rec C-R	Light Indust L-I
Residential - SF							
Residential - MF			P				
Offices	P	P	P	C	P		C
Retail – Enclosed	P/C	P	P	P			
Personal Services	P	P	P	C			
Restaurants	C	P	P	P	C	C	
Drive-up Windows							
Automotive Dealers				C	C		
Auto Service Stations	C	C	C	P			
Automotive Repair	P/C	P/C	P	P			
Maintenance/Repair – Non-Automotive			P	P			
Outside Displays							
Outside Storage							
Manufacturing							P
Warehousing							C

Place Holding- Possible Zoning Text Amendments

1. Adding mandatory building setbacks in the OT-B District
2. Making district use adjustments as suggested in Table ____
3. Increasing parking setbacks – particularly along the street right-of-ways
4. Reducing off-street parking requirements; for example:
 - a. Office parking from 1/200 sq. ft. to 1/300 sq. ft.
 - b. Retail parking – all reduced from 1/200 sq. ft. to 1/250 sq. ft.



