CITY OF MORAINE

COMPREHENSIVE PLAN

MORAINE, OHIO

Adopted August 8, 2024

RECORD OF ORDINANCES

Ordinance No. **2162-24** Passed **August 8, 2024**

AN ORDINANCE APPROVING AND ADOPTING THE COMPREHENSIVE LAND USE PLAN FOR THE CITY OF MORAINE (2024-2044) AND AMENDING CHAPTERS 1101 AND 1105 OF THE MORAINE CODIFIED ORDINANCES WITH RESPECT THERETO.

WHEREAS, City Council previously authorized the engagement of American Structurepoint, Inc. to perform professional services related to updating the City's current Comprehensive Land Use Plan; and

WHEREAS, American Structurepoint, Inc. has provided to the City a proposed updated Comprehensive Land Use Plan (2024-2044); and

WHEREAS, a public hearing was conducted by the City of Moraine Planning Commission on May 21, 2024 with respect to the proposed Comprehensive Land Use Plan, and the Planning Commission has recommended to City Council approval and adoption of the aforementioned updated Comprehensive Land Use Plan (2024-2044);

WHEREAS, a public hearing was conducted by City Council with respect to the proposed Comprehensive Land Use Plan on July 11, 2024.

NOW THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MORAINE, STATE OF OHIO:

SECTION 1: That City Council has determined it is in the best interest of the City of Moraine, Ohio to approve and adopt the Comprehensive Land Use Plan (2024-2044) presented by American Structurepoint, Inc. to City Council on July 11, 2024 and City Council hereby approves and adopts same.

SECTION 2: That Chapters 1101 and 1105 of the City of Moraine Codified Ordinances are hereby amended as indicated on the attached **Exhibit A.**

SECTION 3: That any Ordinance in conflict with this Ordinance is hereby repealed.

SECTION 4: That this Ordinance shall take effect and be in force thirty (30) days after its second reading and adoption.

SECTION 5: The Clerk is hereby directed to forward a certified copy of this Ordinance to the City Manager, City Planner, and Building and Zoning Inspector.

RECORD OF ORDINANCES

Ordinance No. **2162-24** Passed **August 8, 2024**

APPROVED: Mayor Teri Murphy

APPROVED AS TO FORM: Law Director

ATTEST: Clerk of Council

I, Amy Brown, Clerk of Council for the City of Moraine, Ohio, do hereby certify that the foregoing Ordinance is a true and correct copy of Ordinance No. 2162-24 passed by the Moraine City Council on August 8, 2024.

IN TESTIMONY WHEREOF, witness my hand and official seal this August 8, 2024.

Clerk of Council Amy Brown

Source: City of Moraine

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Source: Wikipedia

INTRODUCTION

INTRODUCTION

Located southwest of Dayton, Ohio, Moraine is a community with a strong manufacturing heritage, including links to some of the first "flying machines" at the Dayton Wright Airplane Company.

Business attraction has long been considered a critical factor in Moraine's success. Just like local industries add value to the products they create, these industries add value to Moraine. The community is proud of the economic ecosystem Moraine harbors, from smaller landmark businesses, such as Treasure Island Supper Club, Dixie Dairy Dreem, and Chiapas Mexican Grill, to the larger businesses, such as WinSupply, Premier Health Fidelity, Gray America, Harco, and Heidelberg Distributing.

FIGURE 1: ONE OF MORAINE'S WELCOME GATEWAYS.

While not every decade has been easy, Moraine, its residents, and the business community have demonstrated extraordinary resilience. When the GM plant was closed in 2008, Moraine faced many challenges. However, the 2015 transformation of that former plant into the Fuyao Glass America automotive glass manufacturing center is one example of Moraine continuing to adapt and overcome significant challenges.

Residents know Moraine as their long-term home, where they grew up and raised a family. Residents remember more prosperous times before GM left and former community staples, like swimming at the Natatorium or playing at Splash Moraine. While some of those institutions are no longer around, Moraine's residents still enjoy their community through festivals and other public events. As the world, technology, and the economy continue to evolve, so do the needs of Moraine's corporate and resident citizens. The City of Moraine Comprehensive Plan recommendations will strive to address these changing needs and serve as an actionable guide toward the community's vision.

FIGURE 2: TREASURE ISLAND IS A LOCAL FAVORITE SMALL BUSINESS.

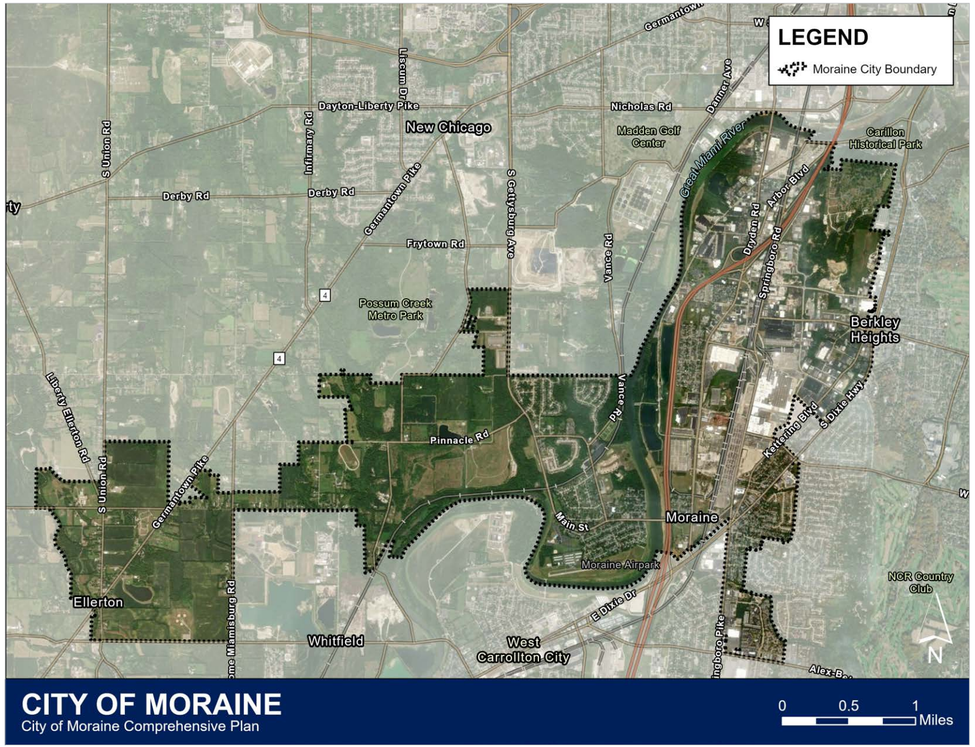
Source: American Structurepoint, Inc.

WHAT IS A COMPREHENSIVE PLAN?

A Comprehensive Plan is a strategic guide containing policy statements for effective decision-making in private development projects and community initiatives for the public good. It is a roadmap for a community's vision and growth over the next 20 years or more.

The Plan will assist policy, land use, and infrastructure decisions. The planning process gathers input from various sources to build consensus around the Plan and its vision for the future. To increase the chance of success, a Comprehensive Plan should be treated as a living document that the City should update as changes occur in land use, transportation, infrastructure, resources, demographics, and priorities within the community.

FIGURE 3: CITY OF MORAINE BOUNDARY.



Source: Miami River Valley Regional Planning Commission Geo-Spark

ABOUT THE PLAN

The primary purpose of the City of Moraine Comprehensive Plan is to guide future growth and be used as a tool to help foster change to encourage favorable development while allowing for the natural evolution of a growing community. In the effort to guide the quality, quantity, and location of growth, the Plan provides the justification for community decision-makers to support or deny future projects or initiatives. The key components of this Plan include a snapshot of current conditions, a vision for the future, and recommendations on how to achieve the vision and goals outlined within the document.

The City of Moraine Comprehensive Plan includes implementation strategies related to the following themes:

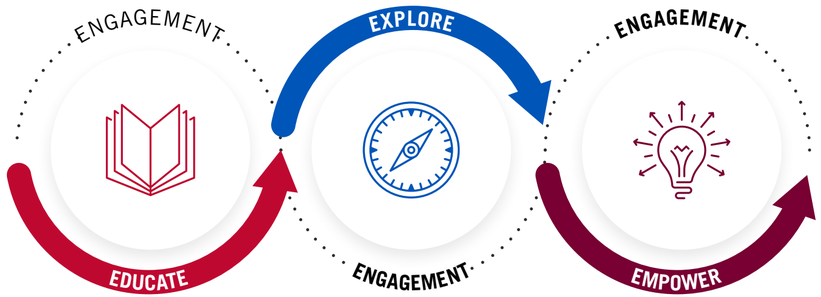
- Land-Use
- Placemaking
- Aesthetics and Property Maintenance
- Parks and Recreation
- Economic Development
- Housing
- Infrastructure

HOW IS THIS COMPREHENSIVE PLAN ORGANIZED?

The organization of this document loosely follows the timeline of the three phases described in Figure 4. In Phase 1, an existing conditions report was created, providing pertinent information about the City of Moraine and its people. The plan's goals and objectives are identified from the existing conditions report and public input received in Phase 1. The goals and objectives are broad guidelines to achieve the community's vision. The Community Engagement Overview section discusses the key points heard during the public engagement that informed the American Structurepoint team of the community vision.

Following the goals and objectives is the implementation section of the Plan, which includes best practices, recommendations, and Critical Path Strategies. The Strategies include direct, actionable steps with estimated timelines and costs.

FIGURE 4: PLANNING PROCESS GRAPHIC.



PHASE 1: EDUCATE
MARCH – JULY

- Internal Project Kick-off
- Data Collection
- Ad Hoc Committee Meeting #1
- Survey
- Existing Conditions
- Ad Hoc Committee Meeting #2
- Stakeholder Meetings
- Survey and Website

PHASE 2: EXPLORE
JULY – OCTOBER

- Conceptual Plans and Future Development Scenarios
- Draft Goals, Objectives, and Strategies
- Ad Hoc Committee Meeting #3 and #4
- Draft Plan Sections
- Public Open House and Survey

PHASE 3: EMPOWER
DECEMBER – FEBRUARY

- Ad Hoc Committee Meeting #5
- Critical Path Strategies
- Public Review Draft
- Final Draft Plan
- Plan Adoption

Source: American Structurepoint Inc.

EXISTING CONDITIONS ANALYSIS VS. COMPREHENSIVE PLAN

A Comprehensive Plan must account for the community's past, present, and future. The existing conditions analysis describes Moraine as it is today. The remainder of the Plan focuses on what community stakeholders, particularly residents, want Moraine to be in the future.

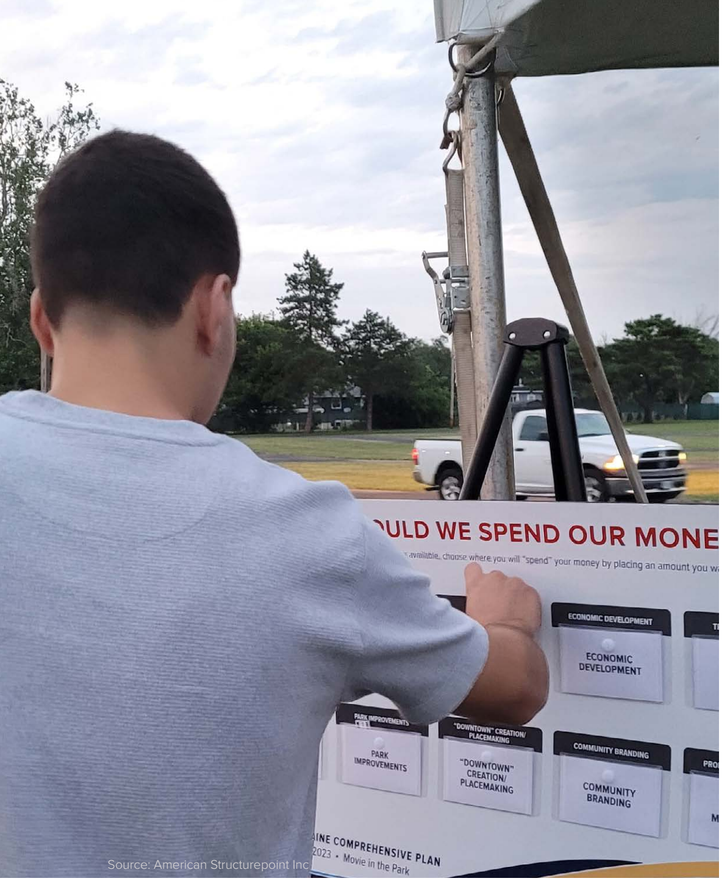
EXISTING CONDITIONS SUMMARY

Before making any recommendations, an understanding of the history of the community, past and ongoing planning efforts, along with the past and present demographic and socioeconomic trends, is essential. The consultant team conducted an existing conditions inventory (Appendix A – Existing Conditions Report) to understand all past planning efforts, learn about the proposed future projects, discuss the wants and needs of the community, and record observations made along the way.

City of Moraine Existing Conditions Report Key Trends:

- **Population Growth and Projections:** Moraine's population has experienced fluctuations since 2000 but has had some growth due to residential development west of the Great Miami River. Population projections suggest a steady growth rate of 2.1 percent, with estimates exceeding 6,890 residents by 2050.
- **Park Analysis:** An analysis using National Recreation and Park Association standards indicates that Moraine surpasses the national average of residents per park, providing 433 residents per park compared to the national median of 2,287. That showcases a trend of relatively higher park accessibility. Despite this, there is room for further improvement in maintaining the parks, and consideration should be given to creating additional facilities to enhance the overall recreational experience.
- **Trails:** The analysis highlighted a deficit in the City's trail infrastructure. Moraine offers 9.2 miles of trails, falling considerably short of the national average of 15 miles. The comparison with the national metrics reflects the need for trail expansion within Moraine, revealing a potential gap in outdoor recreational opportunities for residents and visitors.
- **Median Age and Demographics:** The median age of Moraine's citizens in 2022 was 35.7, a decrease from the 2010 median of 37.3. There has been a consistent decrease in median age over time. The shift may reflect the recent successful housing developments and the fact that approximately 25 percent of householders are under 35.
- **Unemployment and Labor Market:** Moraine's unemployment rate in 2022 is slightly below the national average but above the State of Ohio's rate. The City's unemployment rate is better than the comparison communities, suggesting good employment prospects.
- **Daytime Population Swing:** A significant percentage of Moraine's resident labor force commutes out of the City for employment. Most of those employed in Moraine commute into the City from surrounding areas. Many workers have relatively short commutes, with over half traveling less than 10 miles to work within Moraine.
- **Employment and Manufacturing Sector:** Moraine experienced a workforce decline due to the closure of a major General Motors manufacturing facility in 2008. Employment has begun to rebound in total jobs. Moraine has diversified its employment base to other industries, such as healthcare and professional services. The number of employers has also increased, indicating that Moraine does not rely on one large job creator as it did before 2008.
- **Industrial Impact:** The closure of the GM manufacturing facility had a notable impact on Moraine's employment numbers and income received through income taxes, especially in manufacturing. Manufacturing's role in Moraine's employment mix decreased dramatically post-GM closure but has since recovered significantly.

These trends highlight Moraine's evolving demographics, employment patterns, and economic resilience. Despite facing challenges such as the closure of major industrial facilities, the City has attracted a younger population and adapted its business composition, particularly in the employment sectors.

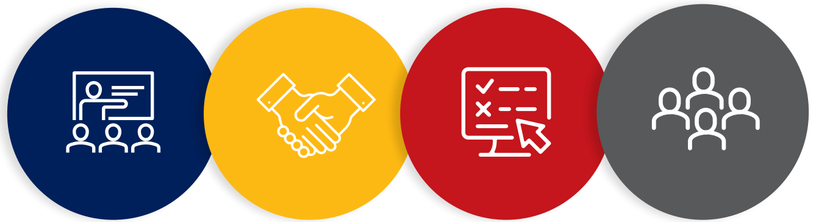


Source: American Structurepoint Inc.

COMMUNITY ENGAGEMENT OVERVIEW

Community engagement is a vital part of the planning process. Community engagement allows citizens to participate in the planning process and builds consensus around the community-wide vision and goals. Public involvement is essential because it ensures the community's interests are reflected within the Plan and the recommendations will be supported during its adoption process. The Plan themes, goals, and objectives discussed in later sections were heavily influenced by what was heard from the public during community engagement activities summarized in Figure 5.

FIGURE 5: CITY OF MORAINE PUBLIC ENGAGEMENT BY THE NUMBERS.



Source: American Structurepoint Inc.

AD HOC COMMITTEE MEETINGS

The ad hoc committee was built of local leaders who worked with the project team, guiding the process, providing immediate feedback, and deciding the final character of the Plan. The Moraine staff selected committee members based on their community roles and perspectives on the City's future. The ad hoc committee consisted of the following members:

- **Teri Murphy** – Mayor/Council Representative
- **John Shady** – Moraine Planning Commission Chair
- **Ryan Slone** – West Carrollton Schools Treasurer/CFO
- **Jeff Johnson** – Kettering School District Director of Business Services
- **Tommy Hicks** – Resident
- **Sharon Duff** – Resident and Moraine Board of Parks and Recreation
- **Tommy Watts** – Resident
- **Ann-Lisa Allen** – Kettering Moraine Oakwood Chamber of Commerce CEO
- **Patti Bond** – Resident and Moraine Board of Parks and Recreation
- **Steve Ireland** – Broker, APEX
- **Shawn Waldman** – Business Owner, Cyber Secure Defense
- **Daniel Green** – DMAX
- **Mark Snyder** – Business Owner, Snyder Brick & Block
- **Mark Fornes** – Commercial Developer, Mark Fornes Realty, Inc.
- **Matthew Wendel** – Shook Construction
- **Eric Rees, PE** – Shook Construction
- **Dan Foley** – Director, Great Miami Riverway
- **Brad Templin** – Manager, Moraine Air Park

The ad hoc committee met five times throughout the project and reviewed all project materials before public release. They suggested community stakeholders meet with, provided insight on local public events and happenings, refined goals and objectives, and drafted the future land use plan.

FIGURE 6: AD HOC COMMITTEE MEETINGS.

Source: American Structurepoint Inc.

STAKEHOLDER MEETINGS

A critical part of the success of the planning process is the participation of property owners, residents, business owners, and other stakeholders in the community. The project stakeholders represent various community interests, including major employers, developers, community organizations, and leadership. Multiple group stakeholder interviews were conducted throughout the spring of 2023.

SURVEY

The project team created an online survey to engage more people in creating the Comprehensive Plan. A survey was created for residents and visitors and asked 21 questions about the community's likes, dislikes, strengths, and weaknesses. There were 203 responses, of which approximately 75.0 percent were from residents.

PUBLIC ENGAGEMENT

American Structurepoint attended four events and created a virtual open house for public engagement with interactive boards and activities tailored to this Plan development. About 100 people stopped to share their thoughts on the City of Moraine and Plan components.

- Easter Egg Hunt on April 1, 2023
- Movie Night in the Park on June 30, 2023
- SeekBeak open house from March 8 to April 6, 2024
- Boo Bash on October 14, 2023

KEY THEMES FROM PUBLIC ENGAGEMENT

A summary of the key themes from public engagement is provided below. The project team used what was heard from the public to provide the goals, objectives, strategies, and recommendations for this Plan.

- **Placemaking:** Some of Moraine's top challenges relate to placemaking, including sidewalk connectivity, quality of life assets, education, youth retention, lack of activity after 5:00 PM, etc.
- **Community Identity and Branding:** Stakeholders and survey responders see community branding as a high priority as Moraine struggles with creating a unified identity.
- **Aesthetics and Property Maintenance:** Participants saw property maintenance as challenging for Moraine. Stakeholders saw a need for better residential enforcement and commercial property maintenance.
- **Parks and Recreation:** Open space and parks were mentioned across all public engagement opportunities. Survey and public event responders said they use recreation areas to "show off" Moraine, as the City has multiple parks.
- **Economic Development:** Economic development was listed as one of Moraine's best assets. Participants emphasized the importance of the City's location, the major employers located there, and the supply of affordability of housing.

EXISTING PLANS

Summaries of the Comprehensive Plan for Moraine, Ohio 1995-2015, Montgomery County Strategic Plan 2020-2024, and the Going Places – An Integrated Land Use Vision for the Miami Valley 2015 are provided in Appendix A – Existing Conditions Report. The summaries help to understand the content and its relationship with the City of Moraine. Important key objectives in relationship with the Plan include the following:

Key objectives from existing planning efforts:

1. **Promotion of Orderly Growth and Development:** Both the Comprehensive Plan for Moraine and the Montgomery County Strategic Plan emphasize the need for orderly growth and development.
2. **Preservation of Natural and Historical Features:** The Comprehensive Plan for Moraine highlights the importance of preserving sensitive natural areas, historically significant structures, and other unique features. The environmental goals outlined in the Plan reflect a trend toward prioritizing the protection of the City's natural environment and historical resources.
3. **Economic Development Focus on Target Industries:** The Montgomery County Strategic Plan identifies target industries for economic development, including aerospace, healthcare, and manufacturing. This trend could influence Moraine by attracting businesses from these sectors, potentially leading to job creation and economic growth.
4. **Investment in Workforce Development:** Both plans, particularly the Montgomery County Strategic Plan, highlight the importance of workforce development and training. That suggests a trend toward preparing the local workforce for the demands of emerging industries.
5. **Regional Collaboration and Planning:** The Going Places plan by the Miami Valley Regional Planning Commission emphasizes regional collaboration and a unified vision for land use. Although the City of Moraine was not specifically listed as a contributor to the Plan, this trend indicates a broader regional effort to coordinate development and planning.

These trends indicate a focus on planned growth, environmental preservation, economic diversification, workforce development, and regional collaboration. The impact of these plans in Moraine could lead to a more balanced and vibrant City with improved infrastructure, natural and historical preservation, increased economic opportunities, and enhanced regional partnerships.

Source: American Structurepoint Inc

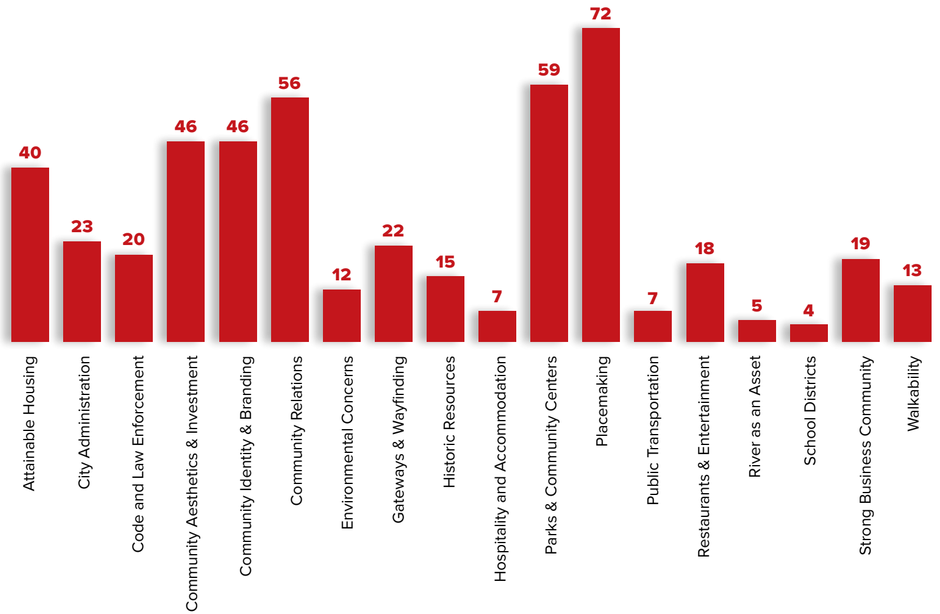
ANALYSIS BY SUBJECT

ANALYSIS BY SUBJECT

The Analysis By Subject section covers the themes that resulted from the community engagement input and ad hoc committee meetings. Each theme has its own section with key components, including:

- **Overview** — Topic introduction
- **What Do We Have?** — Key takeaways from Existing Conditions Report
- **What Did We Hear?** — Key takeaways from public input
- **Where Do We Want to Go?** — Goals, Objectives, and Strategies

FIGURE 7: DISTRIBUTION OF STAKEHOLDER RESPONSES BY THEME.



Source: American Structurepoint Inc.

VISION STATEMENT

"Moraine is a vibrant and resilient community that evolves with global trends and economic impacts while taking a balanced approach to meet the needs of its residents and businesses. The City will build a regional presence and unified community identity that embraces its heritage and progress equally."

GOALS

This Plan's goals support the vision the community wants to accomplish. Each goal statement identifies desired outcomes. These goals are carefully designed to encompass focus areas and link all objective statements to familiar themes. In total, the City of Moraine Comprehensive Plan comprises seven goal statements. These goals aim to address the challenges and aspirations expressed by the community, fostering a more vibrant, cohesive, and attractive City of Moraine.

COMPREHENSIVE GOALS

1. **Create a vibrant destination.**
2. **Promote a balanced development pattern to meet the community's needs.**
3. **Enhance property maintenance.**
4. **Revitalize and "right-size" parks and recreation facilities.**
5. **Maintain infrastructure and support job creation.**
6. **Engage and retain youth.**
7. **Diversify housing options.**

OBJECTIVES

The objectives are specific statements that provide quantitative measurements. The statements are policy objectives related to the previously mentioned goal topics. These statements are aspirational to guide the City of Moraine toward its future goals and overall Community Vision. The following sources were used to develop the objectives:

- Past planning documents from the community
- Input from the ad hoc committee members
- Input from the various stakeholder groups
- Input from public engagement events
- Public survey response data

STRATEGIES

Strategies are concrete initiatives intended to carry out an idea, goal, or objective identified within the City of Moraine Comprehensive Plan. Each strategy will be a specific project or program to implement. The Implementation section of this Plan lists a selection of Critical Path Strategies, high-priority strategies that the study area should implement over the next three to five years.

LAND USE

OVERVIEW

Land use is a term used to describe the type of activity that can occur on a parcel of land or in the structure located in the parcel. Land use is described in visual and written formats, including a future land use map and corresponding category description.

Typical land use categories include residential, commercial, industrial, agricultural, institutional, and open space.

WHAT DO WE HAVE?

The Existing Land Use and Development section on Appendix A — Existing Conditions Report illustrates and describes the current development and land use patterns in Moraine. The City has eight primary land use categories, which are the following:

- Agricultural
- Industrial
- Institutional
- Commercial
- Single-Family Residential
- Park/Open Space
- Other Residential
- Utilities

Land use reflects the existing or desired type of activity in an area. A future land use map is created to guide decision-makers on what type of development should be encouraged and to provide the basis of the zoning code. The future land use map will visually represent Moraine's intent for desired and compatible development patterns. The future land use map also includes focus areas with alternate scenarios to offer flexibility for future development.

WHAT DID WE HEAR?

Key themes from stakeholder meetings, surveys, public events, and ad hoc committee meetings:

- The community feels the City's visual appeal could be improved, especially along major corridors. There is a desire to develop a stronger identity for Moraine, including creating a central hub or "Main Street" concept.
- The community emphasized the importance of identifying and capitalizing on redevelopment opportunities, including transforming old offices and industrial areas.
- Mixed-use development, recreational spaces, and leveraging assets could enhance the City's appeal. Recreation and hobby spaces are seen as potential draws.
- The community expressed the need for a downtown area and more vibrant main streets.
- The community is interested in creating inviting spaces for community gatherings to foster a stronger sense of community and promote social interaction.
- Developers and major employer stakeholders expressed the need for a corporate accommodation area where businesses could entertain clients and provide executive-level lodging in Moraine.

KEVIN LYNCH MAP EXERCISE

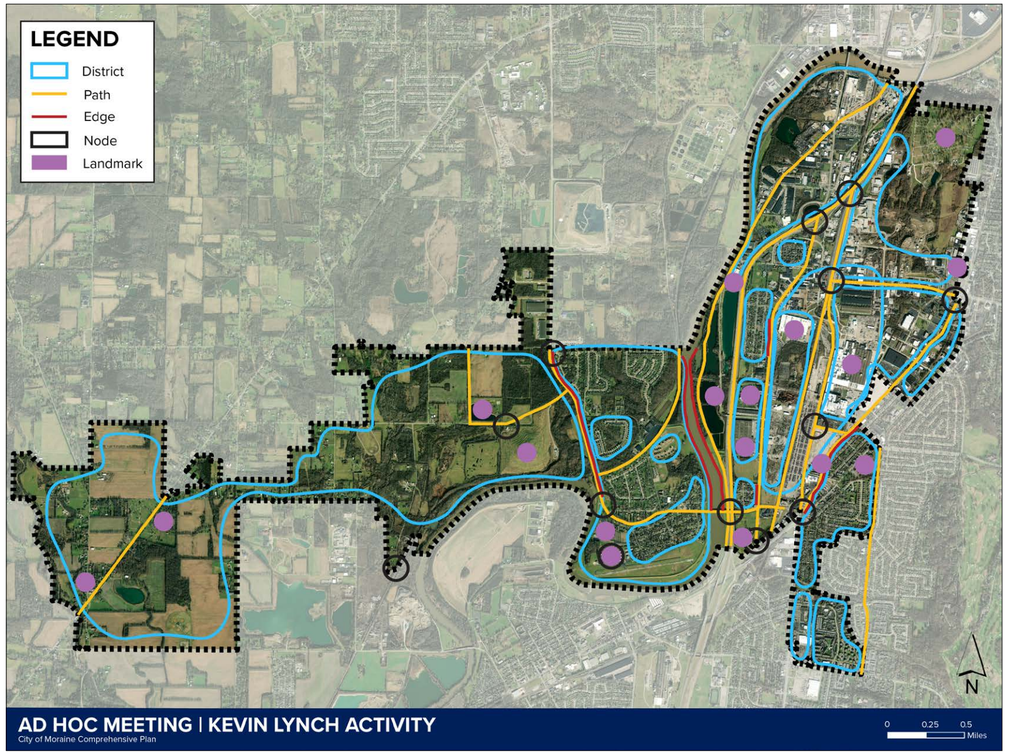
Kevin Lynch was an American urban planner and author in the 20th century. According to Lynch, how we perceive the urban environment depends on the combination, relationships, and qualities of five elements: nodes, paths, edges, districts, and landmarks.[1] During the first ad hoc committee meeting, members identified those five elements, which are shown in Figure 8. Team members identified paths surrounding and running through the City boundary and nodes outside the study area. Edges include the Miami River and Main Street. Landmarks within the study area included Deer Meadow Park, Payne Recreation Center, Moraine Air Park, East River landing boat ramp and dock, and other public facilities. Identifying the five elements helped identify the Plan's focus areas and helped with the design of higher quality and sustainable urban public spaces.

As a reminder, here the goals that are relevant for this exercise:

1. **Create a vibrant destination.**
2. **Promote a balanced development pattern to meet the community's needs.**
3. **Enhance property maintenance.**
4. **Revitalize and "right-size" parks and recreation facilities.**
5. **Maintain infrastructure and support job creation.**
6. **Engage and retain youth.**
7. **Diversify housing options.**

[1] Urban Planning and Digital Experiences

FIGURE 8: KEVIN LYNCH MAP EXERCISE.



Source: American Structurepoint Inc.

OBJECTIVES

- Encourage redevelopment of existing areas to diversify the tax base while promoting smart growth practices with new development in Moraine.
  - **STRATEGY:** Continue to plan to use the City's industrial areas to attract and retain large employers.
  - **STRATEGY:** Develop specific land use guidelines and design standards that promote mixed-use developments, workforce housing, and efficient land use.
  - **STRATEGY:** Create opportunities to attract retail and hospitality users near large employers through creative land use patterns.
  - **STRATEGY:** Upgrade and expand infrastructure in areas targeted for redevelopment, such as roads, sidewalks, bike lanes, utilities, services, and public amenities.
  - **STRATEGY:** Refer to the future land use map when evaluating new developments or revitalization projects.
  - **STRATEGY:** Provide development incentives to encourage redevelopment in the focus areas identified on the future land use map.

- Ensure that the City's zoning ordinance and supporting regulations (e.g., subdivision, permitting, utility connections, etc.) are aligned with the future land use map and support a mix of commercial, industrial, residential, and mixed-use development.
  - **STRATEGY:** Update the City's Planning and Zoning Code to include mixed-use, neighborhood commercial, trail-oriented development, regional commercial, and single-unit attached residential districts to encourage the desired land uses by reducing the time needed for zoning approval.
  - **STRATEGY:** Carefully plan for development/redevelopment, preserving the character and Moraine's physical historic assets by creating flexible zoning districts that guide this development.
  - **STRATEGY:** Ensure that the permitted uses in the industrial zoning districts are updated to reflect changes in business models and types to ensure that large employers can easily locate in Moraine.

- Encourage revitalization of existing areas and residential infill to promote a compact development pattern.
  - **STRATEGY:** Focus on specific areas for concentrated development and infrastructure improvements, enhancing connectivity and creating focal points for economic and social activity.

FUTURE LAND USE

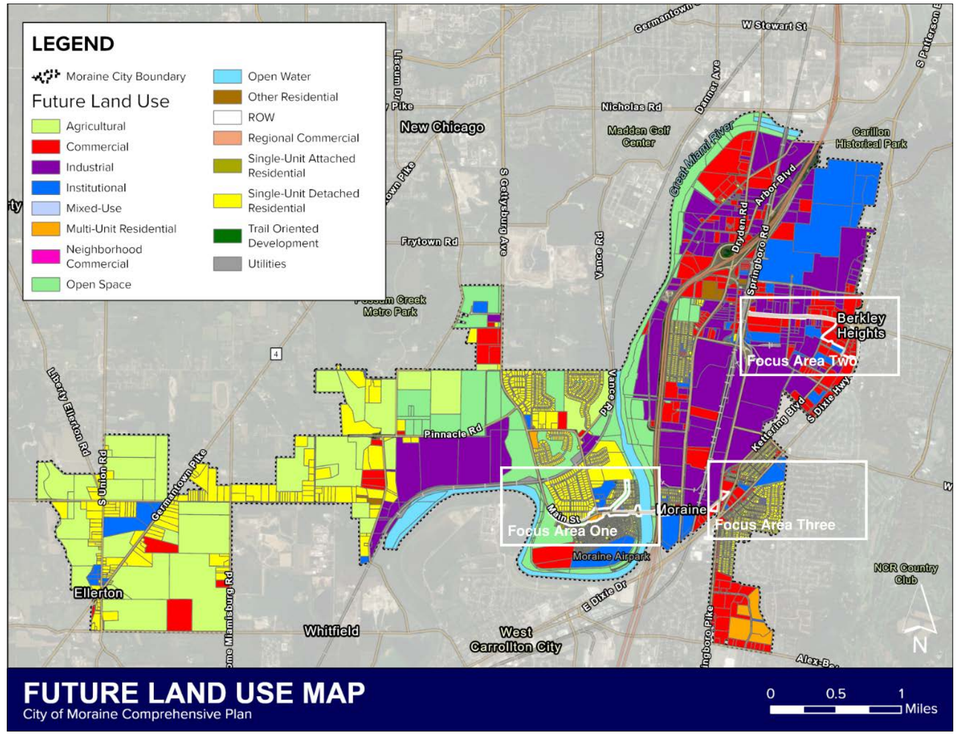
ORC 713.07 – OHIO MUNICIPAL ZONING AND LAND USE POWERS[2]

"Whenever the planning commission of any municipal corporation or any board or officer with City planning powers, whether such commission, board, or officer is created by statute or municipal charter, certifies to the legislative authority of the municipal corporation any plan for the districting or zoning thereof according to the uses of buildings and other structures and of premises, such legislative authority, in the interest of the promotion of the public health, safety, convenience, comfort, prosperity, or general welfare, may regulate and restrict the location of buildings and other structures and of premises to be used for trade, industry, residence, or other specified uses, and for such purposes may divide the municipal corporation into districts of such number, shape, and area as are best suited to carry out the purposes of this Section. Regulations may be imposed for each of such districts, designating the kinds or classes of trades, industries, residences, or other purposes for which buildings or other structures or premises may be permitted to be erected, altered, or used subject to special regulations."

Future land use maps are an essential best practice for land use planning and provide the foundation for the zoning code by representing a community's long-term intent. Proposed changes to a parcel's zoning district must align with the uses identified in Figure 9 or the focus area alternatives below. Based on public engagement and ad hoc committee feedback. The future land use map and zoning ordinance will support maintaining historical development patterns and desired land use scenarios developed as part of this Plan. Moraine's residents want most of their City's land use pattern to remain consistent with its historic roots. Therefore, the future land use map is very similar to the existing land use map, except for the focus areas shown on the map with a white boundary. Those specific locations were identified as prime areas for future development. A land use alternative scenario is presented for each focus area to offer flexibility. These scenarios represent multiple land uses that were deemed appropriate in these areas. By providing these alternatives, future development can utilize either development type in line with multiple zoning districts, some of which are recommended zoning code updates without requiring an amendment to this Plan to proceed.

[2] Ohio Revised Code

FIGURE 9: FUTURE LAND USE MAP.



Source: American Structurepoint Inc.

CHARACTER CASE STUDIES

At the third ad hoc committee meeting, examples were selected to represent the character of potential new development for the alternate land uses in Focus Area One and Focus Area Two. After the ad hoc committee meeting, the examples were presented to the public at Boo Bash, where all concepts received unanimous support. Residents indicated that both single-unit attached residential examples made sense for Moraine. These alternate land uses represent an opportunity for land owners to keep their properties as they currently are, or explore redevelopment options if desired by the resident and City and are shown on Figure 9. On these designated focus area properties, either character type would be acceptable and not require a Comprehensive Plan amendment to be equally acceptable to the City as the land uses shown.

FOCUS AREA ONE

Moraine does not have a traditional downtown to be a focus of activity and central identifying space. Wax Park is the community's principal gathering place in many ways. The ad hoc committee and community identified Focus Area One as the best place to create a "main street" concept for Moraine, as it connects to Wax Park, is close to residents, is centrally located, and Main Street is lined with trails and City-owned properties. A central node of retail is shown at the Main Street and Vance Road intersections. This land use alternative supports a walkable neighborhood boulevard for visitors and surrounding residents that connects to the bike trail from Sellars Bridge over the Great Miami River. Taylor Park is a natural tie-in to extend this concept and be reorganized as a flexible recreation and community gathering space. On the western portion of the focus area, duplexes are shown to increase density and attainable housing without negatively impacting the view sheds of the surrounding single-unit detached housing.

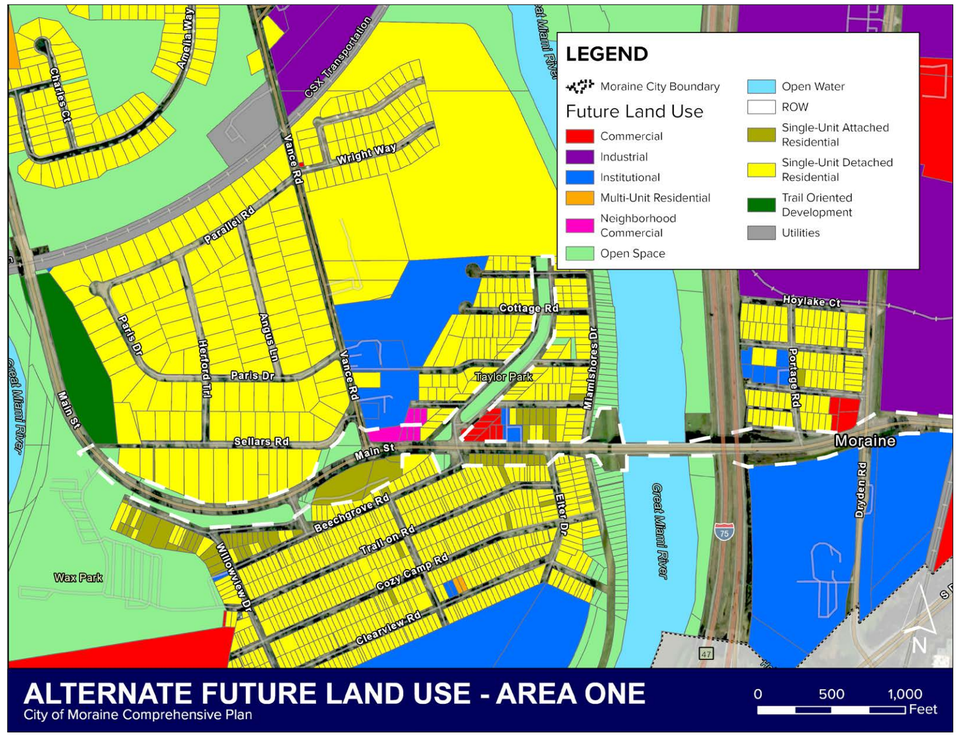
ACCEPTABLE ALTERNATE LAND USES

As shown on Figure 10, the following alternate land uses may be considered in Focus Area One in the identified locations.

- Neighborhood Commercial
- Single-Dwelling Attached

ALTERNATE LAND USE – AREA ONE

FIGURE 10: ALTERNATE LAND USE – AREA ONE.



Source: American Structurepoint Inc.

FIGURE 11: AREA ONE-NEIGHBORHOOD COMMERCIAL CHARACTER EXAMPLE.

Source: Polaris Leasing & Development

FIGURE 12: AREA ONE-SINGLE DWELLING ATTACHED CHARACTER EXAMPLE.

Source: 16 Alternatives to Buying a Single-Family House

FIGURE 13: AREA ONE- NEIGHBORHOOD COMMERCIAL (TRAIL ORIENTED BUILDING) CHARACTER EXAMPLE.

Source: The Right Path-A Trail-Oriented Development Primer

Source: American Structurepoint Inc

FOCUS AREA TWO

Focus Area Two is intended to provide a live, work, and shop district for local businesses to entertain clients, hold conferences, and host visiting executives. For employees, it also provides lunch break amenities, such as a place to walk or grab a quick bite, and attainable housing options close to work.

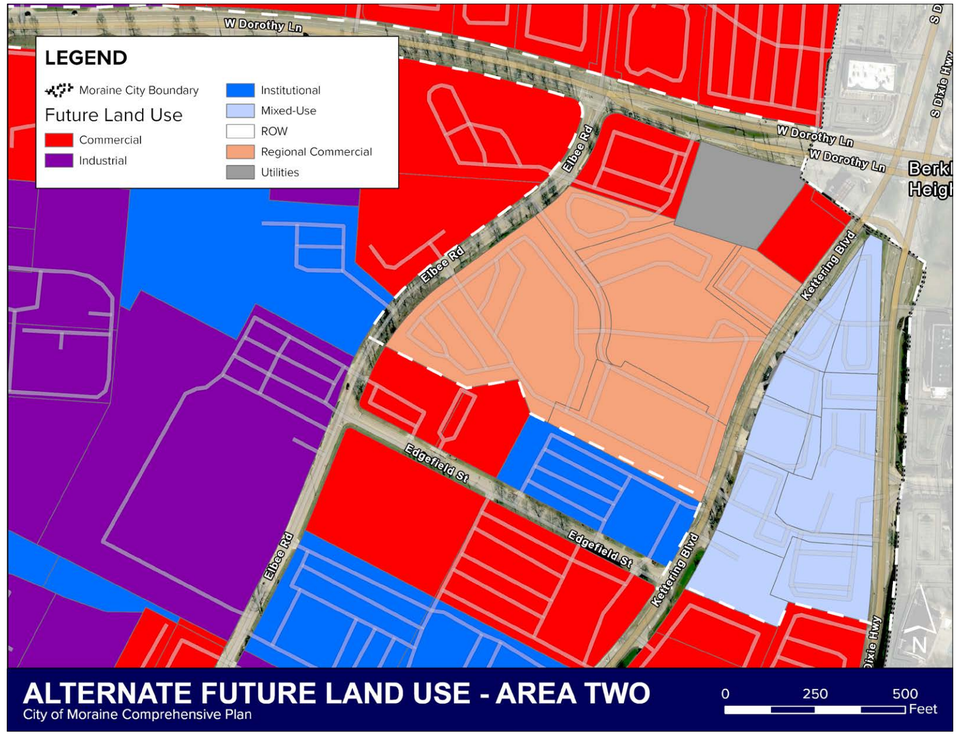
ACCEPTABLE ALTERNATE LAND USES

As shown on Figure 14, the following alternate landuses may be considered in Focus Area Two in the identified locations:

- Regional Commercial
- Mixed-Use

ALTERNATE LAND USE – AREA TWO

FIGURE 14: ALTERNATE LAND USE – AREA TWO.



Source: American Structurepoint Inc.

FIGURE 15: AREA TWO MIXED-USE BUILDING CHARACTER EXAMPLE.

Source: Getty Images

FIGURE 16: AREA TWO REGIONAL COMMERCIAL BUILDING CHARACTER EXAMPLE.

Source: Bridge Park.

Source: American Structurepoint Inc

FOCUS AREA THREE

Focus Area Three is adjacent to a priority City gateway. It consists of four non-contiguous sites: a former car lot, hotel, and dialysis center, which are important to City leadership to redevelop. We have shown these properties with alternative future land uses to provide flexibility and assist with promoting their redevelopment. Given the nature of this intersection, creating a common vision for all properties would be difficult. Instead, sample images have been provided to help guide the form of future development.

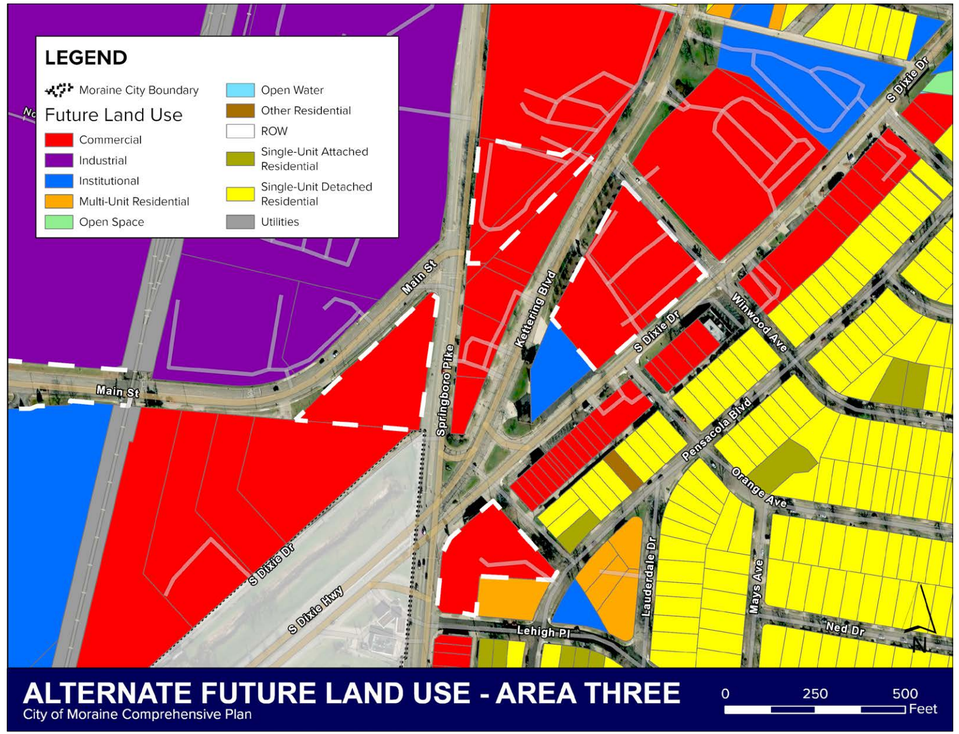
ACCEPTABLE ALTERNATE LAND USES

As shown on Figure 17, the following alternate landuses may be considered in Focus Area Three in the identified locations:

- Neighborhood Commercial
- Single-Dwelling Attached Residential

ALTERNATE LAND USE – AREA THREE

FIGURE 17: ALTERNATE LAND USE – AREA THREE.



Source: American Structurepoint Inc.

FUTURE LAND USE CATEGORIES

SINGLE-UNIT DETACHED RESIDENTIAL

A single-unit detached residential, formerly called a detached single-family house or single-family residence, is a self-contained residential building that stands independently and is not physically connected to other dwelling units. This type of housing structure is distinguished by its autonomy and exclusivity, as it accommodates only one household or family, in contrast to multi-unit residential dwellings that house multiple families or households within a single building. Most of Moraine's existing housing stock falls within this category.

USES

PRIMARY

- Single-unit residential detached.

SECONDARY

- Single-unit houses, pocket or neighborhood parks, and institutional.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Buildings and their main entrances should be oriented toward the street.
- Secondary uses should be located outside the traditional subdivision or neighborhood boundaries but accessible to adjacent neighborhood residents.
- 2 ½ stories or 30' maximum height.

LANDSCAPE AND OPEN SPACE

- Detached houses often come with their own lot.
- Screens and buffers when along higher-traffic roadways or higher-intensity land uses.
- Visible green spaces, street trees, ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths, if applicable.
- Open spaces, outdoor seating, streetscape, and urban design elements.

FIGURE 18: EXAMPLE OF SINGLE-UNIT DETACHED RESIDENTIAL.

Source: American Structurepoint Inc.

SINGLE-UNIT ATTACHED RESIDENTIAL[3]

Single-unit attached refers to housing units that are physically connected, typically sharing a common wall. Despite this connection, each attached unit accommodates an individual household or family, maintaining distinct living quarters. This architectural configuration ensures that each unit retains its privacy and self-sufficiency.

USES

PRIMARY

- Single-unit attached residential.

SECONDARY

- Single-unit detached residential, pocket or neighborhood parks, and institutional.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Buildings and their main entrances should be oriented toward the street.
- Secondary uses should be located outside the traditional subdivision or neighborhood boundaries but accessible to adjacent neighborhood residents.
- 2 ½ stories or 30' maximum height.
- Seven dwelling units per acre.

LANDSCAPE AND OPEN SPACE

- Screens and buffers when along higher-traffic roadways or higher-intensity land uses.
- Visible green spaces, street trees, ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths, if applicable.
- Open spaces, outdoor seating, streetscape, and urban design elements.

[3] Single Family Attached Definition | Law Insider

FIGURE 19: DUPLEXES ARE AN EXAMPLE OF SINGLE-UNIT ATTACHED RESIDENTIAL.

Source: urban.com.au.

MULTI-UNIT RESIDENTIAL

The multi-unit residential neighborhood category includes apartments and condos. Multi-unit areas should be established near commercial or mixed-use areas. These areas should be walkable, with daily shopping and amenities within walking distance.

USES

PRIMARY

- Multi-unit residential.

SECONDARY

- Institutional and community parks.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Minimum 5’ setback or maximum of 15’ setback.
- The main common entrance should be oriented toward the street or primary internal drive.
- Three stories or 40’ maximum height.
- 13 dwelling units per acre.

LANDSCAPE AND OPEN SPACE

- Screens and buffers when along higher-traffic roadways or higher-intensity land uses.
- Visible green spaces, parking lot shade trees, perimeter and interior ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths.
- Open spaces, outdoor seating, streetscape, and urban design elements.

FIGURE 20: EXAMPLE OF MULTI-UNIT RESIDENTIAL LAND USE.

Source: American Structurepoint Inc.

OTHER RESIDENTIAL

Other residential is a catchall classification to address all other forms of housing, such as mobile home parks and the more recent tiny homes. Permitting other residential uses can provide attainable owner-occupied housing options for lower income levels.

USES

PRIMARY

- Tiny homes and mobile home parks.

SECONDARY

- Pocket or neighborhood parks.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Minimum setback or maximum varies.
- The main entrance should be oriented toward the street.

LANDSCAPE AND OPEN SPACE

- Screens and buffers when along higher-traffic roadways or higher-intensity land uses.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths.
- Open spaces, outdoor seating, streetscape, and urban design elements.

FIGURE 21: EXAMPLE OF THE OTHER RESIDENTIAL LAND USE.

INDUSTRIAL

Industrial land use is for manufacturing (e.g., light, medium, and heavy), mining and mineral extraction, and chemical processing. Industrial can also include structures and activities that support the industrial process, such as warehousing and transportation shipping.

USES

PRIMARY

- Industrial parks, fabricating, manufacturing, heavy repair, processing, warehousing, wholesale, business parks, and offices.

SECONDARY

- Corporate campus, medical and healthcare facilities, research and development, brewery or distillery with tasting room.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Forward-facing buildings with main entrances towards the street, with moderate setbacks along the front and sides. Limit visibility of truck docks.
- Building setbacks can be increased when adjacent to residential, and significant buffers can be provided to transition from less intensive use.

LANDSCAPE AND OPEN SPACE

- Screens and buffers when along higher-traffic roadways or lower-intensity land uses.
- Visible green spaces, street trees, ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths.
- Open spaces, outdoor seating, streetscape, and urban design elements.

FIGURE 22: EXAMPLE OF INDUSTRIAL LAND USE.

Source: Wine Trends

REGIONAL COMMERCIAL

Regional commercial permits higher-intensity commercial with a regional draw, creating an economic destination for local and visiting businesses.

USES

PRIMARY

- Offices, restaurants, retail, hotels, conference spaces, co-working spaces, business incubators, and parking structures.

SECONDARY

- Educational, professional, and medical services.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Large development can be master planned to achieve a cohesive design for the entire site.
- Buildings and their main entrances should be oriented toward the street.
- 80’ maximum height.

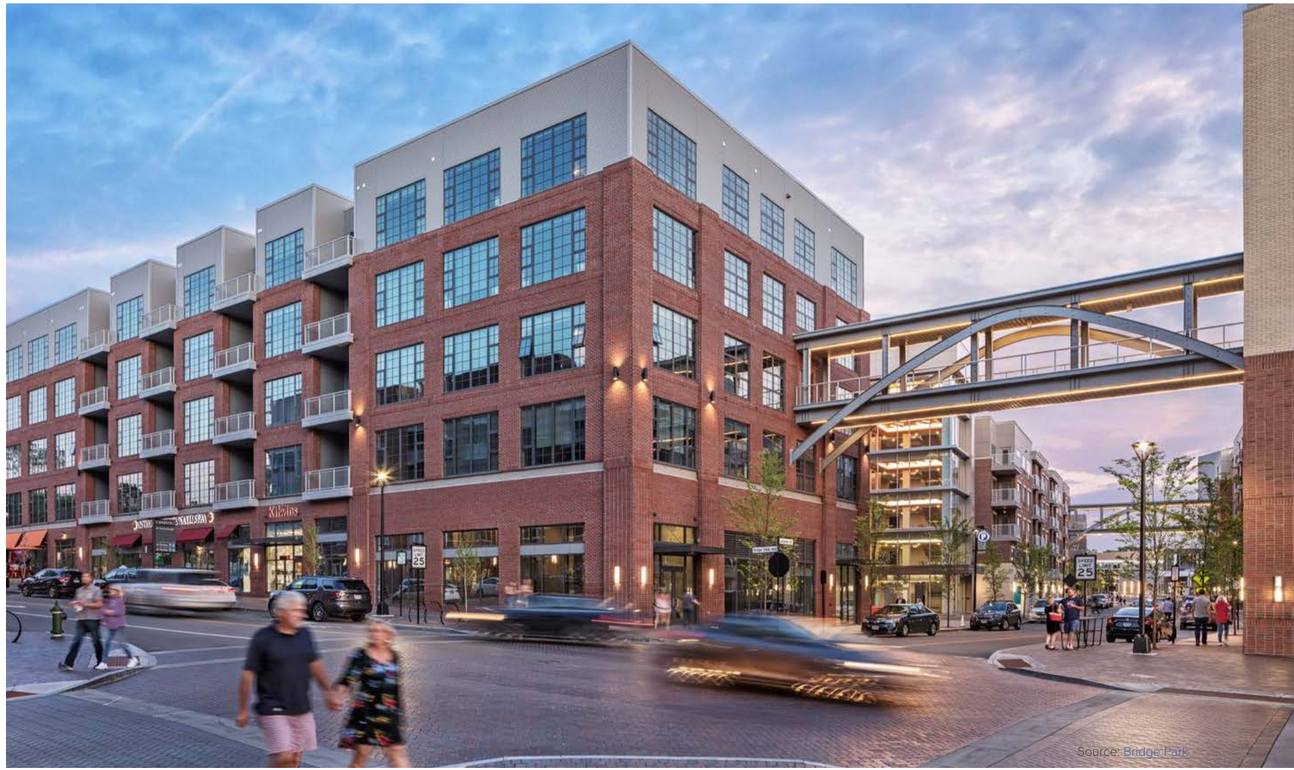
LANDSCAPE AND OPEN SPACE

- Screens and buffers when along higher-traffic roadways or lower-intensity land uses.
- Visible green spaces, street trees, ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths
- Open spaces, outdoor seating, streetscape, and urban design elements.

FIGURE 23: BRIDGE PARK IN DUBLIN, OHIO, DEMONSTRATES HOW REGIONAL COMMERCIAL AND MIXED-USE DEVELOPMENT CAN COMPLEMENT EACH OTHER TO CREATE A DESTINATION BUSINESS DISTRICT.



COMMERCIAL

This category consists of areas in the county dedicated to retail, offices, and food services. The purpose of the commercial category is to provide goods and services to residents and visitors of Moraine. This land use should be highly visible with convenient access to draw in customers. Commercial uses generally include service businesses, restaurants, convenience stores, supermarkets, professional offices, and more.

USES

PRIMARY

- Retail, office, dining, and entertainment.

SECONDARY

- Educational or religious facilities.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Large development can be master planned to achieve a cohesive design for the entire site.
- Buildings and their main entrances should be oriented toward the street.

LANDSCAPE AND OPEN SPACE

- Screens and buffers when along higher-traffic roadways or lower-intensity land uses.
- Visible green spaces, street trees, ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths if applicable.
- Open spaces, outdoor seating, streetscape, and urban design elements.

FIGURE 24: EXAMPLE OF COMMERCIAL LAND USES.

Source: American Structurepoint Inc.

NEIGHBORHOOD COMMERCIAL[4]

The alternate future land use along Main Street proposed neighborhood commercial land uses. Neighborhood Commercial refers to a designated commercial area within a residential neighborhood that offers a range of goods and services primarily aimed at fulfilling the everyday needs of residents. This type of commercial land use acknowledges the essential requirements of the community by facilitating access to convenience-oriented establishments.

USES

PRIMARY

- Moderate intensity business, limited retail uses.

SECONDARY

- Community, office, personal services, limited retail use, and certain residential facilities.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Buildings and main entrances are street-oriented.
- 0’ front yard setbacks.
- On-site parking to be placed behind the primary structure.
- 35’ maximum building height.

LANDSCAPE AND OPEN SPACE

- Screens and buffers when along higher-traffic roadways or higher-intensity land uses.
- Visible green spaces, street trees, and ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths if applicable.
- Open spaces, outdoor seating, streetscape, and urban design elements.

[4] Neighborhood Commercial Definition | Law Inside

FIGURE 25: EXAMPLE OF NEIGHBORHOOD COMMERCIAL.

Source: Grinstad & Wagner

MIXED-USE DEVELOPMENT[5]

Alternate land use for Area 2 permits mixed-use. The area is currently built up with general commercial uses; it has the potential for mixed-use development as it is located in one of the primary gateways to the City. Mixed-use development represents a distinctive urban development, design, and planning approach, often manifested through zoning classifications. The physical realization of mixed-use development might encompass diverse scenarios, ranging from ground-up constructions to the adaptive reuse of preexisting structures or repurposed brownfield sites. Mixed-use development creates modern urban planning, poised to rejuvenate urban landscapes and enhance the quality of life for communities at large.

USES

PRIMARY

- High-density residential, restaurants, cafes, bars, service businesses, or clothing shops.

SECONDARY

- Professional or medical offices, performance or entertainment venues, co-working spaces, public and semi-public facilities such as schools, and religious facilities.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Large development can be master planned to achieve a cohesive design for the entire site.
- Buildings and their main entrances should be oriented toward the street.
- Building height to be between three to four stories.
- Minimum lot size is to be 5,000 square feet.

LANDSCAPE AND OPEN SPACE

- Screens and buffers when along higher-traffic roadways or higher-intensity land uses.
- Visible green spaces, street trees, public parks, and ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths if applicable.
- Open spaces, outdoor seating, streetscape, and urban design elements.

[5] Mixed-Use Development

FIGURE 26: EXAMPLE OF MIXED-USE DEVELOPMENT.

Source: CBRE

INSTITUTIONAL LAND USE

This category consists of areas in the City where public facilities are located and public services are offered. The purpose of the Institutional category is to provide civic, religious, or educational services to the residents of Moraine. Institutional uses typically include courthouses, town halls, churches, police and fire stations, schools, and healthcare facilities such as clinics or hospitals.

USES

PRIMARY

- Civic, religious, education, or healthcare.

SECONDARY

- Community centers, parks and recreation, and public utility infrastructure, such as sub-stations.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Large development can be master planned to achieve a cohesive design for the entire site.
- Buildings and their main entrances should be oriented toward the street.

LANDSCAPE AND OPEN SPACE

- Screens and buffers when along higher-traffic roadways or higher-intensity land uses.
- Visible green spaces, street trees, and ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths if applicable.
- Open spaces, outdoor seating, streetscape, and urban design elements.

FIGURE 27: EXAMPLE OF INSTITUTIONAL LAND USE.

AGRICULTURAL LAND USE

The agricultural category consists of areas of low density within the far western portion of the City's jurisdiction. The agricultural category generally includes land for farming or raising livestock, crop propagation, stock animals, and poultry. New development of other land use categories within the Agricultural land use should be discouraged to limit these areas' conversion to intense development.

USES

PRIMARY

- Farms, plant nurseries, and other agricultural uses for growing plants and crops.

SECONDARY

- Detached single-family homes as farmsteads, barns, stables, and other agricultural accessory structures.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Large development can be master planned to achieve a cohesive design for the entire site.
- Automobile access to individual properties through driveways.

LANDSCAPE AND OPEN SPACE

- Sidewalks and pedestrian pathways should be placed appropriately to provide access to rural residential areas adjacent to urbanized areas.
- Visible green spaces, street trees, ornamental plantings.

AMENITIES

- Sidewalks, bike lanes, or multi-use paths if applicable.
- Open spaces, outdoor seating, streetscape, and urban design elements.

FIGURE 28: EXAMPLE OF AGRICULTURAL LAND USES.

Source: American Structurepoint Inc.

OPEN SPACE[6]

Open space is located around Moraine. The parcel proposed for future open space is currently classified as institutional. The repurposing of the land could create a connection to future development around the area. Open space is land not intensively developed for residential, commercial, industrial, or institutional use. It serves many purposes, whether it is publicly or privately owned.

USES

PRIMARY

- Local public parks and recreation, natural areas, indoor and outdoor recreation facilities, and retention areas.

SECONDARY

- Golf courses, campgrounds, boat docks, and lakes.

PHYSICAL FORM

BUILDING PLACEMENT AND MASSING

- Varies by location and type.
- Building placement might be sensitive to natural features and surroundings.

LANDSCAPE AND OPEN SPACE

- Existing natural features can be preserved and integrated into the design of the overall property.
- Additional landscape and open space areas can be placed to enhance further the natural environment and the active/passive use of the area.

AMENITIES

- Encourage connectivity to nearby neighborhoods and existing parks and trails.

[6] Open Space 101

FIGURE 29: EXAMPLE OF OPEN SPACE DEVELOPMENT.

Source: American Structurepoint Inc.

TRAIL-ORIENTED DEVELOPMENT[7]

Trail-oriented development was proposed along the Great Miami River and Main Street. Trail-oriented development aims to combine the active transportation benefits of a trail with the revitalization potential associated with well-designed and well-managed urban parks to help create more livable communities. Projects centered around trail-oriented development, whether within or close to commercial areas, can draw heightened pedestrian and cyclist traffic. That increased activity contributes to amplified local expenditures, employment opportunities, and escalated land valuation for properties situated alongside these trails.

Land use and dimensional standards should mirror neighborhood commercial; however, buildings should prioritize frontage and main entrances towards the bike trail.

[7] Transit-Oriented Development to Trail-Oriented Development

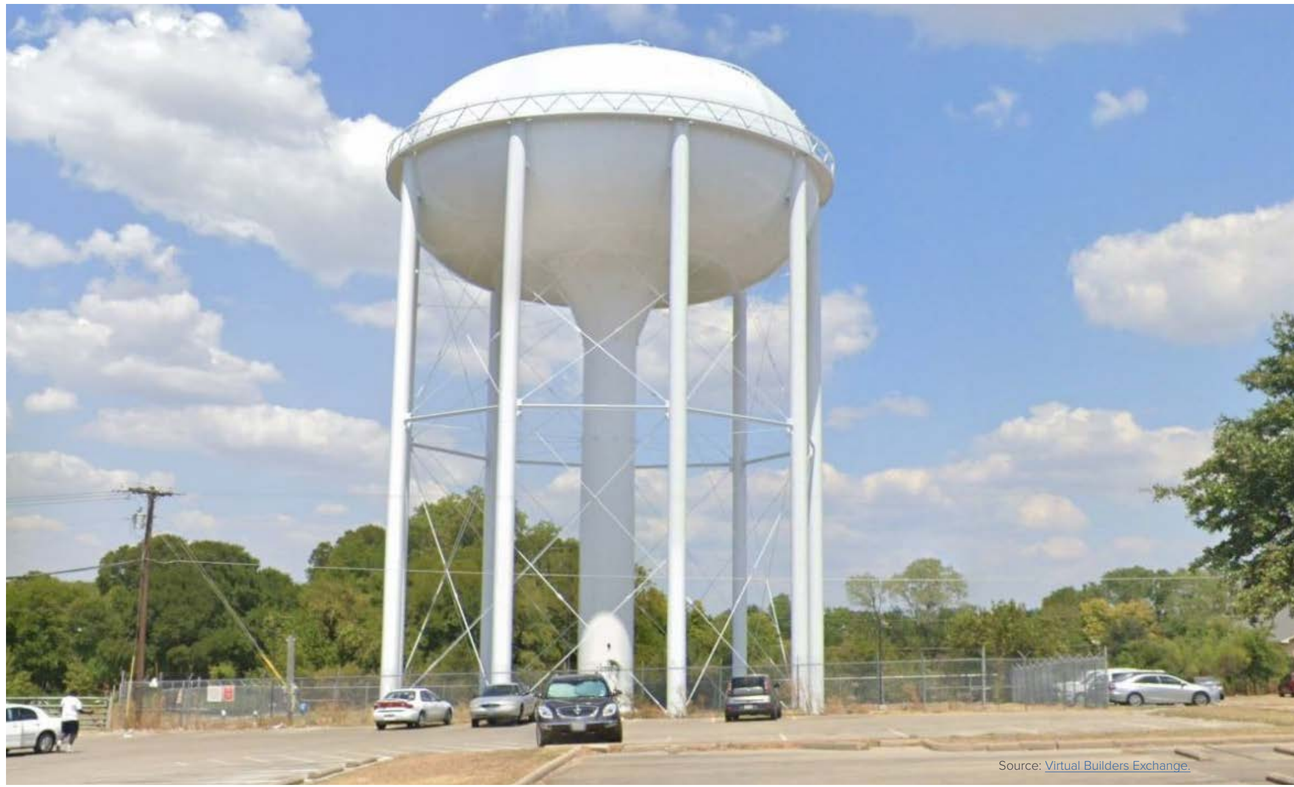
FIGURE 30: EXAMPLE OF TRAIL-ORIENTED DEVELOPMENT.

Source: The Right Path-A Trail-Oriented Development Primer

UTILITY LAND USE

Utility land use refers to a structural pathway such as a pipe, conduit, cable, or analogous infrastructure designed to transmit essential services to the general public or specific recipients. These vital services encompass a broad range of utilities, including water supply, electric power, gas distribution, communication networks, and sanitary sewer systems.

FIGURE 31: AN ELEVATED WATER TANK IS AN EXAMPLE OF A UTILITIES LAND USE.



Source: Virtual Builders Exchange.

INFRASTRUCTURE

OVERVIEW

Whether access to the interstate or the Great Miami Recreational Trail, Moraine's infrastructure is a boon. Developers and major business stakeholders agree that highway accessibility is a major attraction for the City. Opportunities have been identified to set Moraine up for continued success through its infrastructure, such as improving trail connectivity and actively participating in other agencies' project planning. Since the bulk of Moraine's infrastructure is in solid shape this section focuses on examining where enhancements to these systems (i.e., roads, sewers, bridges, trails, etc.) can help initiate or enhance the goals of this Plan's other sections.

What Do We Have?

Appendix A, the Existing Conditions Report, revealed the following data points to inform the infrastructure recommendations of this Plan:

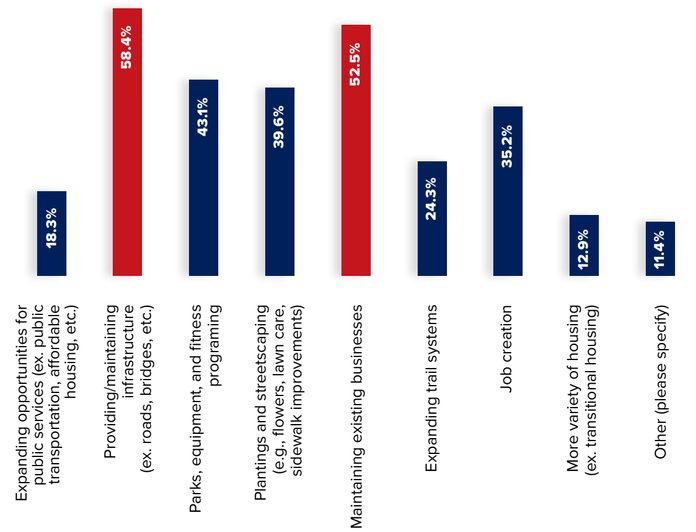
Legacy goal - The Montgomery County Strategic Plan 2020-2024 noted reinvesting in water, sewer, and solid waste systems as a key strategy. Montgomery County Environmental Services provides these utilities to most of the City, including the Plan's focus areas.

Projected growth – By 2050, Moraine is anticipated to grow by about 400 residents. Between 2010 and 2022, it gained almost 200 households.

Fair road conditions – Generally, Moraine roads fall in the Pavement Condition Rating of Good or better with a score of 70 and above. However, given the heavy-use industrial areas, such as Dorothy Lane and portions of Dryden Road, these roads should be regularly monitored for any signs of issues emerging.

Car-orientation – Like many American communities, Moraine is car-oriented, requiring residents and employees to drive to meet their daily needs and commutes. As shown in Figure 33, there are opportunities to improve connectivity for walking and biking, particularly on the City's east side.

FIGURE 32: MORAINE'S FUTURE STARTS WITH WHICH OF THE FOLLOWING CATEGORIES? PICK A MAXIMUM OF 3.



Source: American Structurepoint Inc.

WHAT DID WE HEAR?

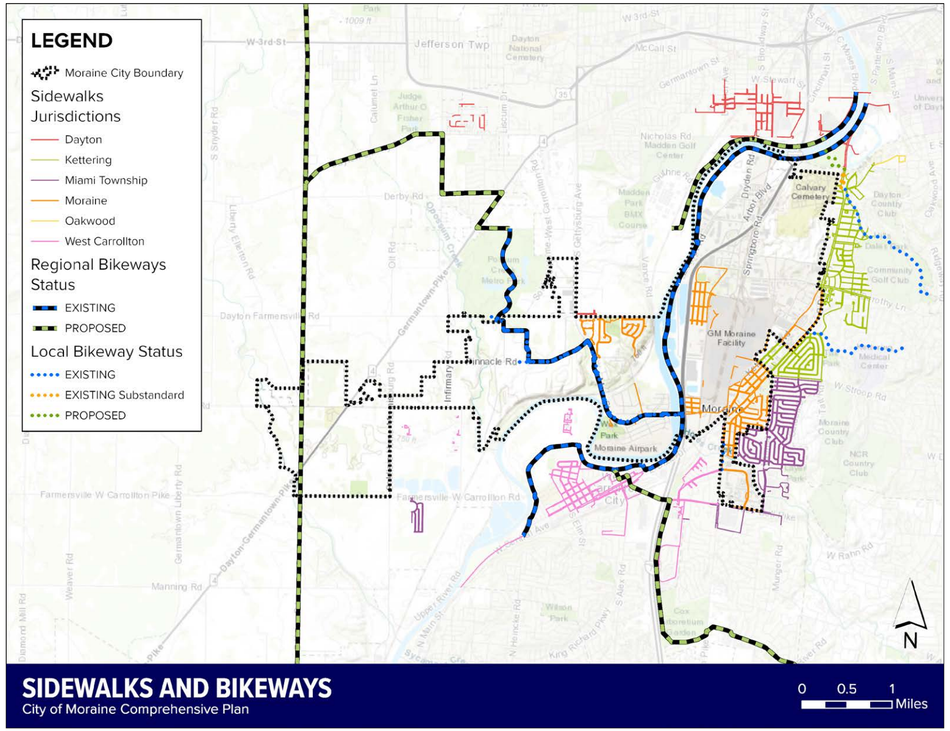
From the survey: Providing/maintaining infrastructure (i.e., roads, bridges, etc.) was identified as a category that Moraine should prioritize.

Key Trends from community input on infrastructure:

1. Major employer stakeholders expressed concerns about no public transit service for their third-shift employees. Many manufacturing employees have challenges with reliable personal transportation.

2. The Jefferson Regional Water Authority serves the far western portions of the City. The sewer and water infrastructure in this area is adequate for the future development contemplated in this plan. Existing water main sizing is smaller, and flows are less than ideal for commercial development.

FIGURE 33: SIDEWALKS AND BIKEWAYS.



Source: Miami River Valley Regional Planning Commission Geo-Spark

RELEVANT GOALS

1. **Create a vibrant destination.**
2. **Promote a balanced development pattern to meet the community's needs.**
3. **Maintain infrastructure and support job creation.**
4. **Diversify housing options.**

OBJECTIVES

- Leverage infrastructure assets that make Moraine a desirable destination.
  - **STRATEGY:** Create a "fly-in community" by linking the Airpark and adjacent houses with private hangars and ensure the City's zoning ordinance permits these as accessory uses.
  - **STRATEGY:** Improve bike and multi-use trail connectivity throughout the City and with neighboring communities, notably Sellar's Bridge leading into Focus Area One.
  - **STRATEGY:** Continue to monitor the roads in Moraine under the City's jurisdiction to maintain their ability to move people and goods through the City.
- Make the development focus areas identified in this Plan ready for private development.
  - **STRATEGY:** Contact Montgomery County Environmental Services to gather flow information, evaluate existing tap fees already paid to determine what credits are available for redevelopment opportunities, and assess if capacity fees have been paid for the development focus areas.
  - **STRATEGY:** Work with utility providers to create an "early warning" system to alert staff to potential issues with existing businesses, such as decreases in power or water usage, lower electric bills, etc.
  - **STRATEGY:** Develop and follow a capital improvement plan.

SELLARS BRIDGE

The bridge on Sellars Road is a key connection over the Great Miami River and I-75 near the south end of Moraine. Montgomery County owns the portion of the bridge over the river, and ODOT owns the portion over the interstate. The cantilevered sidewalks on the bridge are beginning to deteriorate, so safety for pedestrians will be a concern if not rehabilitated. The County is currently evaluating alternatives to rehabilitate the bridge. One option is to eliminate the cantilevered sidewalks. A proposed sidewalk/shared-use path would be reconstructed on the west side of the bridge, and the east sidewalk would be eliminated. Four lanes of vehicular traffic will be maintained on the bridge along with a barrier-separated 11 foot sidewalk/shared-use path.

All work the County proposes will be coordinated with ODOT since similar repairs will need to be completed for the entire bridge. The Conservancy District will also need to be coordinated with, as they own the stairs that access the Great Miami River Recreational Trail. The City of Moraine is interested in adding aesthetic features to the bridge during the rehabilitation to create a sense of community and welcome all to the City. That would include an aesthetic vandal fence with lettering, lighting, and form-lined concrete elements (pilasters and barriers). Any proposed aesthetic features added to the bridge will need to be approved by ODOT Structural Engineering. The submittal to OSE would include preliminary layouts and details of the proposed elements. ODOT generally accommodates such aesthetic features if ODOT requirements in the Bridge Design Manual are met. The City would bear the cost of the aesthetic features.

FIGURE 34: EXISTING SELLARS BRIDGE LOOKING EAST OVER I-75.

Source: Google Streetview

FIGURE 35: PROPOSED SELLARS BRIDGE CONCEPT LOOKING EAST OVER I-75.

Source: American Structurepoint, Inc.

FIGURE 36: PROPOSED SELLARS BRIDGE CONCEPT LOOKING NORTH FROM I-75.

Source: American Structurepoint, Inc.

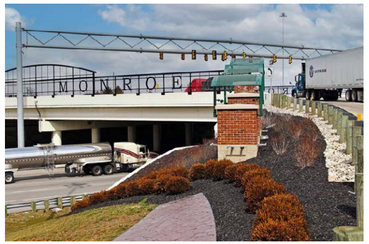
PRECEDENTS

Below are examples of other Ohio communities' efforts towards aesthetic bridge enhancements, and for place-based branding and gateway features oriented to highways. Degrees of sophistication vary between examples; however, some communities even use their bridges as a canvas for public art.

FIGURE 37: I-675 BRIDGE - FAIRBORN

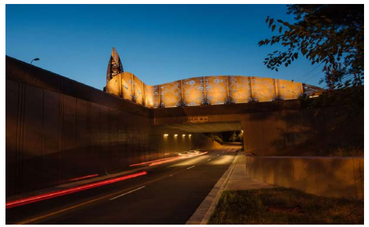
Source: Google Maps

FIGURE 38: OH-741 BRIDGE - MONROE



Source: Dayton Daily News

FIGURE 39: SCHANTZ BRIDGE - KETTERING



Source: City of Kettering

FIGURE 40: I-675 BRIDGE - CENTERVILLE

Source: Google Maps

TRAFFIC ANALYSIS

The Existing Conditions Report illustrated that the roads in Moraine were in good-to-excellent condition. Therefore, the bulk of this section was utilized to evaluate the impacts of the potential focus area changes identified earlier in the Land Use section (pages 30-41). The following summary indicates potential improvements needed if the character development types were developed.

Existing traffic volumes were collected at the major intersections near each of the three focus areas using StreetLight's web-based portal. It collected the AM and PM Peak Hour turning movement counts. The existing traffic volumes were compared to the anticipated additional volume generated by the proposed alternate future land uses. Trips for each focus area were generated using the data and methodologies in the Institute of Transportation Engineers Trip Generation Manual (11th Edition). Potential intersection impacts were assessed using FHWA's CAP-X tool. CAP-X employs a critical lane volume analysis to determine the Volume-to-Capacity Ratio, or V/C, for various intersection control types. The Volume-to-Capacity Ratio measures congestion on a given roadway relative to the traffic the roadway is designed to accommodate. Roadways are generally considered severely congested when the V/C ratio equals or exceeds 1.0. For each study intersection, the following traffic control was considered:

- Traffic Signal
- Roundabout
- All Way Stop Control
- Two-Way Stop Control on the Minor Approach

It was found that existing traffic controls at each intersection were capable of existing traffic volume in addition to the anticipated new trips. Most intersections also show the capability of being converted into a roundabout in the future. Roundabouts have been used in multiple cities as gateways and provide space in the center island to provide an exhibition space.

The major intersections analyzed were as follows:

- Main Street and Swimming Hole Road
- Main Street and Venetian Way
- West Dorothy Lane and Elbee Road
- West Dorothy Lane and South Dixie Drive/Kettering Boulevard
- North Springboro Pike, South Dixie Drive, and Kettering Boulevard

ALTERNATE LAND USE – AREA ONE

TRAFFIC ANALYSIS

Figure 41 shows the anticipated additional trip generation for the proposed alternate land uses for Focus Area One. The additional trips are factored into the intersection analysis in Figure 42. Both intersections currently have optimal traffic control measures; however, the Main Street and Swimming Hole Road intersection would improve pedestrian and bicycle accommodation with a roundabout with one North-South lane and two East-West lanes. This improvement may be desirable as the placemaking recommendations are pursued, especially encouraging Main Street as an activity hub, trail connectivity, and trail-oriented development.

FIGURE 41: FOCUS AREA ONE ANTICIPATED TRIP GENERATION.

Intersection	ITE Land Use	Peak	Enter	Exit	Total
Main Street and Swimming Hole Road	Retail	AM	58	39	**97**
		PM	131	131	**262**
Main Street and Venetian Way	Housing	AM	2	6	**8**
		PM	7	5	**12**

Source: American Structurepointc Inc.

FIGURE 42: FOCUS AREA ONE TRAFFIC ANALYSIS.

Intersection	Existing Traffic Control	Time Period	Signal V/C	All Way Stop V/C	Two-Way Stop (Minor) V/C	Roundabout V/C	Roundabout Type Analyzed	Existing Traffic Control Accommodations		Suggested Roundabout Accommodations	
								Pedestrian	Bicycle	Pedestrian	Bicycle
Main Street and Swimming Hole Road	2-Way Stop (Minor)	AM	0.1	0.33	0.09	0.12	**1 NS x 2 EW**	Good	Good	Excellent	Excellent
		PM	0.15	0.54	0.14	0.19		Good	Good	Excellent	Excellent
Main Street and Venetian Way	Signal	AM	0.18	0.56	0.14	0.21	**1 NS x 2 EW**	Good	Excellent	Good	Excellent
		PM	0.37	0.99	0.59	0.33		Good	Excellent	Good	Excellent

Source: American Structurepoint Inc.

ALTERNATE LAND USE – AREA TWO
TRAFFIC ANALYSIS

Figure 43 shows the anticipated additional trip generation for the proposed alternate land uses for Focus Area Two. The additional trips are factored into the intersection analysis in Figure 44. Both intersections could reduce congestion by using a roundabout. A three-by-three roundabout at Dorothy Lane and South Dixie/Kettering Boulevard would reduce anticipated congestion by 13 percent for morning peak hours and 10 percent for evening peak hours. A two-by-two roundabout for the Dorothy Lane and Elbee Road intersection would reduce anticipated congestion by 4 percent for morning peak hours and by 10 percent for evening peak hours.

FIGURE 43: FOCUS AREA TWO ANTICIPATED TRIP GENERATION.

Intersection	ITE Land Use	Peak	Enter	Exit	Total
Dorothy Lane and Elbee Road	General Office	AM	46	6	**52**
		PM	13	48	**61**
Dorothy Lane and South Dixie Drive and Kettering Boulevard	General Office	AM	48	9	**57**
		PM	11	48	**59**

Source: American Structurepoint

FIGURE 44: FOCUS AREA TWO TRAFFIC ANALYSIS.

Intersection	Existing Traffic Control	Time Period	Signal V/C	All Way Stop V/C	Two-Way Stop (Minor) V/C	Roundabout V/C	Roundabout Type Analyzed	Existing Traffic Control Accommodations		Suggested Roundabout Accommodations	
								Pedestrian	Bicycle	Pedestrian	Bicycle
Dorothy Lane and Elbee Road	Signal	AM	0.25	0.54	0.13	0.21	**2 x 2**	Good	Good	Good	Good
		PM	0.29	0.66	0.51	0.19		Good	Good	Good	Good
Dorothy Lane and South Dixie/Kettering Boulevard	Signal	AM	0.37	1.17	2.39	0.24	**3 x 3**	Good	Good	Fair	Excellent
		PM	0.52	1.58	6.4	0.42		Good	Good	Fair	Excellent

Source: American Structurepoint

ALTERNATE LAND USE – AREA THREE
TRAFFIC ANALYSIS

Traffic analysis for Focus Area Three reveals the intersection of North Springboro Pike and South Dixie Drive/ Kettering Boulevard did not have any new trips distributed to the intersection because there is no proposed change in land use. As shown in Figure 45, the current signal is the optimal traffic control for existing and anticipated volumes.

FIGURE 45: FOCUS AREA THREE TRAFFIC ANALYSIS.

Intersection	Existing Traffic Control	Time Period	Signal V/C	All Way Stop V/C	Two-Way Stop (Minor) V/C	Roundabout V/C	Roundabout Type Analyzed	Existing Traffic Control Accommodations		Suggested Roundabout Accommodations	
								Pedestrian	Bicycle	Pedestrian	Bicycle
North Springboro Pike and South Dixie/Kettering Boulevard	Signal	AM	0.5	1.36	5.3	0.56	3 x 3	*Good*	*Excellent*	*Fair*	*Excellent*
		PM	0.57	1.96	35.41	0.69		Good	Excellent	Fair	Excellent

Source: American Structurepoint

CASE STUDY: FLY-IN COMMUNITIES

Fly-in Communities, or airpark residential, are housing adjacent to or including an airstrip. These communities have restrictive covenants to cater to the community's unique needs and can be serviced by a municipal or private airstrip. They offer private on-lot hangars on a portion of the lots, which usually sell quicker than lots that do not have hangars. Sandy's Airpark at Sporty's in Batavia, Ohio, and Spruce Creek Fly-In in Port Orange, Florida, are a few of the over 20 fly-in communities in the United States.

FIGURE 46: SPRUCE CREEK FLY-IN, FLORIDA MAP.

Source: Spruce Creek Fly-In

PARKS AND RECREATION

OVERVIEW

The Moraine community has expressed various opinions regarding Parks and Recreation Centers. Some residents highlighted the potential benefits of their parks and enhancing walkability. However, concerns exist about park maintenance, particularly the lack of attention to existing parks, resulting in poor conditions and limited awareness of available activities.

The City has a large amount of park acreage for its population compared to national benchmarks. However, some residents would like to see more investment in specific parks, while others prefer more passive open spaces, such as off-road bike trails. Moraine officials also need to weigh the long-term sustainability of maintaining numerous parks, with flooding issues and the costs of long-term property management of these parcels.

Despite different opinions on the types of amenities parks should offer, there is a shared belief in the necessity of a new, well-designed recreational center to cater to Moraine's recreational needs. Additional residents felt that current facilities, including the Civic Center, may not effectively serve the community and should be repurposed. Ultimately, the community acknowledges the need for thoughtful planning and investment to create appealing and functional spaces for residents.

WHAT DO WE HAVE?

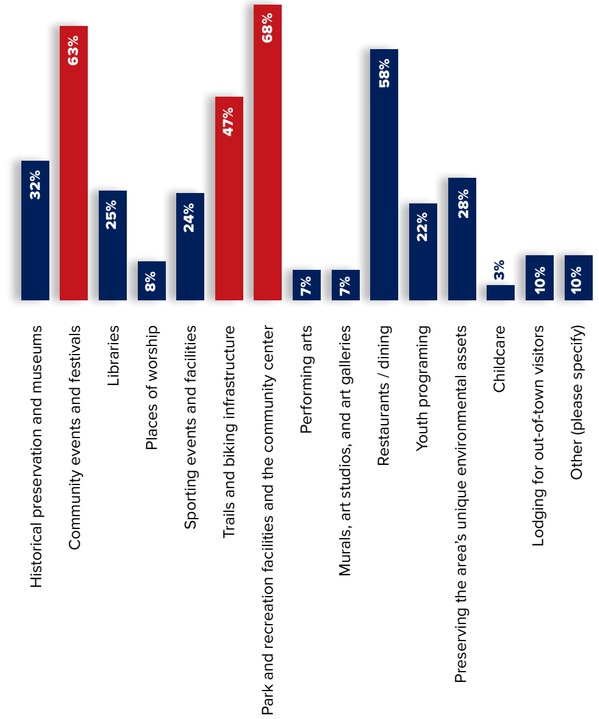
The Existing Conditions Report (Appendix A) contains a National Recreation and Parks Association National Metric analysis section conducted to understand Moraine's park and recreation system. These are key trends identified during the analysis:

NRPA COMPARISON FINDINGS:

- Abundant Parkland Acreage: The City of Moraine has a significant parkland acreage of 19 acres per 1,000 residents in 2023, compared to the NRPA's median of 10.8 acres per 1,000 residents for cities serving less than 20,000 residents. That indicates a current surplus of parkland.
- Potential for Decreasing Park Acreage: Despite the ample parkland, Moraine faces a potential challenge as its population grows. If no new parks are developed, the existing 19 acres of parkland per 1,000 residents might decrease in the future due to population expansion.
- Enhanced Park Accessibility: The City of Moraine demonstrated accessibility of 433 residents served per park in 2023. This figure is notably lower than the NRPA's median of 1,225 residents per park and the jurisdictional comparison. This lower value suggests improved accessibility to park amenities, potentially promoting greater community engagement.
- Favorable Trail Network: The City's trail mileage of 9.2 miles in 2023 is notably higher than the NRPA's median of 4 trail miles for jurisdictions with 20,000 or fewer residents. This comparison showcases Moraine's commitment to providing a robust trail network for recreational and transportation purposes.

FROM THE SURVEY: THREE OF THE FOUR MOST IMPORTANT AMENITIES SELECTED WERE PARK AND RECREATION-RELATED SERVICES.

FIGURE 47: WHAT AMENITIES ARE MOST IMPORTANT TO YOU?



Source: American Structurepoint Inc.

WHAT DID WE HEAR?

Key themes from stakeholder meetings, surveys, public events, and ad hoc committee meetings:

- Many residents emphasize the value of shared parks and recreational hubs, promoting collaboration among cities and improving walkability for community benefit.
- Concerns were raised about the long-term maintenance of certain parks, and respondents wanted increased communication about available activities and amenities.
- There is a common desire for enhanced equipment, better facilities, and diversified events to attract families and residents to the parks. The community emphasized clean-up efforts and beautification initiatives.
- Concerns were raised about the lack of ADA-compliant facilities, the need for dedicated nature spaces, and inefficient layouts impacting user experience.
- The community expressed the need for a comprehensive assessment of existing facilities, considering what should be retained, repurposed, or replaced to serve the community's needs best.

RELEVANT GOALS

1. **Promote a balanced development pattern to meet the community's needs.**
2. **Balance active recreation needs with the City's changing demographics.**
3. **Enhance property maintenance.**
4. **Revitalize and "right-size" parks and recreation facilities.**

OBJECTIVES

- Enhance collaboration and shared spaces.
  - **STRATEGY:** Foster partnerships with neighboring cities to establish shared parks and recreational hubs that encourage community interaction and connectivity.
  - **STRATEGY:** Collaborate on joint events and programs that leverage shared spaces to benefit residents.
- Continue park maintenance and communication of events.
  - **STRATEGY:** Implement a robust maintenance schedule for all parks, addressing issues promptly to ensure well-kept facilities.
  - **STRATEGY:** Establish clear communication options to inform the public about park maintenance efforts, closures, update park activities, public festivals, and recreational activities.

- Enhance equipment, maintenance, and diversity.
  - **STRATEGY:** Invest in upgrading equipment and amenities in parks, focusing on diversity to cater to a wide range of interests and age groups.
  - **STRATEGY:** Regularly assess and enhance maintenance practices to ensure park facilities remain in excellent condition.
  - **STRATEGY:** Initiate beautification projects to improve the aesthetics of current parks, enhancing their appeal to residents.

- Ensure budget efficiency and sustainability.
  - **STRATEGY:** Develop strategies for optimizing budget allocation to maintain parks effectively while exploring alternative funding sources.
  - **STRATEGY:** Identify opportunities for revenue generation through partnerships, sponsorships, and community engagement initiatives.

- Repurpose current underutilized facilities with new facilities.
  - **STRATEGY:** Explore the potential repurposing of the current Civic Center to serve the community's evolving needs better.
  - **STRATEGY:** Consider incorporating innovative features that enhance the recreational experience and require less maintenance and passive participation, such as meditation gardens and walking paths.

- Develop a Parks and Recreational Master Plan that aligns with community needs and financial capabilities.
  - **STRATEGY:** Develop a comprehensive long-term plan for the City's parks and recreation facilities, focusing on community input and sustainability.
  - **STRATEGY:** Undertake a park assessment of all existing facilities to determine which ones should be maintained, repurposed, or replaced based on usage, condition, and community input.

Source: Getty Images

BEST PRACTICES FOR ESTABLISHING COMMUNITY GARDENS IN MORAINE PARKS[8]

The National Recreation and Park Association's "Grow Your Park" Initiative focuses on introducing community gardens into parks to enhance park maintenance, community engagement, and opportunities for corporate sponsorship. Within the Dayton Metro, the Five Rivers MetroParks has successfully employed a broad and varied community garden strategy. Moraine's community gardens have been very popular. The City may benefit from expanding the size or number of community gardens within existing recreation areas with an enhanced formal program. Best practices can be modeled to create similar programs, such as a volunteer trail maintenance corps. These guidelines can help in successfully implementing a formal community gardens program:

Step 1: Selecting a Garden Site - When choosing a community garden location, consider the following:

- Prioritize sites that offer optimal growing conditions, but be prepared to work with available land, such as vacant plots or underutilized park areas.
- Transform underused parks into vibrant community hubs encouraging social gatherings, collaborative projects, and well-being.
- Despite potential operational challenges, learn from peer park districts that established successful community gardens managed by advisory boards.
- Consider sites near park buildings, shelters, or other activity areas while avoiding conflicts with existing park programs.
- Accessibility is crucial; choose a location easily accessible to park staff and the community, with shade options and nearby facilities.
- Identify well-drained sites with ample sunlight for six to eight hours a day and consider water availability for irrigation.

[8] Building a Community Garden in Your Park: Opportunities for Health, Community, and Recreation

Step 2: Implementation - Best Practices

- Engage the community in planning and execution, establishing a Community Garden Advisory Board for oversight.
- Develop a layout that maximizes sunlight, accessibility, and efficient maintenance.
- Install necessary amenities such as water access points, compost areas, tool storage, and seating.
- Choose plant varieties suited to the site's conditions, including sunlight, soil type, and water availability.

Step 3: Ensuring Accessibility and Inclusion

- Prioritize accessibility to ensure everyone can participate in gardening activities.
- Choose raised garden beds to accommodate people with mobility challenges.
- Focus on inclusive design, enabling individuals using wheelchairs, walkers, or canes to garden alongside others.
- Address potential barriers, such as loose or bumpy surfaces, obstructing accessibility.
- Plan garden bed width to accommodate those with limited reach.

Step 4: Effectively Deliver Communication About Your Community Garden

As a collaborative effort with your community, the final step involves sharing your project's story and successes through effective communication. This step is crucial for maintaining credibility, permanence, and community engagement. Here's how to ensure your message reaches the right audience:

- Prepare a photo release to share progress, before-and-after images, and stories about the garden's journey and lessons learned.
- Create a comprehensive contact list of potential partners, stakeholders, newspapers, community organizations, politicians, nearby families, and local educational institutions.
- Utilize communication resources such as social media, local newspapers, community events, newsletters, and community boards.

By following these best practices, Moraine can establish thriving community gardens within its parks, fostering stronger connections among residents while enhancing the City's green spaces and park maintenance efforts. For more information, visit the Grow Your Park Initiative.

FIGURE 48: COMMUNITY VOLUNTEERS AND CORPORATE SPONSORS CAN LEND A HAND IN THE MAINTENANCE OF RECREATION AREAS.

Source: Current Publishing.

CASE STUDY: BUCKEYE TRAILS ASSOCIATION[9]

The Buckeye Trails Association is a case study that Moraine can consider as an opportunity to enhance its parks and recreational facilities. Covering about a 1,444-mile network throughout Ohio, the Buckeye Trail showcases the State's diverse landscapes and experiences, stretching from Lake Erie to the Ohio River. Initially conceived in the late 1950s as a trail from the Ohio River to Lake Erie, it has evolved into an endless loop, with separate paths merging in the Cuyahoga Valley National Park.

The Buckeye Trail Association (BTA) plays a pivotal role in managing and promoting the trail. They continuously seek ways to improve the trail, including moving road sections off the roads and enhancing off-road segments. Beyond management, the BTA fosters a vibrant social community, hosting numerous events open to the public and an annual gathering for members featuring presentations and hikes.

The BTA's vision is to collaborate closely with communities, organizations, and agencies across Ohio to sustain a world-class hiking trail that connects the state's diverse resources, people, places, and history. Their mission centers on building, maintaining, preserving, and promoting the Buckeye Trail to benefit citizens, communities, and partners. Membership in the BTA supports this valuable project and provides resources to their dedicated volunteers.

For those interested in getting involved, the BTA offers various volunteer opportunities, such as trail stewardship, outreach, and advocacy. They welcome individuals with diverse skills and interests, including outdoor enthusiasts, public speakers, educators, and professionals. Volunteer hours play a critical role in demonstrating public support for the Buckeye Trail, which has been recognized as a vital component of Ohio's trail network.

The Buckeye Trails Association is an example for Moraine to learn from and potentially incorporate into its parks and recreational facilities. This extensive trail system, managed by dedicated volunteers, showcases Ohio's natural beauty, fosters a sense of community, and provides opportunities for outdoor enthusiasts to contribute to its preservation and improvement.

For more information on this initiative, visit Buckeye Trail Association.

[9] Buckeye Trail Association

ECONOMIC DEVELOPMENT

OVERVIEW

Moraine officials and residents viewed economic development as critical to their existing and long-term success. Income tax is a crucial revenue source for Moraine. Local economic development partners have continued to excel at bringing in job creators and ensuring that Moraine has a robust economy. Jobs located within the municipality mean continued financial success. A large portion of the City's Corporate Limits are zoned and developed for these uses, which is another asset for Moraine's continued vibrancy.

Moraine faced significant headwinds in 2008 with the General Motors assembly facility's closure and a substantial revenue loss. Still, it has since rebounded through deliberate business attraction efforts. This comprehensive planning process acknowledged that multiple local and regional partners are responsible for this continued success. Moraine's job creation and success are just as important to Montgomery County and the Dayton region.

While known by economic development professionals, developers, and businesses as a destination for business development, the fact that many of these companies are located in Moraine is not as visible to visitors and regional residents unfamiliar with the City's corporate limits.

FIGURE 49: IMAGE OF FUYAO ADDITION UNDER CONSTRUCTION.

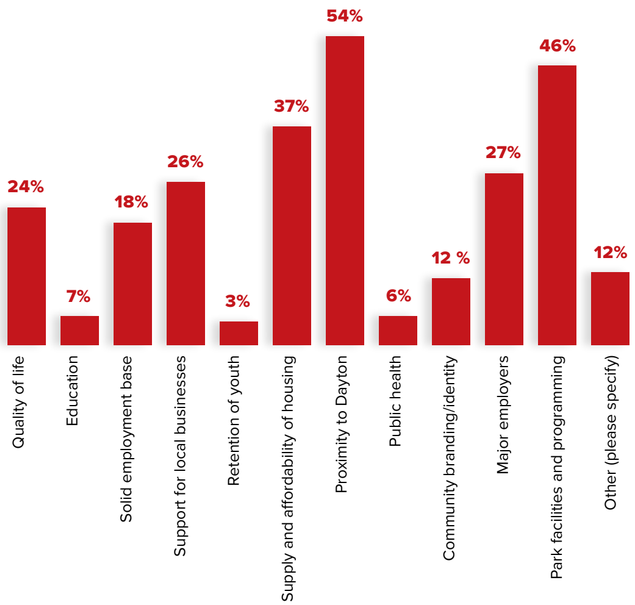
Source: American Structurepoint Inc.

WHAT DO WE HAVE?

The existing conditions report (Appendix A) highlighted several assets and data points that will help further the City's economic development goals. Key trends identified during this analysis include:

- Business Attraction – Moraine has recovered and done a great job adding new businesses and recovering the workforce lost in 2008. In 2010, 10,726 employees worked in Moraine businesses. Since that time, payrolls have increased to 13,228. Active recruitment efforts and utilization of incentives have paved the way for this success. Moraine has two Community Reinvestment Areas (CRAs): a pre-1994 area (Area #1) and another CRA #2 approved after 1994. One active TIF district was created with the West Carrollton City School District in 2005.
- Employer Diversification – Before 2008, most area employees were in manufacturing. While this is still a strength, the companies located in Moraine were more diversified in 2022, with a noticeable increase in the health services and technology industries.
- Retail Wanted – A retail gap analysis indicated that Moraine would benefit from increased retail options and diversity. In particular, the clothing, motor vehicle, health and personal care stores, and full-service restaurant markets showed room for growth.
- Industrial Space – The industrial market in Moraine is robust, with only a 2.0 percent vacancy rate. While indicative of Moraine's success, this limits the ability to attract new businesses.
- Office Space – Moraine's office market had a vacancy rate of 10.7 percent, a little higher than the Dayton area average of 7.1 percent. Office space across the US is changing with the rise of work from home, and those trends will continue to affect Moraine.
- Hospitality and Hotels – It was noted that while the City has numerous employers, there was a lack of hotel rooms and meeting space for these industries' out-of-town executives and visitors to utilize.

FIGURE 50: WHAT ARE MORAINE'S GREATEST ASSETS?



Source: American Structurepoint Inc.

WHAT DID WE HEAR?

Key themes from stakeholder meetings, surveys, public events, and ad hoc committee meetings:

- Residents, employers, and regional partners all recognize the importance of the employment base in Moraine and
- Partner organizations, such as the Montgomery County, the Dayton Development Coalition, and Centerpoint, stated that Moraine is desirable for locating a large employer due to the existing infrastructure and site inventory. These participants did not see interest in
- Large employers feel that the City officials are receptive and easy to work with. They would like more lunch, hotel, and meeting space options near their facilities. Often, their employees only have a half hour for lunch and cannot travel far for a meal. They also stated that their employees like to eat lunch outside on lovely days in park or park-like settings.
- Businesses rely on several county and regional providers for water, sewer, and electriCity services, which are vital for economic development efforts.
- Local developers said they would like more activity after 5:00 PM and signage to notify visitors that they are in Moraine.
- Residents and employers would like to see more sit-down dining options. Figure 50 highlights that survey participants consider supporting local businesses as the fifth greatest asset for the City.

RELEVANT GOALS

1. Promote a balanced development pattern to meet the community's needs.
2. Maintain infrastructure and support job creation.
3. Engage and retain youth.

OBJECTIVES

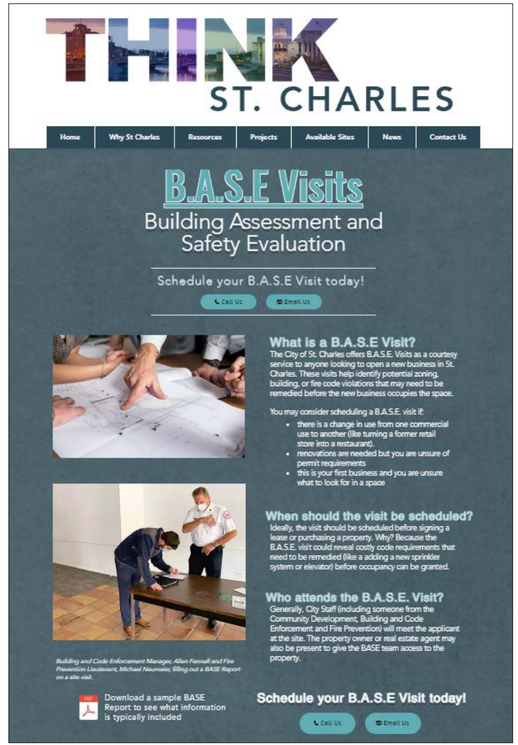
- Continue to focus on business attraction efforts to attract the identified target industries (refer to Appendix A for the established list of Target Industries).
  - **STRATEGY:** Start a quarterly meeting series to meet with regional partners to ensure that all opportunities and RFPs that make sense for Moraine are actively pursued.
  - **STRATEGY:** Create an opportunity and environment for enhanced dining options near large employers.
  - **STRATEGY:** Incentivize more hotel and meeting room space to provide convenient nearby accommodations for out-of-town company executives.
  - **STRATEGY:** Design a site inventory database and online map, as part of the economic development website, that identifies permitted uses, utility capacities, site constraints, etc.
  - **STRATEGY:** Continue to utilize incentive options, such as the CRAs and TIF, to attract new businesses to Moraine and craft benchmarks, such as increased income tax, new square feet of retail space added, and new jobs created to help gauge the successful use of those incentives.
  - **STRATEGY:** Update the City's development regulations to ensure that new business models are accounted for to reduce new business time to construct a new or occupy an existing building.
  - **STRATEGY:** Participate in regional workforce development initiatives to help retain young residents who would prefer a career in the trade industries and benefit local businesses.
  - **STRATEGY:** Develop a "pre-inspection" program to help potential businesses assess the code deficiencies and potential costs of locating into a Moraine building before signing a lease or purchasing.
  - **STRATEGY:** Create programs supporting local entrepreneurs and startups, fostering a diverse range of small businesses that contribute to economic vitality.

- Develop a place-based branding and marketing strategy to help raise awareness about Moraine's successes and location.
  - **STRATEGY:** Strengthen City-wide branding efforts, promote the City on social media platforms, and share these efforts with local partners.
  - **STRATEGY:** Implement a Wayfinding Signage Plan to direct residents and visitors to businesses.
- Create a formal business retention and expansion program.
  - **STRATEGY:** Host regular quarterly or semi-annual meetings with local business owners to gauge their satisfaction with Moraine or to discover potential unmet needs.
  - **STRATEGY:** Have regular onsite visits with Moraine business leaders at their location to ensure they have a known go-to person to speak with about upcoming needs, expansions, or issues.
  - **STRATEGY:** Work with utility providers to create an "early warning" system to alert staff to potential issues with existing businesses, such as decreases in power or water usage, lower electric bills, etc.
- Institute retail recruitment strategies to attract full-service restaurants, hotels, and retailers.
  - **STRATEGY:** Attending and networking at regional and national retailer conventions hosted by the ICSC, such as the DEAL Making event in Chicago and RECON in Las Vegas.
  - **STRATEGY:** Reinforce relationships with regional commercial brokers and local developers specializing in retail by inviting them to regular meetings with staff.
  - **STRATEGY:** Host national, regional, and local commercial brokers and developers for specific marketing events, such as City bus tours and developers' breakfasts.

Pre-Inspection Program Case Study

St. Charles, Illinois, has created a program to assist new tenants about to sign a lease or anyone going to purchase a commercial/industrial space within their city limits. These visits help potential tenants/owners better understand the space they are considering and its potential costs. These complementary meetings are called Building Assessment and Safety Evaluation (BASE) visits. Meetings occur at the commercial space and host building, fire and zoning officials to identify any potential code issues (e.g., not enough parking spaces) or expensive modifications (e.g., fire sprinkler installation) required to occupy the building. BASE visits are an invaluable tool to help retail recruitment efforts. Not only do they identify potential code or structural issues for tenants, but they also establish a report with prospective business owners and their commercial brokers. The program provides "goodwill" to the retailer and insights into their business and why they are considering St. Charles for their business's location.

FIGURE 51: ST. CHARLES PRE-INSPECTION REQUEST WEBSITE.



Source: Think St. Charles.

PLACEMAKING

OVERVIEW

What is Placemaking?

Placemaking in urban planning encompasses diverse interpretations and meanings. Placemaking refers to enhancing the public realm by adding value and significance through community-driven revitalization initiatives that embrace local values, historical context, cultural elements, and the surrounding natural environment.[10]

The community of Moraine has expressed various thoughts and opinions about Placemaking initiatives to revitalize their City. A strong consensus was noted from residents that their City, Moraine, lacks a distinct visual identity, especially along major corridors. Also, the public emphasized that Moraine does not have a central meeting area or activity hub, which can dampen the community's sense of connection.

The community's question is how to redirect traffic and encourage people to explore areas like Main Street. One of the significant challenges in Moraine is the absence of a traditional Main Street. Main Street, west of the river, needs attention to make it more inviting. Activity and a new outlook can be created by adding entertainment venues, pavilions, play areas, and public art to make it more inviting. Centralized entertainment venues were put forward as an idea for improvement, and many suggested pavilions or identifying a downtown area as solutions.

The community recognizes the need for a clear vision and strategy for Moraine's Placemaking efforts. They want to identify the City's unique branding and assets while also addressing challenges like the lack of a community gathering area and the need for more attractive and functional spaces for social engagement.

The Main Street corridor is an ideal starting point for Placemaking. It is bookended by Wax Park and City Hall, which are existing, successful hubs for public activity. The corridor is also supported by residential with adjacent infill development opportunities, in Focus Area One of the Future Land Use Section. Many stakeholders noted a perceived division between the City's east and west sides, which caused a fractured sense of community identity. The corridor offers to strengthen the City's east and west sides with the Sellars Bridge concept on pages 75-76.

[10] Placemaking on a Budget.

WHAT DO WE HAVE?

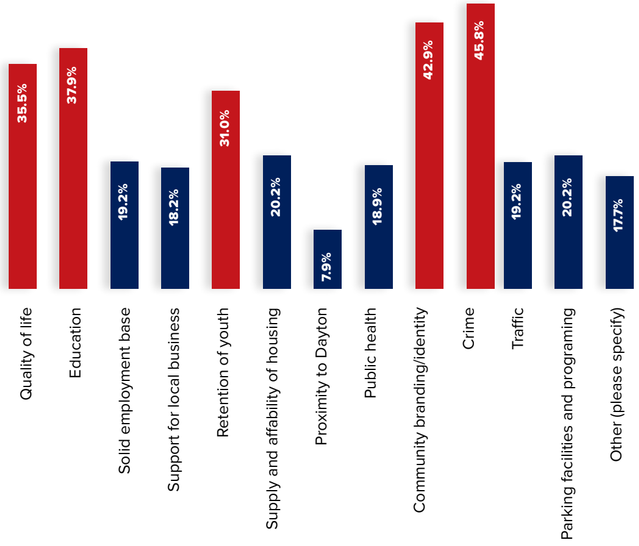
The existing conditions report in Appendix A highlights several assets and data points that will help further the City's placemaking goals. A key trend identified during this analysis included:

Legacy Goal – The 1995 Comprehensive Plan encouraged enhancing "the City's visual appearance and living environment through effective design, landscaping, and control of visual clutter."

WHAT DID WE HEAR?

From the survey, three of Moraine's challenges were related to the City's Placemaking.

FIGURE 52: MORAINE'S TOP CHALLENGES FROM THE PUBLIC SURVEY.



Source: American Structurepoint Inc.

WHAT DID WE HEAR?

Key themes from stakeholder meetings, surveys, public events, and ad hoc committee meetings:

- **Be yourself** - Moraine must champion its story and refresh its built environment and public image. It may consider drawing inspiration from communities like Vandalia and Centerville while still approaching Placemaking "the Moraine way."
- **Get creative** – Moraine needs to reexamine what kind of community it wants to be. For example, one participant suggested that Moraine pivot messaging to "work, live, play" instead of "work, live, play, and raise a family" due to the lack of a municipal school district to rally behind as a community. Stakeholders also felt that the industrial east side of town should not be devoid of retail, entertainment, or restaurant uses. Moraine could lean into its industrial character as recommended in the future land use section to create places where commuter go to unwind after work.

RELEVANT GOALS

1. Create a vibrant destination.
2. Promote a balanced development pattern to meet the community's needs.
3. Maintain infrastructure and support job creation.
4. Engage and retain youth.

WHERE TO START

When thinking about a whole community placemaking can feel like a big challenge. Given the opportunities and investment already made in the community, this Plan recommends picking a location to start and create a "center of gravity." Once that effort is implemented, use it as an example to branch out into other areas of the community. A connected Main Street from the east to west should serve as the a variety of public and private amenities, serve as the gateway to the airport, and can be seen prominently from I-75 passing under the Sellars Road Bridge.

FIGURE 53: TYLER TECHNOLOGIES IS A GREAT EXAMPLE OF THIS MAJOR REINVESTMENT IN AN OLD BUILDING.

Source: Tyler Technologies.

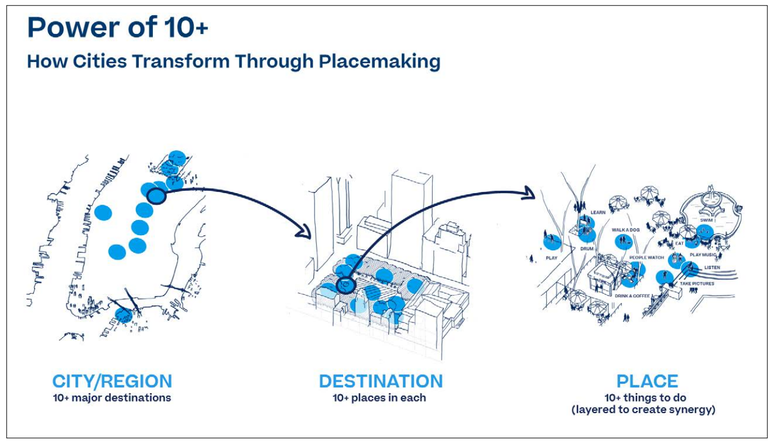
OBJECTIVES

- Establish a distinct identity for Moraine.
  - **STRATEGY:** Promote the adaptive reuse of old offices and buildings, drawing inspiration from successful examples, such as Tyler Technologies.
- Develop the Main Street corridor as the first placemaking example in Moraine.
  - **STRATEGY:** Refine and implement a Main Street placemaking plan, focusing on the stretch of road between City Hall and Wax Park, to improve infrastructure, and public spaces, making it more welcoming and vibrant.
  - **STRATEGY:** Invest in creating and maintaining outdoor amenities such as amphitheaters, pavilions, and open sitting areas to provide residents with attractive places to gather and enjoy recreational activities.
- Enhance redevelopment in industrial areas and City gateways.
  - **STRATEGY:** Explore opportunities for mixed-use developments near industrial businesses, industrial zones to connect industrial activity and community spaces that create a unique environment (as recommended in Focus Area Two of the Future Land Use Section).
  - **STRATEGY:** Continue to place more gateway features similar to the new entrance sign on Dryden Road near the I-75 interchange.

THE POWER OF 10+[11]

"The Power of 10+ is a concept Project for Public Spaces developed to evaluate and facilitate Placemaking at multiple City scales. The Power of 10+ shows how paying attention to the human experience when building a City's destinations and districts can have immediate and widespread impacts."

FIGURE 54: POWER OF 10+ CONCEPTUAL DIAGRAM.



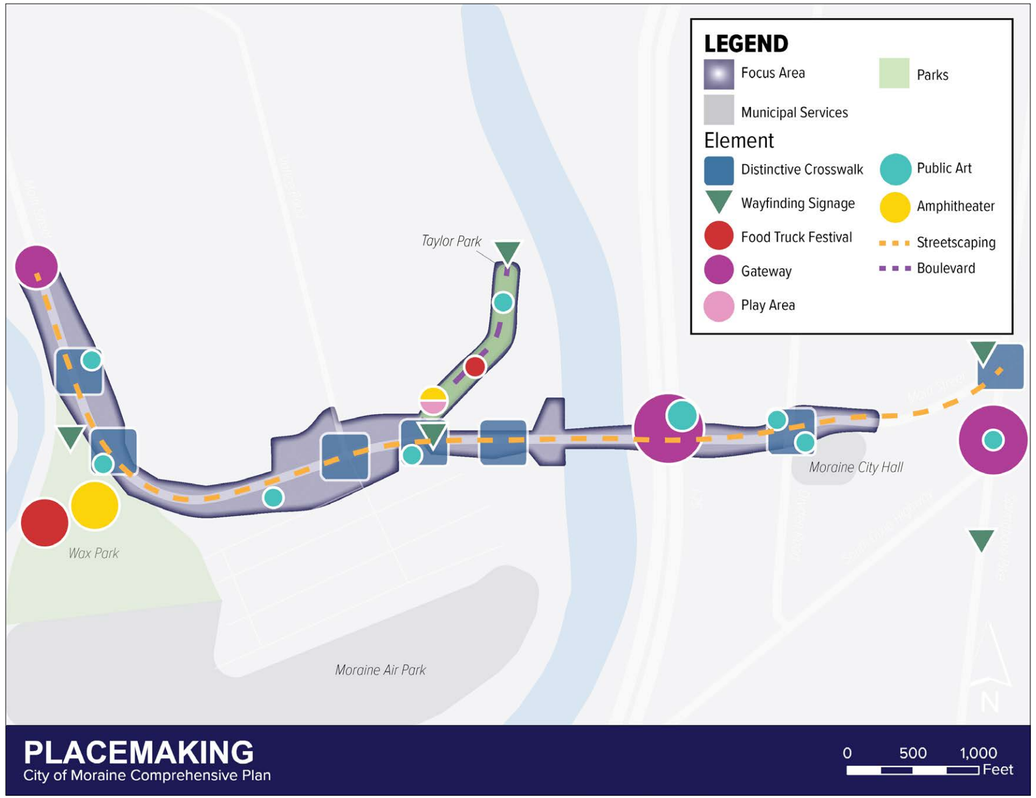
Source: Project for Public Spaces.

[11] The Power of 10+

The idea behind The Power of 10+ is that places succeed when they offer the community ten or more reasons (10+) to be there. These can include, but are not limited to, sitting areas, art, a café, a place to read the paper or drink a cup of coffee, food to eat, water features, history to experience, etc. Creating an appealing City focal point is a key to creating a unified Moraine identity. Based on community comments, it is important to incorporate elements that provide a unique experience, especially for residents and visitors after 5:00 p.m.

This section describes essential Placemaking elements that could be used throughout the City and in any of this Plan's development focus areas to connect entertainment and amenities. A demonstration of how these elements can be incorporated is shown in Figure 55.

FIGURE 55: POWER OF 10+ MAIN STREET CONCEPT.



Source: American Structurepoint Inc.

POWER OF 10+ EXAMPLES

Streetscape Amenities

Streetscape amenities are features in the public right-of-way that encourage civic and economic activity on the street. They include public seating, trees, outdoor lighting, etc. Implementing streetscape amenities along Main Street and other priority roads will help enhance the community's identity. Some amenities can also encourage traffic calming.

Creating a district involved a variety of exciting nodes that add up to the Power of 10+. The following are examples of those nodes:

FIGURE 56: EXAMPLE OF STREETSCAPE AMENITIES.

Source: Brightwire Designs

FIGURE 57: EXAMPLE OF WAYFINDING SIGNAGE.

Source: mvix.com

Wayfinding Signage

Wayfinding uses signage, color, and other design elements to help residents and visitors familiarize themselves with existing and new amenities in Moraine. Raising awareness about Moraine's hidden gems for residents and visitors was heard frequently during public engagement.

FIGURE 58: EXAMPLE OF FOOD TRUCK FESTIVAL.

Source: Food Truck Festival and Shop Hop

Food Truck Festivals

Food truck festivals could be an opportunity to support the mission of bringing people together, creating partnerships with local employers, and creating interest. A food truck festival can feature local restaurants from the City and local vendors exhibiting crafts, jewelry, gifts, etc. Different food truck events could be planned year-round on the east side of Moraine; this could help activate the historic industrial area after 5:00 PM and lead to a more permanent, inviting presence visible from I-75. It will also provide varied and quick lunch options to the workforce. Given its prominent location and available parking spaces, the Payne Recreation Center is a great place to host this type of event.

FIGURE 59: SHORT NORTH DISTRICT GATEWAY (COLUMBUS, OHIO).

Source: Neighborhood - The Short North Arts District

Gateways[12]

A gateway is an enhanced entrance to a neighborhood, a corridor, or a City. Gateways can be an arch to a neighborhood street or a corridor entrance into a City with signs, lighting, and landscaping. The purpose of creating a gateway is to create identity. Public input emphasized the importance of implementing gateways, especially at entrances to the City from the highway or neighboring communities.

[12] Gateways: Creating Civic Identity

FIGURE 60: EXAMPLE OF A UNIQUE CROSSWALK.

Source: Transpo Industries

DISTINCTIVE CROSSWALKS[13]

A crosswalk is designated for pedestrians and cyclists to cross vehicular roads safely. Drivers are expected to prioritize pedestrians or cyclists during interactions between them on the crosswalk. Using brick pavement or other contrasting colors or materials on a crosswalk increases the safety level of the crosswalk as it increases its visibility and identification. It is a subtle signal to motorists and pedestrians in the space that "I am in Moraine." Designing this type of crosswalk can also help emphasize its unique character and history.

FIGURE 61: EXAMPLE OF A SMALL AMPHITHEATER.

Source: Wayfinding and Transport Signage.

BOULEVARD WITH AMPHITHEATER

Boulevards with amphitheaters are flexible spaces for gathering and passive recreation, which could host small performances or provide a place to hang out within walking distance. This may be an option for Taylor Park or on the Wax Park property in Focus Area One, as it could connect to activity created by the alternate land uses proposed.

FIGURE 62: SELLARS BRIDGE - WRIGHT SEAPLANE REPLICA.

Source: Wright Seaplane Base, Inc.

ART INSTALLATIONS

Public art, permanent and temporary, can help encourage Moraine residents and visitors to pay attention to the environment they occupy. Art installations can also be a mechanism for resident and corporate engagement by having these community members create or sponsor installations. One Moraine example is the Wright Seaplane replica dedicated in the fall of 2023.

[13] Pedestrian Safety Guide and Countermeasure Selection System

FIGURE 63: EXAMPLE OF A KINETIC INTERACTIVE SCULPTURE.

Source: Inhabitat

PLAY AREA

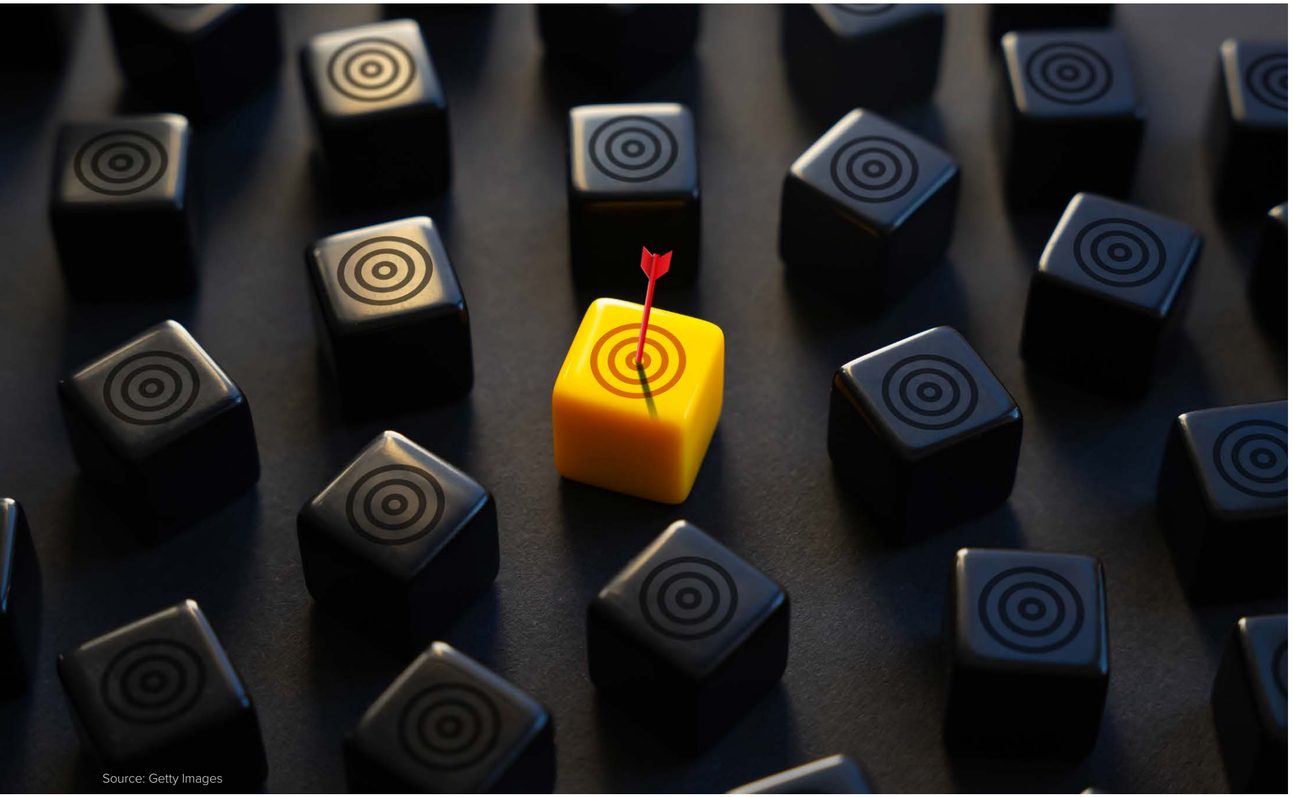
Playgrounds are not the only place that play occurs in public spaces. Interactive or kinetic sculptures offer unique points of interest that can reflect local heritage and whimsical points of community connection. Moraine can lean into its industrial character and aviation history with a themed play area. The redevelopment of Taylor Park could offer such an opportunity.

FIGURE 64: AVIATION-THEMED CLIMBING AREA.

Source: Calgary Playground Review

FIGURE 65: INTERACTIVE SCULPTURE.

Source: The Denver Post



Source: Getty Images

PLACE-BASED MARKETING
OVERVIEW

WHAT IS BRANDING?

"Branding involves creating a desired image for a product or place. For a place, a brand is a set of emotional connections and positive expectations in the minds of residents and visitors. Successful brand identities establish a preconceived expectation that is either met or exceeded by reality. Logos and taglines are evocative of the overall image that is a brand. Through advertising, events, and grassroots word of mouth, places can be defined by coordinated branding efforts, allowing businesses and activities to stand out from the continuous onslaught of media appeals to consumers. Branding is more than the words and images used along with a place name; those things can change over time. A brand is a long-term, permanent concept of what a place should be and mean. Therefore, it [sic] demands a great deal of forethought to be successfully conceived, implemented, and sustained."[14]

[14] Downtown Amusements LTB

City branding aims to attract residents, workers, and visitors. Moraine's challenge is finding unity between its industrial identity, aviation history, and desired future as a place to live, work, and play. "Live, work, play" isn't strongly associated with Moraine. There is a desire to change that perception. Challenges discussed during this planning effort were the absence of a community focal point, a City school district, noticeable gateways, and outside awareness of Moraine's community assets. City branding could allow Moraine to create a new image and offer something more inviting to the community and potential newcomers.

Overall, the community acknowledges the absence of a clear brand to identify Moraine and would like to see a coordinated branding effort to showcase Moraine's identity beyond its industrial history. The goal would be to create a branding that reflects the City's uniqueness, fosters community pride, attracts diverse businesses, and ultimately transforms Moraine into a place known for its livability, economic opportunities, and vibrant atmosphere.

WHAT DO WE HAVE?

Moraine currently has eight different types and styles of signs.

FIGURE 66: EXISTING STYLES OF CITY SIGNS.

Source: City of Moraine

RELEVANT GOALS

1. **Create a vibrant destination.**
2. **Enhance property maintenance.**
3. **Engage and retain youth.**

OBJECTIVES

- Advertise Moraine.
  - **STRATEGY:** Enhance Sellars Bridge with unique features to advertise Moraine from I-75.
  - **STRATEGY:** Create a comprehensive branding package and communications strategy that captures its unique character and history for residents, business recruitment, and visitors.
  - **STRATEGY:** Develop gateway features.
  - **STRATEGY:** Strengthen City-wide branding efforts, promote the City on social media platforms, and share these efforts with local partners.
  - **STRATEGY:** Implement a Wayfinding Signage Plan to unify existing signs and direct residents and visitors to businesses.

WHAT DID WE HEAR?

The community of Moraine believes that creating City branding is essential for redefining the City's identity, overcoming challenges, and promoting its unique attributes.

Key trends from community input on the importance of creating City branding for Moraine:

- The community emphasized embracing community collaboration to strengthen Moraine's branding.
- The community aims to promote the City's image to attract residents, workers, and visitors.
- The absence of signage, logos, and a recognizable brand identity is seen as a barrier to Moraine's growth. Community members advocate for a clear and impactful image.

AESTHETICS AND PROPERTY MAINTENANCE

OVERVIEW

The community of Moraine expresses diverse opinions on the City's aesthetics and property management, encompassing a range of concerns and observations. Some community input emphasized the importance of identifying property redevelopment opportunities. Other residents emphasized the importance of addressing existing issues, like cleaning up and maintaining areas, before focusing on attracting new businesses.

Creating an attractive environment is vital for successful development. The residents of Moraine raised concerns about the upkeep of homes and businesses, stressing the need for consistent property maintenance. The community also mentioned issues with rental properties and highlighted that some renters disregard property upkeep. This issue negatively affects the appearance of neighborhoods and properties.

While some residents advocate for stringent code enforcement to maintain cleanliness, others point out that specific neighborhoods receive more attention than others. Calls for equitable enforcement are prevalent. The community of Moraine holds diverse viewpoints on the aesthetics and property management of the City. While some emphasize the need to attract new businesses, others stress the importance of implementing maintenance to existing buildings and implementing equitable code enforcement.

WHAT DO WE HAVE?

Moraine has some aging neighborhoods that should be thought of as an asset.

- **Legacy goal** – The 1995 Comprehensive Plan encouraged enhancing "the City's visual appearance and living environment through effective design, landscaping, and control of visual clutter."
- **Relatively higher poverty** – In 2022, Moraine had 15.2 percent poverty, higher than the four examined comparison communities, the state, and the country.
- **Lower rental occupancy rates** – Despite the perception of property maintenance issues stemming from rentals, Moraine had the lowest proportion of rentals compared to the four comparison communities, Montgomery County, and Ohio. Three-quarters of Moraine dwelling units were owner-occupied.
- **Older housing inventory** – Three-quarters of Moraine's housing was built after 1989. In 2022, most of Moraine's home values were in the $50,000 - $99,999 bracket (32 percent).

RELEVANT GOALS

1. **Create a vibrant destination.**
2. **Enhance property maintenance.**
3. **Maintain infrastructure and support job creation.**
4. **Engage and retain youth.**
5. **Diversify housing options.**

OBJECTIVES

- Phase out undesirable land uses, such as junk yards, from targeted development areas.
  - **STRATEGY:** Enhance existing partnerships with the Montgomery County Land Bank to locate and purchase available properties through sheriff tax sales. If possible, find multiple properties within close proximity to one another.
  - **STRATEGY:** Investigate the expansion of the Montgomery County Rental Registration program to include inspections to help identify substandard living conditions in rental residential housing.
- Aid low-income and elderly residents in owner-occupied housing for property maintenance.
  - **STRATEGY:** Launch a small revolving loan fund for residents to assists with electrical, plumbing, siding, and strucutural repairs.
  - **STRATEGY:** Form a time bank to connect volunteers with those who require home repair assistance.

WHAT DID WE HEAR?

Key trends from community input on the importance of property maintenance and aesthetics for Moraine:

- Stakeholders expressed a desire to see a visual investment in the maintenance of existing amenities. They noted that this step should occur before development or business attraction.
- Residents were frustrated that past volunteer efforts, such as Eagle Scout projects, and City parks have experienced vandalism.
- It is perceived that the lack of City code enforcement staffing has exasperated property maintenance concerns.

BEST PRACTICE: RENTAL REGISTRATION AND INSPECTION PROGRAM

The State of Ohio requires that all residential rental properties are registered with the County Auditor. To ensure that rental housing within Moraine remains affordable and habitable, Moraine should add a rental inspection element to this registration. Once the rental property is registered the City will have the contact information from the individuals and/or companies responsible for property maintenance, code violations, and tax payments of the City's rental stock. The inspection portion of these programs requires regular exterior and interior inspections of these properties to ensure they are habitable. By reviewing these properties regular, the City can ensure safe places for residents to live. Additionally, this will help keep attainable workforce units available for Moraine's workforce.

Communities of all sizes throughout Ohio have created these programs, such as Piqua, Centerville, Athens, Sandusky, Mentor, etc. Most of these programs include the following key items:

- Required registration of all rental properties with the City
- Regular inspection for life safety issues (typically every one to three years per unit)
- Tenant notification of inspection procedures
- Identification of any deficiencies and penalties to enforce repair is completed.

The City of Centerville began an inspection program in 2006. Centerville requires an interior and exterior inspection every two years to ensure compliance with their property maintenance and zoning codes. Their program is administered by the Code Enforcement Office, but other cities facilitate these programs through their community development staff or sometime police departments, depending on the best fit for their residents.

HOUSING

OVERVIEW

Moraine officials recognized the need for additional housing in the City and began working to attract developers to Moraine successfully. These efforts paid off, and, in 2019, the ground broke on a new residential development of single-dwelling detached home units. City leaders utilized municipal-owned land to attract Ryan homes and built the Pinnacle Ridge and Wright Landing subdivisions. The homes were sold almost immediately after they were started, demonstrating to the development community that a market for new residential units exists in Moraine. Before those developments, Moraine had seen limited housing unit growth since before 2000.

This Plan's Future Land Use Section and Future Land Use map indicated where various housing types may be located east and west of the Great Miami River. The Future Land Use Map shows significant areas west of the river already zoned for single dwelling detached units. According to representatives of the utilities that service the western portion of Moraine, capacity exists to handle new development. New housing units will likely be developed east of the river as part of mixed-use redevelopment as identified in the Focus Area Two alternative of the Future Land Use Map.

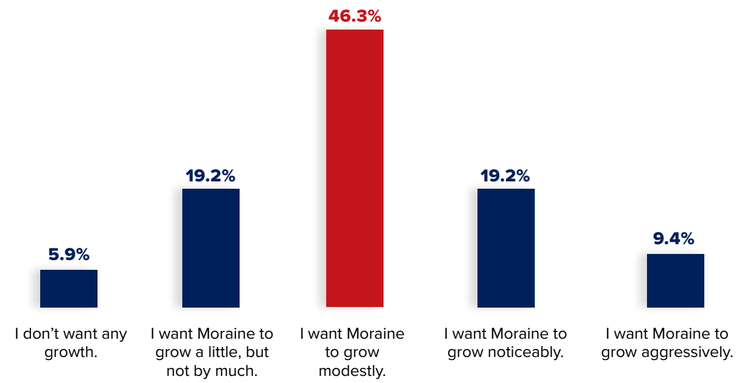
Residents of Moraine expressed a desire for "moderate" and well-paced growth. However, representatives of the City's businesses stated that workers of all positions, management and non-management, have trouble finding homes near work. When their employees live further away from work, it can lead to increased absenteeism and recruitment struggles. This plan recommends a measured approach to growth that creates a new mixture of units attainable to all Moraine employees and residents to make Moraine their home.

WHAT DO WE HAVE?

Appendix A, the Existing Conditions Report, revealed the following data points to inform the housing recommendations of this Plan:

- **Continued New Housing Unit Development** - Most homes in Moraine were constructed before 2000. Moraine has been proactive and successfully jump started new residential development, such as Oak Pointe, but the need for all housing types still exists within the City.
- **Workforce Housing** - Moraine has continued to be a powerhouse of commercial development and attracting employees to the area. Over 98 percent of all employees who work in Moraine do not live in the City, demonstrating a continued need for increased housing options.
- **Quality of Life** – Moraine offers a great quality of life with abundant parks and recreation amenities, nearby shopping, and the lowest property tax rate in the county.
- **City Services** – The City offers its residents a variety of public services, such as free trash pick-up, which lowers the overall cost of living.
- **Infrastructure** – Water, sanitary sewer, storm sewer, electric, natural gas, and internet infrastructure are all in place with plenty of capacity.

FIGURE 68: HOW DO YOU FEEL ABOUT THE PROSPECTS OF MORAINE GROWING? PICK ONE.



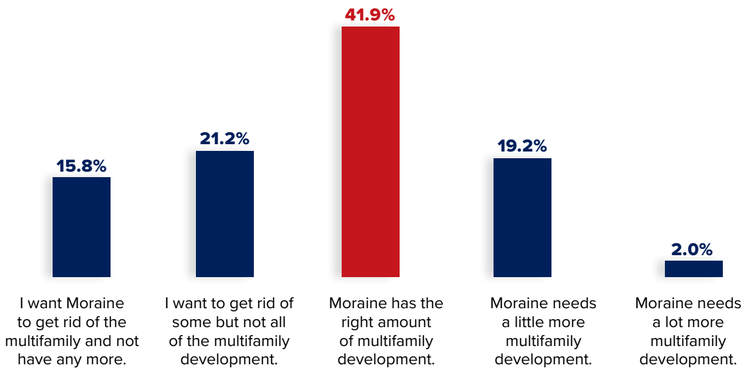
WHAT DID WE HEAR?

Key themes from stakeholder meetings, surveys, public events, and ad hoc committee meetings:

- As shown below, the residents of Moraine would like to see a modest amount of growth and limited multi-unit style development.
- Employers desire more workforce attainable housing so the 13,340 workers who commute to work can live closer to their work.
- A mix of new housing types at multiple price points is needed to accommodate a variety of existing residents, workers, and future residents.

From the survey: Moraine wants modest growth and limited multi-unit style development.

FIGURE 69: HOW DO YOU FEEL ABOUT MULTIFAMILY DEVELOPMENT WITHIN THE CITY?



RELEVANT GOALS

1. **Promote a balanced development pattern to meet the community's needs.**
2. **Revitalize and "right-size" parks and recreation facilities.**
3. **Maintain infrastructure and support job creation.**
4. **Engage and retain youth.**
5. **Diversify housing options.**

OBJECTIVES

- Accommodate all housing types and densities.
  - **STRATEGY:** Refine zoning and building regulations and incentive policies to encourage a wide range of "missing middle" (see Missing Middle Housing on the next page) housing types.
  - **STRATEGY:** Examine standards for accessory dwelling units and decrease the required minimum lot sizes to incorporate new use types, such as duplexes, triplexes, fourplexes, tiny homes, and micro-units.
  - **STRATEGY:** Work with the development community to implement the Focus Area Two recommendations and create a new mixed-use development should the development community and property owners desire to proceed with the recommended redevelopment.
  - **STRATEGY:** Utilize infill opportunities along Dixie Drive develop mixed-use destination neighborhoods where necessary infrastructure, community services, and facilities exist.
  - **STRATEGY:** Ensure that the pace of new housing development is consistent with the desires of existing residents while accommodating the needs of area businesses.
- Create opportunities for life-long residency (young professionals, young adults, families, and seniors).
  - **STRATEGY:** Continue to leverage the City's assets to accommodate and, when necessary, incentivize the development of new housing units on properties owned by the City or underutilized by other governmental or quasi-governmental agencies.
- Continue to work with partner agencies and Moraine businesses to monitor properties and provide rehabilitation and redevelopment sites for improved residential developments.
  - **STRATEGY:** Enhance existing partnerships with the Montgomery County Land Bank to locate and purchase available properties through sheriff tax sales. If possible, find multiple properties within close proximity to one another.
  - **STRATEGY:** Reach out to existing employers about creating an Employer Assisted Housing (EAH) program that helps offset housing costs for employees who want to live closer to work.
- Market Moraine's benefits to residents.
  - **STRATEGY:** Develop marketing materials and a marketing campaign directly towards potential residents, highlighting the City's abundant park space, free trash pick-up, and low property taxes that can be shared with local real estate agents, employers, and developers.

MISSING MIDDLE HOUSING

Stakeholder meetings with employers revealed perceived challenges to recruiting talent to Moraine. One of the key issues identified was the lack of “interesting” workforce housing, particularly for younger professionals. One solution is to create “Missing Middle” housing units.

According to missingmiddlehousing.com, missing-middle housing is: “house-scale buildings with multiple units in walkable neighborhoods. These building types, such as duplexes, fourplexes, cottage courts, and courtyard buildings, provide diverse housing options and support locally serving retail and public transportation options. We call them ‘missing’ because they have typically been illegal to build since the mid-1940s and ‘middle’ because they sit in the middle of a spectrum between detached single-family homes and mid-rise to high-rise apartment buildings, in terms of form and scale, as well as the number of units and often, affordability. In the diagram below, the missing middle types are shown in yellow, providing many housing options in-between the single-family homes and higher intensity apartment buildings, both shown in white.”[14]

FIGURE 70: MISSING MIDDLE HOUSING TYPES.

Source: Missing Middle Housing

EMPLOYER ASSISTED HOUSING (EAH)

EAH helps lower the cost of owning or renting housing through an employee benefit. The most typical benefit is a direct housing assistance payment to the employee if they reside within a certain distance of their place of employment. Other forms of EAHs are down payment assistance, maintenance/repair assistance, financial counseling, tax credits for employers that offer these programs, etc. Many entities that offer EAH see a substantial return on investment for this expense. Benefits include:

- Reduced absenteeism
- Higher employee retention rates
- Fewer resources and funding devoted to recruitment and training

CASE STUDY – UNIVERSITY OF CHICAGO

“The University of Chicago Employer-Assisted Housing Program (EAH) has long supported affordable home ownership in the University’s neighboring communities. The program aims to enable middle-income employees to purchase homes that would otherwise be out of their financial reach, to increase homeownership on the South Side, and to contribute to the vibrancy of these communities while improving work/life balance for employees by reducing commuting times.”[15]

This program provides a limited number of grants ranging from $5,000 to $20,000 (before taxes) to qualified applicants to support the purchase of a new home in qualifying neighborhoods: Douglas, Grand Boulevard, Greater Grand Crossing, Hyde Park/South Kenwood, North Kenwood, Oakland, South Shore, Washington Park, and Woodlawn. The incentive increases based on the proximity to the University’s campus. Since launching in 2003, this resource has helped over 300 employees purchase homes near the University of Chicago’s campus.

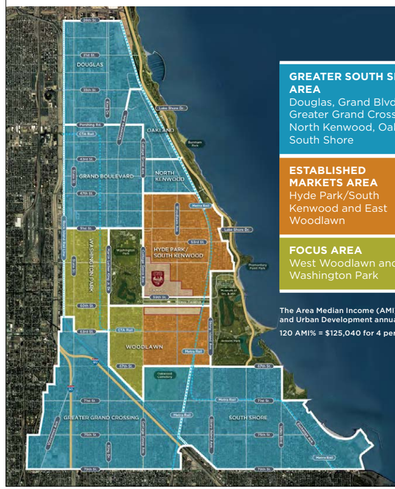
[15] University of Chicago Employer-Assisted Housing Program

FIGURE 71: UNIVERSITY OF CHICAGO EAH GRANT AMOUNT AND LOCATION.

QUALIFICATIONS

- The program is open to **full-time, non-term limited, benefits-eligible employees of the University of Chicago**. (Postdoctoral fellows are not eligible.) New employees are eligible for this program following completion of their probationary period of employment.
- Funds may only be used to purchase the **employee's primary residence**.
- The employee must intend to **remain in the home for at least five years**. The purchase of up to a three-unit multi-family building is allowable as long as the employee resides within the building.
- The employee must participate in **homeownership counseling** through program partner organization Neighborhood Housing Services.
- Employees must **contribute at least 1% of the down payment** toward the home purchase price. Please note: employee's primary lender may have higher requirements.
- In some neighborhoods, **total household income limits impact program eligibility**. See the chart below.

GRANT AWARD AND INCOME GUIDELINES BY AREA



	Grant Award	Household Income Limit
GREATER SOUTH SIDE AREA Douglas, Grand Blvd, Greater Grand Crossing, North Kenwood, Oakland, South Shore	$5,000	None
ESTABLISHED MARKETS AREA Hyde Park/South Kenwood and East Woodlawn	$10,000	120% AMI or below
FOCUS AREA West Woodlawn and Washington Park	$20,000	200% AMI or below

The Area Median income (AMI) is adjusted by the U.S. Department of Housing and Urban Development annually.

120 AMI% = $125,040 for 4 person HH (City of Chicago, as of April 2022)

Source: University of Chicago Employer-Assisted Housing Program

Source: American Structurepoint, Inc.

IMPLEMENTATION AND CRITICAL PATH STRATEGIES

Source: Dayton Daily News

The previous chapter outlines the objectives and strategy recommendations for the City of Moraine. This chapter focuses on priority projects or programs to make the Plan's recommendations a reality. These projects or programs are known as Critical Path Strategies.

There are ten Critical Path Strategies in the City of Moraine Comprehensive Plan. Each strategy has an entire page dedicated to outlining the work plan. The work plan identifies related goals, parties to be involved, action steps, the timeframe of competition, and estimated project cost to assist in implementation.

CRITICAL PATH STRATEGIES

The goals and objective statements are created to guide the community's vision through recommendations; the strategies are straightforward guidelines to implement those recommendations. All listed strategies are important, but the Critical Path Strategies are actions that should be completed first as top priorities. The priorities are a combination of short-term projects that can create near-term progress for Moraine.

Each Critical Path Strategy has a complete page outlining a work plan. A work plan consists of related goals from this Plan, action items, a list of people or organizations who should be involved, and an estimated timeline and cost for each project.

THE CRITICAL PATH STRATEGIES FOR THIS COMPREHENSIVE PLAN ARE LISTED BELOW:

- Update the City's Planning and Zoning Code to include mixed-use, neighborhood commercial, trail-oriented development, regional commercial, and single-unit attached residential districts to encourage the desired land uses by reducing the time needed for zoning approval.
- Implement a Wayfinding Signage Plan to unify existing signs and direct residents and visitors to businesses.
- Enhance Sellars Bridge with City branding to advertise Moraine from I-75.
- Refine and implement a Main Street placemaking plan, focusing on the stretch of road between City Hall and the west of the river area to improve infrastructure, storefronts, and public spaces, making it more welcoming and vibrant.
- Develop a comprehensive long-term plan for the City's parks and recreation facilities, focusing on community input and sustainability.
- Focus on specific areas for concentrated development and infrastructure improvements, enhancing connectivity and creating focal points for economic and social activity.
- Ensure that the permitted uses in the industrial zoning districts are updated to reflect changes in business models and types to ensure that large employers can easily locate in Moraine.
- Host regular quarterly or semi-annual meetings with local business owners to gauge their satisfaction with Moraine or to discover potential unmet needs.
- Investigate the adoption of a rental registration and inspection program to help identify substandard living conditions in rental residential housing.
- Refine zoning, building regulations, and incentive policies to encourage a wide range of "missing middle" housing types.

HOW TO USE THE CRITICAL PATH STRATEGIES

The following pages guide the City of Moraine Comprehensive Plan in implementing the identified Critical Path Strategies. Each program's dedicated work plan will have an included timeframe of at least five years and an estimated cost.

STRATEGY 1

Update the City's Planning and Zoning Code to include mixed-use, neighborhood commercial, trail-oriented development, regional commercial, and single-unit attached residential districts to encourage the desired land uses by reducing the time needed for zoning approval.

OVERVIEW

Most of Moraine's Planning and Zoning Code is over 20 years old, with the last comprehensive update occurring in 1995 and minor updates to specific provisions as needed. In conjunction with this new Comprehensive Plan, it is highly recommended that Moraine takes the opportunity to update zoning districts to include those created by this Plan and re-write the entire Planning and Zoning Code. A complete re-write offers the following benefits:

- Improves cohesion within the code and with City processes.
- Makes the code more user-friendly and accessible to residents and developers alike.
- Incorporates contemporary best practices.
- Ensures compliance with applicable statutes and case law.

Action Steps

1. Conduct a full code audit of the City's Planning and Zoning Code and a review of all Moraine Codified Ordinances to determine if any standalone ordinances should become a part of the revised Planning and Zoning Code.
2. Draft, finalize, and adopt the revised Planning and Zoning Code.
3. Conduct post-implementation reviews by evaluating the impacts of the changes to Moraine's Planning and Zoning Code. Adjust if undesired outcomes occur, such as excessive variance requests or loopholes that permit development character that does not meet this plan's objectives.

PARTIES TO INVOLVE

- Professional Consultant (if requested)
- City of Moraine
- City Council
- Planning Commission

RELATED GOALS

- Land-Use
- Placemaking
- Place-Based Marketing
- Aesthetics and Property Maintenance
- Economic Development
- Housing
- Infrastructure

TIME FRAME	Year 0 to 1
ESTIMATED COST	$75,000 to $125,000, depending on the scope if consultant-led

BEST PRACTICES FOR MIXED-USE IMPLEMENTATION

The American Planning Association offers the following strategic points of intervention to help communities encourage mixed-use development:

- Identify performance standards that support mixed-use development while protecting community assets.
- Create incentives such as expedited permit review or lowered development fees.
- Require mixed-use development that creates accessible everyday destinations when requesting proposals to develop publicly owned properties.
- Create opportunities for public-private partnerships to advance mixed-use development, such as publicly owned, privately developed property near transit stations. For Moraine, this could mean the bike path or a Greater Dayton RTA stop.

FIGURE 72: AMERICAN PLANNING ASSOCIATION'S MIXED-USE IMPLEMENTATION GUIDANCE THROUGH THE "EVERYDAY DESTINATIONS" BLOG.

Source: Supporting Active Living Through Mixed-Use Developments

STRATEGY 2

Implement a Wayfinding Signage Plan to unify existing signs and direct residents and visitors to businesses.

OVERVIEW

As Figure 73 illustrates, Moraine has begun a wayfinding effort at its gateways. More gateway features, like the new entrance sign on Dryden Road near the I-75 interchange, are encouraged. Moraine could also connect auto-oriented wayfinding to trail- and sidewalk-oriented signage to raise awareness of Moraine's existing trails and city limits and encourage vibrancy and connectivity. Wayfinding signage is a means for Moraine to tell pedestrians and motorists what the community offers in a way that reflects its heritage in aviation and manufacturing.

Action Steps

1. Visioning and Recommendations:
   - Engage local businesses, community organizations, and residents to gather input on wayfinding needs and preferences.
- Wayfinding Design:
   - Develop consistent and visually appealing wayfinding design guidelines that reflect the City's branding and are easy to understand.
2. Sign Mapping Placement:
   - Determine the locations for wayfinding signage, considering visibility, traffic patterns, accessibility, and future development focus areas.
   - Consider wayfinding for all forms of mobility, including from the Great Miami Riverway.

PARTIES TO INVOLVE

- City of Moraine leadership and staff
- Existing businesses and business owners
- Kettering-Moraine-Oakwood Chamber of Commerce

RELATED GOALS

- Placemaking
- Place-Based Marketing
- Aesthetics and Property Maintenance
- Parks and Recreation
- Economic Development
- Infrastructure

TIME FRAME	Year 1 to 2
ESTIMATED COST	Varies

OVERVIEW (CONT.)

3. Signage Development and Production:
   - Collaborate with professional designers and sign manufacturers to create high-quality, durable signage that meets established design guidelines.
4. Permits:
   - Obtain any necessary permits to install wayfinding signage.
5. Partnerships and Funding:
   - Explore partnerships with local businesses to secure funding for the signage plan.
   - Seek grant opportunities or sponsorships to support the signage's development, installation, and maintenance.

FIGURE 73: DRYDEN ROAD ENTRY FEATURE.

Source: City of Moraine

CASE STUDY: SYLVANIA, OHIO, WAYFINDING PROJECT

The City of Sylvania, Ohio, found itself in an interesting situation. Visitors would not know about its historic downtown on the way to their popular sports venues due to an expressway bypassing it. A solution was needed to show visitors how to get downtown, the college, the hospital, and the museum. Just as important was that once in downtown, visitors needed to find their way back to the sports venues.

The sign design became an important part of the strategy to communicate the city's history and elegance and capture visitors' attention. A series of sign types were developed with specific locations in mind with the stated goals. The City worked with multiple constituents for the proper location, color, and design, resulting in a unified sign wayfinding sign program, as shown below.

FIGURE 74: SYLVANIA, OHIO - WAYFINDING PROJECT.

Source: Nicolson Associates | Wayfinding Project

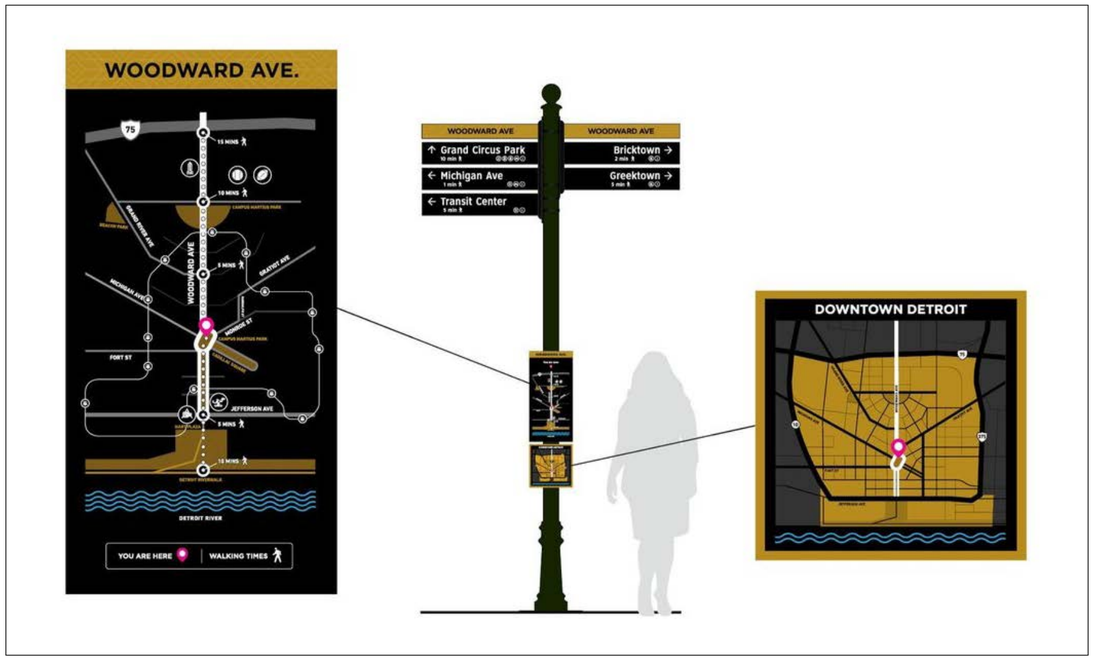
CASE STUDY: THE DOWNTOWN DETROIT WAYFINDING PROJECT

Detroit, Michigan, wanted a "park once" philosophy reflected in its urban core. In response, sleek, contemporary branding was developed for its downtown wayfinding by leaning into its industrial character. The flexible and cost-effective wayfinding strategy helped pedestrians navigate Detroit's unique radiating "spoke" grid system by providing directional signs, orientation maps, and walking times to community landmarks. It avoided generating clutter in a visually full streetscape and enhanced the sense of place by using distinctive patterns and iconography.

FIGURE 75: DETROIT WAYFINDING MAP.

Source: MKSK | *Case Study: The Downtown Detroit Wayfinding Project*

FIGURE 76: DETROIT WAYFINDING MAP.



Source: MKSK

FIGURE 77: DETROIT WAYFINDING SIGN PROFILES.

Source: MKSK

STRATEGY 3

Enhance Sellars Bridge with City branding to advertise Moraine from I-75.

OVERVIEW

Sellars Bridge offers a unique opportunity to create signature branding, wayfinding, marketing, and physical connection in the heart of Moraine. Visible from I-75, the bridge also offers a canvas for place-based branding. These place-based branding efforts could be pursued with the momentum of the new seaplane replica and the planned Montgomery County improvements.

Action Steps

1. Continue conversations and coordination with ODOT and Montgomery County Engineer's Office (MCEO) regarding the scope of the planned bridge rehabilitation, including the conceptual cross-section providing an 11' multi-use path along one side of the bridge. The bridge aesthetics project is highly recommended to coincide with ODOT and MCEO's planned maintenance schedules, so those entities absorb a portion of the bridge rehabilitation. Moraine will likely bear 100 percent of aesthetic improvement costs if schedules are not coordinated.
2. Work with a consultant to develop more detailed conceptual plans and details for the aesthetic improvements, including potential dimensions, weight requirements, and cross-sections. Construction timing and costs will be developed during this stage. Any land development activity on either end of the bridge will require review and approval by the Miami Conservancy District, including contractor construction access.
3. Arrange an initial coordination meeting with ODOT's District 7 and MCEO to discuss and introduce the concept and receive their feedback.
4. Discuss the need for maintenance agreements with MCEO and ODOT for all portions of the project. ODOT and MCD would also be involved in any aesthetic features over the Great Miami River.
5. Research potential funding or grant programs.
6. Develop construction-level drawings based on ODOT's feedback.
7. Submit to ODOT, MCEO, and MCD for review and approval. Federal funding will trigger ODOT's Project Development Process and the appropriate tasks shown in Figure 78, which could include a review by ODOT's Aesthetics Committee and a public comment period.

PARTIES TO INVOLVE

- Montgomery County Engineer's Office
- Miami Conservancy District
- City of Moraine leadership and staff
- ODOT – District 7

RELATED GOALS

- Placemaking
- Place-Based Marketing
- Aesthetics and Property Maintenance
- Parks and Recreation
- Economic Development
- Infrastructure

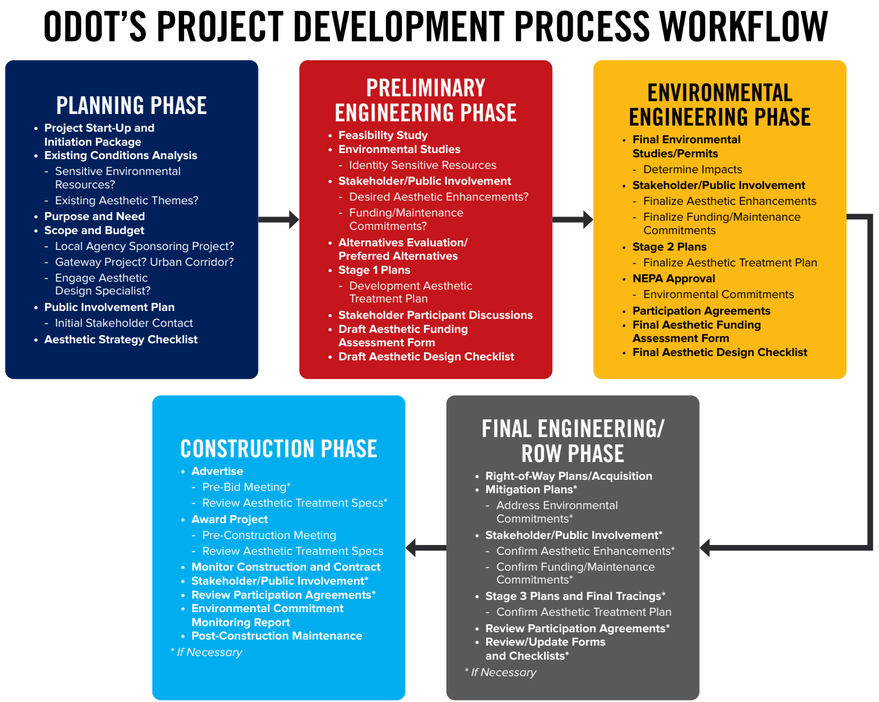
TIME FRAME

- Year 0-3, to complete these initial steps and if the project is pursued independent of ODOT and MCEO maintenance schedule.
- TBD, if the project is coordinated with ODOT and MCEO maintenance schedule.

ESTIMATED COST

- Construction document development - $500,000 to $1,000,000
- The decorative vandal protection fencing will cost approximately $200 to $300 per linear foot, depending on design complexity.
- The longitudinal barrier separating the trail from vehicular traffic would be approximately $130 per linear foot.

FIGURE 78: ODOT'S PROJECT DEVELOPMENT PROCESS WORKFLOW.



Source: ODOT Aesthetic Design Guidelines, American Structurepoint Inc.

ODOT BEST MANAGEMENT PRACTICES FOR AESTHETICS[16]

ODOT's Aesthetic Design Guidelines is a technical bulletin for designing and obtaining approval for community gateways and other aesthetic features within state right-of-way under its Aesthetic Design Initiative. It summarizes the requirements in ODOT's Bridge Design Manual, Location and Design Manual, Traffic Engineering Manual, and Project Development Process Manual. Here are a few ideas presented in the Aesthetic Design Guidelines to consider as the Sellars Bridge and Main Street concept develops:

- Intense colors can enhance the importance of highway elements yet be harmonious with other corridor and bridge elements. Very dark colors, such as black, require more routine maintenance as chips and other defects are more apparent. Similarly, communities are cautioned about using red colors, as they fade quicker than other colors.
- The use of line, texture, and scale should be balanced and respond to posted speed limits. Elements should become more simplified as speed increases to ensure driver safety. Too much detail on an interstate causes drivers to divide their attention as they strain to make sense of what they see, which can lead to unease.
- Contrast can generate visual interest and define corridor character by creating easily viewed patterns. Contrast can be created with smaller, repetitious elements such as street lighting.

[16] Ohio Department of Transportation Aesthetic Design Guidelines17

STRATEGY 4

Refine and implement a Main Street placemaking plan, focusing on the stretch of road between City Hall and the west of the river area to improve infrastructure, storefronts, and public spaces, making it more welcoming and vibrant.

OVERVIEW

The Placemaking Section of this plan describes how Focus Area One could be enhanced to create an activity epicenter for Moraine when paired with strategic placement of placemaking elements and the proposed alternate future land uses. Development of this corridor will require a concentrated effort to continue to refine this initial framework into a constructible plan.

Action Steps

1. Develop the plan.
   a. Identify and assign internal leadership. Find a project champion.
   b. Create a project team or group to lead, help select the design professional, and bolster community support. Select a professional who gets Moraine, will guide the process, create the plan, and provide expertise and leadership throughout.
2. Identify jurisdictional interest and agency regulations.
3. Confirm the vision and identity for Moraine through a formal branding process as described in the Place-Based Marketing section of this Plan.
   a. What is the City's unique brand that the plan should portray?
   b. What vibe and experience should the improvements of the final built environment convey?
   c. What created environment and improvements will convince the over 10,000 commuters to stay after work or move to Moraine?
   d. What will draw Great Miami Trail users to stop in Moraine?
4. Confirm and identify plan improvements and capitalize upon synergies that can be created between existing and proposed improvements as shown in the Power of 10+ examples and Placemaking section of this Plan.
5. Determine the budget.
   a. Identify funding by category from private, local, state, or federal sources. Categories will include capital improvement, TIF-eligible, etc.

PARTIES TO INVOLVE

- Design professionals
- Developer(s)
- City of Moraine staff, residents, and leadership
- Major employers

RELATED GOALS

- Placemaking
- Place-Based Marketing
- Aesthetics and Property Maintenance
- Parks and Recreation
- Economic Development
- Infrastructure

OVERVIEW (CONT.)

6. Reach out to the community for input and to connect with them.
7. Look for partnerships to champion the cause and shoulder the financial burden. Consider approaching major local employers as a private project investment partner.

TIME FRAME	Year 2 to 4
ESTIMATED COST	Varies

THE VILLAGE OF NEW BREMEN, OHIO[17]

The Village of New Bremen lies in northwestern Ohio, with a population of approximately 3,000 and a daytime population of about 6,000. Despite its small population, it boasts an expansive park and recreation system, the Bicycle Museum of America, a restored Lock 1 of the Miami Erie Canal, and many newly renovated historic structures downtown. This is possible because of its local champion, Crown Equipment, a global forklift manufacturer and material handling provider headquartered in New Bremen. Crown Equipment saw the business sense in providing quality of life for its employees and New Bremen's residents; it has acquired many properties to realize its corporate master plan. Crown has acted as a developer on a few of the community's amenities.

This story is not unlike Moraine's experiences with GM in the past and Tyler Technologies now. Moraine should enhance the relationships with major employers to collaborate on community development initiatives.

FIGURE 79: NEW BREMEN, OHIO.

Source: Village of New Bremen

[17] American Structurepoint Inc. conversation with Village Administrator Brent Richter, December 20, 2023.

STRATEGY 5

Develop a comprehensive long-term plan for the City's parks and recreation facilities, focusing on community input and sustainability.

OVERVIEW

Moraine's bountiful parks and recreation facilities are well-loved by residents and visitors. The parks provide quality of life and economic development attractions for the City. A comprehensive long-term plan would maximize Moraine's amenities by evaluating service areas, ensuring adequate maintenance, prioritizing projects, improving accessibility, identifying opportunities to adapt existing parks, and enhancing connectivity.

Action Steps

1. Undertake a park assessment of all existing facilities to determine which ones should be maintained, repurposed, or replaced based on usage, condition, and community input.
2. Consider incorporating innovative features that enhance the recreational experience and require less maintenance and passive participation, such as new community gardens, meditation gardens, and walking paths.
3. Ensure priority alignment with the Ohio 2024 Statewide Comprehensive Outdoor Recreation Plan (SCORP) to maximize funding opportunities for identified priority projects.
4. Pursue the formal plan adoption process.

PARTIES TO INVOLVE

- City of Moraine residents, staff, and leadership
- Ohio Department of Natural Resources
- Adjacent parks and recreation authorities having jurisdiction
- Miami Conservancy District

RELATED GOALS

- Land-Use
- Placemaking
- Place-Based Marketing
- Aesthetics and Property Maintenance
- Economic Development
- Infrastructure
- Parks and Recreation

TIME FRAME	Year 1
ESTIMATED COST	$50,000

OHIO 2024 STATEWIDE COMPREHENSIVE OUTDOOR RECREATION PLAN (SCORP)[18]

In October 2023, the Ohio Department of Natural Resources published its five-year outdoor recreation plan for 2024 to 2028. The five broad, statewide goals for enhancing outdoor recreation opportunities are as follows:

- "Advance the trail network by focusing on completing trail projects that fill gaps, complete long-distance trails, build connections with existing trails, and create connections within and between communities.
- Improve, enhance, and adapt existing recreational facilities, focusing on incorporating sustainable design concepts, integrating technology and safety enhancements in upgrades and improvements, and ensuring projects have sustainable maintenance plans and community support.
- Emphasize recreational opportunities and access to Ohio's waters, focusing on projects with access and amenities for paddling sports, increased wayfinding on waterways, and messaging about water access opportunities.
- Improve awareness and access to outdoor recreation opportunities to increase familiarity with nearby recreational opportunities and increase engagement and participation in outdoor recreation.
- Protect and sustain the natural environment to continue the legacy of conserving high-quality natural resources and providing appropriate outdoor recreation experiences in areas that can sustain use."

Alignment with these statewide priorities makes Moraine's projects competitive for Land and Water Conservation Fund (LWCF) Grants and ODNR trail creation grants.[19]

ODNR administers the LWCF grant program. This grant program utilizes federal funding from the National Park Service issued to the state and decides how much is distributed yearly to local governments. The program provides up to 50 percent reimbursement assistance for local governments to acquire, develop, and rehabilitate recreational areas. Eligible projects may include new parkland, rehabilitation facilities, new amenities, or even programming. To apply for the grant, the City must have the application submitted by November 15 of each year and meet the following criteria:

- $500,000 maximum project award
- $50,000 minimum project award
- 50 percent required match

[18] ODNR SCORP
[19] Land and Water Conservation Fund

THE ODNR MANAGES TWO GRANT PROGRAMS THAT ASSIST WITH TRAIL CREATION:

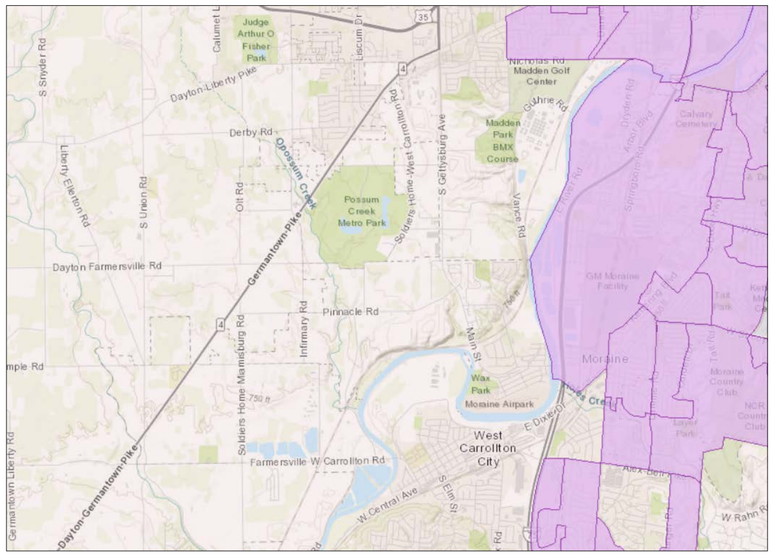
- The Recreational Trails Program offers municipalities funding to help develop urban trail linkages, trailhead and trailside facilities, maintenance and damage restoration, ADA access, acquisition of easements and property, development and construction of new trails, and purchase and lease of recreational trail construction projects. The grant requires that the applicant have matching funds for 20 percent of the grant amount with a potential maximum of $150,000.[20]
- The Clean Ohio Trail Fund funds land acquisition, new trail, or connector construction and may assist with engineering and design costs on a case-by-case basis. The state will reimburse up to 75 percent of eligible expenses, with an applicant match of 25 percent required.[21] Moraine has a strong case for the City's east side; Figure 80 shows that ODNR has already identified this area as a priority opportunity to improve trail connectivity.

[20] Recreational Trails Program
[21] Clean Ohio Trail Fund

FIGURE 80: CURRENT ODNR FIVE-YEAR PLAN.

Source: ODNR SCORP

FIGURE 81: ODNR TRAIL NEEDS MAP.



Source: Clean Ohio Trail Fund

STRATEGY 6

Focus on specific areas for concentrated development and infrastructure improvements, enhancing connectivity and creating focal points for economic and social activity.

OVERVIEW

The Land Use section of this Plan presents alternate future land use categories to allow existing development patterns to continue while also allowing Focus Area Two to develop into a "Live, Work, and Play" activity hub catering to residents and the business community.

Action Steps

1. Develop the plan.
   a. Identify and assign internal leadership. Find a project champion.
   b. Consider interviewing local business leaders about their accommodation and entertainment preferences for executives and other out-of-town guests.
2. Identify jurisdictional interest and agency regulations.
3. Confirm and identify plan improvements and capitalize upon synergies that can be created between existing and proposed improvements.
4. Determine the budget.
   a. Identify funding by category from private, local, state, or federal sources. Categories will include capital improvement, TIF-eligible, etc.
   b. Contact Montgomery County Environmental Services to gather flow information, evaluate existing tap fees already paid to determine what credits are available for redevelopment opportunities, and assess if capacity fees have been paid for the development focus areas.
5. Reach out to the community for input and to connect with them.
6. Look for corporate partnerships to champion the cause and shoulder the financial burden. Consider approaching major local employers as a private project investment partner.

PARTIES TO INVOLVE

- City of Moraine residents, staff, and leadership
- Business leaders
- Montgomery County
- Design professionals
- Developers

RELATED GOALS

- Land-Use
- Placemaking
- Economic Development
- Infrastructure
- Parks and Recreation

TIME FRAME	Year 5
ESTIMATED COST	Varies

CREATING A DOWNTOWN IN DORAL, FLORIDA[22]

Like Moraine, Doral, Florida, never had a regional entertainment district with a pedestrian-oriented focus. When it was incorporated in 2003 from Miami-Dade County, it was a collection of subdivisions, shopping centers, a warehouse district, and declining office parks connected by busy arterial roadways. In 2005, the City saw an opportunity in a 120-acre office complex and held a public workshop. Out of that public feedback, the 2008 Downtown Doral Plan, shown in Figure 83, was developed to build a few new buildings and infrastructure while strategically retrofitting others to provide a pedestrian-friendly, mixed-use activity hub with retail, office, and residential.

The development focused on attracting families by offering essential amenities, such as an excellent elementary charter school, a full-service supermarket, and a range of for-sale and rental housing choices. It was fueled by public-private partnerships that leveraged the refurbished buildings to help maintain a revenue stream.

Regulatory support was essential to Downtown Doral's success; "lean coding" and a straightforward street grid were used. The regulations emphasize pedestrian orientation by pairing building facades to hold the street edges and the greenway with thoughtful placement of parking.

By 2021, Downtown Doral was 75 percent complete. The project was broken up into two phases. Phase One included 2,480 dwelling units and over one million square feet of commercial space. Phase Two included 2,000 more dwelling units, 800,000 square feet of office, and 300,000 square feet of retail.

[22] Public Square: Office park redo is a model for mixed-use

FIGURE 82: DOWNTOWN DORAL.

Source: CNU

FIGURE 83: DOWNTOWN DORAL PLAN.

Source: CNU

STRATEGY 7

Ensure that the permitted uses in the industrial zoning districts are updated to reflect changes in business models and types to ensure that large employers can easily locate in Moraine.

OVERVIEW

When Moraine evaluates the Planning and Zoning Code to continue to land its targeted industries, anticipated manufacturing trends should be reflected in land development regulations and infrastructure availability. This evaluation could be part of a Planning and Zoning Code rewrite process. However, it is an important enough issue that this should be carried out regardless of whether it is part of a larger or independent effort.

Action Steps

1. Evaluate the Planning and Zoning Code to remove any use or subdivision standard barriers to high-technology manufacturing.
2. Partner with utility providers to ensure adequate capacity for areas where zoning permits manufacturing with unique needs. For example, compare available capacity with projected water consumption demand for targeted industries.
3. Interview prospective targeted industry companies regarding their use and utility needs as part of active recruitment efforts.

PARTIES TO INVOLVE

- City of Moraine staff and leadership
- Utility providers
- Targeted industries

RELATED GOALS

- Land-Use
- Economic Development
- Infrastructure

TIME FRAME	Year 0 to 2
ESTIMATED COST	Varies

TOP TEN MANUFACTURING TRENDS FOR 2024

Advanced Technology Services offered their predictions for manufacturing trends in 2024, most of which center on the continued increase of technology and other trends that resulted from the post-COVID-19 pandemic "new normal."

1. The continued rise of smart factories that rely on sensors and monitoring tools.
2. An increased focus on sustainability and carbon neutrality as environmental, social, and governance (ESG) becomes more of a concern for manufacturers.
3. "Dark factories," or completely automated facilities, will rise in 2024. Digital twins, machine learning, artificial intelligence, augmented reality, and virtual reality will help manufacturers be more effective and flexible as real-time communication and computing power become more cost-effective.
4. The Internet of Things (IoT), or interconnectedness of sensors, remote monitoring, and devices, will produce data-driven, predictive maintenance as a margin enhancer. It will result in a significant decrease in unplanned downtime and material waste. The emergence of 5G networks offers the bandwidth and speed to control more devices from a central server.
5. Manufacturers will increase the use of data-driven inventory management to thwart previously unknown supply chain inefficiencies and manage the continued unpredictability resulting from the waves caused by the 2020 pandemic.
6. Advancements in technology and changes in supply chain strategies are leading manufacturers to cut out retailers and distributors and have a direct relationship with consumers through online sales.
7. Reshoring is an ongoing process to ensure quality, service, and fulfillment speed instead of a past emergency response measure.
8. With many employers experiencing a shortage of available workforce, employee health and safety monitoring and maintenance is a crucial business continuity measure. Advanced monitoring equipment is being employed to track injury risk and illness.
9. 3D printing will continue revolutionizing manufacturing, allowing rapid prototyping, improved customization, and fast, easy repairs.
10. Manufacturers are facing increased demand with a decreased labor force. They remain nimble by bridging skills gaps and providing cutting-edge technical training to meet this demand.

Source: Advanced Technology Services

STRATEGY 8

Host regular quarterly or semi-annual meetings with local business owners to gauge their satisfaction with Moraine or to discover potential unmet needs.

OVERVIEW

During stakeholder meetings, major employers and developers expressed that they view the City of Moraine as a partner. To continue and enhance this positive relationship, it is highly recommended to schedule regular meetings with employers of all sizes to learn about and develop market-based solutions faced by the business community. Many communities use this gesture for impactful results, fostering relationships that lead to private community investment, such as employer-subsidized workforce housing and corporate sponsorship of community art and amenities. At a minimum, these meetings lead to a conversation that helps keep Moraine a regionally competitive community and to learn if any major employers need expansion assistance.

Action Steps

1. Assemble a list of the target audience.
2. Select a large enough venue to house membership with appropriate audio-visual capabilities and, if necessary, food service or catering capabilities. To save on cost, consider utilizing city-owned facilities like the Gerhardt Civic Center.
3. Decide what meeting frequency makes sense in Moraine's business community, including what dates to avoid for the meeting.
4. Conduct outreach for membership and advertise through appropriate media channels, such as the Builders Exchange, Business First, KMO COC, etc.
5. Reach out to the community for input and to connect with them.
6. Look for partnerships to champion the cause and shoulder the financial burden. Consider approaching major local employers as a private project investment partner.

PARTIES TO INVOLVE

- Local business owners
- City of Moraine staff and leadership
- Kettering-Moraine-Oakwood Chamber of Commerce (KMO COC)
- Montgomery County Community and Economic Development
- Dayton Development Coalition

RELATED GOALS

- Aesthetics and Property Maintenance
- Economic Development
- Housing

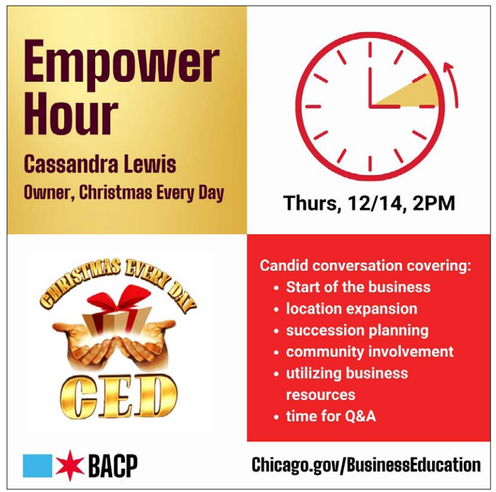
TIME FRAME	Year 0 to 1
ESTIMATED COST	Staff time

CHICAGO'S "EMPOWER HOUR"[23]

In June 2022, the Chicago Department of Business Affairs and Consumer Protection (BACP) launched a free webinar series called "Empower Hour: Conversation with the Commissioner" to connect and support its business community. Every month, the BACP commissioner partners with a prominent business owner to host an open and productive dialogue about the successes and setbacks experienced by the Chicago business community. Topics such as entrepreneurship, industry trends, and opportunities are discussed, and each session ends with an open question-and-answer for attendees.

Through Empower Hour, the City has helped business owners improve workplace inclusion with all community sectors and gain access to capital. Because of Chicago's proactive business outreach efforts, recent indexes have estimated a three percent growth in Illinois's economy.

FIGURE 84: EMPOWER HOUR.



Source: Chicago Business Affairs and Consumer Protection

[23] "Empower Hour: Conversation With the Commissioner"

STRATEGY 9

Investigate the adoption of a rental registration and inspection program to help identify substandard living conditions in rental residential housing.

OVERVIEW

As described in this plan's Aesthetics and Property Maintenance chapter, Moraine can enhance its property maintenance efforts by coupling the Montgomery County Auditor's rental registration with a biennial rental inspection program.

Action Steps

1. Evaluate the current Property Maintenance Code for process enhancement opportunities and enact changes/adopt City codes as necessary.
   a. Consider amending Moraine's list of referenced standards in the Property Maintenance Code to include select or all Zoning Code standards. Currently, the Ohio Residential Code, Building Code, and Fire Code are the listed referenced standards.
   b. Assess whether the current penalty structure has yielded the desired outcomes.
2. Conduct public education efforts, including but not limited to public outreach explaining code standards, resources, and rights for residents and landlords.
3. Set up a rental list management system on a regular and timely basis to discover discrepancies between Montogomery County Auditor and City of Moraine records.
4. Allocate the appropriate staff member(s) to conduct interior and exterior inspections of rental properties.
5. Set a regular review and update schedule for the rental inspection enabling codes, such as every three to five years.

PARTIES TO INVOLVE

- City of Moraine residents, staff, and leadership
- Landlords
- Montgomery County Auditor

RELATED GOALS

- Aesthetics and Property Maintenance
- Economic Development
- Housing

TIME FRAME	Year 3
ESTIMATED COST	Staff time

CITY OF CENTERVILLE RENTAL INSPECTION PROGRAM[24]

The City of Centerville uses the Montgomery County Auditor's rental registration list to perform interior and exterior inspections every two years to ensure compliance with the Property Maintenance and Zoning Codes. The program aims to preserve housing stock, promote high property values, and eliminate life hazards. It has also made code enforcement more fair and standardized instead of a strictly complaint-based system, which can be perceived as a harassment tool for angry neighbors. Inspections are scheduled with the property owner and are only made with the property owner or their agent present. This inspection is free; however, a fee of $75.00 per hour is assessed for re-inspection due to violations.

Centerville has published a brochure with an inspection checklist shown in Figure 85 to be transparent with landlords. In addition, the City has a published flyer that lists rights and resources for property owners regardless of whether the home is a rental or owner-occupied unit, as shown in Figure 86.

FIGURE 85: RENTAL INSPECTION CHECKLIST.

CHECKLIST

Reviewing your rental units for compliance with this list based on the Centerville Property Maintenance Code could save you from costly reinspections. Rental units include apartments, condos, and single-family homes for rent.

OUTSIDE:

- ☐ Are the street numbers visible from the street and alley (4 inch high minimum)?
- ☐ Is the exterior (siding and/or paint) in good condition?
- ☐ Are all accessory structures (garage, shed, etc.) in good condition?
- ☐ Does the roof leak?
- ☐ Are the steps, decks, and landings in good condition?
- ☐ Do all balconies, porches, or landings, 30 inches or more above grade, have guardrails?
- ☐ Are all fences in good repair?
- ☐ Are all sidewalks and driveways in safe and sound condition?
- ☐ Are the gutters and/or downspouts in a good state of repair and directing rainwater away from the structure?
- ☐ Is the foundation in good repair?
- ☐ Is the yard free of junk, trash, or debris? Are there items being stored outside that belong indoors?
- ☐ Are there inoperable, junk, or unlicensed vehicles on the property?
- ☐ Are any swimming pools maintained in a sanitary condition?

THROUGHOUT THE DWELLING

Fire Safety

- ☐ Are smoke detectors located inside each bedroom and on every floor level of the structure?
- ☐ Are all combustible materials stored at least 3 feet away from sources of ignition?
- ☐ Are all exit signs properly illuminated?
- ☐ Are carbon monoxide detectors installed?

Doors

- ☐ Do the exterior doors have deadbolt locks in working order?
- ☐ Are all exterior doors weather tight and in good working order?
- ☐ Are all storm or screen doors in good condition?

Windows

- ☐ Are there any broken or badly cracked windows?
- ☐ Are all windows weather tight and in good working condition (capable of remaining open without a means of support)?
- ☐ Do the windows have locks in good working order?
- ☐ Do the required operable windows have screens without rips, tears, or holes?
- ☐ Does every sleeping area have an operable window?

Walls, Ceilings, and Floors

- ☐ Are the walls and ceilings properly sealed, free from peeling paint and capable of being maintained in a sanitary condition?
- ☐ Is the carpet ripped or torn, or otherwise causing a tripping hazard?
- ☐ Are the floors structurally sound?
- ☐ Do all habitable rooms have ceilings at least 7 feet in height?

Electrical System

- ☐ Does every habitable room have at least 2 separate and remote outlets?
- ☐ Are all cover plates for outlets, switches, and junction boxes in place?
- ☐ Are all switches, outlets, and electrical fixtures in good working order?
- ☐ Are there any extension cords running through doorways or under carpets?
- ☐ Is there adequate circuitry for the unit?

Mechanical

- ☐ Does each room, including bathrooms, have adequate heat (at least 65 degrees)?
- ☐ Are all combustion gases vented to the outside?
- ☐ Are clothes dryers properly vented?

Plumbing

- ☐ Do plumbing fixtures have adequate water pressure and do they operate properly?
- ☐ Do any supply or drain lines leak?
- ☐ Do all fixtures have proper traps to prevent the infiltration of harmful sewer gases?

In the Basement

- ☐ Are the steps and handrails in good repair?
- ☐ In order to be used as a sleeping area, the space must meet the requirements for finished walls and ceilings, ventilation, ceiling height, heating, and egress.
- ☐ Do clean-out openings and floor drains have proper covers?

In the Bathroom

- ☐ Any new/updated bathrooms must have ground fault electrical outlets.
- ☐ Are all of the bathroom fixtures working properly?
- ☐ Is the floor able to be easily maintained in a clean, dry condition?
- ☐ Is there an operable window or adequate mechanical ventilation?

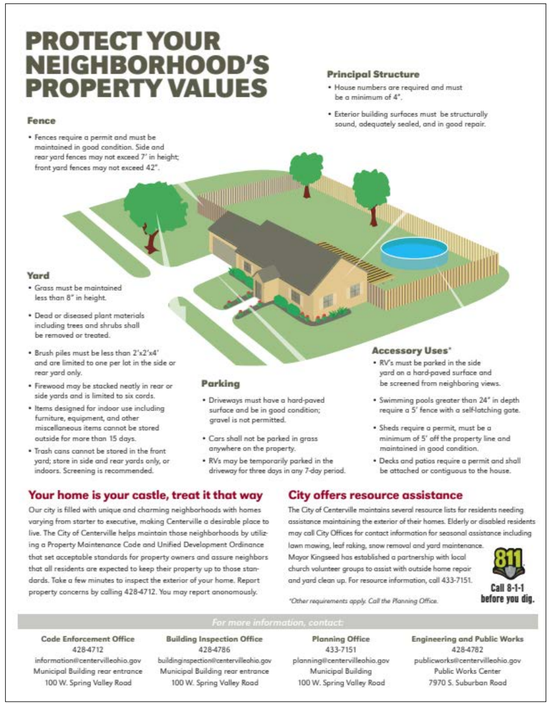
Miscellaneous

- ☐ Are passageways and stairways in buildings adequately lighted at all times?
- ☐ Are there too many peoply occupying the dwelling (i.e. the kitchen, halls, and bathrooms are not acceptable habitable spaces)?

Source: City of Centerville, Ohio | Rental Inspection Program

[24] City of Centerville Ohio | Rental Inspection Program

FIGURE 86: CENTERVILLE PROPERTY MAINTENANCE FLYER.



PROTECT YOUR NEIGHBORHOOD'S PROPERTY VALUES

Principal Structure

- House numbers are required and must be a minimum of 4".
- Exterior building surfaces must be structurally sound, adequately sealed, and in good repair.

Fence

- Fences require a permit and must be maintained in good condition. Side and rear yard fences may not exceed 7' in height; front yard fences may not exceed 42".

Yard

- Grass must be maintained less than 8" in height.
- Dead or diseased plant materials including trees and shrubs shall be removed or treated.
- Brush piles must be less than 2'x2'x4' and are limited to one per lot in the side or rear yard only.
- Firewood may be stacked neatly in rear or side yards and is limited to six cords.
- Items designed for indoor use including furniture, equipment, and other miscellaneous items cannot be stored outside for more than 15 days.
- Trash cans cannot be stored in the front yard; store in side and rear yards only, or indoors. Screening is recommended.

Parking

- Driveways must have a hard-paved surface and be in good condition; gravel is not permitted.
- Cars shall not be parked in grass anywhere on the property.
- RVs may be temporarily parked in the driveway for three days in any 7-day period.

Accessory Uses*

- RV's must be parked in the side yard on a hard-paved surface and be screened from neighboring views.
- Swimming pools greater than 24" in depth require a 5' fence with a self-latching gate.
- Sheds require a permit, must be a minimum of 5' off the property line and maintained in good condition.
- Decks and patios require a permit and shall be attached or contiguous to the house.

Your home is your castle, treat it that way

Our city is filled with unique and charming neighborhoods with homes varying from starter to executive, making Centerville a desirable place to live. The City of Centerville helps maintain those neighborhoods by utilizing a Property Maintenance Code and Unified Development Ordinance that set acceptable standards for property owners and assure neighbors that all residents are expected to keep their property up to those standards. Take a few minutes to inspect the exterior of your home. Report property concerns by calling 428-4712. You may report anonomously.

City offers resource assistance

The City of Centerville maintains several resource lists for residents needing assistance maintaining the exterior of their homes. Elderly or disabled residents may call City Offices for contact information for seasonal assistance including lawn mowing, leaf raking, snow removal and yard maintenance. Mayor Kingseed has established a partnership with local church volunteer groups to assist with outside home repair and yard clean up. For resource information, call 433-7151.

**Other requirements apply. Call the Planning Office.*

811 Call 8-1-1 before you dig.

For more information, contact:

Code Enforcement Office	Building Inspection Office	Planning Office	Engineering and Public Works
428-4712	428-4786	433-7151	428-4782
information@centervilleohio.gov	buildinginspection@centervilleohio.gov	planning@centervilleohio.gov	publicworks@centervilleohio.gov
Municipal Building rear entrance	Municipal Building rear entrance	Municipal Building	Public Works Center
100 W. Spring Valley Road	100 W. Spring Valley Road	100 W. Spring Valley Road	7970 S. Suburban Road

Source: City of Centerville, Ohio | Publications & Ordinances

STRATEGY 10

Refine zoning, building regulations, and incentive policies to encourage a wide range of "missing middle" housing types.

OVERVIEW

Moraine has successfully diversified its employment base; however, like many communities, stakeholders noted a lack of available attainable housing inventory, particularly to capture some of the over 10,000 commuters coming to Moraine for work. This evaluation could be part of a Planning and Zoning Code rewrite process. However, it is an important enough issue that this should be carried out regardless of whether it is part of a larger or independent effort.

Action Steps

1. Perform a housing demand study.
2. Conduct an audit of zoning, building regulation, and incentive policies to understand known barriers.
3. Evaluate available ways to expand missing middle housing inventory based on projected demand from the housing demand study. Consider known barriers and local political support for each avenue. See below for a few options to consider in that evaluation.
   a. Accessory dwelling units to owner-occupied detached dwelling units
   b. Employer-subsidized housing
   c. Microunits
4. Enact the changes through the appropriate public processes to regulations and incentives to support the desired housing outcomes.

PARTIES TO INVOLVE

- City of Moraine residents, staff, and leadership
- Local and repeat housing developers

RELATED GOALS

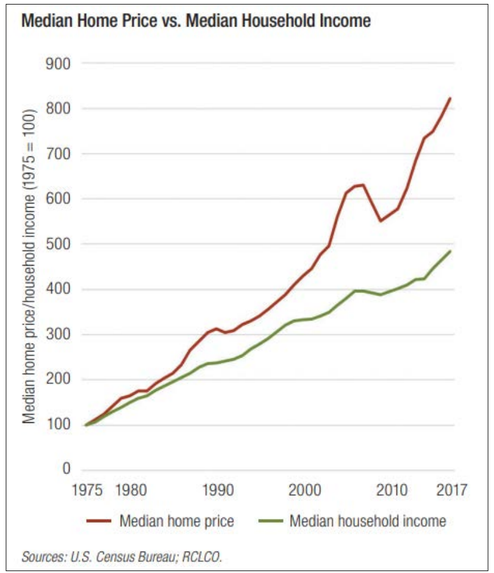
- Land-Use
- Economic Development
- Housing

TIME FRAME	Year 0 to 2
ESTIMATED COST	$40,000 or part of CPS 1

FIGURE 87: ATTAINABLE HOUSING GUIDANCE FROM ULI AND RCLCO.

Source: RCLCO

FIGURE 88: US MEDIAN HOME PRICES AND MEDIAN HOUSEHOLD INCOME COMPARISON BY RCLCO.



Source: RCLCO

ATTAINABLE HOUSING: CHALLENGES, PERCEPTIONS, AND SOLUTIONS[25]

In 2019, RCLCO and the Urban Land Institute collaborated to analyze and publish the results of a nationwide 2017 attainable housing survey. The survey was conducted to understand the barriers to attainable housing, defined as housing priced 80 to 120 percent of the Area Median Income reported by the US Census. In 2018, the study used Zillow data to find the alarming statistic that the US price-to-income ratio had increased to 3.58 compared to 2.95 in 1980. That disparity between home price and income is shown in Figure 15.

The successful developers, builders, and design professionals interviewed in the study developed four product design strategies for attainable housing. Many successful developments combine two to three of these product types. These development professionals often see the most success in infill development in mature, walkable neighborhoods.

1. **Small homes**
   - 700 to 1,400 square feet
   - 8 to 20 dwelling units per acre
2. **Value housing with streamlined structural and interior finish options**
   - All densities and unit types
   - Attached or detached units
3. **Attached dwelling units**
   - 700 to 1,900 square feet
   - Duplex, row townhouse, or mixed-use configuration
   - 12 to 20 dwelling units per acre
   - Harmonious with detached and mid-rise buildings
   - Great fit for transit-oriented development as density decreases the availability of on-street parking
4. **High-density detached**
   - Also known as cluster housing
   - 700 to 1,500 square feet units
   - 2,500 square foot lots
   - 8 to 20 dwelling units per acre
   - Best for suburban and rural context

Potential privacy issues can be addressed with a thoughtful layout of outdoor spaces. With the increase in density or the reduction in square footage, the design within the home, between the homes, and within the neighborhood becomes more critical. The report found that a low-cost home is not enough; in exchange for the smaller, denser home, the buyer should feel that they are making a lifestyle choice for walkability, maintenance-free living, or financial flexibility without giving up amenities.

[25] RCLCO

UPDATING THE PLAN

The following measures should be taken to ensure that the recommended strategies and action steps continue to move the community toward its vision. It will also ensure that the Plan accurately reflects the community's collective vision and values over time.

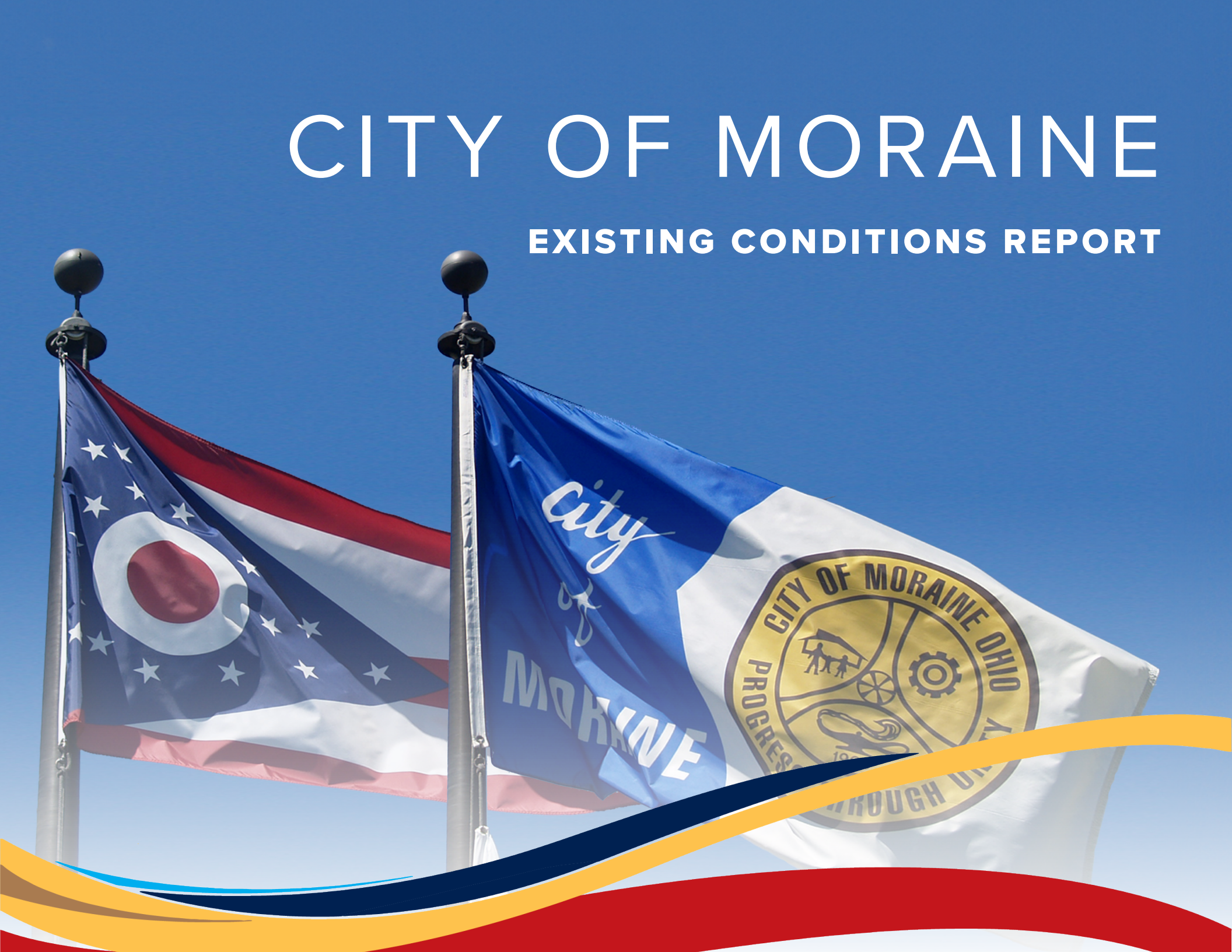
- Prepare an annual report highlighting how the Plan was used and the effectiveness of the contents. Pay particular attention to the implications of how one part of the Plan affects or otherwise relates to another.
- Establish a five-year review and update process to examine and revise the Plan's contents regularly. Of particular importance are:
  - Updates to the socio-demographic information;
  - Ensure that each of the policy objectives identified is still relevant;
  - Include the use of any newly defined best practices (e.g., land use planning, transportation planning, and zoning); or,
  - Simply aligning the Plan's content with any changes to the local regulatory environment.
- To complete the first two measures, establish a community engagement process with inter-local cooperation.

Source: American Structurepoint Inc.

APPENDICES

CITY OF MORAINE

EXISTING CONDITIONS REPORT



Source: City of Moraine

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Source: https://en.wikipedia.org/wiki/Moraine,_Ohio

SECTION 1

REGIONAL CONTEXT

REGIONAL CONTEXT

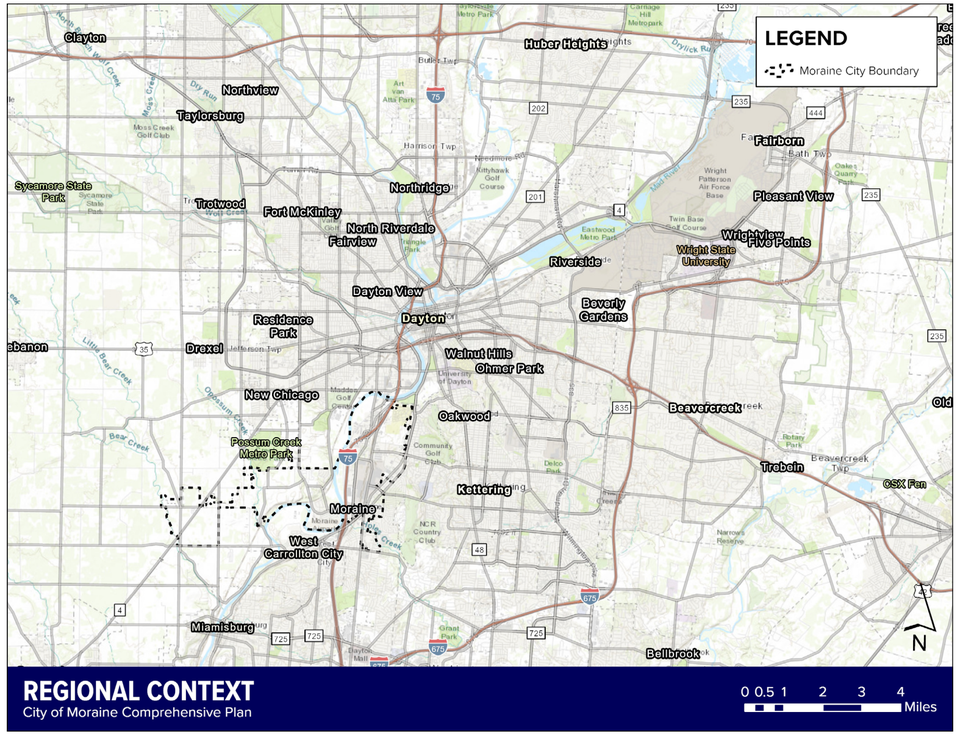
Located southwest of Dayton, the City of Moraine is a community with a rich history in automotive manufacturing and early aviation. As shown in Figure 1, Moraine Regional Location, the City is bound on three sides by incorporated areas: the cities of Dayton, Kettering, and West Carrollton. I-75 and the Great Miami River also bisect it.

COMPARISON CONTEXT

This report reviews demographic data for “comparison communities.” Comparison communities are those similar in population size to Moraine or have similar characteristics, such as proximity to major Ohio cities, a large industrial area or industrial park, and areas with high and low development density.

The communities reviewed were the City of Rossford (Toledo metropolitan area), the City of Girard (Youngstown metropolitan area), the Village of Obetz (Columbus metropolitan area), and the City of Springdale (Cincinnati metropolitan area). In addition, the State of Ohio and Montgomery County data was reviewed to examine potential similarities and differences between these cities and towns of similar size.

FIGURE 1: MORAINE REGIONAL LOCATION



Source: American Structurepoint inc., ESRI.

Source: https://en.wikipedia.org/wiki/Moraine,_Ohio

SECTION 2

REVIEW OF EXISTING PLANS

REVIEW OF EXISTING PLANS

Part of the planning process involves revisiting past planning efforts from the City, county, and region. Past plans provide an insight into what was essential to the community and how it has changed. The goals and objectives discussed in the following sections were partly developed based on goals from the previous plans.

Each past planning effort is unique and offers a particular perspective on the desired goals and outcomes of the City. An overview of past plans was completed to better understand their content, purpose, impact, and relevance to this plan. The plans and documents that were reviewed and their relevant goals included the following:

- Comprehensive Plan for Moraine, Ohio 1995-2015
- Montgomery County Strategic Plan 2020-2024
- Going Places – An Integrated Land Use Vision for the Miami Valley - 2015

Source: American Structurepoint Inc.

COMPREHENSIVE PLAN FOR MORAINE, OHIO 1995-2015[1]

LAND USE AND DEVELOPMENT GOALS

- Promote Moraine's orderly growth and development by providing ample opportunities to achieve growth expectations.
- Reserve sufficient land areas in appropriate locations for the planned residential, commercial, and industrial growth and development. These areas of new growth should be located where the necessary infrastructure is available or can be economically provided and where there would be the least conflict between existing and proposed land uses. Annexation is encouraged only to the extent that the annexation provides additional leverage for the City to secure and control the lands required to implement this plan's land use and transportation elements.
- Foster and encourage a balance of housing opportunities responsive to diverse market preferences and needs that stress quality design and development through fair, objective standards and regulations.
- Maximize conservation of existing housing and preservation of established neighborhood character and quality, including manufactured housing communities.
- Encourage the stabilization of existing commercial areas and the development of new commercial nodes in locations that have:
  - Good vehicular access to local residential market areas and regional market areas.
  - Minimize conflict with existing or newly developing residential land use areas.
- Encourage continued expansion and development of industrial land use areas in locations offering the maximum potential for development but compatible with surrounding land uses and transportation facilities.
- Foster compatibility and stability of land uses and densities at incorporation limits.
- Enhance the City's visual appearance and living environment through effective design, landscaping, and control of visual clutter.

[1] City of Moraine, Ohio: Comprehensive Plan for Moraine, Ohio 1995-2015.

ENVIRONMENTAL/UNIQUE FEATURES GOALS

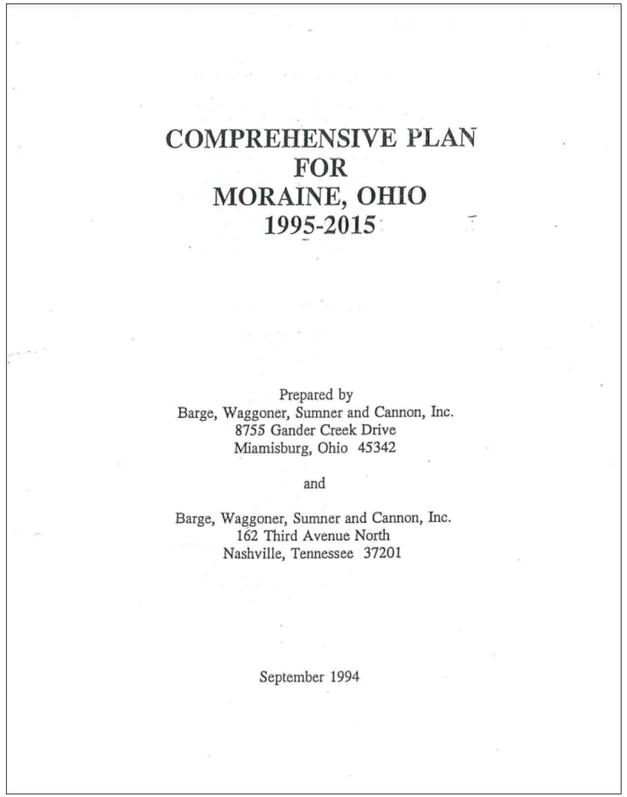
- Promote the preservation of sensitive natural areas within the City, especially areas prone to flooding.
- Promote the preservation of historically significant structures, roadways, trails, etc.
- Promote controlling and regulating the adverse effects of development and uses, such as noise, light, odor, etc.
- Support the preservation of farmlands and unique environmentally-sensitive lands and encourage cooperation between farm and development interests.

INFRASTRUCTURE/SERVICES GOALS

- Provide adequate infrastructure to all existing and planned development that complies with the comprehensive plan.
- Promote the provision of parks, community facilities, and other public services based on adopted standards and commensurate with existing and projected needs.

IMPLEMENTATION GOALS

- Provide for future development of the City through a regulatory framework that, when implemented, promotes a fair and consistent process for land use decisions and development approvals.
- Maintain and enhance the protection of the public interest by providing opportunities for meaningful public input into land use decisions.
- Provide, secure, and control the critical land areas to successfully implement the comprehensive plan's land use and transportation elements. Annexation of unincorporated areas is promoted only to the extent that it meets this goal.



COMPREHENSIVE PLAN
FOR
MORAINE, OHIO
1995-2015

Prepared by
Barge, Waggoner, Sumner and Cannon, Inc.
8755 Gander Creek Drive
Miamisburg, Ohio 45342

and

Barge, Waggoner, Sumner and Cannon, Inc.
162 Third Avenue North
Nashville, Tennessee 37201

September 1994

MONTGOMERY COUNTY STRATEGIC PLAN 2020-2024[2]

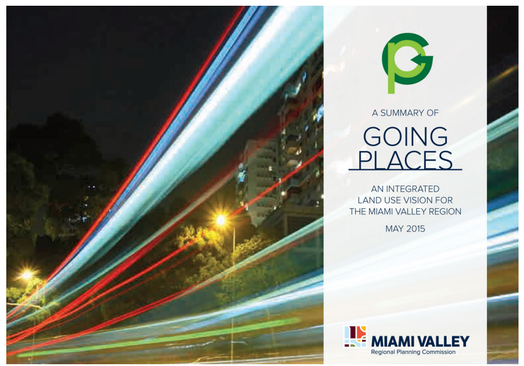
The Montgomery County Strategic Plan 2020-2024 provides objectives and strategies for the focus areas of sustainable community infrastructure, economic stability, thriving youth, community well-being, and effective & efficient government.

KEY STRATEGIES IDENTIFIED IN THE PLAN THAT DIRECTLY IMPACT MORAINE INCLUDE:

- Reinvesting in water, sewer, and solid waste systems.
- Continuing the evolution of a regional green strategy that supports external partners in environmental stewardship.
- Invest in the recruitment, retention, and expansion of business with a focus on target industries:
  - Aerospace
  - Healthcare
  - Information Technology
  - Manufacturing
- Increase international investment in Montgomery County through strategic partnerships.
- Increase success and support for school-aged children.
- Support teens and young adults by addressing barriers and investing in career-focused workforce development and training.
- Ensure the protection of children and support the stabilization of families.
- Provide quality of life and quality of care for our most vulnerable individuals of all ages, including those with severe to profound intellectual disabilities, who are physically challenged, and who have significant medical needs.

GOING PLACES – AN INTEGRATED LAND USE VISION FOR THE MIAMI VALLEY - 2015[3]

The City of Moraine falls within the Miami Valley Metropolitan Planning Organization area. Miami Valley Regional Planning Commission produced its Going Places plan to define a unified, long-term vision representing what people want the region to look like. It consists of guiding principles and a map illustrating the desired future land use pattern for 2040. Implementation centers on strengthening regional collaboration, providing better information to partner communities for robust and local decision-making, and enriching regional capacity for community development solutions. The City of Moraine was not listed as a contributor to the plan.



[2] Montgomery County, Ohio: Montgomery County Strategic Plan 2020-2024.
[3] Miami Valley Metropolitan Planning Organization: Going Places – An Integrated Land Use Vision for the Miami Valley - 2015.

Source: American Structurepoint Inc.

SECTION 3

DEMOGRAPHIC TRENDS

DEMOGRAPHIC TRENDS[4]

OVERVIEW

An analysis of Moraine's current conditions was carried out to help guide the planning process and provide the necessary background information to develop project and policy recommendations. Topics considered in the analysis included: community demographics, current market conditions, resident amenities, transportation elements, community infrastructure, and the natural environment.

Data used in this analysis was pulled primarily from the US Census Bureau via the following sources:

AMERICAN COMMUNITY SURVEY (ACS)

In addition to the decennial census, the US Census Bureau conducts dozens of other censuses and surveys, including the ACS. The ACS is an ongoing effort that gathers information from a community through a small sample rather than the extensive 10-year survey with which most people are familiar.

ESRI BUSINESS ANALYST

ESRI Business Analyst is a powerful tool for analyzing data within a specific geographic location. ESRI allows data to be observed at a very local level and compared with surrounding groups.

Data from the US 2010 and 2020 Census, ACS, and Bureau of Labor Statistics (BLS) were used.

[4] American Community Survey, ESRI Business Analyst.

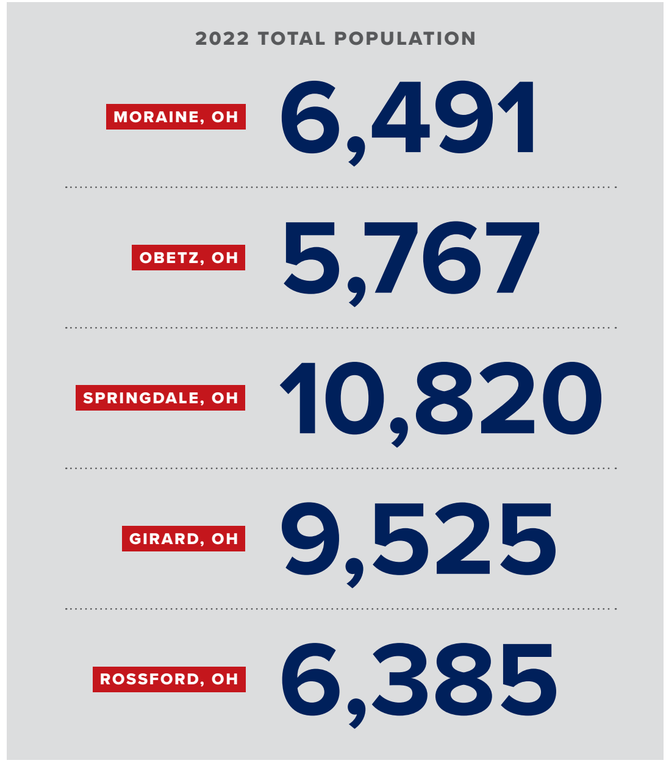
DEMOGRAPHICS

When working on a long-range planning effort, documenting the community's and its residents existing composition is an essential first step. Understanding current and historical population trends help identify strategies for population growth, housing needs, and support programming, such as after-school activities or aging citizen get together.

POPULATION

In 2022, Moraine had a population of 6,491. This population was smaller than two out of the four selected comparison communities of Springdale and Girard cities but larger than the village of Obetz and the City of Rossford. Moraine is located in Montgomery County, with a total population of 535,564.

FIGURE 2: COMPARISON COMMUNITIES POPULATION COMPARISONS



HISTORICAL CHANGE AND PROJECTED GROWTH

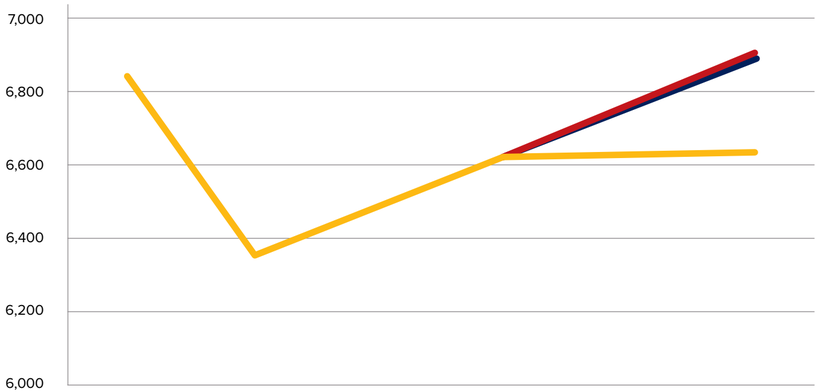
Population projections are an essential component of any long-range planning process. They help determine and quantify the demands placed on public facilities and services based on the potential pace and scale of the community's physical growth. These projections help Moraine officials identify major social and economic development trends and craft policies and programs.

For this existing conditions report, three methods were used to forecast Moraine's population in 2050. The chart below compares different scenarios for future population changes in Moraine. The projections were calculated by utilizing historical population data from the decennial census performed by the US Census Bureau.

ALTERNATIVE GROWTH SCENARIOS

Different growth scenarios were calculated to estimate population growth for the City. Moraine's population has stayed between 6,843 and 6,491 residents since 2000. Moraine's population did decrease from 2000 to a total of 6,355 in 2010 but has since increased by 136 for a current growth rate of 2.1 percent due to new residential development west of the Great Miami River. The linear and exponential projections predicted that the City's population will grow at 2.1 percent and increase to over 6,890 residents in 2050. The step-down population projections showed a slower growth rate due to the declining population of Montgomery County in this same time frame.

FIGURE 3: CITY OF MORAINE POPULATION PROJECTIONS THROUGH 2050



	2000	2010	2022	2030	2040	2050
Linear	6,843	6,355	6,491	6,627	6,766	6,908
Exponential	6,843	6,355	6,491	6,627	6,755	6,898
Step-Down	6,843	6,355	6,491	6,627	6,632	6,637

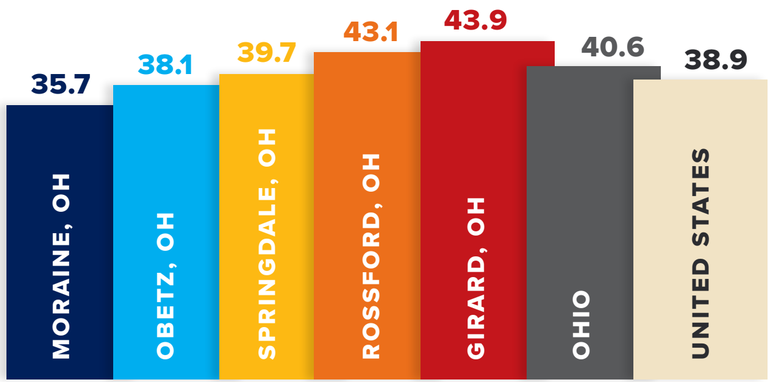
Source: American Structurepoint Inc.

POPULATION AGE

MEDIAN AGE

The median age of Moraine citizens was 35.7 in 2022. This lower median age was a decrease from 2010 of 37.3. When comparing median ages to similar Ohio communities, the State of Ohio, and the US, Moraine's median age was lower than these other locations. That trend indicated an influx of families with young children or young adults that have moved to the area for work.

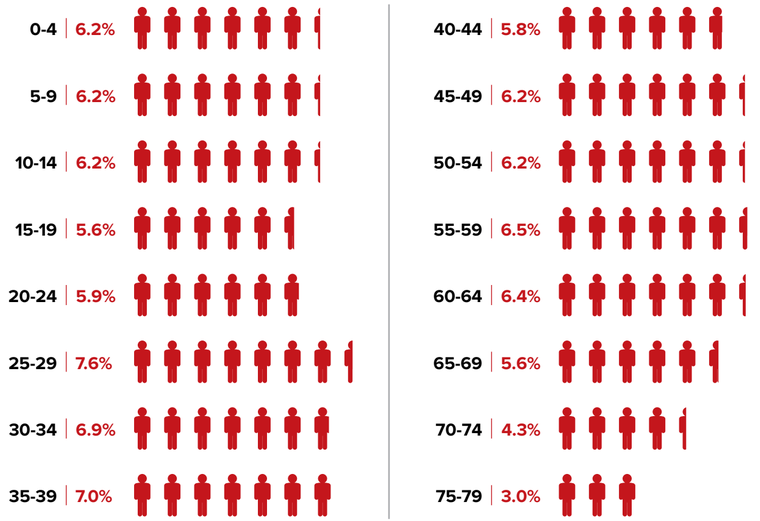
FIGURE 4: MEDIAN AGE OF MORAINE AND COMPARISON COMMUNITY RESIDENTS



AGE DISTRIBUTION

In 2022, Moraine's residents had an even distribution when looking at age ranges. In general, older communities tend to see a higher percentage of residents in older age cohorts, but Moraine did not see the same trend. The most extensive percentage age range was ages 25-29 at 7.9 percent. A total of 44.5 percent of all residents were aged 30 or less.

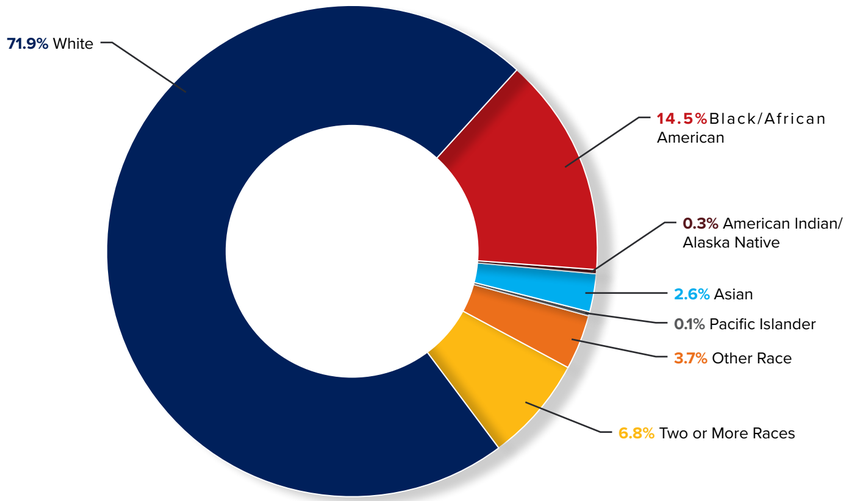
FIGURE 5: 2022 MORAINE RESIDENT AGE RANGES



RACE AND ETHNICITY COMPARISONS

Moraine residents were comprised of multiple ethnicities. The three high percentage segments of the population were White individuals at 71.9 percent. Black/African American residents were 14.5 percent of the population, and 6.8 percent identified as two or more races.

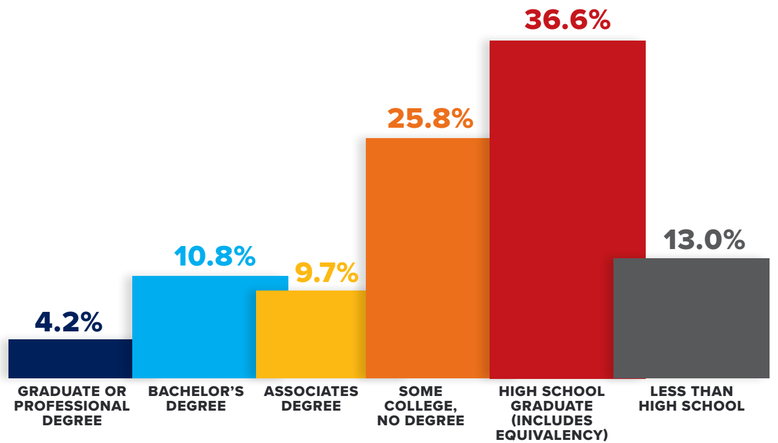
FIGURE 6: RACE AND ETHNICITY



EDUCATION

Moraine residents had varying levels of education, with 36.6 percent of all citizens earning a high-school diploma. Others chose to continue their education, and 25.8 percent attended some college but not obtaining a degree. Another 9.7 percent of residents received an associates degree, while 10.8 percent and 4.2 percent graduated with a bachelor's degree. Finally, 4.2 percent continued past undergraduate studies to obtain a graduate or professional degree.

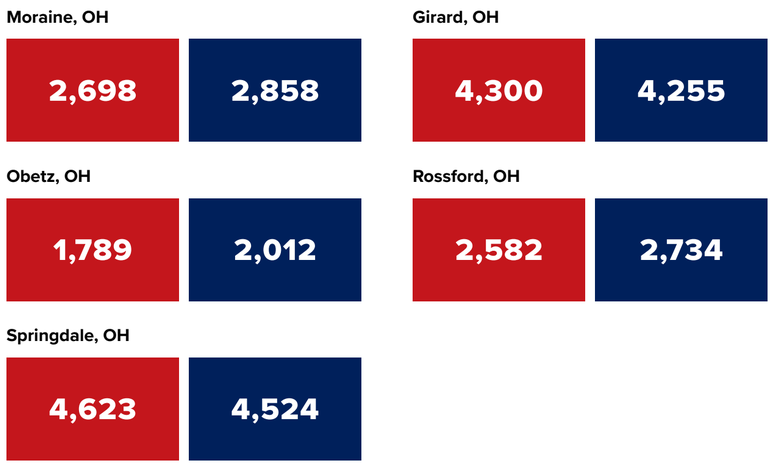
FIGURE 7: EDUCATION RATES IN MORAINE AND COMPARISON COMMUNITIES



HOUSEHOLDS

Moraine had a total of 2,858 households in 2022. That was less than the comparison community of Girard (4,255) and Springdale (4,524) but larger than Obetz (2,012) and Rossford (2,734). The number of households in Moraine increased since 2010, which aligns with the observed increase in population.

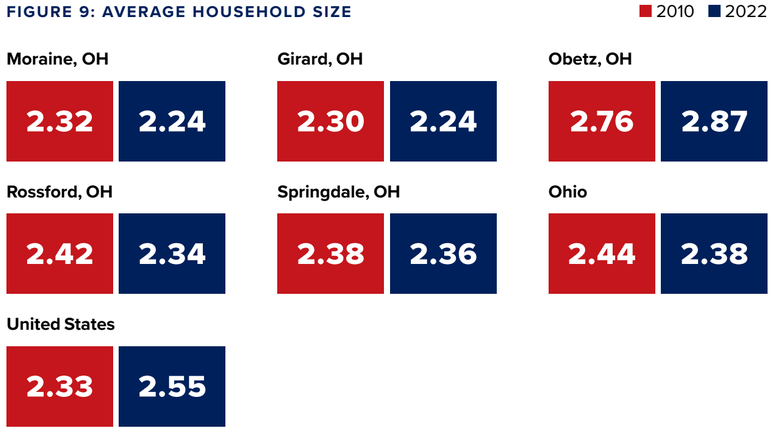
FIGURE 8: NUMBER OF HOUSEHOLDS COMPARISON



HOUSEHOLD SIZE

The average household size in Moraine decreased from 2.32 family members to 2.24 from 2010 to 2020. Household size also decreased in most comparison communities except Obetz, OH, and the US. Decreasing the household size and increasing households implies that if these trends continue, Moraine will need to add more units to keep up with its population growth, and this same pattern will impact nearby communities, putting more pressure on an already tight housing market.

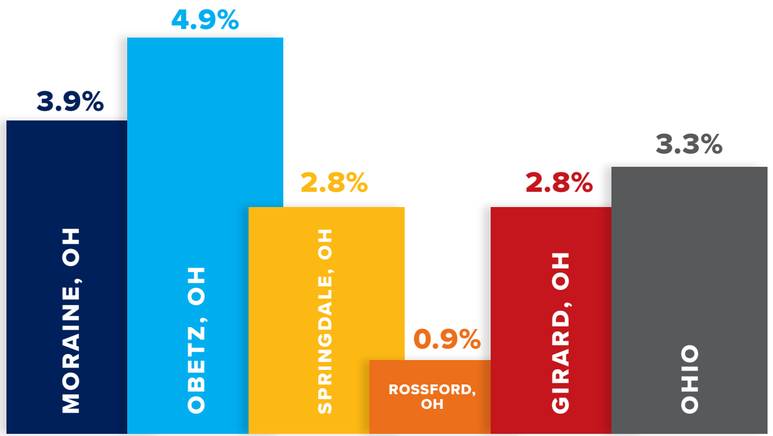
FIGURE 9: AVERAGE HOUSEHOLD SIZE



UNEMPLOYMENT

Moraine's unemployment percentage in 2022 was slightly below the national average (4.1 percent) and above the State of Ohio (3.3 percent). It was above the comparison communities of Springdale, OH (2.8 percent), Girard, OH (2.8 percent), Rossford, OH (0.9 percent), and below Obetz, OH (4.9 percent). Nationally, unemployment was at historic lows in 2022, and the residents of Moraine were following that trend. Rates under 5.0 percent represent a healthy labor market, and the majority of the City's residents could find meaningful employment.

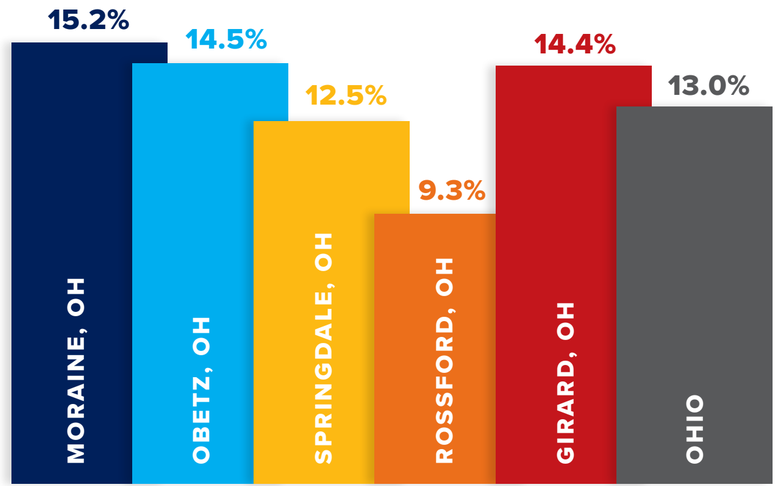
FIGURE 10: UNEMPLOYMENT RATES IN MORAINE AND COMPARISON COMMUNITIES



POVERTY

At 15.2 percent, Moraine's population had a higher poverty rate than all comparison communities, Ohio, and the country. In 2022, the US Department of Health and Human Services poverty threshold for a three-member household was $23,030.[5]

FIGURE 11: 2022 POVERTY RATES IN MORAINE AND COMPARISON COMMUNITIES



[5] US Department of Human Health: 2022 Poverty Guidelines: 48 Contiguous States (all states except Alaska and Hawaii).

Source: Getty Images.

SECTION 4

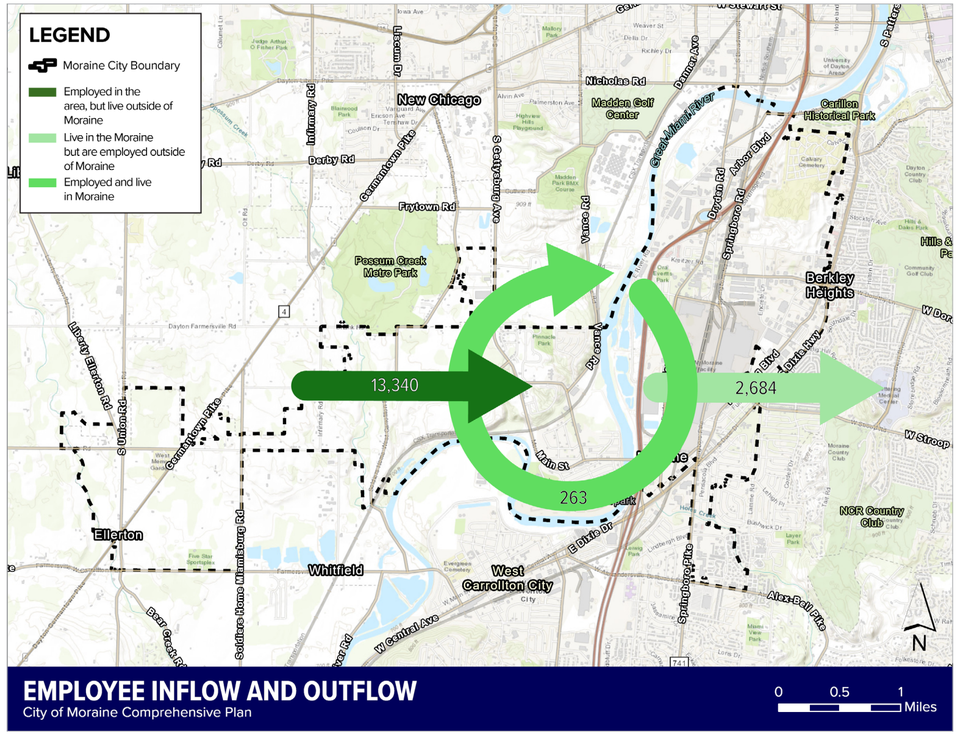
COMMUTER BEHAVIOR

COMMUTER BEHAVIOR[6]

Moraine experiences a sizable daytime population swing. 91.1 percent of its resident labor force (2,684 of 2,947) leave the City for employment. 98.1 percent of those employed in Moraine commute into the City from the surrounding areas, particularly from areas that travel along the I-75 corridor (i.e., from the north, northeast, and south). 55.0 percent of the City's labor force travels less than 10 miles to their place of employment within Moraine.

[6] US Census Bureau: OnTheMap.

FIGURE 12: EMPLOYEE INFLOW AND OUTFLOW



Source: US Census Bureau: OnTheMap.

Source: American Structurepoint Inc.

SECTION 5

HOUSING

HOUSING[7]

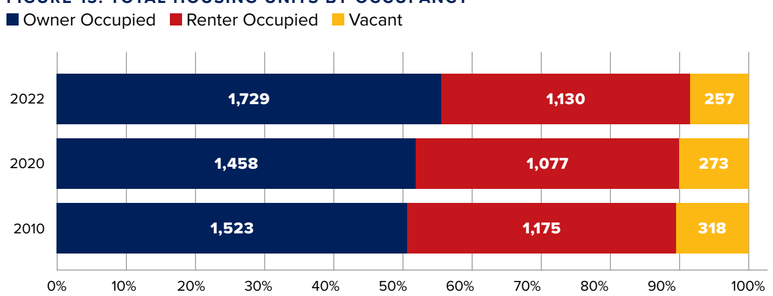
From 2010 to 2020, Moraine experienced an increase of 99 housing units, reaching a total of 3,115.

OCCUPANCY

Housing occupancy compares the number of housing units owned, rented, and vacant in a City. In 2010, Moraine had a comparable amount of owner-occupied (50.0 percent) and renter-occupied units (39.0 percent), with a vacancy rate of 11.0 percent. In 2020, Moraine's vacancy rate slightly decreased to 8.0 percent while owner-occupied housing increased to 56.0 percent, leaving 35.0 percent of housing units renter-occupied.

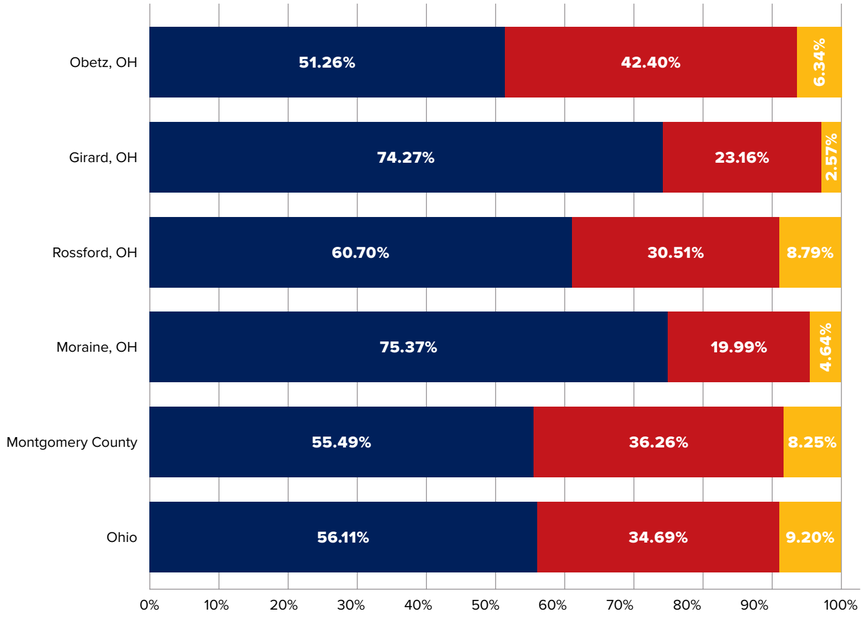
When comparing Moraine's occupancy rates with similar communities, Girard and Montgomery County had the most similar occupancy rates. Compared to Rossford and Obetz, Moraine had a higher vacancy rate and proportion of renter-occupied housing.

FIGURE 13: TOTAL HOUSING UNITS BY OCCUPANCY



[7] ESRI Community Analyst.

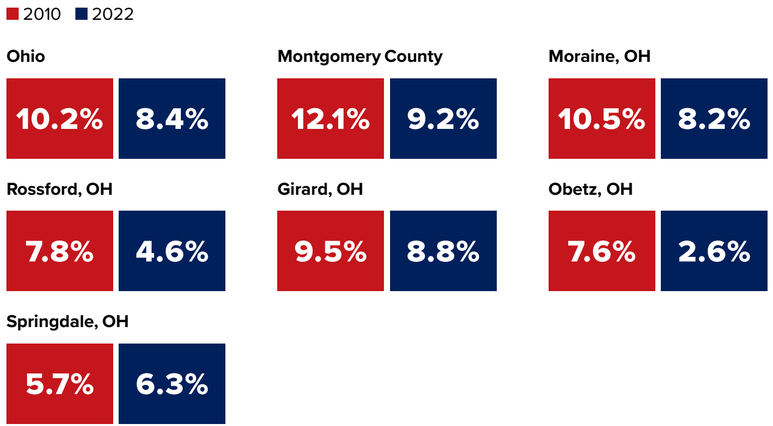
FIGURE 14: 2020 OCCUPANCY RATES FOR MORAINE AND COMPARISON COMMUNITIES



VACANCY

Vacancy rates are a common component of the housing market as units transition to new owners. Higher vacancy rates indicate economic difficulties, a less-than-desirable stock of housing supply, or an oversupply of housing. While the City of Moraine's vacancy rates were comparable to those of Ohio, Montgomery County, and Girard, they were higher than in Rossford and Obetz. Between 2010 to 2020, all of the comparison communities experienced a decrease in vacancy rates, with this decrease being the smallest in the City of Girard.

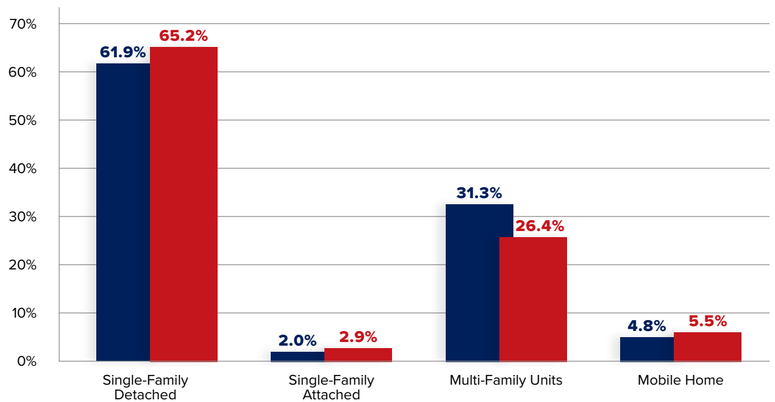
FIGURE 15: VACANCY RATES FOR MORAINE AND COMPARISON COMMUNITIES



HOUSING TYPES

In 2010 and 2020, most of Moraine's housing types were classified as single-family detached. However, the proportion of single-family detached housing slightly increased from 62.0 percent in 2010 to 65.0 percent in 2020. On the other hand, Moraine had a higher proportion of multi-family units in 2010 than in 2020. From 2010 to 2020, the proportion of multi-family units decreased from 31.0 percent to 26.0 percent in 2020. The proportion of single-family attached units and mobile homes remained stable from 2010 to 2020. Single-family attached units accounted for 3.0 percent of the housing types in Moraine in 2020, while mobile homes accounted for 5.0 percent.

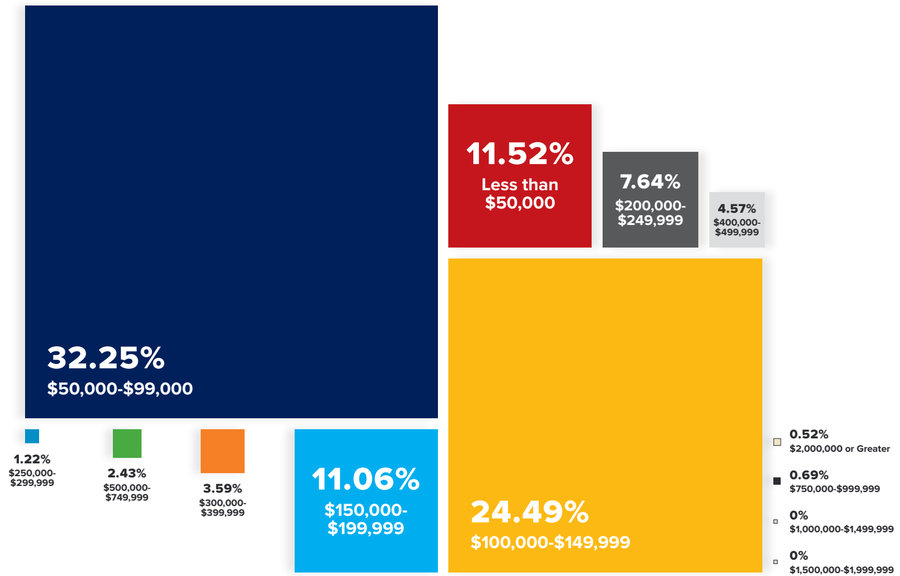
FIGURE 16: HOUSING TYPES



HOME VALUES

Most of Moraine's home values were in the $50,000-$99,999 bracket (32 percent). A quarter of home values were in the $100,000-$149,999 bracket. Only 0.5 percent of homes were valued at $1,000,000 or greater.

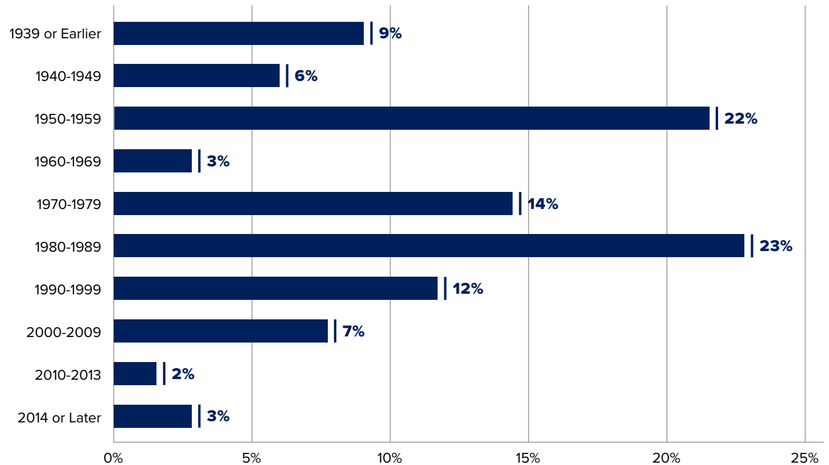
FIGURE 17: 2022 HOME VALUES



AGE OF HOUSING UNITS

Most of Moraine's housing was constructed between 1980-1989 (23.0 percent). However, 22.0 percent of housing was constructed from 1950-1959. After 1989, housing construction decreased to 12.0 percent, and construction continued to decrease from 2000 to 2009. The most recently constructed units, built in 2014 or later, comprised 3.0 percent of the total housing units.

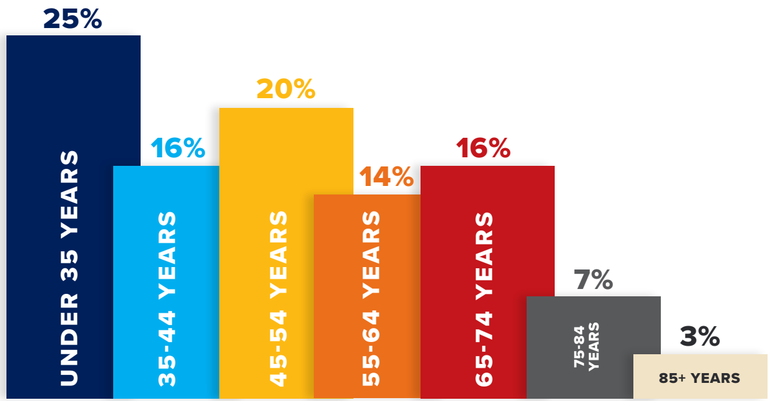
FIGURE 18: DISTRIBUTION OF MORAINE HOUSING BY CONSTRUCTION YEAR



HOUSEHOLDER

"Householder" is a Census term that refers to the individual listed as that housing unit's primary mortgage or leaseholder.[8] A quarter of Moraine's householders were younger than 35. That is consistent with the low median age of Moraine's population. The second most prominent age group of householders was those aged 45 to 54 (20 percent).

FIGURE 19: 2022 AGE DISTRIBUTION OF MORAINE HOUSEHOLDERS



[8] US Census Bureau: Subject Definitions.

Source: American Structurepoint Inc.

Source: City of Moraine Facebook Page.

SECTION 6

ECONOMY

ECONOMY

Historically the economy of Moraine has always had strong ties to its robust manufacturing sector. While still a focal point at 8.4 percent of the overall total number of businesses in the City, the mixture of businesses and jobs in 2020 showed that industries in Moraine have diversified.[9] Specific sectors have come to serve residents and employees, such as the retail trade, accommodations, and food services categories. The information below illustrates Moraine's mix of employers and employees and is organized by the National Industrial Classification System (NAICS). Given the importance of income tax as a revenue source for Moraine, the number and types of jobs in the City represent a significant part of the City's success.

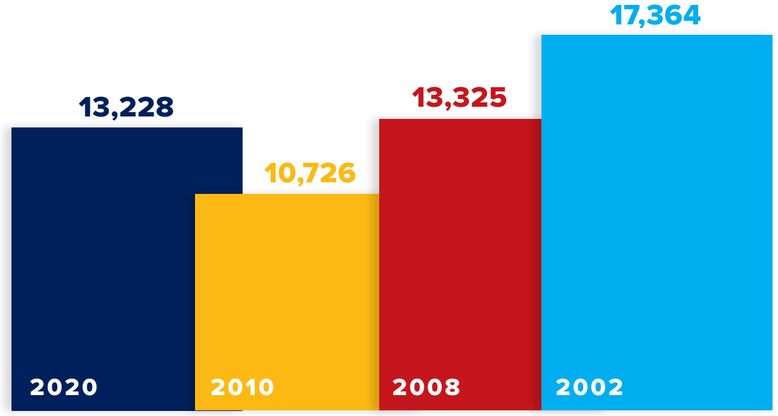
[9] US Census On The Map Tool.

Source: American Structurepoint Inc.

TOTAL EMPLOYMENT

At the end of 2020, 13,228 individuals worked at a business within Moraine's City limits. Figure 20 shows how total employees have ebbed and flowed over the last two decades. In 2002, there were 17,364 workers in Moraine, which declined to 10,726 in 2010. The shuttering of a large General Motors (GM) manufacturing facility was the primary cause for this decrease. However, manufacturers such as Fuyao have returned to Moraine, bringing in new jobs and income. Figure 21 demonstrates the impact of the GM closure. In 2002, manufacturing was 32.2 percent of Moraine's employment mix. By 2010, the share of jobs decreased to 9.6 percent. Manufacturing positions were back up to 29.5 percent of total employment.

FIGURE 20: TOTAL EMPLOYEES IN MORAINE FROM 2002 TO 2020

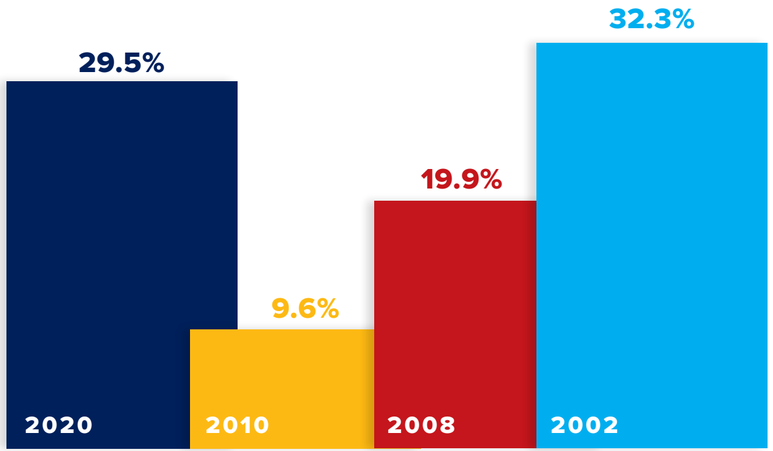


Source: US Census On The Map Tool.

BUSINESSES AND WORKFORCE

Examining the type of jobs in Moraine shows what kinds of businesses were located in the City. Manufacturing took the prime position with 3,904 employees, or 29.5 percent of the entire employee mix. Health Care and Social Assistance was the second leading employment category at 2,312 employees (17.5 percent), and construction occupation was third with 1,045 (7.9 percent).

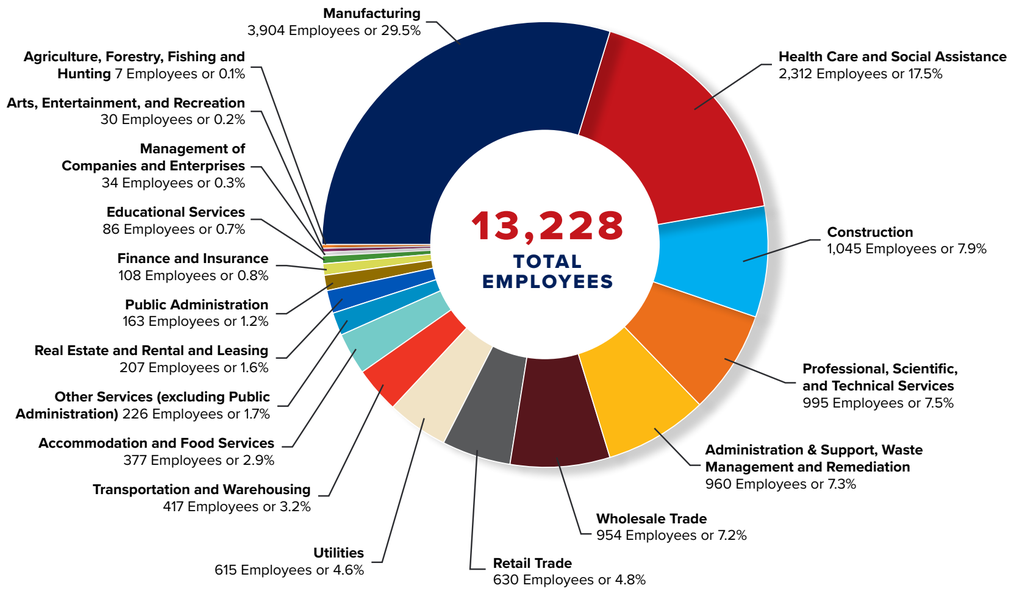
FIGURE 21: PERCENTAGE OF JOBS IN MANUFACTURING INDUSTRIES



Source: US Census On The Map Tool.

[10] Bureau of Labor Statistics.

FIGURE 22: NUMBER AND PERCENT OF NAICS BUSINESS CATEGORIES IN MORAINE



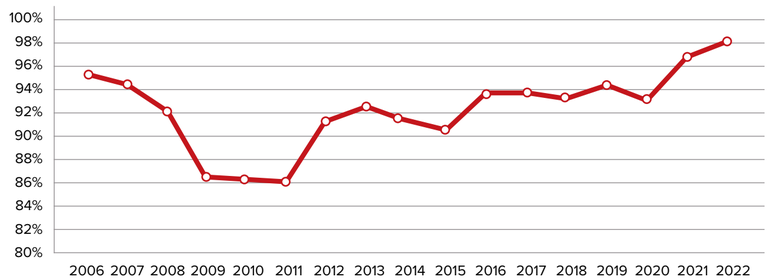
Source: US Census On The Map Tool.

ECONOMIC DEVELOPMENT

Ensuring continued employment growth has been a focus of Moraine's to ensure that the local economy and City's budget continue to thrive. Since the closure of the GM facility, the City has worked hard to re-purpose those former plant sites.

Figure 23 below illustrates the City's industrial building occupancy rates from 2006 to 2022. Before GM's plant closed, the manufacturing space had an occupancy rate of 95.2 percent. Vacancy rates increased dramatically in the 2009 to 2011 time frame before beginning to rebound in 2012.

FIGURE 23: HISTORIC INDUSTRIAL MARKET OCCUPANCY RATES



Source: CoStar, Inc.

Source: City of Moraine Facebook Page.

LOCATION QUOTIENT

Aside from local input and on-the-ground observations, this report examined how the concentration of industries in Moraine compared to Montgomery County, OH, the State of Ohio, and the greater United States to determine if the current mix of companies and jobs aligns with the stated target industries. This comparison also helps identify potential industry clusters to help with recruitment efforts.

This location quotient analysis revealed that the utilities; construction; manufacturing; wholesale trade; real estate and rental and leasing; professional, scientific, and technical services; administration & support, waste management and remediation; and health care and social assistance NAICS categories were concentrated in Moraine. The City outperformed Montgomery County, Ohio, and the US in these industries.

WHAT ARE LOCATION QUOTIENTS?

Location quotient ratios indicate a higher concentration of an employment industry within a given economy Moraine than in a larger economy, such as the US. If a local industry's ratio is 1.0 or higher, this particular local economy has a competitive advantage related to these types of businesses. Also, high location quotients can indicate that a local economy has a large workforce trained in these industries, which can be used to attract industry clusters and complementary businesses.

FIGURE 24: LOCATION QUOTIENT ANALYSIS

NAICS Category	Moraine to Montgomery County	Moraine to Ohio	Moraine to US
Agriculture, Forestry, Fishing, and Hunting	0.00	0.16	0.06
Mining, Quarrying, and Oil and Gas Extraction	0.00	0.00	0.00
Utilities	10.12	8.53	8.30
Construction	1.96	1.80	1.54
Manufacturing	2.60	2.32	3.50
Wholesale Trade	2.01	1.64	1.84
Retail Trade	0.49	0.46	0.46
Transportation and Warehousing	0.72	0.63	0.70
Information	0.44	0.80	0.60
Finance and Insurance	0.18	0.18	0.19
Real Estate and Rental and Leasing	1.27	1.29	1.03
Professional, Scientific, and Technical Services	1.42	1.45	1.13
Management of Companies and Enterprises	0.19	0.10	0.16
Administration & Support, Waste Management, and Remediation	1.19	1.23	1.21
Educational Services	0.08	0.08	0.08
Health Care and Social Assistance	0.79	1.04	1.17
Arts, Entertainment, and Recreation	0.20	0.16	0.16
Accommodation and Food Services	0.35	0.36	0.37
Other Services (excluding Public Administration)	0.65	0.62	0.62
Public Administration	0.38	0.29	0.24

Source: US Census On The Map Tool.

SHIFT SHARE ANALYSIS

This shift-share analysis examined Moraine's job growth from 2010 to 2020. This analysis revealed that changes in the city's manufacturing, healthcare and social assistance, and wholesale trade industries outperformed the US. Manufacturing, healthcare, and social assistance represented particular strengths.[11] One item to note is that the industry shift calculation for manufacturing resulted in a negative number meaning that nationally, the manufacturing industry has declined in relative strength from 2011 to 2021. Given recent efforts to re-shore manufacturing to the US, such as the CHIPS Act, as well as supply chain issues caused by the COVID-19 pandemic, investment in this NAICS category should continue to be a priority. Transportation and warehousing revealed a minor competitive share advantage.

The utilities, construction, retail trade, professional, scientific, technical services, administration & support, waste management, remediation, educational services, and accommodation and food services businesses had high negative competitive share values. Utilities, information, retail trade, and education services also had negative absolute change values, meaning these NAICS categories lost jobs from 2010 to 2020.

[11] US Census Bureau, Bureau of Labor Statistics, American Structurepoint Inc..

WHAT IS SHIFT SHARE ANALYSIS?

Shift share analysis compares a local economy's growth over a specified time frame to a larger economy (US) change over that same period. This type of analysis is typically broken down into these calculations:

- **National Growth for Industry:** The national growth for the industry calculation shows the number of local jobs a business category is expected to gain or lose based on that same category's national performance. In short, it describes how many local jobs were created or lost because of that industry's rise or decline nationally.
- **Industrial Shift:** This measurement provides insight into whether an industry is growing or shrinking nationwide. An industry with a negative industrial shift is declining. It may help a local economy identify if they are reliant on a shrinking sector or where not to focus recruiting efforts.
- **Competitive Share:** A positive competitive share value indicates that a particular industry is growing faster locally than the national economy and may suggest that the local economy has an industry-specific competitive advantage. Negative competitive share values suggest that this local industry is losing jobs faster than the national economy.
- **Absolute Change:** Absolute change illustrates the total number of jobs gained (positive number) or lost (negative number) in the local economy during the time period used for the shift-share analysis.

FIGURE 25: SHIFT SHARE ANALYSIS

NAICS Category	National Growth	Industrial Shift	Competitive Share	Absolute Change
Agriculture, Forestry, Fishing, and Hunting	0	0	0	7
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0
Utilities	116	-127	-418	-429
Construction	102	209	-190	122
Manufacturing	114	-41	2,803	2,876
Wholesale Trade	78	-49	221	250
Retail Trade	100	-47	-321	-268
Transportation and Warehousing	31	81	24	136
Information	65	-40	-452	-427
Finance and Insurance	16	1	-57	-39
Real Estate and Rental and Leasing	28	10	-87	-49
Professional, Scientific, and Technical Services	121	231	-447	-95
Management of Companies and Enterprises	8	11	-61	-41
Administration & Support, Waste Management, and Remediation	115	114	-302	-73
Educational Services	67	-66	-524	-522
Health Care and Social Assistance	117	103	1,042	1,261
Arts, Entertainment, and Recreation	9	-9	-47	-48
Accommodation and Food Services	57	-8	-186	-137
Other Services (excluding Public Administration)	23	-33	29	19

Source: US Census On The Map Tool, American Structurepoint Inc.

LISTED TARGET INDUSTRIES

In addition to occupying vacant space and attracting new employers, diversifying the city's industries is vital to safeguard against too much investment in one or two industry types. With this in mind, the Moraine Economic Development has identified the following targeted industries to ensure business variety:

- Renewable Energy and Energy Efficiency
- Aerospace
- Health Services and Technology
- Advanced Materials and Manufacturing
- Logistics and Distribution
- Business and Professional Services

The location quotient and shift-share analyses demonstrated that Moraine's efforts to attract advanced manufacturing, health services, and technology industries worked. However, industry categories, such as Logistics and Distribution and Business and Professional Services, had not seen the same success rates by 2020. However, both industries had high location quotient values indicating that Moraine is an attractive market for these types of businesses. Therefore, Moraine should continue to market to these sectors given their relatively high wages and how attracting those positions will continue to increase the City's budget with additional tax revenue.

[12] City of Moraine, Ohio: Economic Development.

Source: American Structurepoint Inc.

MARKETS

One major factor in helping economic development efforts is having sites/buildings available for business attraction efforts.

INDUSTRIAL MARKET

In the fourth quarter of 2022, Moraine's industrial market had 10.5 million square feet of building for these businesses with a vacancy rate of 2.0 percent. At that time, there were no buildings listed under construction. Given that Moraine's existing industrial-zoned areas are primarily built out, this is not surprising but highlights the need to continue to assist with building modification efforts and redevelop now vacant properties that once housed industrial buildings. In 2022, there were approximately 141 acres of potential industrial property in the market.[13]

OFFICE MARKET

Office space in Moraine had a vacancy rate of 10.7 percent at the end of 2022. That was slightly higher than the Dayton office market (7.1 percent). Since the end of the COVID-19 pandemic, predicting the need for new office space has been somewhat tricky. Approximately 2.19 acres of office land and 126,000 square feet of existing buildings were available in the market. Given Moraine's desire to attract, professional strategies will be needed to differentiate Moraine's office market from the remainder of the region.[14]

[13] CoStar, Inc.
[14] CoStar, Inc.

RETAIL GAP ANALYSIS

A retail gap analysis shows how much money is spent locally compared to how much money "should" be spent based on the local population's disposable income. A retail gap analysis helps to:

- Uncover unmet demand and possible opportunities;
- Understand the strengths and weaknesses of the local market area; and
- Measure the difference between actual and potential retail sales.

"Leakage" and "surplus" are the two categories used in a retail gap analysis.

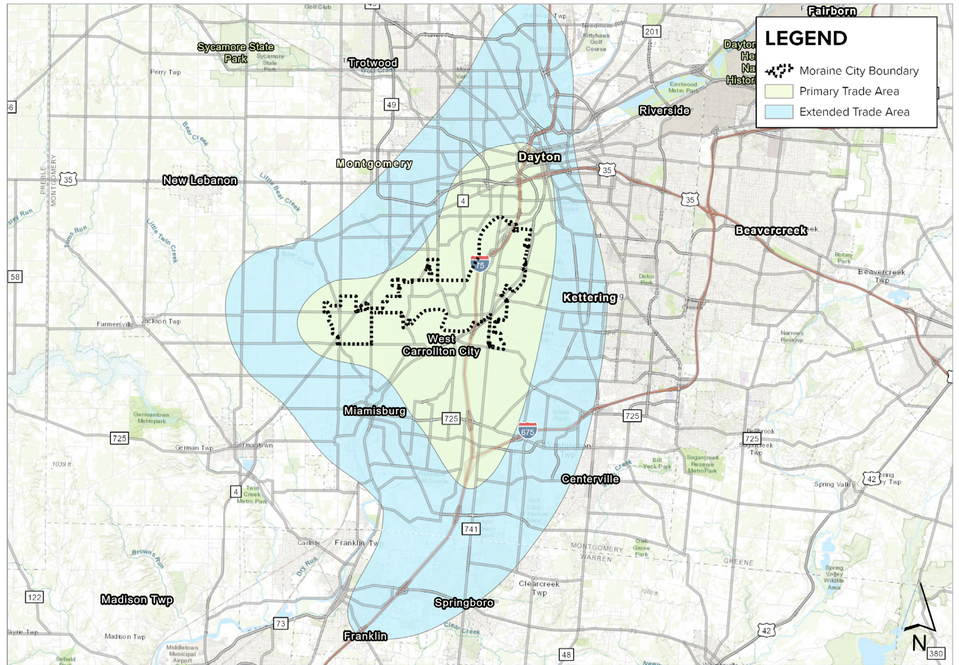
- Leakage in a local market means that people living in a trade area are spending money outside of that trade area. That indicates that additional disposable income could be captured in the trade area but is being lost or "leaking" to competing shopping districts.
- A surplus in a local market means more money is being spent at local businesses than the trade area's population "should be" spending. A surplus can have multiple meanings:
  - Too many businesses exist in the trade area without enough disposable income to support them all;
  - The trade area attracts spending from additional shoppers beyond the residents' spending power.

MORAINE'S TRADE AREAS

An analysis of Moraine's population trends, commuter patterns, daytime population, and public input revealed two distance-based trade areas. The two trade areas identified were:

- **Primary Trade Area (10-minute drive):** The primary trade area was defined as a 10-minute drive from Moraine and captured residents and employees that work and likely shop at local businesses multiple times per week.
- **Extended Trade Area (15-minute drive):** The extended trade area was defined as a 15-minute drive from Moraine and captured potential shoppers that may frequent businesses once or twice a month.

FIGURE 26: MORAINE PRIMARY AND EXTENDED TRADE AREAS



Source: ArcGIS Community Analyst, American Structurepoint Inc.

FIGURE 27: PRIMARY AND EXTENDED TRADE AREA RETAIL GAP ANALYSES

Category	Primary Trade Area ($)	Extended Trade Area ($)
Total	-248,211,942	-561,366,040
Motor Vehicle and Parts Dealers	-38,592,840	160,355,745
Furniture and Home Furnishing Stores	1,265,245	-10,271,077
Electronics and Appliance Stores	8,728,452	6,911,390
Building Material and Garden Equipment and Supplies Dealers	7,689,391	44,733,488
Food and Beverage Stores	-44,545,541	-98,291,019
Health and Personal Care Stores	-923,423	30,407,693
Gasoline Stations	3,741,850	59,531,479
Clothing and Clothing Accessories Stores	15,395,060	64,249,143
Sporting Goods, Hobby, Musical Instrument, and Book Stores	3,968,017	-8,764,336
General Merchandise Stores	-13,999,113	-62,005,281
Miscellaneous Store Retailers	3,097,687	-19,811,305
Food Services and Drinking Places	3,806,503	-51,446,806
Drinking places (alcoholic beverages)	2,177,377	-1,212,257
Restaurants and other eating places	-3,853,717	-71,189,816
Full-service restaurants	8,029,712	-23,533,983
Limited-service restaurants	-16,711,653	-46,019,818
Cafeterias, grill buffets, and buffets	931,692	1,941,747
Snack and non-alcoholic beverage bars	3,896,532	-3,577,761

Source: Claritas: Retail Market Power Opportunity Gap by Retail Store Types 2022.

PRIMARY TRADE AREA

Figure 27 shows the reported gap analysis for each significant retail category in the primary and extended trade areas. Surpluses are shown in red and leakages in black. Moraine's primary trade area had a total surplus of -$248,211,942 for all retail trade categories. The largest reported surplus within the primary trade area was food and beverage stores at -$44,545,541. The large surplus in motor vehicles and parts dealers indicates that many purchase automobiles or other auto parts and services in this primary trade area. Despite the overall surplus, substantial leakages were observed in the following categories:

- Clothing and Clothing Accessories Stores ($15,395,060)
- Electronics and Appliance Stores ($8,728,452)
- Building Material and Garden Equipment and Supplies Dealers ($7,689,391)
- Gasoline Stations ($3,741,850)
- Health and Personal Care Stores ($6,424,595)
- Food Services and Drinking Places ($3,806,503), specifically, Full-service restaurants ($8,029,712)

In the primary trade area, large leakages for clothing and clothing accessories stores were noted. Stores, such as TJ Maxx, fall under this category. The Food and Beverage Stores category reported a leakage of ($3,806,503). Further examination of this leakage revealed an $8,029,712 potential demand for full-service restaurants. Gasoline stations had an observed leakage, but these retailers rely on multiple other site selection criteria, and the need for another station cannot be determined from this analysis alone.

EXTENDED TRADE AREAS

The extended trade area captured spending within a 15-minute drive from downtown. The extended trade area had a total surplus of -$561,366,040. Moraine's proximity to several community shopping centers in Kettering and regional malls explained the large surplus. Similar to the primary trade area, leakages were also observed in the extended trade area in the following categories:

- Motor Vehicle and Parts Dealers ($160,355,745)
- Electronics and Appliance Stores ($6,911,390)
- Building Material and Garden Equipment and Supplies Dealers ($44,733,488)
- Gasoline Stations ($59,531,479)
- Clothing and Clothing Accessories Stores ($64,249,143)
- Health and Personal Care Stores ($30,407,693)

RETAIL GAP ANALYSIS IMPLICATIONS

Determining which businesses may thrive in any trade area is an inexact science. However, this information provides a good starting point. The first place to look is NAICS data, which shows leakages in the primary and extended trade areas. The following categories had leakages in both trade areas:

- Electronics and Appliance Stores
- Building Material and Garden Equipment and Supplies Dealers
- Gasoline Stations
- Clothing and Clothing Accessories Stores

Of the categories listed, Building Material and Garden Equipment and Supplies Dealers and Clothing and Clothing Accessories Stores were worth additional attention. The observed gap in both trade areas for clothing stores indicates a strong regional demand for more apparel-related shopping destinations. There needs to be more than the observed leakage in the primary trade for building supply stores to attract a new store similar in size to a Tractor Supply Company. However, the more considerable leakage in the extended trade area indicates demand for this store type. The observed leakages in the electronic store category were interesting. Still, both were smaller than the average annual sales for that type of retailer, and attracting one to the area would be challenging.

Two other categories stood out for different reasons. The substantial surplus for motor vehicles in the extended trade area shows a general need for more auto dealers in the region. With a leakage of $160,355,745, the market could support multiple new manufacturers. The $8,029,712 leakage for full-service restaurants in the primary trade area is fascinating. Most restaurants average $1.5 million in annual sales, implying that demand exists for multiple restaurants in Moraine. Retail gap analysis bases the need for businesses only on residents that live in the trade area and not the daytime population, i.e., employees. While this makes sense for most categories, a few, such as restaurants and gas stations, rely on local employees and visitors. Given Moraine's sizable daytime population and workforce, the demand for restaurants is likely more significant than the leakage reported in the primary trade area.

COMMERCIAL/RETAIL MARKET

Moraine had approximately 1 million square feet of retail space in 2022 with a 1.0 percent vacancy rate. In the prior twelve months, from 2021 to 2022, 5,300 square feet were leased. Given the low vacancy rate and a relatively small amount of non-leased space, businesses were not turning over at a high rate. These factors help demonstrate demand and the recent successes of attracting a Tesla dealership and the new Chipotle location. Seemly lack of land was one primary reason for the lack of retail growth, especially considering the leakages observed in the retail gap analysis for specific retail types.[15]

HOSPITALITY MARKET

Providing nearby hospitality choices has become a staple for business attraction and retention efforts. Specifically, businesses prefer overnight accommodations and large off-site meeting spaces for out-of-town visitors and executives to stay at or host meetings.

HOTELS

Moraine had 195 total hotel rooms at three properties at the end of 2022, with an average daily rate of $52.50 and a 12-month occupancy rate of 60.7 percent. Moraine has a relatively small number of rooms at low nightly rates. By comparison, the entire Dayton market had an average daily rate of $68.34 and an occupancy rate of 59.8 percent. The Dayton market had significantly recovered since the COVID-19 pandemic when occupancy dropped to 39.4 percent.[16] The entire region only had 118 rooms under construction at the end of 2022. This information implies that the market was ready to increase the number of hotel rooms, given Moraine's need for new rooms with high rates to cater to the local business customer.

MEETING-SPACE

No sizable private meeting space venues for corporate events existed in Moraine. Given the number of international, national, and regional businesses that had facilities in Moraine, there was capacity for this type of facility in the local market.

[15] CoStar, Inc.
[16] CoStar, Inc.

Source: American Structurepoint Inc.

Source: American Structurepoint Inc.

SECTION 7

EXISTING LAND USE AND DEVELOPMENT

EXISTING LAND USE AND DEVELOPMENT

Zoning and land use are two tools that local municipalities use to regulate the use of property. These tools encourage a thoughtful approach to an orderly built environment by reducing conflicts between uses. When conflicts between uses are not well-managed, they can affect land value, productivity, health, and public welfare.

CORRIDORS AND GATEWAYS

Moraine's economic vitality has always been tied to its convenient highway access to I-75 and supporting arterials. This well-connected roadway network has led to prominent industrial and commercial corridors and gateways on the City's eastern portion.

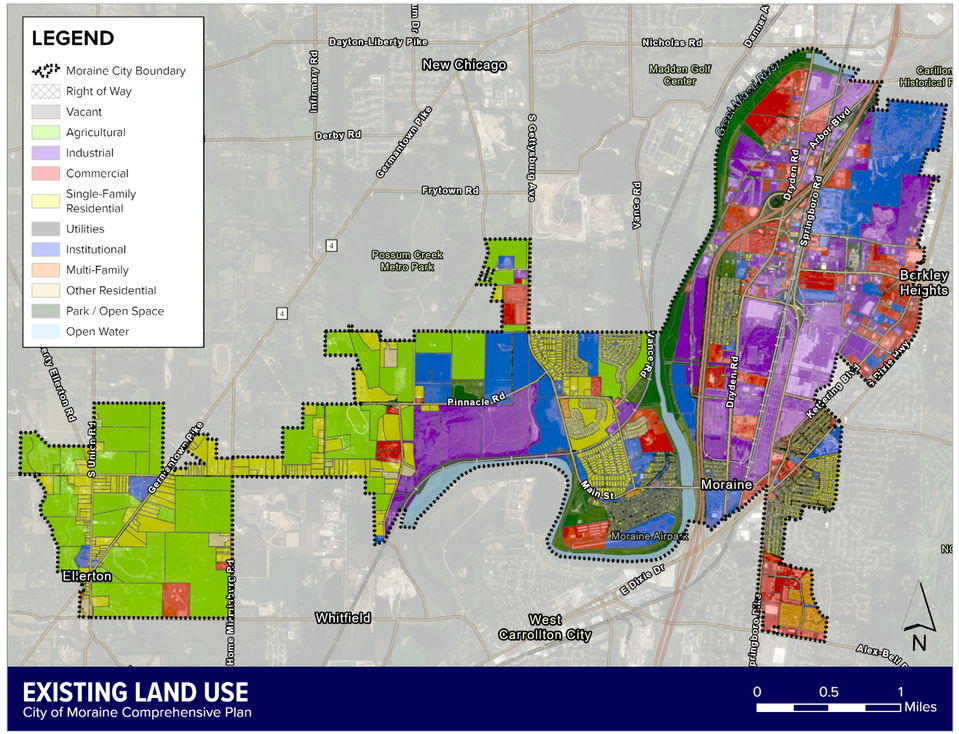
The major industrial corridors (Dryden Road and Springboro Pike/OH-741) run parallel and rely upon the I-75 exits.

- Exit 47 Moraine/Kettering (northbound) & Central Ave/West Carrollton (southbound)
- Exit 50A – Dryden Road (north- and southbound)
- Exit 50B – OH-741 S/Springboro Road (southbound)
- Exit 51 – Edwin C Moses Blvd/Nicholas Road (north- and southbound)

The major commercial corridors are along Dorothy Lane, Kettering Blvd, and South Dixie Highway. Dorothy Lane at the Moraine-Kettering incorporation boundary is the primary gateway to those corridors. The secondary gateway is south at Exit 47 off of I-75 in West Carrollton.

West of the Great Miami River, the Main Street/Pinnacle Road and SR-4/Germantown Pike corridors are characterized by predominately less-intense uses (e.g., agricultural, residential, and institutional) and open space.

FIGURE 28: EXISTING LAND USE MAP



Source: ArcGIS REST Services Directory: Moraine, American Structurepoint Inc.

Source: City of Lorraine Facebook Page.

SECTION 8

ZONING AND POLICY

ZONING AND POLICY[17]

CURRENT ZONING DISTRICTS

The City of Moraine Planning and Zoning Code is a unified development ordinance that contains subdivision regulations and zoning development standards by defined districts. Select dimensional standards, such as required front yards, are determined by right-of-way lines and classifications defined in the City's official Thoroughfare Plan. Moraine's zoning districts are described below.

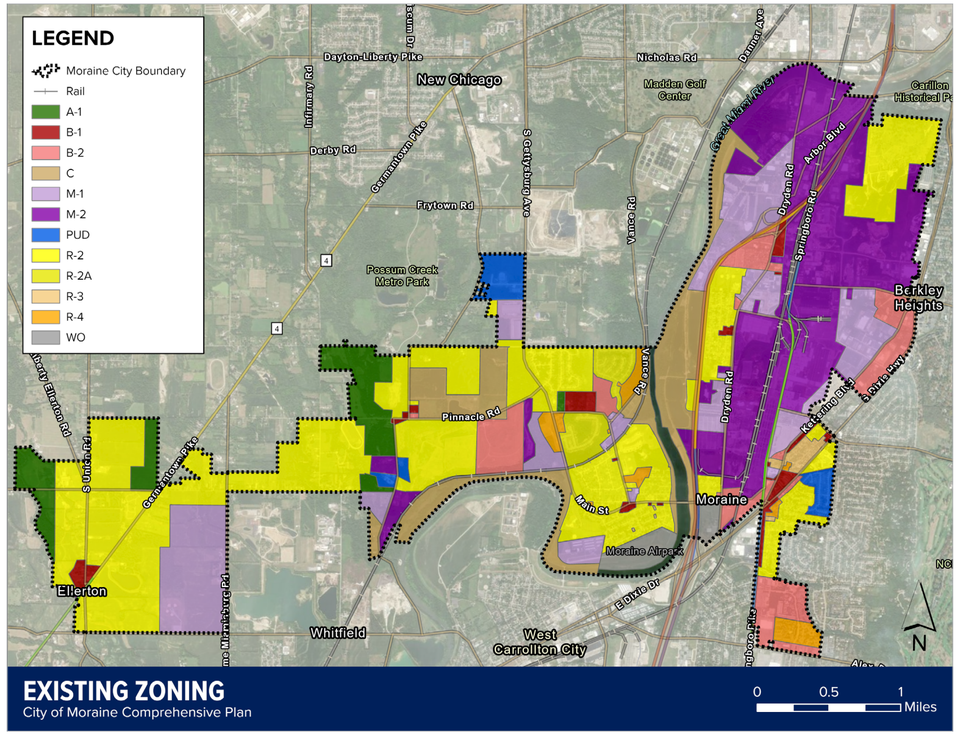
FIGURE 29: AREA CALCULATION BY ZONING CLASSIFICATION

Zoning Districts	City of Moraine	
	Acres	Percentage
A-1: Agricultural	269	4.5
B-1: Neighborhood Business	102	1.7
B-2: General Business	398	6.7
C: Conservation	564	9.5
M-1: Light Industrial	863	14.5
M-2: General Industrial	1362	22.8
Pud: Planned Unit Development	112	1.9
R-2: Single-Family Residential	1,998	33.5
R-2a: Single-Family Residential	48	0.8
R-3: One & Two Family Residential	31	0.5
R-4: Multiple-Family Residential	127	2.1
WO: Wellhead Operation District	92	1.5
TOTAL	**5,966**	**100.0**

Source: ArcGIS REST Services Directory: Moraine.

[17] American Legal Publishing: Moraine, Ohio: Planning and Zoning Code, Part 11.

FIGURE 30: EXISTING ZONING MAP

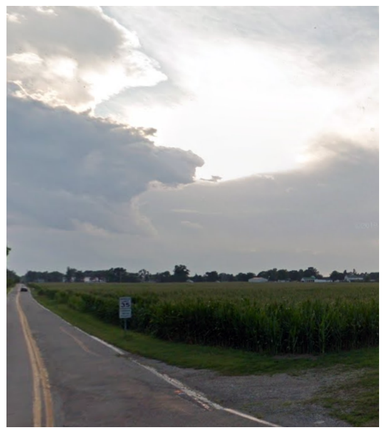


Source: City of Moraine: Zoning Districts of the City of Moraine, Ohio.

AGRICULTURAL (A-1)

The Agricultural district is for agricultural activities and large-lot single-family residential development. Other permitted uses include churches, schools, and hospitals. Special uses include commercial, recreational uses, municipal waste management, and airports (public or private).

This district is further intended to discourage high-density development from areas with woodlands, unsuitable slopes, or other similar characteristics.



This active agricultural site is appropriately zoned A-1.
Source: American Structurepoint Inc.

The house shown is an example of single-family residences permitted within an A-1 district.
Source: American Structurepoint Inc.

NEIGHBORHOOD BUSINESS (B-1)

The Neighborhood Business district is intended to encourage small businesses for daily staple needs. Permitted uses are categorized into Minor B-1 District and Major B-1 District. Minor Districts are those abutting residential districts, and the district area is less than five acres. Permitted uses include eating and drinking establishments without live entertainment, commercial parking lots, retail sales and services, offices, automotive services, and uses permitted within the R-4 District.

All areas outside of Minor Districts are classified as Major Districts. In addition to Minor District uses, permitted uses include theaters (excluding drive-ins), hotels, and automotive repair garages.

These Moraine neighborhood businesses are within a B-1 district.
Source: American Structurepoint Inc.

GENERAL BUSINESS (B-2)

The General Business district is intended to serve the community's broader needs and has a wider market draw than the Neighborhood Business district. Permitted uses include all Neighborhood Business uses and uses that typically require a larger building footprint or outdoor sales, such as building supply retail, wholesale sales, distribution, and post offices. Animal hospitals, nightclubs, and manufactured/mobile home parks are on the list of special uses.

Moraine businesses located within B-2 districts.
Source: American Structurepoint Inc.

CONSERVATION (C)

The Conservation district is intended to preserve undeveloped land, agricultural land, and open space with "distinctive geologic and/or scenic values." The Conservation zoning districts lie primarily along the Great Miami River. The other sites zoned Conservation are the City's garden plots on Vance Road and Deer Meadow Park. Permitted uses include greenhouses, recreation areas, agricultural uses (excluding animal sales and feed lots), and gravel pits.

East River Landing is zoned Conservation.
Source: American Structurepoint Inc.

LIGHT INDUSTRIAL (M-1)

The purpose of the Light Industrial district is to encourage low-nuisance industrial uses in areas of adequate road and utility infrastructure. Nuisances such as noxious vapors, dust, noise, and light, are regulated by the City's use-specific performance standards. Permitted uses include body shops, enameling, carpet cleaning, blacksmithing, concrete mixing, appliance manufacturing, and all B-2 uses except smoking establishments. Billboards and outdoor entertainment are among the listed special uses.

The businesses shown here are from the large M-1 district along River Road.
Source: American Structurepoint Inc.

GENERAL INDUSTRIAL (M-2)

The General Industrial district intends to permit a broad range of industrial activities (e.g., products, operational techniques, and size) potentially more impactful to the environment and adjoining uses. The code addresses the potential impacts by requiring additional scrutiny (i.e., special use permit) for all uses except those also permitted in M-1.

Fuyao is an example of the range and size of industrial activities permitted in an M-2 district.
Source: American Structurepoint Inc.

PLANNED UNIT DEVELOPMENT (PUD)

The Planned Unit Development (PUD) district is a flexible zoning designation intended to support innovation and more efficient land use. In exchange for regulatory flexibility, PUDs are held to a higher level of scrutiny than other zoning map amendment requests. They may be required to enter commitments, such as performance bonding and developers' agreements. They may be subject to additional conditions placed by the approving bodies (e.g., the City Council and Planning Commission).

The City of Moraine Planning and Zoning Code lists four types of PUDs:

- Residential (R-PUD)
- Commercial (B-PUD)
- Mixed Use (MX-PUD)
- Industrial (I-PUD)

There are three existing PUDs in Moraine: one R-PUD (i.e., Oak Pointe) and two M-PUDs (i.e., Protect Cure, Inc. and Essential Landscaping & Irrigation).

Adopted in 2020, Oak Pointe is the newest of Moraine's three PUDs.
Source: American Structurepoint Inc.

SINGLE FAMILY RESIDENTIAL (R-2)

The R-2 district intends to provide low-density single-family residential near the City's periphery. The maximum permitted density is 5.8 dwelling units per acre. Maximum building height is 30 feet or 2 ½ stories. In addition to single-family dwelling units, child care centers, and certain agricultural activities are permitted uses. Cemeteries are special uses.

R-2 districts, such as the Heritage Estates subdivision shown here, can be found across Moraine with a wide range of lot sizes.
Source: American Structurepoint Inc.

SINGLE FAMILY RESIDENTIAL (R-2a)

The R-2a district allows a slightly higher-density single-family residential development throughout the City. Permitted uses and special uses mirror R-2 district standards. The maximum permitted density is 6.2 dwelling units per acre. Maximum building height is 35 feet or 2 ½ stories.

The only R-2A districts are the Pinnacle Ridge (shown) and German Village subdivisions.
Source: American Structurepoint Inc.

ONE & TWO FAMILY RESIDENTIAL (R-3)

The One & Two Family Residential district is intended to continue the historical high-density residential established by “originally developed neighborhoods” and to permit two-family units. In addition, the district allows all R-2A permitted uses, excluding commercial kennels.

Minimum lot areas:

- Single-family – 6,000 square feet (7.26 dwelling units per acre)
- Two-family – 8,000 square feet (10.89 dwelling units per acre)

Maximum building height is 30 feet or 2 ½ stories.

The R-3 district is intended for mature, higher-density Moraine neighborhoods.
Source: American Structurepoint Inc.

MULTIPLE FAMILY RESIDENTIAL (R-4)

Multi-Family Residential is intended to continue existing multi-family development patterns and encourage "suburban apartment density." Multi-family development is noted in the ordinance as a transitional use between single-family neighborhoods and commercial areas. In addition to apartments, boarding houses, hospitals, and R-3 uses are permitted uses. Condominiums are a special use. Maximum building height is 40 feet.

R-4 requires the following minimum lot sizes:

- Single-family – 6,000 square feet (7.26 dwelling units per acre)
- Two-family – 6,500 square feet (13.4 dwelling units per acre)
- Multi-family and other permitted uses – 10,000 square feet

All sites zoned R-4 are currently undeveloped.

Source: American Structurepoint Inc.

WELLHEAD OPERATION (WO)

The WO district intends to protect drinking water against contamination associated with storing, handling, using, and producing regulated substances. Permitted uses include public water facilities, recreation areas, public wastewater facilities operated by Montgomery County, and airstrips (take-off and landing only).

Special uses include gas and electric public utility uses and existing residential uses.

The two WO districts are the Moraine Airpark and part of the Montgomery County Environmental Laboratory campus (shown).
Source: American Structurepoint Inc.

WELL FIELD PROTECTION OVERLAY (WP)

Well Field Protection Overlay is the only overlay district within the City's zoning ordinance. Like the WO district, the overlay intends to protect drinking water against contamination associated with storing, handling, using, and producing regulated substances. Sanitary landfills, hard fills, and junkyards are prohibited within the district. No areas on the zoning map are identified as subject to Well Field Protection Overlay standards.

Source: City of Moraine Facebook Page

DEVELOPMENT ACTIVITY[18]

The volume of filed permits and other development applications provides a general sense of development activity in the City of Moraine. Between 2018 to 2022, 1,987 buildings, zoning, and trade permits were filed for commercial and residential development. Declared job values ranged from $50 to $6.1 Million.

Zoning codes are designed to set standards that adequately and reasonably address most development. However, the code does not account for every scenario. A variance to the code may be requested to remedy a property owner's hardship caused by unique site conditions. Based on the presented evidence, the local zoning board judges if a variance is appropriate for the site. Within this same period, 14 variance requests and one violation appeal were heard by Moraine's Board of Zoning Appeals. Most variance requests were for dimensional lot standards (e.g., setbacks, required yards, and lot) in the R-2 and M-2 districts. No cases were heard in 2020 due to COVID-19.

[18] City of Moraine, Ohio.

Source: American Structurepoint Inc.

SECTION 9

TRANSPORTATION AND MOVEMENT

TRANSPORTATION AND MOVEMENT

Moraine is primarily a roadway city, like other communities of its size. The most prominent form of transportation is vehicular travel. Moraine's large industrial base, aviation heritage, and proximity to Dayton bring access to more rail, air, and public transportation than comparable communities.

ROADWAY CLASSIFICATION

Roadway classifications define roads into interstates, principal arterials, minor arterials, major collectors, minor collectors, and local roadways. Arterial roadways cater to a large traffic volume and serve cross-community travel. Collectors distribute high traffic volume from arterial roads to local streets. Local streets are intended for property access.

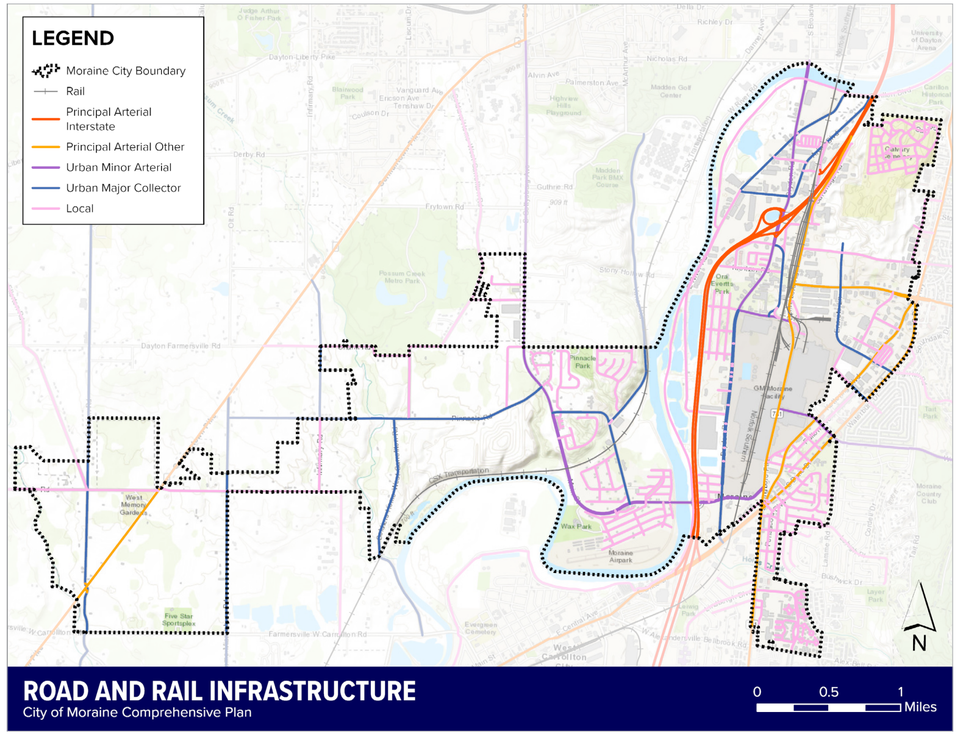
Traffic volumes determine road classification and are measured by annual average daily traffic counts (AADT) from the Ohio Department of Transportation (ODOT). Traditionally, this calculates the annual volume of vehicle traffic on a highway or road by 365 days. The AADT is a straightforward yet helpful indicator of how busy the route is. AADT counts are now provided by the side of the road, by day of the week, and the hour of the day, thanks to more recent developments from GPS traffic data suppliers.

Per ODOT's Transportation Information Mapping System (TIMS), the roadway functional class within Moraine is provided in Figure 31.

FIGURE 31: FUNCTIONAL CLASS ROADWAY

Roadway	Functional Classification (ODOT)
Pinnacle Road	Urban Major Collector
Germantown Pike	Principal Arterial Other
Main Street	Urban Minor Arterial
IR 75	Principal Arterial Interstate
Dryden Road	Urban Minor Arterial
East River Road	Urban Major Collector
West Dorothy Lane	Principal Arterial Other

FIGURE 32: ROAD AND RAIL INFRASTRUCTURE



Source: County of Montgomery, OH; ESRI; HERE; Garmin; INCREMENT P; USGS; METI/NASA; EPA; USA; Maxar.

CONDITIONS

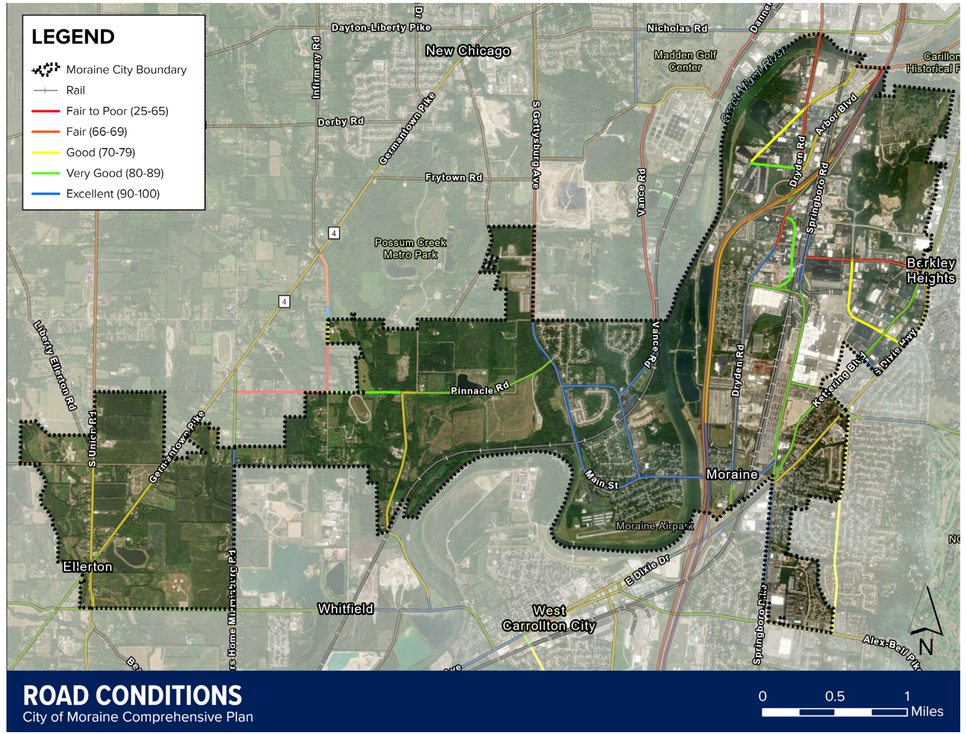
The condition of each road segment is reflected in Pavement Condition Rating (PCR). PCR is based on a numeric score between 100 and 25:

- 100 to 90 – Excellent Condition
- 89 to 80 – Very Good Condition
- 79 to 70 – Good Condition
- 69 to 66 – Fair Condition
- 65 to 25 – Fair to Poor Condition

A score of 25 to 65 indicates that the pavement shows signs of significant distress and structural failures and should be considered for pavement repair or replacement. Dorothy Lane and portions of Dryden Road have poor pavement conditions that fall into the Fair to Poor category. All other roadways noted in Figure 33 have a Good or higher rating.[19]

[19] American Structurepoint Inc.

FIGURE 33: ROAD CONDITIONS



Source: County of Montgomery, OH; ESRI; HERE; Garmin; INCREMENT P; USGS; METI/MASA; EPA; USA; Maxar.

AIRPORTS

The Dayton International Airport serves Moraine and the entire Dayton metropolitan area for leisure, commercial travel, and air cargo services. The facility is located 16 miles north of Moraine adjacent to I-70 and a quick approximate 15-minute drive from many of Moraine's employment centers. Given the number of international companies with buildings in Moraine, this convenient access is vital for business retention and attraction efforts.

Within Moraine's City limits is the Moraine Airpark. Moraine Airpark Inc. and Montgomery County jointly own this local airport, which is the home base for the National Waco Club and Spinners Discount Pilot Shop. The Airpark contains one asphalt paved runway, multiple hangers for airplane storage, a club building, and a helicopter landing/take-off pad. While this facility does not serve commercial flights, it could expand to potential uses, including residential properties with private aircraft hangers and private/chartered flights for executives visiting Moraine businesses.

Source: American Structurepoint Inc.

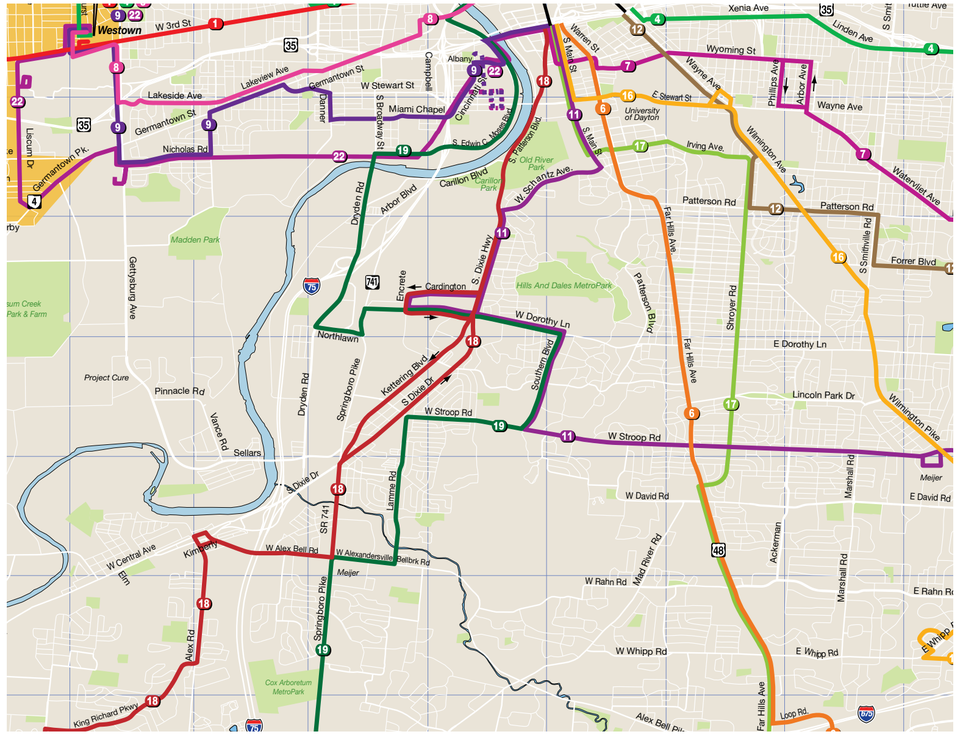
RAILROAD

Moraine's manufacturing community is served by two rail lines that run north to south through the community connecting Moraine with the Dayton area. The Norfolk Southern line runs parallel to Springboro Road and through the heart of the business community, providing multiple spur opportunities through the corridor. The CSX Corporation also provides rail service following the western bank of the Great Miami River. Both rail corridors provide access for goods refined and created in Moraine to the Midwestern rail network and the remainder of the US market.

PUBLIC TRANSPORTATION

The Greater Dayton Regional Transportation Authority (GDRTA) provides the primary public transportation resource in Moraine. Three of the GDRTA's bus routes serve locations in the City's limits, routes 11, 18, and 19. All three routes provide service throughout the day, starting around 6:30 AM and ending around 12:30 AM. However, the routes only reach areas of the City east of the Great Miami River and offer limited-stop locations on Dryden Road, Kettering Boulevard/Dixie Rive, and near the Kettering Medical Center.

FIGURE 34: GDRTA MAP HIGHLIGHTING ROUTES IN THE MORAINE AREA



Source: GDRTA Route Map.

Source: Getty Images.

SECTION 10

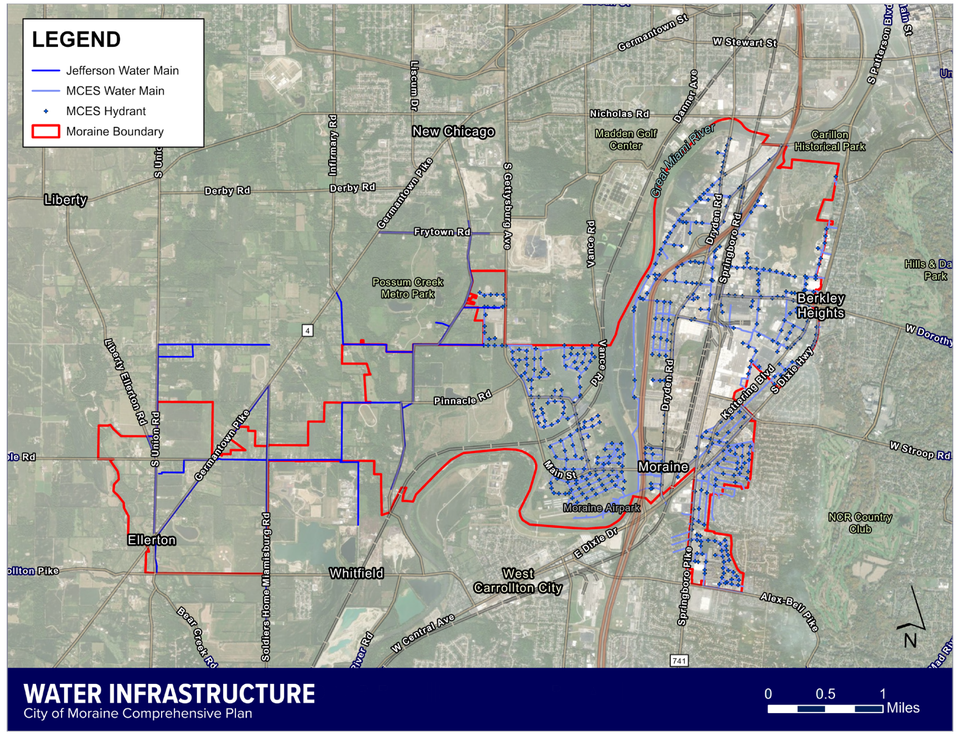
UTILITIES

UTILITIES

WATER

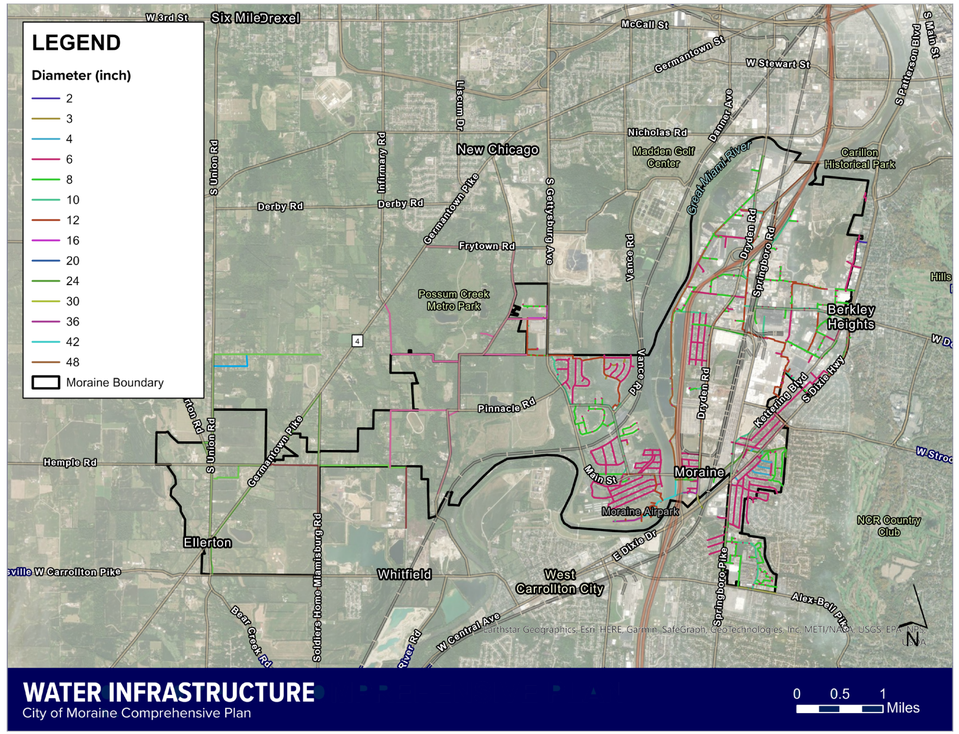
Jefferson Regional Water Authority (JRWA) primarily serves the portion of the City west of Main Street, and Montgomery County Environmental Services (MCES) serves the area east of Main Street. Figure 35 shows the JRWA and MCES water main locations within the City. Figure 36 shows the diameters of the water mains within the City of Moraine.

FIGURE 35: EXISTING WATER INFRASTRUCTURE



Source: MCES, JRWA.

FIGURE 36: WATER MAIN DIAMETERS



Source: MCES, JRWA.

The City is served directly by JRWA from the water treatment plant and a 350,000-gallon water tower with another 300,000-gallon water tower that back-feeds the area. JRWA operates one treatment facility with a design flow of 0.75 MGD with an average daily flow of 0.334 MGD. JRWA has plans for an upcoming capital improvements project to design a water treatment plant upgrade, including two additional duolator filter systems that would increase the plant's capacity to around 1.44 MGD. They anticipate this to be completed in 2026.

Several water tanks and pressure zones serve the City of Moraine from MCES. Most water mains are ductile iron, were built between 1950 and 2000, and are 6-12" in diameter.

MCES has the following upcoming water capital improvement projects:

- Upgrade and possible relocation of the German Village Water Booster Station located along Vance Road
- Abandonment of the groundwater wells at the Miami Shores well field. All current water supplied by MCES is purchased from the City of Dayton
- Replacement of the Caylor Water Storage tank located near Caylor Road and South Gettysburg Avenue
- Replacement of any identified lead services

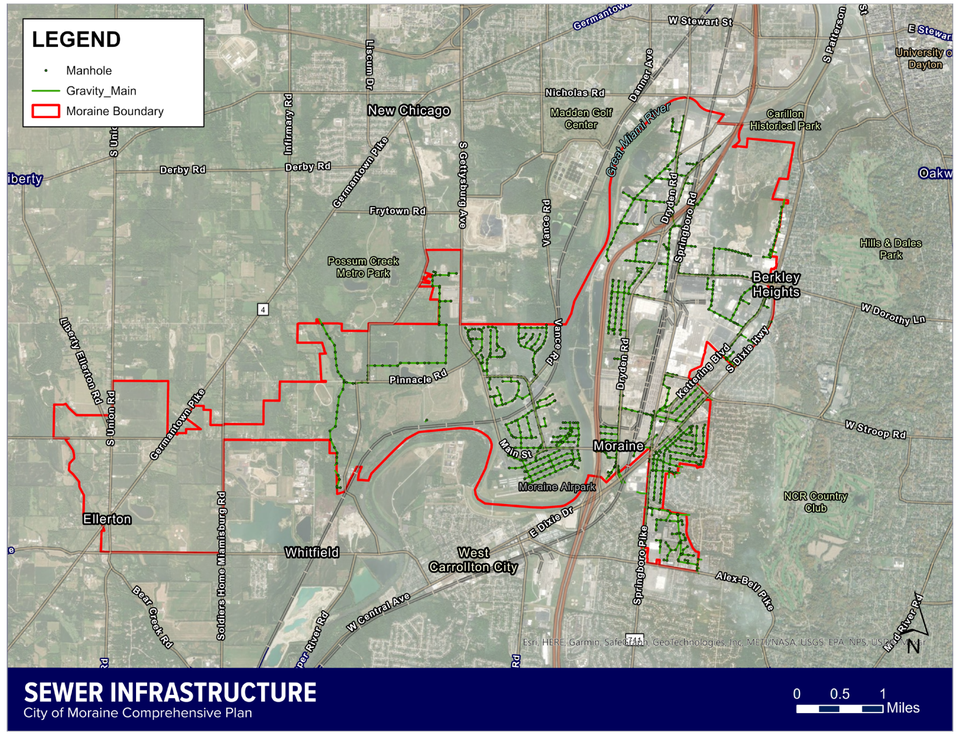
SANITARY SEWER

MCES provides sanitary sewer service to the City of Moraine. Figure 37 shows the location and diameter of the sanitary sewers in the City of Moraine. Properties that are not shown adjacent to sewers are served by septic systems.

The sewers that flow to the East River Road Sanitary Sewer Lift Station, located along East River Road in the north of the City, discharge to the Dayton Wastewater Reclamation Facility. All other sewers serving Moraine flow to the Western Regional Water Reclamation Facility (WRWRF). That facility is owned and operated by MCES, with a design capacity of 20 MGD and an average daily flow of 11.84 MGD. That facility has about 8 MGD of average dry weather daily flow capacity. The sewers between Main Street and the Little Miami River flow to the Miami Shores sanitary lift station at the southwest corner of Sellars Road and Vance Road. This lift station discharges to the system on the east side of the river.

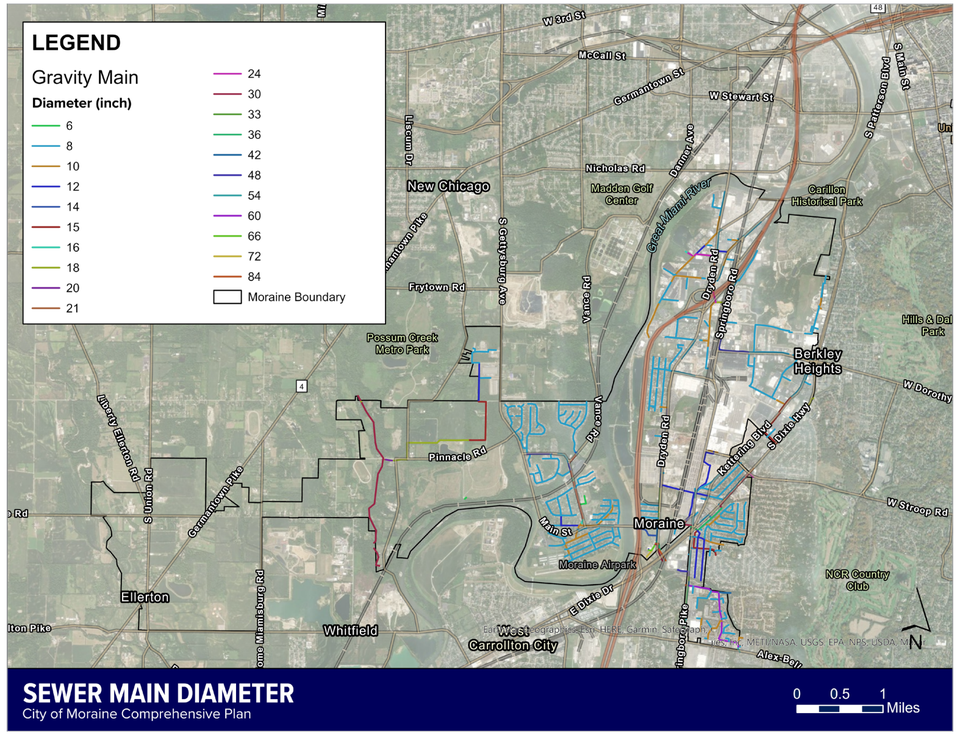
The Miami Shores sanitary lift upgrade is an upcoming MCES sanitary sewer capital improvement project. The project will address current electrical, pumping, and force main issues/restrictions.

FIGURE 37: EXISTING SANITARY SEWER INFRASTRUCTURE



Source: MCES, JRWA.

FIGURE 38: GRAVITY MAIN DIAMETERS



Source: MCES, JRWA.

STORM SEWER

The City maintains a storm sewer system. The City's Storm Water Plan, dated January 2022, governs the design and implementation of stormwater in Moraine to maintain compliance with their MS4 permit.

ELECTRIC

All portions of the City are served solely by AES Ohio.

NATURAL GAS

Centerpoint Energy provides natural gas service, with limited service to the far west area of the City surrounding SR 4.

COMMUNICATIONS[20]

AT&T, Spectrum, Frontier Communications, and Altafiber provide telecommunication services. Data Yard is a Dayton-based provider that offers commercial service to the area.

BROADBAND

With the increased reliability on broadband services, broadband communications planning is rapidly becoming necessary for various services. The recent COVID-19 pandemic exacerbated this need. While the level of necessity varies by location, each business and household must have reliable broadband access to connect to the greater community.

An important distinction here is Internet vs. broadband. The Internet is a network of data, colloquially known as the "World Wide Web," accessible through capable devices (e.g., computers, laptops, smartphones, etc.). Broadband is the technology used to connect those devices to the Internet. While a cable or a Wi-Fi router had to be used in the past, broadband requires only an access point to provide high-speed Wi-Fi to nearby areas.[21]

[20] Montgomery County Community & Economic Development: Utilities: Communication.

[21] What is the difference between Broadband, Internet and Wi-Fi? (n.d.). Home Network Solutions Berkshire.

EMERGENCY SERVICES

Protection from unwanted events is a vital service that cities provide to their constituents. Moraine primarily provides these public safety services through the City's Police Department and Fire Division.

POLICE DEPARTMENT

In 2021, the Moraine Police Department comprised 32 full-time equivalent staff and officers.[22] Moraine's police department was looking to ensure their commitment to serving the community by purchasing 28 body cameras, and in-car video equipment, to enhance evidence gathering and maintain accurate records through WatchGuard.[23]

In addition to the more traditional policing and public safety duties, the Moraine Police Department also offers the following services:

- Vacation and security checks
- Traffic school
- Self-defense classes
- Records retention
- Patrols
- Special assignments section

FIRE DEPARTMENT AND EMERGENCY MANAGEMENT SERVICES (EMS)

In addition to the 27 full-time equivalent staff employed by the City to provide fire fighting and EMS,[24] the Moraine Fire Division prides itself on providing a full range of community-oriented programs. A few highlights from 2021 included:

- Installing 32 infant car seats
- Teaching 160 students CPR
- Performing free blood pressure screens to senior citizen communities[25]

[22] City of Moraine Annual Comprehensive Financial Report, December 31, 2021.
[23] City of Moraine 2021 Annual Report.
[24] City of Moraine Annual Comprehensive Financial Report, December 31, 2021.
[25] City of Moraine 2021 Annual Report.

Source: City of Moraine Facebook Page.

COMMUNITY FACILITIES

EDUCATIONAL FACILITIES[26]

Moraine does not have a City school district. Instead, the City is served by three public school districts –Kettering CSD, West Carrollton CSD, and Jefferson Township LSD. Local schools are listed below, and those within City limits are noted (*).

Kettering CSD

- Fairmont High
- Kettering Middle
- Van Buren Middle
- Kettering Early Childhood Education Center*
- Southdale Elementary

West Carrollton CSD

- West Carrollton Senior High
- West Carrollton Junior High
- Harold Schnell Elementary
- Frank Nicholas Elementary* - (used for school administration only)
- West Carrollton Intermediate*
- West Carrollton Early Childhood Center
- Harry Russell Elementary School

Jefferson Township LSD

- Jefferson High
- Blairwood Elementary

CHARTER SCHOOLS[27]

Miami Valley Academies is a tuition-free public community school with open enrollment for kindergarten to 8th-grade students. The school is located southeast of the City.

[26] City of Moraine: Local Schools.
[27] Miami Valley Academics.

Source: Getty Images

COLLEGE/UNIVERSITY

The only higher education institution within the incorporated limits of Moraine is Indiana Wesleyan University's Dayton Education and Conference Center at the City's northeastern corner. Indiana Wesleyan University is a Christian college and offers Master, Bachelor, and Associate degree programs ranging from accounting to theology.[28]

Within a 10 miles radius of Moraine is the University of Dayton and Sinclair College. The University of Dayton is a private institution currently rated the #1 Catholic university in the US for engineering research.[29] Sinclair College is a community college founded in 1887 with five regional campus locations throughout Southwest Ohio, including on Wright-Patterson Air Force Base. Aviation maintenance, cyber investigation, and respiratory care are noted as in-demand degree programs.[30]

From further away within the Dayton area, Wright State University and Clark State College are approximately 15 miles from the City. Named for the Wright brothers, Wright State University is a national public university with 315 degree programs and over 10,000 students.[31] Clark State College is a public community college that opened in 1962 and has one of the many police academies in the state. Since 2018, it has offered special applied baccalaureate degree programs in Web Design and Manufacturing Technology Management.[32]

TRADE SCHOOLS

The two closest vocational and technical schools are the Miami Valley Career Technology Center (5.7 miles away) and Dayton Job Corps Center (5.2 miles away) north of the City.

[28] Indiana Wesleyan University: Dayton Ed. Center.
[29] University of Dayton.
[30] Sinclair College.
[31] Wright State University.
[32] Clark State: Clark State Approved for Second Bachelor's Degree.

Source: Getty Images

SECTION 11

PARKS AND RECREATION

PARKS AND RECREATION

Parks provide many aesthetic and recreational benefits for our cities. They are a source of positive benefits in the economic base, health, environment, and social importance. Parks and recreation improve the local tax base and increase property values in a community. They also help the environment by protecting groundwater, preventing flooding, and improving our air quality. Finally, parks provide a sense of public pride and cohesion to communities.

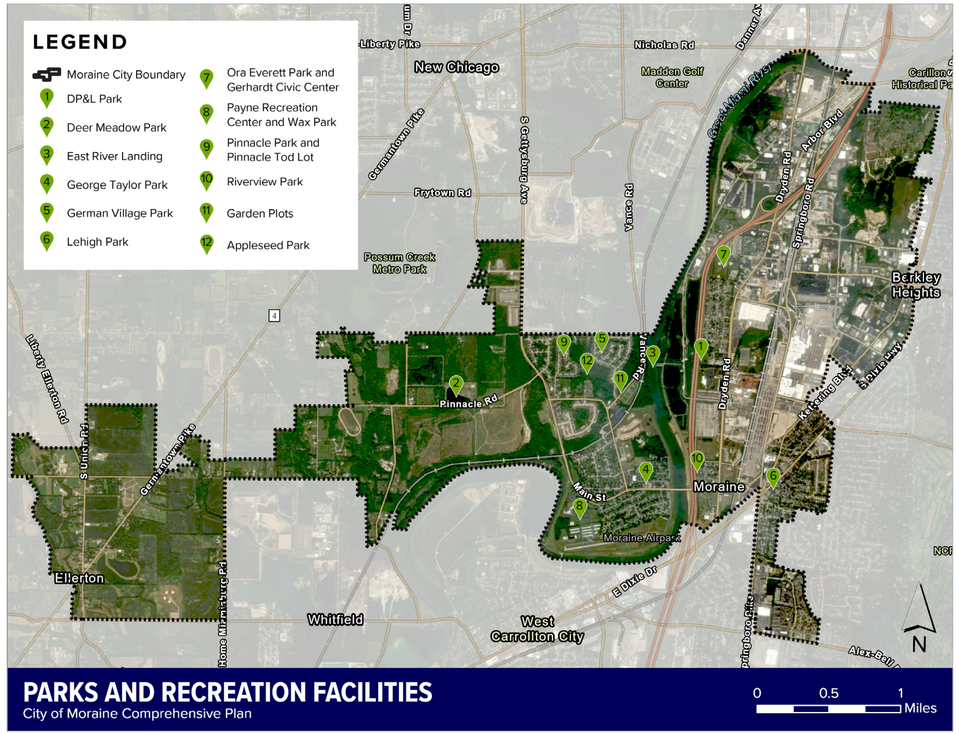
The City of Moraine Parks and Recreation Department's mission is to create experiences for its community that support growth and wellness, connect nature and the environment, and encourage education and enjoyment.[33] Moraine Parks and Recreation promotes:

- Family atmosphere
- Sense of community pride
- Community health
- Fitness and active lifestyles
- Developing and empowering youth
- Unity and inclusiveness of the community

The City of Moraine residents and visitors have more than 15 parks and recreational activities to enjoy. These parks or recreational amenities range from regional parks, neighborhood parks, and community parks to trailheads and recreational trails. The parks system comprises close to 165 parkland acres, not including recreational centers, trails, and small memorial plaque parks.

[33] The City of Moraine: Parks & Recreation.

FIGURE 39: MORAINE PARKS AND RECREATION



Source: Miami River Valley Regional Planning Commission Geo-Spark.

PARK AND RECREATION FACILITIES

The City of Moraine Parks Map shows the location and geographic distribution of all parks sites managed by the City. The park identification numbers correspond to those described in this Park Analysis section.

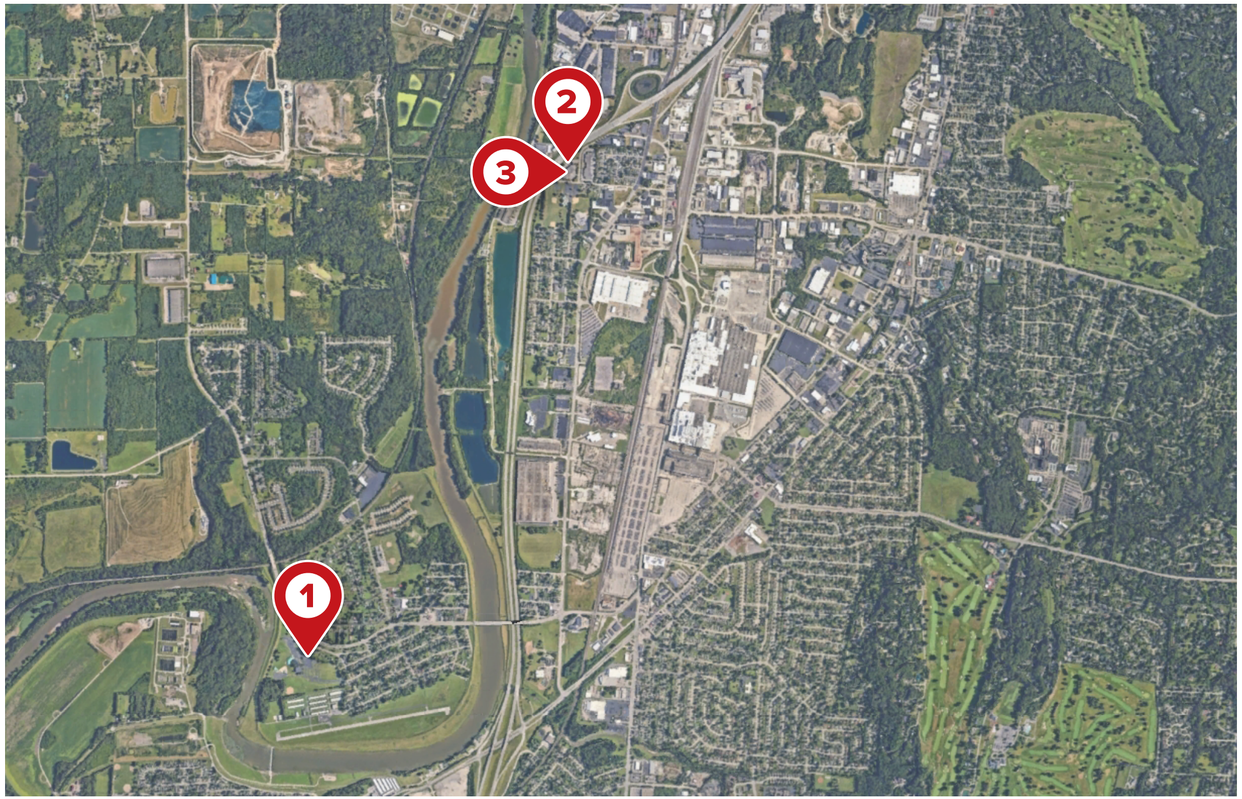
1 PAYNE RECREATION CENTER AND WAX PARK[34]

The Payne Recreation Center is at Wax Park (3800 Main Street). The facility offers a variety of amenities and classes to the community of Moraine. The recreational center is well-known by the community as a place to workout, play basketball, play volleyball, or hang out at the Kid's Kastle. The following amenities and classes are offered at the Payne Recreation Center:

Amenities:

- Kids Kastle
- Cardio/Exercise Room
- Weight Room
- Aerobics Room
- Cardio Theater
- Basketball Gym (for basketball and volleyball leagues)
- Basketball Court
- Volleyball
- Locker Rooms
- Meeting rooms (capacity of 143, 83, 60, or 30 people)
- Multipurpose room
- Indoor Walking/Running Track (15 laps to make a mile)
- Restrooms

[34] Parks & Recreation - The City of Moraine.



2 GERHARDT CIVIC CENTER

The Gerhardt Civic Center is located at 3050 Kreitzer Road. The recreational center offers a variety of amenities, including a game room for visitors to enjoy and have fun. Other amenities in this recreational center include:

Amenities:

- Game Room at GCC
- Weight Room at GCC
  - Free weights
  - Medicine ball
  - Treadmill
  - Rowing machine
- Restrooms
- Meeting rooms
- Kitchen

3 ORA EVERETTS PARK

The Ora Everetts Park is located at 3050 Kreitzer Road. The park offers 13 parkland acres to the Moraine residents. Ora Everetts Park is a great park that offers the following amenities:

Amenities:

- Playground
- Picnic tables
- Grills
- 2 Shelters
- 3 Ball fields
- Walking Path (1/4-mile path)

4 PINNACLE TOT LOT

Pinnacle Tot Lot is located at 3670 Charlotte Mill Drive. The park offers 4.5 parkland acres to Moraine residents and visitors. This park is also a trailhead for the 0.1 mile hiking trail spur, which connects with the Johnny Appleseed Hiking Trail, which begins in this park. The following amenities are offered in this park:

Amenities:

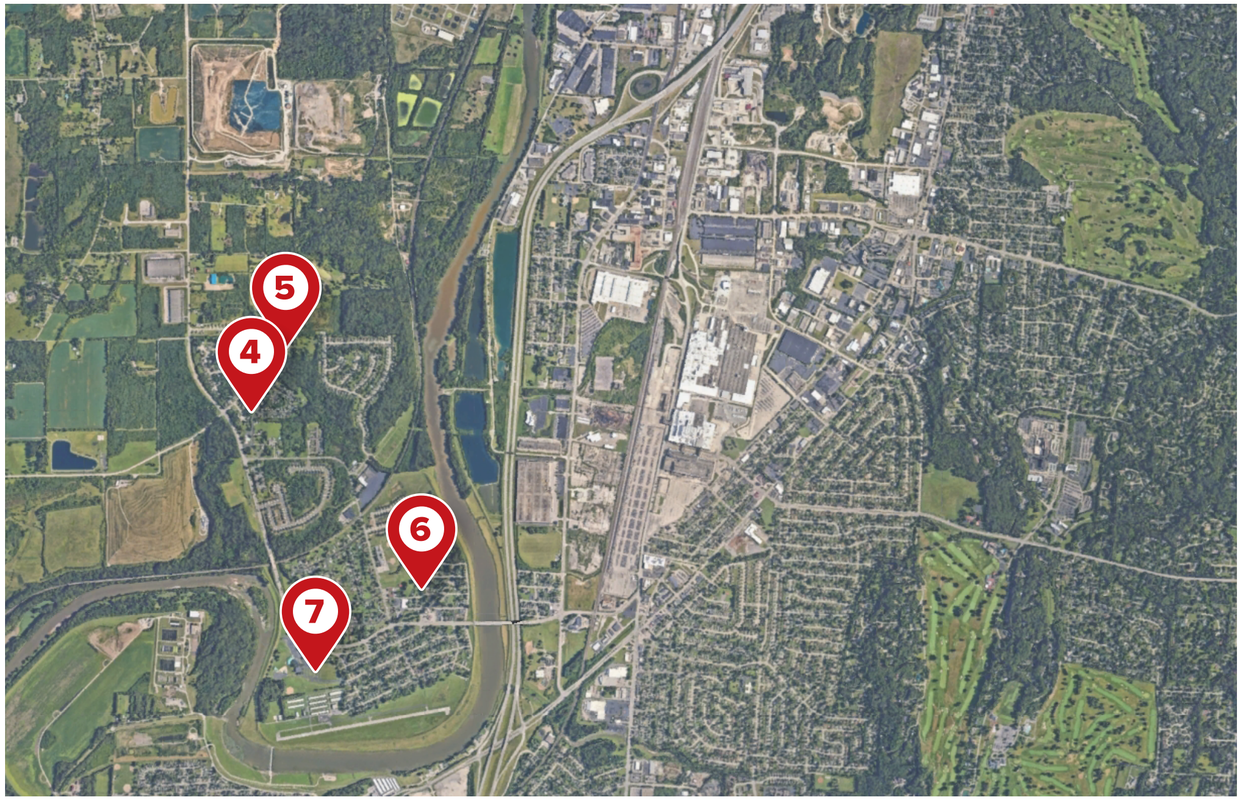
- Playground
- Picnic tables
- Grills
- Shelters
- Basketball courts
- Trailhead
- The hiking trail (0.1 miles) connects to the Johnny Appleseed Hiking Trail

5 PINNACLE PARK

Pinnacle Park is located at 3060 Charlotte Mill Drive. The park offers 18.5 parkland acres to Moraine residents and visitors. The park offers a unique amenity: a climb on the space needle; this is the first one in Ohio. A hiking trail in this park connects to the Pinnacle Tot Lot trail, which, as previously mentioned, connects to the Johnny Appleseed Hiking Trail. Other amenities offered by Pinnacle Park include:

Amenities:

- Playground
- Picnic tables
- Grills
- Shelters
- Space Needle
- The hiking trail (0.1 miles) connects to the Johnny Appleseed Hiking Trail



6 GEORGE TAYLOR PARK

George Taylor Park is located at 4709 E. Venetian Way. The park offers two parkland acres to Moraine residents and visitors. George Taylor Park is situated near the hamlet of Miami Shores. The park offers the following amenities:

Amenities:

- Playground
- Picnic tables
- Grills
- Shelters
- Basketball courts
- Restrooms
- Tennis courts

7 WAX PARK

Wax Park is located at 3800 Main Street. The park offers 32 parkland acres to Moraine residents and visitors. The park is the largest and most popular park in Moraine. The park offers the following amenities:

Amenities:

- Playground
- Picnic tables
- Grills
- 3 Shelters
- 1 Ball Field
- Restrooms
- Fishing

8 LEHIGH PARK

Lehigh Park is located at 2607 Lehigh Place. The park offers 0.5 parkland acres to Moraine residents and visitors. The park is one of the smallest parks located in a neighborhood. The park offers the following amenities:

Amenities:

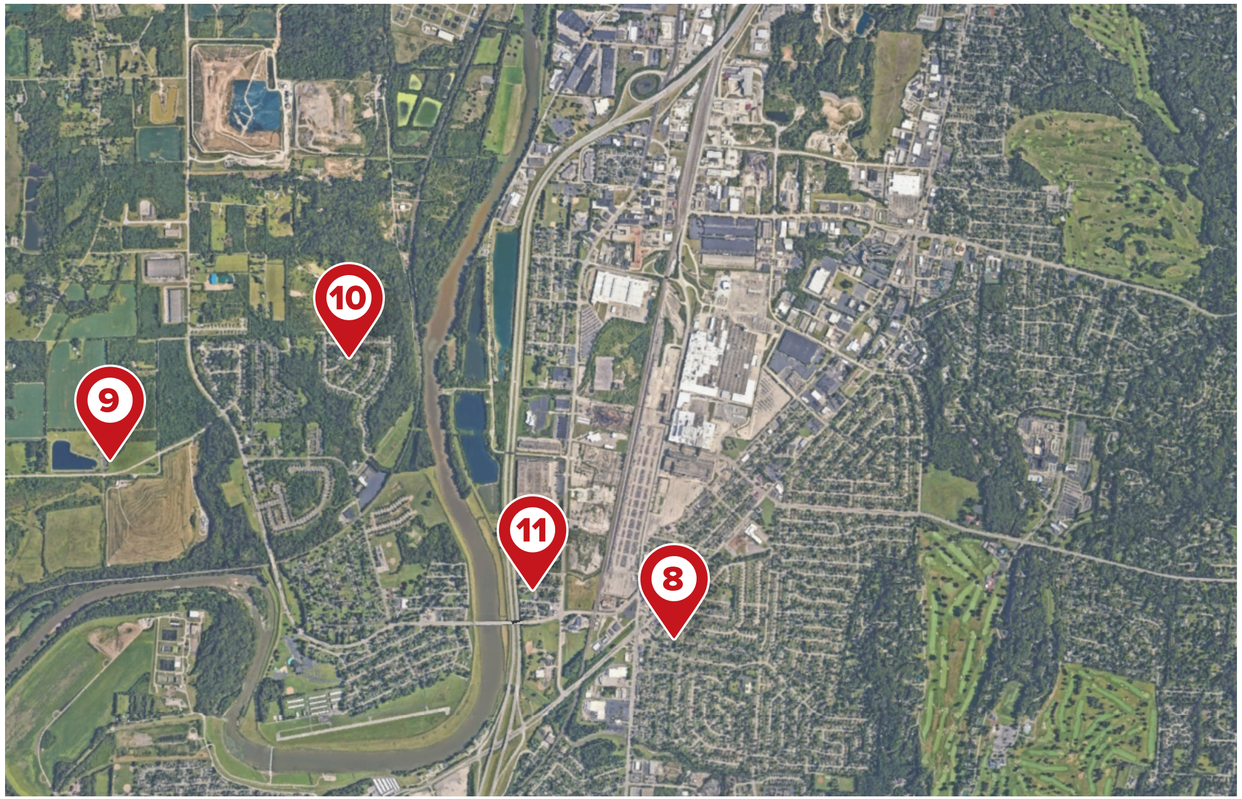
- Playground
- Picnic tables
- Grills
- 1 Youth-Only Basketball Court (12 years and younger)

9 DEER MEADOW PARK

Deer Meadow Park is located at 4321 Pinnacle Road. The park offers 29 parkland acres to Moraine residents and visitors. Deer Meadow Park is the second largest park in Moraine. This park offers a variety of amenities, including a pond stocked with bluegill, catfish, bass, and perch. Net fishing is not allowed in this park. The park also has a seasonal nine-acre pond stocked with seasonal fishing derbies. Special seasonal events are held at the skate park. Other amenities offered by the park include:

Amenities:

- Skate Park
- Picnic tables
- Grills
- 2 Shelters
- Restroom
- Walking path
- Disc golf
- PAR exercise system
- Fishing
- 9-acre Pond



10 GERMAN VILLAGE PARK

German Village Park is located at 370 Blumen Lane. The park offers 0.5 parkland acres to Moraine residents and visitors. The park offers the following amenities:

Amenities:

- Playground
- Picnic tables
- Grills
- Shelters

11 RIVERVIEW PARK

Riverview Park is located at 3021 Lakehurst Court. The park offers 0.5 parkland acres to Moraine residents and visitors. As the name of the park indicates, this park faces the Miami River and is located by the Great Miami River Recreational Trail.

Amenities:

- Playground
- Picnic tables
- Grills
- Shelters

12 DP&L PARK

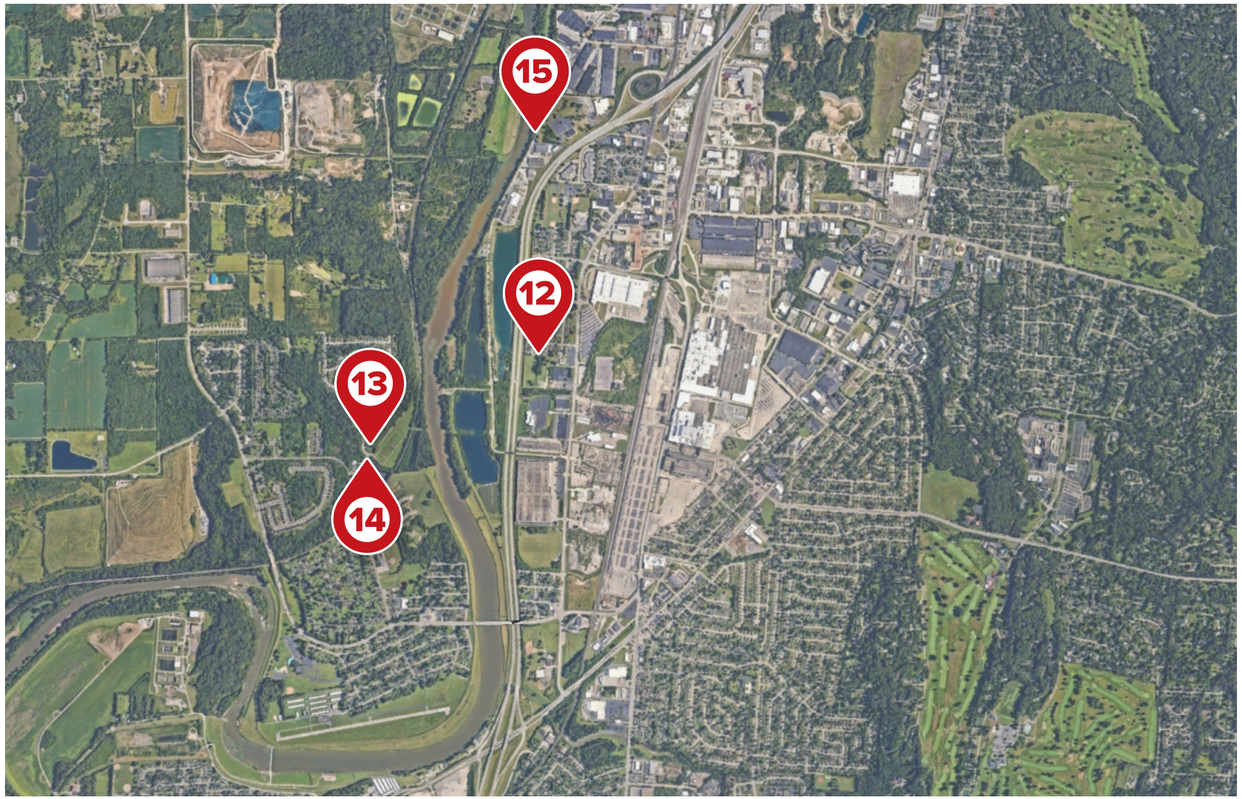
DP&L Park is located at 2916 Cadillac Street. The park offers 8.4 parkland acres to Moraine residents and visitors. The park also faces the Miami River and I-75 Highway.

Amenities:

- Playground
- Picnic tables
- Grills

13 APPLESEED PARK

Appleseed Park is located at 3000 Dorf Drive. The park is the historical site of the apple tree grove that Johnny “Appleseed” Chapman planted in the 1820s. This park has a trailhead, as the south trailhead of the Johnny Appleseed Trail begins at this site.



14 GARDEN PLOTS

Garden Plots are located at the Corner of Dorf Drive and Vance Road on a 10.3 acres site. The Garden Plots are open for the community to plant their vegetables. There are 78 plots available to reserve by residents.

15 EAST RIVER LANDING

East River Landing is located at East River Road and the corner of the Miami Valley Recreational Trail. A ramp is located off of East River Road and corner of the Miami Valley Recreational Trail. Residents and visitors can enjoy jet skiing, water skiing, tubing, or fishing in this recreational area.

TRAILS AND BIKEWAYS[35]

Moraine has access to local and regional alternatives to automotive transportation that provide pedestrian connectivity within and outside the City. Walk Score is a metric that evaluates the walkability of a location based on the distance between community destinations and pedestrian friendliness. Similarly, Bike Score evaluates how suitable a community is for biking based on existing infrastructure, connectivity, slopes, and community destinations.[36] Both evaluation scales are out of 100 and an average of the overall area. Figure 40 shows that there are generally opportunities to improve pedestrian infrastructure in Moraine.

15

WALK SCORE

Almost all errands in Moraine require a car.

28

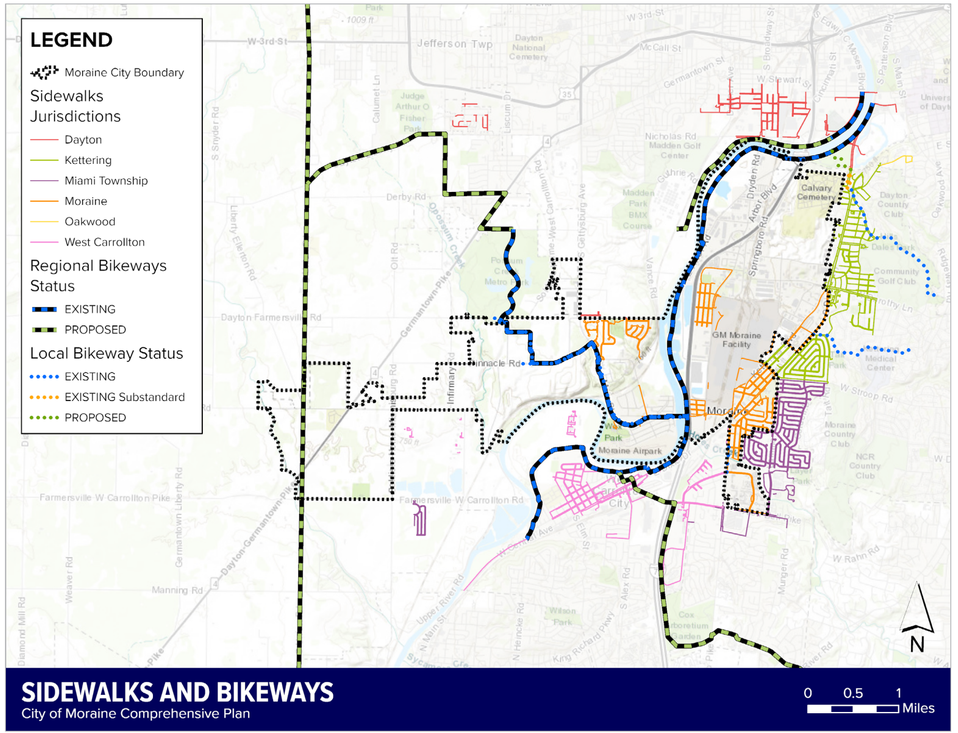
BIKE SCORE

Moraine has minimal bike infrastructure.

[35] City of Moraine: Parks and Trails.

[36] Walk Score: Moraine, OH.

FIGURE 40: SIDEWALKS AND BIKEWAYS



Source: Miami River Valley Regional Planning Commission Geo-Spark.

MIAMI VALLEY RECREATIONAL TRAILS (BIKING/WALKING)

Miami Valley Trails provides over 350 miles of paved and multi-use recreational trails around Ohio's Miami Valley. The trails connect schools, parks, historic landmarks, and area attractions. The City of Moraine built a couple of sections of the Great Miami River Trail. These sections can be accessed through the following locations:

- 4.5 miles of the 37.1-mile bike trail. Access via Main St. Bridge Bikestairs, East River Road., and Carillon Blvd.
- The 2.3-mile trail was built by the City of Moraine in 1991
- The 0.7-mile trail was built by the City of Moraine in 2014

WRIGHT BROTHER PINNACLES HIKING TRAIL (HIKING)

The Wright Brother Pinnacle Hiking Trail is 1.1 miles in length. Hikers can access the trail at two different locations:

- Trailhead A: begins opposite the Pinnacle Road Bike Trail at 4210 Pinnacle Road, just east of DTE Biomass Energy
- Trailhead B: begins opposite the Main Street Bike Trail about .4 miles north of the entrance to Wax Park, 3800 Main Street

JOHNNY APPLESEED HIKING TRAIL (HIKING)

Johnny Appleseed Hiking Trail was built in memory of John Chapman and acted as a reminder for the community to conserve and enjoy nature. Hikers can access the trail at four different locations:

- Next to the historical marker at Johnny Appleseed Park, 3000 Dorf Drive, at the entrance to the German Village subdivision
- North Pinnacle Park trailhead
- The Pinnacle Park Tot Lot Trailhead begins at 3300 Charlotte Mill Drive in the Heather Hills subdivision
- The Pinnacle Park Trailhead at 3060 Charlotte Mill Drive in the Heather Hills subdivision

NATIONAL RECREATION AND PARKS ASSOCIATION NATIONAL METRICS[37]

Data were obtained from the 2023 NRPA Agency Performance Review Report to conduct the national comparisons. The NRPA provides local park and recreation professionals with an annual NRPA Park Metrics report. The report highlights characteristics of America's local public park agencies with graphics categorized into seven sections: park facilities, programming, responsibilities of park and recreation agencies, staffing, budget, agency funding, and policies.

The report also serves as a resource that assists park agencies and recreation professionals in effectively managing and planning their operating resources and capital facilities. The data provided allows parks and recreation agencies/professionals to build customized reports that allow comparisons with other agencies. The data can be used to benchmark data provided to apply for funding support, improve their current operations, increase their parkland, and serve their community better.[38]

NRPA'S COMPARISONS

The following NRPA Metric Comparison examines NRPA metric comparisons stated in their 2023 Agency Performance Review metrics for places with a population serving less than 20,000 residents. The comparison metrics included are the residents per park, acres per 1,000 residents, and miles of trails. The NRPA median metrics were compared to the City of Moraine's current number of parks and total park acreage as of 2023, utilizing the 2022 population for the City limits. The comparisons indicate the future need for more or less parkland, miles of trails, and the number of parks. The following findings are illustrated in the Park Land and Trails NRPA Metrics Comparison table (Figure 41).

FIGURE 41: PARK LAND AND TRAILS NRPA METRICS COMPARISONS

	City of Moraine	All Agencies	Jurisdiction Serving less than 20,000
Total parks	15	-	-
Residents per park	433 Residents	2,287 Residents	1,225 Residents
Acres per 1,000 residents	19 Acres	10.8 Acres	13 Acres
Miles of trails	9.2 Miles	15 Miles	4 Miles

Source: NRPA: Agency Performance Review: Field Report | Research | National Recreation and Park Association.

[37] NRPA: Agency Performance Review: Field Report | Research | National Recreation and Park Association.
[38] NRPA 2023 Agency Performance Review.

PARK ACRES PER 1,000 RESIDENTS

NRPA's median metric for cities serving fewer than 20,000 residents is 10.8 acres per 1,000 residents. In 2023, the City of Moraine had 19 acres of parkland per 1,000 residents. That indicates that the City is currently offering more parkland than other jurisdictions.

NUMBER OF RESIDENTS SERVED PER PARK

The 2023 NRPA's median number of residents served per park was 2,287. The NRPA's metric for cities serving less than 20,000 residents was 1,225 residents per park. The comparisons show that in 2023, the City served 433 residents per park, which is lower than the NRPA median metric and the jurisdiction comparison. Lower values of residents per park are more favorable since it potentially indicates better accessibility to park facilities.

MILES OF TRAILS

The 2023 NRPA's median number of trail miles was 15. The NRPA's metric for cities serving less than 20,000 residents was 4-trail miles. As of 2023, the City of Moraine offers 9.2 miles of trails resulting in a favorable comparison with the NRPA of 20,000 or fewer residents.

SUMMARY OF NATIONAL COMPARISONS

When comparing the City of Moraine to the NRPA metrics, the results illustrate that the City exceeds the national average for the total of residents per park. The national median average per park per park was 2,287; the City serves 433 residents per park. Although this service level exceeds the NRPA standard, the City of Moraine should be encouraged to maintain its parks and plan for new facilities.

The national median average for trails was 15 miles; currently, the City offers 9.2 miles of trails. The comparison shows that the City needs more trail miles. The City could plan to construct new trails. Trails provide recreation and transportation opportunities and influence the economy and community development.

Source: American Structurepoint Inc.

Source: Getty Images

SECTION 12

GOVERNMENTAL SERVICES

GOVERNMENTAL SERVICES[39]

In addition to the public safety divisions, the City of Moraine offers the following services to residents:

- Building & Zoning
- Economic Development
- Engineering
- Parks & Recreation
- Streets
- Planning

As the City responded to the shuttering of the GM plant, reductions in full-time City staff were made and continued in 2020. Notably, between 2010 and 2020, Recreation and Culture staff had a two-thirds reduction.

FIGURE 42: MORAINE FULL-TIME CITY STAFF

	2010 Staff[40]	2020 Staff[41]	2010-2020 Percent Change
General Government	37	22	-40.5%
Police	44	30	-31.8%
Fire	45	28	-37.8%
Highways and Streets	18	17	-5.6%
Community Development	6	4	-33.3%
Recreation and Culture	39	13	-66.7%
Garage	4	3	-25.0%

[39] City of Moraine: Departments and Services.
[40] Ohio Auditor: City of Moraine Comprehensive Annual Financial Report.
[41] Ohio Auditor: City of Moraine 2021 Financial Report.

Source: City of Moraine Facebook Page.

Source: premierhealth.azureedge.net

SECTION 13

HEALTHCARE FACILITIES

HEALTHCARE FACILITIES

While Moraine hosts medical clinics, rehabilitation centers, and specialized healthcare facilities, it does not have a dedicated hospital. The closest major facility is the Kettering Health Main Campus, approximately three miles away. The full-service hospital offers in-patient, out-patient, urgent, and emergency room care.

Local medical facilities include Fidelity Health Care, Premier Community Health, and South Community Health Center.

Source: American Structurepoint Inc.

Source: American Structurepoint Inc.

SECTION 14

ENVIRONMENTAL FEATURES

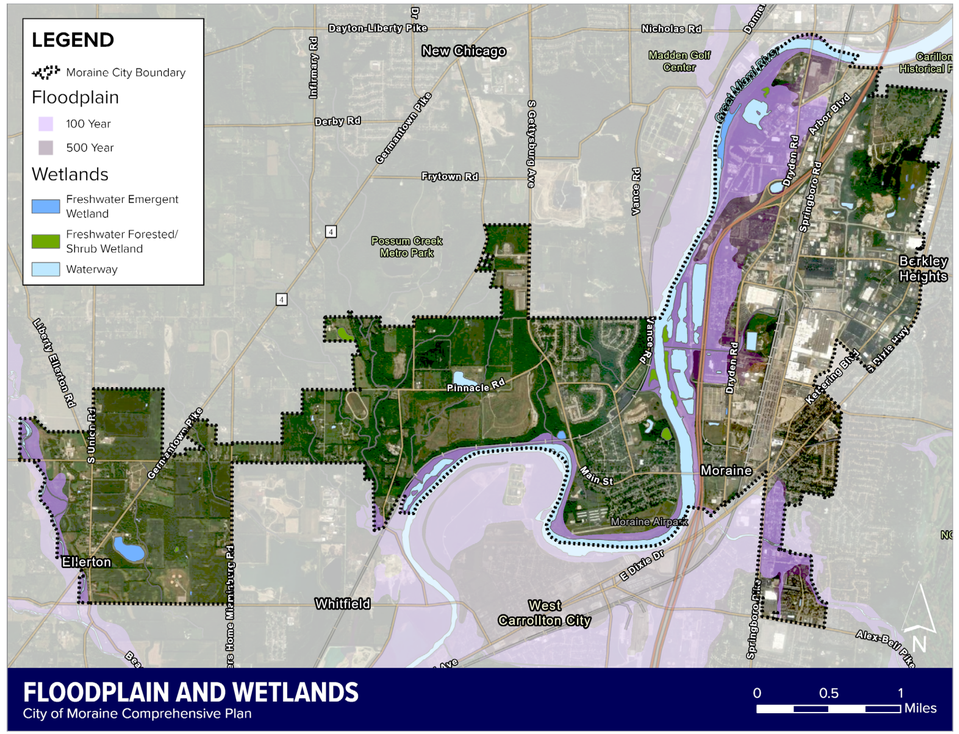
ENVIRONMENTAL FEATURES

The Great Miami River bisects Moraine, dividing the City's high-intensity industrial and commercial area to the east from its low-intensity and predominately residential area to the West. It is a defining characteristic of the City's layout and one of its greatest assets.

The City overlaps four watershed areas: The Town of Oakwood-Great Miami River, Holes Creek, Opossum Creek-Great Miami River, and Mouth Bear Creek. As of January 2022, no pollutants were reported for watersheds in the City of Moraine's Stormwater Management Program.[42]

[42] City of Moraine: Storm Water Management Program.

FIGURE 43: MORAINE FLOOD AREAS AND WATER RESOURCES



Source: Miami River Valley Regional Planning Commission Geo-Spark.

CONTAMINATION CONCERNS

Development and industrial activity can contaminate soils, water, or other natural resources with chemicals, metals, or other pollutants. These pollutants can pose long-term risks to residents, ecology, and economic development, with significantly damaging cases rendering otherwise developable land unusable without substantial and costly remediation and repair.

BROWNFIELDS

The EPA defined a brownfield as a property with the presence or potential presence of a hazardous substance, pollutant, or contaminant.[43] There are no state or federal brownfield sites within the City of Moraine; however, there are two Resource Conservation and Recovery Act (RCRA) sites, often referred to as "RCRA brownfields."[44] RCRA sites are treatment, storage, and disposal facilities that may require cleanup. These sites experience "slowed reuse or redevelopment due to real or perceived concerns about actual or potential contamination, liability, or [regulatory] requirements."

- General Motors Powertrain Group/Moraine Engine Plant (4100 Springboro Road)
- General Motors Moraine Assembly (2601 West Stroop Road)

[43] USEPA: Overview of EPA's Brownfields Program.
[44] USEPA: Types of Contaminated Sites.
[45] Broadview Waste Solutions: Brownfields vs. Superfunds.

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