

Comprehensive Plan Summary

June 14, 2004

Oakwood City Council adopted the City's first *Comprehensive Plan* in 1989. In May 2003, Oakwood City Council began a project to write a new *Plan*. That new *Plan* was adopted by Council on June 14, 2004 and replaces the 1989 *Plan*. The *Plan* is available for review in several locations, including the City Building and Wright Memorial Library.

This *Comprehensive Plan Summary* was prepared to highlight the main portions of the *Plan*.

PURPOSE OF THE COMPREHENSIVE PLAN

The *Comprehensive Plan* is Oakwood's official policy guide for physical improvement and development. It considers not only the immediate needs and concerns of the community, but also projects improvement and development 10 to 15 years in the future. The *Plan* establishes a vision for the future of the Oakwood community, and establishes goals, objectives, and recommendations to achieve that vision.

The *Plan* is "comprehensive" in both scope and coverage. It encompasses the use of land, the movement of vehicles and pedestrians, the protection of Oakwood's community character, and the provision of parks, schools, and other public facilities. It addresses residential neighborhoods, commercial areas, public and institutional lands, and the public rights-of-way.

The *Comprehensive Plan* establishes the ground rules for private improvement and development. It provides guidelines by which the Planning Commission, City Council and City Staff can review and evaluate private development proposals. The *Plan* also provides a guide for public improvements, and can help ensure that local tax dollars are spent wisely and in a cost effective manner.

The *Comprehensive Plan* can also serve as a marketing tool to promote Oakwood's unique assets and advantages, and it can be used to help attract new families, new businesses, and desirable new investment to the community.

PREPARING THE NEW PLAN

The first step in preparing the new plan was to establish a 25-member citizen Comprehensive Planning Committee. That committee worked with the Consultant, City Council and City Staff throughout the planning process. Each of the 25 members of the Comprehensive Planning Committee was asked to develop a network of 10 Oakwood citizens to review and discuss the planning process at key junctures. It should be emphasized that even though the Comprehensive Planning Committee worked with the Consultant throughout the planning process, and even though general consensus was reached on the Draft *Comprehensive Plan*, all members of the Committee did not necessarily agree with all recommendations in the *Comprehensive Plan*. Several community outreach activities were conducted to promote community involvement and encourage citizen participation. These included:

- a) A community workshop to provide residents and business persons the opportunity to express their ideas and concerns about Oakwood (approximately 90 citizens attended this workshop).

- b) A written survey that was mailed to residents and businesses asking a range of questions about the City (approximately 600 citizens completed the survey).
- c) Confidential interviews with 22 persons conducted by the consultant to obtain additional information regarding community conditions, issues, and concerns.

Also, City Council conducted a community open house and five neighborhood meetings to review preliminary goals and objectives. Approximately 30 residents attended the open house and between 15 and 20 residents attended each of the five neighborhood meetings. Additionally, a city consultant (Strategic Visioning, Inc.) conducted a telephone survey to assess the community's level of satisfaction with City services and to gather opinions on the draft goals and objectives. The survey included contacting 400 households.

COMMUNITY SETTING

The City of Oakwood covers an area of approximately three square miles, located two and one-half miles south of downtown Dayton. It is convenient to several major institutions, employment centers, and cultural and entertainment facilities.

Oakwood is a mature, built-up community with a population of approximately 9,200 persons. In terms of physical development, Oakwood is composed primarily of low-density, single-family neighborhoods and has an established reputation as a premier residential community.

THE COMPREHENSIVE PLAN SUMMARY

The “*Comprehensive Plan Summary*” contains information regarding: a) issues and concerns, b) goals and objectives, c) land-use recommendations, d) transportation recommendations, e) community facility recommendations, f) community character recommendations, and g) *Plan* implementation.

ISSUES AND CONCERNS

The new *Comprehensive Plan* addresses the following issues and concerns:

- Preserve and enhance the unique and distinguishing characteristics that help make Oakwood different from other municipalities in the Dayton area.
- Allow for and promote high-quality and compatible new investment and development in selected locations.
- Assess the regional issues, trends, and concerns that may influence or affect the future health and viability of the Oakwood community.
- Focus on specific geographic areas that represent the most significant opportunities and challenges for the future.
- Establish policies for preserving and enhancing existing residential neighborhoods, upgrading the older housing stock, and promoting compatible new housing development in selected locations.
- Address issues within Oakwood's small commercial areas, including the mix of uses, opportunities for building improvements and new development, traffic and parking, and design and appearance.
- Recognize Oakwood's top quality community facilities as important assets that help attract residents and businesses.

- Continue to support Oakwood City Schools and promote continued cooperation between the City and the schools to maintain a quality educational system.
- Identify opportunities to further enhance the park system, natural areas, and open spaces as important community assets.
- Promote continued improvement and replacement of aging infrastructure facilities and services.
- Identify opportunities to improve traffic safety and traffic flow, bicycle and pedestrian circulation, and public transportation.
- Promote significant local input and participation, which has helped establish consensus and support for planning policies and recommendations.

GOALS AND OBJECTIVES

The goals, objectives, and recommendations of the new *Comprehensive Plan* are based on: a) the 1989 *Comprehensive Plan*, b) advice and suggestions from the 25-member Comprehensive Planning Committee, and c) input received from the Oakwood community as a part of the community outreach activities.

Goals and objectives each have a different purpose in the planning process:

- **Goals** describe desired end situations toward which planning efforts should be directed. They are broad and long-range. They represent an end to be sought, although they may never actually be fully attained.
- **Objectives** describe broad actions that should be undertaken in order to advance toward the overall goals. They provide guidelines for further study of specific projects, with economic justification a priority, in order to implement appropriate actions to accomplish the objective.

The objectives are presented in the form of *Existing Objectives* and *New Objectives*, defined as follows:

- **EXISTING OBJECTIVES:** Objectives that are currently being addressed and are considered to be of continuing importance. Many of these were identified in the 1989 *Comprehensive Plan*. The City should continue to pursue these objectives.
- **NEW OBJECTIVES:** These represent new or expanded initiatives that the City should pursue.

1. COMMUNITY IMAGE and CHARACTER

Goal:

An attractive and distinctive community image and character that build upon Oakwood's unique traditional qualities and characteristics, and help distinguish it from other communities in the Dayton region.

EXISTING OBJECTIVES:

1. Retain Oakwood's "small town" atmosphere and character by maintaining Oakwood as primarily a residential community offering high-quality housing choices and premier neighborhood areas.
2. Retain the attractive tree-lined streets, open space character, pedestrian scale, and other distinguishing qualities of the Oakwood community.

3. Assist the Oakwood Schools wherever appropriate in their commitment to excellence in education.
4. Provide top quality City services and facilities that respond to the needs and desires of local residents and businesses.
5. Work with the City of Kettering, the City of Dayton and the University of Dayton to improve the “community edges” along Shroyer Road and Irving Avenue and other roadways and areas along our shared corporation lines.
6. Maintain the community “gateways” along the major streets that enter the City of Oakwood through the use of special signage, landscaping and other entry design features.
7. Enforce high standards of construction for all new buildings and landscape development within the City of Oakwood.

NEW OBJECTIVES:

1. Work with the local business community to upgrade the image and appearance of existing commercial and business areas, including buildings, parking lots, signage, and the public rights-of-way.
2. Establish criteria to identify and define important and authentic historical buildings in Oakwood, and develop programs and resources to help educate the community on the value of preserving these historical structures.
3. Collaborate with the Oakwood Historical Society and the Oakwood Preservation Trust to explore options for preserving historic properties.
4. Develop a long-range plan for “green space” preservation and/or development throughout the community.

2. HOUSING and RESIDENTIAL AREAS

Goal:

A housing inventory and living environment that supports the local population, attracts new families, and enhances the traditional image and character of the City.

EXISTING OBJECTIVES:

1. Retain the predominant single-family character of the City of Oakwood.
2. Maintain the scale, quality and appearance of existing residential neighborhoods.
3. Encourage efficient land use planning, yet maintain the predominant low-density character and environmental quality necessary to preserve the existing residential neighborhoods.
4. Protect residential areas from the impacts of nearby non-residential uses, while recognizing the special needs of non-residential uses.
5. Promote adequate screening and buffering on all development, particularly between residential areas and adjacent commercial areas and parking lots.

NEW OBJECTIVES:

1. Develop ways to enhance enforcement of the Property Maintenance Code to ensure proper up-keep of the community’s housing stock; include citizen committee involvement in Code administration activities at the most effective level.

2. Review and evaluate the current policies regarding subdivision of residential properties, and if needed, modify the subdivision and zoning codes to maintain existing neighborhood ambiance.
3. Support the development of new or upgraded housing options that would be attractive to Oakwood's elderly population and empty nesters, and improve existing multi-family housing units within the community.
4. Ensure that home improvements, additions and new housing construction are compatible with, complement and enhance existing neighborhood scale and character; review and revise, as needed, zoning regulations as they relate to building bulk issues.
5. Take steps to ensure high standards for building and landscape design within all residential areas; consider the establishment of a Design Review Board, as a voluntary resource that would provide creative advice and assistance to the Planning Commission, Board of Zoning Appeals, City Council and to property owners considering home improvements or new construction.

3. COMMERCIAL and BUSINESS DEVELOPMENT

Goal:

A system of retail, service and office development that provides local residents with needed goods and services, increases the City's tax base, and is a vital part of the Oakwood community.

EXISTING OBJECTIVES:

1. Maintain Oakwood's existing commercial areas as primarily community-oriented shopping and business districts, rather than regionally oriented centers.
2. Ensure that all commercial sites and buildings are adequately maintained, and that maintenance and repairs are undertaken as required and in a timely fashion.
3. Regularly review customer and employee parking within Oakwood's commercial areas and consider improvements where appropriate.
4. Seek ways to enhance the pedestrian scale and orientation of Oakwood's commercial areas.

NEW OBJECTIVES:

1. Ascertain the best mix of business uses in Oakwood. Target development of appropriate high-quality and compatible new commercial and business uses within Oakwood's existing commercial areas that would enhance the City's tax base and add community-valued businesses.
2. Work with property owners to undertake improvements to further upgrade the appearance of the business area, including enhancements to private properties and the public rights-of-way.
3. Review the existing "Business District Design Guidelines" to ensure that all new retail and business developments complement the traditional image and character of Oakwood.
4. Review existing zoning regulations to help promote creative site and building design solutions that can help off-set the small site sizes and other constraints present within Oakwood's commercial areas.

4. TRANSPORTATION

Goal:

A balanced transportation system that provides for the safe and efficient movement of vehicles, pedestrians and bicyclists, and complements the City's traditional image and character.

EXISTING OBJECTIVES:

1. Monitor traffic circulation and operational conditions along Far Hills Avenue. Consider the adoption of regulations to protect the corridor from uses or activities that negatively affect rush hour traffic.
2. Monitor traffic speeds within residential areas, particularly where streets are seen as cut-through routes and where speeding is reported.
3. Enhance pedestrian and bicycle safety within Oakwood, particularly around public facilities and at street crossings along Far Hills Avenue and other major streets.
4. Develop a Capital Improvements Program that regularly maintains and improves existing streets, sidewalks, alleys, and driveway aprons.
5. Minimize non-local and commercial traffic within residential neighborhoods.
6. Maintain adequate access to and circulation around all commercial districts, public facilities, and other activity areas.
7. Work with the Greater Dayton Regional Transit Authority (GDRTA) to maintain a high level of public transportation services within the City and capitalize on GDRTA funding opportunities for city projects where applicable.

NEW OBJECTIVES:

1. Undertake a comprehensive study of roadway safety issues and make improvements where needed.
2. Work with the Oakwood City Schools to alleviate traffic congestion and improve parking in the vicinity of public schools, and enhance school pedestrian routes.
3. Work with the Miami Valley Regional Planning Commission and other local governments in continuing to develop the new regional bike trails.

5. COMMUNITY FACILITIES

Goal:

A system of community facilities and an inventory of capital equipment that provides for the top quality delivery of public services and enhances the City as a desirable place in which to live and do business.

EXISTING OBJECTIVES:

1. Maintain top quality police, fire and emergency medical services throughout the City.
2. Assist the Oakwood City Schools with facility projects, where needed and as appropriate, to promote the continued excellence of public schools and educational services.
3. Provide a quality public water supply to serve the needs of the City and continue steps to protect the aquifers from which -the water is drawn.
4. Provide adequate water distribution, sanitary sewer and storm sewer systems throughout the community.
5. Maintain a high level of refuse collection service within Oakwood and continue to promote and encourage recycling.

6. Provide adequate sites and facilities for all City departments and services. Ensure that sites and facilities are attractive and that they complement the neighborhoods in which they are located. Undertake maintenance, expansion and replacement programs as necessary.
7. Maintain a high quality vehicle fleet and the capital equipment needed to deliver top quality services to the community.
8. Seek grants and other sources of revenue from outside agencies and organizations that can be utilized to help maintain top quality municipal services, facilities and infrastructure within the City of Oakwood.

NEW OBJECTIVES:

1. Develop a long-term plan for the maintenance and improvement of aging infrastructure systems within Oakwood including water distribution, sanitary sewers, storm sewers, and roadways.
2. Promote Wright Memorial Library as an important resource for the community. Work with the Library Board and Oakwood City Schools to resolve Library space needs and other issues as needed.
3. Work with the Oakwood Historical Society to improve and enhance the Long-Romsper Homestead as a focal point for local historical materials.
4. Identify opportunities for new or expanded public services to better address specific citizen needs and to enhance the overall quality of life within Oakwood and help attract new families and small businesses.
5. Cooperate with nearby communities, other governmental agencies, and public and private agencies to improve and expand the range and quality of public services and facilities available to Oakwood residents.

6. PARKS and OPEN SPACE

Goal:

A park and open space system that satisfies the recreational and leisure needs of Oakwood residents, and enhances the traditional image and character of the community.

EXISTING OBJECTIVES:

1. Maintain existing parks and recreational facilities and preserve natural areas. Undertake improvement and replacement programs as required.
2. Develop and promote new recreational programs that respond to the needs and desires of Oakwood residents.
3. Continue landscape planting programs on public properties, pocket parks, and along roadways to further enhance the character of Oakwood.
4. Cooperate with Oakwood City Schools in the provision of recreational services.
5. Preserve and protect open space areas and environmental features throughout the City.
6. Work closely with local community groups and other voluntary organizations in the provision of recreational services within the City of Oakwood.

NEW OBJECTIVES:

1. Study the desirability, feasibility and cost implications of constructing new indoor and/or outdoor recreational facilities within and around Oakwood; proceed with projects if supported by the community and if funding is available.

2. Identify opportunities for more fully utilizing selected existing park sites and recreational areas.
3. Educate and encourage private property owners to preserve and protect open space areas and environmental features on their property.

7. *MARKETING and PROMOTION*

Goal:

A cooperative and coordinated approach to marketing and promotion that stresses Oakwood's many assets and advantages, its high quality living and business environments, its convenient location, and its superior City services and facilities.

EXISTING OBJECTIVES:

1. Work with the Kettering Moraine Oakwood Chamber of Commerce to market and promote Oakwood on a regional level.

NEW OBJECTIVES:

1. Undertake a targeted marketing program that will help attract quality and appropriate new commercial and business uses within the existing commercial areas of the community; depict Oakwood as an easily accessible and viable location for new business development, with a cooperative and supportive City administration.
2. Implement outreach programs that will make all new residents, particularly among racial and ethnic minorities, feel welcome and at home within the Oakwood community.

8. *COMMUNICATION and COOPERATION*

Goal:

A communication approach in which the City actively promotes cooperation and support among local residents and businesses, public agencies and organizations, nearby communities, and Dayton's regional planning agencies.

EXISTING OBJECTIVES:

1. Sponsor and promote programs, activities, events and celebrations that stimulate community involvement, foster a strong community spirit and identity, and bring together residents from various neighborhoods on a regular basis.
2. Promote continued cooperation and collaboration between the various public agencies serving the City, including Oakwood City Schools and Wright Memorial Library.
3. Continue Oakwood's effective support of community groups and other voluntary organizations in providing community services.
4. Establish cooperative relationships between City government and Oakwood churches and synagogues to provide community services and programs.
5. Work closely with the City of Dayton and the University of Dayton to improve roadway conditions, parking, neighborhood appearance issues, and housing conditions along the Irving Avenue corridor.
6. Work with the Miami Valley Regional Planning Commission and the greater Dayton Regional Transportation Authority on area-wide transportation issues and other regional issues that may influence or impact Oakwood.

NEW OBJECTIVES:

1. Promote additional participation from all residents and businesses in municipal affairs. Consider development of a citizen volunteer service group.
2. Cooperate with nearby communities to help ensure that Oakwood residents have access to a wide range of services, facilities and activities in the greater Dayton area.

LAND-USE PLAN

The *Land-Use Plan* provides a guide for future land-use and development within Oakwood. It identifies which lands should be devoted to residential, commercial, public and semi-public land uses.

The *Land-Use Plan* builds upon the existing land-use structure of Oakwood. It strives to reinforce and strengthen the traditional residential character of the community.

Residential Area Recommendations

Oakwood is primarily a residential community and its neighborhoods are among its most important assets. Much of the City's image and identity is due to the unique character of its residential neighborhoods.

Single-family residential development should continue to predominate within Oakwood, and the distinctive qualities and characteristics of individual neighborhoods should be enhanced.

- Neighborhoods should be designed primarily for residential use. Shopping, services, elementary schools, and parks and playgrounds should be easily accessible by pedestrians, bicyclists and vehicles. The boundaries between neighborhoods and adjoining land-use areas should be clearly defined and screening and buffering should be provided as required.
- Through-traffic should be routed around residential neighborhoods. The City should continue to maintain a neighborhood atmosphere in which all residents feel safe and secure.
- Existing single-family neighborhoods should continue to be strengthened where necessary through community facility and infrastructure improvements.
- The City should continue its effective and consistent code enforcement activities to assure that older existing housing stock is maintained and that repairs are undertaken in a timely manner. The maintenance of older homes is essential.
- Significant natural environmental features, such as topographic changes, streams, and heavily wooded areas should be preserved and protected. These features add greatly to the ambiance of the City. Through public policy and private cooperation, significant environmental features should be preserved for future generations.
- All new residential development, including additions and remodeling, should be characterized by high-quality construction and should be compatible with the scale and character of the surrounding neighborhood.
- Multi-family residential development should be located along major roadways and on sites occupying locations between commercial areas and single-family neighborhoods. These sites can provide a "transition" between commercial and neighborhood areas. New multi-family development should be of a scale and character compatible with nearby existing single-family homes.

- Many multi-family developments in Oakwood are older and somewhat dated. Although Oakwood should continue to be primarily a single-family community, the City should explore opportunities for updating older multi-family units.
- Related to the issue of multi-family housing is the need for new housing choices for older residents that may desire to move out of their single-family homes but stay in Oakwood. There are currently few high-end townhouses or condominiums in Oakwood that would be attractive to empty nesters and seniors, and many of these residents are leaving the community. In addition, assisted living and extended care facilities should continue to be provided in convenient locations to accommodate the needs of senior citizens.

The *Land-Use Plan* highlights five residential areas, including: a) estate residential, b) low-density single-family residential, c) medium-density single-family residential, d) moderate-density residential, and e) multi-family residential areas. The *Plan* recommends that each neighborhood area be maintained and enhanced in the future.

Subdivision of Large Residential Properties, Replacement Housing, and Major Additions

Oakwood is experiencing a trend common to many mature, affluent communities. The City is beginning to see interest in the subdivision of large residential properties. Current zoning permits the subdivision of large residential properties, particularly in the R1 District.

Related trends are the construction of major additions to existing homes and the replacement of older, smaller existing homes with larger residential structures.

While residential improvements and new construction are good for the local economy and serve to upgrade the community's housing stock, the City should ensure that residential improvements and new developments complement existing neighborhood character.

The Zoning and Subdivision Ordinances should be the primary tool for controlling new subdivisions, replacement housing, and major additions. The City should continue to monitor these activities to determine if additional controls are necessary to protect neighborhood character.

Issues of primary concern include:

- Bulk.
- Setbacks.
- Building height.
- Lot coverage.
- Traffic access.
- Site landscaping.
- The design character and building materials of new homes.

Community Edge Recommendations

The City should address two "community edges" that may be impacted by nearby uses and other developments outside the City of Oakwood. These include the Irving Avenue area, which is across from the University of Dayton, and the Shroyer Road corridor, which is adjacent to the City of Kettering and the City of Dayton.

Irving Avenue is located directly south of the University of Dayton. The University Plan, prepared in August 2002, suggests a number of improvements along the Irving Avenue corridor:

- a) Articulating the campus edges with landscaping, stone walls, and nicely kept houses more compatible with the City of Oakwood.

- b) Guidelines for Irving Avenue, documenting improvements for each house along the street and addressing the need for a definable campus edge. The guidelines will specify improvements to help emulate the quality and care of the facades of Oakwood neighbors, while at the same time, providing a unique identity and entrance to the student neighborhood.
- c) Parking will be provided in large lots to the rear of the houses along Irving Avenue. This will provide more parking spaces and enhance the appearance of Irving Avenue and the residential streets.
- d) Improve existing neighborhoods with front porches and gabled roofs.
- e) Provide a strategy for locating new houses of a similar style and renovating existing houses.

The City of Oakwood should work closely with the University of Dayton to ensure that these improvements are undertaken in the future.

Shroyer Road is located adjacent to the City of Kettering. A resurfacing program along this street has significantly enhanced the appearance of the corridor. Other opportunities for improvement might include:

- a) Enhancement of the older homes and multi-family developments along the corridor;
- b) Improvement of sidewalks, with attractive parkway treatments and street trees;
- c) New street light fixtures; and
- d) Attractive public signage.

It would also be desirable to improve the commercial area within the City of Dayton, between Acorn Drive and Shroyer Road. This area provides a major entrance to Oakwood at Patterson Road. Many of the commercial properties in this area are marginal and deteriorated.

Commercial Area Recommendations

The *Land-Use Plan* recommends that Oakwood's established business areas continue to be the commercial focal points within the community. These areas should provide for the day-to-day commercial needs of Oakwood residents. Commercial uses should continue to be located primarily within the Far Hills Business District, the Park Avenue Business District, the Sugar Camp area, and in other smaller locations.

- Oakwood is primarily a residential community, and local commercial areas should continue to be strongly oriented to community needs. Commercial areas should remain small and compact, and their present scale and character should be essentially maintained.
- Since commercial and business areas are located along important traffic routes, access to individual properties should be carefully controlled to minimize conflicts with through traffic. The consolidation of access drives for adjacent properties should be encouraged where possible.
- Adequate off-street parking should be provided within all commercial and business areas. The consolidation of parking facilities for two or more businesses should be encouraged. Parking lots should be attractively landscaped, particularly along major streets and sidewalks. Parking should be provided in a manner that is compatible with adjacent residential areas.

- Commercial and business areas should not adversely impact adjacent neighborhoods. Screening and buffering should be promoted between commercial and residential areas, including landscaping and attractive fencing. Commercial traffic and parking should not “spill over” into adjacent neighborhoods.
- New commercial and business development should be of a size and scale compatible with the established image and character of Oakwood. Commercial and business development should be characterized by the highest possible standards of design and construction.
- Multi-family residential development has already occurred in several blocks adjacent to the existing commercial areas, and more should be considered in the future. These locations can be quite convenient and desirable for many residents, particularly those who are elderly or less mobile. Multi-family development can provide a market for many stores and businesses, and also provide a transition between the commercial and single-family neighborhoods.
- A comprehensive study should be undertaken of the commercial and business uses now located within the City of Oakwood. The study should determine the uses and activities that are underrepresented within the community at the present time. Based on this study, the City should develop a strategy to help attract new commercial and business uses that would help further support local residents and businesses.

Far Hills Business District Recommendations

The Far Hills Business District is Oakwood’s primary shopping and business area. It is the traditional commercial and service focal point for the City and the district contains a range of retail, service, and office uses.

The *Land-Use Plan* strives to strengthen and enhance the character and role of the Far Hills Business District. It should be maintained as Oakwood’s multi-purpose commercial and business area. The Far Hills Business District should remain unique in terms of its pedestrian orientation and the range of businesses, services and other activities it offers to the community.

While a number of improvements have been undertaken within the Far Hills Business District, additional projects should be considered to further enhance the appearance and pedestrian orientation of this key commercial area. For example, this might include façade improvements, more design compatibility between buildings within the same block, and the landscaping of parking areas.

The image and appearance of the public rights-of-way should also be enhanced, including additional landscaping, pedestrian lighting, signage, crosswalks, seating areas, and other pedestrian amenities. In particular, streetscape treatment along the west side of Far Hills, in the blocks south of Dell Park, should be upgraded.

Several actions could be considered to improve parking conditions within the Far Hills business area:

- a) Several existing lots would benefit from layout and striping improvements to improve parking efficiency.
- b) The use of directional signage to identify the location of off-street parking facilities.
- c) Visual enhancement of parking facilities through additional landscaping, fencing and light fixtures.
- d) Advising employees to use designated off-street spaces, thus freeing up more conveniently located on-street spaces for shoppers and business patrons.

- e) Encourage shared parking and explore the possibility of public easements that would allow multiple businesses to utilize the same parking facility.
- f) Consider the possibility of establishing a “parking fund” into which a developer could contribute dollars in lieu of providing parking. This fund might then be used by the City to upgrade existing parking lots and provide new facilities in the future.

The City should explore opportunities for high-quality and compatible new commercial and business development within the Far Hills Business District that would serve to supplement and enhance the City’s tax base. New commercial uses, particularly restaurants, convenience retail, service uses, and offices would enhance the business district.

- a) **Properties for redevelopment.** While most buildings within the Far Hills business district are well maintained, there are several older, converted homes and small, marginal commercial buildings that should be subject to replacement in the future. These properties are located on both sides of Far Hills Avenue.
- b) **Minor expansion.** The possibility of small-scale expansion of the Far Hills Business District has been discussed in the past. The City might consider the possibility of acquiring selected properties along the east side of the business district to allow for additional surface parking located behind stores and businesses. Additional surface parking behind stores would permit all frontage properties along Far Hills Avenue to be used for stores, shops, and businesses. However, any minor expansion of the business district would have to be balanced within existing neighborhood character.
- c) **Underground parking.** Underground parking within the Far Hills Business District was considered a number of years ago, but was not approved. It is recommended that the City again consider the possibility of underground parking. Underground parking could be a long-term solution for the Far Hills business district. Underground parking, perhaps as a part of new business development, would offer a number of advantages to the business district. Underground parking would conserve land within the business district, and create opportunities for new commercial and business development. It could also create the possibility of a small new public plaza that could become a “centerpiece” for the business district and provide additional pedestrian amenities within the area.

Building on the existing “Business District Design Guidelines” for the Far Hills Business District, the *Plan* includes several additional recommendations that the City should consider to further enhance the district.

Park Avenue Business Area Recommendations

The City should explore opportunities for improving and enhancing the Park Avenue business area, which at one time was a more vital and active commercial area.

Overall design, appearance and operational improvements should continue to be made in this area, including the enhancement of existing commercial buildings, improvement to commercial facades, and parking and signage improvements.

The *Plan* recommends that the Park Avenue Business Area continue to be small and compact, and that its present scale and character be maintained. This area should continue to be oriented toward neighborhood commercial and service needs, and no geographic expansion is recommended.

The Park Avenue commercial area could be an appropriate location for a teen activity center to serve teenagers within the Oakwood community.

Sugar Camp Area Recommendations

The Sugar Camp property and the adjacent vacant land have excellent accessibility and visibility, being located at the intersection of two arterial streets and at the major entranceway to Oakwood. This property is the last remaining vacant land area within the City with the potential for planned and coordinated new development. It is recommended that this property be promoted as a high-quality, mixed-use planned development area that might accommodate a combination of office, multi-family residential, open space and recreation, and business uses. The Sugar Camp property is a *Multi-Use Special Planning District*, which gives the City maximum control over the specific type of uses to be located in the area, as well as other aspects of design and development. The area should be guided by an overall site plan to ensure the coordination of land-use areas, building sites, utilities, drainage facilities and open space systems.

- When Sugar Camp is redeveloped, multi-family residential uses would be a preferred use. This should include high-quality, owner-occupied multi-family residential units, which could be suitable for Oakwood seniors and empty nesters.
- When Sugar Camp is redeveloped, offices would also be a preferred use for the area. Corporate offices, general tenant office space, and office/research uses could be appropriate in this location, provided they do not adversely impact adjacent neighborhoods. Office uses might reuse some of Sugar Camp's existing buildings.
- Because of the location, environmental and development characteristics of the area, retail would not be a suitable land use, except as a limited, complementary use within a mixed-use project. Retail uses could be acceptable on the ground floor of selected buildings, provided they are secondary to office and residential development. Sugar Camp should not be developed as a freestanding retail center.
- Because of the location and high-value characteristics of the Sugar Camp property, a major public park would not be an appropriate land use, except as a complementary use within a larger mixed-use project. A small park or recreation center to serve residents could represent an acceptable use within a larger mixed-use project.
- It is important that the Sugar Camp property, including the vacant land at Far Hills and Schantz, be guided by an area-wide design and development plan. The *Comprehensive Plan* includes guidelines to ensure that building and site development are compatible with surrounding neighborhoods, enhance Oakwood's image and character, and are consistent with the City's overall goals for this portion of the community.

TRANSPORTATION PLAN

The *Transportation Plan* strives to maintain a balanced transportation system that provides for the safe and efficient movement of vehicles, pedestrians and bicyclists and complements the City's traditional image and character.

Regional Transportation Agencies

The City of Oakwood should work with and cooperate with the Miami Valley Regional Planning Commission (MVRPC) on several ongoing transportation studies in the Dayton region. These include:

- a) A major investment study of the I-75 Corridor, which has recommended widening and reconstruction of I-75 throughout Montgomery County.

- b) Major changes to the existing Dryden Road/Dorothy Lane Interchange area, which is programmed for 2011-2015.
- c) The widening of Patterson Road from Wilmington Pike to the western municipal border of Oakwood to three lanes has also been proposed to occur in 2006-2010.
- d) Development of a new bikeway along the former Conrail railroad right-of-way on the eastern border of Oakwood as a potential regional bikeway connecting Dayton with Oakwood, Kettering, and Centerville.

Street Classification System

Streets are classified according to the function they perform. Decisions regarding traffic control devices, geometric design and restrictive measures can then be prescribed in a relatively straightforward manner to assure that the preferred functions are achieved.

The *Transportation Plan* groups all roadways within Oakwood into four categories, based on the type of service they are intended to provide within the community. The classification system includes:

- a) Major arterials.
- b) Minor arterials.
- c) Collector streets.
- d) Local streets.

The functional classification of Oakwood City streets is currently codified in the City’s Traffic Regulations. These classifications are consistent with those listed by the Ohio Department of Transportation.

Traffic Circulation Recommendations

Oakwood is primarily a mature, fully developed community. Municipal planning and expenditures on the City’s street network will continue to be focused on maintenance and improvement of the existing system.

Accident rates on City streets have been consistent with no significant variability noted that would indicate a specific intersection or roadway segment might warrant improvement or modification based on accident data alone.

Speeding in residential areas is a concern in some locations, particularly where streets are seen as “cut-through” routes. Specific streets identified for evaluation are Harman Boulevard, Schantz Avenue, Oakwood Avenue, Hathaway Road, and Delaine Avenue. These areas should be evaluated on a case-by-case basis with a variety of means to reduce speeding, including signage, pavement markings, and geometric or pavement modifications.

There has been concern over short-term traffic congestion and lack of parking in the vicinity of Oakwood City School sites. A comprehensive review of policies, practices and standards should be applied at each school location to insure completeness, uniformity and conformance with local and state guidance and regulations. School zones have been established and appropriately signed at each of the school sites with the speed limit reduced to 20 mph during the AM and PM school arrival and dismissal periods. Signage and pavement markings are present and in good condition.

The City is currently instituting turning movement restrictions at selected intersections in the vicinity of Harman and Smith Elementary Schools to improve circulation and to minimize vehicular/pedestrian conflicts. In addition, the City is investigating options to improve traffic flow around the Junior/Senior High School.

The establishment of a school route plan for each site should be considered. This plan should encompass all regulatory signage, pavement markings, signals, and policies for crossing guards and on-street parking. Pedestrian and bicycle circulation should be thoroughly reviewed at each school site. In cooperation with the Oakwood City Schools, pedestrian and bicycle facilities should be evaluated to maximize accessibility, safety and convenience to promote walking and bicycle trips in an effort to reduce student loading and parking demands.

Pedestrian and Bicycle Facilities

Oakwood has a well-developed network of pedestrian facilities with sidewalks provided on both sides of most streets with well-marked crosswalks and pedestrian signals. The character and scale of the community lends itself to walking and this is one of Oakwood's most desirable attributes.

The Pedestrian and Bicycle Information Center (PBIC) has been awarded federal funding to develop safe routes to school facilities and to promote a national "Walk to School Day." The City of Oakwood would be well-suited to take advantage of this program, as a means to publicize city-wide pedestrian routes and to advocate walking to school facilities with the additional benefits of reducing congestion and parking at the school facilities.

The City has several signed bike routes. City staff intends to investigate the possibility of updating the citywide bicycle route signage to adhere to current guidelines for signage and accessibility.

A portion of Deep Hollow Road from Oak Knoll Drive north to Park Road is planned for conversion to a pedestrian path in accordance with the Master Plan for Hills and Dales Park. This project is included as a part of an extensive plan for reconfiguration and improvements of walking and multi-use trails within Hills and Dales Park.

It is recommended that a comprehensive review of existing pedestrian and bicycle signage and pavement markings throughout the City be undertaken. Emphasis should be given to designate pedestrian routes linking schools, community facilities, and recreational areas.

Public Transportation

The Greater Dayton Regional Transit Authority (GDRTA) provides public transportation service to Oakwood. Oakwood has been served by fixed route services since its early development as a streetcar suburb.

Bus routes generally run on 10 to 20 minute intervals during rush hours, with intervals twice as long during the remainder of the day. Most routes are oriented north-south through Oakwood and link the community with Dayton's central business district, the University of Dayton, and with Kettering and the GDRTA "South Transit Hub."

COMMUNITY FACILITIES PLAN

Top-quality community facilities and services have always been a hallmark of the City of Oakwood. The *Plan* promotes community facilities and services as important assets that can help attract new residents and small businesses. Community facilities and services are important parts of the community and they add significantly to the overall quality of life in the City.

Community facilities addressed in the *Plan* include the Oakwood City Schools, the Public Library, the City and Public Safety Building, and facilities supporting Engineering and Public Works, the Historical Society, Leisure Services, and public utilities.

It is important to emphasize that the *Comprehensive Plan* presents general policies and guidelines for community facilities. The *Plan* is not intended to preempt or substitute for the more detailed planning and programming which will be undertaken by the agencies and organizations that are responsible for each community facility.

Community Facility Recommendations

- Oakwood is well served by facilities and services and no major new public building projects are anticipated during the next few years, with the exception of the library which may consider enlarging its facilities. The primary emphasis during the next 10 to 15 years should be on enhancing existing sites and buildings as required, and on undertaking upgrades, replacements and expansions as necessary.
- Community facilities should be compatible with surrounding uses and should enhance the character of the neighborhoods in which they are located. Sites should be attractively landscaped and screening and buffering should be provided if necessary. Traffic generated by community facilities should not adversely impact surrounding neighborhoods.
- Adequate parking should be available at all community facility sites. However, it is recognized that site limitations make it impossible to provide all required parking, and the City must continue to rely on on-street parking to supplement off-street parking.
- The City should be attuned to the changing needs and requirements of local residents and businesses, and new facilities and services should be provided if they become necessary or desirable in the future.
- New public facilities should be viewed as opportunities to create new civic landmarks within Oakwood. Where possible, new facilities should be located, designed and developed as focal points and “signature” projects for the City.

Public School Recommendations

The Oakwood City Schools are considered one of Oakwood’s most important assets. The school system is one of the primary reasons young families with school-age children choose Oakwood as a place to live.

All school buildings in Oakwood are in the process of renovation and expansion. Infrastructure is being upgraded, roofs are being repaired, and improvements are being undertaken on the school interiors. Renovations are addressing safety and structural issues. New classrooms are being added at Harman, Smith and Oakwood Junior/Senior High School.

The City should continue to support Oakwood City Schools and promote continued cooperation between the City and the schools to maintain a quality educational system, improve and enhance school facilities as required, and promote communication between the schools, the City, and local residents.

Wright Memorial Public Library Recommendations

Wright Memorial Library is a school district library, which means that the School Board appoints Library Board members and is the Library’s taxing body. The Library is funded primarily through the State of Ohio’s Library & Local Government Support Fund and a local property tax levy, although there are fines and user fees.

Since the Library serves as a focal point for Oakwood and a foundation for the educational system, the City should work with the Library Board and Oakwood City Schools to help resolve space needs in the future.

Oakwood City and Public Safety Building Recommendations

The historical Oakwood City and Public Safety Building houses: a) the City's administrative offices, b) Public Safety, c) Finance, d) Income Tax, and e) the Municipal Court.

The building is currently undergoing a major renovation project that is scheduled for completion in late 2004. Completion of the Oakwood City and Public Safety Building should resolve space needs for the City departments in the building. The building will be of sufficient size and configuration to meet the present and long-term future needs of the departments.

The Oakwood Public Safety Department is one of only 32 fully consolidated police and fire departments in the country. All of Oakwood's sworn officers are state certified in law enforcement, fire fighting, and emergency medical techniques. The underlying philosophy is that public safety services can be most effectively provided by deploying officers trained in the basics of all three disciplines.

The Safety Department recently purchased one new fire engine and anticipates delivery in September 2004. Also, the Department plans to add one new emergency medical vehicle in 2005.

Engineering and Public Works Department Recommendations

The responsibilities of the Engineering and Public Works Department include:

- a) City-wide vehicle maintenance;
- b) Water production and distribution;
- c) Storm and sanitary sewer maintenance;
- d) Street, sidewalk and alley maintenance, including snow and ice control;
- e) Design and inspection of City construction projects;
- f) Development and maintenance of the City's GIS system;
- g) Mowing and trimming of public areas;
- h) Refuse collection, brush and branch collection, and recycling; and
- i) Traffic signal and street sign maintenance.

The Department operates several sites in Oakwood, including the Public Works Center at 210 Shafor Boulevard, the water softening plant at 120 Springhouse Road, a water tower and booster pump system located in Fairridge Park, and the Shroyer Road water booster. In general, all sites and facilities are in good condition and should adequately serve the community for the next 15 to 20 years or more. The primary facility at 210 Shafor Boulevard was completely rebuilt in 2000.

The Department is considering the need for a pole barn storage building at the Firwood Well Field to provide for the storage of equipment, building materials, and supplies. The Department is also considering the need for a refuse transfer facility to handle brush and branch material, recyclables and other waste debris.

Public Utilities

Existing public utilities that serve the City of Oakwood include: a) the water system, b) sanitary sewer system, c) storm drainage system, and d) fiber optic communications system.

Because most of Oakwood was developed many years ago, the City's infrastructure system will need to be upgraded and improved on a regular basis, particularly the water mains, sewer lines and local streets. The City has an aggressive program for upgrading public infrastructure.

Water System

The City of Oakwood has owned and operated a municipal water system for over 50 years. The water system is operated automatically by a control system based on the water level in the Ridgeway Road water tower. The City is able to produce over 95% of the water used throughout the City. The balance is purchased from the City of Dayton.

Oakwood's three well fields are located at the edge of the Great Miami River Buried Valley Aquifer. The groundwater flow is generally from the southeast to the northwest and travels through tributary aquifers in a direction towards the main buried valley aquifer.

The water distribution system includes approximately 44 miles of underground pipe varying in size from 4 to 16 inches. There are approximately 675 main line water valves and 338 fire hydrants. Most of the underground piping was installed between 1920 and 1940.

Over the past 15 years, the City has replaced sections of the distribution system. Also, the City has replaced a majority of the underground water main valves and all of the fire hydrants. The City expects to continue replacing water lines over the next 25 years.

Sanitary Sewer System

The City of Oakwood owns and operates an underground sanitary sewer system. The system includes approximately 39 miles of buried pipe in sizes ranging from 5 to 18 inches. Most of the sewer lines were installed between 1920 and 1940. The sewer lines drain to three different water treatment plants.

Over the past 15 years, the City has begun replacing parts of the sanitary sewer system. The City expects that this replacement will continue over the next 25 years as many of the old lines age.

Storm Drainage System

The City of Oakwood owns and operates a storm sewer system. The system includes approximately 25 miles of underground storm sewer piping in sizes ranging from 12 to 60 inches. A majority of Oakwood is located within the Lower Great Miami Basin drainage area, as defined by the Miami Valley Regional Planning Commission (MVRPC). This includes the northern and western two-thirds of the City.

The southeast corner of Oakwood drains to the Little Miami Watershed Basin, as defined by MVRPC. All areas within the City of Oakwood are located above the 100-year flood elevation as defined by the United States Geological Survey. Although some areas of Oakwood may experience local stormwater drainage problems, none are related to river flooding events.

Fiber Optic System

In 2002, the City of Oakwood completed installation of a fiber optic communications system interconnecting all public buildings in Oakwood. The system includes a main trunk line with 48 single-mode fibers. It currently serves the traffic signal interconnect system, the City telephone systems, the City water production control system, and the City and School computer systems. It is also capable of serving other future needs including video cameras, security systems, and others. The fiber optic cable is constructed entirely underground.

Oakwood Historical Society Recommendations

The Oakwood Historical Society was incorporated in August 1974. The purpose of the Society is to preserve, research, display, publish, and promote interest among Oakwood residents in the history of the community, its government, schools, public enterprises, local citizens, and its architecture.

The Society has made several improvements to the Long-Romspert Homestead over the past few years and is presently working on a new strategic plan. The major initiative of this plan is to develop the homestead into a historic museum and archives/acquisition facility for public use. This calls for major renovation of the interior of the homestead and development of educational programs for the schools and for the general public as it pertains to Oakwood history and architecture.

Because of the growing interest in historic preservation in Oakwood, the City should work with the Society to help satisfy these future needs.

Department of Leisure Services

The Department of Leisure Services was created in 1987. Its mission is to enhance the quality of life in Oakwood by offering a variety of activities and programs. Its purpose includes building upon the natural beauty of the City, as well as the care and maintenance of parks, public gardens, boulevards, and public rights-of-way. The Department operates 13 park sites totaling approximately 32.9 acres.

Parks and Open Space Recommendations

Because Oakwood is primarily a residential community, parks, open spaces and recreational facilities add to the quality of life within the City. Several opportunities for enhancing parks and open spaces are highlighted below.

- The City should continue to promote enhancement of the open space character of Oakwood as a distinguishing feature of the community. Open spaces are defined as park sites, landscaped boulevards, tree-lined streets, small open spaces at roadway intersections, wooded ravines and other natural areas, and the landscape treatment around public sites and institutional facilities.
- While additional park land may be desirable in Oakwood, the small size of the community and the fact that the community is landlocked with very little vacant land, will make the development of new park sites difficult. However, the City and Leisure Services might explore options for acquiring additional park land, including:
 - a) The purchase of selected lots that become available in locations where park land is in short supply;
 - b) The preservation of selected open spaces as large estates are subdivided;
 - c) A small park or open space at the Sugar Camp property; and
 - d) The acquisition or leasing of additional lands outside the City.
- Plans are under discussion to update the Orchardly Park wading pool, to reconstruct the tennis courts at Shafor Park, and possibly update park shelters.
- Many residents within Oakwood have expressed the need for a new indoor recreational facility. The City should undertake a feasibility study to determine if a new facility should be added. Redevelopment of the Oakwood Community Center may be the most promising opportunity, rather than acquiring new land.

- The City of Oakwood should consider preparing a master plan for parks, open spaces and recreational opportunities. Since this is an important issue among many residents, the City might consider such a study in order to gather more detailed public input and help address future needs in this key area.
- The City should continue to encourage local property owners to endow land as a means of preserving existing open space areas. Donations can offer tax advantages to property owners as well as preserve important environmental features and help relieve some of the concerns related to estate subdivision.
- There should continue to be cooperation between the City, the Oakwood City Schools, NCR, nearby communities, and regional agencies in the provision of recreational facilities. Sites and facilities should be shared, and programs and services should be coordinated to the extent possible.

Other Community Facilities

Other community facilities in Oakwood include:

1. The US Post Office.
2. Lutheran Church of Our Savior.
3. St. Paul's Episcopal Church.
4. The Chabad Center of Greater Dayton.
5. Oakwood United Methodist Church.
6. Concordia Lutheran Church.
7. A portion of the Beth Abraham Cemetery.

These are important focal points within the community and some have historical interest.

COMMUNITY CHARACTER PLAN

The City of Oakwood is an attractive and distinctive community characterized by quality neighborhoods, historic homes, tree-lined streets, compact commercial areas, extensive landscaping, and a variety of public and institutional amenities. Oakwood's traditional image and character helps make the community unique and make it a very desirable place to live, work and do business. This *Community Character Plan* highlights several of the physical features that help give Oakwood its special community character.

Neighborhood Recommendations

Oakwood developed over a period of many years and its neighborhoods reflect the City's different stages of development. Oakwood's neighborhoods are among its most important visual assets, and neighborhood image and character should be preserved and enhanced.

The City should ensure that all new single-family and multi-family developments and major residential additions are compatible with and complement existing neighborhood character and provide overall value to the community.

Building Conditions Recommendations

The structural condition of buildings in Oakwood is very good, as well as the overall level of property maintenance. However, several business and commercial buildings should be upgraded. Most of these structures have minor deficiencies related to painting, roofs, and windows.

The majority of Oakwood's housing stock was constructed between the 1920s and 1940s, and it is important that the older stock be adequately maintained and upgraded. The Property

Maintenance Code addresses property maintenance, and has been very effective in maintaining properties and promoting repairs and improvements as required.

Historic Property Recommendations

Oakwood has a number of homes and public buildings with historical and architectural interest, and these add significantly to the charm and character of the community.

The City should work with the Oakwood Historical Society and the Oakwood Preservation Trust to undertake a more complete inventory of buildings within Oakwood that have historical and architectural significance.

The City should also work with these groups to help educate local residents about the value of preserving and protecting historic homes and the fact that these historical features add to the unique image and character of the Oakwood community.

Landscaping and Natural Features Recommendations

Oakwood is a community with extensive public and private landscaping. This includes the landscaping of residential properties, landscaping around public and institutional buildings, tree-lined streets, landscaped boulevards, public gardens, and public parks and open spaces.

Parts of Oakwood are characterized by attractive natural features, such as rolling topography, ravines, wooded areas, and stream corridors. These features also add to the quality and ambience of the community, and should be preserved and maintained.

Business District Recommendations

Oakwood's commercial and business areas occupy highly visible locations along the major streets that pass through the community. To complement Oakwood's neighborhoods, all commercial development should be characterized by the highest possible standards of design and construction. The design and appearance of commercial buildings, site development, landscaping, lighting, signs and graphics, parking lots, and pedestrian amenities should all be of concern to the City.

In order to improve the appearance of the commercial areas, and make them more compatible with the historical character of Oakwood, the City should continue identifying ways to enhance streetscape features, special design standards for commercial facades, and signage to reflect the traditional image of the Oakwood community.

Street Corridor Recommendations

While tree-lined streets and landscaped boulevards are distinguishing features of Oakwood, more attractive treatments should be considered along certain roadways, particularly Shroyer Road and Irving Avenue. Improvements might include sidewalk treatments, new street trees, street light fixtures, building enhancements, and public signage.

Attractive "welcome" signs and gateway features have been installed at several locations where major roadways enter the City of Oakwood. The City should maintain these gateway features and continually look for opportunities to enhance them in the future.

A new piece of public art was recently placed along Shafor Boulevard near Shafor Park to denote the 100th Anniversary of "powered flight." Public art can enhance street corridors and public activity areas and help enhance the community's identity. Oakwood might consider additional public art in selected locations.

PLAN IMPLEMENTATION

The *Comprehensive Plan* sets forth an agreed-upon “road map” for community improvement and development within the City of Oakwood during the next 10 to 15 year period. It is the product of considerable effort on the part of the Comprehensive Planning Committee, City staff, the City Council, the Planning Commission, and the Oakwood community.

Several next steps that should be undertaken to begin the process of *Plan* implementation include:

Adopt and Use the Plan on a Day-to-Day Basis

The *Comprehensive Plan* should become Oakwood’s official policy guide for improvement and development. It is essential that the *Plan* be adopted by the City Council.

After adoption, the *Plan* should be used by boards, commissions, and staff to review and evaluate all proposals for improvement and development within the community in the years ahead.

Review and Update the Zoning Ordinance

Zoning is one of the most common regulatory measures used by governmental units to implement planning policies. Following adoption of the *Comprehensive Plan*, the City should undertake a review of the Zoning Ordinance to ensure that it supports and complements the new *Plan*. Since the entire Ordinance was updated in 2000, significant changes are not anticipated.

Oakwood has a number of other codes and ordinances that govern land and building development, including the Subdivision Regulations, Property Maintenance Code, Business District Design Guidelines, and Building Code. All of these codes should be reviewed and updated as needed.

Promote Cooperation and Participation

City of Oakwood officials should assume the leadership role in implementing the new *Comprehensive Plan*. The City officials should carry out the administrative actions and the public improvement projects called for in the *Plan*.

In order for the *Comprehensive Plan* to be successful, it must be based on a strong partnership between the City, other public agencies, the local business community, various neighborhood groups and organizations, and the private sector.

The City should be the leader in promoting the cooperation and collaboration needed to implement the new *Comprehensive Plan*. The City’s “partners” should include:

1. ***Local agencies and service districts***, such as the Oakwood City Schools, the Library Board, the Historical Society, Oakwood Preservation Trust, the Post Office, etc.
2. ***Other governmental and quasi-governmental organizations***, such as the Ohio Department of Transportation, the Miami Valley Regional Planning Commission, the Greater Dayton Regional Transit Authority, the City of Dayton, and the City of Kettering.
3. ***Local institutions***, such as the various churches and religious organizations within Oakwood, and the University of Dayton.
4. ***The Kettering Moraine Oakwood Chamber of Commerce***, which plays an important role in marketing and promoting the community, and in organizing improvement efforts within the various commercial and business areas.
5. ***Local banks and financial institutions***, which can provide assistance in upgrading existing properties and facilitating desirable new development.

6. ***Builders and developers***, who should be encouraged to undertake improvements and new construction that conform to the *Plan* and enhance the overall quality and character of the community.
7. ***The Oakwood community***. All residents and neighborhood groups should be encouraged to participate in the on-going planning process, and all should be given the opportunity to voice their opinions on improvement and development decisions within the community.

Capital Improvements Program

The City of Oakwood should continue with its annual Capital Improvements Program. The Capital Improvements Program lists public projects to be undertaken over the next five-year period and estimates the budget for each project. Funding for the program is derived from City funds as well as state and federal funds. The Capital Improvements Program anticipates, identifies and prioritizes projects so that they can be incorporated into the City's operating budget.

The Capital Improvement Program is reviewed and adjusted on a yearly basis. It is recommended that this program be continued and expanded as funding and city resources will allow.

Prepare an Implementation Action Agenda

The City should prepare an implementation "action agenda" which highlights the improvement and development projects and activities to be undertaken during the next few years. The "action agenda" should consist of:

- a) A detailed description of the projects to be undertaken.
- b) The priority of each project.
- c) An indication of the public and private sector responsibilities for initiating and participating in each project.
- d) A suggestion of the funding sources and assistance programs that might potentially be available for implementing each project.

In order to remain current, the "action agenda" should be updated once a year. The City should consider retaining the Comprehensive Plan Committee to assist with developing the "action agenda" and to review progress made each year in addressing the goals and objectives outlined in the *Plan*.

Explore Funding Sources and Implementation Techniques

While many of the projects and improvements called for in the *Comprehensive Plan* can be implemented through administrative and policy decisions or can be funded through normal municipal programs, other projects may require special technical and/or financial assistance.

The City should continue to explore and consider the wide range of local, state and federal resources and programs that may be available to assist in the implementation of planning recommendations. For example, Tax Increment Financing may be a tool to explore for the mixed-use redevelopment of the Sugar Camp property

Enhance Public Communication

The City should make this summary version of the new *Comprehensive Plan* available throughout the community. It is important that all local residents, businesses and property owners be familiar with the *Plan's* major recommendations and its "vision" for the future.

The City should also consider additional techniques for responding quickly to public questions and concerns regarding planning and development. For example, the City might consider spe-

cial newsletter or Web page features that focus on frequently raised questions and concerns regarding planning and development.

Update the Plan on a Regular Basis

It is important that the *Comprehensive Plan* be a vibrant document. If community attitudes change or new issues arise which are beyond the scope of the current *Plan*, the *Plan* should be revised and updated accordingly.

The *Comprehensive Plan* should be reviewed every two years by City Council, staff and selected residents and business persons to reflect the changes that have occurred and to incorporate the recommendations that have been accomplished. If the City retains the *Comprehensive Plan* Committee, this 25-member group could play a key role in this bi-annual update. In addition, a major update to the *Plan* should be undertaken at least every 10 years.