



STRATEGIC PLAN

ENGLEWOOD, OHIO

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CONTENTS

Introduction	01
Strategies	03
The Heart of the City	07 
Strategies	07
Scope	08
Aging in Place	09 
Strategies	09
Scope	10
Future Generations	11 
Strategies	11
Scope	12
Living Choices	13 
Strategies	13
Scope	14
Implementation	15



INTRODUCTION

The City of Englewood Strategic Plan outlines the city's priorities for the next five years, serving as a roadmap for initiatives, goals, and objectives. It provides a framework for decision-making, resource allocation, interagency collaboration, and aligning departmental work with the community's larger vision. The plan communicates Englewood's commitment to a strong future while acknowledging the challenges that must be addressed.

This plan builds on the 2024 Planning Roadmap, which highlighted Englewood's challenges as an aging suburb—such as an older population, outdated housing and retail, and the loss of young families—while also recognizing its strengths, including strong public services, responsible governance, quality schools, key institutions, ample green space, and a strong community spirit.

The Community Agenda outlined in the Planning Roadmap serves as the basis for the strategies presented in this plan. Drawing on insights from stakeholder engagement and the analysis of trends and challenges, the following initiatives were identified:

- **Continue Fiscal Responsibility.** Continue providing high quality government services.
- **Meet the Needs of Aging Population.** Ensuring services and appropriate housing is available.
- **Retain Young Families and Professionals.** Attract young families and professionals.
- **Grow the Economy.** Increase employment opportunities to grow the labor force.
- **Rejuvenate Downtown.** Lead the redevelopment of downtown.
- **Tell the Story.** Enhance the city's image and brand.
- **Align the City's Tools.** Align city tools such as plans and regulations with the strategic plan.
- **Lead.** Embrace the city's role as the city center of the surrounding communities.

This plan expands on the initiatives by outlining specific strategies to achieve the objectives, offering examples of actions that could be taken during implementation, and establishing a framework for tracking progress.



STRATEGIES



STRATEGIC INITIATIVES

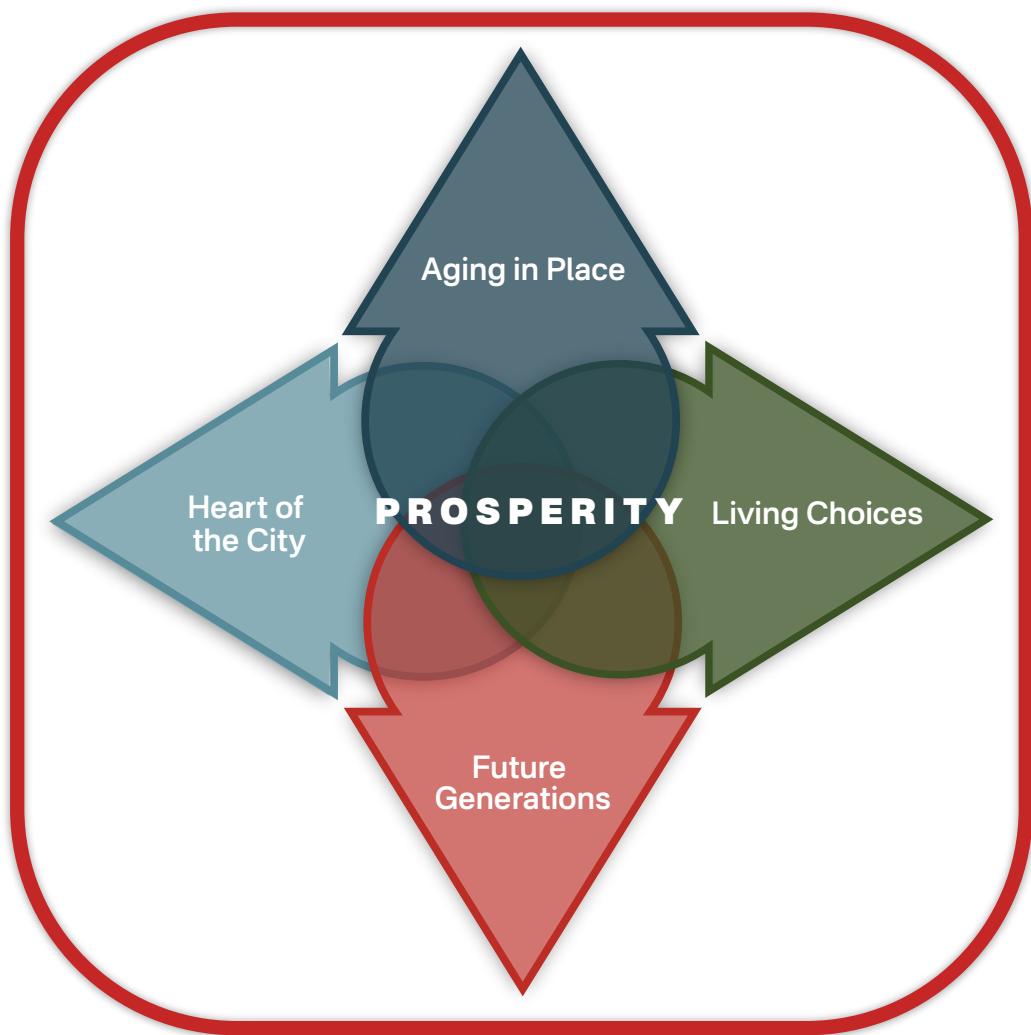
Building off the Community Agenda, four initiatives were developed which highlight specific strategies that were developed by the Steering Committee to guide the City of Englewood in the allocation of resources over the next five years. The initiatives that were developed include "The Heart of the City", "Aging in Place", "Future Generations", and "Living Choices." While these initiatives are different in terms of their goals and strategies, they are also mutually supportive of each other as the listed action items can benefit other initiatives.

- **THE HEART OF THE CITY.** This initiative aims to transform the downtown area into a vibrant hub for community and commerce, sparking broader development in the city. It aligns with "Aging in Place," "Future Generations," and "Living Choices" by offering diverse housing, businesses, and public amenities that create an inclusive environment for all generations, supporting population growth and future development.
- **AGING IN PLACE.** This initiative focuses on strategies to help the aging population remain in their homes and communities. It aligns with "Living Choices" and "Future Generations," which highlight the need for diverse housing options for people at all stages of life.
- **FUTURE GENERATIONS.** This initiative aims to attract and retain young families and professionals by offering diverse housing options and a vibrant community hub. It aligns with "Living Choices" and "The Heart of the City," emphasizing the need for amenities and housing to support this demographic.
- **LIVING CHOICES.** This initiative ensures Englewood offers diverse, accessible, and affordable housing for all ages. It aligns with "Aging in Place," "Future Generations," and "The Heart of the City," all prioritizing affordable, varied housing options for residents' diverse needs.

GUIDING PRINCIPLES

The graphic below demonstrates the concept that no initiative is independent of the other and that in order for the City of Englewood to achieve prosperity, there will need to be strategies that help forward or benefit the other initiatives.

- Multiple initiatives can contain strategies that are beneficial to other initiatives.
- Not all strategies need to be cost- or time-intensive, some strategies should be designed to create small successes that can be built on.
- While some strategies may be led by the city, not all should be. The community will need to be involved.



THE HEART OF THE CITY

REJUVENATE DOWNTOWN

Downtown should be the heart of the city. Englewood should lead the redevelopment of downtown into a welcoming and vibrant hub for community and commerce. A healthy and active downtown can provide a sense of place and pride to the community, as well as being a catalyst to other community development.

The City of Englewood should take the lead in transforming its downtown area into a dynamic and welcoming center for both local events and business activity. By leveraging existing strengths such as the pedestrian improvements and proximity to the Englewood MetroParks, the city can foster an environment that will drive economic growth and attract new business and investment. By prioritizing the rejuvenation of a healthy, active downtown, the city can create a place that reflects the values and spirit of the community and ensures its long-term success and sustainability.

STRATEGY 1.1: PROMOTE THE CREATION OF A DOWNTOWN BUSINESS ASSOCIATION

- The City of Englewood should support the creation of an independent business association that benefits downtown area businesses and that is focused on supporting a downtown master plan, promoting local events, community building, and business activity in the downtown area.

STRATEGY 1.2: CREATE A VISION AND MASTER PLAN FOR THE DOWNTOWN

- The City of Englewood should create a master plan for the downtown which addresses goals such as economic development, pedestrian connectivity, branding, and desired land uses. The master plan will serve as the foundation for future land use decisions and provide momentum for public improvements and development.

DOWNTOWN SCOPE:

A downtown master plan is a comprehensive strategy that reflects the future vision for the downtown by outlining goals and guiding principles for land use, infrastructure, transportation, public spaces, housing, and commercial development. The following actions should be considered when starting the planning process:

- **Define the Downtown Area.** The downtown master plan study area should be identified. A proposed study area based on Steering Committee input is included below.
- **Engage the Public.** An independent business association consisting of downtown business owners should be created to help steer the planning process and provide input. Additional input should be solicited from other stakeholders such as residents, city officials, and community organizations.
- **Define the Scope and Goals.** The scope of the downtown master plan should be defined to include the elements of the plan that will be addressed. Downtown master plans typically include elements such as existing conditions, land use, design guidelines, infrastructure, and market trends.



AGING IN PLACE

MEETING THE NEEDS OF AN AGING POPULATION

The aging population should be able to age in place safely, proudly, and with dignity. Englewood should plan for and meet the needs of its aging population by ensuring that services are provided, and appropriate housing is available.

To meet the needs of its aging population, the City of Englewood should conduct an assessment to find areas where support for seniors is lacking, such as in housing, social support, healthcare, transportation, and accessibility in public spaces. Additionally, the city should work with local leaders, community organizations, and faith groups to facilitate projects and the creation of services that can help seniors.

STRATEGY 2.1: CONDUCT AN AGE-FRIENDLY COMMUNITY ASSESSMENT

- The City of Englewood should conduct an age-friendly community assessment which would engage seniors within the city to assist in identifying the concerns and needs of residents while also auditing existing regulations, policies, resources, infrastructure, and services to identify gaps and challenges faced by seniors regarding housing, social support, healthcare, transportation, and accessibility in public spaces. The findings of this assessment would lay the foundation for future targeted action by the city.

STRATEGY 2.2: COORDINATE AND MOBILIZE LOCAL ORGANIZATIONS

- The City of Englewood should assist in coordinating the efforts of local leaders, community organizations, and faith groups that are actively involved in assisting seniors in order to direct resources towards projects and services that assist the aging population.

STRATEGY 2.3: INCREASE AWARENESS OF AGE-FRIENDLY POLICIES

- The City of Englewood should explore options to promote the awareness of age-friendly policies to seniors using various forms of written and digital media.

AGING IN PLACE SCOPE:

AGE-FRIENDLY COMMUNITY ASSESSMENT

An age-friendly community assessment is multi-faceted process which would gather input from seniors and evaluate existing policies, resources, infrastructure, and services to identify gaps in housing, healthcare, transportation, social support, and accessibility, providing a foundation for future action. The following actions should be considered when starting the assessment:

- **Utilize Existing Resources.** Organizations like as the American Association of Retired Persons (AARP) provide free resources to communities such as a pre-made Age-Friendly Community Survey.
- **Diversify Outreach Methods.** Utilize local organizations and community events to spread awareness of engagement efforts and ensure that online, off-line, and in-person methods of engagement are used to engage seniors.

COORDINATE AND MOBILIZE LOCAL ORGANIZATIONS

The following actions should be considered to coordinate and mobilize local organizations:

- **Engage Local Organizations.** The city should engage with local organizations such as We Are Northmont, Community Table, and Northmont FISH to help
- **Town Hall Meetings.** The city should consider hosting regular town hall meetings to connect organizations offering resources and support to the community. The town hall meetings could also be an opportunity to increase awareness of age-friendly policies.

INCREASE AWARENESS OF AGE-FRIENDLY POLICIES

The following actions should be considered to increase awareness:

- **Communication Preference.** Any surveys distributed as part of the age-friendly community assessment should contain a question regarding communication preference.

FUTURE GENERATIONS

ATTRACT AND RETAIN YOUNG FAMILIES AND PROFESSIONALS

Young families are the future lifeblood of the community.

Englewood should develop a strategy to keep and attract young families and professionals through the creation and encouragement of new opportunities for housing types, recreation, and employment.

The City of Englewood should promote a family-friendly environment by focusing on key areas such as quality education, a range of housing options, job opportunities, safety, community events, and accessible parks and recreation to help attract and retain young families and professionals.

STRATEGY 3.1: PROMOTE HOUSING OPTIONS FOR YOUNG FAMILIES AND PROFESSIONALS

- The City of Englewood should assess existing zoning regulations to ensure that they are promoting, and not creating a barrier to, the development of diverse housing options.

STRATEGY 3.2: ATTRACT AND RETAIN LOCAL BUSINESSES

- The City of Englewood should seek out resources, grants, and other funding sources that provide incentives for local businesses that are looking to invest in the community. Additionally, the city should play an active role in connecting businesses to one another to support the attraction, growth, and success of local businesses.

STRATEGY 3.3: ENCOURAGE COMMUNITY EVENTS IN PARKS

- The City of Englewood should activate underutilized parks and coordinate with Five Rivers MetroParks to promote family-friendly public events, programming, and celebrations at Centennial Park and Englewood MetroPark.

FUTURE GENERATIONS SCOPE:

PROMOTE HOUSING OPTIONS FOR YOUNG FAMILIES AND PROFESSIONALS

The following actions should be considered when assessing existing zoning regulations:

- **Create a Review Committee.** A review committee should be created consisting of local leaders, realtors, lenders, and other stakeholders who can provide input on existing barriers in the zoning regulations and insight on the types of housing development that is feasible for the City of Englewood.
- **Promote Infill Development.** Ensure that the zoning regulations provide adequate flexibility to promote housing development on underutilized land uses such as large parking lots.

ENCOURAGE COMMUNITY EVENTS IN PARKS

The following actions should be considered to encourage community events in parks:

- **Activity Coordination.** The city should consider creating a position or designating a current employee to oversee the coordination of events and activities for youth and young adults.
- **Diversify Programming.** Activities and events hosted in the City of Englewood should offer both family-friendly and young adult focused programming to engage a broader population.



LIVING CHOICES

PROVIDE A FULL RANGE OF HOUSING OPTIONS

Housing should be available to meet the full life cycle of needs.

Englewood should ensure the availability of diverse, accessible, and affordable housing that meets the needs of both younger and older populations.

To ensure that the existing housing stock meets the needs of Englewood residents, the City of Englewood should conduct a housing needs assessment to determine where gaps exist in housing options and to identify areas of opportunity in the city. The housing needs assessment will be key as to inform where opportunities exist for infill development and adaptive reuse.

STRATEGY 4.1: CONDUCT A HOUSING NEEDS ASSESSMENT

- The City of Englewood should conduct a housing needs assessment in order to assess the current availability, condition, affordability, and gaps in housing options. The housing needs assessment will lay the foundation for future housing policy and will help ensure that the housing needs for all residents are met.

STRATEGY 4.2: SUPPORT INFILL DEVELOPMENT AND ADAPTIVE REUSE

- The City of Englewood should identify opportunities for infill development and adaptive reuse and establish strategies for supporting the development of vacant parcels and the redevelopment of underutilized buildings by facilitating partnerships with developers.

LIVING CHOICES SCOPE:

CONDUCT A HOUSING NEEDS ASSESSMENT

A housing needs assessment is a comprehensive analysis of the existing housing stock in the City of Englewood. The assessment typically addresses the quantity and types of housing, conditions, sale trends and projections, occupancy and vacancy rate, and gaps in housing options. The findings would inform a housing strategy that the city would undertake to address any gaps identified. The following actions should be considered when starting :

- **Define the Scope and Goals.** Before the needs assessment is performed, it will be important to define the scope of the housing needs assessment and the goals that the study aims to achieve (i.e. identify gaps in housing options, clarify market trends and affordability, find locations in the city that would be ideal for housing development).
- **Comprehensive Analysis.** A housing needs assessment should aim to describe and understand demographics, the housing stock, and the housing market in Englewood. As such, it is recommended that stakeholder interviews are utilized in order to supplement the quantitative analysis and identify the perception of the community regarding housing.





CITY OF
ENGLEWOOD

IMPLEMENTATION

OVERVIEW

The initiatives and strategies outlined in this plan are designed to support city staff and elected officials in addressing current challenges and shaping the city's direction in the years ahead. However, it is important to recognize that these efforts will take time and cannot be achieved immediately. Realizing the vision of prosperity set forth in this plan will require collaboration and commitment from the entire community.

Although implementing all the strategies outlined in this plan at once is not practical, it's essential for the city to determine which strategies should be prioritized in the short term versus the long term. To support this, a system will be necessary to track and monitor progress, as well as to review, evaluate, and revise the strategic plan in response to changing conditions. It is recommended that the Strategic Plan Steering Committee in coordination with city staff and elected officials continue to meet on a regular basis to guide this ongoing process.

NEXT STEPS

The following steps are recommended in order to effectively monitor and implement the recommendations of this strategic plan:

- Form an implementation oversight committee drawing from the steering committee to work with and support city staff in the implementation of strategies.
- Expand the implementation oversight committee as needed to include individuals who will support the leaders in implementing the strategic initiatives.
- Designate one leader for each strategic initiative from the committee who will oversee implementation.
- Establish a regular meeting time for the implementation oversight committee. It is recommended that the committee meet on at least a quarterly basis.
- Establish a regular meeting time for leaders, city staff, and city council to meet and discuss progress on each strategy.

- On an annual basis, the implementation oversight committee should meet with city staff and city council to identify strategies from the strategic plan to prioritize for the upcoming year.
- Develop a system for tracking the annual progress of the implementation of strategies from the strategic plan.
- The City Manager will work with each department to prepare implementation work programs.
- The annual work programs will utilize benchmarks to be developed to track progress.

