



## **COMPREHENSIVE PLAN**

March 2023







# RESOLUTION

Proposed by:  
Development Committee

1<sup>st</sup> Read: 2/13/23  
2<sup>nd</sup> Read: 2/27/23  
3<sup>rd</sup> Read: 3/13/23  
Passed: 3/13/23

RESOLUTION NO. 13-23

## A RESOLUTION ADOPTING THE CHILLICOTHE COMPREHENSIVE PLAN.

WHEREAS, the City of Chillicothe underwent a year-long planning process involving hundreds of residents, stakeholders, and community leaders to develop the City's first Comprehensive Plan in seventy-three years; and,

WHEREAS, the Planning Commission adopted the Comprehensive Plan at their January 18, 2023, special meeting as authorized to do so by Codified Ordinance 1111.02; and,

WHEREAS, City Council wishes to adopt the Chillicothe Comprehensive Plan to guide decision-makers in upcoming years; now, therefore,

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF CHILLICOTHE, STATE OF OHIO:

SECTION 1. Council hereby adopts the Chillicothe Comprehensive Plan, a copy of which is attached as Exhibit A.

SECTION 2. This Resolution shall be in full force and effect from and immediately following the earliest date provided for by law.

Passed: 3, 13, 2023

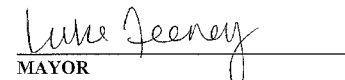
  
PRESIDENT OF COUNCIL

Attest:

  
CLERK OF COUNCIL

Approved: Mar 13, 2023

FILED WITH THE MAYOR

  
MAYOR

March 15, 2023

Voting "yea" were the following members of Council: G. Phillips, Barnes, Henderson,  
Preston, A. Phillips, Brawn, Proehl

Absent: Nickerson, Payne

RESOLUTION/Adopt Chilli Comprehensive Plan (23-020)

# ACKNOWLEDGEMENTS

## SPECIAL THANKS

Residents of Chillicothe

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Jeffery Creed

Andrea Holmes

## STEERING COMMITTEE

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Luke Feeney - Mayor

Asti Powell - Planning and Development Director

## CONSULTANTS

Planning NEXT

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Toole Design

Ninigret Partners

EDGE Design

# LETTER TO THE COMMUNITY

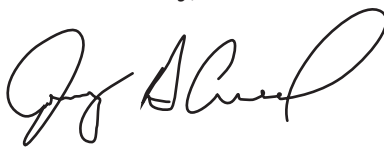
Chillicothe last completed a comprehensive plan process in 1948. Since then, the city has experienced growth and change, seen shifts in demands, and worked hard to remain a gem of southern Ohio. Though it has been generations since the last plan, the City has undertaken many planning efforts focused on parks, transportation, public health, and other topics. There is no better time than now to bring these separate components together in a wholistic vision for the future of Chillicothe. The City is very excited about the process of completing the Comprehensive Plan—Choose Chillicothe. The plan serves as a key policy document, and it will operate as a guide to the City in its decision-making processes over the next 10-15 years. From the very beginning it was fundamental that the values of the community provided the foundation for any action recommended in the plan. Choose Chillicothe serves as a constant reminder to respect our past and guide our future.

Public engagement was fundamental to this 12-month process. Hundreds of residents, stakeholders, and community leaders contributed their energy and ideas to make Chillicothe even better than it is today. That continued excitement and commitment to the community is how we as a city can implement all of the great ideas included in this Comprehensive Plan. A 38-person Steering Committee representing a diverse set of the community was carefully selected to serve as a touchpoint throughout the process, adding ideas, providing feedback, and prioritizing actions.

The result is a set of seven goals and 73 actions that will be pursued, monitored, and adjusted over time. This plan is meant to be a working document, regularly revisited, and utilized in decision making processes throughout the city in both public and private sectors. Strategic topics such as future land uses, transportation priorities, economic development, infrastructure needs, the redevelopment of areas such as the Riverside District, and much more are addressed in this plan. Though each is explained in a separate section, the plan leverages synergies between goals. For example, trail improvements have economic impacts, and land use decisions relate directly to fiscal health.

We want to thank every community member who offered their time and ideas to Choose Chillicothe. We look forward to our continued collaboration over the coming years as we move towards implementation. Chillicothe is fortunate to maintain a strong sense of place and community, and we look to improve this by bringing this plan to reality.

Sincerely,



Jeffrey Creed

Steering Committee  
Co-chair



Andrea Holmes

Steering Committee  
Co-chair



Luke Feeney

Mayor



Asti Powell

Planning and  
Development Director



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# Executive Summary

## VISION FOR THE FUTURE

Chillicothe's first comprehensive plan process since 1948 offers the community a chance to revisit what is most important, and determine the future. Public input provided the foundation for Choose Chillicothe by developing a vision statement.

**Leadership then and now.** Chillicothe celebrates its history while striding forward, eagerly led by a community with culture, health, education, financial security, and quality of life.



## KEY FINDINGS

Through technical analysis and public input, a few key issues and opportunities were identified.

- Chillicothe's downtown stands out from others due to its history and charm;
- Ross County ranks amongst the least healthy counties in Ohio;
- Lower income residents have a limited supply of affordable housing due to a lack of higher end rentals;
- Yoctangee Park has historically been important to the city and remains a critical infrastructural and cultural location; and
- World heritage site designation is a major accolade for the city and region.

## GOAL SETTING

Based on the public engagement and technical analysis, seven goals were developed to organize and inform 73 plan actions. These projects, policies, or programs are all implementable items to be completed over the next 10 years.

**1 Guide. (Land Use)** Efficiently managed land—infill development, revitalization, and strategic growth—that creates an appealing community character and establishes the city's long-term financial health.

**2 Flourish. (Public Health)** A healthy community, both physically and mentally, with access to first-in-class facilities and programs.

**3 Reside. (Housing)** A diversity of housing types with a range of attractive and affordable housing options, meeting the needs of current and future residents.

**4 Experience. (Public Amenities)** Excellent community atmosphere with celebrations of the city's notable history and a wide range of parks, public services, historic buildings and monuments, and a well-supported arts community.

**5 Thrive. (Economic Development)** Robust and resilient economic base with diverse opportunities to find or create a job in a place that is appealing to varied lifestyles and is attractive as a visitor destination.

**6 Link. (Transportation)** Safe and comprehensive mobility options that serve all user groups and abilities, with neighborhood connections for people walking, biking, and driving.

**7 Achieve. (Implementation)** Strong collaboration and commitment to action with leaders who embrace public engagement among the city's various entities, institutions, and business community.



# PRIORITY ACTIONS



Twenty of the plan's 73 actions were identified by the public and Steering Committee as actions most important to the city's success. The following priority actions are listed in order of importance based strictly on community input.

- |             |  |             |   |
|-------------|--|-------------|---|
| <b>4.9</b>  | Improve Yoctangee Park with outdoor event space.                                 | <b>7.6</b>  | Host an annual planning summit.   |
| <b>4.4</b>  | Host festivals and events in civic spaces.                                       | <b>4.3</b>  | Coordinate signage standards with regional entities for Hopewell Ceremonial Earthworks.                         |
| <b>6.13</b> | Develop a street and sidewalk maintenance schedule and asset management program. | <b>2.6</b>  | Map, database, and monitor city infrastructure and assets.  |
| <b>3.1</b>  | Create a residential rehabilitation program.                                     | <b>1.1</b>  | Update and modernize the city's zoning and land use codes.  |
| <b>6.10</b> | Obtain Bicycle Friendly Community status.  | <b>1.10</b> | Define an annexation policy.  |
| <b>3.5</b>  | Support organizations in creating half-way housing and shelter locations.        | <b>2.7</b>  | Conduct an analysis to consider construction of a new fire station in the North Bridge Street corridor          |
| <b>3.2</b>  | Support senior housing and aging-in-place improvements.                          | <b>5.1</b>  | Establish a workforce strategy built around advocating for talent development and quality of place initiatives. |
| <b>2.5</b>  | Create an age-friendly strategy.   | <b>5.7</b>  | Accommodate evolving and hybrid businesses.   |
| <b>5.6</b>  | Create an all-inclusive neighborhood improvement program.                        | <b>7.5</b>  | Conduct procedural training with appointed boards.  |
| <b>6.12</b> | Study expansion of the trolley.  |             |   |
| <b>3.6</b>  | Incorporate rental housing into area plans.                                      |             |   |

Riverside District Proposed Rendering









# Introduction

## BACKGROUND

Choose Chillicothe is a process launched in 2021 to define a long-term vision for the City of Chillicothe and set the direction for the city's growth and development in the coming decades. This plan serves as a guide for decision makers and the community for future development and many aspects of the city's quality of life. It is both comprehensive—taking a long-term view of a broad range of topics—and strategic—serving as an action plan to move the community forward.

This comprehensive planning process provides an opportunity for the community to pause, consider challenges and opportunities, and chart a course toward greater prosperity. Great communities, like Chillicothe, create these plans to collaborate with their residents, develop a strong decision-making framework, and regularly evaluate progress.



## WHAT IS A COMPREHENSIVE PLAN?

**A comprehensive plan is a long-term guide that expresses the values and aspirations of a community.** It is the broadest public policy document a community can create for its future, including; physical development, housing, economic development, transportation, and public health. It considers the input of residents, workers, stakeholders, and it integrates previous departmental planning efforts. The Plan helps the City respond to change and acts as a guidebook for decision-makers. It can also serve as a marketing tool to clearly convey the community's value and priorities.

To achieve the vision and goals, the Plan includes specific actions (policies, projects, and programs) and identifies timing and responsibilities for undertaking those actions. It also contains map-based recommendations in a Future Character Area Map that indicate the City's intent for where and how it will use land resources and designate infrastructure improvements over the next 10-15 years.

## WHY PLAN NOW?

**Planning represents good stewardship and establishes a foundation for well-supported policies that contribute to a community's best possible future.** Change happens, whether or not a community is ready for it; planning can help communities navigate such change. The Choose Chillicothe Comprehensive Plan enables the community to build on its successes, like downtown and park amenities, while also working to mitigate negative trends.

A plan allows a city to anticipate changes and deliver greater prosperity to the community. Actions help "connect the dots" on opportunities from seemingly disparate topics like infrastructure and mobility, among others. When realized, this work can improve the overall economic condition for businesses and families, enhance the City's quality of place, and provide greater access to opportunity for everyone. The plan empowers community leaders with a guide to decision-making related to preservation, revitalization, and growth.

## CHALLENGES AND POTENTIAL

**Ross County ranks amongst the least healthy counties in Ohio.** With low life expectancy, low access to quality foods, and high obesity rates, the population ranks low compared to the state and national averages. These figures are in stark contrast with healthcare provider figures which rank high, and the fact that the city has access to a nationally ranked healthcare institution.

**Chillicothe's downtown stands out from others due to its history and charm.**

Ensuring quality development of this area is an important element in maintaining the city's economic competitiveness and overall economic health.

**Lower income residents have a limited supply of affordable housing due to higher end rentals.** Nearly half of the population can afford at least \$900 a month, but only 5% of units are priced at or above that. This highlights the need for additional housing serving different segments of the population.

**Yoctangee Park has historically been important to the city and remains a critical infrastructural and cultural location.** The park has served the community for civic and recreational events for a century. Today it continues in that capacity and also provides drinking water from seven deep wells. Stormwater from downtown and the area is also directed towards the park as a groundwater recharge and retention area.

**The world heritage site designation is a major accolade for the city/region.** The Hopewell Ceremonial Earthworks will be on the same list as the Taj Mahal and the Great Wall of China. Capitalizing on the designation is important for the city to attract visitors and extend their stay.



## EARLY HISTORY

**Chillicothe has a rich history.** Most recently, the City twice served as the State of Ohio's capital and was a gateway through the region as Ohio grew. The region also served as fertile ground for several Hopewell and other Native American tribes several centuries ago. Those communities left their mark both physically and spiritually. Now the area celebrates this heritage through memorials, protection areas, and programming.

**Regional hub of industry.** The growth of the city throughout the region's industrialization, forged Chillicothe's presence in the area with manufacturing and natural assets. The paper mill's history in the area brought the City to its peak of population in the 1960s.

**Shift in regional draw and workforce.** Current day Chillicothe serves as the regional hub of opportunities and draws from surrounding counties due to North Bridge Street's commercial assets, the VA, and Adena Health facilities. Ohio University's involvement in the community offers secondary educational opportunities to the area. The university also fosters strong partnerships with local businesses to bolster the workforce. Downtown Chillicothe has also seen recent reinvestment and livening of its streets. Local investors and entrepreneurs are utilizing the historic character and charm that Paint Street and other streets offer. This revitalization of downtown, paired with the regional institutions, makes Chillicothe a place with high quality of life.



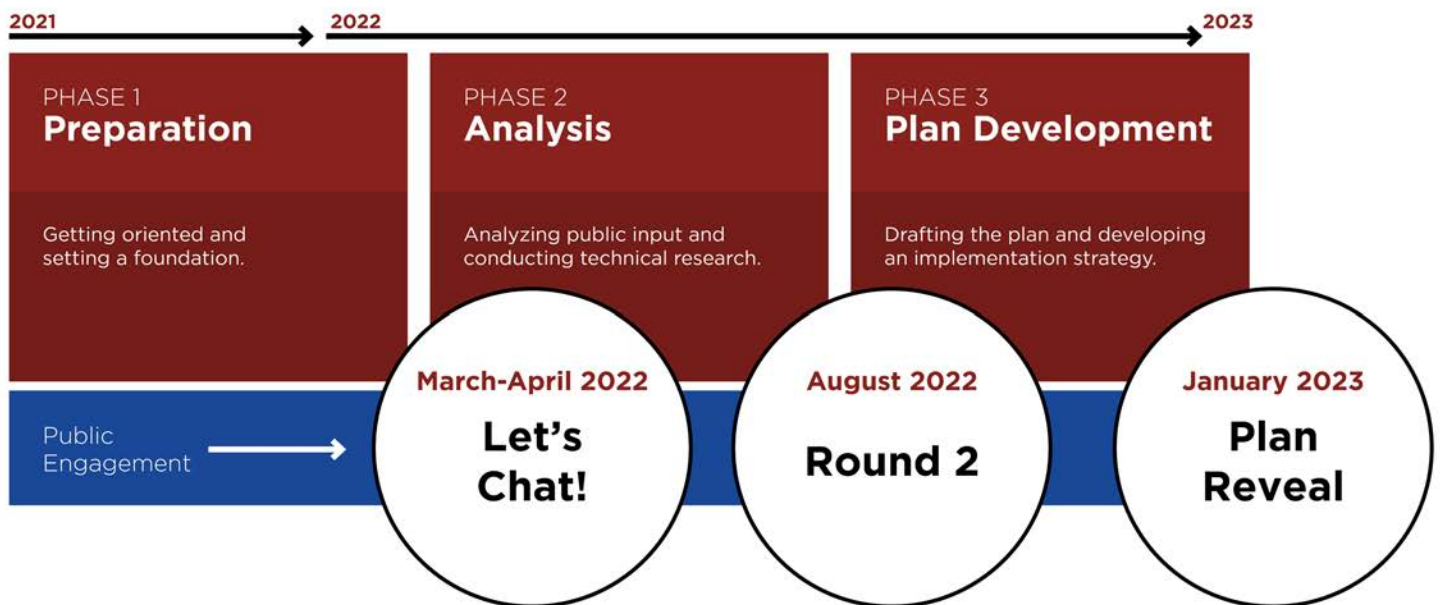


## PLAN PROCESS

The planning process was intuitive and informed, shaped by input from the community and quantitative technical research. The Choose Chillicothe Comprehensive Plan process lasted approximately 12 months and included stakeholder and community input.

Each of the pieces below are summarized in the following pages on how they informed the final plan.

- Steering Committee
- Stakeholder input
- Technical analysis
- Public engagement
- Public officials



## Steering Committee

The planning team carefully selected a 38-member Steering Committee to serve as community advocates for Choose Chillicothe, provide guidance on plan substance, and serve as stewards of the Plan. To establish a Steering Committee, an application process was conducted. Over 100 people expressed their interest in helping to guide the future of Chillicothe and submitted applications. This diverse group was representative of the demographics within the city, as well as including at least three members from each ward. The committee officially represented residents in the planning process and provided direction and feedback to the planning team. The committee held seven meetings over the course of the project and were involved at all rounds of public engagement.



Steering Committee provides direction

## Stakeholders

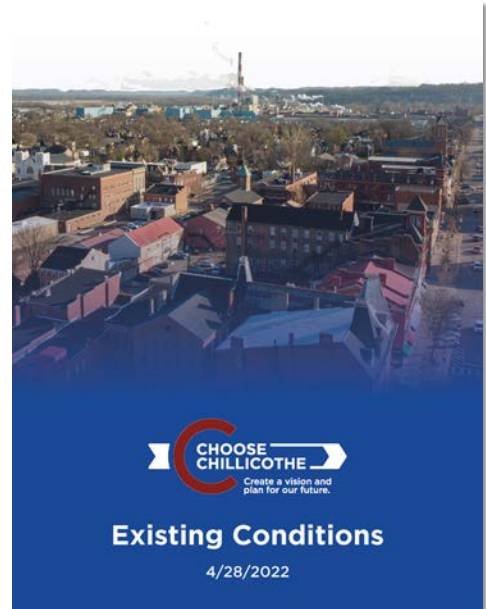
The planning team conducted stakeholder discussions and interviews both virtually and in-person. Interviews were conducted at the onset of the process to gain a better understanding, from area experts, of the city's issues and opportunities. Residents, volunteers, clergy leadership, landowners, elected officials, business owners, and more sat down in an open conversation to share their thoughts. Each of these conversations offered participants the chance to speak candidly with the planning team about their experiences and desires. Stakeholders were reconvened to review draft plan actions and discuss ideas for planning areas. This feedback was influential before taking draft actions to public events.

## Technical analysis

Research and analysis was conducted to better understand the existing conditions related to land use, transportation, community facilities and services, housing, neighborhoods, environmental resources, open space, recreation, historic preservation, and economic opportunities. This assessment included quantitative analysis, qualitative input from stakeholders, and review of the numerous past planning efforts to understand the conditions of Chillicothe today, including but not limited to:

- Ross County Thoroughfare Plan
- Community Health Improvement Plan
- Ross County Affordable Housing Assessment
- Strategic Workforce Analysis
- Parks Improvement Master Plan
- Healthy Outcomes Zoning Code Audit

Key findings are included within each goal chapter. This is not an exhaustive overview of the analysis. The full set of findings were presented in an Existing Conditions Memo, which is available in the plan appendices.



## EXISTING CONDITIONS

The team analyzed a range of topics to better understand existing conditions within Chillicothe. This analysis in combination with public input serve as the foundation for plan recommendations. Each chapter features a few of the key findings for each category, a full set of findings are available in the plan appendix.



### Public officials

Several times during the process, the planning team met with elected and appointed officials to share updates, preview activities, and seek feedback. City council was invited to stakeholder meetings to provide insight and guide the conversation. Draft plan elements and future character materials were shared with both council and Planning Commission before finalizing content.

### Public engagement

To attract full attention and to inspire public input, City staff and Steering Committee members conducted a publicity and word-of-mouth outreach campaign that included:

1. Flyers and posters
2. Project website
3. Email campaigns
4. Social media
5. Press releases
6. Newspaper articles
7. Podcast appearance
8. Local meeting attendance
9. Steering Committee personal networking



# Let's Chat! CHILlicothe

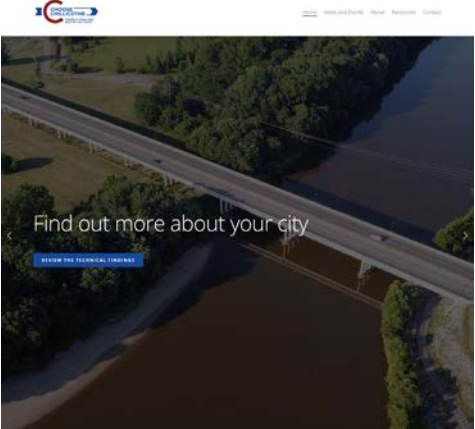
**We Need Your Help!**  
Community insight is critical to the planning process. Now is the time to envision the next 15 years of Chillicothe. Share your ideas related to growth, mobility, parks, public health, and more.

Four ways to share your ideas

- In-person Event** **March 22, 5:30-7p**  
Ross County Service Center  
475 Western Avenue
- Virtual Meeting** **March 24, 7-8:30p**  
**March 31, 11:30-1p**  
Visit website to register
- Online Survey** **March 22 - April 11**
- Voicemail** **(614) 285-7499**  
Leave a message with your ideas

**CHOOSE CHILlicothe**  
Create a vision and plan for our future

To register for an event or learn more, please visit:  
**ChooseChillicothe.com**



**CHOOSE CHILlicothe**  
Create a vision and plan for our future

Home | News and Events | About | Resources | Contact

## Find out more about your city

[VIEW THE TECHNICAL FINDINGS](#)

Choose Chillicothe is a community-driven process to develop a comprehensive plan for the City of Chillicothe, Ohio.

The Choose Chillicothe process will result in a new, modern comprehensive plan for the City of Chillicothe. A comprehensive plan is a long-term guide that expresses the vision and aspirations of a community. It is the blueprint for future development and growth. It serves as a guide for future development, including the legal framework, economic, and other infrastructure, to ensure a vision statement about the future condition of the City goals and desired outcomes for each of the plan topics. It provides the framework for growth and development and serves as a guide for future development, including the legal framework, economic, and other infrastructure, to ensure a vision statement about the future condition of the City goals and desired outcomes for each of the plan topics. It provides the framework for growth and development and serves as a guide for future development, including the legal framework, economic, and other infrastructure, to ensure a vision statement about the future condition of the City goals and desired outcomes for each of the plan topics.

Sign up to be the first to know more about Choose Chillicothe

Name \*  Last \*

City

Email Address \*

[Learn more about Choose Chillicothe](#)



Choose Chillicothe is a community-driven process to develop a comprehensive plan.

**For Address:**  
City of Chillicothe  
10 South Park Street  
Chillicothe, OH 43005  
[www.choosechillicothe.com](http://www.choosechillicothe.com)

**Choose Chillicothe News and Events:**  
Head of the Region's First Thursday  
Vol. 21, Issue 1  
The New Steps  
June 1, 2021  
1200 East Washington  
Highway 101  
Chillicothe, OH 43005





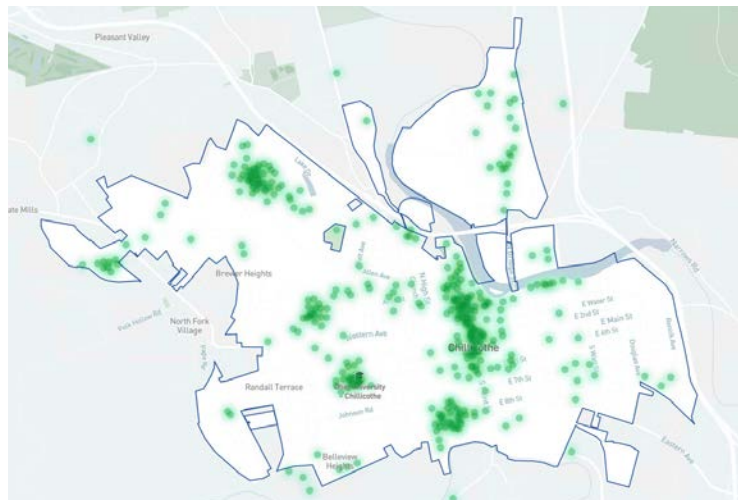
### **Let's Chat! Chillicothe Round One**

Five public workshops were held, including two on March 22 and one each on March 24, March 31, and April 19. These workshops brought people together both virtually and in-person to provide their ideas on the future of Chillicothe and were the first opportunity for the community to provide input. Largely, these sessions set the direction for the Comprehensive Plan and the next step of the process. The sessions were widely promoted and open to anyone who cares about the future of Chillicothe. Participants shared their big ideas about the future, learned a few statistics by participating in a gameshow-like activity, and completed a mapping exercise. All in-person activities were mimicked on ChooseChillicothe.com, offering the same opportunity for participants unable or unwilling to attend an in-person event in light of the pandemic.

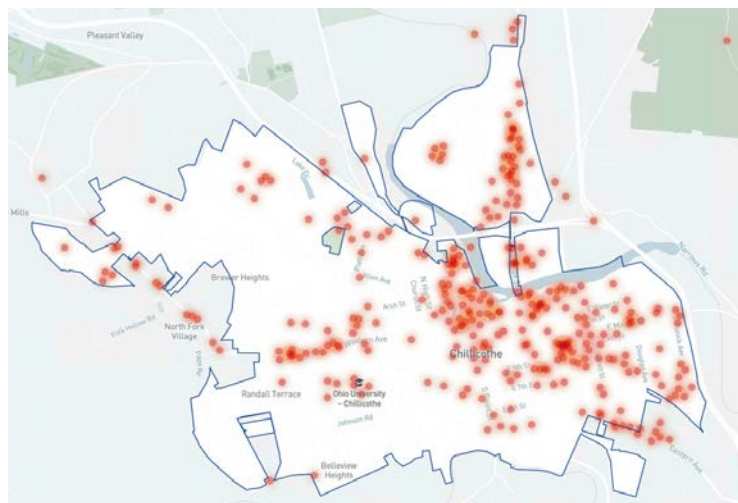
## Assets and Opportunities

As part of the Round One engagement, participants were asked to identify parts of town they would call Assets and Opportunities. These locations, and more importantly the reasons why, were used to cross-reference technical analysis when developing the Future Character Area map. Assets are described as places people feel proud to show visitors, or places people like to frequently visit. Opportunities are locations that people might currently avoid or think could be better utilized in the future.

## ASSETS



## OPPORTUNITIES







## Let's Chat! Chillicothe Round Two

The second round of public engagement aimed to gain feedback on draft plan contents developed based on input from round one. The kickoff for this round coincided with the First Thursday event on August 4. At the event, Steering Committee and Team members asked visitors to share their feedback in return for food tickets. Regardless of format, participants were asked to help prioritize plan actions and share any feedback.



Based on the input collected, a draft plan and implementation matrix were developed. The First Thursday event and subsequent virtual and online opportunities were promoted widely across the community. Two virtual meetings were offered in August, which afforded participants the opportunity to hear an update on the process and discuss their ideas. Throughout the month of August, participants could also share feedback at [ChooseChillicothe.com](http://ChooseChillicothe.com), as well as at Drop-in hours each Friday morning at the city building.



Future character map discussions





### **Plan Reveal Event**

The draft plan was presented to over 100 participants on January 4 at the Ross County Service Center. This offered a chance for participants to ask questions and have conversations with the planning team and Steering Committee members.

## GOALS

- 1** **Land use.** Efficiently managed land—infill development, revitalization, and strategic growth—that creates an appealing community character and establishes the city’s long-term financial health. —————→ **Guide**
- 2** **Public health.** A healthy community, both physically and mentally, with access to first-in-class facilities and programs. —————→ **Flourish**
- 3** **Housing.** A diversity of housing types with a range of attractive and affordable housing options, meeting the needs of current and future residents. —————→ **Reside**
- 4** **Public amenities.** Excellent community atmosphere with celebrations of the city’s notable history and a wide range of parks, public services, historic buildings and monuments, and a well-supported arts community. —————→ **Experience**
- 5** **Economic development.** Robust and resilient economic base with diverse opportunities to find or create a job in a place that is appealing to varied lifestyles and is attractive as a visitor destination. —————→ **Thrive**
- 6** **Transportation.** Safe and comprehensive mobility options that serve all user groups and abilities, with neighborhood connections for people walking, biking, and driving. —————→ **Link**
- 7** **Implementation.** Strong collaboration and commitment to action with leaders who embrace public engagement among the city’s various entities, institutions, and business community. —————→ **Achieve**

# VISION FOR CHILLICOTHE

Through hours of conversation with residents, elected officials, and stakeholders, the Choose Chillicothe Steering Committee developed a vision for the future of Chillicothe. It is an overarching statement meant to reflect the community's input. The vision and associated mission statement direct the subsequent goals, objectives, and actions. The goals build on the vision and articulate the highest level of desired outcomes for the plan.

## VISION STATEMENT

**Leadership then and now. Chillicothe celebrates its history while striding forward, eagerly led by a community with culture, health, education, financial security, and quality of life.**

## PLAN STRUCTURE AND GOALS

The plan is organized into seven chapters based on project goals with the seventh focusing on implementation and plan management. These goals organize major themes and recommendations from the technical analysis and public input. Each chapter is based on a project goal and has a collection of specific actions which were identified to help achieve the desired outcome.

### DEFINITIONS

**Goal:** A goal is a desired outcome expressed in simple terms. The goal statements were crafted by the Steering Committee to reflect the City's most important issues relative to the topic. There are seven community goals that support the overall vision statement.

**Objective:** Objectives are sub-topics within each of the chapter goals. These statements are strategic and measurable and serve to further organize the plan's actions based on the priorities from the public.

**Action:** An action is a project, policy, or program. Actions are specific and tied to implementation criteria. All actions work in support of the goals and overall vision statement. Some actions are significant in scale and scope, functioning long-term to stretch the community in terms of its current services, ideas, policies, etc. Other actions are smaller in scope and can be achieved in a shorter time frame with fewer resources. All actions, however, are designed to help the community realize its goals and vision.









# 1

## Guide Land Use

Managing Chillicothe's use of land to reflect history and grow and develop further is a central goal of Choose Chillicothe. This chapter provides guidance for Chillicothe's physical development, infrastructure improvement, and development form.

The future character area component serves as the foundation for the city's zoning code. This element also substantially influences the plan's other topics, particularly transportation, housing, and economic prosperity.

### GOAL

Efficiently managed land—infill development, revitalization, and strategic growth—that creates an appealing community character and establishes the city's long-term financial health.

### OBJECTIVES

- Modernize the city's design and development guidelines
- Celebrate and preserve the historic character
- Capitalize on few remaining development opportunities
- Leverage the character and experience of downtown







## KEY FINDINGS

The following section summarizes key findings pertaining to existing conditions and trends in Chillicothe, providing an important foundation for the plan's actions. For more information please refer to the Existing Conditions in the Plan's appendix.

**There is a notable residential profile and neighborhood type.** Nearly 40% (over 2,300 acres) of the city's incorporated land is residential with the majority being single family detached housing in gridded neighborhoods.

Like many older cities in the region, Chillicothe has seen outward growth from its downtown. The oldest homes are located adjacent to the historic district and the epicenter of Chillicothe. Through the mid-1800s, neighborhoods expanded outwards following the grid street pattern. There was a shift after the 1940s when new subdivisions began shifting towards curvilinear street networks with cul-de-sacs, defined neighborhood entrances, and integrated open space areas to accommodate modern housing. This pattern is most easily seen on the hill with separate housing developments on larger lots. Previously, average lots had been quarter acre in size, but as housing demands shifted (matching a national trend), lot sizes increased to almost half acre.

Most recently, the city has seen residential construction at the Western edge along US Route 50. Homes in this section of town have provided diversity in the types of units available, though their character and pattern follow the more recent trend of one-off developments, with limited connectivity. Due to various natural and man-made features, there is limited availability to expand residential land. Topographic features in the Northeast and West constrict accessible development and waterways limit connectivity in the South and North.

**40%**  
**OF LAND IS USED  
AS RESIDENTIAL**

**Industrial use casts a large shadow but has a small footprint.** Due to the paper mill's proximity to historic downtown and the large smokestack, it looms large in the public eye. However, industrial land makes up only 7% of the city's incorporated land. This is disproportionately lower compared to the number of jobs it supports and the revenue that the land use generates through tax income.

The South and East portions of the city include the majority of the 435 acres devoted to industrial use. Though this use does not take up a large amount of land, its impacts financially and aesthetically are significant. The paper production facility draws the most attention with its iconic red-and-white smokestack.

### DIRECTION BUT NO PLAN

Chillicothe's most recent comprehensive plan was adopted in 1948. At that time, the city was experiencing booming growth, and the nation's trajectory was about to shift in a historic fashion. Since then, there have been many planning efforts across the city, including, but not limited to, a Parks Master Plan, Active Transportation Plan, Community Health Needs Assessment, and many others. But there has not been a document tying these separate efforts together in a comprehensive fashion.

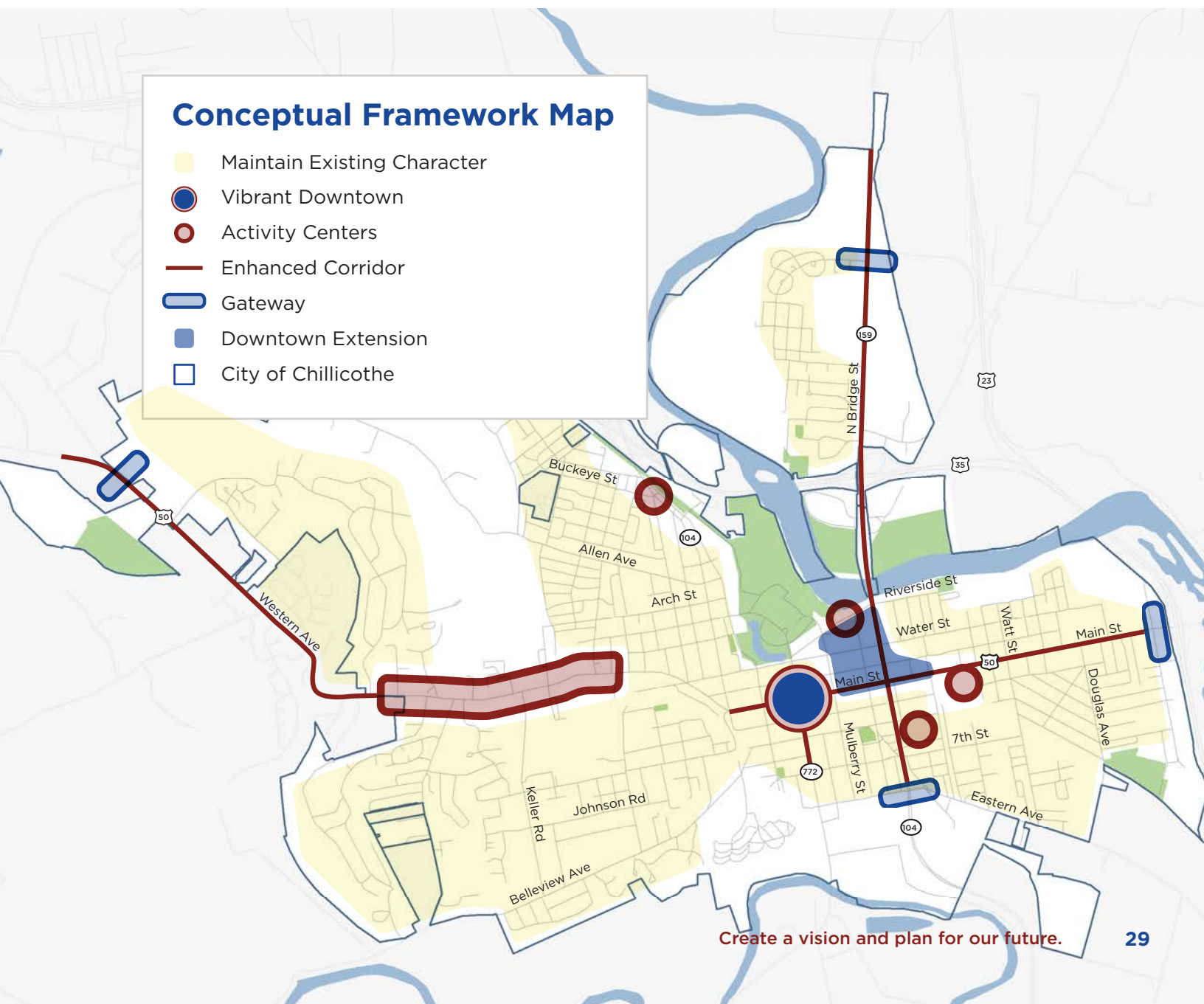


Industrial land use has a significant visual impact



## Conceptual Framework Map

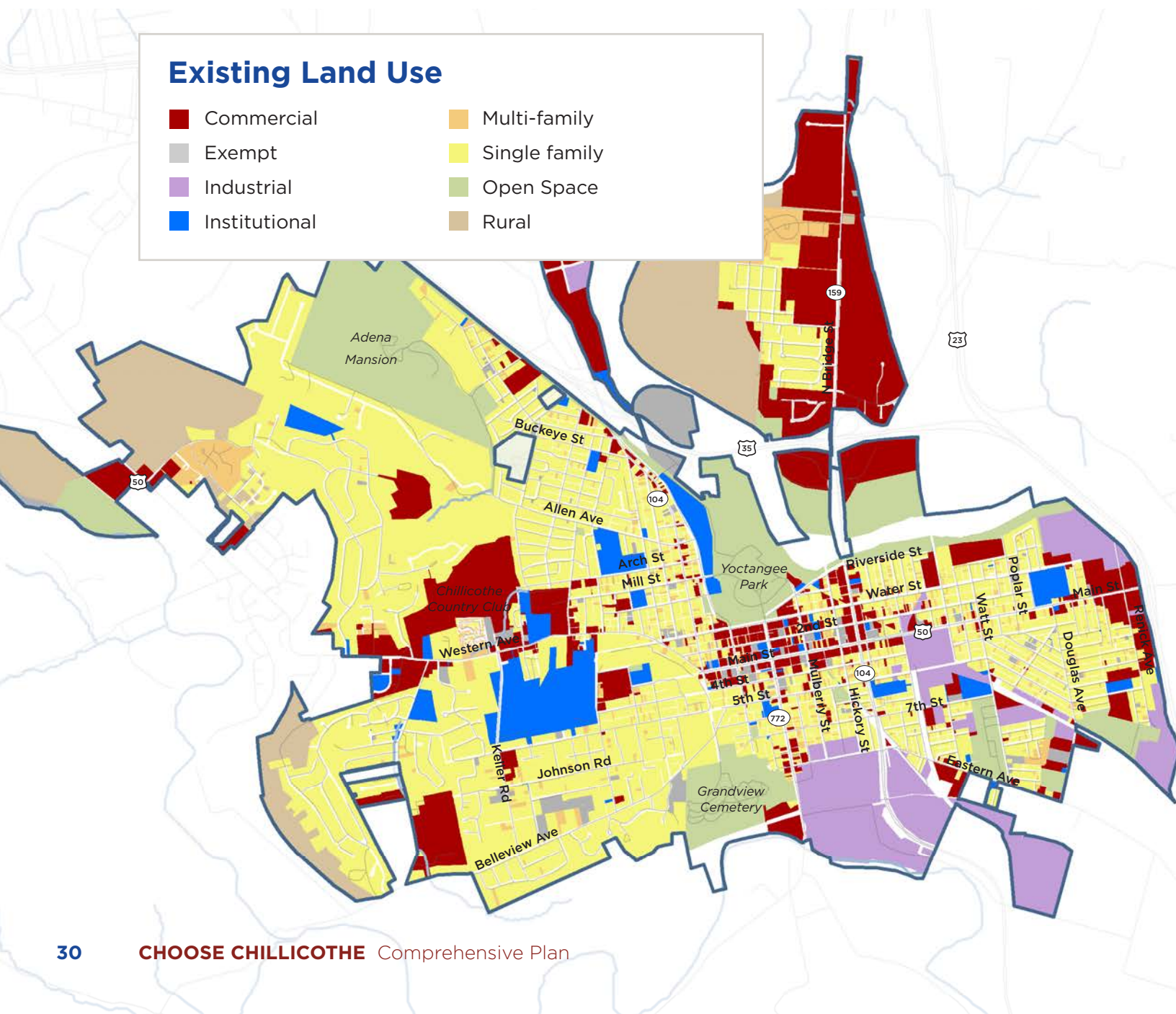
Based on the thorough technical analysis and the first round of public engagement, a Conceptual Framework Map was developed. This Framework is used to inform the Future Character Area map.





## Existing Land Use

To develop a set of Future Character Area types, it is critical to first understand the existing types. Below is a map of the existing land uses found within the city. This serves as the foundation of future types, depending on where participants identified they wanted to see change, or preservation of neighborhoods to occur.



# FUTURE CHARACTER AREAS

**The future character area map expresses in more specific terms the city's intent for how Chillicothe should use its land resources in the future.** This map identifies a preferred future character type. Each type describes attributes of urban form and function including the size and type of buildings, their relationship to the street and surrounding block pattern, parking and access, and land uses. Each character type listed below is defined on the following pages.

**The future character area map is a tool for the city and the Planning Commission to guide decisions about future land use and development over time.** This component of the plan is not a mandate for development and is not legally binding but describes the city's expectations if and when future development takes place. It is implemented over time through the city's zoning regulations and various public and private development decisions. It will serve as the basis for potential future zoning code updates.



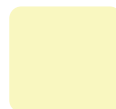
**Downtown District**



**Traditional  
Neighborhood, Core**



**Traditional  
Neighborhood, Edge**



**Suburban  
Neighborhood**



**Corridor Commercial**



**Industrial**



**Civic and Institutional**



**Rural Edge**

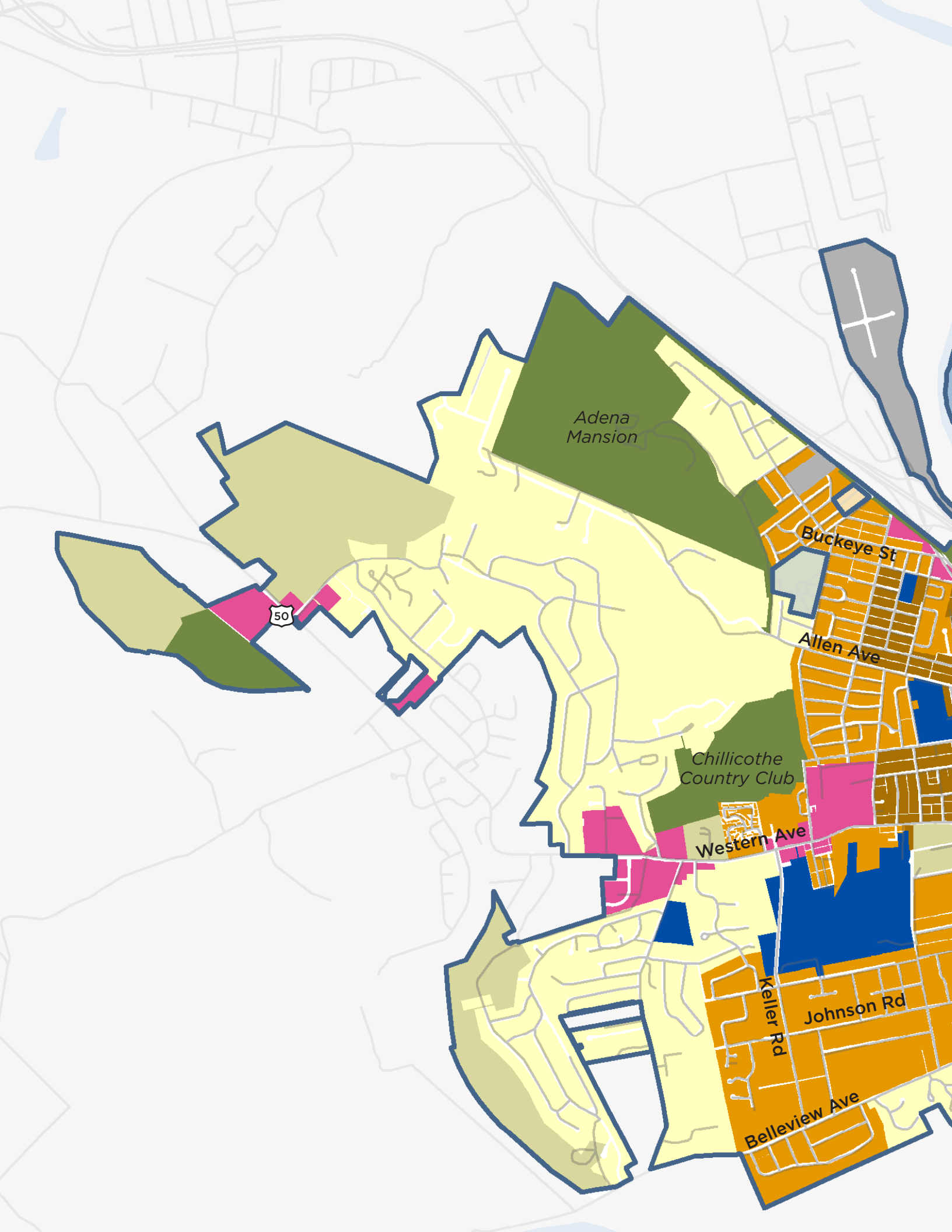


**Open Space Recreation**



**Mixed Use Center**





Adena  
Mansion

Buckeye St

Allen Ave

Chillicothe  
Country Club

Western Ave

Johnson Rd

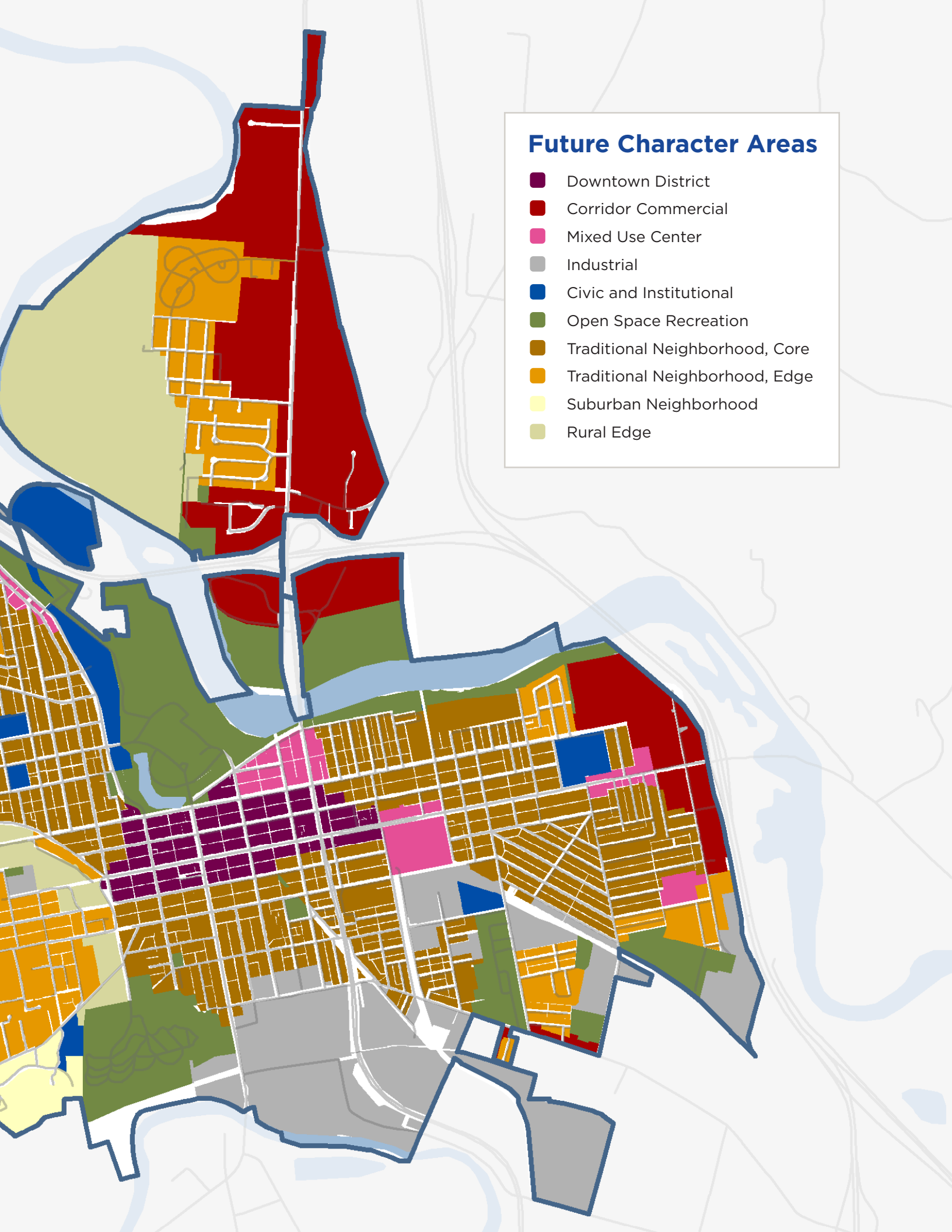
Keller Rd

Bellevue Ave

50

## Future Character Areas

- Downtown District
- Corridor Commercial
- Mixed Use Center
- Industrial
- Civic and Institutional
- Open Space Recreation
- Traditional Neighborhood, Core
- Traditional Neighborhood, Edge
- Suburban Neighborhood
- Rural Edge





## DOWNTOWN DISTRICT

Downtown Chillicothe is the historic, civic, and cultural center of the community. The area is defined by a grid street pattern composed of short blocks with several intersections providing access to the surrounding area. Streets accommodate moderate traffic at slow speeds with on-street parking on both sides. Buildings are located close to one another or directly attached near the street frontage with a pedestrian area defined between the building and right-of-way. Many buildings contain multiple uses with restaurants or retail on the ground floor and office space or residential units above.



### INTENT

- Retain historic character through adaptive reuse of existing buildings.
- Reduce and consolidate surface parking (encourage shared parking).
- Maintain and expand public realm features including street trees, lighting, wayfinding signs, and outdoor seating areas.

### PRIMARY USES

- Commercial and retail
- Institutional and civic

### SECONDARY USES

- Office
- Multi-family Residential
- Parks and Open Space

### BUILDING BLOCKS

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	2-3 stories (generally up to 35 feet).
Building Form	Variety of types from freestanding buildings to attached. Civic uses may have varying building form and placement to accommodate their functions.
Building Setback	0-10 feet (generally consistent within a block). Greater setbacks for civic / institutional uses are appropriate.
Open Space	Plazas, pocket parks, formal parks. Public realm (space between buildings and streets) acts as open space.
Streets	Gridded street pattern with short, walkable block lengths (around 350 feet). 8 to 10-foot wide sidewalks; crosswalks; traffic calming measures, and other streetscape amenities.
Parking	Share surface parking located behind buildings; on-street parking.

## TRADITIONAL NEIGHBORHOOD, CORE

Core Traditional Neighborhood areas are found in the older portions of town, south and west of the river but below the hill. The predominant use in this character type is single family residential, supported by locally scaled commercial services. These areas include early historic residential neighborhoods with a diversity of housing styles within each subdivision. They are characterized by grid-like street networks with multiple intersections that connect between neighborhoods and small building setbacks. Typically, streets are two lanes with street parking, which limits travel speeds. Architectural style shifts moving away from the historic city center, but street pattern and lot size remain.

### INTENT

- Allow residential infill that complements the existing character (building scale, placement, design, etc.).
- Continue historic preservation efforts to maintain the existing neighborhood character within the City's center.
- Encourage integrated neighborhoods through shared open space amenities and vehicular/pedestrian connectivity.

### PRIMARY USES

- Single-family residential
- Multi-family residential

### SECONDARY USES

- Commercial and retail

### BUILDING BLOCKS

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

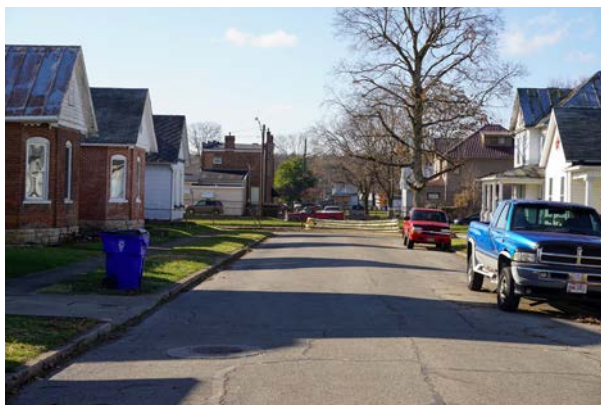
Height Range	1-2 stories (generally up to 35 feet).
Building Form	Variety of types and sizes as attached or detached buildings linked by a connected street network.
Building Setback	0-20 feet (generally consistent within a block)
Open Space	Neighborhood/community parks; pocket parks; private yards; connections to schools.
Streets	Blocks are small and walkable. Streets generally form a grid pattern within the neighborhood; alleys are common.
Parking	On-street and private off-street; typically includes alley-loaded garages.





## TRADITIONAL NEIGHBORHOOD, EDGE

Edge Traditional Neighborhoods areas are typically found on-the-hill and feature almost exclusively single-family residential. These areas include more modern housing styles with larger lot sizes than the Core Traditional Neighborhood. Homes in this character type sit farther back from the street, include more driveways, and often have street-facing garage doors. Streets in these neighborhoods are two lanes with low travel speeds but include less street parking than Core. These areas are more vehicular focused and lack walkability amenities such as sidewalks, promoting more trips by vehicle.



### INTENT

- Allow residential infill that complements the existing character (building scale, placement, design, etc.).
- Support neighborhood-scale commercial/mixed-use located near the edges of a neighborhood or along a major corridor.
- Encourage integrated neighborhoods through shared open space amenities and vehicular/pedestrian connectivity.

### PRIMARY USES

- Single-family residential
- Multi-family (attached residential – townhomes, duplex)

### SECONDARY USES

- Commercial and retail

### BUILDING BLOCKS

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-2 stories (generally up to 35 feet).
Building Form	Variety of housing types including attached or detached buildings linked by a connected street network.
Building Setback	10-30 feet (generally consistent within a block)
Open Space	Neighborhood/community parks; pocket parks; private yards; connections to schools.
Streets	Blocks are small and walkable. Streets form an irregular grid system within the neighborhood; may include some alleys.
Parking	On-street and private off-street; may include front-loaded or alley-loaded garages.

## SUBURBAN NEIGHBORHOOD

Predominantly single-family housing areas generally developed in car-focused patterns with long blocks and curvilinear streets and fewer intersections than the two traditional neighborhood types. These areas feature a variety of housing types including some more modern attached dwellings, but housing styles are consistent within subdivisions. Suburban Neighborhoods have limited connectivity between residential types and non-residential uses, promoting more trips by vehicle. These areas also lack sidewalks, inhibiting walkability.

### INTENT

- Provide better pedestrian/vehicular connectivity between new residential developments and existing neighborhoods.
- Encourage development adjacent to commercial/mixed-use areas or in areas with access to existing utility infrastructure.
- Maintain and expand public realm features including street trees, lighting, and sidewalks.



Top and bottom photos: Examples from other locations that demonstrate the desired character traits.

### PRIMARY USES

- Single-family residential
- Multi-family (attached residential – townhomes, duplex)

### SECONDARY USES

- Parks and open space

### BUILDING BLOCKS

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-2 stories (generally up to 35 feet).
Building Form	Detached housing types and styles with a single-family scale and appearance.
Building Setback	20-30 feet (generally consistent within a block)
Open Space	Neighborhood/community parks; pocket parks; private yards; connections to schools.
Streets	Blocks are long with curvilinear patterns and minimal connections between neighborhoods.
Parking	On-street and private off-street; typically includes front-loaded garages.



## CORRIDOR COMMERCIAL

Commercial development which includes a wide range of retail, offices, and services in a generally car-oriented pattern. To accommodate the number of users, buildings typically feature visible surface parking lots and have large building setbacks. In some cases, specifically along North Bridge Street, larger buildings are located behind smaller lot uses at the street front. This type of development tends to serve the larger region, is typically located along major corridors or intersections, and may include shopping centers or big-box stores. Due to the timing of their development and proximity to major interchanges, several of these serve as gateways or first impressions for the city.

### INTENT

- Accommodate a wide range of commercial/retail uses to serve the community and region.
- Concentrate future commercial development near major intersections.
- Encourage new buildings to be located near the primary street with public open space or gathering areas along the streetscape and parking areas located to the rear of the building.

### PRIMARY USES

- Commercial and retail
- Mixed-use
- Office

### SECONDARY USES

- Institutional and civic
- Multi-family residential

### BUILDING BLOCKS

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-3 stories (generally up to 45 feet).
Building Form	Predominantly single-story but commercial buildings may have a 2-story appearance. Includes large footprint buildings and both attached and detached structures.
Building Setback	Varies
Open Space	Passive open space; private landscape areas.
Streets	Blocks are long and have few street connections. Sites typically have multiple private access points and some shared access points.
Parking	Private off-street in surface parking lots.



Top and bottom photos: Examples from other locations that demonstrate the desired character traits.

# INDUSTRIAL

Industrial areas include large or intense operations such as factories, plants, and assembly warehouses. They are characterized by large, single-story buildings set back a considerable distance from the street. These areas typically have access to rail or highway corridors for business operations and require large parcel sizes to conduct operations.

## INTENT

- Provide flexible space to support a variety of low-impact, high-value industrial activities.
- Support development growth in existing industrial parks with access to essential infrastructure and services.
- Encourage utility and transportation expansion to support emerging industries in existing industrial parks or designated City gateways.
- Conserve natural features through careful site planning and building placement to maximize development potential while protecting waterways and tree canopies.

## PRIMARY USES

- Industrial

## SECONDARY USES

- Parks and open space

## BUILDING BLOCKS

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-3 stories (heights vary based on business operations)
Building Form	Large to very large building footprints, flexible spaces to accommodate a wide range of uses.
Building Setback	50 feet or greater (varies from lot to lot).
Open Space	Natural buffers; passive open space.
Streets	Varies based on industrial uses; should be consistent with the surrounding context.
Parking	Private off-street in surface parking lots.



Top and bottom photos: Examples from other locations that demonstrate the desired character traits.



## CIVIC AND INSTITUTIONAL

Civic spaces include school campuses, large civic uses, healthcare campuses, and city/county/state owned facilities. These sites often have a unique development pattern to match the operational needs of the specific entity. Smaller institutional users are easily integrated into residential neighborhoods, while larger campuses are organized into a single development with standalone properties. These can occur as individual properties or span several parcels to support the singular institution.

### INTENT

- Provide better pedestrian/vehicular connectivity between civic spaces and adjacent land uses.
- Maintain and expand public realm features including street trees, lighting, and sidewalks.
- Encourage integration with adjacent neighborhoods and activity centers through shared open space amenities and vehicular/pedestrian connectivity.



### PRIMARY USES

- Institutional and civic

### SECONDARY USES

- Office
- Commercial and retail
- Multi-family residential
- Parks and open space

### BUILDING BLOCKS

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	Varies depending on institutional use.
Building Form	Large building footprints in a variety of forms; recreational spaces located behind the main building.
Building Setback	Varies
Open Space	Natural buffers; recreational facilities; athletic fields; passive open space; central greens; tree lined streets.
Streets	Consistent with surrounding context, curvilinear or grid patterns with pedestrian connections to adjacent uses.
Parking	Private off-street in surface parking lots.

## RURAL EDGE

Rural Edge areas are found along the outer edge of the city limits adjacent to Townships or unincorporated land. These areas may include a mix of single family residential with small farms or natural areas. Individual homes are typically located on large lots about one-acre in size or larger. These areas are characterized by one or two local streets in a curvilinear pattern with homes setback a considerable distance from the street frontage.

### INTENT

- Retain Chillicothe's rural character by keeping the areas away from the City rural
- Encourage residential conservation development to protect natural features such as waterways and tree canopies through careful site planning and building placement.
- Support transition in scale between the City and unincorporated areas to preserve the rural character.

### PRIMARY USES

- Single-family residential
- Multi-family residential

### SECONDARY USES

- Parks and open space

### BUILDING BLOCKS

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-2 stories (generally up to 35 feet).
Building Form	Detached residential housing with accessory buildings or structures.
Building Setback	Varies
Open Space	Passive open space; private yards.
Streets	Higher travel speeds with few street connections.
Parking	Private off-street; typically includes front-loaded garages.

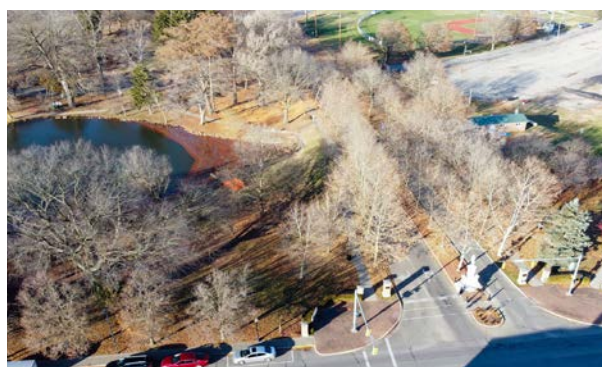


Bottom photo: Example from another location that demonstrates the desired character traits.



## OPEN SPACE RECREATION

Park spaces are dispersed across Chillicothe as both passive open spaces and active park facilities. These include small gardens and community parks integrated into traditional neighborhoods, and large parcel parks such as Yoctangee Park. They are characterized by their incorporation of natural features, landscape and hardscape designs, recreational amenities, and connectivity to the active transportation network. These range in scale, design, and location to support a variety of the community's recreational programming needs.



### INTENT

- Ensure parks and public recreational amenities are available to all neighborhoods and districts.
- Conserve and protect environmentally sensitive land and unique natural features.
- Develop a connected open space/greenway system through trail connections between natural areas and designated public or private parks.

### PRIMARY USES

- Parks and open space

### SECONDARY USES

- Institutional and civic

### BUILDING BLOCKS

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	Largely undeveloped with limited buildings at 1-2 stories (generally up to 35 feet).
Building Form	Variety of types and sizes as attached or detached buildings linked by a connected street network.
Building Setback	0-20 feet (generally consistent within a block)
Open Space	Neighborhood/community parks; pocket parks; private yards; connections to schools.
Streets	
Parking	On-street and private off-street.

## MIXED USE CENTER

Mixed-Use Districts are major activity centers that integrate places to live, work, and shop. These areas may include a variety of commercial (retail and restaurant), office, and residential uses, arranged in a compact, walkable pattern. These are located along commercial corridors or at major intersections in the community and represent locations for strategic development or redevelopment. They are characterized by vertical mixed-use buildings where residential or office uses exist above ground-floor retail or horizontal mixed-use where uses exist adjacent to one another in a connected development. These areas may be anchored by a single, large commercial, major office, or institutional employer with pocket parks or plazas incorporated as public amenities.

### INTENT

- Promote infill development or redevelopment to create walkable activity centers that are connected to surrounding development and include a mix of complementary uses.
- Support integrated mixed-use development, both horizontal and vertical mixed-use buildings, along commercial corridors to revitalize major activity centers.
- Encourage high quality architecture and material standards for prominent, visible sites.

### BUILDING BLOCKS

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	2-stories minimum. Heights should be cognizant of surrounding character transitioning between commercial corridors and residential neighborhoods.
Building Form	Mix of large footprint buildings and smaller buildings that may be occupied by multiple tenants.
Building Setback	0-30 feet (varies along a streetscape to create pocket parks and plazas).
Open Space	Neighborhood/community parks; pocket parks/plazas; passive open space; public realm along the primary street.
Streets	Blocks are small and walkable in new development. Infill or redevelopment consolidates access drives to encourage safe pedestrian movement; primary streetscape supports outdoor activity.
Parking	On-street parking; shared parking areas located behind buildings; structured parking (where feasible).



All photos: Examples from other locations that demonstrate the desired character traits.

### PRIMARY USES

- Commercial and retail
- Multi-family residential

### SECONDARY USES

- Institutional and civic
- Parks and open space





# ACTIONS

In addition to the Future Character Area Map, the following projects, policies, and programs support the Land Use goal.



- 1.1 Update and modernize the city's zoning and land use codes.** Support the recommendations of Choose Chillicothe by aligning requirements and regulations through an audit and update of the current zoning code. This may include process and procedure refinement in addition to development regulations.

*Several other actions related to zoning cannot take place until 1.1 has been completed.*

- 1.2 Encourage infill residential and vacant properties.** Existing neighborhoods with infrastructure support and utility access offer more sustainable and efficient use as compared to greenfield expansion for new residential areas. Approved residential plans or models in line with city design standards could be preapproved by the city to incentivize development by expediting the review process and reducing design fees.



This icon identifies actions selected by the community as priority. Community members were asked to identify their highest priorities when reviewing the draft actions.



- 1.3 Incentivize infill development and redevelopment on underutilized or vacant properties.** The city will work with potential developers to incentivize infill opportunities on currently undeveloped or underutilized properties. Future development and redevelopment will consider mixed-use opportunities to maximize the benefits on the local economy and neighborhood. The city will work closely with developers to encourage land use practices in alignment with the city's vision and current building market.
- 1.4 Require the dedication of open space and trail connections with new developments.** The existing open space network is part of a regional system comprised by several agencies. This network will become a more accessible amenity to the entire community with new trail connections. Zoning regulations will require a minimum amount of dedicated open space based on the development proposal and appropriate connections to the trail network. A provision for financial contributions in lieu of open space dedication can be used to fund city expansion of the trail network or acquiring new park space.

## INFILL STRATEGIES

One approach is to have Planning Commission pre-approve a set of residential plans to expedite the development process. This offers developers more predictability before approaching a potential investment, and offers the city a way to implement the desired aesthetics and character throughout.

**1.5 Maintain up-to-date historic preservation guidelines.** Downtown Chillicothe contains a significant historic character in both the downtown and historic residential districts, which is a critical part of the community's identity. Protecting these districts through modern preservation practices while also providing opportunities for maintenance and investment is essential to long-term preservation. Periodic review and updates to the existing historic preservation guidelines will protect the city's legacy while acknowledging private investment. National best practices in historic preservation will be utilized when making updates to the guidelines.

## NATIONAL REGISTER OF HISTORIC PLACES

The National Register of Historic Places is the official list of historic buildings, districts, sites, structures, and objects worthy of preservation in the United States. The National Register recognizes more than 90,000 properties for their significance in American history, architecture, art, archeology, engineering, and culture.

National Register Districts are distinct from local historic districts. Whereas local districts confer regulations that may restrict demolition or significant alteration of contributing buildings, National Register designation can allow property owners to take advantage of Federal Historic Tax Credits, which can be an important financial tool to support economic development and preservation goals.





### 1.6 Establish a facade improvement program.

A facade improvement program will be developed to aid property owners in improving their building facades. The Design Review Board will review applications, choose projects to support financially, and assist property owners in making decisions to seek improvement of their buildings.

- 1.7 Conduct an inventory and audit of brownfield sites.** A detailed inventory will be undertaken to identify brownfield sites, document their characteristics, recommend options for cleanup, and understand potential funding sources for remediation. This is an important step in managing a successful program to target sites for remediation and redevelopment.

- 1.8 Prioritize brownfield sites for redevelopment.** Based on the brownfield inventory in action 1.7, the city will work with property owners to identify top priority sites. Steps will be taken to identify then remediate priority sites so as not to hamper revitalization efforts. Economic incentives could be focused on these sites to jump start clean-up and reinvestment.

- 1.9 Create water and sewer master plans.** The city will establish a water and sewer master plan that outlines the direction of water and sewer service in Chillicothe. The plans will coordinate with the future character area map to provide a framework of future actions. The plans will provide an important roadmap to ensure alignment between where, how much, and what type of service is provided. Similarly, these plans will be regularly monitored to establish a forecast of repairs and maintenance necessary to existing infrastructure.



### DELAWARE FACADE PROGRAM

In historic Delaware, Ohio, all commercial buildings located within the downtown's Target Area are eligible to apply for the Facade Improvement Program. The goal of the program is to help business owners invest in their properties and to maintain the historic character of the downtown. The City will match up to \$20,000 per project, dollar for dollar.

Funding is available for storefront facade improvements, including lighting, siding, painting, windows, brick replacement, masonry work, and many other visible, exterior features of the buildings. To date, the program has granted over \$200,000 to downtown business owners.

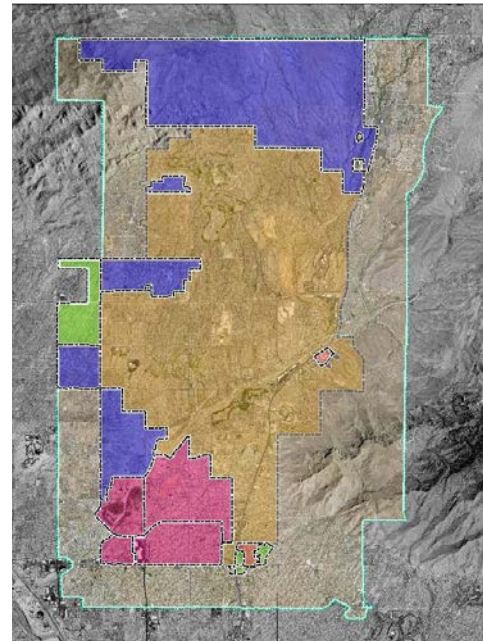
*Image from BEV Norton*



**1.10 Define an annexation policy.** The city will develop an annexation policy to determine how, where, and if annexations should be accepted or sought. The policy will include considerations for both land use and utility capacity. Collaboration will be necessary with internal departments, as well as the Ross County Planning Department and local township leadership. A priority annexation map may be created to identify compatibility with existing community character and alignment with the city's vision.

**1.11 Identify and prepare area plans in locations with significant redevelopment potential.** Further analysis will be conducted in areas of the city to better understand immediate challenges to capitalize on opportunities. The locations include but are not limited to the former Cooper Glass property and the Western Avenue corridor nearing the city limits. In these locations, more site-specific physical and policy recommendations will be made. These two locations would be completed in a similar manner to the Riverside District, Tiffin Property, and Yoctangee Park area plans included within this document.

**1.12 Modernize and update downtown design guidelines.** Modifications will be made to the downtown design guidelines to make them more accessible and user friendly and to consider recent changes to downtown Chillicothe. The process of enforcement will be revised to foster compliance.



## STRATEGIC ANNEXATION

The Town of Oro Valley, Arizona completed an Annexation Strategy in 2020. The document identifies and prioritizes specific areas adjacent to the town that would be economically beneficial to annex. The strategy supports a recent comprehensive plan and also considers the effects of annexation on its residents and environment. The plan and corresponding annexation map include four phases based on priority, from current to long-term (10+ years).





Tiffin Property

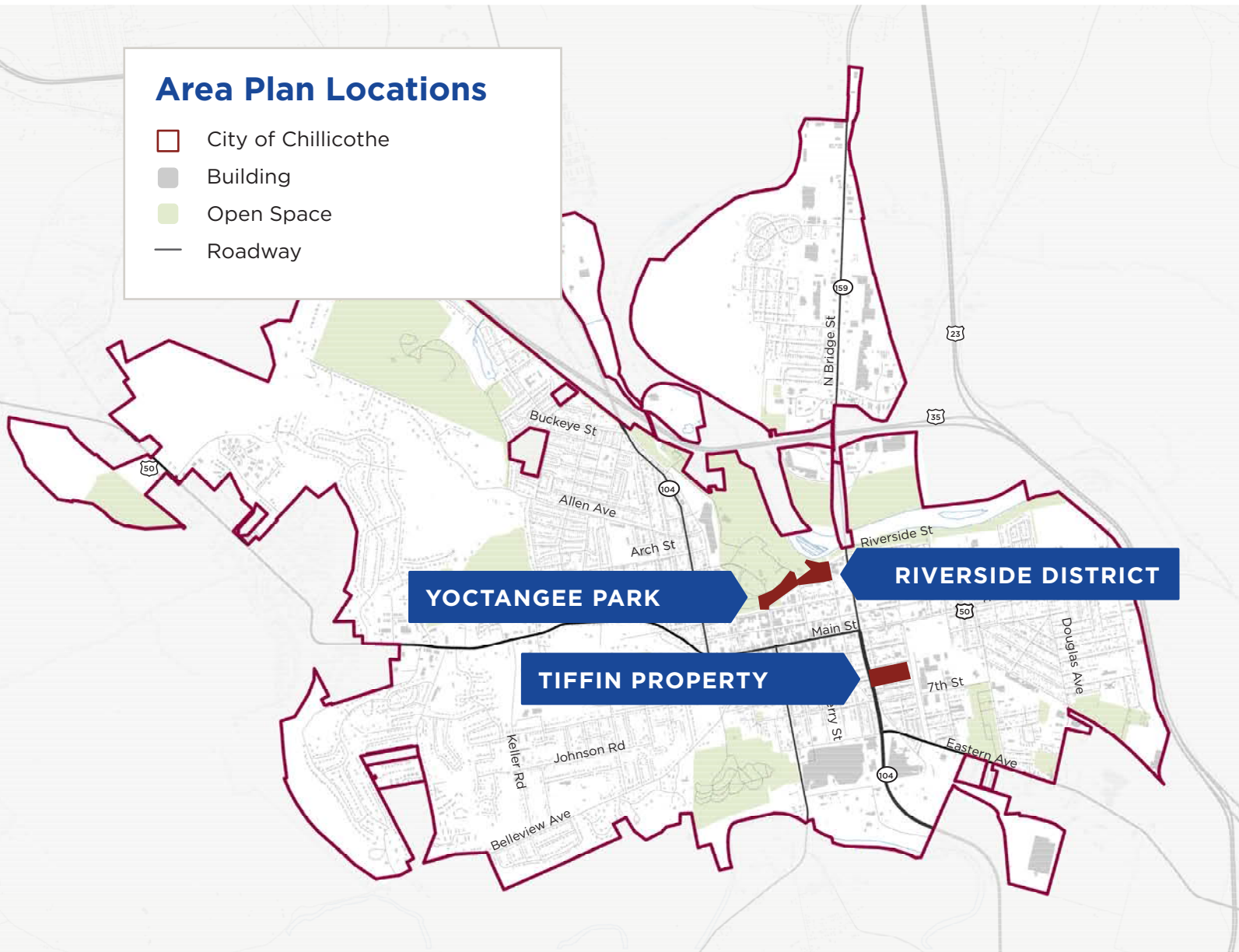


# AREA PLANS

**Three specific locations in the community were identified for additional analysis and consideration as part of this planning process.** Based on public feedback and technical review, more detailed plans were developed for the Riverside District, Yoctangee Park's southern end, and the Tiffin Property. A set of principles has been developed to identify intended outcomes of the area plans. Each also has their own actions and graphics describing the proposed direction.

## Area Plan Locations

- City of Chillicothe
- Building
- Open Space
- Roadway

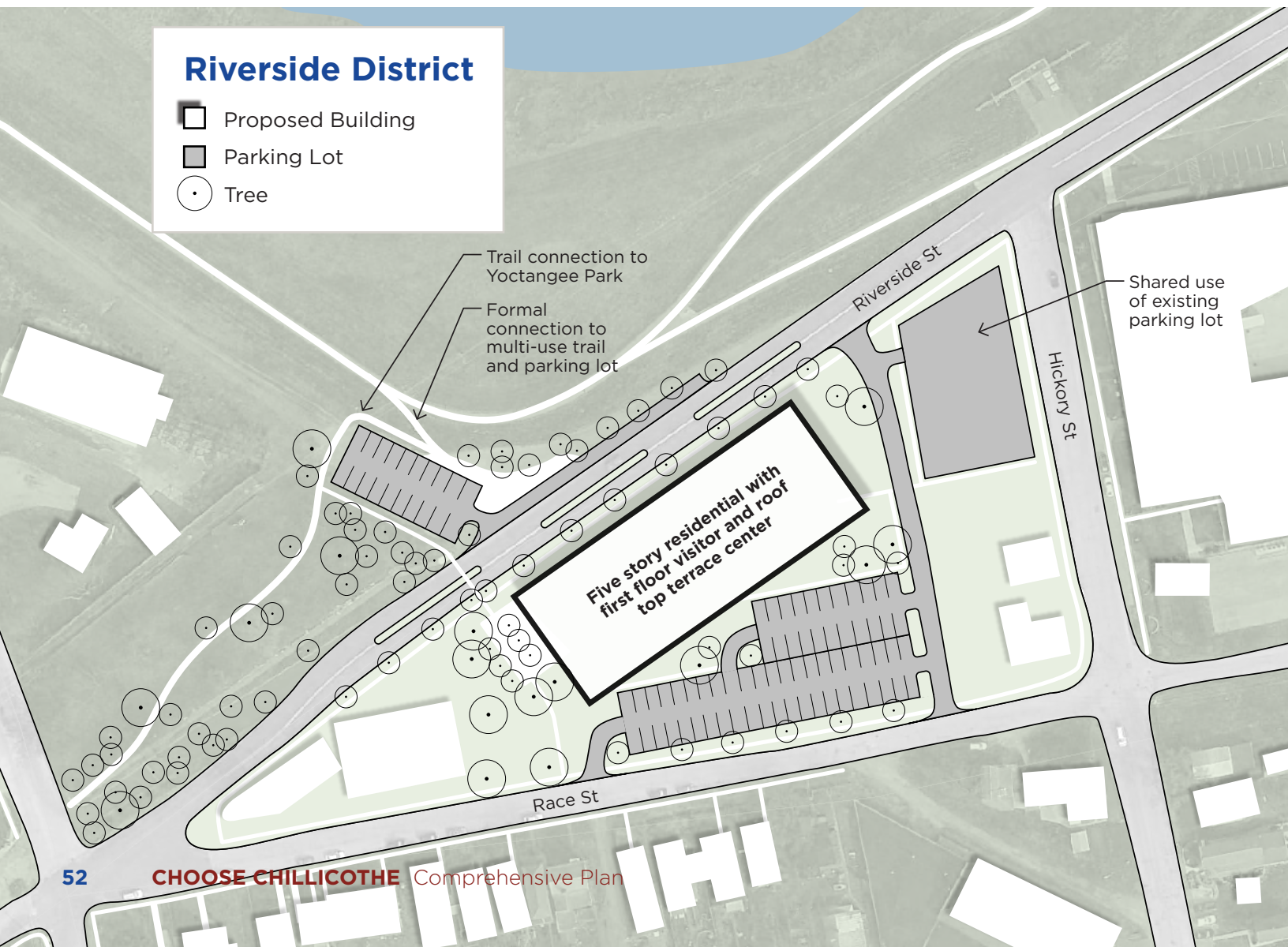




## RIVERSIDE DISTRICT

The Riverside District, between Riverside Street and Race Street, offers direct access to the Scioto River, Yoctangee Park, and downtown Chillicothe. This currently undeveloped site presents an opportunity for the city to provide residences and offer civic amenities. The following principles provide the proposed development's foundation.

- Develop premium residential units
- Engage with the Scioto River
- Create a visitor center and local commercial spaces
- Formalize trail parking and access



**Develop a combined residential and commercial space.** Housing analysis and public input support the need for new, premium housing. The Reside chapter further shares evidence of the demand for units above \$250,000. Riverside District is a great location for housing that would allow residents to utilize the park and trail, while having easy access to North Bridge Street and downtown.

**Engage with the Scioto River.** Many of the same attributes that make Riverside District an ideal location for residential, would attract visitors to a publicly accessible rooftop. Currently, there are no visual cues of the river's existence. Occupying a portion of the top floor, a rooftop bar overlooking the Scioto River will draw residents of Chillicothe as well as visitors to the city.



Riverside District Proposed Rendering



### **Establish the first floor as a Chillicothe Welcome Center.**

A welcome center, potentially in partnership with the Visitor's Bureau, will occupy the ground floor of the new building. It will help in the recruitment of a developer if a tenant has been identified and the location is suited well geographically to capitalize on area amenities and World Heritage visitors. Rotating exhibits or memorabilia will draw in locals and serve as an educational resource. Locally-serving retail can also inhabit the first floor, taking advantage of city visitors, trail users, and area residents.

**Create a trail connection and parking area.** A formal trail parking lot will be created with bicycle access to both the Riverside District and Yoctangee Park. On Riverside Street, there is currently a gravel lot which is informally used for trail access. A formal and ADA accessible set of amenities creates an equitable access point for visitors and residents.

### Riverside District Proposed Rendering





# YOCTANGEE PARK

A historic asset and community icon, Yoctangee Park serves the community year round. This plan will specifically improve the park's southern portion. The current park master plan and public input were used to develop the principles below, which provide the proposed park renovation's foundation.

- Create a celebrated multi-purpose downtown civic space
- Develop important connections
- Introduce the adventure park zone
- Maximize existing park uses
- Improve pedestrian safety
- Enhance landscape aesthetics

## PARK MASTER PLAN AUDIT

The Park's Improvement Master Plan was adopted in 1993. As part of this process, an audit of actions was completed to inform recommendations. A brief summary of the findings can be found within the Flourish chapter.





**Create a celebrated multi-purpose downtown civic space.** When asked, the community responded by elevating the need for a civic open space near downtown. Amenities that could be implemented in this space are:

- Amphitheater for day-to-day public use and ability to be programmed for special events.
- Staging space to host food trucks or pop-up markets
- Rentable event pavilion in the character of the existing built structures within the park.
- Flexible open space to eat, drink, exercise, gather, etc.
- Civic spray fountain space for public use without the need to gain access into on-site swimming complex.
- Permanent restroom facility centrally located between baseball diamond, tennis courts, pickleball courts, adventure park zone, and civic event space.

Yoctangee Park (South) Proposed Rendering





**Develop important connections.** By prioritizing where and how people access the gateways to Yoctangee Park, the safety and visibility improve which ultimately attracts more visitors to downtown Chillicothe. Below are the Yoctangee Park gateway location recommendations and proposed pathway network improvements:

- Refresh the primary pedestrian gateway at the intersection of N. Paint St. and E. Water St. to attract visitors.
- Relocate the existing memorials/monument at the primary gateway to the expanding Veterans Park along Yoctangee Parkway to create a cohesive and reverent experience.
- Promote a secondary gateway to the park at the intersection of Riverside St. and N. Mulberry St. to welcome visitors in from the Riverside District and the greater multi-purpose trail.
- Establish better connectivity between the new park development and the greater Yoctangee Park network.

**Introduce the adventure park zone.** Capitalizing on the synergies that exist between the skatepark and pump track programs, situating them together provides the opportunity for a destination Adventure Park in downtown Chillicothe. The location offers high visibility to the area, topography requiring stairs act as a traffic calming measure along pathways to maintain safe pedestrian circulation routes and meets the needs of user groups that are not already met in the park.

- Create a destination pump track for the Mountain Biking community closely locate to the regional bike trail network
- Redevelopment of the skatepark for the skateboarding, rollerblading, and BMX community



Yoctangee Park (South) Proposed Rendering



**Maximize existing park uses.** The park has many current amenities. Maximizing these by either better locating them, or providing renovations will increase usability without adding service or maintenance costs.

- Convert one of the wading pools at the Yoctangee Park Swimming Complex to a splashpad (not shown on plans).
- Renovate the existing skatepark area into four dedicated pickleball courts.
- Situate a seating feature into the existing topography at the baseball diamond.

**Pedestrian safety improvements.** Increases to walkability expand the user base and offer a wider range of public health and public amenity benefits.

- Add ADA Accessible pathways throughout the park redevelopment.
- Add pedestrian and parking lot lighting for increased visibility at night.
- Expand and employ traffic calming measures to the new 150-space parking lot with the flexibility to close off entry from Paint St. for special events.

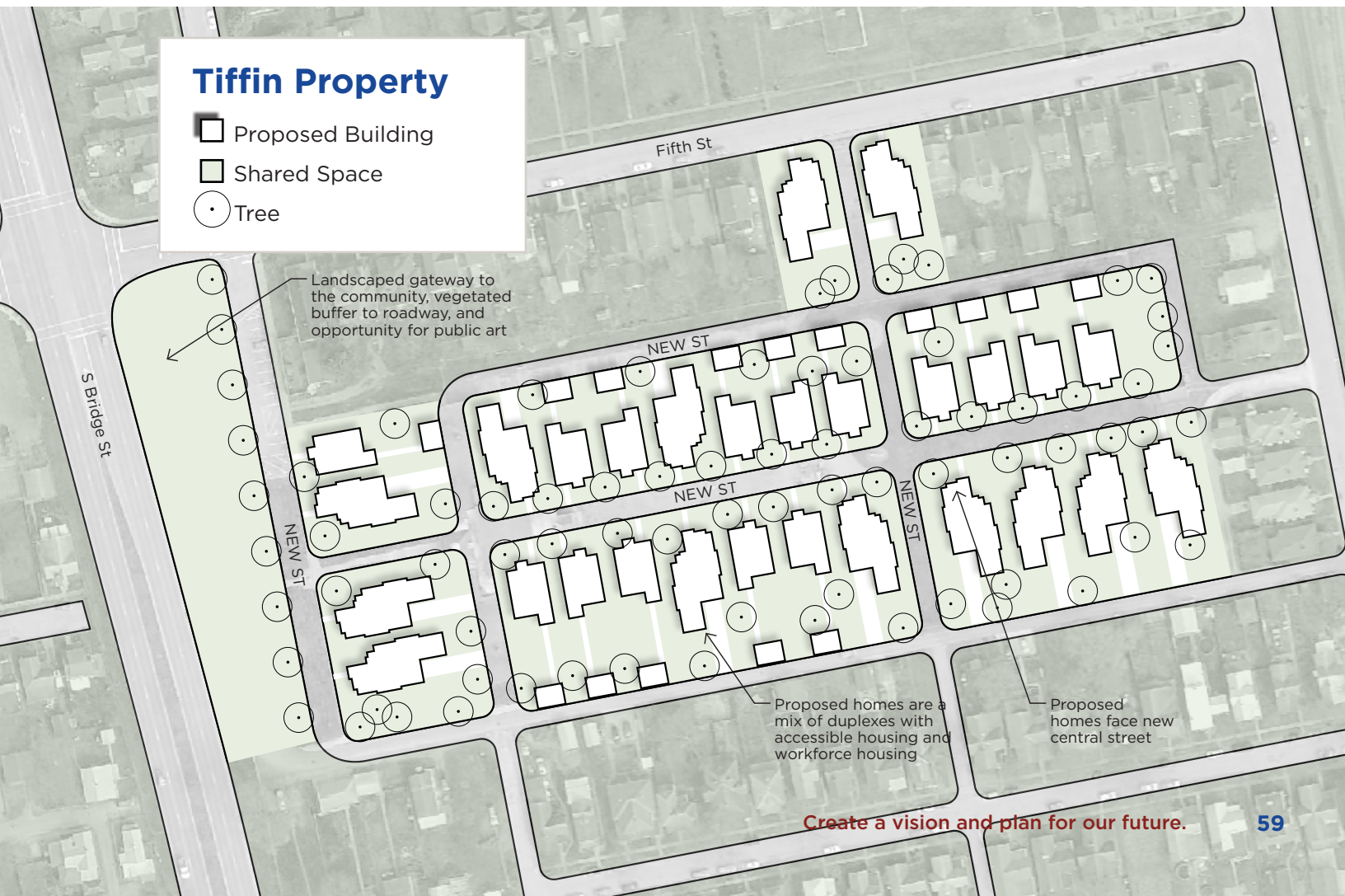
**Landscape aesthetic enhancements.** The current gravel parking lots and lack of tree canopy lack aesthetic appeal but also create problems with stormwater management. Wayfinding in the large park will help with navigation and safety.

- Increase the tree cover, perennial and meadow landscape beds, and usable, open green space.
- Exhibit interpretive signage throughout the park highlighting the rich history, culture, and ecology present in the park.
- Increase and improve branding and wayfinding opportunities within the park.
- Utilize quality materials to create a timeless design aesthetic consistent with the rest of Yoctangee Park.

# TIFFIN PROPERTY

Surrounded by residential neighborhoods, the Tiffin property located south of downtown is an opportunity to provide specialized housing. Connecting to the existing street network and matching the nearby houses will provide continuity in an already established portion of town. The following principles provide the proposed development's foundation.

- Provide specialized housing
- Establish a transportation network
- Create a community gateway





**Provide specialized housing.** Housing analysis and public input support the need for specialized housing. The Reside chapter further shares evidence of the demand for units with ADA access and workforce housing. Both, increase aging-in-place options broader than the current housing types currently available. The proposed buildings would combine the two housing types in singular structures, with accessible units on the ground floor and workforce units on the second floor. These structures would be mixed within single family homes or townhomes. The Tiffin property sits within an existing neighborhood and is a chance to provide both types of housing in a way that blends into the surrounding community.



### SHARED DUPLEX EXAMPLES

The Tiffin Property should utilize housing that matches the style of surrounding neighborhoods, but serves a different type. The example above provides ground level access for ADA and aging-in-place initiatives, with second story or side-by-side smaller units for workforce housing or studios.

### Tiffin Property Proposed Rendering





**Establish a transportation network through the property.** State Route 104 interrupts the city's original street pattern in this area. New connections will be made to and through the site to provide connectivity for new and surrounding residents. This increase in connectivity will be not only for vehicles, but pedestrians and cyclists.

**Create a community gateway.** The western edge of the property along Bridge St. is a chance to be a gateway to Chillicothe from the south. The open space can feature public art, large trees, and small park amenities. This would serve not only the new homes, but the surrounding neighborhoods.



Tiffin Property Proposed Rendering









# 2

## Flourish Public Health

Public health is an essential component of a prosperous community. The mental and physical health of residents is affected by and affects many of the other goals and

actions within this document. This chapter outlines existing public health conditions and trends present in Chillicothe and the region.

### GOAL

A healthy community, both physically and mentally, with access to first-in-class facilities and programs.

### OBJECTIVES

- Expand the trail network
- Invest in local health initiatives
- Maintain high access to healthcare facilities
- Increase life expectancy in Ross County







## KEY FINDINGS

The following section summarizes key findings pertaining to existing conditions and trends in Chillicothe, providing an important foundation for the plan's actions. For more information please refer to the Existing Conditions in the Plan's appendix.

**Residents have access to some of the best healthcare facilities in the country.** The Adena Regional Medical Center is ranked in the top 5% in the country. Ross County ranks high in access to quality care options including mental health providers, preventable hospital stays, and mammograms.



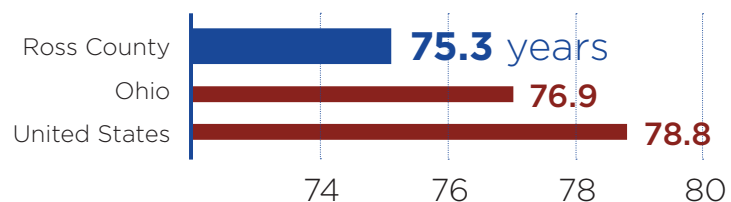
Starting in downtown Chillicothe, the Adena Health System has been serving southern and south-central Ohio since the late 1800s. Today the network has almost 350 beds and provides services in nine counties around Chillicothe with the main facility located just north of Chillicothe. The Adena Regional Medical Center has over 250 beds, an emergency department, surgical suites, cardiac care, outpatient surgery, consultation offices, and more. Due to the offerings and quality of care, the facility ranked as one of the top 250 hospitals in the nation, placing it in the top five percent of all hospitals.



**Ross County ranks amongst the least healthy counties in Ohio.** With low life expectancy, low access to quality foods, and high obesity rates, the population ranks below the state and nation averages.

The county's average life expectancy is only 75.3, nearly two years below the state of Ohio (76.9), and three and a half years below the nation's average (78.8). There are many different socio-economic and other factors that influence life expectancy in Ross County. The Community Health Needs Assessment notes that life expectancy can vary by up to 11 years from one neighborhood to another.

### AVERAGE LIFE EXPECTANCY



Data Source: 2019 National Vital Statistics Report



**The Community Health Improvement Plan is a valuable tool to monitor and improve public health.**

In 2021 the Partners for a Healthier Ross County developed a Community Health Improvement Plan (CHIP), which serves as a roadmap to address the many health challenges in the community. The plan includes a thorough set of goals and objectives and identifies partners to implement and monitor the community's health standards. The CHIP's main components are: focus on health priorities to improve overall health, utilize evidence-informed strategies to improve health outcomes and services, and evaluate to track, report, and analyze progress.

"All people within the region are empowered and inspired to reach their fullest physical and mental potential in a clean and safe environment through positive community collaborations." CHIP vision statement



Paint Creek Recreational Trail



# ACTIONS

The following projects, policies, and programs support the goal for Public Health.

- 2.1 Adopt the Community Health Improvement Plan and regularly participate in the Community Health Assessment.** The plan developed in 2021 provides a series of goals and objectives related to public health. The health partnership is a vital asset to the community. Additionally, support will be given to future Community Health Improvement Plan and Community Health Assessment endeavors, either monetarily or through volunteered man-hours.

## COMMUNITY HEALTH IMPROVEMENT PLAN



### Community Health IMPROVEMENT PLAN



Engage leadership, key constituents, and the public across multiple sectors to take action and design policies that improve the health and well-being of all.

Align CHIP with community development priorities.	integrated on community health plan in regional development plans.	integrated on community health plan in regional development plans.	integrated on community health plan in regional development plans.
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The Partners for a Healthier Ross County put together the 2020 Community Health Improvement Plan (CHIP) based on the model of the 2016 CHIP. It is a roadmap to health challenges identified in the previous year's (2019) Community Health Assessment (CHA). It calls for cross-sector partnerships in order to meet a set of goals intended to improve health outcomes for residents of Ross County. The CHIP's main components are:

- Focus on health priorities areas to improve overall health
- Utilizing evidence-formed strategies to improve health outcomes and services
- An evaluation plan to track, report, and analyze progress
- The CHIP attempts to address all of the factors that shape the County's public health, including housing and environment, poverty, and education.



### 2.2 Provide incentives to businesses which offer employees discounted health memberships.

Collaborate with businesses to offer utility or similar incentives in Chillicothe which offer their employees free or discounted memberships to health-based institutions. This is an effort to improve quality of life and public health through economic motivation. This could be done through a partnership with the YMCA or other local institutions.

### 2.3 Update the Parks Improvement Master Plan.

The previous Parks Improvement Master Plan was completed in 1993. Some of the plan's actions and objectives have been completed or met, but a process will be undertaken to better understand current community demands and plot a course of action as it relates to parks and recreation.

### 2.4 Increase investment to the Tree Commission and leverage Tree City USA designation.

Providing additional monetary support to the Tree Commission and their annual planting budget will increase city-wide tree canopy coverage. Increasing canopy coverage has benefits including but not limited to, air quality, shade that promotes walkability, storm water management, pedestrian safety, and more. Additional funding sources may be available through the Arbor Day Foundation.

#### YMCA PARTNERSHIP

The Countryside YMCA has partnered with the City of Lebanon to offer free or discounted memberships. This is done in exchange for credits in City-provided electricity. Lowering the barrier for entry, is an attempt to increase access to physical and mental health facilities. In Lebanon, public health was a stand-alone goal and the partnership signified a concrete action item.



*Chillicothe has been a Tree City USA member since 1995.*

## 1993 PARKS IMPROVEMENT MASTER PLAN

The City of Chillicothe Parks Improvement Master Plan was initiated in May of 1993. It was created to organize the City's park improvement efforts by identifying short and long term actions for each of the parks, as well as their cost estimates. Using several engagement tactics, the City identified the

needs and wants of the community, and fitted the actions to their results. Short term actions were intended to be implemented in one to five years, while long term actions were to be implemented in ten to twenty years.

### COMPLETED EFFORTS

- Establish a parks management structure
- Seek acquisition opportunities in the Scioto flood plain.
- Extend the greenway 2.5 miles, connecting the east and west sides of Chillicothe.
- Prepare plans for Bolmer Field.
- Relocate and integrate handicapped play equipment.
- Request ODOT to incorporate planning for a bikeway underpass at Bridge St.
- Proceed with streetscape/pedestrian improvements on Water St.

### EFFORTS TO ABANDON

- Relocate Pine St. and Western View Parks.
- Foster cooperation with the school district for maintaining and developing neighborhood parks.
- Develop a road on flood wall.
- Eliminate Yoctangee Park's back road.

### ONGOING EFFORTS

- Make maximum use of existing facilities.
- Provide recreational facilities and programs which support established sports interest groups but also provide unstructured recreation opportunities.
- Promote the orderly and aesthetic improvement of the park system.
- Increase the comfort and safety of all park users.
- Pursue the use of the armory.
- Upgrade and expand existing facilities.
- Incorporate an amphitheater event space.
- Develop a five-year Capital Improvement Plan.
- Apply for CDBG funds for improvements at the Mary Lou Patton Park.
- Plant perennial flower beds at specified locations in the parks.
- Implement signage program in parks with emphasis on park and shelter identification.

### INVENTORY OF AMENITIES

An updated inventory was conducted in the Fall 2022. Below is a breakout of amenities by park.

	<b>Benches</b>	<b>Tables</b>	<b>Trash Cans</b>	<b>Shelter</b>	<b>Playground</b>	<b>Other</b>
Strawser	1	4	2	1	Yes	Grill; Bathroom
Western View	0	2	2	0	Yes	N/A
Southern Playground	1	4	2	1	Yes	Grill; Bathrooms; Basketball Courts
Poland Park	8	4	7	1	Yes	Grill; Bathroom; Basketball Courts
Manor	2	4	4	1	Yes	Grill
Yoctangee	27	12	47	14	Yes	Multi-Sports
Annex	2	0	13	1	No	Bathroom
Dog Park	11	0	3	0	No	New Signage; Water Fountain
Millennium Grove	0	4	1	1	No	N/A





### 2.5 **Create an age-friendly strategy.** As

Chillicothe's residents age, citywide guidelines for aging in place will help to ensure that the community remains safe, accessible, comfortable, and appealing to all ages. An age-friendly strategy will be developed, which may include guidance on changes made to homes based on mobility, transportation, recreational amenities, social needs, and other topics that emerged as important through the public process.



### 2.6 **Map, database, and monitor city infrastructure and assets.**

The city will geolocate, database, and monitor existing community assets. The assets and infrastructure to be mapped may include but are not limited to parks amenities, storm water basins, street pavement conditions, water lines, fire hydrants, bus routes, and more. This clearinghouse will allow better monitoring of existing infrastructure and help in developing annual Capital Improvement Plans in many different departments.

## AGE-FRIENDLY COMMUNITIES

The World Health Organization and AARP Livable Communities established focus areas to organize the work of making a community more age-friendly.

- Outdoor spaces and buildings
- Transportation
- Housing
- Safety and emergency preparedness
- Social participation, respect, and inclusion
- Employment and civic participation
- Communication and information
- Community support and health services

[aarp.org/livable-communities](http://aarp.org/livable-communities)

Tree City, USA



**2.7 Conduct an analysis to consider construction of a new fire station in the North Bridge Street corridor.**

The north end of town is underserved by emergency services. Lack of access to and increased congestion in an area with increased (and increasing) trips suggest the need for additional support. A specific study will be completed to determine facility size and needs. Emergency management leaders will work with city leadership to determine a facility budget and site.

**2.8 Identify additional connections to the existing trail network.**

Additional connections to the Paint Creek Recreational Trail provide recreational opportunities, serve as economic activity centers, and offer an alternative transportation option. Connections may take the form of dedicated multi-use paths, on-street bicycle facilities, and sidewalks depending on context and feasibility.









## Reside Housing

Neighborhoods and housing are integral to a place's quality of life. Strong neighborhoods with desirable housing are vital to serve current and new residents, support economic growth, and define

community character. This chapter identifies ways to strengthen Chillicothe's neighborhoods and provide a wider range of desirable housing, including affordable options.

### GOAL

A diversity of housing types with a range of attractive and affordable housing options, meeting the needs of current and future residents.

### OBJECTIVES

- Encourage a range of housing products in new construction
- Protect and enhance neighborhood character
- Encourage new housing investment in downtown
- Enable and incentivize re-investments in existing neighborhoods







## KEY FINDINGS

The following section summarizes key findings pertaining to existing conditions and trends in Chillicothe, providing an important foundation for the plan's actions. For more information please refer to the Existing Conditions in the Plan's appendix.

**Residents are willing and able to pay more for better housing.** Unfortunately, those higher end products do not currently exist, forcing people who can afford to pay more for housing, into lower-end housing products. This means people who can only afford a certain amount are unable to find housing in Chillicothe. Data shows that 47% of the population can afford rental units priced above \$900 per month but, only 5% of the rental units available in the market are priced at or above that figure.

The project team infers that this is creating downward pressure on lower income individuals and families, and that due to the limited supply of higher-end rental units, renters with higher incomes are occupying cheaper units, reducing the number of options for individuals whose budget allows only for low-cost units. As residents earning annual wages at or above \$50,000 are forced to rent cheaper units than they can afford, the supply of housing is reduced at every price point. A similar phenomenon occurs with owner-occupied homes. Increasing availability of higher priced housing units will in turn increase affordable and livable homes and more completely meet the community's housing needs.

**47%**  
**OF POPULATION CAN  
AFFORD BETTER HOUSING  
THAT IS NOT AVAILABLE**

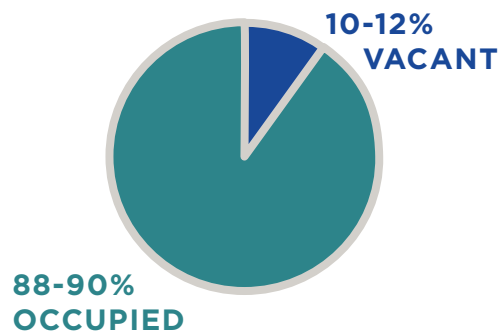


### 3. Housing

**A large portion of the housing stock is underutilized, or worse, uninhabitable without significant reinvestment.**

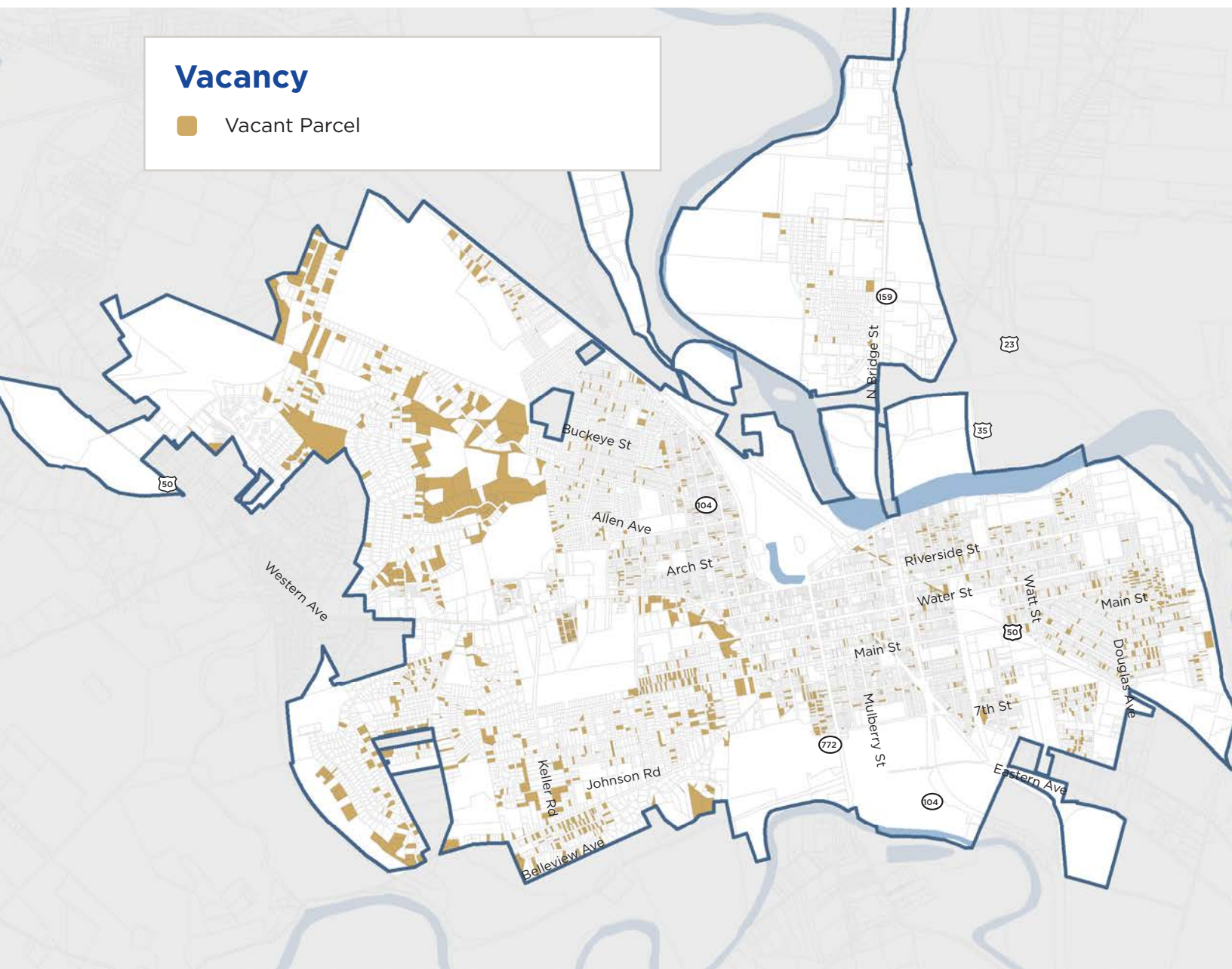
Moderately high vacancy rates, between 10-12% further strengthen this assertion. This figure represents the number of housing units currently sitting vacant.

#### HOUSING VACANCIES



#### Vacancy

 Vacant Parcel

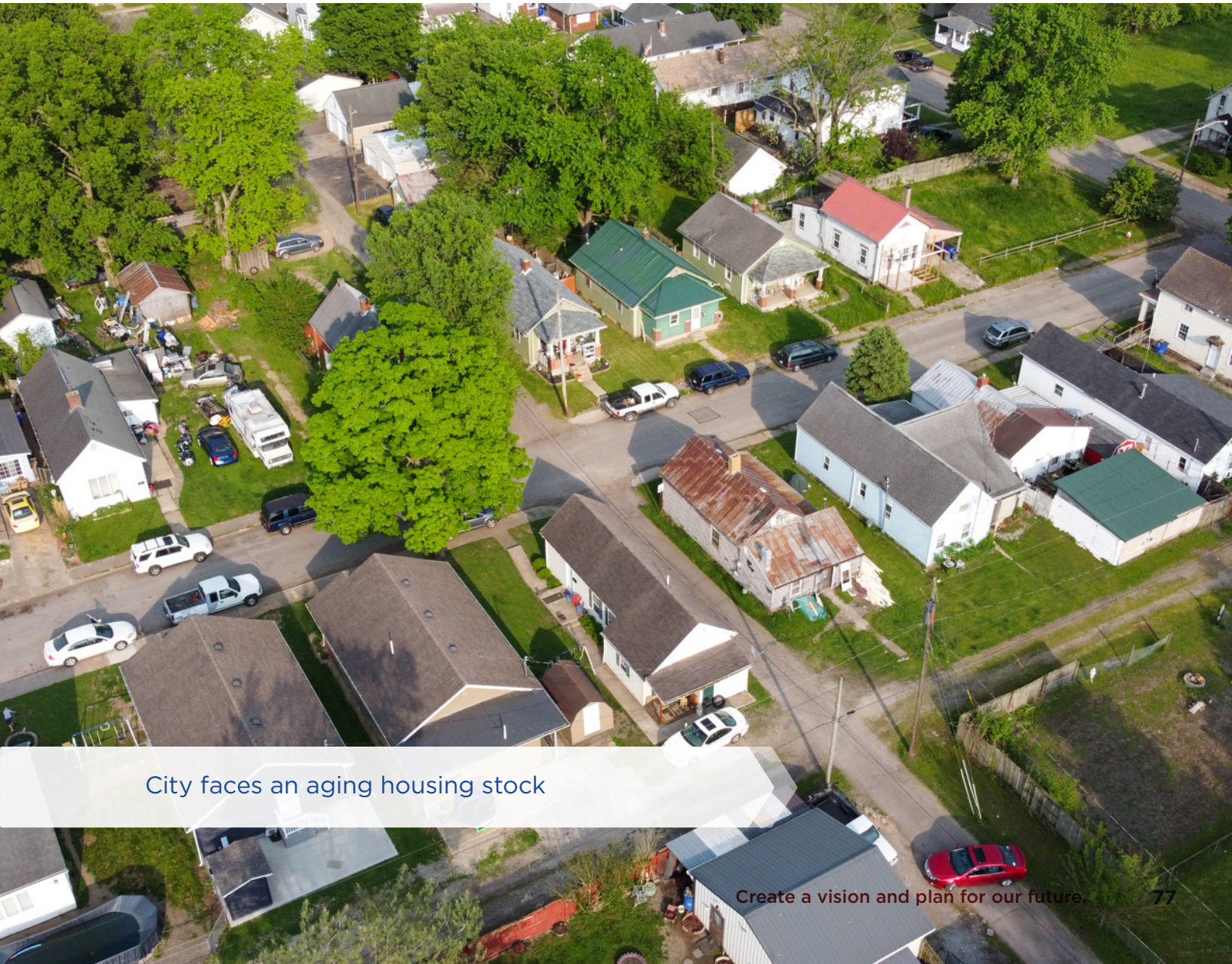




The age of the housing stock supports this inference; more than 32% of the homes in the city were built before 1940. Many of these homes are likely in disrepair and in need of significant renovation. To stabilize existing housing units in the area, their condition must be improved. Deferred maintenance will compound the issue, and without support from the public sector, the existing housing stock will reduce an already limited supply of affordable housing units.

# 32%

OF HOMES WERE BUILT  
BEFORE 1940



City faces an aging housing stock

Create a vision and plan for our future.

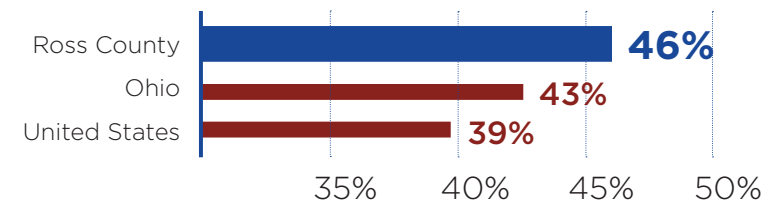


**There is limited financial ability of the population.**

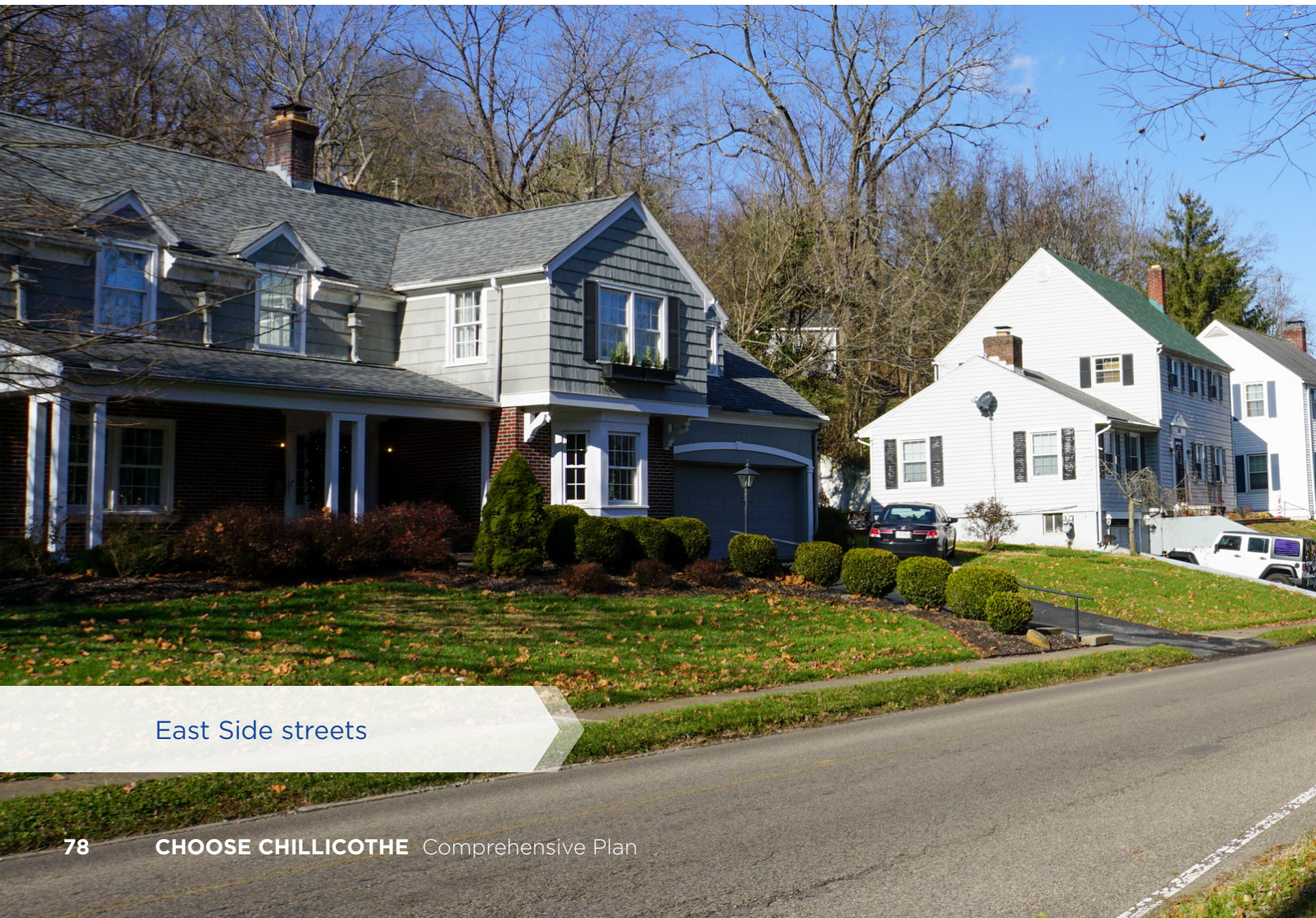
In Ross County, about 46% of households fall below the \$50,000 annual income threshold. 15.4% and 13.6% of households earn less than \$15,000 annually in Chillicothe and Ross County, respectively. The community's limited financial ability is a part of the housing affordability problem, and a more highly educated, skilled, and financially secure population will have greater access to housing options.

Many residents work in low-skill, low-earning occupations, and a low annual income limits their purchasing power. The community's limited financial ability is a part of the housing affordability problem, and one that needs to be addressed moving forward. It's interesting to note that no households which earn more than \$50,000 per year in Ross County are considered cost burdened.

**POPULATION PERCENTAGE OF HOUSEHOLD INCOME BELOW \$50,000**



Data Source: 2020 US Census



East Side streets

# ACTIONS

The following projects, policies, and programs support the goal for Housing.



**3.1 Create a residential rehabilitation program.** One of the most effective strategies for maintaining affordable and attainable housing is to ensure the existing housing stock remains in good condition. A program will be developed to provide support for residents to rehabilitate their homes. A portion of the existing housing stock is reaching an age which requires significant renovation to retain its usefulness. To meet housing demands for the current community, a program will be created to alleviate the burden which may not be currently accepted by lenders. Potential sources include state and federal grants, tax incentives, or support from local partnerships.



**3.2 Support senior housing and aging-in-place improvements.** Encourage new housing developments to provide options for aging residents and support opportunities to improve existing home accessibility, features, etc. Resources are available through state and federal programs for financial support in home improvements. A local grant program could also provide assistance to existing homeowners in converting and improving portions of their residence for compliance with ADA standards. Information sharing with residents is important in this work to educate eligible community members about the resources available.



This icon identifies actions selected by the community as priority. Community members were asked to identify their highest priorities when reviewing the draft actions.



**3.3 Bolster zoning code enforcement initiatives with proactive tactics.** A set of Property Maintenance Code Enforcement Sheets will be created to proactively provide residents with information about property maintenance requirements as they pertain to their property. This, in combination with zoning code officer enforcement, will help residents to address safety and aesthetic concerns.

**3.4 Encourage housing diversity in residential development through zoning.** The city will update the zoning code to define and permit a wide variety of housing options. Each zoning district and permitted housing type will support the various lifestyles within Chillicothe and encourage a mixture of options in each neighborhood. Architectural standards will further articulate ways to integrate new infill development into the existing neighborhoods in ways that are compatible with their existing character, especially the Traditional Neighborhood character types.



**3.5 Support organizations in creating half-way housing and shelter locations.** Collaboration between non-profit, public, and private entities is vital to addressing temporary housing needs within the community. Partners may include, but are not limited to, Seeds for Hope, Ross County Community Action, and Frontier Community Services.



**3.6 Incorporate rental housing into area plans.** As area plans are further defined, rental housing will be included with various housing styles and price points. Meeting the demand for housing across the spectrum of preferences and needs is critical for attracting residents and investors.



#### PROACTIVE CODE ENFORCEMENT

Lebanon, Ohio's code enforcement practice stands out as an example among similarly sized communities. The city has adopted the International Property Maintenance Code, which is the standard for residential and commercial upkeep. The city now provides residents with a guide for minimal property maintenance through its Property Maintenance Code Enforcement Sheet and performs routine inspections across neighborhoods. This approach to proactively inspect and enforce increases predictability for residents and developers, and increases efficiency for the city.

**3.7 Create an infill development plan.** An infill development plan will be created, identifying vacant or underutilized properties in the city. This plan will also include standards for lots to aid in prioritization or types of infill to be completed. Similarly, the standards will be used to aid in level of incentives or aid a property owner or developer may receive. A public-private partnership will likely be needed to aid in the funding process and make assessor data viable. There is also potential for subsidization through partnerships, again depending on the criteria set out by the infill development plan.

**3.8 Market to provide middle market rate housing.** Responding to a 2021 housing study, the city will help to create opportunities for the private real estate market to provide housing products of various types in the \$150k-300k range. These products will aim to attract new families, address students leaving after receiving an education, and house local manufacturing jobs which currently commute. The city will employ a combination of economic development and revitalization tools including Community Reinvestment Areas (CRA), Tax Increment Financing (TIF), Community Entertainment District (CED), and others. Most of these tools offer private investors relief from taxes to rehabilitate or construct over a certain period. It is important to note that the tools listed will be utilized strategically and only, when necessary, not to start a negotiation.

## MY CHATT HOUSE

My Chatt House Guide is a design guide for urban neighborhoods in Chattanooga, Tennessee. It aids homeowners located in the neighborhoods near Downtown Chattanooga, along with builders and community organizations, in home maintenance and yard landscaping.

It ensures that old neighborhoods continue to feel neighborly by preserving the appeal of the streets and homes on it by establishing specific characteristics. The homes, ranging from rentals, single-family, multi-family and more would all fit the design standards to attract a diverse, healthy mix of residents to make the neighborhood more vibrant.

A resource similar to My Chatt House would be particularly useful to guide new construction, infill development, and redevelopment in the East Side. Because the East Side neighborhood is primarily residential, most redevelopment, renovations, and investment will likely occur in single-family homes. Recommendations for maintaining and promoting visibility, walkability, livability, connectivity, uniformity, and diversity will enhance the features that make Pleasant Square a desirable place to live.

For more information, visit: [mychathouse.com](http://mychathouse.com)

*Below: A Bungalow home before and after.*









# 4

## Experience Public Amenities

While much of the Choose Chillicothe Comprehensive Plan focuses on creating quality physical places, that is only part of how people experience the city. Today's successful cities offer superior quality of life through amenities to serve existing residents, support businesses, attract and

retain talent, and maintain a strong local economy. This chapter addresses parks and recreation amenities and cultural and experience venues that strengthen Chillicothe's quality of life.

### GOAL

Excellent community atmosphere with celebrations of the city's notable history and a wide range of parks, public services, historic buildings and monuments, and a well-supported arts community.

### OBJECTIVES

- Expand and enhance the City's parks and recreation assets
- Invest in the recreational network







## KEY FINDINGS

The following section summarizes key findings pertaining to existing conditions and trends in Chillicothe, providing an important foundation for the plan's actions. For more information please refer to the Existing Conditions in the Plan's appendix.

**The world heritage site designation cannot be taken for granted.** The National Historical Park site, in combination with seven other sites within a 30-mile radius of Chillicothe, is in the process of becoming a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage site. There are only 24 world heritage sites in the United States, and the Hopewell Culture National Historical Park will be the first in Ohio. Hopewell Ceremonial Earthworks will be on the same list as the Taj Mahal and Great Wall of China.

The world heritage site designation cannot be taken for granted and is a major accolade for the city/region. The Hopewell Culture National Historical Park contains a collection of six Hopewell ancient mounds. Nowhere else in the world is there such a concentration. According to historians and archaeologists, Chillicothe was the cultural epicenter of eastern North America for the Hopewell community.

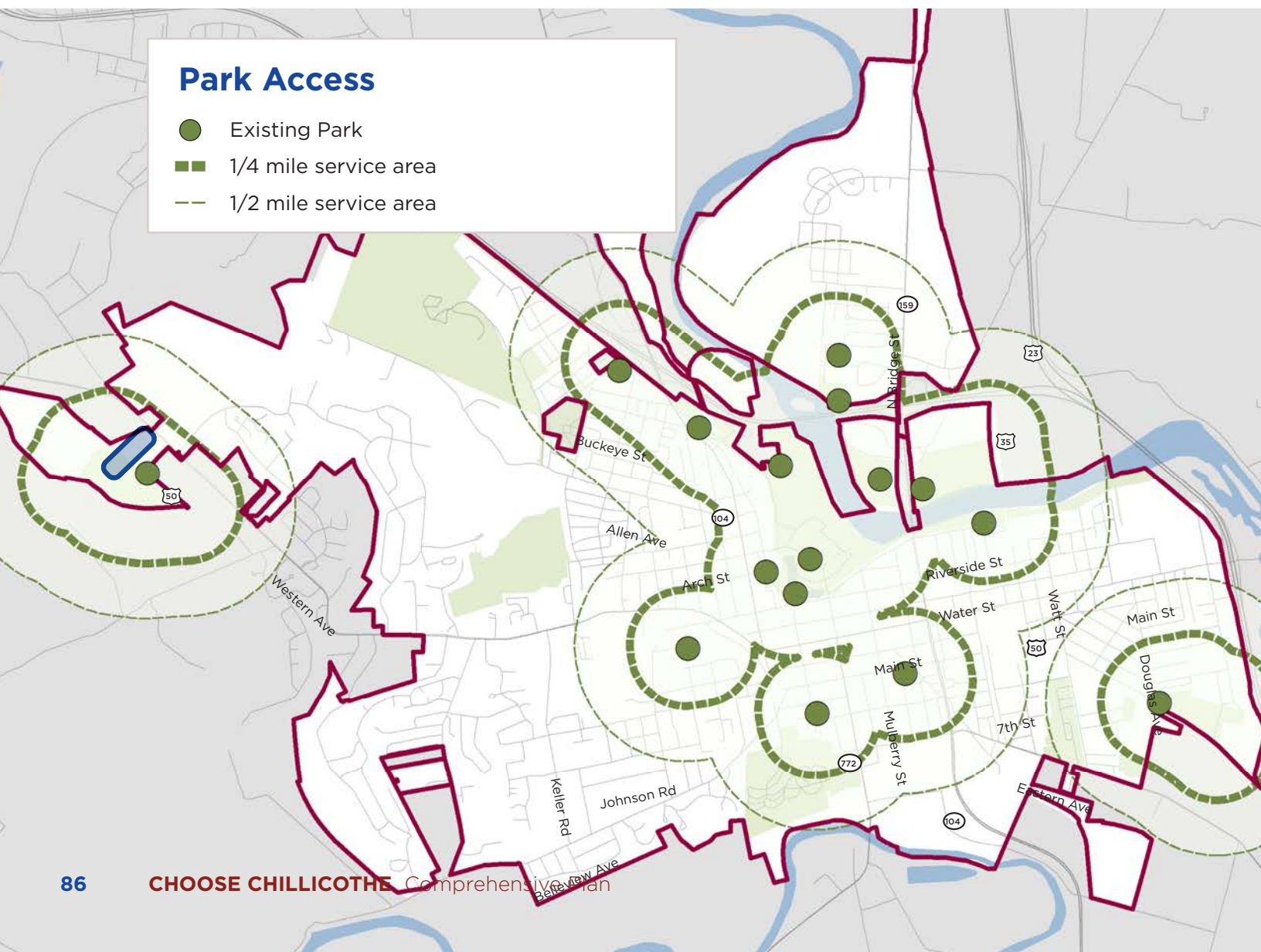


UNESCO celebrates local history



**Residents are afforded excellent local access to park lands.** Roughly 60% of Chillicothe is within a half mile of a city park and the city greatly exceeds the national standard for parks per resident and acres per resident. Parks of various types are well distributed throughout the community.

Even without the Adena Mansion property, Chillicothe is well above the national standard of acres per 1,000 persons. The national standard is established by the National Recreation and Parks Administration at 10 acres of parks per 1,000 persons, but Chillicothe has 96 acres per 1,000. Similarly, Chillicothe's park system is impressive in the residents per park category with 1,500 people per park, compared to the national standard of 2,000. In the more walkable portions of the community, there is easy access to park space. Citywide, almost 40% of the community is located within  $\frac{1}{4}$  mile of a park. Few public art examples exist in the city, but each has strong ties to the community.



**The City has a strong, long-standing community support network.** The city's community facilities provide a diverse range of services such as childcare, fitness, and homeless support and many organizations that manage them have been a part of the community for several decades. Notable community service providers include the following:

- **City Administration.** Most departments and public facilities operate out of the administration building in downtown Chillicothe.
- **Carver Community Center.** Established to support the City's African American youth, the center still serves as a connection to several educational and social programs.
- **YMCA Ross County.** The YMCA provides programs based on three focus areas including youth development, healthy living, and social responsibility.
- **Library.** The Chillicothe & Ross County Public Library system operates nine branches across the County including six community branches and three supporting school locations.
- **Farmer's Market.** The year-round market has grown to include over 50 local vendors offering products from fresh produce to local plants to arts and trade goods.



Carver Community Center

Great Smoky  
Mountains



**Emergency services are well-equipped for the community.**

Both the Fire and Police departments specialize in areas of critical need and provide responses with the appropriate training or certifications to address all types of emergency situations.

The police department operates out of a single facility located downtown with a staff of 46 members including the police chief, three captains, six sergeants, 30 officers, seven dispatchers, and two clerks.

The City's Fire Department operates with a total of 49 members including the fire chief, assistant chief, three captains, and six lieutenants. Three fire stations provide coverage for the city with the main station located downtown while the other two are located in the southwest and northeast portions of Chillicothe.



Transit Center



# ACTIONS

The following projects, policies, and programs support the goal for Public Health.

## 4.1 **Promote and support the Book-A-Bike program.**

As the Book-A-Bike program matures, the city and similar organizations will work to promote the initiative and provide venues to return materials, purchase additional bikes, or simply advertise the opportunity to area residents.

## 4.2 **Partner with Park Pals in facility monitoring and cleanup programs.** Community members noted a desire to improve the state of existing parks within the community. The city Parks and Recreation Department will formally partner with the Park Pals organization to establish park clean up days. To address safety concerns, Park Pals will monitor parks of concern on a regular schedule during high-traffic periods of park use.



## 4.3 **Coordinate signage standards for Hopewell Ceremonial Earthworks with regional entities.** To accommodate increased traffic around the Hopewell Ceremonial Earthworks, regional entities will coordinate signage standards, making navigation easier for visitors. Collaboration with the Parks and Recreation Department, Visitor's Bureau, National Park Service, and county will be necessary to coordinate graphics, points of interest, routes, and more.



## 4.4 **Host festivals and events in civic spaces.** Chillicothe will work alongside event and festival organizers to continue hosting activities throughout downtown and in locations like Yoctangee Park. These events bring visitors to the community, maybe for the first time, and serve as a stream of revenue for the local adjacent businesses.



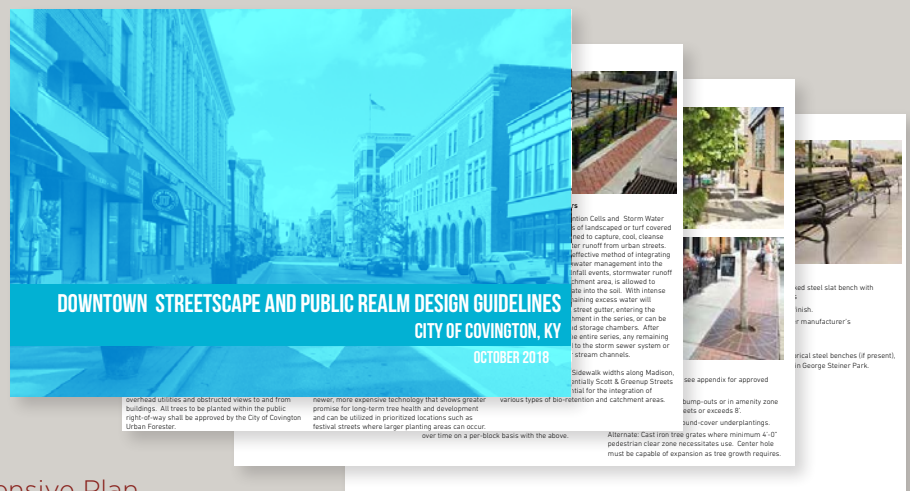
This icon identifies actions selected by the community as priority. Community members were asked to identify their highest priorities when reviewing the draft actions.



- 4.5 Develop a streetscape improvement program.** A city-wide streetscape improvement program will be developed to identify ways to reinforce and maintain standards through a phased improvement schedule. The program will also outline minimum standards. National resources such as the National Association of City Transportation Officials (NACTO) offer additional guidance on such programs.
- 4.6 Develop a gateway improvement program.** Elements may include crosswalks, lighting, street furniture, landscaping, signage, stormwater management, and safety improvements. Additionally, city gateway features will be located at highly visible locations at vehicular access points. The gateway designs will be standardized and correspond with streetscape designs throughout Chillicothe.
- 4.7 Host historic preservation workshops.** In association with neighborhood and preservation-oriented organizations, a program will be developed that engages residents in the city's neighborhoods to learn about local historic buildings and places, the array of tools available to care for assets, and the strategies to take action to support preservation.

## DOWNTOWN STREETScape AND PUBLIC REALM DESIGN GUIDE FOR COVINGTON, KENTUCKY

This set of design guidelines was developed in partnership by city engineering, economic development, planning, and forestry staff. They worked to establish minimum expectations for boards and councils to use to inform decisions in public and private streetscape projects. Information included a hardscape material palette, site furniture options, and plant material preferences, including street trees.



**4.8 Develop architectural tour program.** To celebrate the city's architectural heritage and diversity, a tour series will be developed showcasing the different styles and periods of buildings in Chillicothe. This will be done in coordination with the Visitors Bureau, adding to the self-guided walking tours already available.



**4.9 Improve Yoctangee Park with outdoor event space.** The Parks Improvement Plan identifies creation of an amphitheater as a recommendation. A new amphitheater in Yoctangee Park will provide a permanent performance space immediately adjacent to downtown Chillicothe. Regular event series and annual attractions, which would be expanded with such a space, provide an economic boost for downtown and support the quality of life for Chillicothe residents. See Area Plans for more information.



Yoctangee Park (South) Proposed Rendering



### **4.10 Develop a Capital Improvement Plan for parks.**

The City's Parks and Recreation Department will develop a five-year Capital Improvement Plan (CIP) with input from the Parks and Recreation Board. The CIP will address preventative maintenance issues and beautification throughout the park system as well as larger projects such as park lighting, ADA improvements, entry signage, and additional multi-use fields. The CIP may also identify a maintenance superintendent and recreation program coordinator.

### **4.11 Establish a public artwork program.**

A regularly rotating public artwork program will be established. The program will provide opportunities for local artists, as well as draw visitors to some of the sited locations. The program will aim to expand upon the murals and statue locations currently in existence and continually identify opportunities for art throughout the community. The to-be-established art review board will advise and approve of content and new locations while inspiring community members to get involved.

**4.12 Develop an art review board.** An art review board will be established to facilitate the review and implementation of art in public spaces around the city. Selected appointees will demonstrate a willingness to attract attention and increase quality of life through art with their experience, skills, and networks. Upon establishment, the board will develop a set of guidelines for the art review process. This will help initial and future art review board members in the selection and comment portion of their work.



Public artwork plays an important cultural role

Create a vision and plan for our future









# 5

## Thrive Economic Development

Ensuring economic vitality is central to any community's current and future prosperity. This chapter outlines existing economic conditions and trends in Chillicothe, while connecting the city's economic vitality to other themes in the Plan, including recreation and mobility. This chapter also

highlights the city's efforts to support downtown entrepreneurs and foster the stability of the existing workforce. Overall, Chillicothe's community members share a common vision for enhancing and celebrating the city's economic prosperity.

### GOAL

Robust and resilient economic base with diverse opportunities to find or create a job in a place that is appealing to varied lifestyles and is attractive as a visitor destination.

### OBJECTIVES

- Pursue a balanced economic development approach
- Gain an economic advantage from area plan locations
- Foster and maintain relationships with existing companies
- Increase number of entrepreneurs who grow their businesses from within
- Capitalize on upcoming tourism opportunities







## KEY FINDINGS

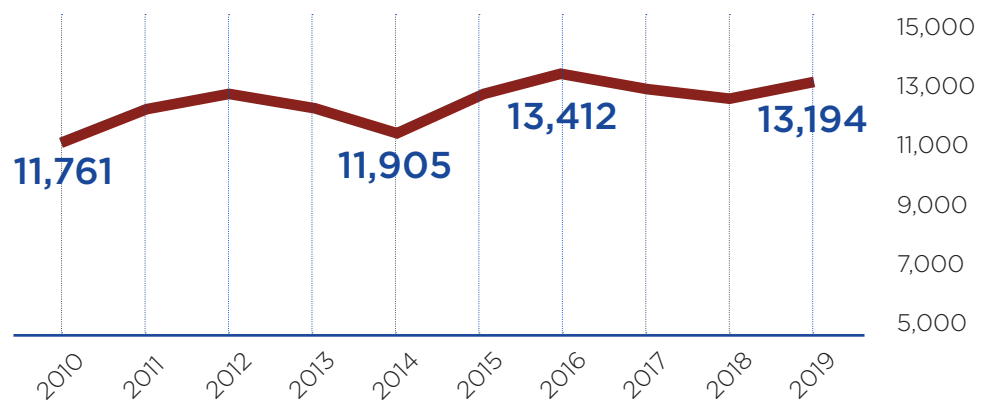
The following section summarizes key findings pertaining to existing conditions and trends in Chillicothe, providing an important foundation for the plan's actions. For more information please refer to the Existing Conditions in the Plan's appendix.

### Chillicothe has more than 13,000 jobs in the city limits.

The city represents approximately 44% of the total job base of Ross County.

The city has added almost 2,000 jobs since 2010, a 12% increase, on par with the region. This is substantially faster than statewide employment growth of only 9.5%. Employment peaked in 2016.

#### CITY EMPLOYMENT: ALL JOBS, VARIOUS YEARS



Data Source: Census 2010-2015, 2016-2020 5-Year American Community Survey

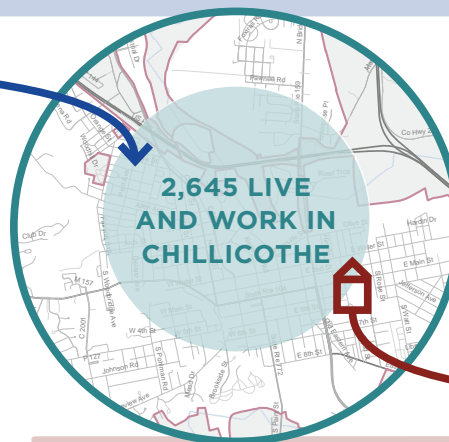
#### WORKFORCE LOCATION



10,549 WORK IN CHILLICOTHE; LIVE OUTSIDE

**Chillicothe has more jobs than workers and the resident labor pool works in different industries than most of the jobs offered in Chillicothe.** This suggests that for some living in Chillicothe is a lifestyle decision.

Given the mix of in-commuters and the types of jobs available in the city, this may also suggest a housing affordability problem for



Data Source: OnTheMap.gov

5,910 LIVE IN CHILLICOTHE; WORK OUTSIDE



those working in Chillicothe. Demographic changes are shifting the workforce in important ways through aging as well as the increasing role of females in filling jobs in the city.

**Visitors arrive from across the region.** There is some evidence of a growing small business base and creative sector that can help build wealth and jobs in the city if the momentum can be continued and they remain in the city. The visitor geography is currently highly concentrated in south central Ohio with only 5% of visitors coming from more than 50 miles away. This may change in important ways with World Heritage status. The visitor experience is also likely to change spanning across a wider area of the city given where the hotels and other attractions and amenities exist.

# 70%

OF VISITORS ARE  
FROM APPROXIMATELY  
20 MILES FROM  
DOWNTOWN



First Capital District

# ACTIONS

The following projects, policies, and programs support the goal for Economic Development.



- 5.1 Establish a workforce strategy built around advocating for talent development and quality of place initiatives.** Access to a high-quality workforce is critical to the local economy. The city will work with regional and local agencies to develop specific strategies to attract and develop quality talent to support the area's manufacturing and health sectors. The city will also coordinate with area educational institutions to bolster connections and opportunities for students to meet employers. Meeting regularly with local human resource officers and educators will provide an opportunity to discuss the needs of each to ensure connections between students and employers.

## WORKFORCE DEVELOPMENT TACTICS

1. Convene, two times a year, a group of human relations executives in charge of recruitment for larger companies and executives from smaller businesses about their HR challenges, including recruitment issues, continuing education, and skill upgrading.
2. Ensure participation in regional skills and talent discussions.
3. Hold informal discussions with local and regional development and planning officials about the growth in the biohealth sector and digital tech pertaining to issues of talent attraction.
4. Conduct a workforce housing affordability assessment.
5. Identify and focus on high-growth sectors to expand workforce opportunities.



This icon identifies actions selected by the community as priority. Community members were asked to identify their highest priorities when reviewing the draft actions.



- 5.2 Promote quality of place initiatives as vital to economic development and talent recruitment.** Chillicothe's heritage and character attracts residents and investment and much of the community's reputation is based on a strong downtown and quality of place. As new development or redevelopment occurs in the city, it will be critical to maintain high aesthetic standards by emphasizing high quality of design and material choices. This should be a priority for any future physical investment. The city's commitment to investment in paths, trails, and outdoor facilities will also serve as an economic driver to lure both private investors and residents.
- 5.3 Host regular conversations with existing businesses on expansion and reinvestment plans.** Working alongside the existing community partners is equally as important as looking for outside investors. City staff and leadership will continue to foster growth of existing businesses by collaborating with owners. This includes regular dialogue with companies like HIG Capital, Adena Health, and others.

### MONON TRAIL

The Monon Trail in Indianapolis, Indiana, has made significant contributions to the local economy. It has led to increased business development along its corridor and substantial revitalization in the Broad Ripple Village neighborhood. The network of trails that includes the Monon Trail was also associated with an increase in property values of more than \$140 million across Marion County.

*images by Coleman Concierge*



**5.4 Develop an entrepreneur mentorship/partnership program.** Existing industrial businesses contract with a variety of suppliers and services, and there are opportunities for expanding mentorship and partner programs that match large businesses with emerging entrepreneurs. Similarly, greater connection with Ohio University and local businesses will serve both the workforce and employers seeking local help. Within the governmental structure, a job-shadowing or formal internship program will help build staff and attract students to the city.

**5.5 Clarify governance and role of downtown groups.** As downtown continues to flourish, design standards and their enforcement will be crucial to attracting investment. Currently, there is redundancy between downtown groups and review boards, and they have little enforcement power. Community leadership will conduct conversations to clarify roles of each body moving forward and establish clarity on enforcement.



**5.6 Create an all-inclusive neighborhood improvement program.** A neighborhood improvement program or implementation toolkit will be developed to provide local user groups the tools and resources to begin implementing actions around them through an organized and streamlined process. The toolkit will outline the steps needed to see action taken on neighborhood improvements, what to expect in terms of cost, and how to obtain supplementary funding.

## NEIGHBORHOOD PLANNING HANDBOOK

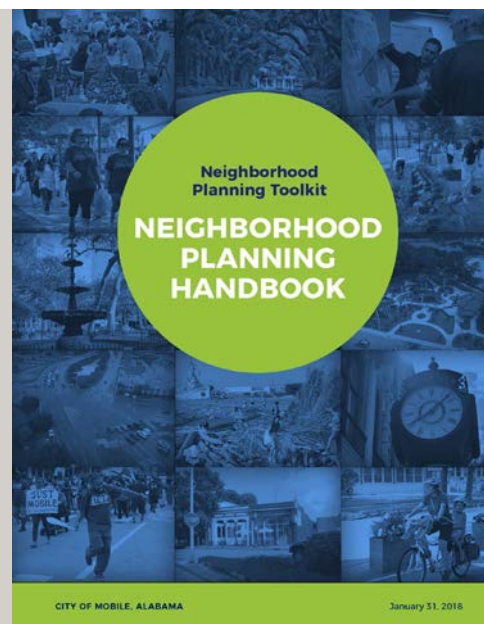
One of Map for Mobile's policy directives was to conduct more focused planning and provide citizens, groups and organizations with a variety of community planning resources. Four topic areas were included in the document:

**Creating a Consistent, Equitable Process and Empowering Neighborhoods.** Create a consistent and equitable process for the City to better understand each neighborhood's unique vision, needs, and priorities; and to enable neighborhoods to self-organize and take an active role in their futures. The purpose is to empower residents to ensure things they treasure are maintained and direct neighborhood changes that they would like to see.

**Stakeholder Outreach and Coordination.** The process involved a neighborhood leader survey and focus groups to understand needs, concerns, and priorities relative to Map for Mobile's directives. Later, an outreach and communication strategy, including videos, was created to promote the toolkit.

**Handbooks, Templates and Forms.** The materials explain why to create a plan, the process for establishing a plan, and how to get a plan officially recognized by the City. They also provide guidance for engaging the community to create and implement a plan and resources for implementation.

**Internal Procedures.** The toolkit included guidance and recommendations for how City Planning should internally incorporate and utilize neighborhood plans.







**5.7 Accommodate evolving and hybrid businesses.** The city and associated review boards will consider and accommodate evolving and hybrid businesses, which are mixing models, through zoning and land use. Providing flexibility and working collaboratively can allow local businesses to grow from within the community and to stay as circumstances, customers, or employee base changes. One example of this would be to allow an owner to operate a retail shop out of the front 15% of their store and use the back 85% for production towards an e-retail market. Another would be allowing a brewery and event space to operate in the same location. Locating these businesses in spaces throughout the community at different price points and in different sizes can accommodate shifting of locations without forcing owners to leave the area.

**5.8 Establish a Chillicothe-specific development corporation or work alongside GCRCD to implement projects.** In preparation for larger investments in Chillicothe's built environment, either a Chillicothe-specific development corporation will be established or a greater presence with the Greater Chillicothe Ross & County Development will be formulated. Having a leading presence with full-time commitment to the focused growth of Chillicothe is vital as larger projects approach the city. These entities also have negotiating power and can serve as mediators between elected officials and investors/public.



### JAM & JELLY LADY

In a walkable downtown block of Lebanon, Ohio, a small woman-owned business has been able to flourish on multiple fronts thanks to developing a relationship with the city. The city was intentionally flexible in it's code to be encouraging of the entrepreneur. This allowed the Jam & Jelly Lady to utilize part of her store for production and part for a brick and mortar store.

### 5.9 Draft to explore a Joint Economic Development District with area partners.

Area participants will collaborate, discuss, and draft a Joint Economic Development District (JEDD) to explore options and better understand the economic implications. This formal working arrangement with neighbors identifies what each jurisdiction will contribute and can expect to see in return. These districts allow levying in unincorporated areas and may grant economic development financial incentives which are otherwise difficult to obtain. Similar structures to the JEDD which may be considered include Cooperative Economic Development Agreements and Enterprise Zones.

### 5.10 Bolster the Ross County Land Bank.

Land banks, at the city and county scale, are important to development opportunities, offering a way to direct development of surplus properties. The city will assemble surplus holdings with the land banking powers of Ross County's Land Bank. The county organization has more power and flexibility as compared to the city's land bank, per Ohio law. The larger scale organization also has additional funding resources at its disposal.



#### MONTGOMERY COUNTY LAND BANK

The Montgomery County Land Bank has shown incredible success in land banking with a reliable stream of DTAC funding to support operations. With their operating budget supported through DTAC, the Land Bank staffs eight individuals and is able to provide a variety of programs including home renovations, property acquisition and transfers to local investors, and commercial development support. Without DTAC funding, Land Banks rely solely on sporadic grant funds traditionally focused on demolition efforts only.

## DELINQUENT TAX ASSESSMENT COLLECTION

What is DTAC? DTAC stands for Delinquent Tax Assessment Collection. By law, DTAC funding goes to local school districts, however, the County Commissioners may vote to allocate up to 5% of all receipts to the county land bank to support their operating budget. The Ohio R.C. 321.261(B) now authorizes county commissioners, upon request of the Treasurer, to increase the DTAC an additional 5% (up to 10%). Ohio is the only state that statutorily provides a consistent funding

source for county land banks. The DTAC model is a bit simpler for Treasurers because the system for collecting it is already in place for the initial 5%. Moreover, using the DTAC system does not technically require annual authorization from the commissioners.

*Available Resources: [Western Reserve Land Conservancy offers templates for Treasurer request DTAC and County Commissioner Resolution Authorizing DTAC](#)*









## 6 Link Transportation

As Chillicothe looks to its future, it will focus on improving mobility by creating more transportation choices and enhancing existing networks for people walking, biking and driving. Leveraging municipal and regional amenities is important and

tied closely to other decisions made throughout the Choose Chillicothe plan document. A safer and more complete transportation network creates a better quality of life for residents and environment for local businesses.

### GOAL

Safe and comprehensive mobility options that serve all user groups and abilities, with neighborhood connections for people walking, biking, and driving.

### OBJECTIVES

- Increase neighborhood connectivity
- Expand and improve transit opportunities
- Introduce and implement complete street design guidelines
- Increase pedestrian and bicyclist safety
- Maximize and balance uses of existing street right-of-way to serve all users







## KEY FINDINGS

The following section summarizes key findings pertaining to existing conditions and trends in Chillicothe, providing an important foundation for the plan's actions. For more information please refer to the Existing Conditions in the Plan's appendix.

**Supportive programs are helping build an active transportation culture in the city.** Programs like Book-a-Bike and others help to build support and improve access to active transportation for those who may not otherwise be able to take part.

The Ross County Public Library recently started the Book-a-Bike program, offering free bike rentals, with options including recumbent bikes and bike trailers to help serve a variety of travel needs and abilities. A second option for bicycle lending is based at the VA Medical Center to the north of the city. The Chillicothe Transit system has bicycle racks available on buses and at several key locations along its routes. The Ross County Mobility Management program helps people in the County access transportation options and has played a big role in promoting walking and biking as an option. The Ross County Parks District offers educational programming such as bicycle safety education, and Chillicothe High School has a bicycle club that organizes bike rides and helps students learn about bicycle maintenance and safety. These and other programs help educate people about transportation options and encourage them to try modes besides driving.



Book-A-Bike is a unique asset

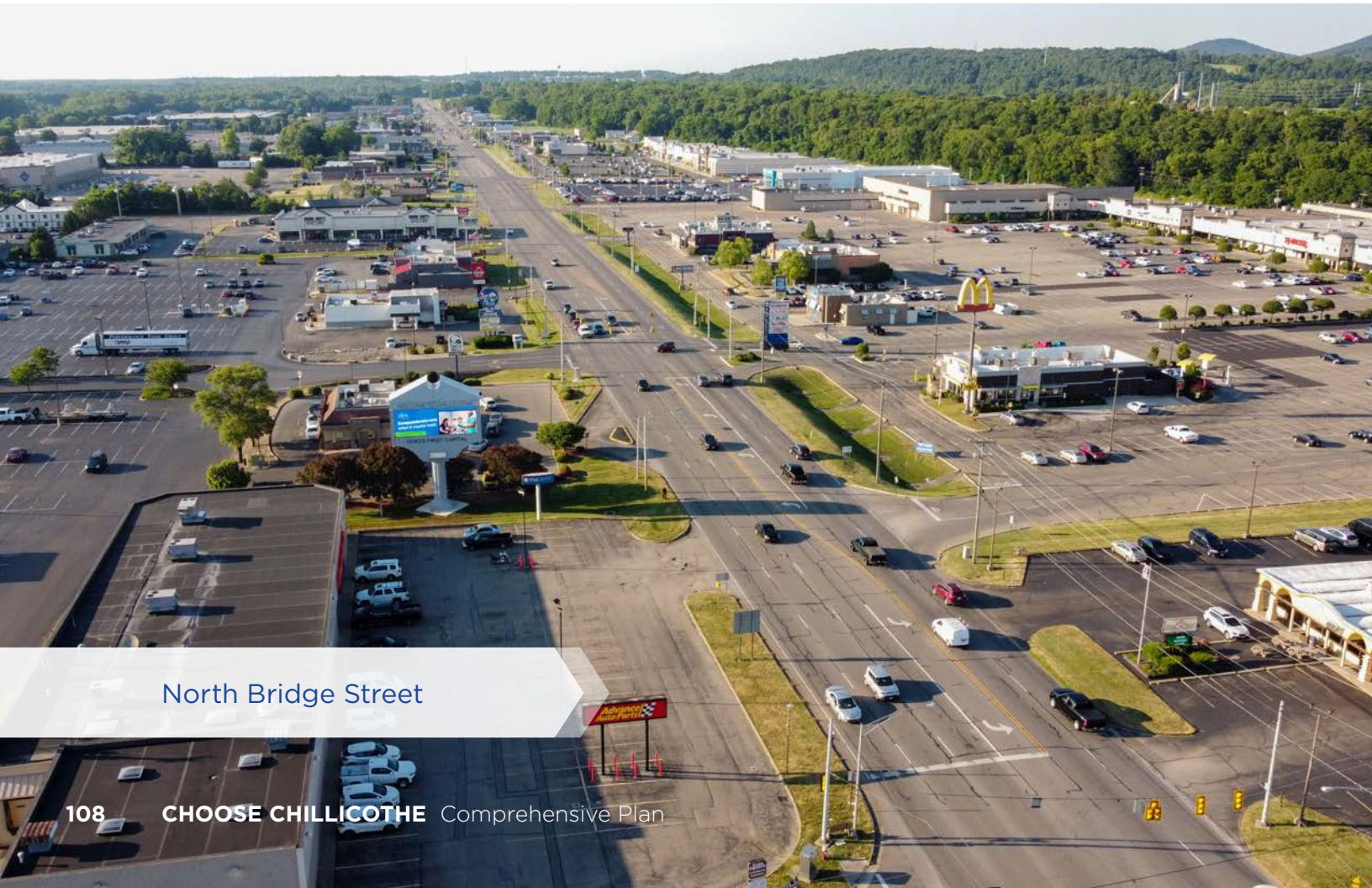
Data Source: OnTheMap.gov





**Congestion, safety, and bike/pedestrian accommodations along the North Bridge Street corridor.** Continue to support efforts to better manage traffic, congestion, safety, and multi-modal access along the North Bridge Street (OH-159) corridor, the City's busiest street.

Major roadways, railroads, rivers, and topography present barriers to walking and biking. This includes two US Highways (35 and 50) and two County Roads (104/N High St and 159/N Bridge St) that cross the city. These high-capacity roadways include limited sidewalks and infrequent safe crossing opportunities. They can therefore feel intimidating and unsafe to walk or bike across or along. There is a significant history of bicyclist and pedestrian crashes on these roadways. Many important retail and employment destinations, such as grocery and hardware stores, are located on N Bridge St, which lacks any sidewalk and bicycle facilities north of the bridge. The Scioto River, crossed by a single bridge, and the railroads further segment the city. Finally, hilly terrain on the western side of town shapes the roadway network and can restrict the possibilities to add sidewalks and other facilities.

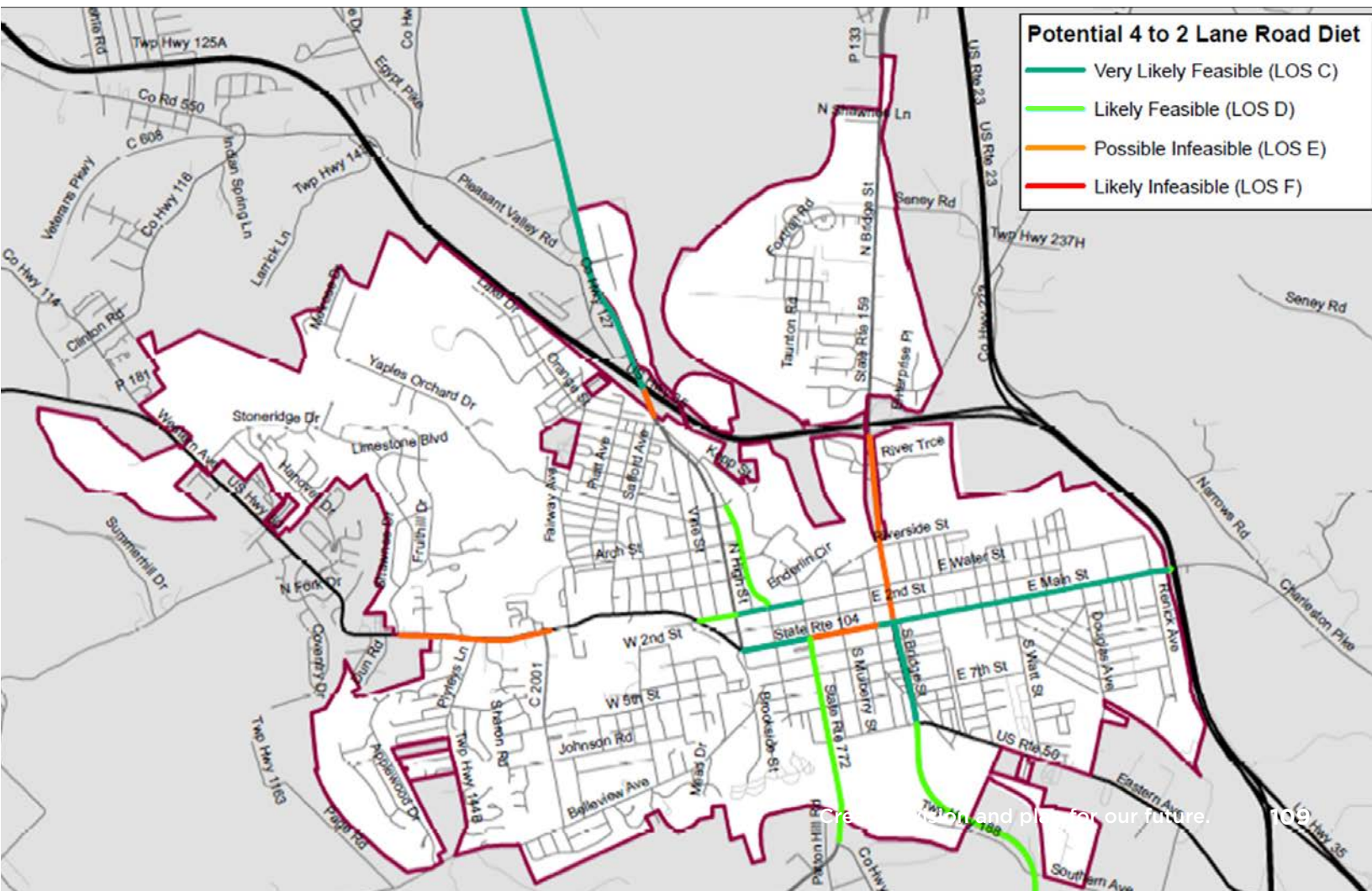


North Bridge Street



**Address overly wide, underutilized streets.** Excess pavement generates excess maintenance expenses and can contribute to speeding. Each underutilized street presents an opportunity to use unneeded width for vehicles to support other street users, provide more parking, or add more greenspace.

Undercapacity streets are often wider than necessary. Operationally, this can encourage motorists to speed, make it harder for pedestrians and bicyclists to cross the street, and provide an opportunity to allocate more space to parking, pedestrians, bicyclists, and street trees. Streets with more than two travel lanes were evaluated for whether they could convey the volume of traffic they currently carry with two travel lanes and a center turn lane. This analysis revealed that sections of six streets presumably will operate successfully after being lowered to two lanes, including Main Street (High to Paint, Bridge to US-35), High Street (north of US-35), Paint Street (south of Main), Water Street (Western to Paint), Bridge Street (south of Main) and Yoctangee Parkway.





**Need and demand for greater active transportation opportunities are high.** A large contingent of the city does not have access to a vehicle as many households are cost burdened or historically disadvantaged. At the same time, by many measures Chillicothe has poor health outcomes.

Currently, 4.9% of workers use walking, biking, public transportation, or other means to get to work, and 3.2% work from home. However, this data does not capture the many short trips made by residents to other destinations or for recreation. 11% of households do not have a vehicle available for transportation, making active transportation and transit crucial to their mobility. 18% of the population experienced poverty in the past 12 months and may be overly burdened by the cost of owning and operating a personal vehicle. 22% of residents have some type of disability. In addition, 34% of Ross County residents are physically inactive, and the county is ranked among the least healthy in Ohio. Active transportation could not only assist residents without cars in getting where they need to go, it could provide an opportunity for Chillicothe residents to incorporate physical activity into their daily lives, leading to greater health outcomes.

**4.9%**  
**OF WORKERS WALK,  
BIKE, OR USE PUBLIC  
TRANSIT TO GET TO  
WORK**

**11%**  
**OF HOUSEHOLDS DO  
NOT HAVE ACCESS TO  
A VEHICLE**

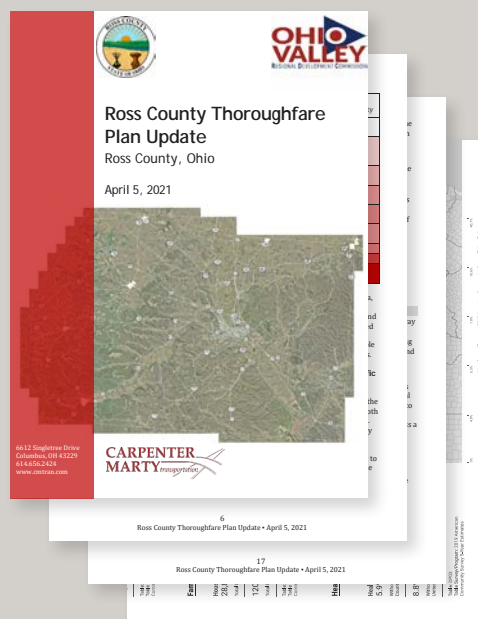
**34%**  
**OF RESIDENTS ARE  
PHYSICALLY INACTIVE**

# ACTIONS

The following projects, policies, and programs support the goal for Transportation.

**6.1 Update the city's Thoroughfare and Transportation Plan.** The City will work to update its Thoroughfare and Transportation Plan with emphasis areas including safety; access management; pedestrian, bicyclist, and transit user accommodations; and congestion management for vehicles. The Engineering, Planning, and Economic Development departments will work collaboratively to develop an updated document incorporating facets of the comprehensive plan along with the Ross County Thoroughfare Plan (2021). The updated plan will consider added pressure on the transportation network where expected growth is to occur as outlined in the future character areas. Similarly, character types will influence street typologies in the city, ensuring the public realm supports all regardless of how they travel, be it in a vehicle or transit bus, on a bicycle, or on foot.

## THOROUGHFARE AND TRANSPORTATION PLAN



Ohio Valley Regional Development Commission (OVRDC) and the Ross County Commissioners retained Carpenter Marty Transportation (CM) to complete an update of the Ross County Thoroughfare Plan. Previous Thoroughfare Plan updates were mostly completed in house with support provided by the Mid-Ohio Regional Planning Commission (MORPC), OVRDC, and the Ohio Department of Transportation (ODOT). The existing Thoroughfare Plan, completed in 2008, was very comprehensive. Due to growth in the region, and the completion of several priority projects in the County, the need for a plan update is critical to plan for future infrastructure in Ross County and the City of Chillicothe. This 2021 Thoroughfare Plan update will provide Ross County, the City of Chillicothe, and OVRDC with updated data which can be used to support infrastructure investments and prioritization in the future. The plan update, which is informed by stakeholder and public input, includes a review of key demographic data in the County, updated mapping, and an access management plan.



**6.2 Implement the recommendations of the Ross County Active Transportation Plan within Chillicothe.** Ross County, with collaboration from the City of Chillicothe, completed an Active Transportation Plan in 2020. The City will work to implement actions outlined in that plan which fall within city jurisdiction, which includes a network of trails and paths, sidewalks, and crossings. Funding strategies are also outlined with project prioritizations as informed by public input.

## ROSS COUNTY ACTIVE TRANSPORTATION PLAN



In 2020, Ross County's appointed Action Institute 2020 Team, alongside many partners and sponsors, put together the Ross County Active Transportation Plan. The plan was underpinned by the following idea:

### Goals:

1. Increase opportunities for physical activity by improving walking and biking connectivity throughout Ross County
2. Increase awareness and acceptance of active transportation

### Short Term Projects:

- City of Chillicothe Comprehensive Plan
- Increase Bikelanes
- Increased Sidewalks and Sidewalk Repairs throughout County
- Bike and Pedestrian Education and Policy Development
- Expansion of Bike Share Programs
- Increased Signage and Wayfinding
- Demonstration Projects
- Repair and Maintenance of Current Trails
- Improved Crosswalk and Signals
- Add Bike Facilities on Trails and at Parks
- Implement Transit Pedestrian Facilities

**6.3 Adopt a Complete Streets policy.** Adopting a policy will help guide future decisions to prioritize space for safe cycling and walking and improve crossing facilities to better accommodate bicyclists and pedestrians and improve safety for all roadway users. This policy should address the city's approach to balancing safety, comfort, and convenient and equitable access to the network for all modes of transportation.

## COMPLETE STREETS

Complete streets meet the needs of people in all forms of transportation: walking, cycling, driving, and taking transit. Complete streets aim to create safer interactions for all users, despite age or abilities. In some situations where road traffic is dominated by fast traveling vehicles, traffic calming measures can help to make an area more pedestrian friendly. Examples may include curb bulbs, landscaped medians, on-street parking, or narrowed travel lanes. Complete streets may look different in a rural context versus an urban one, assuming the design follows the same core principle.

Vision Zero is an international road safety initiative that aims to achieve a road system with zero fatalities or serious injuries. Vision Zero policies target travel speed, road design, and pedestrian crossing enhancements to improve safety. The Vision Zero campaign has focused on major cities and a couple of states, and only a few cities in the United States have achieved official designation (none in Alabama). The State of North Carolina is one of two states to have implemented a Vision Zero initiative. Chillicothe would benefit from working toward the organization's minimum criteria, which includes:

- A clear goal of eliminating traffic fatalities and severe injuries
- An official and public commitment from the mayor and/or city council to that goal
- A Vision Zero plan or strategy in place
- Engagement by key city departments (including police, transportation, and public health)
- Resources are available at [visionzeronetwork.org](http://visionzeronetwork.org).



#### 6.4 Better utilize city streets for multi-modal uses.

Several roadways within the city are not properly suited for daily traffic and are devoted solely to vehicular traffic. Work will be completed to reallocate space, applying the Complete Streets policy to existing roadways. This approach will be used to proactively identify opportunities for multi-modal improvement, as opposed to waiting on a routine maintenance schedule to reach a certain corridor. As infrastructure work is completed throughout Chillicothe, a multi-modal checklist will be used.

## RIGHT-OF-WAY ENHANCEMENTS

### GATEWAYS

Gateway makers emphasize the entrance into specific areas of a community and provide a greater sense of place.

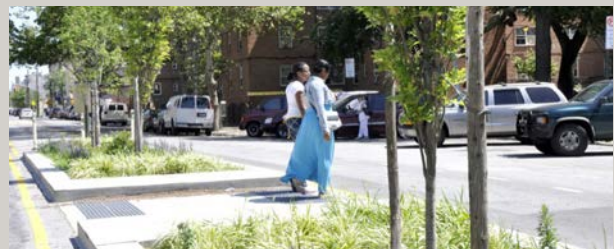
*Image from Hillard Chamber of Commerce*



### CROSSWALKS

Improvements to crosswalks, such as highlighting crossing areas with decorative features or creating pedestrian safety islands, can improve safety along corridors.

*Image from NATCO*



### STREETSCAPE AMENITIES

Other streetscape amenities, such as bioswales for stormwater management, street lamps for safety, and street trees for aesthetics, contribute to roadway and corridor enhancements.

*Image from Soil Matters*



**6.5 Use low-cost and demonstration projects to test Complete Streets infrastructure.**

Demonstration or 'pop-up' projects will be utilized to test larger scale ideas in an incremental fashion. Examples may include painted crosswalks, bike lanes, planters, temporary public art, bus stops, and many more. This is designed to encourage people to work together in expanding public participation, receive feedback from the community, and deliver public projects in a faster manner.

**6.6 Maintain participation in Transportation Committee.** The existing body of stakeholders representing public and private transportation entities, health and social services, and special interest groups will continue to be led by Ross County's Mobility Manager. This group provides feedback on all things transportation. This group will update the transportation coordinated plan and will monitor Complete Street policy application, the active transportation plan, the Safe Routes to Schools program, parking concerns, and others.

**6.7 Promote roadway connections through public and private investment.** As the city builds out, connections to existing and proposed roadway, bikeway, and sidewalk networks will be promoted. These connections help alleviate congestion and provide additional circulation patterns.



**COMPLETE STREETS  
IN MT. VERNON, OH**

Columbus used paint and flex posts to quickly test traffic calming measures on Mount Vernon Ave for a relatively low cost. The project is now slated to be installed using more permanent features.



**6.8 Extend and connect to the region's multi-use path and park network.** Additional connection points will be made to the 38-mile Paint Creek Recreational Trail. This trail through southern Ohio is a vital asset for recreation and commuters but is currently only accessible in a few locations throughout the city. In alignment with the city's Complete Street policy, additional corridors will be developed to link the population with the multi-use path and park network. Careful consideration will be given to ensure that parks have adequate access points, for safety and convenience.

**6.9 Coordinate with regional transportation agencies on busy corridors.** While the City's proposed Thoroughfare and Transportation Plan will guide efforts to improve area streets, changes to State and Federal system roads will require coordination with the Ohio Department of Transportation (ODOT) and the Ohio Valley Rural Development Commission (OVRDC). As such, it is imperative that elected and appointed officials work with these agencies to communicate the City's vision and to consider how they can partner to make complementary investments in infrastructure.



**6.10 Obtain Bicycle Friendly Community status.** The League of American Bicyclists has developed a national Bicycle Friendly Community program to promote and reward communities who have met certain criteria which identify improvements to the city's infrastructure and programming. By applying and striving for designation, the city is committing to improving engineering, education, encouragement, enforcement, and evaluation efforts. The comprehensive questionnaire and application process will display the work done thus far but also provides a metric for which community members, city council, and others can measure progress.



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SUPPORTED BY AND LEADER MEMBERS

## BICYCLE FRIENDLY COMMUNITY

In 2018, Yellow Springs became the 17th community in Ohio to be recognized by the League of American Bicyclists. This was the first time a community of this size had been awarded a rating. Their application and subsequent 'Report Card', shown above, identify strengths of the community as they relate to being bicycle friendly. More importantly, the Report Card identifies ways to improve, and therefore obtain a better rating. Key Steps to Silver are noted at the bottom and outline action items.

*Image from League of American Bicyclists*

### 6.11 Expand the Safe Routes to Schools

**program.** The program aims to enable and encourage students in grades K-12, including those with disabilities, to walk and bicycle to their school. Funding will be sought from the Ohio Department of Transportation to aid in programmatic and infrastructure needs in the community (similar funding sources include Transportation Alternatives Program, Surface Transportation Block Grant Program, Clean Ohio Trails Fund, and others). Improving infrastructure around all schools makes walking and biking safer for students and other residents.

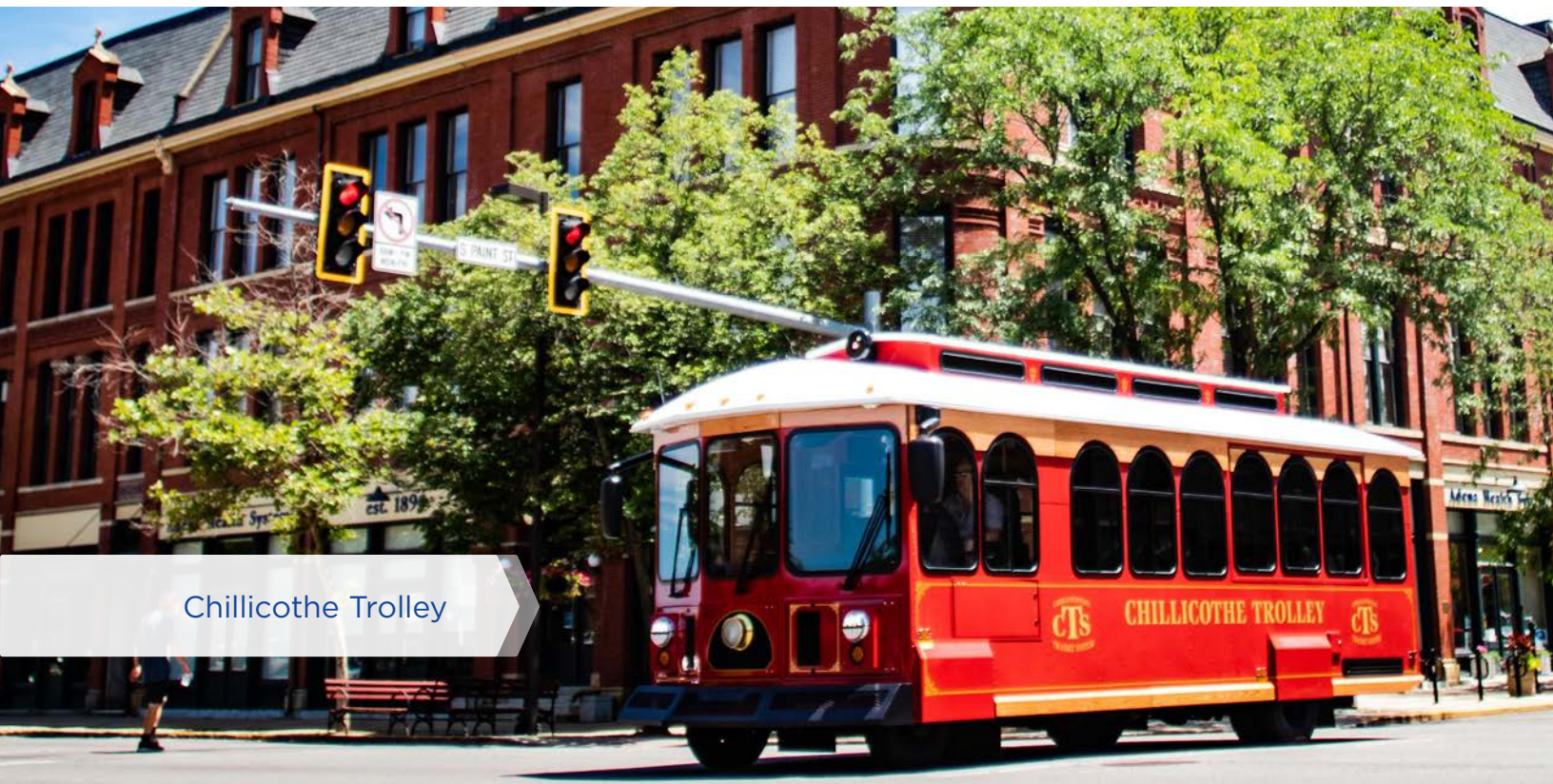
### OHIO SAFE ROUTES TO SCHOOLS

The Ohio Department of Transportation provides materials and a set of instructions to help communities establish and run an SRTS program. The first step is to establish a School Travel Plan. More info on Ohio Safe Routes to Schools can be found at <https://bit.ly/3BLYh8u>



**6.12 Study expansion of the trolley.** The recent addition of the trolley car to the city's transit system has provided a new mode of transportation for residents and visitors alike. Based on ridership, hours of operation, and public feedback, the City will study the program's expansion.

Chillicothe Trolley







**6.13 Develop a street and sidewalk maintenance schedule and asset management program.**

The Engineering Department will develop a maintenance schedule for streets and sidewalks projecting out at least five years. Historically, this work has been completed as needed. Under the new schedule and program, as work is completed the scope and details of each project will be logged and mapped for future asset management. Combined with an inventory of existing assets, this data can help the department determine its maintenance backlog and forecast future maintenance needs to city leadership and taxpayers.

**6.14 Streamline the street parking payment system.**

The city will assess its current parking system and explore ways to streamline and update the payment system. It is important for the system to maintain its accessibility to all users and not necessarily rely on smartphones. Consideration will also be given to how a shift in payment will impact enforcement.

**6.15 Conduct quarterly conversations with regional parks and trail organizations.**

The city will convene relevant parties quarterly regarding bicycle and trail access, maintenance efforts, monitoring, and other topics to increase collaboration. Parties may include but are not limited to, Ross County Parks District, Ohio Department of Natural Resources, and Chillicothe Parks and Recreation.

**6.16 Develop conceptual plans for specific corridors.** Conceptual plans and construction documents will be developed for specific corridors/intersections within Chillicothe which have current congestion, safety, and/or multimodal accommodation concerns. Funding sources will be identified to help determine the scope of work applicable in each location. All work will be aligned with the City's Complete Streets policy.



**ions**

**DRAFT** 

**ive**

and resilient economic base with diverse  
ties to find or create a job in a place that  
ing to varied lifestyles and is attractive as a  
ination.

lish a workforce strategy built around  
educating for talent development and quality  
place initiatives

**Priority**

**5.8 Accommodate evolving and hybrid businesses**

**5.9 Establish a Chillicothe specific development corporation or closer with GCRCD**

**5.10 Draft a Joint Economic Development District with area partners**

**5.11 Engage with Ross County Land Bank**

**Achieve**

Strong collaboration between  
leaders who embrace  
various entities, including


**7.1 Publish an annual**

**7.2 Reference**  
in staff rep

**7.3 Establish a plan**

**7.4 Create**

**Actions**

**DRAFT** 

**Transportation**

Safe and comprehensive mobility solutions that serve  
all user groups and abilities, with strong neighborhood  
connections across multiple mode types.

**6.1 Update the city's Thoroughfare and Transportation Plan**

**6.2 Implement the recommendations of the Ross County Active Transportation Plan within Chillicothe**

**6.3 Adopt a Complete Streets policy**

**6.4 Reallocate right-of-way on city streets**

**6.5 Use low-cost and demonstration projects to test Complete Streets infrastructure**

**6.6 Establish a Transportation Committee**

**6.7 Promote roadway connections through public and private investment**

**6.8 Extend and connect to the region's multi-use path and park network**

**6.9 Coordinate with regional transportation agencies on busy corridors**

**6.10 Obtain Bicycle Friendly Community status**

**6.11 Expand the Safe Routes to Schools program**

**6.12 Study the expansion of the trolley**

**6.13 Develop a street and sidewalk maintenance schedule and asset management program**

**6.14 Streamline the street parking payment system**

**6.15 Conduct quarterly conversations with regional parks and trail organizations**

**6.16 Develop conceptual plans for specific corridors**





# 7

## Achieve Implementation

The Choose Chillicothe Comprehensive Plan is a long-term policy guide and action agenda that will serve the community for the next 10-15 years. Implementation of this Plan will involve a host of parties, including City departments, boards and commissions, private businesses, and community residents. This chapter includes guidance on managing and

using the Plan, and a summary of its actions (see Implementation Matrix) that assigns the anticipated timing and responsibilities to the designated party. While many of the actions have been outlined in previous chapters, the City should also consider pursuing additional actions that would support its vision and goals and build upon the Plan's success.

### GOAL

Strong collaboration and commitment to action with leaders who embrace public engagement among the city's various entities, institutions, and business community.

### OBJECTIVES

- Monitor and share implementation progress
- Involve the community in implementation
- Promote awareness and understanding of the Plan
- Update the Plan as necessary

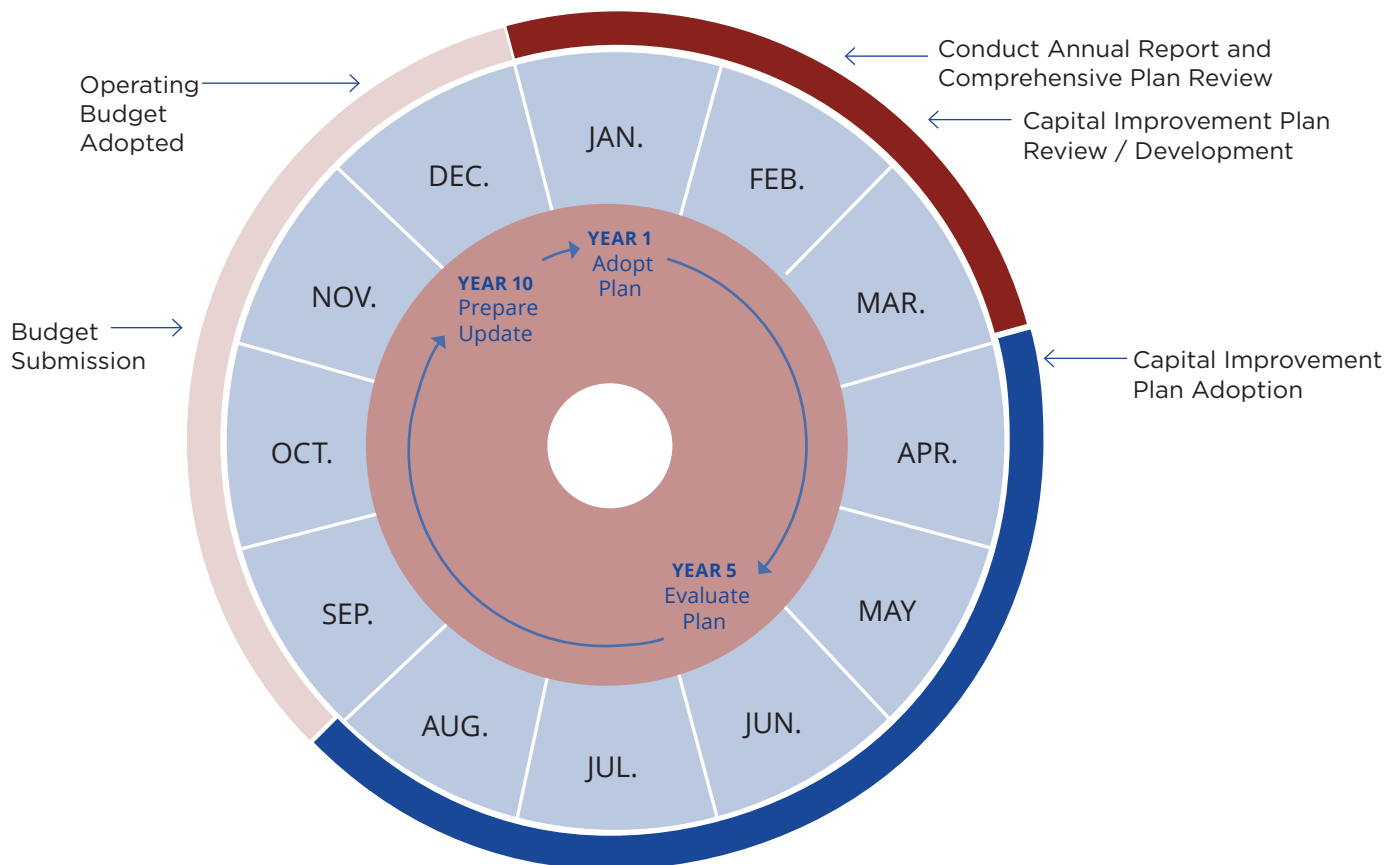




# HOW TO USE THE PLAN

Choose Chillicothe is intended as a working document that is referenced daily to affect public and private decision making. It will take time, energy, and a high level of collaboration to achieve the 73 projects, policies, and programs outlined. This plan document will be ever evolving and require monitoring as actions are completed or progressed. Integration into the city's annual processes, tracking progress, and periodically updating will ensure the longevity of Choose Chillicothe's vision.

## PLAN MANAGEMENT CYCLE



The Plan should be integrated into annual city processes, regularly tracked for progress, assessed for effectiveness, and updated periodically. The diagram above illustrates how it will occur.

- Capital Improvement Planning
- Annual Budgets
- Continuous Monitoring

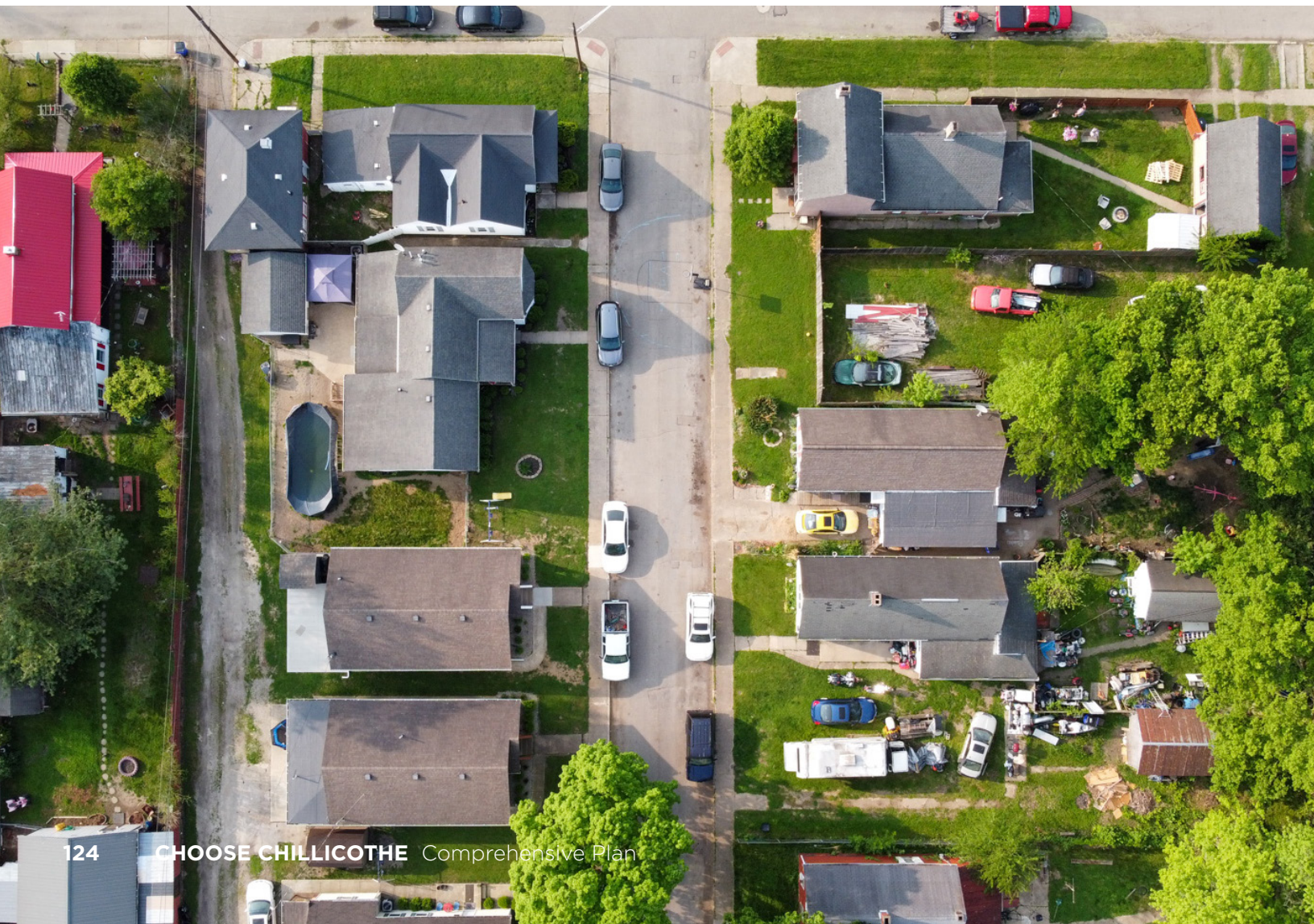


## MONITORING

The Plan should be monitored on a regular basis for implementation effectiveness and relevance. It should be referenced annually in the development of departmental work programs, budgets, and capital improvements planning. A formal review of the Plan's accomplishments and relevance should occur in five-year intervals.

## UPDATING

A major update of the Plan should be scheduled by elected officials at least every 10 years. In the interim, milestones may be reached which necessitate an update sooner. There may be circumstances which warrant formal amendments to the Plan. These should be made with careful consideration and compelling justification.



# ACTIONS

The following projects, policies, and programs support the implementation goal: Realization of the community's vision drives decision making, prioritizing a commitment to action and collaboration.

**7.1 Publish an annual report.** An annual report serves as a communication tool to share the success and progress of implementation. Reporting out each year also serves as a moment to reflect and properly monitor plan status.

**7.2 Reference the Comprehensive Plan in staff reports.** Reports related to development applications, amendments, rezonings, policy recommendations, annual work programs, and budgets will reference relevant Choose Chillicothe plan actions. Additionally, reports to City Council as it relates to programming and budget requests and other legislation will reference the comprehensive plan.

**7.3 Establish a plan review and update schedule.** The city will anticipate the need to update Choose Chillicothe every 10 years to ensure data and actions remain relevant. Additionally, the city will perform a more detailed audit or review of progress every five years which may result in minor updates or amendments based on implementation progress.

**7.4 Create and host a citizen's academy.** A program will be created which shows the inner workings of city government and departments. Citizens will be selected to attend in-person meetings to better understand government structure, take facility tours, and learn about department operations with directors or elected officials. The academy is designed to inform interested residents about the city and inspire future civic participation.





- 7.5 Conduct procedural training with appointed boards.** Training will be conducted with existing and new members of appointed boards to orient them with the comprehensive plan and how best to utilize it.



- 7.6 Host an annual planning summit.** Regional planning collaborators will be assembled annually to discuss milestones, upcoming projects, and partnership opportunities. Members could include elected officials, appointed members, staff, or stakeholders. Organizations to participate could include but are not limited to Ross County, City Council, townships, Adena Health, Veteran's Affairs, and others.

- 7.7 Expand the city's planning department.** Implementation, monitoring, and the updating of Choose Chillicothe will be managed by Chillicothe's Planning Department. Currently, staff is small with little bandwidth to take on additional tasks and responsibilities as outlined in this plan. Additional staff will add capacity and allow for greater communication between area boards. For example, planning staff could in the future give recommendations to Planning Commission or City Council for proposed developments.

# IMPLEMENTATION MATRIX

The following table organizes the recommendations under all of the goals. The table is organized by priority (ongoing, short term, medium term, long term) and then by goal and indicates the leading organization and estimated costs for completion. The timeframes and estimated costs are defined by the following:

- **Short Term:** within 0-4 years
- **Mid Term:** within 5-10 years
- **Long Term:** more than 10 years
- **\$:** Funds may already exist in capital budget or be easily accessible
- **\$\$:** Aid likely necessary through grants, untapped regional sources, and private partners
- **\$\$\$:** Major private partnerships or investment from government agencies needed



This icon identifies actions selected by the community as priority. Community members were asked to vote for their highest priorities when reviewing the draft actions.

## Priority Actions

CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
1.1	<b>Update and modernize the city's zoning and land use codes</b>	Planning	\$\$\$	Short
1.10	<b>Define an annexation policy</b>	Planning, Mayor's Office	\$	Mid
2.5	<b>Create an age-friendly strategy</b>	Health District	\$\$	Long
2.6	<b>Map, database, and monitor city infrastructure and assets</b>	Public Works	\$\$\$	Long
2.7	<b>Conduct an analysis to consider construction of a new fire station in the North Bridge Street corridor</b>	Safety Service, Fire	\$\$	Mid



## Priority Actions

CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
<b>3.1</b>	<b>Create a residential rehabilitation program</b>	Planning, Land Bank	\$	Mid
<b>3.2</b>	<b>Support senior housing and aging-in-place improvements</b>	Realtors Association, Planning	\$	Mid
<b>3.5</b>	<b>Support organizations in creating half-way housing and shelter locations</b>	Safety Service, City Council	\$\$	Short
<b>3.6</b>	<b>Incorporate rental housing into area plans</b>	Planning	\$	Short
<b>4.3</b>	<b>Coordinate signage standards with regional entities for Hopewell Ceremonial Earthworks</b>	Visitor's Bureau	\$\$	Short
<b>4.4</b>	<b>Host festivals and events in civic spaces</b>	Downtown Chillicothe	\$\$	Mid
<b>4.9</b>	<b>Improve Yoctangee Park with outdoor event space</b>	Parks	\$\$\$	Mid
<b>5.1</b>	<b>Establish a workforce strategy built around advocating for talent development and quality of place initiatives</b>	GCRC, Land Bank	\$	Mid
<b>5.6</b>	<b>Create an all-inclusive neighborhood improvement program</b>	Planning	\$	Mid
<b>5.7</b>	<b>Accommodate evolving and hybrid businesses</b>	Planning	\$	Short

## Priority Actions

CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
<b>6.10</b>	<b>Obtain Bicycle Friendly Community status</b>	Planning	\$	Long
<b>6.12</b>	<b>Study expansion of the trolley</b>	Transit	\$\$	Short
<b>6.13</b>	<b>Develop a street and sidewalk maintenance schedule and asset management program</b>	Engineering	\$\$	Mid
<b>7.5</b>	<b>Conduct procedural training with appointed boards</b>	Mayor's Office	\$	Short
<b>7.6</b>	<b>Host an annual planning summit</b>	Planning	\$	Mid



## Guide—Land Use



CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
1.1	<b>Update and modernize the city's zoning and land use codes</b>	Planning	\$\$\$	Short
1.2	<b>Encourage infill residential on vacant properties</b>	Planning	\$	Short/Mid
1.3	<b>Incentivize infill development and redevelopment on underutilized or vacant properties</b>	Planning	\$	Mid
1.4	<b>Require the dedication of open space and trail connections with new developments</b>	Planning	\$	Short
1.5	<b>Maintain up-to-date historic preservation guidelines</b>	Design Review Board	\$	Short
1.6	<b>Establish a facade improvement program</b>	Downtown Chillicothe	\$\$	Short
1.7	<b>Conduct an inventory and audit of brownfield sites</b>	Planning, GCRCD	\$\$	Short
1.8	<b>Prioritize brownfield sites for redevelopment</b>	Planning, GCRCD	\$	Short
1.9	<b>Create water and sewer master plans</b>	Utilities	\$\$	Mid
1.10	<b>Define an annexation policy</b>	Planning, Mayor's Office	\$	Mid
1.11	<b>Identify and prepare area plans in locations with significant redevelopment potential</b>	Planning	\$	Short
1.12	<b>Modernize and update downtown design guidelines</b>	Design Review Board	\$	Short



## Flourish—Public Health

CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
2.1	<b>Adopt the Community Health Action Plan and participate in the annual Community Health Assessment</b>	Health District	\$	Short
2.2	<b>Provide incentives to businesses which offer employees discounted health memberships</b>	Health District, Chamber of Commerce	\$\$	Short
2.3	<b>Update the Parks Improvement Master Plan</b>	Parks	\$\$	Short
2.4	<b>Increase investment to the Tree Commission and leverage Tree City USA designation</b>	City Council	\$	Short
2.5	<b>Create an age-friendly strategy</b>	Health District	\$\$	Long
2.6	<b>Map, database, and monitor city infrastructure and assets</b>	Public Works, Engineering	\$\$\$	Long
2.7	<b>Conduct an analysis to consider construction of a new fire station in the North Bridge Street corridor</b>	Safety Service, Fire	\$\$	Mid
2.8	<b>Identify additional connections to the existing trail network</b>	Parks	\$	Mid





## Reside—Housing



CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
3.1	<b>Create a residential rehabilitation program</b>	Planning, Land Bank	\$	Short
3.2	<b>Support senior housing and aging-in-place improvements</b>	Realtors Association, Planning	\$	Mid
3.3	<b>Bolster zoning code enforcement initiatives with proactive tactics</b>	Planning, Engineering & Building	\$	Short
3.4	<b>Encourage housing diversity in residential development through zoning</b>	Planning	\$	Short
3.5	<b>Support organizations in creating half-way housing and shelter locations</b>	Safety Service, City Council	\$	Short
3.6	<b>Incorporate rental housing into area plans</b>	Planning	\$	Short
3.7	<b>Create an infill development plan</b>	Planning	\$\$	Short
3.8	<b>Market to provide middle market rate housing</b>	Planning, GCRCD	\$	Short

## Experience—Public Amenities

CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
<b>4.1</b>	<b>Promote and support the Book-A-Bike program</b>	Library, Transit/Parks	\$	Short
<b>4.2</b>	<b>Partner with Park Pals in facility monitoring and cleanup programs</b>	Parks	\$	Short
<b>4.3</b>	<b>Coordinate signage standards with regional entities for Hopewell Ceremonial Earthworks</b>	CVB	\$\$	Short
<b>4.4</b>	<b>Host festivals and events in civic spaces</b>	Downtown Chillicothe	\$\$	Mid
<b>4.5</b>	<b>Develop a streetscape improvement program</b>	Service/Engineering	\$\$	Mid
<b>4.6</b>	<b>Develop a gateway improvement program</b>	Service/Engineering	\$\$	Mid
<b>4.7</b>	<b>Host historic preservation workshops</b>	Chamber of Commerce	\$	Mid
<b>4.8</b>	<b>Develop architectural tour program</b>	Visitor's Bureau	\$	Mid
<b>4.9</b>	<b>Improve Yoctangee Park with outdoor event space</b>	Parks	\$\$\$	Short
<b>4.10</b>	<b>Develop a Capital Improvement Plan for Parks</b>	Parks	\$	Short
<b>4.11</b>	<b>Establish a public artwork program</b>	Pump House Board, Ohio Arts Council		
<b>4.12</b>	<b>Develop an art review board</b>	Pump House Board, Ohio Arts Council		



## Thrive—Economic Development



CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
5.1	<b>Establish a workforce strategy built around advocating for talent development and quality of place initiatives</b>	GCRCD	\$	Mid
5.2	<b>Promote quality of place initiatives as vital to economic development and talent recruitment</b>	Planning, GCRCD	\$	Short
5.3	<b>Host regular conversations with existing businesses on expansion and reinvestment plans</b>	Planning, GCRCD	\$	Short
5.4	<b>Develop an entrepreneur mentorship/partnership program</b>	GCRCD	\$	Mid
5.5	<b>Clarify governance and role of downtown groups</b>	Planning	\$	Short
5.6	<b>Create an all-inclusive neighborhood improvement program</b>	Planning	\$	Mid
5.7	<b>Accommodate evolving and hybrid businesses</b>	Planning	\$	Short
5.8	<b>Establish a Chillicothe specific development corporation or work alongside GCRCD to implement projects</b>	City Council	\$	Short
5.9	<b>Draft a Joint Economic Development District with area partners</b>	GCRCD	\$\$	Short
5.10	<b>Bolster the Ross County Land Bank's potential through DTAC funding</b>	Planning, Land Bank	\$	Short



## Link—Transportation

CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
<b>6.1</b>	<b>Update the city's Thoroughfare and Transportation Plan</b>	Engineering	\$\$	Long
<b>6.2</b>	<b>Implement the recommendations of the Ross County Active Transportation Plan within Chillicothe</b>	Planning	\$\$\$	Short
<b>6.3</b>	<b>Adopt a Complete Streets policy</b>	Planning/City Council	\$\$	Short
<b>6.4</b>	<b>Better utilize city streets for multi-modal uses.</b>	Engineering	\$\$\$	Long
<b>6.5</b>	<b>Use low-cost and demonstration projects to test Complete Streets infrastructure</b>	Planning/RCHD	\$	Short
<b>6.6</b>	<b>Maintain participation in Transportation Committee</b>	Transit	\$	Short
<b>6.7</b>	<b>Promote roadway connections through public and private investment</b>	Planning, Engineering	\$	Mid
<b>6.8</b>	<b>Extend and connect to the region's multi-use path and park network</b>	Parks	\$\$	Mid
<b>6.9</b>	<b>Coordinate with regional transportation agencies on busy corridors</b>	Engineering	\$	Short
<b>6.10</b>	<b>Obtain Bicycle Friendly Community status</b>	Planning	\$	Long
<b>6.11</b>	<b>Expand the Safe Routes to Schools program</b>	Planning	\$	Mid





## Link—Transportation



CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
<b>6.12</b>	<b>Study expansion of the trolley</b>	Transit	\$\$	Short
<b>6.13</b>	<b>Develop a street and sidewalk maintenance schedule and asset management program</b>	Engineering	\$\$	Mid
<b>6.14</b>	<b>Streamline the street parking payment system</b>	Service	\$\$\$	Long
<b>6.15</b>	<b>Conduct quarterly conversations with regional parks and trail organizations</b>	Parks	\$	Short
<b>6.16</b>	<b>Develop conceptual plans for specific corridors</b>	Engineering	\$\$	Mid

## Achieve—Implementation

CODE	ACTION TITLE	LEADING ORGANIZATION	EST. COST	TIME FRAME
7.1	<b>Publish an annual report</b>	Planning	\$	Short
7.2	<b>Reference the Comprehensive Plan in staff reports</b>	Planning	\$	Short
7.3	<b>Establish a plan review and update schedule</b>	Planning	\$	Short
7.4	<b>Create and host a citizen's academy</b>	Mayor's Office, Planning	\$	Mid
7.5	<b>Conduct procedural training with appointed boards</b>	Mayor's Office	\$	Short
7.6	<b>Host an annual planning summit</b>	Planning	\$	Mid
7.7	<b>Expand the city's planning department</b>	City Council	\$\$	Short









CHILlicothe TROLLEY



# 8

# Appendix

## CHAPTER CONTENTS

- Round 1 Public Engagement Summary Memo
- Existing Conditions Memo
- Existing Conditions Map Gallery
- Round 2 Public Engagement Summary Memo
- Parks Improvement Master Plan Summary



A special thank you to all  
those who gave their time,  
energy, and passion to the  
Choose Chillicothe process.



**CHOOSE  
CHILICOTHE**  
Create a vision and  
plan for our future.