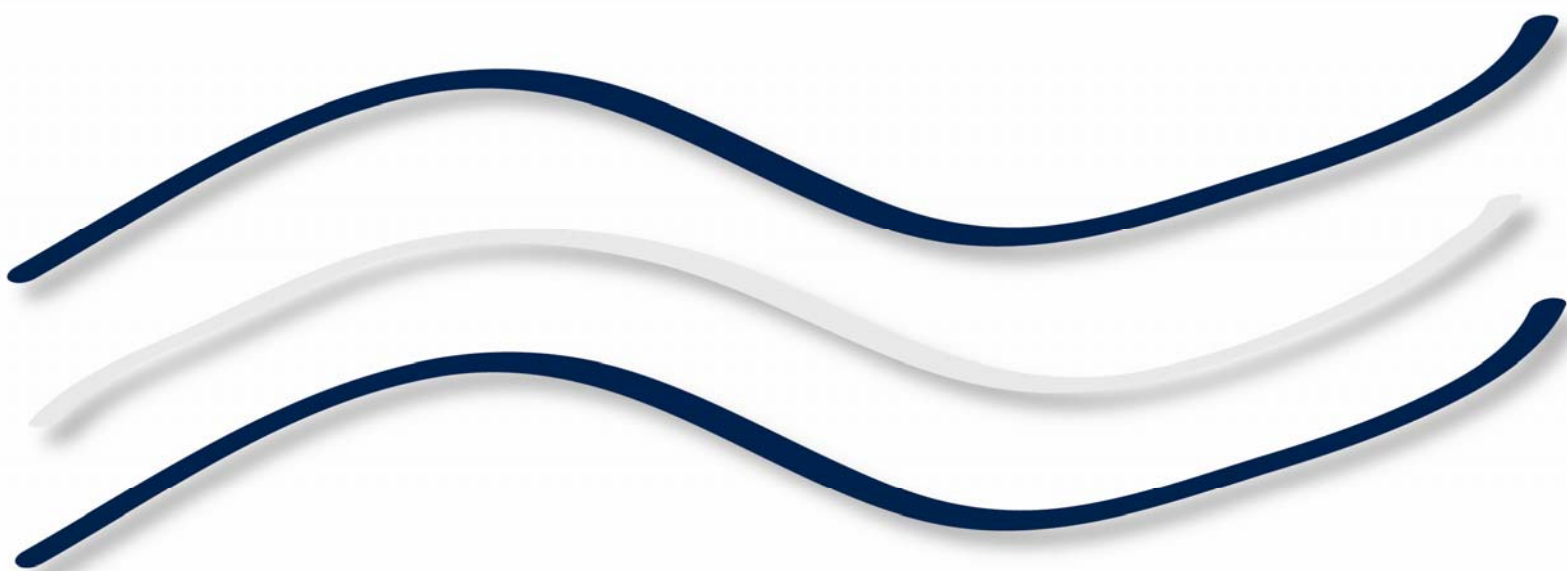


City of Silverton, Ohio 2008 Comprehensive Plan



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1

INTRODUCTION



Overview of a Comprehensive Plan

The Silverton Comprehensive Plan is:

- An official public document adopted and amended by formal resolution of the City Council.
- A long-range policy statement meant to guide decision making, not contain the decisions themselves.
- Comprehensive, as it encompasses the entire City jurisdictional area.
- Primarily concerned with physical development and those City actions which can be reasonably expected to influence development.
- Long-range, as it looks beyond current issues to the possibilities and problems anticipate for the next 10 years.
- A major component of the planning process for the City.

The Plan Plays Five Primary Roles to Help Silverton Achieve Its Goals:

1. **Negotiation Agent.** Land use and development decisions often require finding solutions between conflicting or competing interests, for example, the needs of an individual property owner versus the desires of the surrounding residents, or the aspirations of one jurisdiction or department over another. Through its direction, the Plan will create a path to reaching negotiated decisions.

2. **Policy Recommendation.** Local elected officials are frequently called upon to make land use and development decisions. In its guidance role, the Plan will aid in the setting of public policy by providing support, assistance, recommendations and counsel to decision makers.

3. **Information Management.** As our society becomes increasingly more complex, both the demand for and the supply of data have grown exponentially. Demographic, social, economic and land use trends and statistics are crucial to reaching informed, objective choices. Through the Plan and the support of the City staff administering it, the collection and management of information can be effectively handled, making this key resource to decision making more accessible, useful and meaningful.

4. **Change Agent.** The Plan can aid Silverton in anticipating change and preparing for the future. Whether in the identification of trends that may have an adverse effect on area quality of life or in spotting opportunities to increase Silverton's economic growth, the Plan can be used as a catalyst to support leaders as they seek to spur action.

5. **Program Management.** The healthy, sustainable physical development of the community often necessitates significant investment of public dollars or the development of collaborative public-private sector projects. The Plan serves as a tool to guarantee that public dollars are spent wisely and that the programs engendered are effectively organized and executed to meet community goals and needs.

The Planning Process

In 2006, Silverton City Council determined that growth pressures were beginning to arise with increasing frequency primarily due to high development activity in neighboring communities resulting from a robust commercial and office market in Greater Cincinnati. This Comprehensive Plan is the first such document in the history of Silverton. The City has been relying primarily on its zoning ordinance for guidance on land use based issues. City Council decided to hire a community planning consultant to assist in the drafting of its first comprehensive plan. A comprehensive plan steering committee representing a cross-section of the community was appointed by City Council. The steering committee members were comprised of citizens, local business owners and other civic organization leaders. The committee met on a monthly basis to forge the plan and its many elements. A public open house and subsequent public hearings were conducted for the solicitation of public comment and review.

Discovering the Vision of Tomorrow's Silverton

Identifying the vision for tomorrow's Silverton was the initial task of the Steering Committee. Visioning exercises utilizing SWOT analysis and other interactive methods were performed to extract both the opportunities and challenges facing the City of Silverton in the future. Emphasis was placed on seeking the vision of development related issues whether they be redevelopment efforts, public facility expansion or transportation master planning. Visioning is aimed at gaining input and direction on broad level issues and planning goals. The SWOT analysis summaries are located in Appendix 1.

Determining Plan Goals & Objectives

Following the visioning sessions, the Steering Committee was charged with the task of determining for detailed sets of goals that should be explored and analyzed within the Comprehensive Plan. Goals and objectives denote a more specific policy direction and help organize planning issues. Planning issues contain strategies, which are detailed actions necessary to initiate or complete an goal or objective – such as a program or project. Within the Plan, there should be multiple objectives for each goal and multiple strategies for each objective. Using the broad level visioning statements, the Committee further narrowed the focus of the Comprehensive Plan elements and framed these elements with goal and objectives to be sought through this planning process. The identified Plan goals and objectives are listed on the following pages and grouped by plan element category.

Special Area Plans

These plans focus on specific sites or issues that have been analyzed in greater detail by the Steering Committee. Each Special Area Plan provides a detailed orthographic photo of the subject study area. These plans first examine the current conditions followed by detailed recommendations for the site or planning issue.

Policy Recommendations

Policy recommendations are provided for each element of the Comprehensive Plan. The policy recommendations contain detailed suggestions for implementing policies, programs and other action plans relating to the analysis of the particular Comprehensive Plan element. It should be noted that these policy recommendations typically require other formal adoption procedures whether through zoning ordinance amendments or adopted pieces of legislation.

Goals & Objectives**Land Use and Development**

- Promote development consistent with the Future Land Use Plan.
- Maximize the growth potential of sites located in and around the Silverton City Central.
- Provide for a comprehensive land use plan for the overall Montgomery Road and Plainfield Road corridor study area.
- Encourage private sector investment in future infrastructure projects.
- Promote land uses consistent with creating long term tax base and job growth for the surrounding community.
- Attract business uses to address currently underserved services and amenities for the surrounding community.
- Promote the development and redevelopment of sites located in designated business districts in and around the City Central and the Montgomery Road and Plainfield Road corridor areas.
- Promote existing city assets and neighborhood qualities.
- Encourage the redevelopment and rehabilitation of existing structures where appropriate.
- Minimize disturbance to the surrounding neighborhoods.

Goals & Objectives

City Character and Community Aesthetics

- **Establish design guidelines and development standards for the corridor areas and the City Central district.**
- **Promote quality development consistent with the existing historical structures.**
- **Encourage buffering and screening guidelines to protect residential developments from adjacent business land uses.**
- **Identify gateway areas for the entire City Central area and for specific commercial pockets.**
- **Establish sign guidelines to maximize aesthetic qualities and promote safe vehicle site distances.**
- **Promote a common theme and pedestrian friendly character for the City Central.**

Goals & Objectives

Transportation, Public Facilities, Parks & Recreation

- **Identify new sites for future parks and recreation facilities.**
- **Formulate strategies to increase utilization of Silverton's existing park facilities.**
- **Examine beautification improvements along the city's major traffic corridors.**
- **Explore new intergovernmental coordination efforts with the City of Deer Park.**
- **Provide preliminary planning for a Silverton Light Rail Station.**
- **Provide for increased pedestrian and bikeway strategies.**
- **Study the feasibility of relocating the City administrative facility.**

2

EXISTING CONDITIONS



Silverton is a first ring suburb of greater Cincinnati, gaining city status in 1961. Like many other first ring suburbs in Ohio and around the Midwest, Silverton is virtually built out from a development standpoint. As such, population levels have largely remained constant for the last twenty years. Silverton retains a mix of single family, multi-family, retail, office and light industrial land uses.

Silverton is a family-oriented and diverse community with a close-knit feel. Silverton enjoys a prime location along Interstate 71 and is immediately adjacent to one of the largest retail and office centers in the greater Cincinnati market. Given the new trend towards redeveloping urban communities to accommodate urban oriented lifestyles, these core community values and locational attributes provide Silverton with a wonderful opportunity to utilize these assets to expand the existing commercial development in the City core and transform the area into a city center to help the community experience a surge in redevelopment activity spanning all land use sectors within the city.

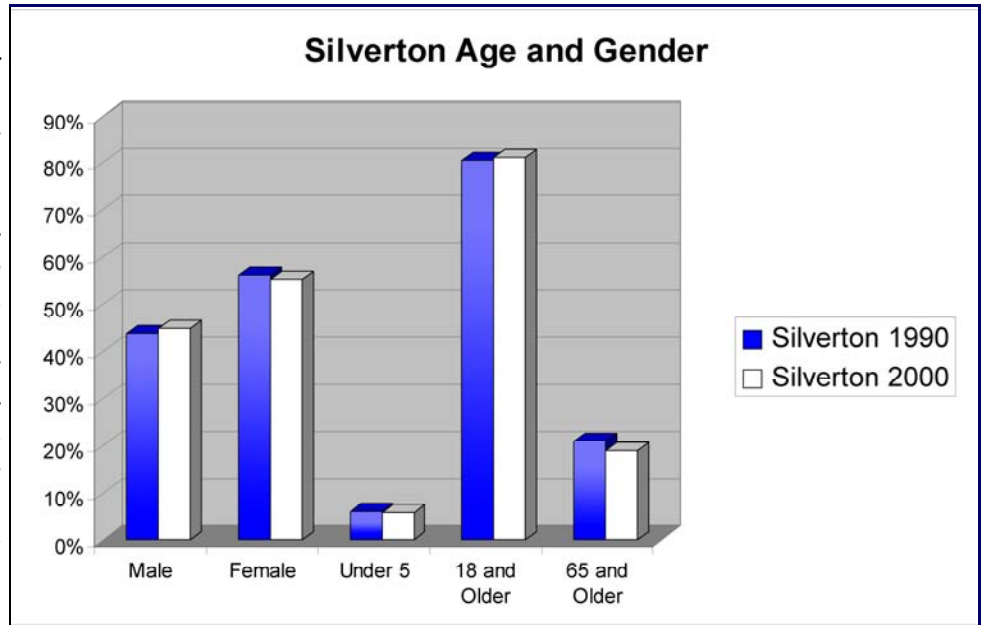
Key Statistical Data

City Area (<i>square miles</i>)	1.1 square miles
Total Population	5,178
Total Population (<i>2006 estimate</i>)	5,180
City Elevation	850 feet
Population Density	4,647 per square mile
Total Households	2,626
Owner Occupied Housing Units	1,377
Median Year of (Owner Occupied) Home Built	1946
Renter Occupied Housing Units	1,119
Median Year of (Rental) Home Built	1955
High School Graduates	28.3%
College Graduates	19.2%
Workers (16 years and older)	2,593

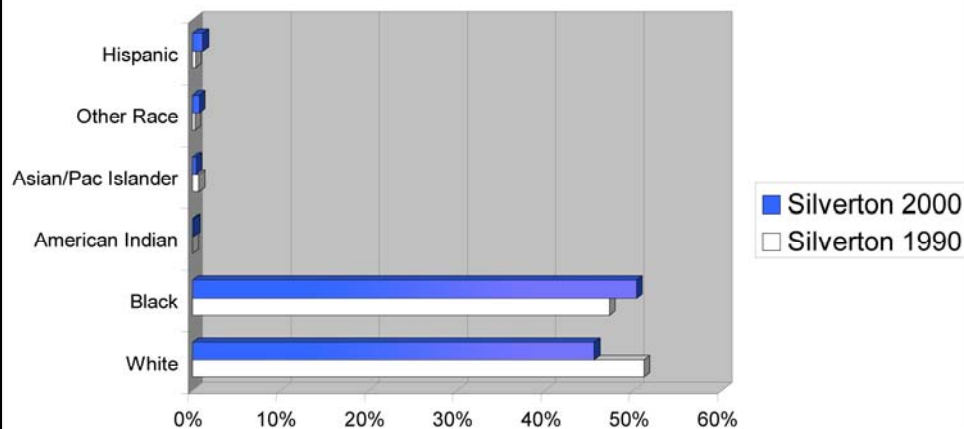
All data is based on the 2000 Census unless otherwise noted.

Population Trends

Silverton's average population age is rising. The younger demographic consisting of both individuals and families are moving into the city at a lower rate, however, the percentage of total Silverton population aged 25 - 44 years old is increasing. The population of 45 to 54 year olds has grown, as well as those ages 65 to 84. This is not only happening in Silverton, it is happening across the county, as county growth shows the same trends, with the 45 to 54 year old population growing, as well as the over 85 population



Silverton Race and Ethnicity

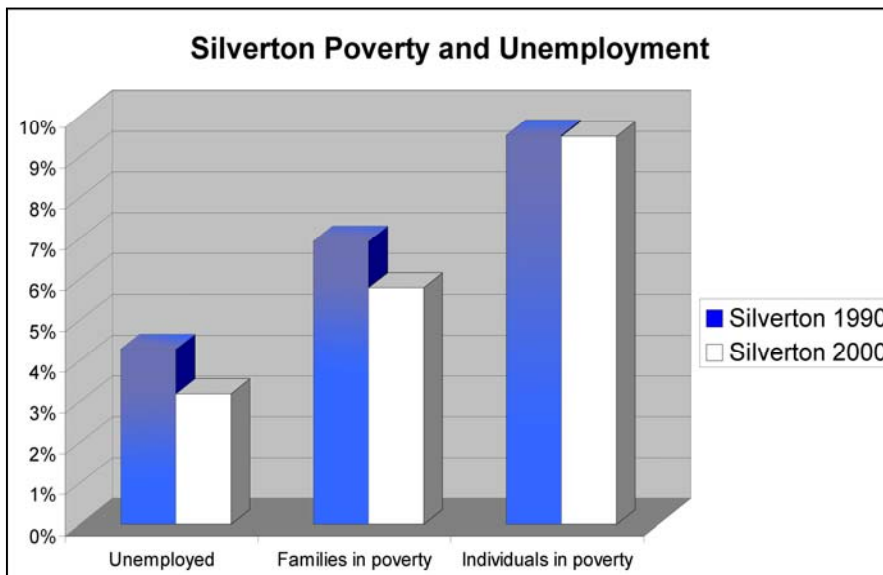
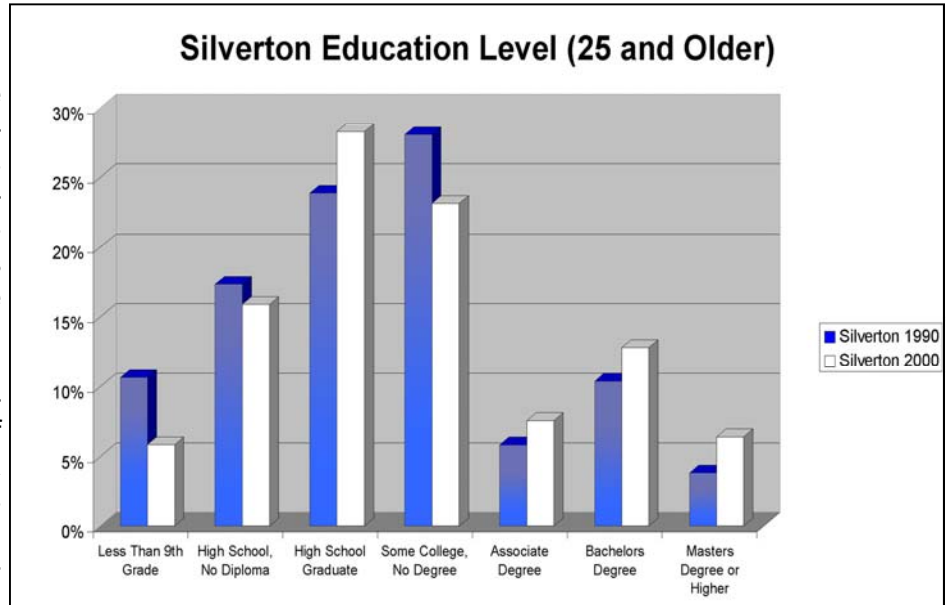


Population Diversity

Silverton is a diverse community, with a black population of fifty percent and a white population of forty six percent, as of 2000. Hamilton County is not as diverse, being 73 percent white and 24 percent black. This diversity and community programs are part of the reason Silverton is a great place to live. Both Hamilton County and Silverton have seen a slight shift in these percentages towards being racially balanced.

Education Levels

The education levels in Silverton increased between 1990 and 2000. The numbers of people with less than a high school education went down, while numbers of those with an associate's degree or higher went up. Compared to the county, Silverton has a higher percentage of people without a high school diploma, but remains even with Hamilton County in terms of total individuals earning a diploma. In terms of higher education, Silverton has a higher percentage of residents with an associates degree than the county, but has a lower percentage of residents with a bachelors degree or higher.



Poverty and Unemployment

Silverton's unemployment rates and families in poverty rates have steadily declined since the year 2000. By contrast, the city's individual poverty rate has remained virtually level since 2000. These figures are positive indicators that the citizens of Silverton are improving their personal and family financial situations. These rates illustrate that as the number of individuals in poverty status approaches 500 total people within the city, there is further reason to aggressively seek out new job growth in the city to assist in reducing these poverty rates.

Household Income

Median Household Income increased substantially between 1990 and 2000 from \$25,473 to \$35,117, but is still below the county averages of \$29,498 and \$40,964 respectively. The rise is relatively even with the county rates of increase, meaning most residents have likely held a similar paying job for this ten year period. Despite being below the county average for income, Silverton is also below the county average in terms of unemployment and poverty. Silverton's unemployment is at 3.2 percent and the poverty rate is 9.5 percent, both lower than Hamilton County. Both unemployment and poverty numbers have dropped in Silverton from the 1990 to 2000 reporting period.

3

LAND USE



Silverton Land Use Overview

The right of a municipality to manage and regulate land use is rooted in its need to protect the health, safety and welfare of local citizens. The first step in establishing the guidelines for such management and regulation is the Comprehensive Plan. Although it is one component of the Comprehensive Plan, the significance of the *Future Land Use Plan* text and map cannot be overstated. Similar to the way in which a map serves as a guide to a particular destination, the *Future Land Use Plan* should serve Silverton as a guide to its particular, unique vision for the future. Each mile driven that is represented on a map can also be compared to each individual decision that the City makes with regard to land use and zoning; these individual decisions can either lead to or detract from the City attaining its vision.

In order to provide the most complete *map* possible, the *Future Land Use Plan* establishes an overall framework for the preferred pattern based principally on balanced, compatible, and diversified land uses. The *Future Land Use Plan* should ultimately be reflected through the City's policy and development decisions. It is important to note that the *Future Land Use Plan* is not a zoning map, which legally regulates specific development requirements on individual parcels. The zoning map should, however, be guided by the *Future Land Use Plan*.

The majority of Silverton's 1.1 square miles is comprised of single family residential housing. Various multi-family housing uses and commercial and office land uses are also prevalent along the major corridor areas of Montgomery Road and Plainfield Road. The majority of buildings situated along Montgomery Road are commercial, retail service or office uses and the Plainfield Road corridor maintains a mix of primarily commercial uses and a large light industrial property. There are also a few large parcels zoned agricultural in the southern areas of the city. There are also pockets of commercial development located along Stewart Road adjacent to I-71.



Future Commercial Strategies

Future commercial zoning designations should provide a range of commercial development intensities, from small neighborhood commercial areas to large planned commercial areas. In general, commercial areas should provide a broad range of services, commercial uses, mixed commercial and residential uses, and personal service establishments. Flexible development standards should be used to insure design compatibility with the site and with the surrounding area. Linear expansion of existing “strip commercial” areas should be prohibited. Mixed use developments are strongly encouraged in commercial areas along the Montgomery Road and Plainfield Road corridors and as part of mixed-use developments in designated special overlay districts.



Plainfield Road Corridor Offers Pedestrian Oriented Development Opportunities

Transit Oriented Development Policies

This plan studies the possibility of a light rail transit station being constructed along Montgomery Road. As such, Transit Oriented Development (TOD) policies will be discussed. These types of pedestrian friendly guidelines represent important building blocks for a proposed regional rail transit system. The goal is to have a large, concentrated population which lives and/or works within the service area of the transit stop. Within walking distance of a transit stop (1/4 to 1/2 mile) should be high intensity multiple land uses or high density residential uses or both. A mix of uses near the transit stop minimizes the need to travel outside of the immediate area.



SORTA Transit Training Facility

All TODs consist of a mix of several land uses. A retail and commercial center will serve as the focus of a Silverton TOD, but residential and employment uses should also be included. Maintaining Silverton's interconnected grid street systems are very important to allow ease of access for pedestrians to all the services provided in a TOD. The housing within TODs should be built at medium to high densities so that the maximum number of people can walk to the Silverton City Central and the transit stop. The highest intensities of development should be located closest to the transit station. Parks and open space, schools and day care centers, recreation and community centers, are also important components of a TOD strategy.

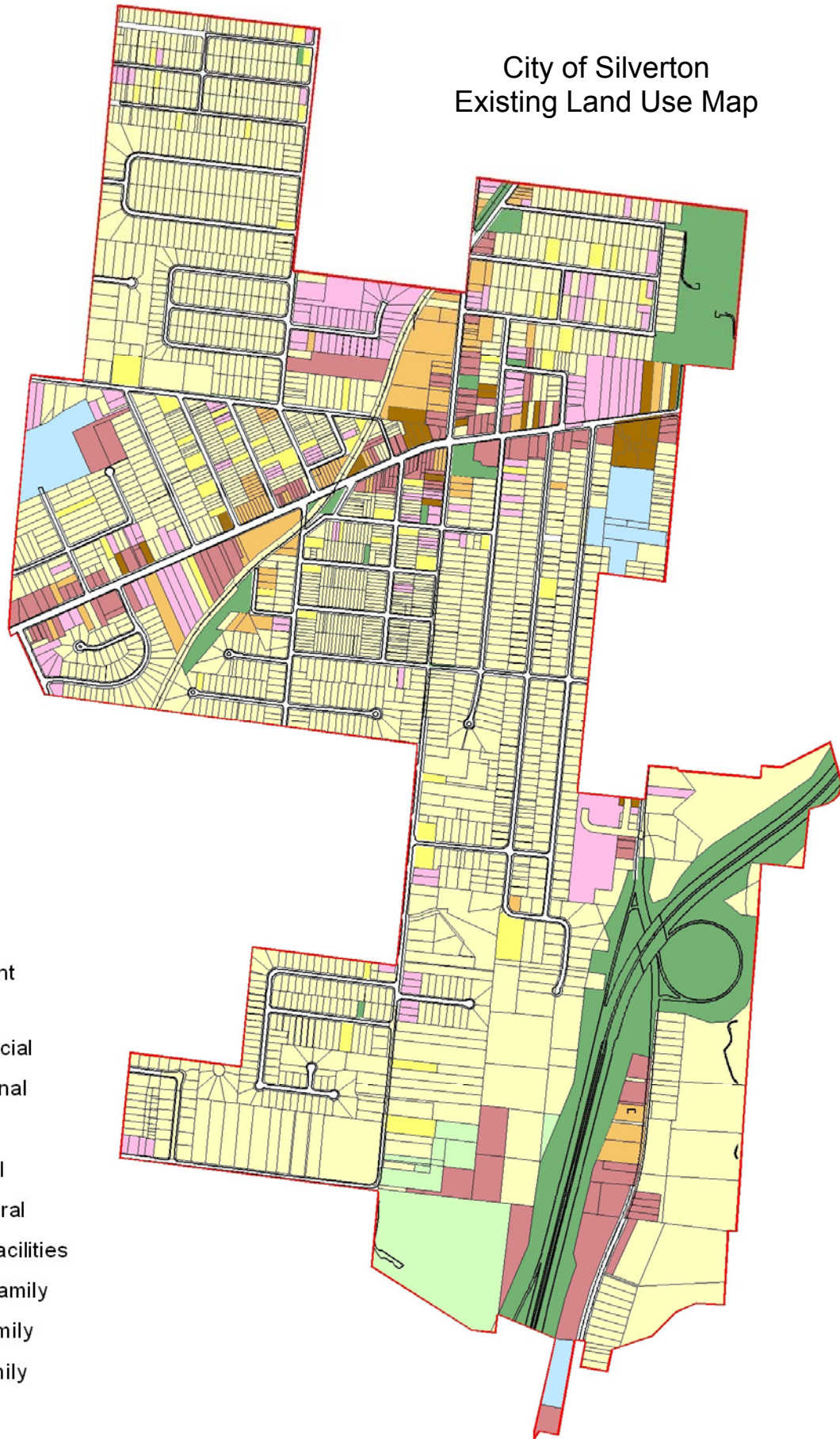
City of Silverton
Existing Land Use Map

Legend

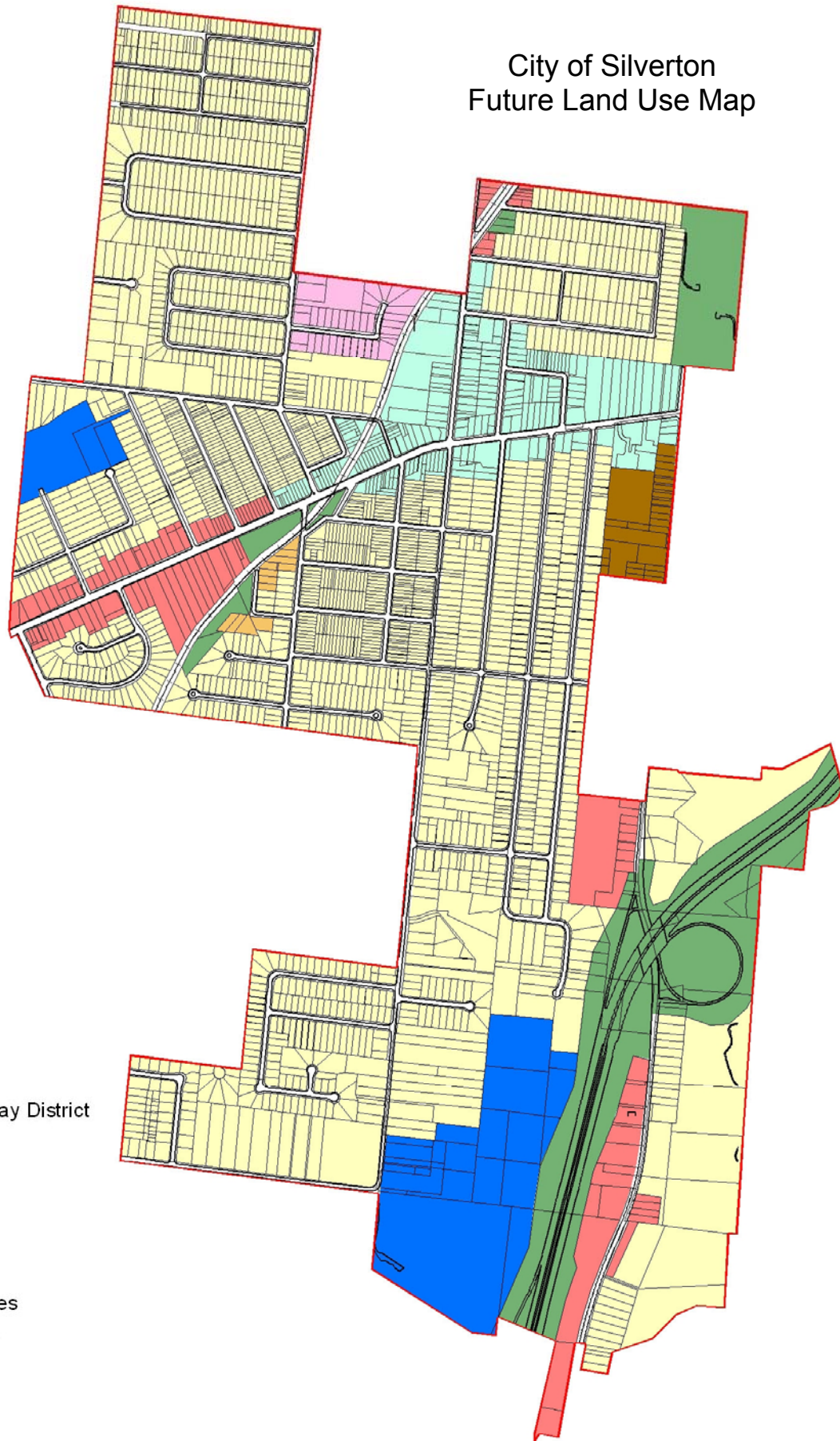
- +— Railroad
- Pavement

Land Use

- Commercial
- Institutional
- Office
- Industrial
- Agricultural
- Public Facilities
- Single Family
- Multi Family
- Two Family



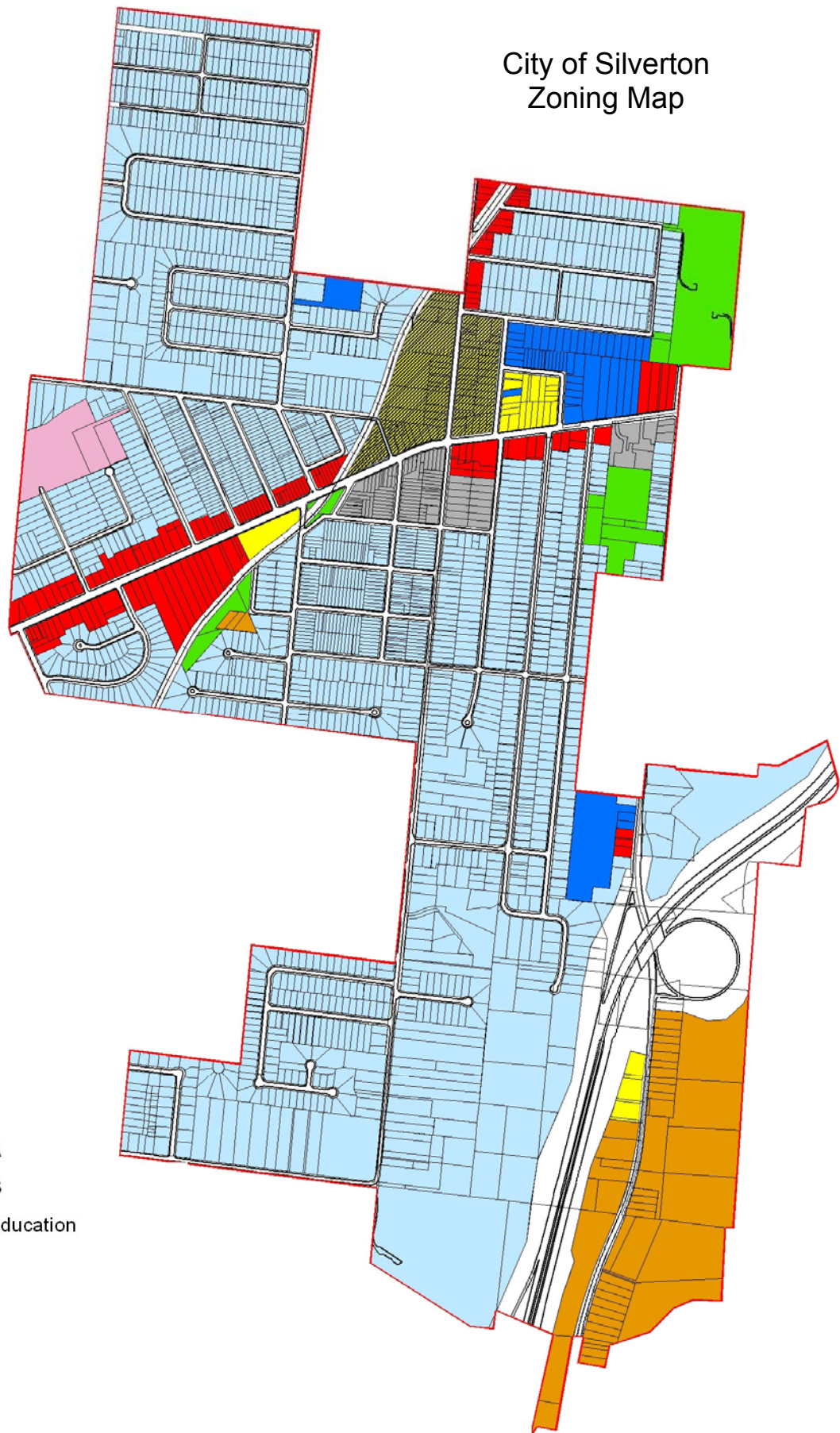
City of Silverton Future Land Use Map



Legend

-  Railroad
-  Pavement
-  Special Overlay District
-  Mixed Use
-  Commercial
-  Office
-  Industrial
-  Public Facilities
-  Single Family
-  Multi Family

City of Silverton Zoning Map



Legend

- +— Railroad
- Pavement
-  Overlay
-  PUD
-  Residential-A
-  Residential-B
-  Recreation-Education
-  Business-A
-  Business-B
-  Business-C
-  Business-D

Special Area Plan: Paideia Elementary School Site



Existing Conditions:

This site is currently the location of the Silverton Paideia elementary school. The site is accessed via Stewart Road and is situated adjacent to residential properties on the east, west and south property lines with office uses abutting the northern property boundary.

Silverton and Cincinnati Public School District officials are currently discussing a possible joint venture that would provide a new site within Silverton's Ralph W. Ficke Memorial Park for the construction of a new CPS school. If approved, the plan would transfer ownership of the Paideia School site to the City of Silverton.

Opportunities:

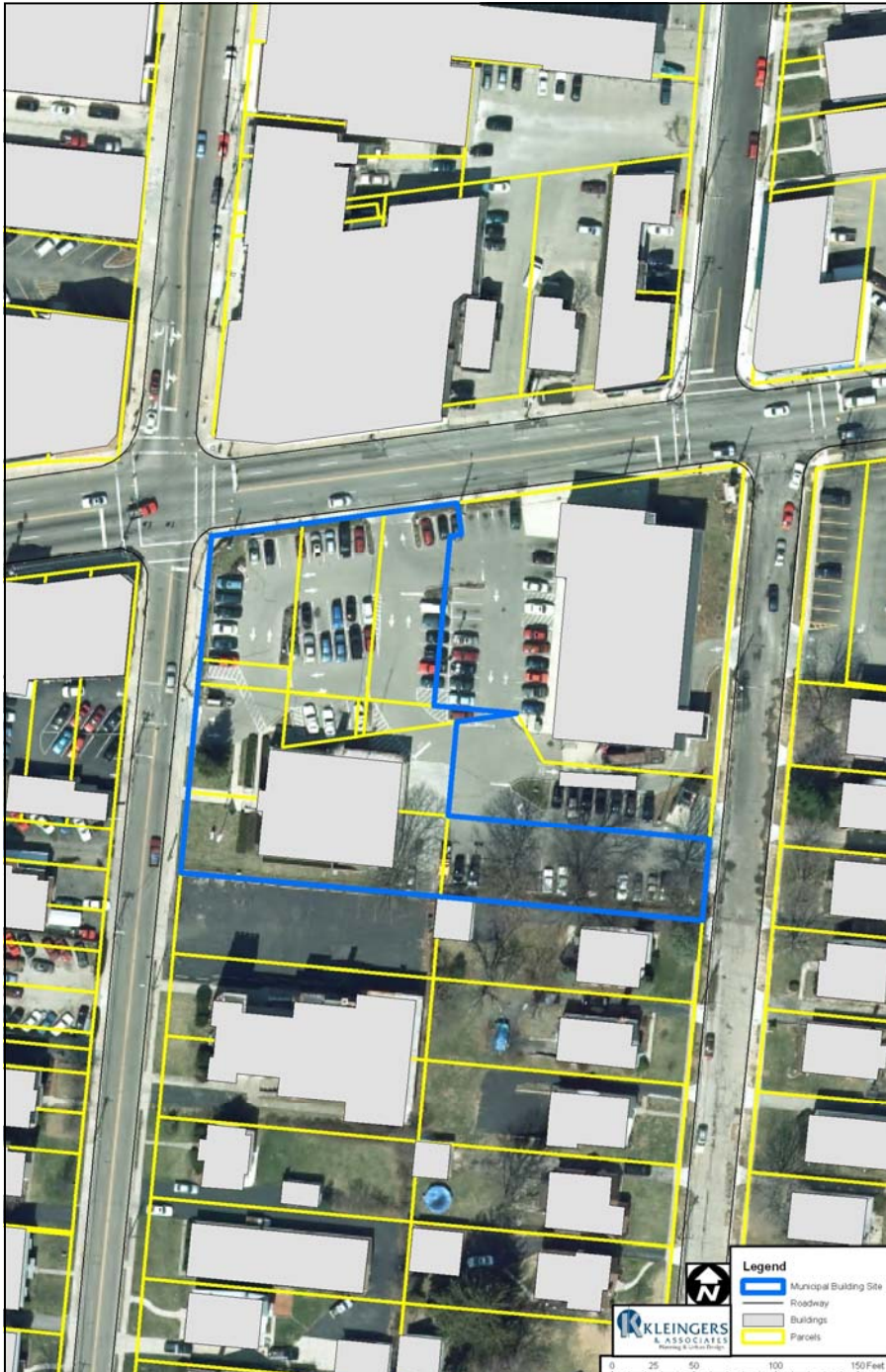
- ❶ Implement appropriate development regulations over this site via an overlay zoning district. Regulations addressing site design, architectural guidelines and land use mix should be provided for.
- ❷ This site should be reserved for low intensity professional office, commercial service and mixed-use residential land uses.
- ❸ Up to 1/2 acre of this site should be reserved for the construction of a neighborhood pocket park. This park space may provide children's play areas and equipment in addition to cleared grassed areas and seating options to provide passive recreational opportunities.
- ❹ A screening and bufferyard plan should be a high priority for the redeveloped of this site to preserve the character of the surrounding residential neighborhoods.



Special Area Plan: Redevelopment of the Municipal Building Property

Existing Conditions:

This .79 acre site is currently home to the Silverton municipal building which includes administration offices, the Police Department and City Council chambers. The site is located at the SE corner of the City's most prominent intersection at Montgomery Road and Plainfield Road.



Opportunities:

- ❶ Actively seek alternative locations for the municipal building offices and functions to allow this site to be redeveloped to it's highest potential.
- ❷ Consider public-private partnerships with the private sector development community utilizing a Community Improvement Corporation in redeveloping this site.
- ❸ When designing the site layout, emphasize the use of zero building setbacks for the front yard areas to promote and continue the main street style massing along Montgomery Road.
- ❹ Seek a building design that maintains multiple stories to better provide for an off-street parking area located in the rear of the lot behind the future building.
- ❺ The design and style of this site and the buildings located upon it should conform to the established design guidelines set forth for the City Central district.
- ❻ Promote future commercial and office land uses for this redevelopment site to maximize site density versus tax revenue generation.



Land Use Policy Recommendations

LU 1.0 Future Land Use Map

As consideration of adoption of this comprehensive plan, the future land use map should provide guidance and land use policy direction for Silverton City officials and staff when determining future land use based decisions.

LU 1.1 Silverton City Central District

This comprehensive planning document details suggested redevelopment guidelines and approaches in Chapter Four for the Silverton City Central district. Generally, a mixed-use zoning overlay district should be implemented over this identified area to promote greater flexibility in redeveloping the district based on mixed-use destination based planning principles.

LU 1.2 Montgomery Road Corridor (west of City Central district)

Generally, the properties fronting along Montgomery Road, west of the City Central district, are proposed to be development commercially in the future. Currently, several pockets of differing types of residential land uses are dispersed amongst this primarily commercial area. Future commercial development for these properties takes maximum advantage of the sites' excellent traffic visibility and conversely recognizes inherent safety issues with locating residential land uses on a road with significant traffic counts. Commercial redevelopment of these properties will provide for a uniform development pattern along the corridor.

LU 1.3 Paideia School Site

The Paideia School Site has been identified for redevelopment as commercial / office. In the effort to leverage the site's large size and excellent access to Stewart Road, a future office use designation has been applied to this site.

LU 1.4 Stewart Road Multi-Family District

There are several parcels currently used as a mix of multi-family residential, single family dwellings and commercial uses and being located on the west side of Stewart Road just north of the Interstate 71 ramp area. This area has been identified for redevelopment as future neighborhood commercial and office land uses. This area enjoys excellent site visibility and access to Stewart Road. Future commercial and office redevelopment should also provide optimal screening and buffering from the adjacent residential land uses.

LU 1.5 Lower Stewart Road Commercial District

Currently there exists both commercial and light industrial uses in this district. The future land use designation for these identified properties is commercial and light industrial, warehousing and assembly operations in order to take advantage of the excellent site visibility and highway access.

LU 1.6 City-Wide Spot Land Use

Currently, there are many instances of spot land use and spot zoning located throughout the city's many single family residential neighborhoods. Spot land use and spot zoning present several potential land use conflicts due to incompatibility of land uses located adjacent to one another. A prudent long-term planning goal is to provide for a uniform land use pattern throughout the city over time and through the process of natural and market-based redevelopment efforts. The future land use map has designated most of these spot land use situations as opportunities to create a consistent and uniform land use scheme by taking into account the use of the surrounding properties. The result is a future land use map that calls for many of these properties to be replaced with future single family land uses.

Land Use Policy Recommendations

LU 1.7 Upper Plainfield Road Commercial District

The grouping of commercial, single family residential and multi-family parcels located north of the City Central district along Plainfield Road has been identified for future neighborhood commercial land uses. This future land use plan is consistent with both the adjoining Silverton City Central mixed-use district to the south and the future Deer Park Plainfield Road commercial district situated to the north of these identified properties.

LU 1.8 Encourage Mixed-Use Development

Create a new zoning district within the Silverton Zoning Code to provide for a mixed-use zoning district. This district should provide the required flexibility in redeveloping areas to mixed-uses. Appropriate consideration should be given toward targeting increased residential densities, relaxed setback requirements and zero lot line building massing when creating this new district. A form based code approach should be explored as an effective regulatory framework to implement these mixed use concepts in a predominantly dense corridor setting. Auto oriented strip or linear commercial development should be avoided. Commercial areas within the key corridor areas should be compact, allow for walking between businesses and easy access for business customers and transit riders.

LU 1.9 Special Overlay District - St. Teresa Site

Study the implementation of a special overlay district (SOD) addressing unique areas within the city. One area identified for a potential SOD is the St. Teresa site located off of Belkenton Avenue. This site contains a historically significant structure and generally comprises a large single owner land site within the city. Adaptive reuse strategies that compliment both the structure and the surrounding residential neighborhoods would be desirable. Targeted future land uses for this SOD site might include senior housing and owner occupied condominiums. Any future redevelopment or adaptive reuse of this site should provide for substantial buffering from the adjacent residential properties where natural screening currently does not exist.

LU 2.0 Special Overlay District - Benken Nursery Site

Study the implementation of a special overlay district (SOD) addressing unique areas within the city. One area identified for a potential SOD is the Benken nursery site. This site is comprised of several individual parcels and is currently being partially utilized as a commercial nursery operation. Given this site's large size and overall site development potential, a special overlay district should be considered to provide greater flexibility in maximizing both the unique site characteristics and future tax revenue. If the property is developed in the future, an SOD providing for the mix of both high quality single family residential and attached multi-family condominium style residential structures should be explored. Specific livable square footage minimums should be established for all residential land use types in this district. Multi-family structures should be limited to a two story maximum and high quality exterior materials should be required for the site. Cluster subdivision design principles should be considered when redeveloping this site. Such design guidelines should provide for the clustering of residential structures on relatively small lots to provide for large amounts of active and passive open space to be used by the community. Cluster subdivision designs should also promote the efficient use of minimized public infrastructure within the development.

Land Use Policy Recommendations

LU 1.11 Superior Avenue Residential Development

This area of existing residentially zoned and platted lots located off of Superior Avenue has been identified as having the potential for new residential development. In addition to platted single family lots, the Superior Avenue right-of-way has been platted as well. These single family lots are relatively small in size and may present certain construction challenges without the implementation of flexible zoning language providing for reduced setbacks and other site specific relief. Upgraded exterior material requirements should be considered for any redevelopment in this designated area. In conjunction with the possible redevelopment of this area, it is recommended that Superior Avenue be extended westward and connect into the existing Sagamore Drive located in the community of Amberly Village. Extension of Superior Avenue would provide for more efficient traffic flow and accessibility options for small portions of Silverton and Amberly Village.

LU 1.12 Major Amendment to the City Zoning Ordinance

It is suggested that the city undertake a comprehensive analysis and re-writing of the zoning ordinance to assist in implementing the concepts and policies set forth in the comprehensive planning document. The existing city zoning ordinance has not been updated, but for, isolated instances aimed at addressing specific issues at the time. A comprehensive zoning code analysis set against the back drop of the recommendations contained in this document will provide Silverton with the regulatory tools to implement both the successful redevelopment of targeted areas of the city in addition to providing the city a solid framework of zoning laws to adequately address routine land use issues that arise on an increasingly regular basis.

LU 1.13 Creating A User Friendly Zoning District Classification System

In conjunction with a comprehensive analysis and re-write of the city zoning ordinance, consideration should be given to reclassifying existing zoning districts and newly proposed zoning districts to provide for a more readable and generally more user friendly format. A letter or numbering system should focus on both simplicity and accurate recognition of the actual land uses in the zoning district when being reviewed. Creating a more user friendly zoning district classification system assist both the citizens of Silverton and potential developers seeking to redevelopment within the city.

LU 1.14 Integrating the Development Review Process and The Comprehensive Plan

Make land use and development decisions in a reasonable, responsible, predictable manner based on approved plans and ordinances. Silverton City staff, the Planning Commission, and the City Council should strive to review development applications as expeditiously as possible, while allowing the necessary public comment. At the same time, staff should strive to work with applicants to ensure that the planning and design aims of the Comprehensive Plan are implemented. This may involve interpreting objectives or guidelines that are not clear-cut and specific, and persuading developers to amend their designs to satisfy community aims not expressly stated in the Silverton Zoning Ordinance but contained in the Comprehensive Plan or neighborhood plans. When reviewing development or rezoning applications, or when preparing Special Area Plans, consult the policies of the Comprehensive Plan to ensure consistency.

4

SILVERTON CITY CENTRAL



The concept of *Destination Based Planning* focuses on land use patterns, flexible zoning regulations and incentives aimed at creating a unique place that residents, businesses and visitors will seek out. This specific place making concept is effective when addressing redevelopment and revitalization planning scenarios, such as the Silverton City Central district.

This identified district represents the core of the city of Silverton with the following key uses already located in this area: the City Administration Building, the Silverton Post Office, Silverton Park, Meier's Winery and the majority of the office and commercial uses within the city. The overall goal promoted through this plan is to provide the vision and suggested regulatory framework required to create a centralized activity node within the city featuring mixed-use development, pedestrian oriented uses and design elements as well as a uniform architectural and site design scheme designed to promote the unique branding, look and feel of both the district and the city of Silverton on a broader level.

Zoning Overlay Districts

The primary regulatory tool used to implement many of the plan recommendations is the adoption of a zoning overlay district specific to the identified Silverton City Central district boundaries. Overlay districts are special zones placed “on top” of existing zoning districts. The overlay district contains requirements that either supplement or replace the underlying regulations. This approach will allow Silverton to maintain current zoning regulations while addressing the special needs of the district. This is an attractive option for communities wishing to revitalize a particular commercial corridor without more extensive amendments to the jurisdiction’s underlying zoning ordinance.

The mapped boundaries of the Silverton City Central overlay district do not necessarily have to coincide with other zoning district boundaries, and may not follow parcel boundaries. Instead, natural features, roads, etc. often define the perimeter of the overlay district.

When enacting an overlay district, it is important to consider the language of the jurisdiction’s comprehensive plan. It is the goal of this chapter of the Silverton Comprehensive Plan to provide goals, objectives, and policies to substantiate the need for, and public purpose of the Silverton City Central overlay district. It may even be advisable to amend the comprehensive plan to further reflect the desire to revitalize the district as changes to the market or the district itself may warrant.

Elements of the Silverton City Central Plan Include:

- Mixed-Use Friendly Zoning Regulations Implemented through an Overlay District and the use of Form Based Codes
- Adaptive Reuse Guidelines
- Architectural Design Guidelines
- Site Design Guidelines
- Sign Code Amendments
- Streetscape Plan

Silverton City Central Land Use Overview

The majority of the structures located in the City Central district were constructed over 50 years ago. Some newer structures have been constructed within the last ten years, including the CVS Pharmacy site. Some structures were constructed during the early 1900's. The existing land use in this district is a mixture of neighborhood commercial, low intensity offices, single family residential, multi-family residential and public / institutional uses.

These uses have developed over a long period of time and have not followed any uniform pattern of land use. Consequently, many instances of spot zoning and spot land use exists within the district. This can cause conflicts between land uses of varying degrees of intensity when they are abutted against each other. A key component of this City Central plan is to create a uniform land use plan that creates complimentary land use patterns over time through the redevelopment and adaptive reuse of the properties within the district.

Mixed-Use Redevelopment

The cornerstone of creating a vibrant and successful City Central district is providing the appropriate amount of zoning and land development flexibility through the implementation of mixed-use zoning principles. The freedom to mix commercial, office and residential land uses within a common district must exist. Specific tools to assist in implementing this broad concept include adopting a form based zoning code system for this district and implementing adaptive reuse guidelines as described in greater detail below.

Form Based Zoning Regulations

Form based zoning is becoming more and more popular as communities recognize its benefits in flexibility and ease of understanding. The form-based alternative seeks to develop a more meaningful implementation of the three-dimensional vision implied in the comprehensive plan. In particular, a form-based code is generally built on a regulating plan, which in turn relates to more specific building envelope standards, street sections, architectural standards, and definitions. Compatibility of use issues are resolved by clear graphical design standards and not the traditional segregation of land use districts.

Silverton currently utilizes a conventional zoning which is proscriptive: it defines what is prohibited rather than what is desired. Form-based codes reinforce the notion that a picture is worth a thousand words by placing most of a plan's key elements into diagrams, drawings and photographs. In a form based code, provisions are developed with an emphasis toward a specific physical plan for new development and redevelopment. Distinguishing features of the Form based code are increased use of administrative approvals, incentives for quality design and development, and the use of minimum and maximum dimensional requirements intended to create a greater degree of certainty in the development process.

Implementing a form based code overlay district over the Silverton City Central area would provide five distinct advantages for redeveloping this district:

- Form based codes achieve a more predictable physical result because they emphasize what is desired, not what is prohibited.
- Regulations are flexible as they permit the use to change or adjust as needed over time.
- Using simple, graphic based guidelines with minimal text provides a more complete understanding of the guidelines for the City Central district.
- Enables vertical development, as opposed to long single story buildings.
- Better enables Silverton to mandate civic-oriented places like parks and plazas.

Adaptive Reuse Guidelines

This plan recommends the inclusion of adaptive reuse guidelines into the Silverton City Central Overlay District ordinance in addition to applying these guidelines to all non-residential uses and non-residential zoning districts throughout Silverton. The purposes of incorporating adaptive reuse principles are to encourage adaptive reuse of abandoned, vacant or underutilized buildings within the city; to encourage flexibility in site and architectural design; and to allow for a mix of new land uses that are appropriate to both the needs of the Silverton community and the scale of surrounding residential neighborhoods.

It is inevitable that structures will age and outgrow their originally intended functions. With changes in technology and lifestyle, construction design is constantly updated to meet modern demands, leaving the predecessors in its wake. For those sensitive to history, it may be preferable to restore older structures to their former glory, however this is often not realistic. Adaptive reuse allows structures to retain their historical integrity while providing for the occupants' modern needs. Through changing certain elements of a building, an ecclesiastical structure can become a commercial structure, and a commercial structure can become a residential building. The possibilities are practically limitless.

Adaptive reuse of existing buildings can provide a tremendous benefit to Silverton as well as to the primary investor. For the community, reusing existing buildings helps to preserve the urban infrastructure. It reduces the overall environmental impact of construction activities and reduces waste. It also helps to preserve Silverton's historical grounding, particularly if the building is a key landmark or has high sentimental value.

For the developer, adaptive reuse allows the development of buildings in locations that have underlying value such as urban centers, walkable neighborhoods or prime commercial districts. It can preserve and help to capitalize on a building's unique design features such as high quality architectural detailing, large windows or high ceilings that are attractive to many target demographics. Many times, adaptive reuse can be less expensive than new construction.



Before Photo: Abandoned Ice Cream Factory



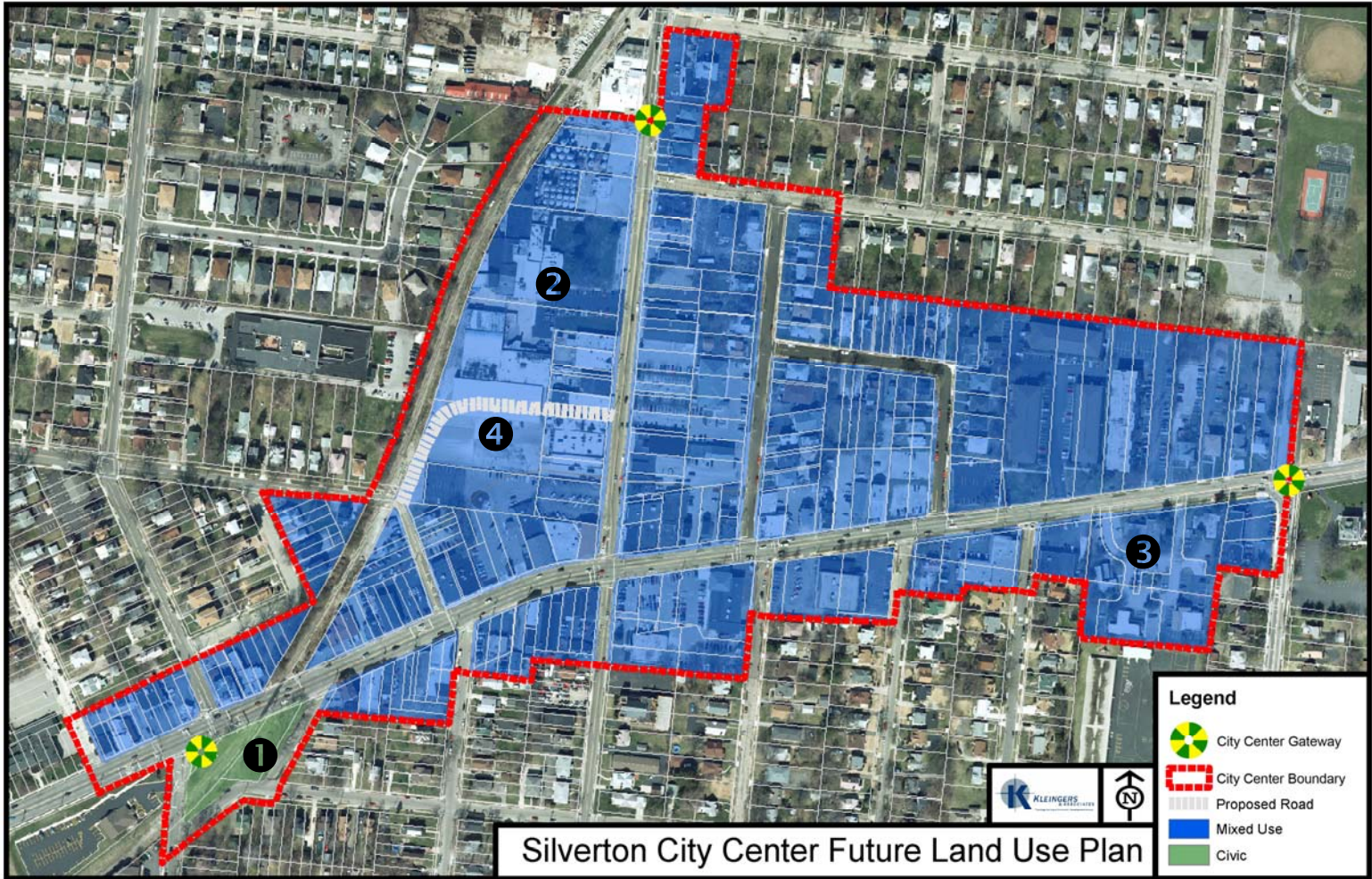
After Photo: Renovated Building Exterior

Adaptive Reuse Example



New Use: Brew Pub & Restaurant





Silverton City Center Future Land Use Plan

Silverton City Central Land Use Plan Features

❶ Silvertown Park - Gateway Feature

Silvertown Park is one of three gateway locations identified in this plan to create recognizable entry points in this new district. Two of these gateway locations may also be utilized to introduce residents and visitors to the City of Silverton itself since they are located at highly visible corporation lines.

❷ Meijer's Redevelopment Site

The Meijer's Wine Cellar site constitutes the largest contiguous property holding by a single owner within this district. This plan explores ideas for the potential for redevelopment on all or part of this site as well as utilizing the site for public open space opportunities.

❸ City Central Office District

This area near the entrance to the City Central district along Montgomery road represents redevelopment opportunity for creating a new office intensive district within the city. This plan studies the possibility of combining the existing office uses identified on this map with the existing Paideia School site to the south to be assembled into a larger contiguous site suitable for office development.

❹ City Central Connector Street

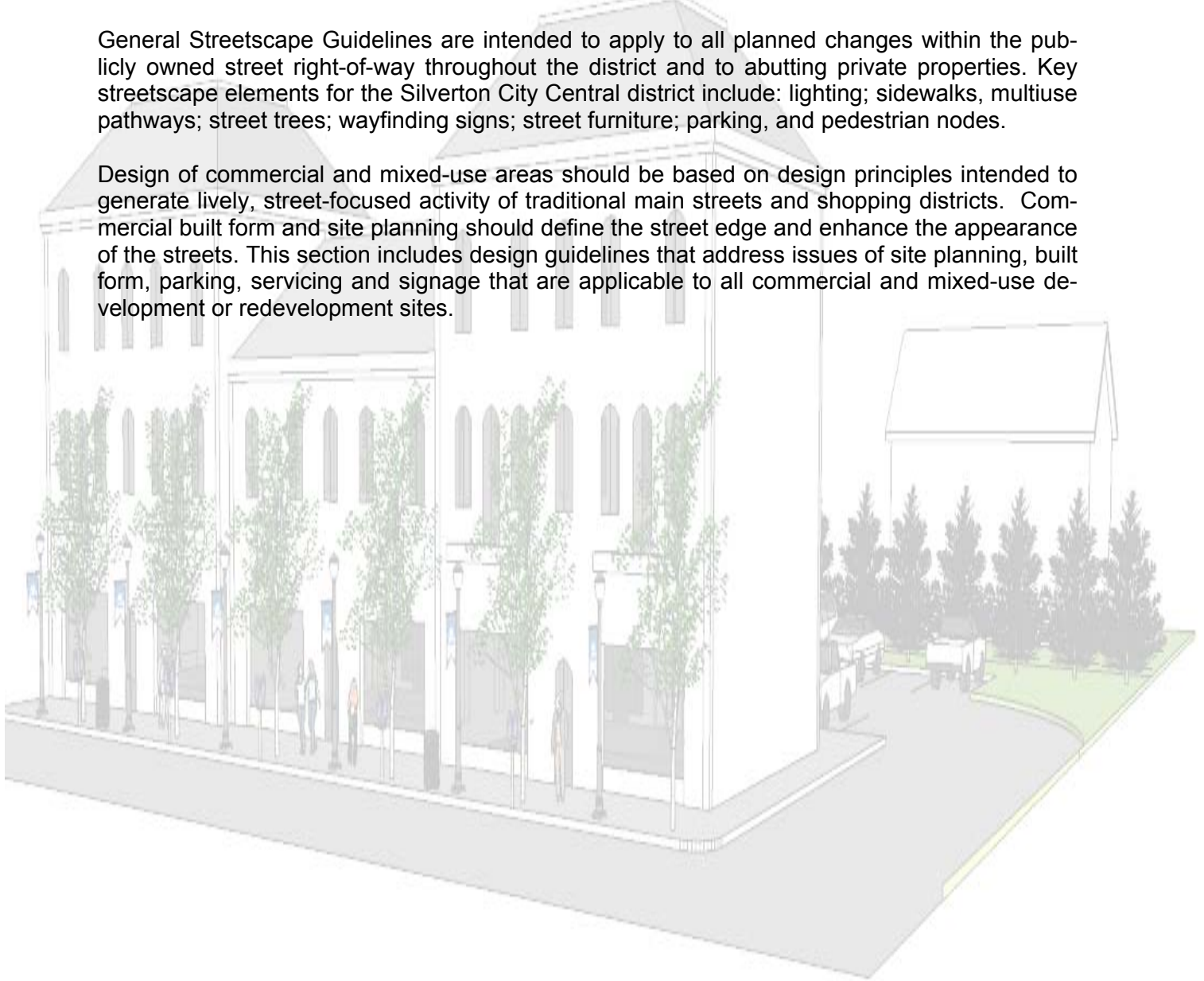
A future connector street has been identified in this plan. The connector street would run from Section Road to Plainfield Road and open up additional prime land for new development and redevelopment opportunities. Continuing Silverton's main street feel would also be recommended along this new connector street with zero front yard setbacks on the buildings with off-street parking located in the rear of the lot.

Silverton City Central Architectural & Site Design Guidelines

These suggested guidelines reflect the City's approach to the design of the Silverton City Central district including public investment in streetscape improvements as well as renovation, redevelopment and infill of properties along Montgomery Road and Plainfield Road. They are not intended to mandate the specific design but rather to provide approaches, which are to be applied in conjunction with other site-specific considerations. These guidelines are to be used by City Council, City Planning Commission, City staff and the public in the City's ongoing capital works planning process and the development review process.

General Streetscape Guidelines are intended to apply to all planned changes within the publicly owned street right-of-way throughout the district and to abutting private properties. Key streetscape elements for the Silverton City Central district include: lighting; sidewalks, multiuse pathways; street trees; wayfinding signs; street furniture; parking, and pedestrian nodes.

Design of commercial and mixed-use areas should be based on design principles intended to generate lively, street-focused activity of traditional main streets and shopping districts. Commercial built form and site planning should define the street edge and enhance the appearance of the streets. This section includes design guidelines that address issues of site planning, built form, parking, servicing and signage that are applicable to all commercial and mixed-use development or redevelopment sites.



Design Guidelines

Building Character, Style and Materials

Existing Conditions:

- While Silverton has many classic historical buildings that do not need to be changed, some commercial structures lack the aesthetic qualities necessary to keep a unified theme for a successful destination based city center.



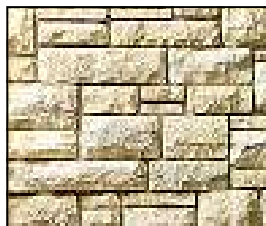
Recommendations:

- The following materials *are not* recommended on the front façades or sides of buildings adjacent to public right of ways: Concrete block or brick larger than 4" in height, 12" in length. Aluminum, vinyl or fiberglass siding or roofing materials. Concrete masonry units, and materials that attempt to mimic traditional materials, such as fiberglass panels that are molded to look like brick.
- The following materials *are* recommended for the front facades or side of buildings: Brick, stone, cement siding or wood facades. Roofing materials should either be hidden by the façade or made of traditional shingles or a metal standing seam roof design.
- Where acceptable, require a minimum 60% transparency percentage providing for glass store fronts to promote walkability in the area, which would also help the area adhere to a common theme and give the area a sense of place.
- Include durable fabric awnings or canopies to help define buildings while adding character.
- Encourage the use of colonnades.
- Require new buildings located on a corner of two public streets be constructed with a corner building entrance.
- Require appropriate screening of all mechanical equipment located on the roof of any new building constructed in the district.

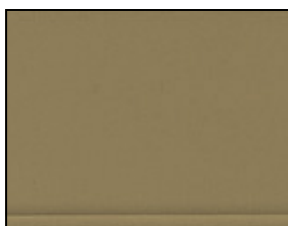


Recommended Building Material Palette

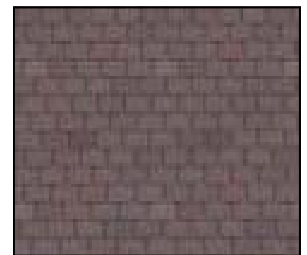
Masonry Materials



Cement Siding



Roof Shingles



Design Guidelines

Building Massing

Existing Conditions:

- The building massing shows a variety of different looks, but is predominately made of one and two story buildings.



Recommendations:

- Require all new construction be at least two stories tall, or one story that appear to be two stories tall, using techniques such as artificial facades above the roof to make the building taller and hide equipment stored on the roof, or by using dormers to make it appear there is another story to the building from street level.
- Implement building height regulations that provides a maximum of a 3 story building by right. Higher structures may be permitted by conditional use permit.
- Flexibility should be provided for maximizing lot coverage of the principal building. If on-site parking is not a viable option, the building should be permitted to be built to the property lines unless screening & buffering techniques are required, then those setbacks shall prevail.



3 story building height maximum by right.

Maximize lot coverage by building to the property lines.

Design Guidelines

Building Placement

Existing Conditions:

- Most commercial buildings in the district are situated close to the street creating a traditional Main Street environment.



Recommendations:

- Require all new buildings to have zero front yard setbacks and require placement against the right-of-way line.
- To provide for a consistent streetscape appearance, limited front yard setbacks may be permitted if adjacent existing buildings are set back a substantial distance from the roadway.
- Require no side yard or rear yard setbacks for new structures.
- Use natural elements such as trees or planters to separate the buildings from the roadway.

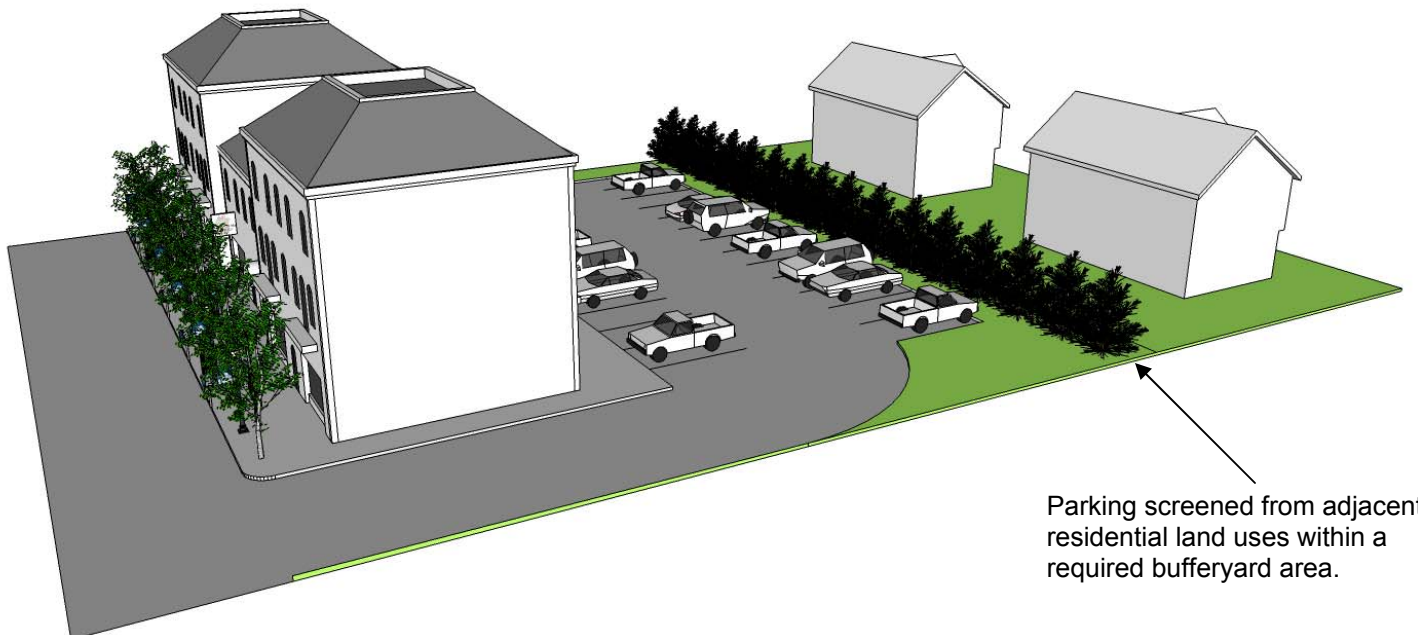


Residential ScreeningExisting Conditions:

- Screening between residential land uses and non-residential land uses is currently adequate in only a few areas along Silverton's corridor areas. Most instances of non-residential land uses abutting residential land uses provide no screening or buffering protection.

Recommendations:

- Implement the use of screening techniques such as minimum six foot high fences constructed of wood, brick, or other opaque material such as evergreens, mounds, or a combination of these.
- A combination of earthen mound and landscaping may be desirable for rear yard and side yard buffering if adequate lot area is available to maintain a 3:1 slope for maintenance.
- Require an adequate buffering and screening plan for all new non-residential developments within the district.
- Adequate screening should be provided for all parking lot areas abutting residential uses and zoning districts.



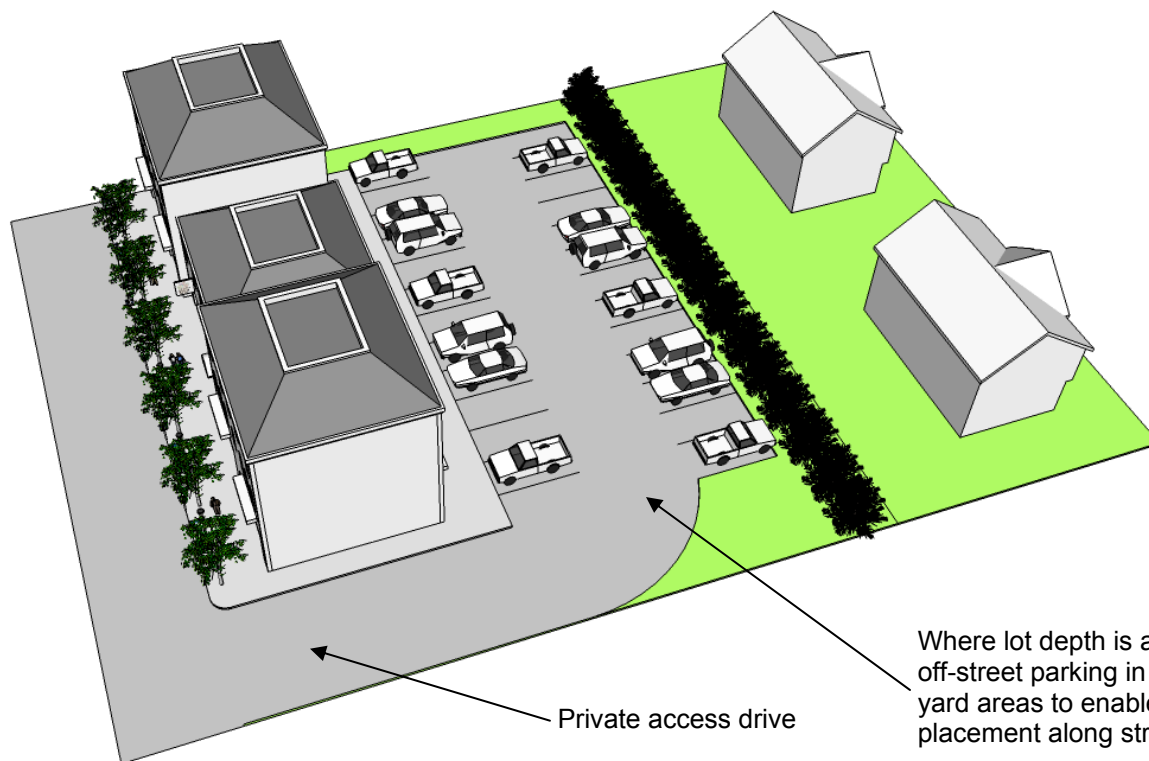
Parking screened from adjacent residential land uses within a required bufferyard area.

*Design Guidelines***Parking**Existing Conditions:

- Off street parking in the district is predominately located in municipal lots along Plainfield Road. Limited on-street parking is available along Plainfield Road, but maintains inadequate stall depths resulting in vehicles encroaching on the sidewalk areas.

Recommendations:

- Where appropriate lot area permits, require off-street parking in the side yard area or rear yard areas situated behind new buildings to minimize it's visual impact.
- Implement on street parking on Montgomery Road, making it one lane in each direction, except for between 7 and 9 on weekday mornings, and 4 to 6 in the afternoon to adequately handle rush hour traffic. This will provide increased safety for pedestrians walking in the district.
- Reconfigure north bound Plainfield Road to provide for parallel parking that provides adequate stall depth for a vehicle to utilize.
- Pursue shared parking agreements with businesses located within the district to provide for additional after hours parking options that will benefit businesses targeting customers after the close of normal business hours for most retailers and service businesses.
- Require cross access easements on larger redevelopment sites and large scale adaptive reuse projects.



Where lot depth is appropriate, require off-street parking in the rear or side yard areas to enable building placement along street right-of-way.

Streetscape Enhancements

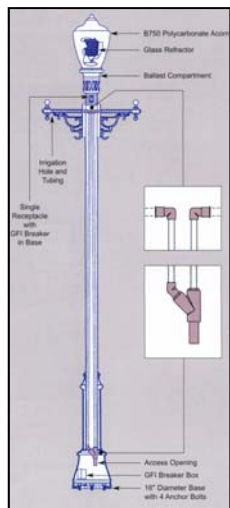
Design Guidelines

Existing Conditions:

Currently, minimal streetscape features exist along Montgomery Road and Plainfield Road. The first phase of streetscape improvements is scheduled to be completed in 2008 on a portion of Plainfield Road and the Montgomery Road intersection. Planned improvements will include new traffic signal mast arms, lighting, paver sidewalks, planters and seating.

Recommendations:

- Develop a streetscape design concept to improve the district's visual appearance and to establish a unifying theme and identity for the area.
- Protect and strengthen the intimately scaled character of the area while accommodating the potential for redevelopment and intensification of land uses.
- Identify elements within the public right-of-way that need special attention to reduce clutter and improve the general appearance of the business area.
- Create unity through plantings along and adjacent to the public right-of-way.
- Make use of available under-utilized spaces within business sites for small intensified landscape areas such as foundation plantings, parking screens, or entry gardens.
- Establish a consistent planting scheme within the area between the curb and sidewalk in areas without on street parking.
- Use plant materials requiring minimal maintenance and selected for site tolerance. Make landscape features, including walls, fences, benches, lights and arbors, relate in scale to the pedestrian.
- Replace any existing street furnishings with benches, trash receptacles, etc. chosen in coordination and design appearance with the overall streetscape plan.
- Consider a public "street clock" to create a sense of place in addition to providing a functional use.
- Consider the installation of decorative street light posts and fixtures to compliment the other street furnishings installed in the district.
- Provide incentives for appearance improvements and increased maintenance of business properties.



*Design Guidelines***Sign Guidelines**Existing Conditions:

- Most signs are either attached to the building structures or pole signs located in narrow front yard areas.
- The condition of the signs vary greatly from new construction to signs constructed back to the 1960's.
- Many signs are constructed of materials and colors that are not contextually uniform with the primary building.

Recommendations:

- Limit the types of signs utilized in this district to wall signs, awning signs and window signs.
- Limit number of wall signs and window signs utilizing a formula based on building / tenant frontage area.
- Wall sign lighting should come from an inconspicuous source featuring minimal glare and light spillage.
- Ground signs should have common materials with other ground signs and be lit from hidden fixtures on the ground.
- The use of wall mounted signs as the primary sign type should be strongly encouraged with all wall signs sized to an appropriate scale and design context with the building.
- Sign graphics should include the name of the establishment, the function and the logo of the business.
- The design of commercial signage should be of a quality comparable to the building in its scale, materials and consistency.
- Wall mounted accent lighting over signboards, or individually lit letters should be considered as an alternative to backlit sign boxes.
- Where multiple tenants exist, consistent signage design should be incorporated into the building design, such as block letter signage mounted on grilles or fascia panels, or placed within a monument sign whose appearance complements the building's design.
- The design of commercial signage should be of a quality comparable to the building in its scale, materials and consistency.



- Projecting signs should be considered so long as the sign face area is limited to six square feet and the materials are consistent with the building for which it is attached.

Wall signs should be encouraged to help create and uncluttered streetscape views.

A-Frame sandwich board signs should be permitted for a limited time period for advertising special events.

High quality and durable materials should be required for any awning.

Window signage should be limited to no more than 10% of the total window area for the front face of the building.

*Design Guidelines***Traffic Calming**Existing Conditions:

- Montgomery Road has two lanes traveling in each direction, while Plainfield Road and most other roads in Silverton are one lane in each direction.
- Off street parking is prominent in the residential neighborhoods off the main roads and limited in the City Central district.
- Currently, no traffic calming devices are installed in the City Central district.

Recommendations:

- Explore textured pavement options to serve as a traffic calming device and to add positive aesthetic qualities. Also consider textured pavement designs for creating effective pedestrian crossing access points
- Consider the construction of raised crosswalks at key pedestrian intersections.
- Consider the construction of a center median island along Montgomery Road beginning at the Stewart Road intersection. Continue landscaped center median island to the Stoll Lane intersection.
- Explore options for creation of curb bump-outs along strategically located points on Plainfield Road.



Raised crosswalk



Landscaped median island and textured crosswalk

Site LightingExisting Conditions:

- There are many different types of lighting throughout the city, from telephone pole mounted streetlights to floodlights.
- There are very few areas with sidewalk specific lighting.

Recommendations:

- For all surface parking areas, use cut off lighting with restrictions on maximum pole height to minimize light pollution to the surrounding areas and keep the necessary light on the property.
- When lighting is directly adjacent to residential properties, direct all cut off lighting away from residential property lines.
- Use an underground wiring system in these lots to minimize overhead lines for both safety and aesthetic value.
- Less intense fixtures such as globe lighting are recommended for all pedestrian areas.
- Use of landscaping to reduce light pollution shall only be used as a last resort.
- Once a commercial establishment is closed, the only lights that should remain on are those for security purposes.



Require all parking light poles be a maximum of ten feet producing no more than .5 foot candles at the property lines.

City Central Implementation Strategies

Overlay District Guidelines should be drafted and formally adopted. These guidelines should apply to the identified properties within the Silverton City Central district. The overlay district guidelines should contain the regulating language for development and redevelopment within the City Central district. Following is a list of some zoning strategies to consider for inclusion into the overlay district guidelines.

Redevelopment Triggers

When designing any ordinance regulating redevelopment, it is important to consider redevelopment triggers. Redevelopment triggers require that regulatory requirements be met once a certain level of change is being made on-site. This is usually a percentage requirement. For example, in many ordinances, when the value of renovations reaches either 25% or 40% of the property's most recent tax assessment, all site improvements must come into compliance with regulatory standards. Some property owners attempt to circumvent the overlay's requirements by renovating in smaller stages. Therefore, it is wise to aggregate improvements over time – a common period is seven years – in which improvements totaling the given percentage would still trigger the standards. As an alternative, the ordinance can trigger only the landscaping requirements with a 25% provision, leaving the higher triggers for changes in the entire site design and other more stringent requirements.

Fast Track and Streamlined Permitting

Fast track permitting, applied within targeted redevelopment areas, allows developers of infill parcels to get their application processed ahead of non-infill applications. Some localities consolidate or streamline permit processing to allow concurrent review and processing of related development permits. Since developers face holding costs during the development review process, long delays jeopardize the financial viability of a project. Affordable housing projects with slim profit margins can benefit substantially from speedy development review and approval. Related strategies include "one stop" centers for processing applications, and assignment of one city staff as point person to help navigate a project through the various departments and processes that constitute the development review process.

Upgrading infrastructure and amenities

A key strategy for encouraging redevelopment, particularly housing, is a focused public investment strategy to improve antiquated infrastructure and add public amenities such as parks, libraries and streetscapes. These upgrades can make a target area more attractive. Such infrastructure upgrades are generally implemented by the jurisdiction's public works or parks department in response to priorities set by the City Council or redevelopment agency.

Increase density allowances

Increasing the maximum allowed density for redevelopment areas in the city's zoning regulations is an important incentive. Higher densities permit more intensive development of a parcel and allow the developer the opportunity to spread development costs over more units. Local governments can also provide "density bonuses" to developers of redevelopment sites that designate a certain percentage of housing units as affordable. In this way, localities can both encourage efficient use of the land and promote the inclusion of high quality housing units within a project.

City Central Implementation Strategies (continued)

Conduct a Survey of Downtown Business Owners

A survey of business owners located along Plainfield Road and Montgomery Road should be conducted. The purpose of the survey would be to help the City determine what role the public sector should have in revitalization efforts from the perspective of people operating businesses in the City Central district. This could either be an actual scientific survey, in which case a survey consultant would likely be needed, or the survey could simply be conducted by the City's administrative staff.

A questionnaire delivered to each business in person by a City official would be a positive way to ensure that business owners recognize the importance of their responsiveness; mailing questionnaires is not as likely to elicit an equally high response rate. Possible questions that could be asked include:

- What specific improvements do you feel would have the most positive impact on the Silverton City Central district as a whole? Choices may include: sidewalks, roadways, building facades, gateways, directional signage, and other.
- What improvements would you like to make to the exterior of your business that you are not currently able to afford? Choices could include: new doors, new windows, new fenestration (detailing), new paint, and other.
- How could the City most effectively help with the revitalization of the Plainfield Road and Montgomery Road Corridor? Choices could include: marketing efforts, directional signage, altering City zoning regulations, business development, City-sponsored events, and other.
- Would you be interested in financially participating in a Special Improvement District to generate revenue for public improvements that directly benefit the district?

Responses to the survey would help the City more effectively decide how and where capital funds would be best spent in order for both the private and public sector to get the most benefit for the amount of funds expended.

Promote Plainfield Road Pedestrian and Residential Land Use Mix

Although the entire City Central district is proposed to be a mixed-use zoning district, special attention should be given to providing the necessary flexibility to promote pedestrian and mixed-use residential intensive uses along the Plainfield Road portion of the City Central. The Plainfield Road corridor presents more pedestrian related land use opportunities than the Montgomery Road corridor due to a decreased level of traffic and more available right-of-way area within this corridor section. Mixed-uses featuring residential above the first floor should be promoted. Streetscape improvements should also address higher pedestrian usage by providing adequate public seating areas, a community park or open space and the promoting of sidewalk dining.



The Plainfield Road corridor offers wide sidewalk zones to support pedestrian oriented land uses.

City Central Implementation Strategies (continued)

Help Create Activity Downtown Through Organized Programs

Organized programs and events within the downtown area are perhaps the most significant way in which the City can entice people to come to the City Central district. The City should pursue the sponsorship of annual and quarterly events and programs such as "Silverton Winter Holiday on the Square," "Silverton Days" annual celebration and arts and entertainment related events. The public's overall perception of the City Central district as a place for social interaction will be strengthened with increased involvement in sponsored events, which provide reasons for the public to experience the Silverton City Central district.

Encouraging Evening Activity in the District

There is activity in Silverton's core during the day, especially weekdays. This activity is mainly due to the numerous private offices, commercial establishments, and public buildings that are located there. The real challenge, therefore, is to create activity in the evening when the aforementioned uses are closed. One of the most effective ways to do this is through the establishment of restaurants and other entertainment-type uses. Many of the restaurants that are currently located Downtown are open limited hours. This is understandable due to the previous observation of activity being present in the core primarily during the weekday. One way to begin to establish nighttime activity in this new district is to encourage all restaurants to agree to stay open on the same Friday and Saturday night at least one weekend each month. Another way is to have a food festival, during which all Silverton and restaurants would provide free food samples. Other activities during this festival could include live music, games for children, and shopping – Silverton's retail shops should be encouraged to remain open during this festival (as well as during other City Central district events).

Living in the Silverton City Central District

The main reason a communities' core activity district areas originally developed was to provide a concentrated area within which people could live, work, eat, and buy goods. Residential uses should be encouraged as part of the adaptive reuse of existing buildings on upper floors. Lower floors should generally be reserved for retail or office uses. As mentioned earlier, the Plainfield Road corridor offers the most opportunity for this type of residential mixed-use development.

Conduct a Commercial Market Analysis of the Silverton City Central District

The City may wish to conduct or commission a detailed commercial market analysis for the City Central district identified in this plan. A market analysis can provide valuable data and insight for creating a target business recruitment profile for the district's identified retail, service and office business prospects. This analysis can identify prime business use opportunities based upon the assets of the district and the city as a whole, as well as integrating the primary and secondary market data. This market data can also be used in drafting business overlay zoning districts when determining the permitted and conditional uses within the district.

City Central Implementation Strategies (continued)

Use Marketing Effectively Advertise Incentives for Downtown Revitalization

The City should work together with civic-related groups that regularly have contact with the private sector to ensure that business owners, entrepreneurs, and potential investors are aware of these programs and incentives. Ensuring that people are aware that there are financial incentives to invest in Silverton's redevelopment corridor areas could help to improve the activity level throughout the city. There are several simple ways in which the City could raise awareness; these include putting together an informational sheet, brochure or packet for the civic groups, so that they in turn can help distribute the information to the public. Incorporating the information into the City's newsletter in the same place each month, with new information added as needed, is another way to distribute information. The same could be done for the city website. Effective communication of available incentives and programs is key to ensuring that they work for both the public and private sector.

Establish Gateways & Directional Signage

The Montgomery Road corridor contains some of the oldest buildings in the City, has some of the most significant historical features in the City, and continues to serve as the heart of commerce in the City. These facts make the Silverton City Central district, a distinct, unique area, and it should be treated as such. One effective way in which to demarcate the City Central district from surrounding areas is to establish gateway features at key points of entry into the district. Gateways should generally be simple in design and constructed of low-maintenance materials. In addition, gateways designed to announce both the City Central district and more generally, the City of Silverton, should be readable by both pedestrian and automobile traffic.

Establish Wayfinding and Directional Signage

People traveling to Silverton need clear wayfinding signage to create an easy and enjoyable visit. A consistent design for directional signage that leads people from other points of access into the City should also be considered. Areas of interest should be identified in this wayfinding plan including public parks and open spaces, public parking areas, and other key City Central district destinations.

The Use of Banner Signs

Banner signs are signs that can be affixed to a tall light pole or utility pole. These signs are recommended for use within the City Central district in two primary ways. First, they should be used to announce special events occurring in the city and specifically in the district, such as annual city-wide celebrations or City Central events such as "Jazz on the Square". Placing banner signs that advertise these events throughout the prime corridor areas would help market them. Second, banner signs could be used throughout the City Central district on a daily basis to further demarcate it as a special area of the City.

5

COMMUNITY CHARACTER



Establishing Community Character Through the Use of Creative Gateways

Silverton currently establishes most of its primary gateways into the city with small signs of varying design, color and size. No uniform identify exists between these gateway features. The primary gateways identified for improvement include the intersection of Stewart Road and Montgomery Road while traveling west from Kenwood. A second gateway is located at the "Y" intersection of Plainfield Road and Blue Ash Road, which would be visible while traveling south from neighboring Deer Park and the third primary gateway opportunity is located along Montgomery Road on the west side of the city at Highland Avenue within Silverton Park. This is the site of the Silverton Railroad Museum, which is essentially a gateway in itself, but it can be developed to more prominence with a sign facing the road with more landscaping.

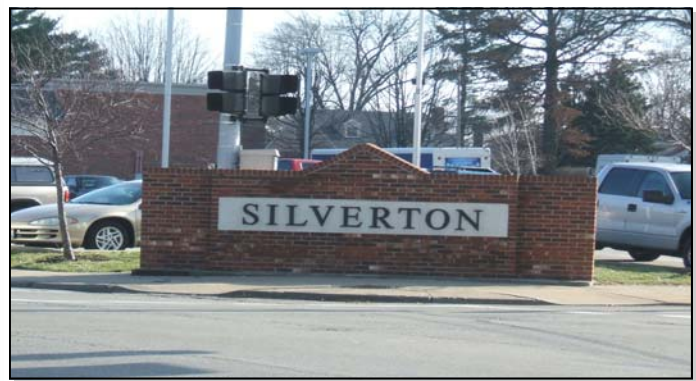


Secondary gateways are identified at the western city corporation line along Montgomery Road and a southern gateway along a potential Woodford Road park site. All gateways should feature an original ground mounted sign with associated landscaping materials and vegetation. Consideration should be given to adding a symbolic element of unique design to these gateways by incorporating a piece of original artwork into these gateway features.



Community Gateway Initiative

Silverton should consider adopting a short-term plan for creating gateways at the identified location on the Community Gateway Map. Opportunities to create a unique sense of place begins with successful gateway enhancement at targeted entryways into the city utilizing a combination of signage, landscaping and other unique elements. The Silverton City Central Triangle Gateway Plan. Priority should be put on the City Central East and City Central North gateway locations. The order of priority follows with the Montgomery Gateway West, City Central West and Plainfield Road South gateway locations.



What is City Branding?

City branding is a process or means to distinguish a city on any level from local, regional and a national scale by highlighting what is continuously authentic about a city. It is a statement to the world about the essence, character and identity of a city.

Why Brand Cities?

For any product to succeed, it is crucial to brand in order to clearly define for the consumer, why he/she should spend money and time on that specific product. Branding the City of Silverton should therefore be viewed as branding a product geared toward a specific target market.

In order to better perceptions about a city and create stronger investor and citizen confidence in Silverton, a successful brand will answer:

- Who are we?
- What do we have to offer?
- What are our unique characteristics?
- What are our core community values?

Branding of cities therefore has the power to change perceptions by highlighting the positive and completely unique features of a city in order to attract new residents, visitors and developers seeking to invest in the city. City branding however is not about modeling one city after another great city brand, or an excuse to brag about a city's restaurants, schools and other notable features – all of which other cities may also have – it is about tapping into the authenticity of a city and bringing that distinctive essence to life for a regional audience to understand.

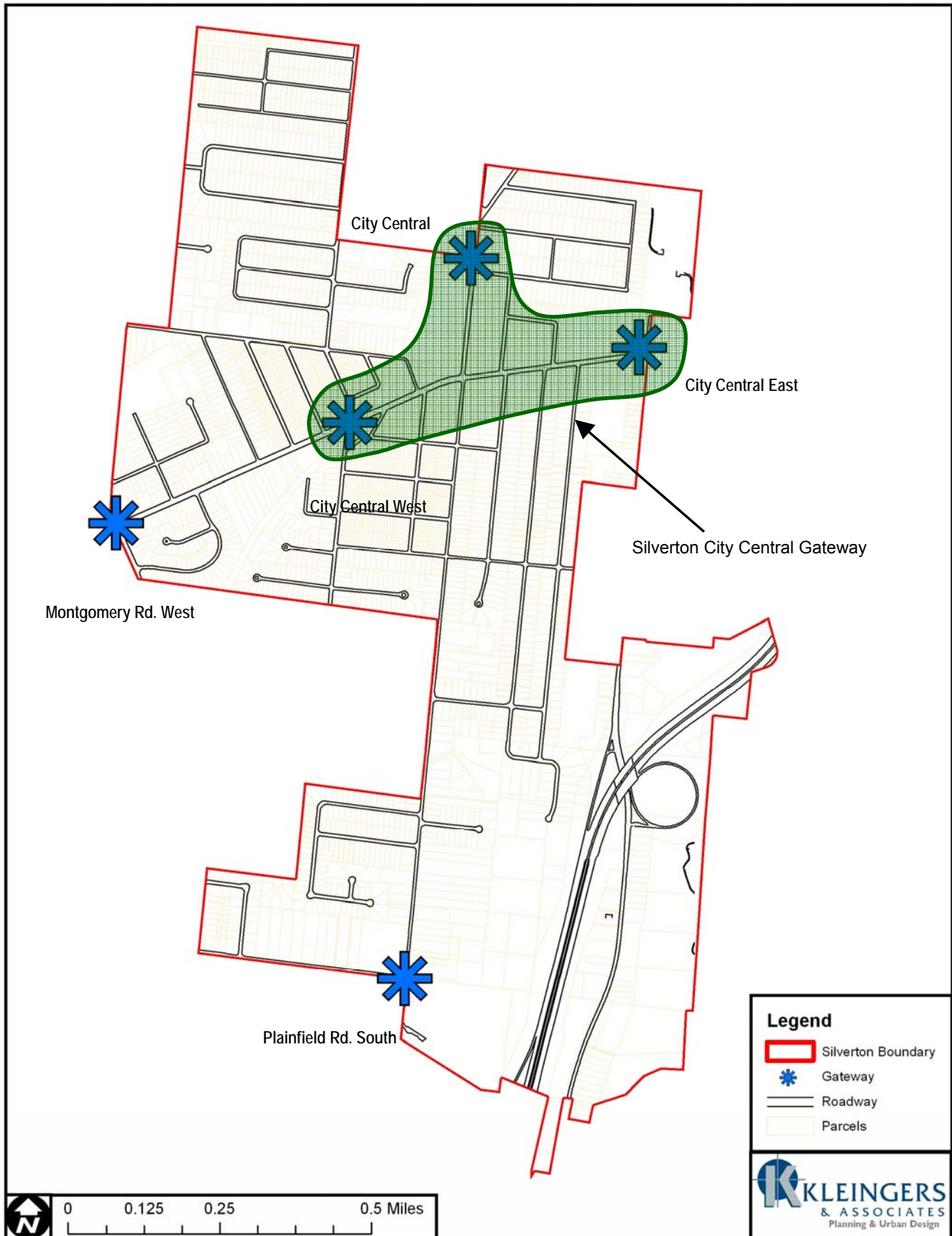
Creating a Brand for the City of Silverton

The City commissioned for the design of a new city logo to foster a proactive brand for its image. Adopted in 2007, the city's new logo (*right*) builds on some of Silverton's key elements including the silver linden leaf symbolizing the lush vegetation enjoyed throughout the city. The logo's slogan, "a front porch community" is indicative of the small town character for which the city is well known.



Silverton's City Logo Adopted in 2007

Community Gateway Map



Community Character Policy Recommendations

CC 1.0 Create City Central North Gateway

Location: East side of Plainfield Road due south of the Silverton - Deer Park corporation line for vehicles traveling southbound along Plainfield Road.

Gateway Feature Proposed: Groundmounted sign featuring masonry exterior materials consistent with the City Central design guidelines and associated landscaping.

CC 1.1 Create City Central East Gateway

Location: North or south side of Montgomery Road at the Montgomery Road and Stewart Road intersection visible to vehicles traveling westbound along Montgomery Road

Gateway Feature Proposed: Groundmounted sign featuring masonry exterior materials consistent with the City Central design guidelines, associated landscaping and original artwork/sculpture.

CC 1.2 Create City Central West Gateway

Location: Silverton Park property visible to vehicles traveling eastbound along Montgomery Road.

Gateway Feature Proposed: Groundmounted sign featuring masonry exterior materials consistent with the City Central design guidelines, associated landscaping and original artwork/sculpture.

CC 1.3 Create Montgomery Road West Gateway

Location: South of Montgomery Road at the city corporation line visible to vehicles traveling eastbound along Montgomery Road.

Gateway Feature Proposed: Groundmounted sign featuring masonry exterior materials consistent with the City Central design guidelines and associated landscaping.

CC 1.4 Create Plainfield Road South Gateway

Location: Southwest quadrant of identified Woodford Road park property visible to vehicles traveling eastbound along Woodford Road.

Gateway Feature Proposed: Groundmounted sign featuring masonry exterior materials consistent with the City Central design guidelines and associated landscaping.

CC 1.5 City Banner Program

Implement a street banner program where local corridor business owners can sponsor a banner to defray banner costs and increase business advertising opportunities. Revenue permitting, the banner program should include a minimum of quarterly banner replacements reflecting the changing seasons. Additional banners are suggested for large scale annual events.

CC 1.6 Property Maintenance Code Enforcement

Continue the strict enforcement of the property maintenance code on subject violating properties. Conduct semi-annual city-wide inspections to spot reoccurring violating properties and to identify new nuisance related property issues that may need included into the property maintenance code for future enforcement.

Community Character Policy Recommendations

CC 1.7 Establish a Public Art Program

Consideration should be given to the exploration of instituting a public art program in Silverton. “Public Art” generally means any visual work of art displayed for a minimum of 3 - 4 weeks or more in an open area owned by a municipality, on the exterior of any municipal-owned facility, or inside any municipal-owned facility in areas. Goals of a public art program may include advancing the public understanding of visual art and enhance the aesthetic quality of daily life in Silverton in addition to helping create a unique sense of place.

One public art program may include an on-going “Art on the Corner” concept where unique outdoor sculpture projects are presented at multiple locations throughout the Silverton City Central district. The program would be designed to recognize the arts, develop community pride and ultimately draw people and revenue to the Silverton City Central district.

CC 1.8 Recognizing Silverton's Rich Railroad History

Building upon Silverton's long history with the railroad, opportunities exist to create a unique element within Silverton's overall community character. Utilizing the existing Railroad Museum located in Silverton Park, this visible public facility can be transformed into a recognizable branding element to further enhance and cultivate the perception of the city.

CC 1.9 Cooperative Gateway Feature Between Silverton and Deer Park

The City should consider the pros and cons of entering into a joint arrangement with the City of Deer Park to construct a gateway feature along Plainfield Road that would allow for identification for both communities. Both communities would likely realize a cost savings by pursuing such a joint venture. However, Silverton should only consider such a scenario so long as the design, colors and scale of the gateway feature is complimentary to the design guidelines established for the Silverton City Central.

CC 1.10 Increase Communication of City Events to Citizens and Business Owners

Consideration should be given to seeking out proactive and cost effective methods to promote city-wide events. Events and newsworthy items relating to both city government and local business and other civic groups should be routinely passed on to the citizens and business owners of Silverton. Promoting the positive events taking place in Silverton serves a valuable purpose to fostering community support and building a positive internal perception of its citizens. Methods of communication to explore include: Bi-Monthly city newsletters, regular website updates pertaining to timely newsworthy events, creating a community blog spot as part of the municipal website as a means to exchange information and targeted bulk mailing through commercial advertising mediums.

CC 1.11 Continue City Branding Efforts

Building upon the adoption of Silverton's new brand logo in 2007, the City should continue to proactively develop Silverton's unique brand to reinforce the concept that Silverton is a desired location for new residents, visitors and new investment by the development community. This may be accomplished by comprehensively tying together several elements mentioned within this plan including design and color scheme used in the Silverton City Central district and all city gateway features, the city banner program and other highly visible public improvements. Other efforts aimed at increasing the brand awareness of Silverton may include regional marketing to targeted audiences, strategically selecting the type of large scale annual events held within Silverton to coincide with the brand message, and to aggressively promote the new museum school facility to be built in Silverton by the Cincinnati Public Scholl District.

6

HOUSING



Housing Overview

Meeting the housing needs of every Silverton resident and work force member is a substantial task. Clearly, many of the root causes of housing need are beyond the power of a local government to solve. Nevertheless, there is a lot that local governments can do to address housing needs. Using available resources, the City of Silverton will strive to build and renew the community by:

- Preserving and enhancing the vitality of the Silverton's existing homes and neighborhoods;
- Providing a diversity of housing opportunities for a variety of household sizes, age groups, and income levels;
- Meeting changes in housing needs through creative redevelopment efforts;
- Protecting and improving the physical and visual quality of residential areas through careful maintenance, rehabilitation, code enforcement, and public investment; and
- Maintaining consumer confidence in the future of neighborhoods and the community as a whole.

The housing element within this comprehensive plan plays a vital role in the overall fiscal health of the city. Silverton's owner occupied rates for dwellings have declined over the past twenty years. This is significant since there is a clear correlation between owner occupied rates and community property values. As the number of owner occupied dwellings decreases, typically, so does the average property values for that particular neighborhood, or city, as a whole. Therefore, it is imperative that Silverton officials recognize this pattern and take pro-active steps to increase owner occupied rates throughout the city.

Silverton has begun to take such pro-active steps towards addressing this issue. In 2007, the city adopted a comprehensive residential marketplace study drafted by Property Advisers consultants. This detailed study examined the existing housing stock and future demand as well as examining the housing stock of neighboring communities. This study is a prudent first step to combating the issue of declining owner occupied dwelling rates and will serve as a solid base for implementing future action steps. Many of the observations and recommendations contained in this housing element chapter are derived from the Property Advisers study.



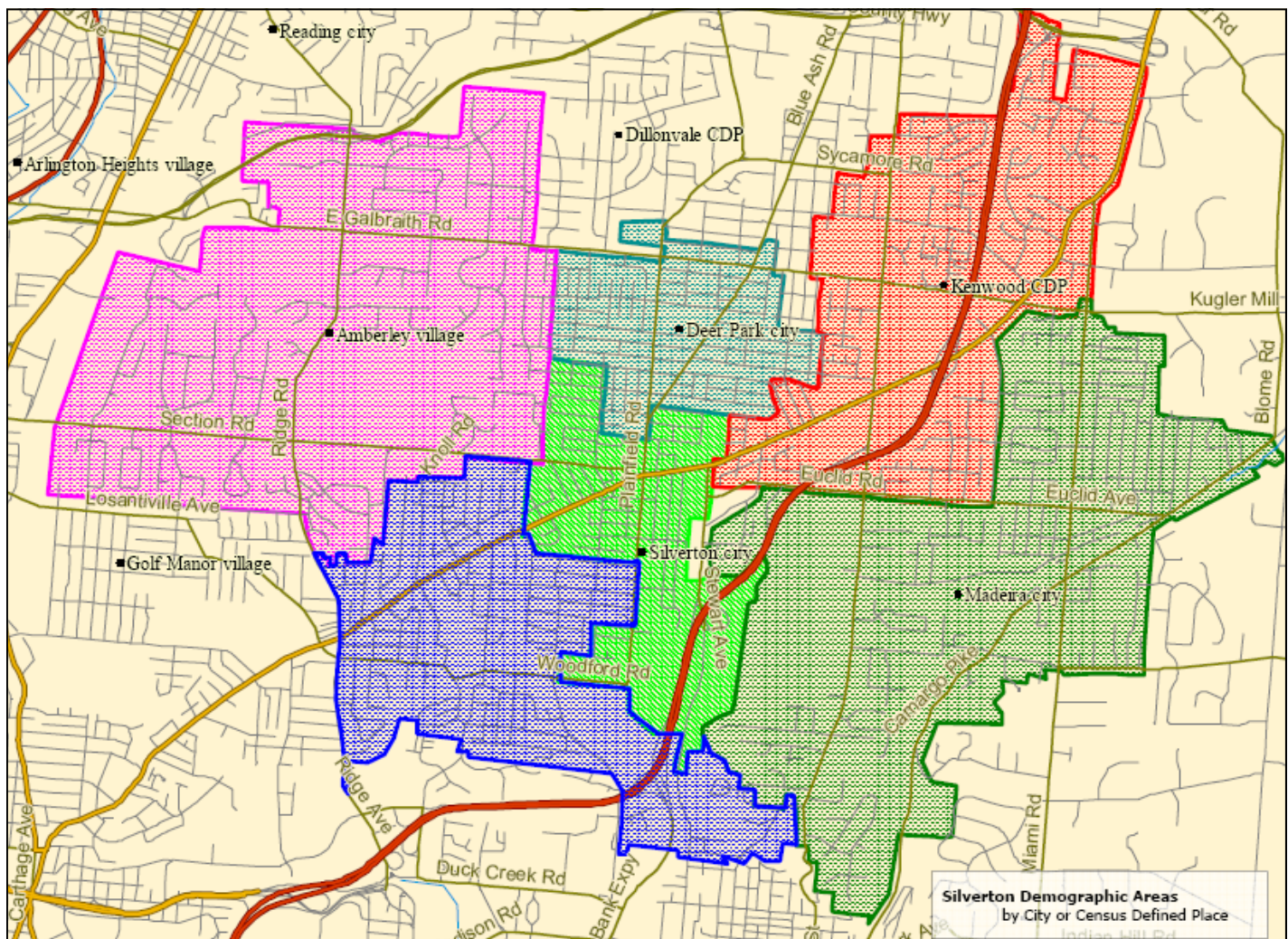
Examples of the Existing Silverton Housing Stock

SILVERTON CITY HOUSING DEMOGRAPHICS

The primary Demographic Area is the corporate boundaries of the City of Silverton, an area of approximately 3.5 square miles. For comparison, we have also included similar demographics for the five neighboring areas of Amberley Village, City of Deer Park, Kenwood CDP, Madeira City, and a portion of Columbia Township combined with a portion of the City of Cincinnati neighborhood of Kennedy Heights all located within Hamilton County. For the following discussion, we will highlight the City of Silverton.

All estimates are made from Census 2000 data and periodic updates that are statistically and precisely adjusted by Applied Geographic Solutions (AGS) for current 2006 estimates and 2011 projections. The general population in Silverton is 4,888 and there are 2,394 households, down 5.5% from 2000 after a slight increase of 0.3% growth during 1990-2000. Silverton experienced the lowest household decline since 2000 when compared to the other Areas surveyed.

Average household size in Silverton is 2.00, with 75% of households having only one or two persons, some ten points higher than other regional markets. Compared to the other Areas, Silverton has the lowest average household size with Amberley and Madeira experiencing the highest at 2.55. We note that Silverton has the highest percentage of households having only one or two persons, while the other areas reflecting share that are 5-10 points lower.



SILVERTON CITY HOUSING DEMOGRAPHICS (continued)

Some 20% of the population are 20-34 years old, the highest percentage compared to the other areas with a range of 8.2% (Amberley) to 19% (Deer Park). We note another 30% are 35-54, very consistent with the surrounding Areas. Another 30% are over 55 years with a median age a young 41.5 years. Deer Park, Madeira, and Kennedy Heights/Columbia Township have similar trends while Amberley and Kenwood have a higher share of residents over 55 years (37% and 38% respectively) and higher median ages (48.7 and 47.0 respectively).

There are 47% Black residents, 49% White, and 4% Asian, Multi-Race or Other population. The share of Black householders drops to less than 11% and the share of White householders increase to at least 85% in Amberley, Deer Park, Kenwood, and Madeira. Some 88% of the population over 25 years old have a HS diploma, while 19% have some college and 38% have a college degree. This level of collegiate education is considered above average within other regional submarkets.

The share of population over 15 that are now married is 41%, considered below average, while just 23% of households have children at home. The share of married population is fairly low compared to the other Areas with percentages ranging from 47% (Deer Park) to 74% (Amberley), save for a similar 40% in Kennedy Heights/Columbia Township. The share of households with children is higher in all the other areas, with Madeira experiencing the highest at 34%. Silverton's local economy is heavily weighted toward health care, education and other services (28%), retail and wholesale trade (18%) and manufacturing (12%). These three combined business sectors above account for 57% of the local workforce.

Of the Silverton population 16 years and over, an estimated 2,813 or 66% are in the labor force, about two points below other regional submarkets, while there are an estimated 1,458 daytime employees found within the city limits. The percent of population in the labor force is comparable in the other Areas. The ratio of employed population to daytime employees is not balanced outside of Silverton (1.9); a smaller ratio found in Deer Park, Kenwood, and Madeira (1.5, 0.3, and 1.3 respectively), while we note a much larger ratio found in the more modest Amberley and Kennedy Heights/Columbia Township (1.8 and 2.2, respectively).

Locally, 47% of households have a single vehicle while 45% have two or more vehicles, an obvious nod to smaller households and to local commuters. Silverton experiences the highest percentage of households with a single vehicle and the lowest percentage of households with two or more vehicles. We note Kennedy Heights/Columbia Township (46%) experiences a similar trend as Amberley and Madeira experiences a different trend (79% and 68%, respectively). Some 2.2% the labor force work at their home, comparable to that of the other areas outside of Kenwood (6.0%) and Madeira (4.9%).

For those households that do not work at home, their median commute time to work was 22 minutes, while we noted that 13% of working households will commute over 40 minutes. Given the gross land area of Silverton, over 87% of Silverton working residents leave the city for their workplace each day and nearly 1,200 workers commute into Silverton each day. Silverton experiences the longest median travel time to work and the highest percentage of working household that commute over 40 minutes.

SILVERTON CITY HOUSING DEMOGRAPHICS (continued)

Of 2,738 housing units in Silverton, some 50% are owner-occupied, 38% are rentals with high overall housing vacancies of 13%. This concentration of owners is lower than that seen in other nearby areas. For their occupied housing units:

- Moved in since 1999 16%
- Moved in before 1970 13%
- Detached housing units 58%
- Attached with 1-9 units 27%
- Attached with 10-49 units 11%
- Structure built before 1960 79%
- Structure built 1960-1980 14%
- Structure built since 1980 7.0%

Some 40% of Silverton residents have been in their home at least five years defined as household stability, while 15% have moved within the last year, defined as household transience, the lowest stability and highest transience rates. In the other surrounding Areas, Kennedy Heights/Columbia Township had similar stability and transience, while Madeira had the highest stability (57%) and lowest transience (11%).

As reported in the Census 2000, some 43% of Silverton homeowners said then that their home was valued at \$80,000-\$100,000 while another 26% valued their home between \$100,000-\$150,000. Yet, only 9.4% of homeowners reported their home values over \$150,000. Their median home value was \$94,833.

For renters, again in 2000, the largest concentration of 62% reported that their contract rents were \$300-\$500 monthly, with 10% reporting monthly rents \$500-\$700 and another 12% with rents over \$700. The average contract rent was \$418. Contract rents in 2000 were higher in each surrounding Area. Similar shares, yet higher average contract rents were noted in Deer Park, Madeira, and Kennedy Heights/Columbia Township with significantly higher rents seen in Amberley and Kenwood.

Per capita income in Silverton is currently \$20,749, some 24% below the Hamilton County per capita average of \$27,236 while their associated median household income is \$40,086, some 13% below Hamilton County's median of \$46,216. Their current average household income is a similar \$42,385. In other submarkets, we typically see average incomes that are 15%-20% above median incomes from an imbalance in higher income households. Their greatest concentration of Silverton incomes by age bracket are as follows:

- 25-34 years \$40,000-\$50,000 19%, plus 17% at \$30,000-\$40,000
- 35-44 years \$40,000-\$50,000 17%, plus 14% at \$20,000-\$30,000
- 45-54 years \$75,000-\$100,000 19%, plus 12% at \$60,000-\$75,000
- 55-64 years \$10,000-\$20,000 15%, plus 14% at \$60,000-\$75,000
- 65-74 years \$20,000-\$30,000 16%, plus 14% at \$30,000-\$40,000
- 75 years+ \$10,000-\$20,000 20%, plus 19% at \$20,000-\$30,000

Housing Market Observations

The Silverton Housing Study offered the following observations and recommendations regarding the existing Silverton housing stock and future housing stock strategies :

- Silverton is a city whose housing growth is held in check, not by its household makeup or location as seen in most submarkets, but by its aging and typically one-dimensional housing stock. The important attached housing component of most vibrant submarkets is noticeably absent.
- Silverton is a city with a young population, few retirees, a homogenous income distribution, and small household size. A vast percentage of these residents currently rent their home within a complex containing less than 10 units.
- The bulk of the housing activity is seen in older single-family homes on small lots with pricing from \$85,000-\$135,000. Above \$140,000, there are few choices. We also found an unusual balance between median and average household incomes that we attribute to the lack of upper-end housing.
- Bound by its aging housing stock, Silverton now is seeing a abnormal number of home foreclosures and rental property that are found in most of the subdivisions. These foreclosures and rental property not only erode the neighborhood values in the short run, but certainly impact the pride of ownership and neighbors' confidence in their home. Rental properties that contain 2—9 units per structure now accounts for nearly 30% of the City of Silverton housing stock.
- Rentals in the City of Silverton should be treated with the same impact to neighborhood values as foreclosures. An individual purchasing their property as an income-producing rental would today face at least a 40% disparity in total monthly ownership costs versus market rents. Likely, any landlord would pursue only distressed home sales for rentals to cover their costs.



- The northern portion of Silverton adjacent to Deer Park, represent both a concentration of renter-occupied households and tandem “gateways” of updated identity for new Silverton residents from Amberley to the west and Kenwood to the east. We note with interest that over 1,200 non-resident commuters drive into Silverton each workday.
- Silverton has the ability to offer a new attached housing options in the price range of \$150,000—\$220,000, a price range currently begin achieved by neighboring Deer Park with it's influx of young, professional households.

Housing Policy Recommendations

H 1.0 Quality Housing Materials & Construction

Implement design guidelines for all new residential development and redevelopment within the city. The types of permitted exterior materials and architectural construction should be detailed in these guidelines. Emphasis should be placed on requiring natural and masonry based exterior materials and minimizing or prohibiting the use of vinyl, aluminum or other non-natural based exterior building materials. Flexibility should be provided for rehabbing existing facades of residential structures. These guidelines may be incorporated into the zoning code as part of either a specific overlay district or inserted into the applicable residential zoning district standards.

H 1.2 Diversified Housing Mix

Take pro-active measures to increase housing opportunities for a broad range of income levels, including options for both owner-occupied and rental housing. Efforts should be taken to identify specific zoning and financial incentives that will target the specific type of residential housing product desired. Strategies to consider include: providing for increased unit density figures based on mixed-use residential development patterns, consider community reinvestment area tax abatements for new housing meeting established minimum criteria, explore the use of a points based ranking system that awards increased density bonuses to developers / builders meeting specific architectural and design guideline criteria and perform a detailed analysis of the types of permitted residential uses in the existing residential zoning districts to ensure the types of targeted housing types are permitted uses in these districts.

H 1.3 Residential In-fill Development Policies

Promote the appropriate redevelopment of residential infill sites within designated areas of the city. The city may consider adopting zoning regulations that address this type of development. The specific types of issues that may be incorporated into the zoning code include: requiring minimum percentages of exterior dwelling materials comprised of natural materials and masonry products, architectural design guidelines to provide continuity with the existing neighborhood residences, maximum lot coverage ratios to ensure new dwellings are not a disproportionate size compared to the average neighborhood dwelling size / lot size ratio and perform a detailed review of the minimum setbacks in the current residential zoning districts to identify potential obstacles to desired residential infill projects.

H 1.4 Residential Adaptive Reuse Projects

Promote new and redeveloped residential units above existing non-residential uses, mixed uses, large commercial shopping centers and larger commercial multi-story structures. Minimum dwelling sizes should be established for adaptive reuse scenarios. Other issues to address for residential adaptive reuse projects include: requiring minimum architectural design guidelines standards for the building façade, provisions for adequate on-site parking for building residents and residential density figures should be reviewed for specific residential adaptive reuse projects to provide the necessary incentives for developers to consider these types of projects.

Housing Policy Recommendations

H 1.5 Upper Story Residential Uses

Encourage upper floor residential units above ground floor commercial and office uses, including large commercial shopping centers and other multi-story commercial and office structures. Refer to the guidelines set forth in the suggested Silverton City Central Overlay District.

H 1.6 Planning for New Housing Developments

Strategic city planning should include “edges” or well placed pockets of new attached for-sale housing to address both the housing affordability issues and the unmet demand for such housing by several household psychographic segments already in Silverton and in adjacent submarkets. It is recommend the City pursue projects incorporating very visible and incremental attached housing and/or mixed-use projects that will update and “re-brand” Silverton as a great place to live.

H 1.7 "Green" Building Strategies for Residential Redevelopment

The City should promote the inclusion of "green" building techniques and materials for new residential development with the community. The City may consider applying a points based award system to it's existing residentially targeted community reinvestment area districts to encourage the use of "green" building techniques and materials by providing extra tax abatement terms. The City may also consider incorporating CRA or zoning density bonus incentives into the Silverton City Central Overlay District guidelines aimed at mixed-use development containing a residential use element.

7

TRANSPORTATION



The transportation system in a community is an important factor contributing to the quality of life of the residents. Without a sound transportation system to bring both goods and patrons to, from and within the City, local businesses cannot flourish. Recognizing the intertwined relationship between land use and the transportation system is fundamental to planning for the future. As roadways are improved, access to land is increased. This encourages new development to occur which puts more traffic and pressures on the roadway system. Eventually those pressures mean new roadway improvements must be considered, creating a cycle.

Silverton's Transportation Network Overview

Silverton maintains an excellent transportation network providing easy and efficient vehicular and truck access to all parts of the city. Silverton's major arterial transportation facility is Montgomery Road. Plainfield Road and Stewart Road are both minor arterial roads providing access to Montgomery Road. Silverton also has Interstate 71 traversing the city boundaries.

Silverton maintains a large core network of sidewalk connectivity throughout the city. Most residential neighborhoods and business districts enjoy sidewalk accessibility. However, some key corridors do not provide sidewalk facilities and much of the existing sidewalk network is in need of repair or replacement. Silverton is provided access to public transportation through the Southwest Ohio Regional Transit Authority. The Indiana-Ohio rail line is active and runs through Silverton with two primary at-grade crossings located along Plainfield Road and Montgomery Road respectively.

Because Silverton is predominantly built-out, the focus of transportation planning is targeted at key intersection upgrades, public infrastructure improvements to the Montgomery Road and Plainfield Road corridor areas, improving pedestrian and bicycle accessibility to redevelopment areas and public recreation sites as well as identification of streetscape opportunities throughout the city.



Silverton Corridor Viewsheds

Transportation Master Plan

The Silverton Transportation Master Plan provides a functional classification system of the various roadway and street facilities currently existing within the city. Roads are classified in a hierarchical way and includes roads located within neighborhoods that carry relatively small numbers of vehicles up to the interstate highway system. The roadway classification system in Silverton are Local Streets, Minor Arterials, Major Arterials and the Interstate Freeway.

Below, each functional classification is described:

Local Streets: These streets provide direct access to either a minor or major arterial road. Given Silverton's street network design, all local streets provide either a primary or secondary access to a minor or major arterial road. These local streets are intended to serve traffic with origins or destinations along that street and traffic originating on one local street and traveling to another local street. Through traffic is discouraged on local streets.

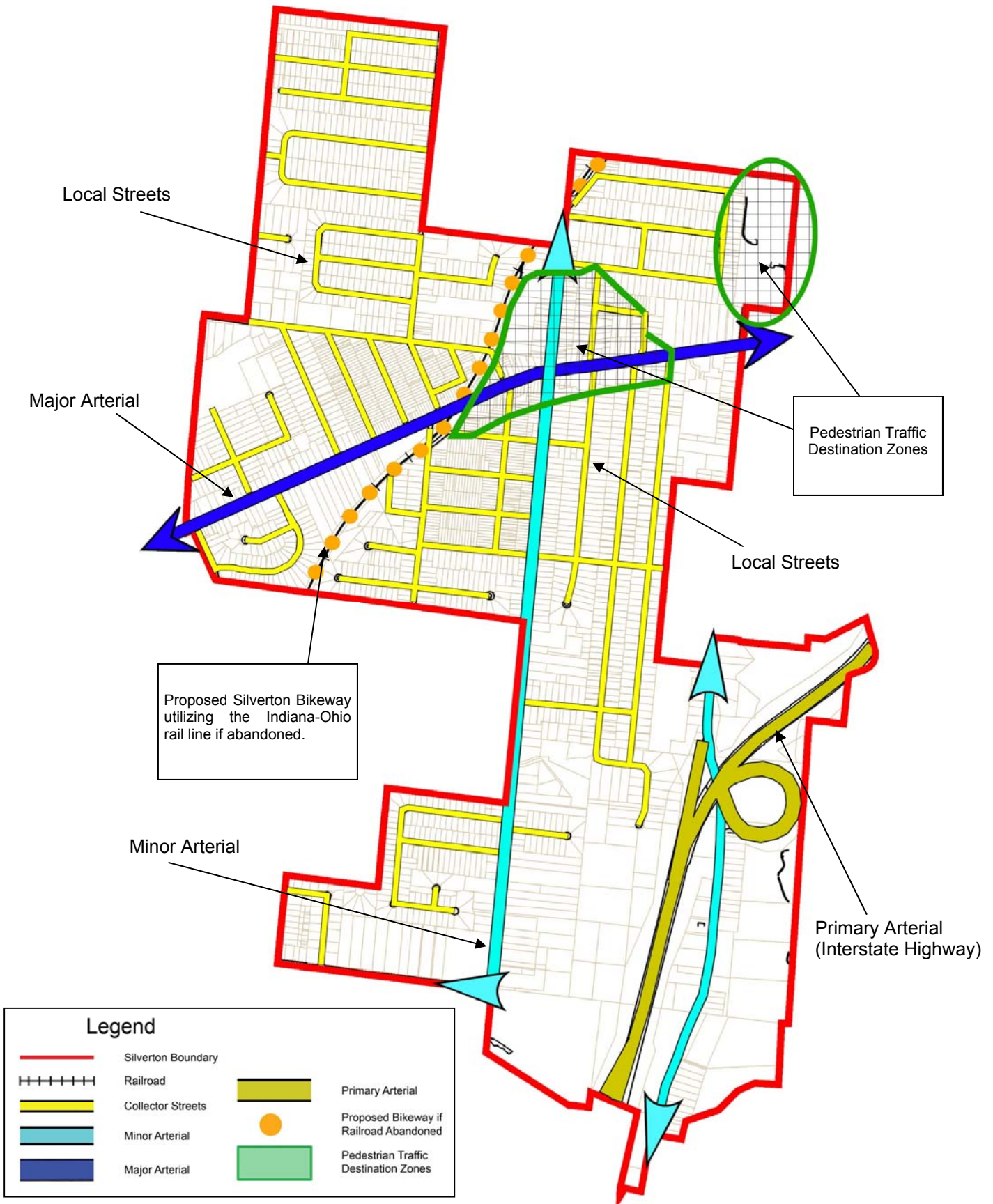
Minor Arterial: The purpose of these roads is to collect traffic from the local streets and distribute it to the major arterial or interstate freeway facilities. Minor arterial roads often supplement the major arterial system by facilitating through traffic. Plainfield Road and Stewart Road are Silverton's minor arterial roads consisting mainly of two or three lane sections throughout the city.

Major Arterial: The purpose of these roads is to function as the primary traffic arteries for the city. A major purpose of these roads is to efficiently move traffic from Silverton to other neighboring communities and eventually to an access point located along the interstate freeway system. Montgomery Road is Silverton's major arterial road and constitutes a four lane section throughout the city.

Primary Arterial (Interstate Highway): These transportation facilities are multi-lane, divided highways that provide for limited access for uninterrupted and efficient vehicular traffic movement between communities and states. Interstate 71 traverses Silverton's city limits but the nearest full access point to this highway is located outside of the city.

Bikeway: This type of transportation facility typically involves a bicycle path in the form of a special reserved lane on a street or a separate facility, such as in connection with a greenway or the utilization of abandoned rail tracks. The City may consider adopting a separate Bikeway Plan in the future setting forth a long range plan that would eventually provide bicycle routes connecting all parts of the city.

Transportation Master Plan



Special Area Plan: Silverton Light Rail Station



Existing Conditions

This public transit site is located at the intersection of Montgomery Road and Highland Avenue within the Silverton City Central district. The current use of the property is a training facility for the Southwest Ohio Regional Transit Authority. Silverton enjoys a rich railroad history as evidenced by the railroad museum located adjacent to this site.



Site Recommendations

- ❶ Include this area within a future Transit Oriented Development Overlay District that provides for mixed use development with appropriate architectural and site design guidelines applicable to future redevelopment.
- ❷ Consider researching the viability of transit oriented development (TOD) zoning guidelines over this site and an identified TOD Redevelopment District to provide incentives and flexibility in encouraging mixed uses consistent with TOD zoning best practice methods as provided in this plan.
- ❸ Promote high density land uses and compact site design guidelines for this site. Land uses should emphasize and promote high instances of pedestrian traffic.

Planning for a Silverton Light Rail Station

Transit Oriented Development Guidelines

In the event a transit station is located in Silverton, transit oriented development regulations should be implemented. Establishing a mix of complementary land uses within a single Station Area allows individuals to meet their day-to-day needs within walking distance of their home or place of work; creating a neighborhood environment that increases transit use, extends hours of activity, and reduces traffic. Policies should include the following:

Encourage a Mix of Complementary Uses

The incorporation of complementary and transit-supportive uses, such as residential, office, restaurants, and retail uses should be encouraged within all station areas. Within the station area core, and particularly in areas surrounding transit stop, a vertical mix of uses is preferred to facilitate higher development intensities. It is anticipated that development within the station core area would occur at higher densities than that which occurs outside of the core area. Typically, a vertical mix of uses should incorporate active uses, such as stores and restaurants, at the street level and residential or office uses on the upper floors. The appropriate mix should provide a variety of goods and services to the adjacent neighborhood and establish a central gathering space for patrons and residents.

Define Appropriate Uses and Mix for Each Station Area

The Station Area should contain uses that are transit supportive, compatible with adjacent development, and provide a balance of service, entertainment, employment, and housing options that will make the Station Area a safe, inviting place to live and work. Appropriate, transit-supportive uses may include, among others: Medium and high density offices and residential, retail and personal service businesses, hotels, restaurants, day care facilities, and public agencies or community uses.

Encourage Active Uses at the Street Level in Station Area Core

In the Station Area, buildings containing a mix of uses should encourage active uses, such as shops and restaurants, to occur at the street level where they can be easily viewed and accessed by pedestrians and transit patrons. In order to maintain an active street presence, residential or office uses should be limited to upper floors wherever feasible.

Concentrate Highest Development Intensity Adjacent to Transit Station

Although a variation in development intensities is desirable throughout the Station Area, the highest intensity of development should be concentrated within the Core of the Station Area and adjacent to the transit station in the Silverton City Central district. Concentrating housing and services within the Station Area places residents within walking distance of transit, promotes pedestrian activity, transit usage, and an active neighborhood core. To allow for higher development intensities, surface parking lots should be strongly discouraged adjacent to the transit station, except as a temporary or transitional use.

Special Area Plan: Lower Stewart Road Realignment



Existing Conditions:

Currently, the lower Stewart Road commercial district properties are difficult to access. These sites, along with undeveloped land in the lower Stewart Road area suitable for future office development, would benefit greatly from a more efficient travel route to Interstate 71.

Opportunities:

- ❶ Maximize the highest and best use of the vacant land located along lower Stewart Road to foster light industrial, office and commercial land use development.
- ❷ The connection of Stewart Road and Duck Creek Road provides a more direct vehicular access route for future commercial, office and light industrial land uses located along lower Stewart Road in the southern portion of the City.
- ❸ Improvements related to a connection of Stewart Road and Duck Creek Road may include mitigation of an existing stormwater flooding issue near the southern corporation line of Silverton and Columbia Township.

Transportation Policy Recommendations

TR 1.0 Plainfield Road Corridor Streetscape Improvements (Phase II)

Leverage the 2008 Plainfield/Montgomery Road streetscape improvements while seeking additional funding for a continuation of these improvements. Consistent with the vision for the Silverton City Central Plan, a Plainfield Road conceptual streetscape plan should be created to provide direction on future improvements and to enhance the redevelopment efforts in this district. The next phase of Plainfield Road streetscape improvements should consist of: on-street parking reconfiguration, the installation of street trees and other vegetative plantings, decorative street light poles and fixtures and coordinated street furnishings should also be considered.

TR 1.1 Light Rail Station

Support the development of a light rail station located on the existing SORTA site located along Montgomery Road within the Silverton City Central district. Proactive efforts should be taken to express Silverton's support for this light rail station recognizing the positive impacts to building a solid tax base and providing for the residential critical mass that can help support redevelopment opportunities for the Silverton City Central district.

TR 1.2 Montgomery Road & Stewart Road Streetscape

The Montgomery Road and Stewart Road intersection represents Silverton's eastern gateway from Sycamore Township and the Kenwood shopping district in addition to the entrance to the City's largest public park and a potential new public school facility. In order to foster a positive and visible city identification and branding, a conceptual plan for streetscape improvements along Montgomery Road should be pursued. These improvements may begin at or near the Stewart Road intersection and continue westward to Ohio Avenue. Streetscape improvements may include enhancements to the existing medians using a combination of vegetation, a city identification sign and coordinated street furnishings, creating a center median beginning at the intersection of Montgomery Road and Stewart Road up to Stoll Lane providing for additional landscaping and signage opportunities.

TR 1.3 Transit Oriented Development Guidelines

Explore the creation of a Transit Oriented Development Overlay District (TOD) for an identified area adjacent to the existing SORTA site along Montgomery Road. Potential TOD guidelines may address situations unique to the development surrounding a light rail station including: housing density bonuses, mixed use regulations, compact site design guidelines, architectural and exterior material guidelines and pedestrian centered design.

TR 1.4 Pedestrian Interconnectivity

Encourage the interconnectivity of existing neighborhoods, business districts and public open spaces by encouraging the extension of sidewalks and local bike paths where appropriate. Any new development should be required to install sidewalks along the portion of the property fronting on a public street.

TR 1.5 Regional Bike Trail System

Cooperate with regional agencies such as the Ohio-Kentucky-Indiana Regional Council of Governments (OKI) and the Hamilton County Engineers Office to identify and develop appropriate locations for an interconnecting regional bike trail system.

Transportation Policy Recommendations

TR 1.6 Bikeway Conversion

In the event the Indiana-Ohio rail line traversing the city is abandoned and deemed surplus property by the rail company, study the feasibility of converting this former rail right-of-way to a bike path. This bike path may factor into a larger regional bike trail system connecting Silverton to Deer Park and Pleasant Ridge.

TR 1.7 Improve Pedestrian Ways to Assure a Safe and Attractive Pedestrian Environment

Pursue funding programs or designate general fund revenues, if available, for the implementation of an annual sidewalk improvement program. This effort may be performed in conjunction of regular Capital Improvement Plan updates. Alternative funding methods including a partial or whole property owner sidewalk assessment program should be considered. As part of this review, the city should inventory the sidewalk areas that are currently not compliant with ADA standards. Community Development Block Grant funding may be a good source of funding ADA upgrades to sidewalk crossings within the city.

TR 1.8 Coordinate Business Area Parking to Increase Efficiency of Use and to Improve Parking Availability and Access

Provide guidelines for shared driveways (joint access) and cross access easements for new business development where appropriate. Joint access requirements provide for a unified on-site circulation plan serving several properties at a commercial strip or center. This serves as an alternative method of achieving adequate driveway spacing where lot frontage is otherwise inadequate. Cross access requirements allow internal circulation between adjacent properties and may be applied in accordance with a joint access plan, or as a means of connecting major developments to allow circulation between them without using the main roadway. This method requires the design of joint-use driveways and cross access easements (established between parcel owners and the site developer) to accommodate a circulation system. It also requires a the city ordinance requiring property owners to meet cross access standards to develop their property. These recommendations are also featured in the Silverton City Central chapter.

TR 1.9 Maintain the Existing Capital Improvement Plan (CIP) for the City

A capital improvement plan (CIP) identifies the infrastructure needs of the city to support proposed re-development plans and policies. A critical component of a well drafted CIP is to adequately address financing strategies identifying the most economical means to construct the improvements. A CIP can also aid in attracting state and federal matching funds. Another benefit of regularly updating Silverton's city-wide CIP is that the documents can assist in building community support and keeps the citizens and business owners of Silverton informed about the future infrastructure needs of the community.

Below is a proposed framework for conducting and updating a CIP:

1. Identify categories of infrastructure to be included in the CIP.
2. Identify a minimum budget threshold for a project to be included in the CIP.
3. Develop a system for identifying and prioritizing new projects.
4. Establish a process to present high ranked projects to the Silverton community for input to increase community support for the funding of such projects.
5. Assess the city's financial capacity and develop a CIP financing plan for formal adoption by the Silverton City Council.
6. Establish a process for monitoring projects and updating the CIP annually.

PARKS & RECREATION



Parks & Recreation Overview

Parks and recreation amenities are a critical component to providing a community's balanced quality of life for its' citizens. Therefore, Silverton must be prepared to act to insure that the two existing public parks are utilized to their fullest potential. The city must also strive to add additional park space where appropriate.

Creating new park space in a built-out urban environment can be challenging. Developing smaller neighborhood pocket parks may be an effective strategy in adding to Silverton's parks and recreation site inventory. Silverton must also recognize that a large percentage of Silverton's targeted resident demographic representing younger individuals and families will be more inclined to lead an active lifestyle. Adding new active recreational amenities should be an on-going effort the city focuses upon in order to provide relevant and interesting recreational choices to Silverton residents.

Park Type Criteria

Municipal Parks

Municipal parks are designed primarily to serve residents within the boundaries of the municipality. Generally, there are four specific municipal park types.

Mini-parks

Mini-parks, or "pocket parks" provide open space for passive and some active recreation opportunities within a limited walking distance of primary users. The average mini-park serves between 250-1,250 persons. Average area size ranges from 1,000 sq. ft. to one acre.

Neighborhood Parks

Neighborhood parks are designed to provide both active and passive short-term recreation activities. The primary user ranges from five to fifteen years of age. However, informal recreation opportunities cater to groups of all ages. The average neighborhood park serves between 500 to 2,500 people, basically one park for every elementary school. Neighborhood parks commonly range from five to ten acres in size and may have features that provide activities for the entire community.

Community Parks

This type of park is designed to serve several neighborhoods while minimizing park travel distance. Though community parks are designed to accommodate all age groups, most activities cater to the active recreation needs of junior/senior high school students and adults. Although size is not always a sound criterion for classifying parks, it is generally recognized that community parks are larger than neighborhood parks or playgrounds. Community parks can serve from 2,500 to 20,000 people. Most community parks have an average size of between 20-35 acres and may also serve to provide activities associated with neighborhood parks.

Urban Greenspace (Conservancy)

In addition to providing passive recreational opportunities, these types of parks can protect environmental quality and act as land-use buffers. They also help break up development congestion and provide aesthetic quality. Most urban greenspace parks contain natural areas such as environmental corridors, woodlands, floodplains, wetlands, wildlife habitat areas, and scenic views. These areas will typically provide benefits to the entire community or an entire region. Though no set standard exists, several communities use a ratio of one to two acres per 1,000 population as a basis to project local community demand.

Existing Silverton Parks

Ralph W. Ficke Memorial Park

Ralph W. Ficke Memorial Park is Silverton's largest park and recreation venue. The Ralph Ficke Memorial Park is located on approximately 12 acres at the northeast corner of the City. Prior to its acquisition by the City, it was part of the Ficke family's dairy farm. The park was purchased from Mrs. Elizabeth Ficke in 1948 and is named in honor of her son, Ralph Ficke, who served the community as a volunteer firefighter.

Existing park amenities include baseball fields, a regulation sized soccer field, batting cage, tennis court, full-court basketball, two shelters, a playground and a looped walking trail. Ficke Park plays host to the City's Annual Easter Egg Hunt and the Summer Concerts in the Park Series.



Silverton Park

Silverton Park is located in the quadrangle bounded by Montgomery Road, Parkview Lane, St. James Avenue and Highland Avenue. The Silverton Park site is situated at the western gateway into the planned Silverton City Central district, and thus presents several opportunities for future gateway and city identification efforts.



The village green style park was the site of the original Silverton Train Station. A replica of the station was constructed in 1976 and serves as a museum. It houses historic photographs and artifacts from the City's past, including the Olympic uniform of Barry Larkin, a retired Reds player and Silverton native son. In 2001 the station was rededicated as the John M. Kuhnell Memorial Museum in honor of the man who served Silverton as Chief of Police from 1946 to 1969. Chief Kuhnell was instrumental in the reconstruction of the Silverton Station.

Planning for Future Park Development

As the demand for leisure and recreational activities continues to grow throughout the country it is becoming more important for communities to engage in proper planning to accommodate such activities. The City of Silverton has taken proper steps to not only create a solid recreational base, but also to maintain and improve recreational opportunities in the community. By the development of this element of the comprehensive plan, Silverton has recognized the importance of providing quality recreational opportunities to its residents and visitors. Recreational needs can only be met by properly located sites that provide a wide variety of recreational opportunities and are convenient to potential users.



These sites should possess natural characteristics appropriate to their intended functions. Providing these facilities has become an accepted responsibility of all governmental levels – local, county, state, and federal. The increasing demand for outdoor recreation has produced three issues of concern for local government decision makers:

- The need to improve existing facilities and provide additional facilities to satisfy current and future demand for recreational activities.
- The need to provide recreation opportunities and facilities in a manner compatible with limited natural resources and available land for park development.
- The need to provide recreation opportunities and facilities in a manner compatible with limited fiscal resources.

Planning is an integral element in identifying community needs and providing facilities efficiently, effectively, and economically.



Recreation Acreage Requirements

One method of evaluating a community's recreational acreage needs is to determine the number of people the existing system serves or has the capacity to serve and then compare it to National Recreation and Park Association (NRPA) standards. This is accomplished by assigning an acreage requirement for recreation areas per 1,000 persons in the city. For this plan, the standard of 12 acres active use land per 1,000 people is used as a basis for determining acreage needs. This city park acreage should be distributed throughout the community, so that all residential areas, age groups, and activity needs are served in the best and most cost-efficient manner. Only city parks are included in the recreation acreage requirements analysis. In general, county parks, school recreation areas, and private recreation area acreages are not included in the city-wide recreation requirements analysis for the following reasons:

- County park facilities do not provide typical municipal recreation opportunities.
- School recreation areas provide some municipal recreation opportunities, but their public use is limited due to school use (physical education classes, intramural activities, interscholastic athletic use, etc.) and they are not under municipal control.
- Private recreation areas are not under municipal control and have a different mission (i.e., profit) than public recreation areas.
- Private, not-for-profit recreation areas can provide some municipal recreation opportunities, but they are not under municipal control.

To calculate active park capacity, we will solely use the Ralph W. Ficke park, as it is Silverton's only active recreational park facility. The city's other park, Silverton Park, is mostly passive in usage and therefore is not factored into this formula. Using the park standards above and the acreage total for Ralph W. Ficke Park (12 acres total), current park land deficiencies were calculated.

Silverton's current estimated population is 5,180. The target active park acreage need for Silverton would be 62.16 acres based on NRPA standards. Silverton currently provides about 2.31 total acres of parkland per 1,000 population, or about 9.7 total acres per thousand less than the recommended standard. This means that the City would need to acquire about 50.2 acres of additional active use parkland to meet current recreational needs within the City. Silverton is a densely populated community containing only 1.1 square miles, so in reality, obtaining an additional 50.2 acres may prove challenging. However, based on the NRPA standards, the current active park acreage is substantially below the target acreage figures signifying that additional active recreation space should be considered in the future.

Ralph W. Ficke Park	12 acres
Silverton Population	5,180
Active Parkland per 1,000 people	2.31 acres/1,000 people
NRPA Target Acreage per 1,000 people	12 acres/1,000 people
Silverton Net Active Park Land Deficiency	50.19 acres

Parkland Acquisition / Future Park Locations

City residents should be served by either a mini-park or neighborhood park in close proximity or a community park. To address the parkland acreage, service area, and facility deficiencies of the City, several future park locations have been recommended. The Park Facility map on the following page shows the optimal locations to target for proposed parks. The criteria used to select specific park locations are:

- Suitability of the land to accommodate both active and passive park facility development.
- Ability to secure the land through dedication, purchase, or easement.
- Ability to serve the neighborhood or community.

In general, future park land should be suitable for development, and should exclude wetlands, stormwater detention areas, or other lands that will not support the development of recreation facilities. Wetlands, stormwater detention areas or other lands may be accepted into the park system, but they should be accepted or acquired in addition to park lands that will provide active and passive recreation facilities. Such lands would not satisfy the Silverton park land dedication requirements for new residential developments if such a regulatory requirement were implemented into the zoning code.

Neighborhood pocket parks should also be targeted as realistic opportunities to add new active park and recreational space in Silverton. These less intensive park facilities are substantially smaller than city-wide parks and can be obtained easier and typically at a smaller capital cost.

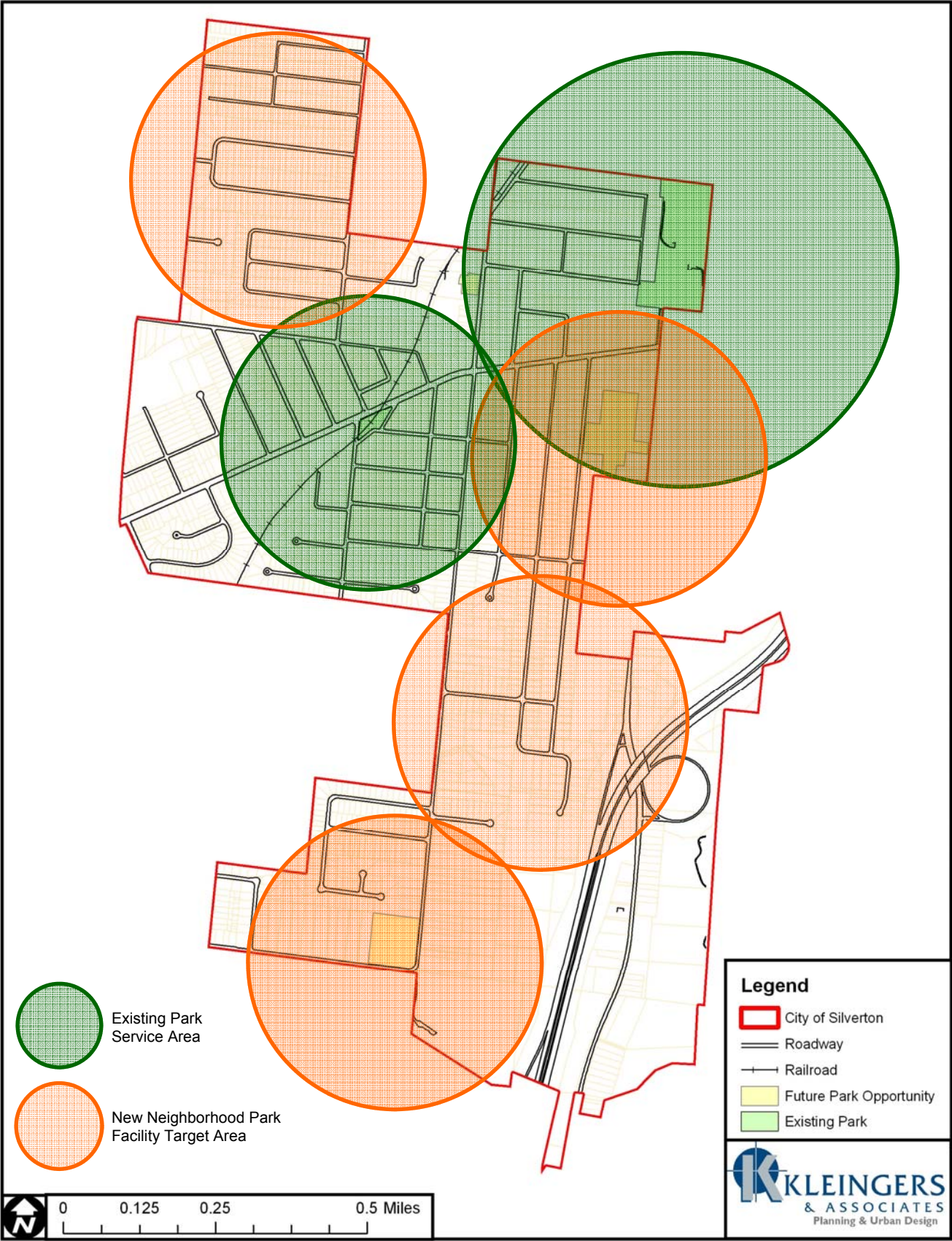


Meier's site along Plainfield Road



Woodford Road site at Stewart & Plainfield Road

City Park Facility Map



Special Area Plan: Plainfield Road Gateway Park



Existing Conditions:

This site is located on the west side of Plainfield Road near the northern gateway into the City. Currently the large grassy area located in the front yard of the winery facility is underutilized. This area offers excellent visibility from Plainfield Road and is located near the northern entrance into the Silverton City Central district.

The site could be incorporated into future streetscape and other public infrastructure enhancement plans along Plainfield Road to provide for an attractive community gathering space.

Site Recommendations:

- ❶ Develop site as a gateway park for the Silverton City Central district.
- ❷ Consider taking advantage of site visibility by constructing prominent and unique feature such as a fountain or art sculpture that would also incorporate elements of the Silverton City Central development theme.
- ❸ Site may be utilized as a community gathering space for open air summer concerts and other arts related activities during appropriate hours.
- ❹ Install appropriate signage features identifying the City of Silverton or "The Silverton City Central District".

Special Area Plan: Woodford Road Site



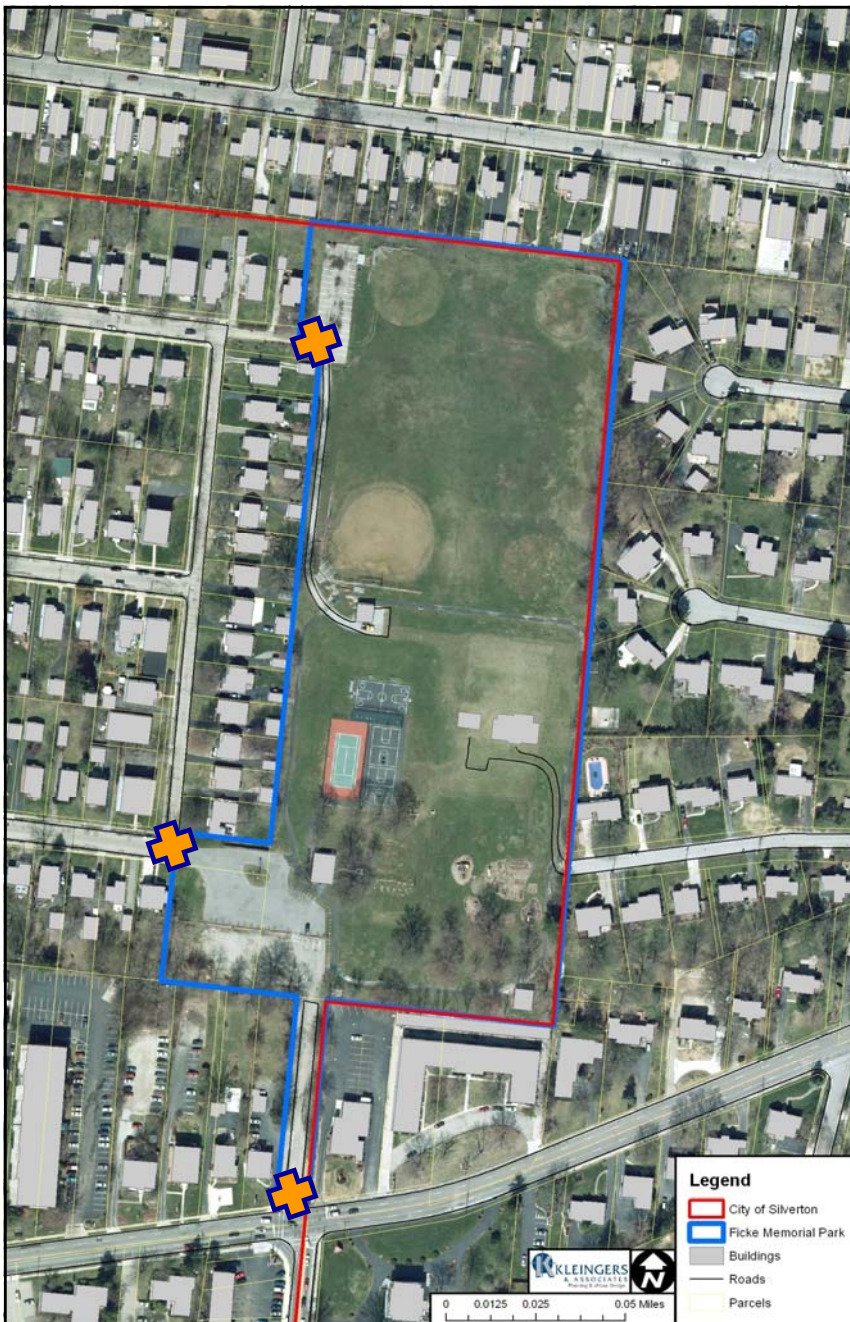
Existing Conditions:

This land site is located at the northwest corner of the Woodford Road and Plainfield Road intersection. It features an existing residential dwelling structure, an accessory structure and partially wooded areas.

Site Recommendations:

- ❶ Develop this site into a public park space featuring a combination of active and passive recreational amenities.
- ❷ Establish the City's southern gateway location in the southeastern corner of this site using a combination of signage and landscaping features.
- ❸ Future sidewalk improvements projects along Plainfield Road and Woodford Road may be required to create a safe linkage to surrounding residential neighborhoods.
- ❹ Consider establishing a nature preserve on a portion of this site and explore partnership opportunities with the Cincinnati Public School District to utilize this area for a future nature lab study area.

Special Area Plan: Ralph W. Ficke Memorial Park



 Future Park Gateway Upgrade Sites

Existing Conditions:

The Ralph W. Ficke Memorial Park site is the city's largest park facility. Providing several athletic fields and courts as well as open passive space. The City and Cincinnati Public Schools are discussing a possible joint venture to relocate the existing Silverton Paideia Elementary School to this park site. If approved, the southern half of the site would contain a newly constructed Cincinnati Public Schools museum-based curriculum school facility.

Site Recommendations:

- ❶ A walking path should be constructed to connect the adjacent residential neighborhood sidewalk system.
- ❷ Two multi-use park shelters should be considered for the portion of the site retained by the City.
- ❸ This site should be utilized for city-wide celebrations and annual events given the ease of access, central location and relatively flat topography.
- ❹ Future park gateway entrance features featuring a combination of signage and landscaping should be considered for the three points of access into the park site located along Montgomery Road, South Avenue and Sibley Avenue.
- ❺ The City should consider drafting a Park Master Plan for this site to address the existing infrastructure upgrade needs in addition to identifying future infrastructure projects and programming elements for this facility.

Park & Recreation Policy Recommendations

PR 1.0 Ralph W. Ficke Memorial Park Improvements

The City should consider park capital improvements on this site to upgrade the recreation options provided by this public facility. Improvements that would help maximize the utilization of this facility include the addition of two picnic shelter structures and constructing a walking / biking trail throughout the site. Additional redesign of the athletic fields and courts may be necessary if a new school facility is constructed on the southern half of this site. Adopting a Park Master Plan for this site is suggested to adequately address and identify both the current and future infrastructure and programming needs of the facility.

PR 1.1 Silverton Park Gateway

Ralph W. Ficke Memorial Park maintains a public access near the eastern entrance to the City along Montgomery Road. The opportunity exists to create a gateway entrance feature that identifies both the entrance into the city in addition to the entrance into the park itself. A combined gateway feature may be pursued to reduce the cost of identifying both important city gateway points.

PR 1.2 Silverton City Central Greenspace Initiative

Silverton should seek out opportunities to create a greenspace park site within the Silverton City Central district. As a part of the City Central Plan, providing green space within this district is important to perpetuating the planning concepts of creating both a livable and walkable City Central. Also, great opportunities exist for providing a greenspace that can serve as a community gathering place for City Central events such as a summer concert series and creating branding and image identification opportunities for this district. The Plainfield Road Gateway Park Special Area Plan is one option for achieving this goal. In the alternative, future parcels within the City Central district that currently contain underutilized buildings and land uses may be acquired and converted to passive green space in the future.

PR 1.3 Woodford Road Park Development

Explore the feasibility of the acquisition through donation of the identified Woodford Road park site. This site would serve the residential neighborhoods located in the southern portion of the City and help achieve the desired neighborhood park coverage requirements for the southern portion of the city. This site could also provide an opportunity to create a City of Silverton identification gateway for the southern access point into the city.

PR 1.4 Annual Festival & Activities Programming

Efforts should be taken to maximize the utilization of the Ralph W. Ficke Memorial Park site by seeking out groups to partner with for annual events. These profit or non-profit groups may be based within Silverton or outside of Silverton. Providing large scale annual festivals and activities supports the destination based planning principles set forth for the Silverton City Central and for the entire city as a whole. Examples of the types of festivals and activities that may be successful at the Ficke Memorial Park site include: The annual "Taste of Silverton", The Silverton Arts Festival, Silverton Days (annual one day celebration), and The Silverton Jazz Festival, etc.

Park & Recreation Policy Recommendations (continued)

PR 1.5 Park & Recreation Funding Strategies

Most communities that have successful park and recreation systems utilize a balanced combination of general fund revenue, land dedication, payment in lieu of dedication, park impact fees, and grant-in-aid programs. Many communities with successful park systems have adopted a general system for funding park acquisition, development and operations. Silverton should continue to pursue alternative funding opportunities for acquisition of future park space and for park capital improvements. Available financial resources should be prioritized and targeted relative to both existing park space and acquiring future park land. Below is a list of suggested funding strategies for park and recreation improvements.

- General Fund Revenue (local taxes) - may be used for park system administration, park operations and maintenance, and some park acquisition and development. It is suggested that Silverton's long term Park Capital Improvement Plan not be wholly reliant upon general fund revenue sources.
- Land Dedication (or payment in-lieu-of dedication) - used for general parkland acquisition and development typically required as part of a planned unit development or special overlay district regulations.
- Park Impact Fees - used for parkland acquisition and development within the City and designated to meet recreation needs created by new development and redevelopment projects. The City should explore the implementation of a park impact fee levied upon certain building and development activities to provide revenue for future park capital improvements.
- Grant-in-Aid Programs - used for park acquisition and development by providing matching funds for park and recreation improvements. Silverton should continue to explore programs available through the Ohio Department of Natural Resources as program funding is made available on a yearly basis. Programs that may benefit the city's park and recreation improvement strategy include: Ohio Nature-works Grant, Land and Water Conservations Funds, and the Ohio Recreational Trails Program.
- Volunteer participation - used for park development, operations, and management.

PR 1.6 Establish Park Partnerships with Cincinnati Public School District

Silverton should work towards establishing partnerships with the Cincinnati Public School District for the joint use and maintenance of the Ralph W. Ficke Memorial Park site. In the event a new school facility is built on this site, partnering with the school district can leverage both organization's resources and create a park venue that can be jointly utilized by the Silverton community and the school children while providing for shared parking, maintenance and future capital improvement costs.

PR 1.7 Acquire Additional Land Sites for Future Neighborhood Park Facilities

The Silverton Park Facility Map identifies four areas targeted for creation of new neighborhood park facilities. These targeted areas are located beyond the primary service area of the existing Silverton park facilities. Long-term plans should include land acquisition strategies in these targeted areas as the opportunities may arise. Ultimately, the goal is to provide coverage to all areas of the city with a short walking / biking distance of a neighborhood park, or "pocket park".

PR 1.8 Collaboration on Drake Park Recreation Improvements

Silverton should explore future collaborations with the City of Cincinnati for park and recreation infrastructure upgrades to Drake Park. This city-owned park site is located adjacent to Silverton and is likely utilized by Silverton residents living in that immediate area. Joint projects may include construction of trailheads, biking trails and paths and other active recreational improvements.

9

PUBLIC FACILITIES



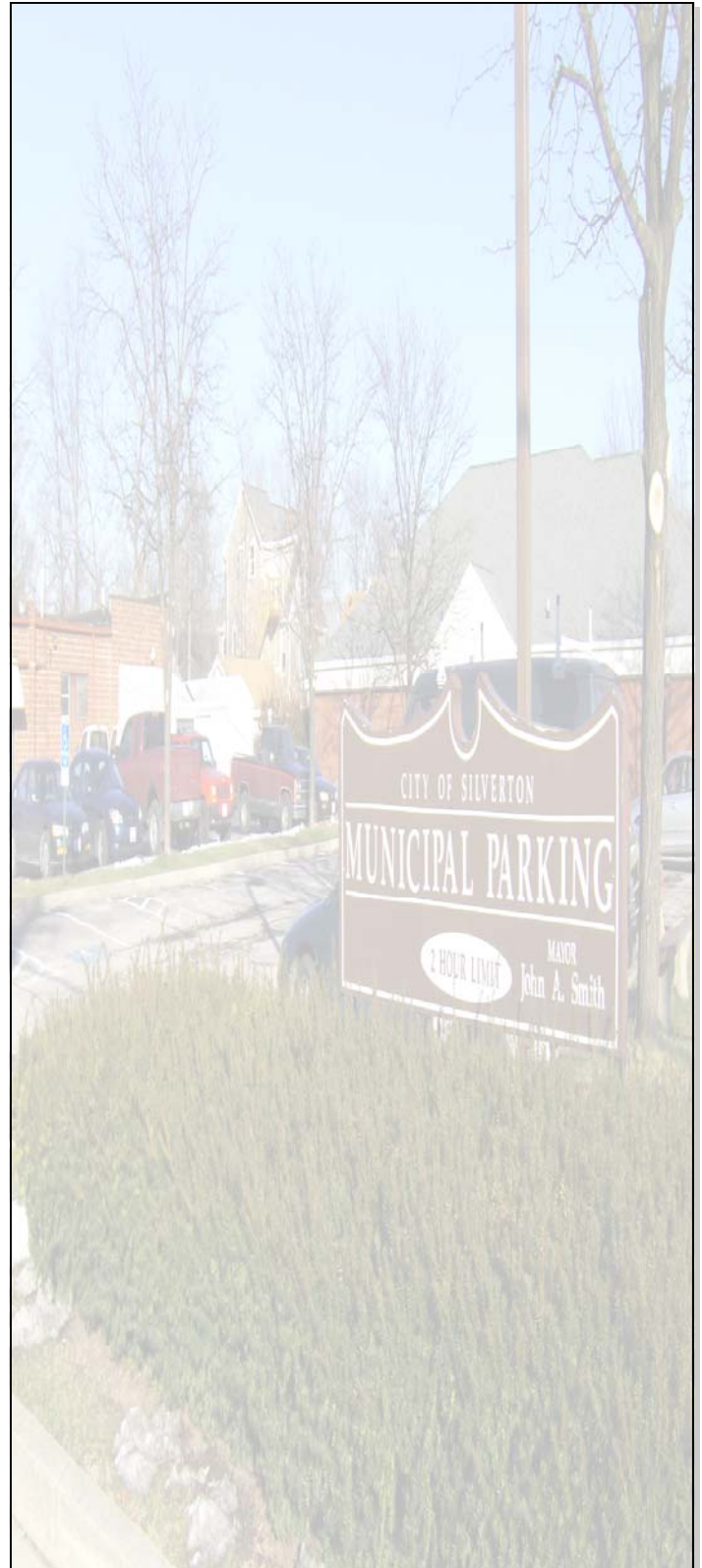
Public Facilities Overview

The Public Facilities element of the Comprehensive Plan addresses the expectations that a community's residents have regarding public services and the facilities needed to provide these services. The Public Facilities Plan for Silverton focuses on both the building space and personnel needed to provide services such as police, fire, public works, administration, and so forth for the City's residents.

Attractive public facilities are important to maintaining the confidence in the community of homeowners and business owners. Schools, libraries, parks, and other facilities are all highly valued by residents and are important factors in where to buy or rent a dwelling to live. These and other facilities and services will help sustain the community through the inevitable cycles of deterioration and reinvestment, so Silverton should invest in them as generously as is fiscally prudent. The public sector should provide leadership in developing facilities that exemplify quality in design, construction, and maintenance.

Besides helping build a sustainable community, attractive public facilities also build community pride. An important factor in the City's ability to sustain long-term fiscal health will be the way in which it manages growth and redevelopment. Expanding the tax base without over committing to expenses will help pay for the facilities and services that help renew the city and attract new residents and businesses.

Public buildings that house the various governmental and service functions of a municipality are generally of two types: (1) those requiring a nearly central or a common location and that serve the entire municipal area, and (2) those serving segments of the community on a "service-area" basis. Silverton's Municipal Building is an example of a governmental building that serves the entire community, while the local fire station represent a public building that has a service area relationship with the community.



Silverton Public Services

Silverton has a wide variety of public facilities to better serve the public need. The Silverton Memorial Municipal Government Building houses the police station as well as administrative offices necessary to run the city. It is located close to the center of the city at 6860 Plainfield Rd.

Public Safety Services

Silverton shares its fire and EMS responsibilities with the neighboring city of Deer Park to the north. The firehouse is in Northern Silverton, serving both cities. This joint arrangement



has been in effect since 1999, when both cities decided it would be more efficient to combine efforts and have one jurisdiction to serve the combined population of about 11,000. The joint fire department has 57 total personnel including 8 full-time and 50 part-time fire / EMS personnel and 1 full-time clerk.

Silverton maintains its own Police department staffed with 10 full-time personnel and 1 part-time personnel including 3 full-time and 3 part-time dispatchers.



Public Works

Silverton provides full service public works and street maintenance services to its residents and business owners. Services include: snow removal and salting, street repair, repaving and storm water maintenance.











Public Education

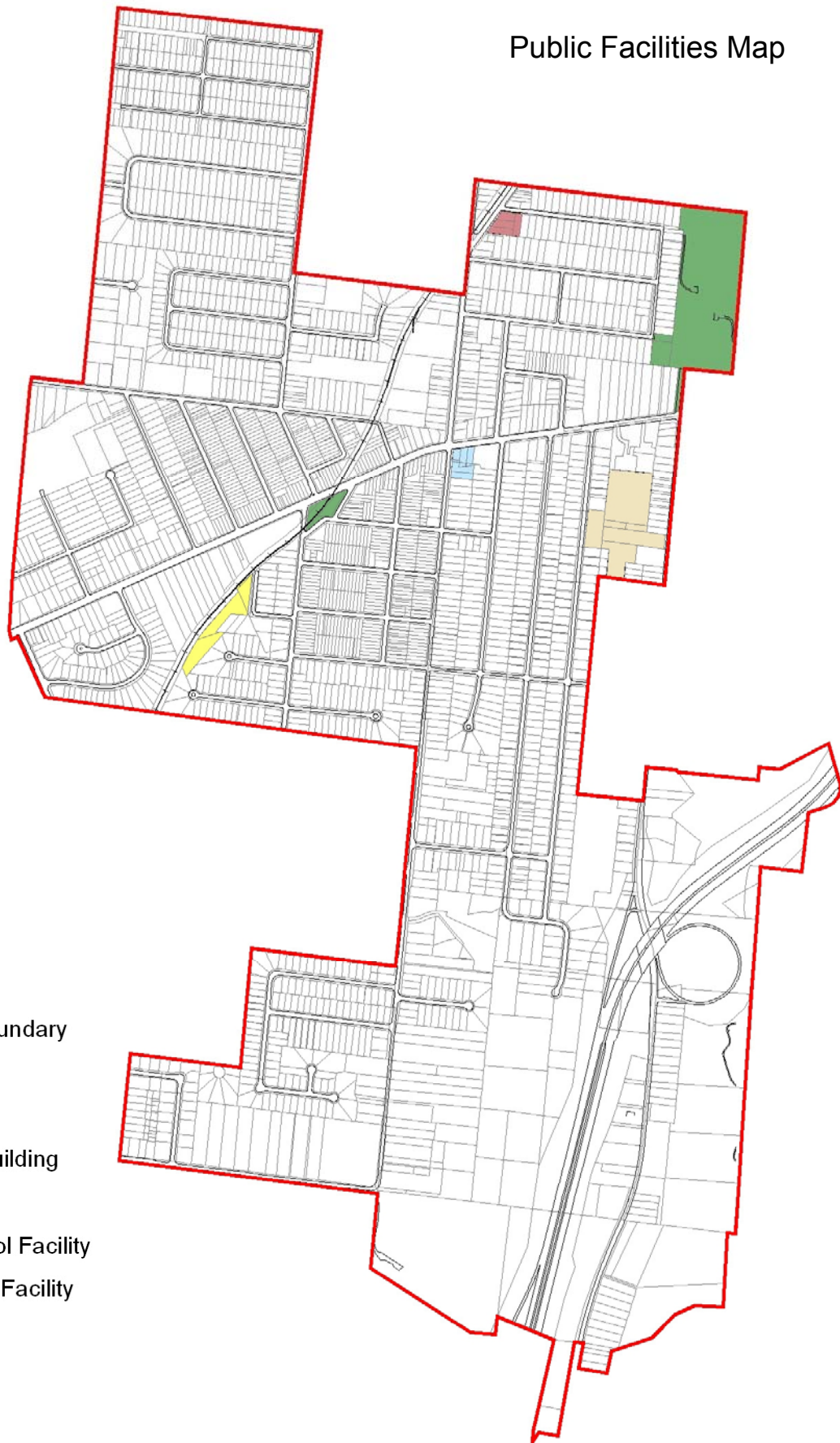
Silverton is served by two public school districts. Cincinnati Public School District services the majority of the city while Deer Park Community City Schools services a small neighborhood area in the northern portion of the city. Silverton offers one public school facility, Silverton Paideia Elementary School which serves kindergarten through sixth grade, which is administered by Cincinnati Public Schools and is located along Stewart Road. The Silverton Paideia Elementary School is scheduled to be built at a new location within Silverton and reopen with a museum school curriculum.



Public Facilities Map

Legend

-  Silverton Boundary
-  Roads
-  Rail Line
-  Municipal Building
-  Parks
-  Public School Facility
-  City Service Facility
-  Fire Station



Intergovernmental Cooperation

A joint meeting was held between the Silverton Comprehensive Plan Steering Committee and the Deer Park Comprehensive Plan Steering Committee to discuss and brainstorm potential areas for future collaboration. The two cities currently have a successful joint venture in the Deer Park Silverton Joint Fire District. This joint planning session focused on a variety of projects and initiatives that the two cities may explore further to leverage their common assets consisting of an excellent location in the greater Cincinnati marketplace, a small town quality of life atmosphere and their dedicated resident base.

Potential Intergovernmental Projects & Collaborations

- 1) Explore Formation of a Joint Community Improvement Corporation (CIC)
- 2) Coordinate a Joint Streetscape Plan for Blue Ash Rd. - Plainfield Rd. Corridor
- 3) Further Explore Joint Service Opportunities, Possibly a Joint Park District
- 4) Gateway at Plainfield Rd. / Blue Ash Rd. Split
- 5) Connection of Both Deer Park and Silverton Parks
 - Walking / biking friendly
- 6) St. Johns "annex"
- 7) Common welcome park
- 8) Joint Community Activities
 - Grow "Block Watch"
 - Yard sales
 - Festivals (Music, arts, etc.)
- 9) Taste of "Silver Park" or "Deerton"
- 10) City Collaboration of Services
 - Police
 - Maintenance, trash, etc.
- 11) Bike Path
 - Park to park
 - Railway to Blue Ash
- 12) Joint Marketing of Corridor Business Areas and Shared Events
- 13) Gateway Border
- 14) Continuity In Street And Sidewalk Lighting (Promote a Safe and Welcome Environment)
- 15) Seasonal Plantings and Lighting
- 16) A Shared Focus on Arts and Festivals
- 17) Team Volunteer Committees to Induce Continued Change and Growth
- 18) Combine Police Presence Along Corridor on Bikes or Foot Patrol
- 19) Joint Marketing Ideas
- 20) Call the Corridor Area "The Mix"
- 21) Exploring complimentary development strategies as opposed to competitive, to avoid over development of one type.
- 22) Joint PR / Marketing of area for businesses/residents (Location/housing/safety/education faith/etc.)
- 23) Continuity is a big concern along Plainfield and Blue Ash Rd.
- 24) Parking – daily/joint events. Separate events, but both cities support them
- 25) We need to join the police department and the service departments – great potential money savings for both communities
- 26) Need bike patrol (police) from Montgomery Rd up through Blue Ash Rd by the railroad
- 27) Ensure that compatible and appropriate zoning districts and regulations are applied to all properties located along the city borders to preserve and protect the character of those areas.

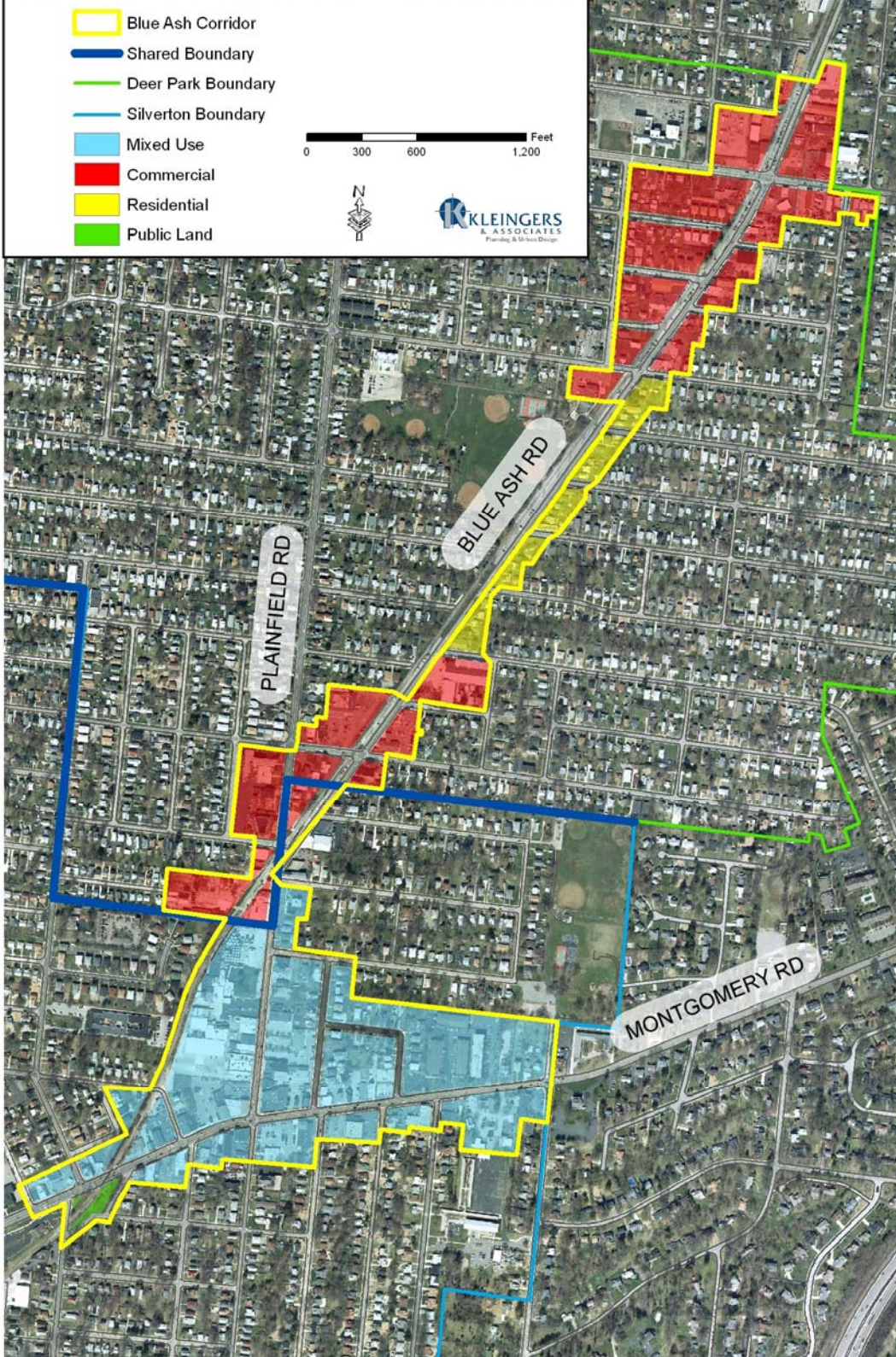
Intergovernmental Cooperation

Joint Planning Project & Issue Survey

Below is a survey conducted in conjunction with the joint planning session of the Silverton and Deer Park Comprehensive Plan Steering Committees. Members were asked to rank the most important and relevant joint projects / issues to pursue based on a list provided to the group. Below are the results of the survey.

<u>Rank</u>	<u>Joint Planning Project / Issue</u>
1.	Improving the appearance of the Plainfield Road & Blue Ash Road corridor (17 votes)
2. (tied)	Redevelopment of the Plainfield Road & Blue Ash Road corridor (16 votes)
2. (tied)	Joint marketing campaign for redevelopment efforts (16 votes)
4.	Maintaining the quality of existing housing (15 votes)
5. (tied)	Joint applications for Community Development Block Grants (CDBG) (12 votes)
5. (tied)	Road improvements to Plainfield Road & Blue Ash Road (12 votes)
7.	Exploring additional teaming opportunities for delivery of public services (9 votes)
8.	Opportunities to team on annual Deer Park - Silverton community festivals/events (8 votes)
9.	Providing a wider range of housing options (7 votes)
10.	Building more pedestrian / bikeway connections between the two cities (6 votes)
11.	Traffic issues (3 votes)

Blue Ash Road/Plainfield Road Future Land Use Plan



Blue Ash - Plainfield Corridor Joint Marketing Plan

One concept identified during the joint planning session was focusing on marketing the Blue Ash Road and Plainfield Road business corridors as a single destination point.

This business corridor contains several valuable assets for both communities including the Deer Park Community Park Facility, The Meier's Wine Cellar, the Silverton public parking lots and highly visible gateways for both communities.

Leveraging these combined assets may have very tangible benefits for both communities. There may also be the opportunity to promote both the corridor and both cities on a combined gateway / sign feature located in the area of the common border of both communities where Blue Ash Road merges into Plainfield Road.

Public Facilities Policy Recommendations

PF 1.0 Recognition of Public Services

Consider water, sewer, police, transportation, fire, schools, storm water management, and parks as necessary public facilities and services. Ensure that facilities are sufficient to support planned development.

PF 1.1 Regional Service Delivery Cooperation

Silverton should continue exploring creative and proactive methods of joint service delivery among multiple local jurisdictions to the extent that it does not harm the City financially and it improves the quality of the service or facility to the citizens of Silverton . Building upon the successful joint venture between Silverton and the City of Deer Park for the delivery of Fire and EMS services, the City should continually review its service delivery costs and operational structure while considering a regional service delivery approach. When feasible, the City and related agencies should build facilities that can serve more than one purpose. Land and facilities shared between schools and parks, or storm water facilities and parks, are examples of this principle.

PF 1.2 Relocation of the Municipal Building

The city should continue its analysis of relocating the existing municipal building located at the corner of Montgomery Road and Plainfield Road. The existing municipal building is no longer adequate to properly serve the needs of the Silverton administrative and Police departments due to the small size of the building and the general condition of the structure itself. Relocation options should include both seeking existing Silverton facilities that may be modified to suit the needs of a new municipal building as well as identifying potential sites for the construction of a new municipal building. Careful analysis should be undertaken to ensure the preferred option is the most fiscally prudent solution to this issue. This corner property also represents a highly visible lot that is a prime redevelopment opportunity. Relocating the municipal building will provide the city with a unique opportunity to control this land site and possibly be a leader in stimulating redevelopment activity and investment in the Silverton City Central district.

PF 1.3 Public Facility Expansion

Expand public facilities, if needed, in accordance with this comprehensive plan and future land use goals. Cost for these improvements should be distributed in an equitable manner to those who receive the primary benefit of these improvements. As much as possible, redevelopment should be directed to those areas that are convenient to existing public facilities or that require limited investments to extend infrastructure.

PF 1.4 Providing High Quality Public Facilities and Services

Silverton should construct and maintain facilities to the highest level of quality possible. Since public facilities represent a collective effort of the entire community, they should be of high quality and demonstrate the expressed desire for an improved environment. In doing this, the public provides leadership in enhancing the urban environment.

Public Facilities Policy Recommendations

PF 1.5 Exploring Intergovernmental Cooperation Opportunities

The City should consider establishing a committee to work with a similar committee in Deer Park to further pursue some of the ideas generated in the joint planning session. Given the shared community goals and other physical attributes, establishing a joint committee to brainstorm and garner support for these joint projects could prove very valuable to both communities when attempting to implement community-wide initiatives.

PF 1.6 Partnering Opportunities with the Cincinnati Public School District

The City should continue to seek out partnering opportunities with the Cincinnati Public School District. The ultimate success of both Silverton and the local school facility are directly dependent upon each other. Potential areas of future joint collaboration may include: shared school & city facilities, joint city - school activities and annual events and shared parking arrangements for special events.

PF 1.7 Encourage Underground Utilities

Silverton should encourage undergrounding of overhead utilities and co-location of utilities to reduce aesthetic impacts and service disruptions. Zoning regulations requiring underground utilities or utility pole placement in the rear of lots should be explored for implementation on all redevelopment along the Montgomery Road and Plainfield Road corridor areas.

PF 1.8 Wireless Telecommunication Guidelines

To the greatest extent possible, Silverton should encourage the placement of personal wireless communication facilities in a manner that minimizes adverse impacts on adjacent land uses, in particular, residential land uses. The city should encourage siting and design of communication facilities in a manner that provides the least impact on the aesthetic character of the community.

PF 1.9 Planning for Public Service Delivery

The City should integrate its land use and public works planning activities with an ongoing program of long range financial planning to ensure that the City's future land use plan and level of service delivery standards can be supported by quality public facilities. This is similar to the recommended Capital Improvement Plan, but different in that this planning focuses primarily on public service delivery and not infrastructure improvements. Such planning should address the following in order of priority:

- Improvements needed to provide adequate public safety or to remove hazards.
- Investments needed to maintain existing facilities from further deterioration.
- New Investments to increase capacity for growth focused into specific areas that implement the comprehensive plan.
- Improvements to meet comprehensive planning objectives to serve existing residential neighborhoods.

10

ECONOMIC DEVELOPMENT



The purpose of the Economic Development element within the Comprehensive Plan is to strengthen the economic vitality of Silverton and guide public investment in economic development. The Comprehensive Plan directs the City to work cooperatively with private industry, regional economic development partners, and state and federal agencies to promote investment in projects that will create quality employment opportunities for area residents and quality tax base for the community.

Within the context of a comprehensive plan, it is appropriate to examine long-range economic goals and the strategies required to help a community achieve those goals. In contrast, most economic development programs are undertaken within a relatively short timeframe, targeting specific and immediate needs. Stand-alone economic development plans address these issues and get into significantly greater detail than comprehensive plans on this topic. However, the steps in both efforts are similar - setting goals, identifying opportunities and obstacles, and developing strategies that help the community achieve its desired economic future.

Business development and job creation are guided both to central locations, promoting redevelopment and infill growth along the Montgomery Road and Plainville Road Corridor as well as the identified Silverton City Central district, and to fringe commercially zoned locations such as the lower Stewart Road commercial district. Well-located and serviced business and office developments are critical to the expansion of existing businesses and key to attracting new companies. The City and its partner, Silverton Development, Inc., should continue to support investment in the targeted redevelopment areas.

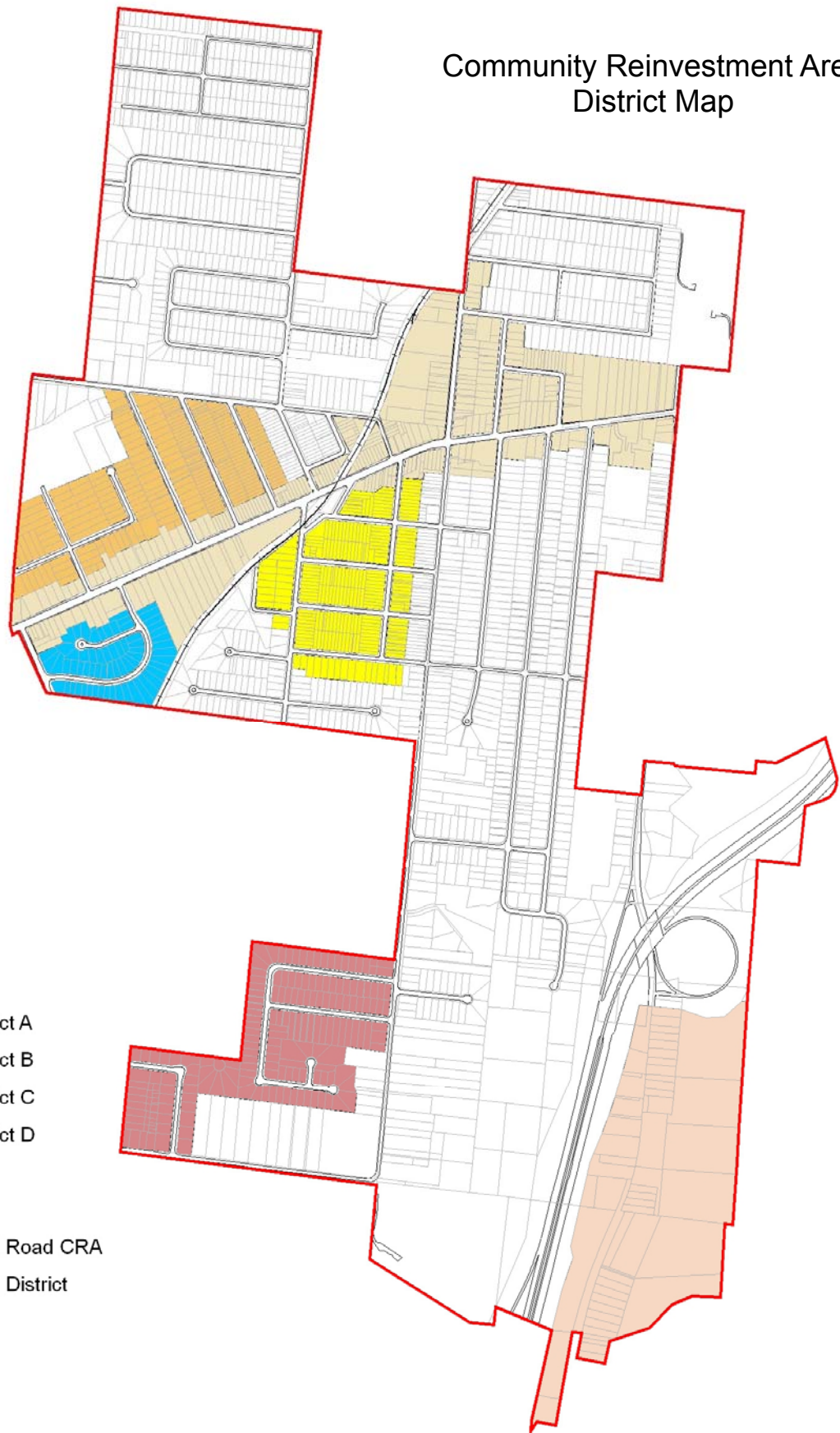
Silverton should aggressively utilize the economic development programs made available to it through the governing Ohio statutes. Some of the programs promoted in this Comprehensive Plan include Tax Increment Financing districts, Community Reinvestment Area tax abatements, Business Improvement Districts, a Silverton Design Assistance Program, land acquisition and development through a Silverton Community Improvement Corporation and application of Community Development Block Grant funds.



Community Reinvestment Area District Map

Legend

- Residential CRA District A
- Residential CRA District B
- Residential CRA District C
- Residential CRA District D
- Stewart Road CRA
- Commercial District
- Montgomery/Plainfield Road CRA
- Proposed Commercial District
- Rail Line
- Roads



Economic Development Policy Recommendations

ED 1.0 Establish bi-annual developer roundtable forum.

Silverton staff should consider facilitating an inaugural developer round table discussion after promoting the event to both the development community and the public at large. The intent of the roundtable meetings serve to educate and stimulate interest in development opportunities within Silverton, most specifically, the opportunities and city initiatives underway in the Silverton City Central district.

ED 1.1 Develop database and associated marketing materials of available properties and sites.

Creating the materials necessary to convey the positive message of Silverton's assets is critical. These materials may take the form of traditional brochures, print advertisements, and website promotion. Other tools may include bird's eye view corridor videos distributed on DVD's. The marketing material should also highlight a comprehensive financial incentive plan for prospective targeted businesses. Lastly, any incentive zoning that may be implemented as part of this plan should be highlighted as well. A comprehensive incentive package combines both the economic development financing tools offered through local and state governments along with zoning incentive bonuses typically provided through creative overlay and planned unit development districts.

Providing project density bonuses, setback relief and other zoning related "incentives" are often highly sought after from the development community. A separate marketing piece should be considered for the Silverton City Central district and the specific opportunities and the financial and zoning incentives available to qualifying projects.

ED 1.2 Establish an Aggressive Business Retention and Communication Program for Silverton Business Owners.

The City may consider establishing an aggressive business retention program for the existing businesses located in the city. Reaching out to the existing businesses on an annual basis holds many benefits. In most instances, local business owners welcome the opportunity to have one on one meetings with public officials. One effective method is to implement a Business Walk Program where city officials can visit the business owners on foot. These meetings can be invaluable to gain information on why the business owners choose to continue to operate in Silverton and also a chance to learn about potential issues the business may be facing. In some cases, the City official may be able to answer or at least address the problem, while in other cases, the official can assist in putting the business owner in contact with an individual to help resolve the issue. Other benefits of a retention program include promoting a proactive public stance to retaining businesses and providing the opportunity to promote new City programs and initiatives.

Economic Development Policy Recommendations (continued)**ED 1.3 Explore the creation of Joint Economic Development District (JEDD) or Joint Economic Development Zone (JEDZ) pursuant to ORC 715.69-83.**

Research the viability of creating a JEED or JEDZ among identified local government stakeholders. These income tax districts are an effective way to create new revenue sources to be applied toward the investment and construction in new public improvement projects. Silverton should consider possible JEDD / JEDZ arrangements with both other municipalities as well as neighboring townships that are exhibiting significant new growth activity.

ED 1.4 Tax Increment Financing Districts

Tax Increment Financing (TIF) districts are a valuable tool for creating a revenue stream to construct the public improvements necessary to service a redeveloped corridor business district. TIF's provide revenue from the increased real property valuation after new construction occurs within the district. The real property taxes derived from the increased property valuation may be used to service the debt for new public improvement projects including new roadways, sidewalks, public utility extensions, public parking facilities and public gateway projects. With local school district approval, a TIF can exist for a period up to 30 years. Silverton should consider adopting TIF guidelines to provide clear parameters for Silverton TIF eligibility.

ED 1.5 Provide for smart growth (LEED) incentives.

Research the types of incentives local governments are now providing developers and builders for building to LEED certified standards. Early studies are showing a dramatic increase in lease rates, quicker lease-up periods, lower tenant turnover rates and high worker productivity in buildings built to LEED standards. Examples of potential LEED based incentives may include: points towards a CRA tax abatement, providing reduced or waived building permit or zoning related fees and providing fast track permitting for LEED projects.

ED 1.6 Create a Montgomery-Plainfield Commercial CRA District

Community Reinvestment Areas are areas of land in which property owners can receive tax abatements for investing in real property improvements. The CRA program has been used with great success in stimulating economic development projects for both commercial, mixed-use and industrial projects throughout Ohio communities. Eligible projects may receive up to 100% real property tax abatement for a period up to 15 years (for new commercial, industrial and residential construction). The City can establish it's own set of project criteria and goals and have authority to deny projects an abatement if the stated project criteria are not met. CRA abatements are especially useful in mixed use development scenarios where a residential component is included in the project.

Silverton has created one commercial CRA district and four residential CRA districts. Further consideration should be given to creating a commercial CRA district over the properties identified for development and redevelopment opportunities consistent with this plan. CRA project criteria should be drafted and adopted with the district providing clear guidance for the eligibility requirements for future development projects seeking CRA tax abatements.

Economic Development Policy Recommendations (continued)**ED 1.7 Explore implementation of a Business Improvement District (BID) (or Special Improvement District)**

The city should explore the creation of a special improvement district (SID) over targeted portions of the Montgomery Road and Plainfield Road business corridor areas under the provisions in ORC Chapter 1710. A SID must be petitioned by 60% of the front foot property owners or 75% of the total area property owners to be created. Once created, assessments may be levied within the district to pay for public improvements and the cost to provide public services that are not currently being offered by the local government. The improvements or services are paid by the property owners within the district who are assessed on their tax bills. SID's can be an effective tool in building public improvements and public services needed to further the growth and development of a business corridor. Some examples of public improvements for a business corridor may include: streetscape and other beautification projects, gateway entrance signage and other features, public parking facilities, public gathering places and sidewalk construction. This effort should occur after a Capital Improvement Plan has been adopted for the Montgomery Road and Plainfield Road corridor areas.

ED 1.8 Establish a Corridor Business Walk Program

Establish a Silverton Business Walk Program that features city staff / elected officials visiting business owners in a door to door fashion. The intent is to support Silverton businesses by gaining feedback into their issues and concerns while also providing information to the business owners regarding economic development initiatives and programs.

ED 1.9 Initiate the Creation of a Local Business Association

At the present time, Silverton is not served by a local chamber of commerce. Silverton officials and staff should consider taking a pro-active lead in creating a local business association. A local business association is a critical element of creating and perpetuating successful redevelopment within the city. Local business associations serve to coordinate communication among area businesses and to provide a forum for problem resolution and education. Possible business association activities might include inviting City representatives to association meetings to explain particular sections of the City Code, development standards and procedures which might be causing confusion. The association could work with the City in developing a detailed streetscape plan for the area; coordinate efforts to establish a special area identity for the City Central district; coordinate joint business promotions and activities; and provide a forum from which to communicate to City Council on issues of concern.

ED 2.0 Establish a Silverton Community Improvement Corporation

A Silverton Community Improvement Corporation (CIC) may be established to engage in public sector development activities. A CIC gives a local government the flexibility to invest in and development property. The CIC may be utilized to acquire, dispose and develop identified properties. A CIC can purchase and lease property as well. Many creative deal structures may be formulated between the private sector and a CIC that enables a more flexible working relationship between the private and public sectors.

Economic Development Policy Recommendations (continued)

ED 2.1 Establish a Design Assistance Program

Matching grants and low interest loans may be utilized to provide property owners access to low cost property improvements within a designated area. A design assistance program provides financial incentives to property owners for facade and site improvements which helps facilitate the implementation of the streetscape plan and redevelopment plan for the Montgomery Road and Plainfield Road corridor areas. Funding should be allocated on a yearly basis to operate the program.

Low interest loans and matching grants should be used by the applicant for exterior or façade improvements to buildings that are visible to the public, such as window and door repairs, glass replacement, façade repair, brick and mortar repair, awnings, trim repair or replacement, and paint. Site improvements may also be eligible for financial assistance including upgrades to parking lot areas, site lighting and signage.

ED 2.2 Utilizing Community Development Block Grant Funds

The city should continue to seek funding for community development block grant programs targeted towards infrastructure improvement projects that will have a direct positive effect on the city's economic development efforts. The city may also identify economic development specific projects that may be partially funded by the CDBG program. Examples of these types of projects include: acquisition of land for redevelopment efforts through the use of a Silverton CIC, acquisition and development of land converted to public parking areas and funding used as seed money to establish a design assistance program for the business properties fronting along the city's primary business corridors.

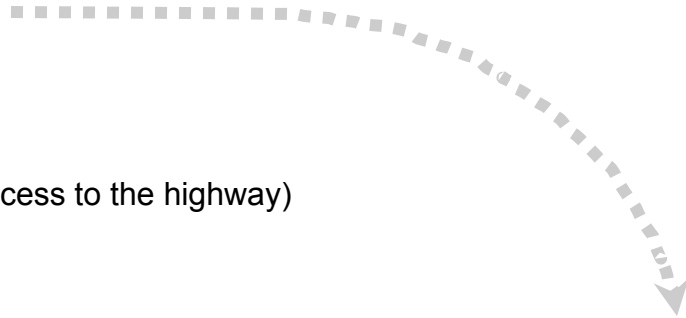
ED 2.3 Annexations as an Economic Development Tool

The City may consider exploring the use of annexation as one method to increase the community's tax base and income tax revenues. The annexation of adjacent land suitable for commercial, office or industrial development or redevelopment should be considered. Prior to any annexation efforts, the City should performed a detailed cost-benefit of each proposed annexation to ensure the total cost to adequately service the newly acquired area does not exceed the expected tax revenue derived from the property at build-out.

Land Use SWOT Analysis

Strengths:

- Proximity to Kenwood
- Montgomery Road
- Affordable living
- Commercial rent (low)
- 2 Dimensional downtown
- Easy access for commuters (access to the highway)
- Rail
- Public transportation
- Quality of housing stock
- Proud of property
- People



GOALS

- City to make changes
- Update this plan once adopted
- Update zoning code
- Attract residents / businesses
- Blight reduction
- Increase housing mix (senior/family)
- Market our assets

Weakness:

- Rail
- Vacant buildings
- Available land
- Access to park (lack of) proximity
- Commercial/ Residential
- Parking
- High rental (residential)
- High multi-family
- Out dated zoning
- Lack of greenspace
- Lack of quality of businesses
- Lack of locations for offices

Opportunities:

- Highway adjacent property
- Growth from Kenwood
- Downtown development
- Streetscape
- Finding identity
- Businesses (clean slate)
- Meier's Wine

Threats:

- Small lot size
- Increasing rental
- Zoning code
- Decreasing tax base

Community Character SWOT Analysis

Strengths:

- History
- Diversity
- Sense of neighborhood
- Physical location
- Size
- School
- Museum school
- City services

Weakness:

- No identity
- Lack of gateways/ landscape
- Cluttered feeling
- Not uniform
- Signs
- Vacant housing

Opportunities:

- Uniform development standards
- Provide flexible tax code
- Raise expectations
- Neo-traditional design
- Educate
- Create rehab credits
- Realtor solicitation

Threats:

- City landmarks leaving
- Identity
- Perceived bad school

Goals:

- Creating identity
- Marketing identity
- Raising expectations
- Maintain diversity
- Create unique sense of place
- Eliminate vacant structures

Community Facilities / Transportation / Infrastructure SWOT Analysis

Strengths:

- Park and greenspace
- Railroad
- Police department
- Montgomery road
- Post office
- Railroad museum
- Meier's winery
- Metro training
- Women writing for change
- Post office
- Block watch

Weakness:

- Lack of medical facilities
- Age of infrastructure
- Park underutilized
- Run down post office
- Too much speeding
- Traffic signals

Opportunities:

- Existing school
- Inter-jurisdictional
- Cooperation
- Arts corridor
- Streetscape
- City corner
- Red bank road
- Signage

Threats:

- Negative influence



Themes:

- Marketing community assets
- Gateways
- Maintain high service delivery levels
- Build upon public building locations in core
- Exploring shared services
- Plan for Montgomery / Plainfield corner