

Growth Management Residential Development Allocation System



Annual Review Report March 27, 2014

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Prepared by the Hudson Community Development Department

ACKNOWLEDGEMENTS

We gratefully acknowledge the generous assistance of and valuable information provided to us in preparing this document by the following City Departments:

Thomas Sheridan, City Engineer
Jeffrey F. Knoblauch, Finance Director
Jerry Varnes, Fire Chief
Charles Wiedie, Economic Development Director

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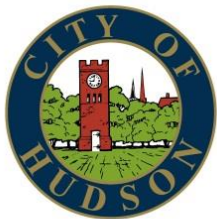
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MEMORANDUM

DATE: March 28, 2014

TO: Planning Commission Members

CC: Council President Hal DeSaussure and Members of Council
William A. Currin, Mayor

FROM: Scott N. Schroyer, Interim City Manager

RE: Growth Management Residential Development Allocation System
Annual Review Report

Executive Summary

Section 1211.07(a) of the Codified Ordinances of the City of Hudson requires the City Manager to issue an Annual Review Report of the Growth Management Residential Development Allocation System. The review covers a number of development factors including conformance with the goals and strategies of the 2004 Comprehensive Plan.

Based on the contents of the report attached, I recommend that Council increase the number of growth management allotments to 125 over the next allotment period of August 1, 2014 through July 31, 2015. For perspective, Council authorized 100 allotments during the two previous allotment periods.

In making this recommendation I note the following:

- Eleven zoning certificates for new dwellings were issued in 2013. The City has averaged 21 certificates per year over the last ten years; 15 per year over the last five years.
- Staff estimates that the following properties may apply for allotments in the next allotment period: 39 vacant lots, 41 renewals, and 77 for the first phases of the Reserve at River Oaks totaling 157. The Reserve at River Oaks may be seeking 232 allotments over the next five years.
- Staff notes that in the last ten years (2004 – 2013) Council has authorized 863 growth management allotments (not including allotments of special merit or for hardship) and

796 were issued, yet only 294 allotments were actually used for new dwellings (including 83 for Phase I of the Trails of Hudson), 34% of the number authorized.

- Although there has been an average annual population increase of 0.46% since the decennial census of 2010, the population has decreased 1.7% over the past ten years and 3.4% over the past five years.
- Based on the estimated 2013 population of 22,590 and using the annual population growth rate range recommended in the 2004 Comprehensive Plan of 1% to 1.5%, the annual population increase was contemplated to be between 226 and 339 persons. Dividing these figures by the average household size in the 2010 Census of 2.78 persons the number of dwellings added per year could be between 81 and 122. At the present annual rate of growth, it will take 50 years to achieve the forecast build out population of 28,000; 24 years at 1% annual growth; and 16 years at 1.5% annual growth.
- School enrollment has declined by 16.4% over the last ten years; 8.4% in the last five years.
- Significant progress has been made toward improving deficiencies in the City's infrastructure.

Given the very modest increases in City population, decreases in the school population, steady improvements to the infrastructure, the demand for allotments for the Reserve at River Oaks and possibly requests for renewals for the Trails of Hudson we may be in a situation where we can sustain a level of 125 allotments over the next several years. Of course, time will tell as we gauge the pace of residential building during the next few years.

Finally, I am not recommending any changes to the Growth Management Residential Development Allocation System at this time, but note that the Comprehensive Plan Update will be initiated in 2014 which may result in recommendations that will be presented in future reports.

The mission of the Hudson City Government is to serve, promote and support, in a fiscally responsible manner, an outstanding community that values quality of life, a well-balanced tax base, historic preservation with a vision to the future and professionalism in volunteer and public service.

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Growth Management Residential Development Allocation System Annual Review Report

I. Introduction

The Growth Management Residential Development Allocation System adopted as Chapter 1211 of the Codified Ordinances of the City requires an Annual Review Report to “review the rate, amount, and location of residential development in the City, monitor the impacts of such development, and determine whether such development is in accord with the policies and goals of the 2004 Comprehensive Plan”.

This Annual Review Report contains: the rate, location, type and amount of residential growth; current reservations held for future dwelling units; fiscal information on projected municipal revenues and expenditures; the status of the City’s progress toward meeting infrastructure, community facility and public service needs in order “to cure existing deficiencies and serve new development” as per Section 1211.07(a)(1); and job growth, all in reference to the goals and policies of the Comprehensive Plan. The Report concludes with a recommendation for the number of allotments to be made available for residential dwelling construction for the annual allocation period of August 1, 2014 through July 31, 2015.

II. Comprehensive Plan Goals and Policies

The growth management goals and strategies in the updated Comprehensive Plan, adopted August 4, 2004, recommend the City regulate and plan for growth. The goal is to:

Continue to moderate the pace of residential development through the maintenance of growth management controls; and to ensure high quality development that minimizes environmental impacts and creates development that is fiscally sound.

The original Comprehensive Plan, adopted in October 1995, set forth policies to control the amount, location and pace of development summarized as follows:

Together with traditional land use planning and zoning revisions, a comprehensive growth management system should be adopted that deals with all the various facets of growth in a coordinated fashion. This system should provide more land for industrial development and open space while reducing acreage allocated for residential. It should address the timing and pace of residential development by moderating the amount of growth that is permitted in any one year so that city infrastructure and services are not strained or stressed beyond capacity. A growth management system should also ensure high quality development that minimizes environmental impacts and creates development that is fiscally sound.

The following are the three objectives outlined in the Comprehensive Plan, 2004 for Growth Management:

1. Limit Residential Growth
2. Implement and Create Growth Management Controls
3. Coordinate Land Use Patterns and City Infrastructure with the Rate of Growth

Objectives and Strategies for the above three objectives addressed in the Comprehensive Plan, 2004 are shown in Appendix 1.

Additionally, specific Comprehensive Plan 2004 policies addressed by this report include:

1. Hudson is to limit the overall population growth and to balance the needs of a growing population with the financial burdens of maintaining quality services and financing the infrastructure build out required by a growing population.
2. Maintain an overall population build out target of 28,000 for the City.
3. Minimize traffic impacts and promote sustainable traffic patterns.
4. A Strategic Economic Development Plan should be developed outlining specific, tactical recommendations.
5. Annual population growth rate should be maintained at 1-1.5 percent as practical and feasible.

III. Growth Management Assessment Factors

A. Amount, Rate, Location and Quality of Residential Development

1. Allocations Available and Awarded

New dwellings are permitted in Hudson only for those lots for which Growth Management Allotments were awarded. The number of allotments granted by Council for previous years of the Growth Management strategy is shown in Table 1 below.

The annual allotment period is August 1 through July 31. Council must determine the number of allotments that may be awarded over the next annual allocation period by June 15. Fifty percent of this number is awarded on the first award date of August 1. The remainder is awarded on the second award date of March 1 of the following year. Therefore the two allocations in an allocation period are awarded in two calendar years. Unused allotments may be awarded before the next award date. Allotments may also be available through requests for special merit or hardship. Allotments are valid for a period of two years. If the home has not commenced construction with two years of the award date, a new allotment must be obtained.

There were 100 allotments available for award in calendar year 2013 as determined by Council and an award of 4 allotments for special merit was granted. In 2012 Council determined that 92 allotments could be awarded for the annual allotment period, 42 on August 1, 2012 and 50 on March 1, 2013. In 2013 Council determined that 100 allotments could be awarded for the annual allotment period, 50 on each award date. For the calendar year 2013 there were 100 allocations awarded, 50 on March 1, the second award of the 2012-13 allocation period, and 50 on August 1, the first award of the 2013-14 period.

On July 17, 2013 Council approved 4 allotments for the Hudson Station Development Phase II residential community as a Project of Special Merit. In summary the 104 allotments available in 2013 were derived from the normal allotments of 50 on March 1, 2013 and 50 on August 1, 2013 and the 4 special merit allotments.

All 104 allotments available in 2013 were awarded. On the March 1, 2013 award date there were 80 allotments requested with 50 available to award. 50 allotments were rewarded with the remaining 30 requests being forwarded to the August 1, 2013 award date. On August 1, 2013 award date all 50 allocations that were available were awarded (the 30 requests forwarded from March 1 plus 20 additional applications). These plus the 4 special merit allotments resulted in the 104 awarded.

Staff notes that in the last ten years (2004 – 2013) Council has authorized 863 growth management allocations (not including allocations of special merit or for hardship) and 796 were issued, yet only 294 allocations were actually used for new dwellings (including 83 for Phase I of the Trails of Hudson), 34% of the number authorized.

Table 1

Growth Management Allotments Granted by Council Per Period

	Aug 01	Mar 02	Aug 02	Mar 03	Aug 03	Mar 04	Aug 04	Mar 05	Aug 05	Mar 06	Aug 06	Mar 07	Aug 07	Mar 08	Aug 08	Mar 09	Aug 09	Mar 10	Aug 10	Mar 11	Aug 11	Mar 12	Aug 12	Mar 13	Aug 13	Mar 14
# of Allotments Awarded by Council	45	45	43	42	43	42	43	42	43	42	43	42	43	42	43	42	39	38	42	42	43	42	50	50	50	50
Carry over from the first semi-award period	X	X	X	X	X	X	X	27	X	X	X	36	X	19	X	X	X	20	X	29	X	29	X	X	X	X
Total # of Awards Available for Award Date	35	34	43	42	43	64	43	69	43	42	43	78	43	61	43	42	39	58	42	71	42	71	50	50	50	50
Exemption to Package Plant	10	11	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total # of Valid Allotments Requested for Award Date	32	62	43	54	21	25	16	46	46	42	7	40	24	52	48	50	19	36	12	81	14	23	108	80	48	13
# of Unallocated Allotments Awarded after Award Date and before next Award Date.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	48	0	0	2	0
Number of Hardships Awarded/Special Merit/Multi-Year Residential	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	8	1	0	1	0	0	30*	0	0	4**	0
# of Allotments that are included in the application request that are not expired and are requesting replacement included in application request	0	0	0	0	0	0	0	0	0	19	0	13	0	1	15	0	0	0	0	0	0	0	0	0	0	0
# of Allotments Requested and not filled	0	19	0	12	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	10	0	0	58	30	0	0
# of Awards Available and Not Used	3	0	0	0	22	39	27	0	0	0	36	38	19	9	0	0	20	22	29	0	29	0	0	0	0	37
Lottery Held	No	Yes	No	Yes	No	No	No	No	Yes	No	No	No	No	No	No	No	No	No	No	Yes	No	No	No	No	No	No
# of Allocations Awarded	45	45	43	42	21	25	16	46	43	42	7	40	24	52	43	50	19	36	13	71	14	101	50	50	54	13

Annual award year is August 1st through July 31st

*Special Merit of 30 allotments granted to Trails of Hudson.

** Special Merit of 4 allotments granted to Hudson Station

The types of dwellings approved for Zoning Certificates are shown in Table 2.

Table 2 – New Dwellings Permitted

	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Zoning Certificates Issued	99	78	72	51	86	39	32	41	30**	15☀	19	2	11	11	42△	11☀
Single Family Detached	83	74	72	51	86	39	32	29	30**	15☀	19	2	11	11	42△	11☀
Single Family Attached	16	4	0	0	0	0	0	12	0	0	0	0	0	0	81	0
Town Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Two-Family	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
Multi-Family	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Growth Management Allotments Awarded by City Council for the Year	95	84	94	58	88	85	85	85	85	85	85	81	84	85	92	100
Special Merits Awarded	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4	0	0	0	9	0	0	30	4
Package Plant Exemptions (Expired 11-7-01)	22	11	14	19	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Growth Management Allotments used	77	67	58	34	86	39	32	41	28**	14☀	19	2	11	11	125	11

*Information not available

**Two homes were re-builds not requiring a GMA

☀One home in 2007 and two homes in 2013 were re-rebuilds not requiring a GMA

△Two homes were part of Lighton on Main subdivision exempt from GMA

The growth management system recognizes and gives priority to the completion of subdivisions approved and constructed as of 1996. Priority pool applications are those for lots in subdivisions that were approved and completed by 1996, the year the growth management system was adopted. They are to receive 80% of allotments. On January 12, 1996 when the growth management system began, there were 394 unbuilt lots in 23 approved platted subdivisions which were eligible for the priority pool and to compete for eighty percent of any year's allotments. As of March 1, 2014 only 28 of these priority lots remain. Of these six have been awarded allotments; 22 are without allotments. Lots not in the priority pool, those in new or proposed subdivisions, new phases of old subdivisions, minor subdivisions (lot splits), or pre-existing non-platted lots, are in the general pool and are eligible for 20% percent of the allotments.

There are two exceptions to the growth management system. The first is lots in the Package Plant Settlement Agreement 1997-2001. With the Package Plant Settlement Agreement the City

settled a lawsuit in 1997 over growth management allotments exempting 97 lots. On November 7, 2001 the Agreement expired. The second exception is created by a Settlement Agreement and General Release dated January 17, 2007 exempting the four lots of Lighton on Main subdivision.

2. Location of Development

Trends continue to show that the priority pool has been declining as the number of vacant lots platted before 1996 declines and that the general pool has been increasing as the number of vacant lots in new subdivisions has increased. Larger subdivisions approved since 1996 include Nottingham Gate Estates Phases III and IV, Canterbury-on-the-Lake Phase 2A, Stonecreek Reserve, Clayton Court, Woodland Estates, Middleton Park Estates, and, although not technically a subdivision, the Trails of Hudson. The City has had growth with smaller subdivisions and individual lots that have been created by a lot split or consolidation, but numerically larger subdivisions have been the trend.

We provide here some notes on four developments in 2013. (1) Middleton Park Estates Subdivision of 31 lots was built out in 2013. (2) In January 2012 Planning Commission approved the site plan for The Trails of Hudson, a forty-three building, 172 unit, 55-plus residential community in southwest Hudson. Phase I consisted of twenty-two buildings with 83 units and Phase II will consist of 21 buildings and 89 units. Phase I is constructed and units are being leased. The Trails of Hudson Phase II has received to date 88 allotments of the 89 needed for built out. Of these allotments 30 expire August 1, 2014, 28 expire March 1, 2015, and 29 expire August 1, 2015 leaving one additional allotment needed for built out provided the current allotments are used and do not expire before a zoning certificate is issued for construction. (3) In 2009 Planning Commission approved the site plan for Hudson Station, a mixed-use development near downtown. Phase I, consisting of two commercial buildings, is complete. In 2013 a revised plan for Phase II was approved consisting of a commercial building and 4 residential buildings with 4 units in each for a total of 16 units. All residential units have received allotments that expire August 1, 2015. (4) The Reserve at River Oaks preliminary plan was approved for a 143 subplot development on September 9, 2013. The applicant has proposed a map amendment for a zoning district change which would allow for an additional 87 sublots if approved. Phase I for 45 lots is expected to be approved in April of 2014. Tentative Phase break out is as follows: 2015-64 lots, 2016-36 lots, 2017-42 lots and 2018-45 lots. All sublots are still in need of an allotment.

The need for allotments is derived from unbuilt platted lots, unbuilt unplatted lots, and proposed site plans and subdivisions. Appendix I shows subdivisions in Hudson with remaining vacant lots. In 2013 Hudson Station was planned for 16 residential units and has received all allotments. As of March 1, 2014 150 vacant lots remain in 19 subdivisions, 28 in the priority pool and 122 in the general pool. Of the 150 unbuilt lots, 114 have been awarded allotments leaving 36 without allotments. Of the lots that have been awarded allotments 6 are in the priority pool and 108 are in the general pool. Of the lots still in need of allotments, 22 qualify for the priority pool leaving 14 for the general pool. In addition there are an unknown number of property owners holding vacant individual lots with the intention of building a home. As of March 1, 2014 twelve property owners holding vacant individual lots have been awarded allotments. It is reasonable to project an additional three owners of lots that are not in a subdivision would seek allotments each year based on past history. To illustrate this Appendix I includes a table showing the recent history of development of lots not in a subdivision including three in 2013. In addition, 81 allotments that have not been used to date will expire within the

next year. It is reasonable to project 50% of these allotments will not be used and will need to be re-issued. Therefore, between the 36 existing vacant platted lots requiring allotments, three unplatted lots, 77 for proposed development of 45 lots in 2014 and 32 lots for the first 6 months of 2015 River Oaks Subdivision, and 41 of the 50% of 81 expiring, 157 allotments may be sought during the next allocation period.

The Comprehensive Plan policy of requiring public water and sewer to serve new development has been respected. The policy is codified at Section 1207.11(b)(1)(B). In 2013 the Board of Zoning and Building Appeals approved five requests for variances from this requirement with two of the requests being granted due to Akron not allowing new development to tap into their water supply because a contract between the City of Akron and Hudson has not been agreed upon.

The Comprehensive Plan also recommends that new development occur proximate to existing development and that home sites be clustered so as to maximize open space and protect environmental resources. Although the Land Development Code does not require this type of development, it is permitted. There were no Open Space Conservation Subdivisions platted in 2013.

3. Rate of Development

In 2013 the City issued 11 new single family dwelling permits. This number includes one home within the priority pool, 7 within the general pool, two rebuilt homes not requiring an allotment, and one home not requiring growth management.

The annual population growth rate experienced in 2013 is less than the 1% to 1.5% recommendation of the Comprehensive Plan. The Hudson estimated population at the close of 2013 was 22,590. When measured against the previous year, the increase is 0.1% (See Table 5). The 2013 figure is an estimate from the 2010 Census Bureau count, plus new home permits issued in 2011, 2012 and 2013, multiplied by the average household size of 2.78 persons for single family dwelling units and 1.8 persons for non-single family dwelling units. It should be noted that the year 2000 and 2010 figures are from the U.S. Census and the other years are estimates.

Based on the estimated 2013 population of 22,590 and using the annual population growth rate range recommended in the 2004 Comprehensive Plan of 1% to 1.5%, the annual population increase could be between 226 and 339 persons. Dividing these figures by the average household size in the 2010 Census of 2.78 persons the number of dwellings added pre year could be between 81 and 122.

Table 3 – Rate of Development

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Hudson * Population	22,852	22,969	23,065	23,188	23,278	23,323	23,380	23,386	**22,262	22,293	22,559	22,590
Annual Growth Rate	1.1%	0.5%	0.4%	0.5%	0.3%	0.1%	0.2%	0.02%	-4.8%	0.1%	1.2%	0.1%
Dwelling Units	7,773	7,812	7,844	7,885	7,915	7,930	7,949	7,951	8,002	8,013	8,138	8,149
Annual Growth Rate	1.1%	0.5%	0.4%	0.5%	0.3%	0.1%	0.2%	0.02%	0.6%	0.1%	1.6%	0.1%

* 2002 – 2009 are based on the Census Bureau Count in 2000; estimated from Building Permit Activity and assuming 3.01 persons per single family dwelling unit. The 2010 population is the Census Bureau Count; years thereafter are estimated from Building Permit Activity and assuming 2.78 persons per single family dwelling unit and 1.8 per multi-family unit.

See Appendix 2 for a map showing the 2010 Census Population Density.

The 2004 Comprehensive Plan forecasted a build-out population of 28,000 by 2024 based upon the Plan's zoning and density recommendations, amount of vacant land and environmental development constraints. At the present annual rate of growth, it will take 50 years to achieve the forecast build out population of 28,000; 24 years at 1% annual growth; and 16 years at 1.5% annual growth.

B. Fiscal Impact of Development

1. Assessed Valuation of Real Property

An important public issue has been the property tax base of Hudson and the proportion of burden carried by the residential sector versus the business sector. The largest recipient of real estate tax is the school system, \$0.80 of every property tax dollar, during the current tax year. The assessed valuation of all property in Hudson is shown in Table 5 and the proportionate share between residential and business sectors. Property tax receipts follow the same proportionate shares as valuation.

Table 4 - 2014 Property Tax Valuation (Tax Year 2013)	
Residential/Agricultural	\$723,752,880
Commercial	\$103,764,000
Public Utility	\$ 5,229,730
Personal/Tangible	\$ -0-
Total	\$832,746,610

Table 5 shows the portion of the residential and commercial assessed valuation (therefore the property tax) changed over the previous year.

Table 5 – Assessed Valuation Trends – by Percentage											
<u>Category</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Residential	80.95	80.99	82.68	83.00	84.97	86.22	86.68	86.81	87.11	86.94	86.91
Commercial	10.37	10.58	11.22	13.16	12.64	12.98	12.69	12.71	12.33	12.46	12.46
Utility	1.75	1.70	1.33	1.22	0.51	0.50	0.48	0.48	0.56	0.60	0.63
Personal Property	5.93	5.73	3.78	2.62	1.88	0.30	0.15	0	0	0	0
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

See Appendix “3” for City of Hudson Assessed Valuations, 2003-2013.

Municipal property tax revenue in 2013 (Table 6) decreased 1.15% from the previous year.

Table 6 – Municipal Property Tax Revenue Trends								
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Real and Public Utility	\$4,825,225	\$5,210,763	\$5,401,673	\$5,807,671	\$5,777,252	\$5,839,220	\$6,129,288	\$5,121,934
-----	-----	-----	-----	-----	-----	-----	-----	-----
% Change	-2.38%	8.0%	3.7%	7.5%	-0.4%	1.1%	4.97%	-0.1%
Tangible Personal Property	*\$307,139	\$328,263	\$295,533	\$31,005	\$13,344	\$1,727	***\$63,911	\$211
-----	-----	-----	-----	-----	-----	-----	-----	-----
% Change	--14.76%	6.9%	10.0%	89.5%	-57.0%	-87.1%	3,600.69%	-99.57%
TOTAL	\$5,132,364	**\$5,539,026	\$5,697,206	\$5,838,676	\$5,790,596	\$5,840,947	\$6,193,199	\$5,122,145
-----	-----	-----	-----	-----	-----	-----	-----	-----
% Change	-1.16%	7.9%	2.9%	2.5%	-0.8%	.9%	6.03%	-1.15%

*Beginning with 2006 and continuing to 2010, the State is phasing out the Tangible Personal Property Tax.

**Increase due to Library Impact. Replaced 1.0 mill with 1.6 mill levy.

***Due to delinquent payment received in 2012.

2. Municipal Revenues and Expenditures

The two most significant sources of revenue to the City are income tax and property tax. The history of annual income tax receipts is found below in Table 7 and income taxes distributed in 2013 (Table 8). See attached Appendix “4”, City of Hudson Five-Year Financial Plan 2014-2018, for a full description of projected revenues and expenditures. The annual income tax receipts increased 5.9% between 2012 and 2013.

Table 7 - Annual Income Tax Receipts		
<u>Year</u>	<u>Receipts</u>	<u>% Change</u>
1998	\$ 6,378,353	+15.62
1999	\$ 6,915,311	+ 8.42
2000	\$ 7,113,400	+ 2.86
2001	\$ 7,166,128	+ 0.74
2002	\$ 6,987,960	- 2.49*
2003	\$ 7,353,692	+ 5.23
2004	\$ 7,504,531	+ 2.05
2005	\$13,591,904	+81.11**
2006	\$17,418,010	+28.10**
2007	\$18,392,058	+ 5.60
2008	\$18,328,755	- 0.03
2009	\$16,752,742	-8.60
2010	\$16,841,130	+ 0.53
2011	\$17,891,686	+6.2
2012	\$17,600,926	-1.63
2013	\$18,745,978	+5.9

* Decrease due to one-time refund of \$250,000 to local manufacturing company

**Increase due to income tax increase from 1% to 2%

Table 8 - Income Taxes Distributed in 2013	
General Fund	\$13,703,309
Parks Fund	\$ 1,340,763
Fire Fund	\$ 1,440,763
EMS Fund	\$ 864,457
Schools – Community Learning	\$ 1,296,686
Golf Fund	\$ 100,000
Total	\$18,745,978

3. Revenue vs. Expenditures

The General Fund is the City's primary budget fund for general governmental services and non-utility public improvements. General Fund revenues for 2013 were 8.59% lower than those of 2012. City department expenditures of 2013 decreased 2.7% as compared to 2012. For 2014, total revenues and transfers are projected to be \$19,746,345 and total disbursements are projected to be \$20,144,998.

The Five-Year Financial Plan projects total revenues to the General Fund to increase 0.3% for 2015 from 2014 and increase 1.3% between 2015 through 2016. Total disbursements are projected annually to range between \$19.5 million and \$20.8 million. The Five-Year Financial Plan projects a 43% ratio of ending balances to disbursements in 2014 declining to a carryover balance of 36% in 2018.

C. Infrastructure Progress – Community Facilities Objectives

The City's 2014-2018 Five-Year Financial Plan lists capital improvements needed to meet existing and future municipal service needs. Priority needs are scheduled by year as can be met by anticipated revenues. Programmed are \$27.6 million of capital improvements over the next five years. Last year's Five-Year Financial Plan programmed \$25.4 million of capital improvements over five years, in 2012 the plan programmed \$17.1 million and the 2011 plan programmed \$18.6 million in capital investments. The increase in funds to the 430 annual budget (road reconstruction and connectivity program) over the next five years is a significant factor in the rise of the five year capital improvement plan.

During July of 2003, the City experienced three major rain storm events. Two of the storms equaled or exceeded the classification of a "100-Year" storm event. The third event was classified as a "25-Year" storm event. The three storms created significant public and private property damage. The storms further verified the City's need to improve and upgrade existing storm and sanitary infrastructure, which in part reinforced the development of the growth management process.

The "Long Range Action Plan" for storm water and sanitary sewer improvements was formed in 2004. A copy of the Long-Term Storm Water/Sanitary Sewer Action Plan is in Appendix "6". The "Long Range Action Plan" provided the blueprint for an overall system wide approach to aggressively improve infrastructure. The goal of implementing the improved infrastructure is to better protect both public and private property when such storms occur again. While the improved infrastructure will not provide 100% protection, the goal of the plan is to provide the most cost effective protection for the most routine storm occurrences for the entire community.

The impact of the improved infrastructure will not be realized until sometime in the future. Increases in income tax collections took effect January 1, 2005 after the rate increase vote in 2004. In 2005 projects outlined in the "Long Range Action Plan" began. Significant work has been completed in this area with the completion of a number of projects as noted in the individual watershed studies within the City.

The following narrative presents the Community Facilities and Transportation Objectives of the Comprehensive Plan and then an analysis of the recent and current status toward implementation of each objective. The reader should refer to the 2004 Comprehensive Plan for its recommended implementation strategies.

Community Facilities Objective 1:

Address current deficiencies in the City's infrastructure and growth management strategy.

Analysis

With the 2004 passage of the increase in the income tax, funding has been provided to continue the process of upgrading the existing infrastructure in order to “catch-up” with the sudden growth of the community during the 1980's and 1990's. Specifically, the funding from the income tax increase is to be used to improve the storm water management system, replace/rehabilitate the oldest and most deteriorated portions of the sanitary collection system and eliminate the inflow and infiltration into the existing sanitary sewer system, improve the water distribution system, water quality and fire protection of the drinking water system, and to provide improved roadways and pedestrian connections per the most recently approved Connectivity Plan and the Safe Routes Hudson and Safe Routes to School Program.

Community Facilities Objective 2:

Undertake infrastructure improvements to support future economic development.

Analysis

Infrastructure investment to build an interchange for Seasons Road at SR 8 as well as the Seasons Road Sanitary Pump Station, gravity sewer and water line extensions have all been completed and will promote economic growth to this southern area of the city along Seasons Road (Transportation Strategy 1L). In 2014, the City will apply to ODOT for a SIB loan (SIB - State Infrastructure Bank) to complete the widening of Seasons Road from the intersection of Allen Road to the existing railroad tracks just west of Hudson Drive. The City of Hudson is working with the Ohio Department of Transportation (ODOT) in completing the design of a full road reconstruction of SR 8 highway from the Graham Road interchange in Stow, Ohio to the SR 303 interchange in the Village of Boston Heights, Ohio, with the construction to begin in 2017 and completion in 2018. The cost of these improvements to SR 8 will be funded by ODOT. The City has joined with other communities in support of making SR 8 an interstate (I-380) that will elevate it to receive funding that is not available for state routes. These improvements and investments in this major arterial will help to make the SR 8 corridor more attractive to future businesses and provide an efficient road network for commerce in the area.

The City has also received additional funds from AMATS to improve several sections of SR 91 from Norton Road to Middleton Road which will help improved pedestrian and vehicular traffic along this important business corridor of the City.

Community Facilities Objective 3:

Improve the water supply system and strive to improve the quality and reliability of the system.

Analysis

From the inception of the 1995 Water Master Plan, there have been ongoing improvements to the Hudson water district. The majority of the improvements required to ensure a stable and reliable system have been completed, such as improvements to the Milford Road water tank, removal of the Western Reserve Academy water tank, the water treatment wells and water treatment plant rehabilitation.

The City is currently supplied by several water suppliers including Hudson Water, Cleveland Water in the northwest, the Akron Water system in the south, northeast, & east, and the Stow water system in the southeast portion of the City. The City will continue to work with these water purveyors to help supply safe and good quality water to all our citizens. The engineering department has assisted the City of Akron with a number of these improvements specifically with the Stow Road water trunk line/bolt replacement project by adding new fire hydrants to this segment of the Akron system in 2012. In 2014, the City of Hudson will again participate with the City of Akron and their bolt replacement project on Middleton Road and SR 91 by providing new fire hydrants along this section of the system to improve fire protection to this area of Hudson. When the construction is completed the City will resurface Middleton Road from Stow Road to SR 91. The new development at the Trails of Hudson in the District 8 Overlay will expand the Stow/Akron System from Hudson Drive to just west of SR 91 on Norton Road and provide increased fire protection to this area that is currently not serviced by any water system. The City will replace a 100 year old section of waterline on Division St. from College St. to Oviatt St. in 2014, which will increase reliability to this section of the historic downtown water system, and improve fire protection and water quality.

The Land Development Code requires new development to include a public water distribution system along with the requirement for curbs, sidewalks, street lights and landscaping. Demand for each of these infrastructure elements is ongoing within the existing community. Therefore, the requirement to provide each of these infrastructure elements in new development is in keeping with the desire of the residents. The new development at the Reserve at River Oaks residential development will be serviced from the Hudson water system and the developer will provide the City with a water connection loop from SR 303 to Boston Mills Road that will help significantly increase the water quality of the system and the fire protection to this area in the City.

Community Facilities Objective 4:

Maintain and improve the wastewater and storm water drainage systems.

Analysis

The 2004 passage of increased income tax improved funding in order to maintain existing infrastructure as well as improve infrastructure. The available funding has allowed the City to proceed with the necessary improvements within the storm sewer system to meet the needs of the community, improve the reliability of the system as well as provide increased protection for the community. The “short term action plan” was subsequently replaced by the “intermediate action plan” and finally the “long term action plan.” The “long term action plan” was the basis for providing the community with planned storm water management projects prior to placing the income tax increase on the ballot. The City currently uses several watershed studies including the Mud Brook and Tinkers creek watershed studies, with their prescribed improvements to complete this task. The City also has performed specific studies in areas that were not detailed by the large watershed studies also for this purpose. The purpose of these studies is to identify and provide recommendations for the existing flooding problems within the City and to develop recommendations to improve the various systems along with evaluating improvements for future developments in the watersheds.

Storm Water System:

Improvements to the storm water system include: the design of the Brandywine and Blackberry bridge rehabilitation projects which received funding from the ODOT Municipal Bridge Funding Grant in 2012 and will be constructed in 2015 and will help to remove 5 residential properties in the current floodplain; the proposed renovations to the Barlow Community Center ponds in 2014-15 that will allow the City to meet the recent Ohio Department of Natural Resource Inspection completed in 2012; the design and construction of a new 36" diameter culvert under the Norfolk and Southern Railroad near the Versailles Condominium (2014) that will provide an increase in discharge of storm water from this area, especially in the larger storm events over a 10-year storm event to a 50-year event; the design of the Koberna Property Regional Storm Water Management Pond in the south-central portion of the City has been completed along with the permits for the US Army Corps. of Engineers that will help to retain discharges from areas that were built prior to storm water management regulations in the 1960-80's; the City has received an acceptance letter of the recently submitted Letter of Map Revisions (LOMR) to the Federal Emergency Management Agency (FEMA) that reduced the size of the floodplains along the lower portion of the Brandywine Creek Watershed and the Brandywine Tributary in the City Community Center of Hudson. These reductions were a direct result of improvements the City of Hudson has made to the Barlow ponds in the past several years. All of these improvements will help to reduce the peak flows and flooding of storm water during heavy rain events in different areas of the City, and allow for future development within the city by lifting the burden on the existing infrastructure. In 2012, the Northeast Ohio Regional Sewer District (District) instituted a fee for storm water management within their service area of Hudson and other communities in northeast Ohio. The program and the fee are currently under review by the Ohio Supreme Court and on hold by the District.

Sanitary Sewer System:

The passage of the additional income tax also provided funding to allow for the replacement of the oldest and most needed portions of the Hudson sanitary collection system. By upgrading the existing sanitary collection system, the City seeks to reduce the amount of inflow and infiltration ("I & I") and clean water treated by Northeast Ohio Regional Sewer District, thus reducing costs to our customers and minimizing the number of sewer overflows & the negative impacts to the environment and property owners during rain storm events.

In 2012, the City of Hudson Engineering Department reviewed several options regarding the future treatment of our sanitary sewer waste to determine if the existing method was the most economical and efficient way of treatment for our sewer customers within our service area. At the conclusion of the discussion with the City Council and Administration, it was decided to remain with the current process of pumping sewage to the District for now, but the Engineering Department will look for other opportunities in the future.

Capital improvements have also been made to the wastewater system every year since 2004 through our annual manhole repair, annual sanitary sewer lining projects, replacement sewer projects and a review of the current collection system needs for the next five years. The City has begun working on a sanitary sewer model (2014) of our largest sanitary trunk lines within the system to provide a better understanding of the current sanitary sewer network issues and help us pinpoint deficiencies and major inflow and infiltration sources within the system. This sewer model will be a dynamic tool that will help the City direct our future funding and maintenance efforts to continue to reduce the inflow and infiltration in our sanitary system and eventually remove all the existing sewer overflows within the system.

Community Facilities Objective 5:

Ensure the safety of residents and protect institutions and businesses.

Analysis

- a. ISO Fire Protection Rating – Insurance Services Office (ISO), determines a Public Protection Classification (PPC) by evaluating the Fire Department, water distribution system and dispatch facilities. In July of 2009, ISO published a revised classification of 5/8B for the City of Hudson. This is an increase in rating for those structures within 1,000 feet of a fire hydrant (5) and a reduction in rating for non-hydrated areas (8b). The primary issues that were identified by ISO as causing the revised classification are listed below:
 - i. Dispatch – Recommended additional dispatchers be on duty around the clock. The City does not agree with this assessment.
 - ii. Water Supply – Recommended improvements include additional pumping capacity, main size, fire hydrants and an improved hydrant maintenance program. Hudson continues to be in conversation with The City of Akron regarding possible improvements to their water system (one of four water systems in Hudson) and has funded the installation of additional hydrants.
 - iii. Fire Response – Recommended improvements to one or more of the following components: increased training; increased staffing; additional fire truck(s); or additional station location(s). The Fire Department has increased both training and staffing this year.

Hudson continues to make improvements as identified by ISO. In addition, ISO has recently updated their means of calculating the classification. Hudson has the option to request an updated review of our Public Protection Classification (PPC) in the future.

- b. Hudson Deployment Process for Fire & EMS – In 2003 The Hudson Deployment Process (HDP) recommended the following with regard to the Fire and EMS Departments:
 - i. that they remain substantially volunteer;
 - ii. that they remain organizationally separate with improved cross-training and combined operations but that certain functions be combined;
 - iii. that they continue to operate out of a single station;
 - iv. that the Fire Department continue to operate without standby staffing;
 - v. that additional funding needs be addressed;
 - vi. the formation of the Hudson Fire/EMS Deployment Board to monitor progress against the HDP and to act as a continuing quality improvement mechanism.

In 2013 as part of their quality improvement process, the Hudson Fire/EMS Deployment Board completed a community risk assessment and hazard analysis. The purpose of the hazard analysis is to identify risks through the review of past occurrences, estimate probability of future occurrences and identify vulnerabilities

that pose the greatest threat of disaster to our community. Included in this assessment were proposed mitigation strategies that were incorporated into the existing mitigation efforts by Fire & EMS for the purpose of further reducing the impacts of potential disasters upon the residents, businesses and property owners of our community. The Community Risk Assessment document was presented to City Council in May of 2013.

Community Facilities Objective 6:

Support and enhance the educational system. Schools are the foundation of any community.

Analysis

The City and staff will continue to cooperate and share information along with time and talents with the school system. An example of such cooperation is the inclusion of asphalt and concrete improvements needed by the school district in the City's annual capital maintenance program. While the school pays their share of the improvements, the City provides construction management and both organizations realize cost savings by combining needs into a larger program.

Another example is in the "long term action plan" for storm water management improvements. The City needed a site on the high school property for a storm water management pond, while the school's science department was interested in providing outdoor ecological education. By combining our storm water management system with their desire for outdoor education, both organizations are addressing their needs through a "Land Lab" that was completed in 2012 that addresses both organizations' objectives.

The final example of cooperation is the passage of Issue 3 (the increase in the income tax). In an agreement between the City and the school district, a portion of the income tax increase is available to the school district for capital construction.

D. Transportation and Mobility Objectives

Transportation and Mobility Objective 1:

Update and maintain transportation infrastructure.

Analysis

In reviewing the strategies outlined for this first objective, the strategies can be summarized into one key component and that is for the City to provide the most efficient and well maintained transportation system possible without sacrificing the overall character and charm of the City, specifically the character of our historic downtown area.

Key strategies such as the lane widths can be found within the Land Development Code as well as the use of "Level of Service" to monitor the impact of traffic and development and its effect on the transportation system.

Other strategies deal with concerns for the use of local residential streets by motorists to avoid traffic congestion. This is to be accomplished through the use of traffic calming techniques within subdivisions as well as providing well marked and maintained delivery routes to minimize

truck traffic within residential areas of the City. The City continues to work with local industry to improve signage to help direct delivery vehicles to the roads built to withstand the weight of the loads carried. By maximizing the efficiencies of traffic movement along SR 91 and SR 303 the goal is to discourage the use of local residential streets to avoid further traffic congestion along these two vital corridors. The future improvements to SR 91 from SR 303 to Prospect Street in 2015-16 will help the City to achieve these goals. The City received four AMATS grants along the SR 91 corridor that will also improve traffic congestion at Hines Hill Road, Herrick Park, Valley View Road and Norton Road intersections for construction in 2016-18.

Another theme carried through the strategies is the need for logically placed additional roadway connectors/infrastructure that provides improved traffic flow and/or potential for economic development. The City of Hudson has completed the Hines Hill Road Grade Separation Preliminary Design Project over the existing Norfolk and Southern Railroad Tracks. This preliminary design project was funded from a federal earmark and the City will have a public meeting to discuss the design and the next steps needed for this project in order to complete it in the future.

The City of Hudson Engineering Department has applied to a recent Ohio turnpike grant funding source for improvements in the City of Hudson along two residential areas that are adjacent to the Ohio Turnpike including two proposed noise walls and a trail along the north side of the turnpike from SR 91 to Hudson-Aurora Road, which is part of the connectivity plan recently approved by the City.

Transportation and Mobility Objective 2:
Promote alternate modes of transportation.

Analysis

The City will continue to work with the Metro Regional Transit Authority (“METRO RTA”) to provide for diversified transportation options for the public. This includes public mass transportation alternatives to help relieve traffic congestion for the region and to expand access to employment opportunities. With the increase in growth, these alternate forms of transportation will help aid in the reduction in the traffic congestion within the downtown area.

Transportation and Mobility Objective 3:
Continue to develop and improve emergency access and transportation safety.

Analysis

The strategies emphasized for this objective again reflect the need to balance transportation needs (in this case emergency access and other transportation issues) while still maintaining the character of the City and allowing for safe passage of residents.

Elements of the Land Development Code speak to the strategies and design standards to improve sight distances at intersections, speed control for pedestrian safety, and the cul-de-sac dimensions to improve the turning radii for emergency vehicles and other service vehicles. Preemptive signals will be installed at all new signal projects, along with new techniques to improve the amount of vehicle movements through our signalized intersection. The Hines Hill Grade Separation Project will provide emergency access to the northwest section of the City, when completed.

Transportation and Mobility Objective 4:

Continue to enhance and improve the current infrastructure to accommodate bicycle and pedestrian modes of transportation.

Analysis

The key component of each strategy listed for this objective is to provide safe and convenient modes of transportation for pedestrians and non-motorized travel. This includes the use of bike lanes and paths, multi-purpose paths, and sidewalks. Staff presented to the City Council a Connectivity Plan that deals directly with the strategies for this objective. The engineering staff will continue to design bike lanes to road improvements in major arterials and collector road projects that the City undertakes in the coming years. The added bike lanes will aid with the increase in growth of the city by providing an alternate source of transportation to move through the City and the roadway system. The Engineering Department is working with the local schools to help improve and reduce the traffic congestion and increase the awareness of the pedestrian crosswalks around the schools. The City has initiated a “Safe Routes Hudson Program” (SRTS) to seek federal funding, begin new programs, and recommend improvements to increase walking and biking in Hudson, particularly in the area of the schools. The City has received grants in 2012 and 2013 from the SRTS to help fund these infrastructure projects. The City is working on several plans to enhance the bike network within the City including Safe Routes Hudson, AMATS Connecting Communities and the recently approved Connectivity Plan.

Transportation and Mobility Objective 5:

Maintain current roadway widths and keep future roadway development to two lanes.

Analysis

The theme through each of the four strategies of this objective is to continue to maintain the character of the community through the use of minimal roadway widths and limited use of more than two-lane roadways throughout the community, except as noted for Districts 8 and 9. Since Districts 8 and 9 are in portions of the City where four lane roadways currently exist, the exception for Districts 8 and 9 recognizes the existing conditions as well as the need to provide for adequate ingress and egress to our office/industrial areas of the City to minimize impact to our residential, local streets.

The City has continued to abide by these same strategies outlined in the 1995 Comprehensive Plan. The restatement of these strategies in the latest Comprehensive Plan merely re-emphasizes the importance of maintaining the City’s character while working to improve traffic flow. The City will work to accomplish this objective by continuing to improve the current signal system, implementation of the latest technologies in traffic flow, and additional traffic studies. The City has undertaken a truck study in 2013 to determine the amount of trucks on SR 303 and SR 91 in the downtown historical district. The results of this study will be reviewed in 2014 and compared to the previous study completed in the late 1990’s. Recommendations and further discussion with the Administration and City Council will follow in 2014, prior to any implementation.

Transportation and Mobility Objective 6:

Enhance the aesthetic quality of the community through roadway design.

Analysis

The strategies outlined within this objective are already in place within the Land Development Code. The requirement of curbs, sidewalks, street lights and landscaping has been included in the construction of new subdivisions for a number of years. There have been instances where, due to the surrounding infrastructure elements within an existing subdivision, some of the improvement elements have been removed from the construction of the new subdivision. However, this has been limited and the goal of staff is to require all the infrastructure elements noted in the strategies assigned to this objective.

The City has implemented these design concepts into the SR 91 Downtown Corridor project with the local business owners and the streetscape components of this project. The City will continue to take this initiative on future projects, especially in the historical downtown area.

Transportation and Mobility Objective 7:

Plan to accommodate for future traffic volumes.

Analysis

Staff has been active with ODOT and AMATS and will continue to be active in understanding and becoming involved with transportation projects occurring outside the boundaries of Hudson that could affect traffic patterns within the City of Hudson.

The City is proposing that a new City Wide traffic study be completed in 2015 with the proposed First and Main Phase 2 downtown development and the traffic impacts that this development may create. This will allow the City to focus on key areas of improvement and provide them a plan of action during discussions with the Phase 2 committee, consultants, and local neighborhoods.

E. Economic Development

The Economic Development Director continues to work closely with the Administration and City Council to promote their economic development vision by focusing on business retention, expansion, and attraction. Relationships that have been cultivated with the local business community, local, regional and statewide economic development organizations, and developers and site selectors through special events such as the Business Awards Breakfast, a collaborative effort between the City and the Hudson Area Chamber of Commerce, the Developer/Realtor Summit, business visitations, and community outreach, continue to show results through growing cooperation and communication. The Hudson business community embraces the idea of having an ombudsperson to help resolve issues as they arise.

Hudson continues to benefit from the legislative action by City Council and two charter amendments passed in 2010 which created a fast-track program for development and ensured a fair fee structure and predictable approval process in Districts 6 and 8. In District 6, the Western Gateway to the City, WBC opened the doors of its 61,000-square-foot headquarters and distribution center in the Hudson Crossing Business Park. In District 8, the Seasons Greene Eco-Industrial Park completed the necessary infrastructure, readying the park for occupation.

Seasons Greene has enjoyed significant support at the local, regional, and state levels which has translated into help with building the road into the eco-industrial park, and running a new water line and sanitary sewer.

The impact of streamlining the development process was evident throughout 2013. The Gables of Hudson finished construction of its 82,000-square-foot assisted living facility on the site of the former Waters Restaurant. The Heritage of Hudson, a skilled nursing facility, brought about the total renovation of the former Flood Company headquarters and opened its doors this year. Catastrophe Management Solutions purchased the existing building at 100 Executive Parkway West and built out the unused portion of the building to support their operations in Hudson. They also expanded the parking lot to handle their peak needs. They have also purchased an existing building at 100 Executive Parkway to create a training center for insurance adjustors. As part of their 2012 investment into their data center, Allstate Insurance, in 2013, completed Phases 1 & 2 of their parking lot improvements

Work continues on the five Economic Development objectives outlined in the 2004 Comprehensive Plan. The following narrative describes specific progress made in 2013 and the current status of implementation of each objective.

Economic Development Objective 1:

Create a strategic economic development plan/program for sustainable economic development.

The 2005 Economic Development Strategic Plan established five goals aimed at diversifying Hudson's revenue base while preserving the City's excellent quality of life and historic character. An advisory committee consisting of some original members of the 2005 team as well as several business leaders from the community was formed in 2010 to update the plan and ensure its goals remain relevant to Hudson's economic development needs. Implementation of the original five goals is ongoing.

In 2013 the Economic Development Department continued the goal of creating a more business friendly environment on multiple fronts. First, in preserving constructive partnerships with local economic development organizations like the Hudson Area Chamber of Commerce, Hudson Economic Development Corporation, Destination Hudson, and the Merchants of Hudson, we created an environment of collaboration that continues to be well received by the business community. One example is the collaboration between the City and the Chamber in hosting our annual business awards breakfast. 2013 represented the third year of this combined event. Further, work was concluded on the economic development portion of the City's website to develop a dynamic online destination that hosts the detailed information necessary for business expansion and relocation. This shows our proactive efforts to encourage thoughtful development in our community. To complement the 2010 streamlining of the development approval process for Districts 6 and 8, City Council supported our efforts to reduce the perceived and actual barriers to development in those districts by reducing fees and eliminating administrative hurdles to create a truly business friendly environment in Hudson.

Our focus on actively developing the targeted commercial Districts 6 and 8 is an acknowledgment that, while we support all potential economic activity in Districts 5 through 10, it is imperative that we do it in such a way as to maintain the highly appealing quality of life for the City of Hudson. Regulations that have been eased in Districts 6 and 8 to encourage

development remain in place, and because they are fully supported we rely on their effectiveness to achieve this second goal of the strategic plan.

2013 saw progress toward the third goal of ensuring the City's infrastructure meets the needs of target industries. Proposals were finalized to improve the intersection of Norton and Darrow Roads; the Department has been working with the City of Stow in an effort to obtain funding from the Ohio Department of Transportation and Department of Jobs and Commerce for improvements to reduce bottlenecking on Seasons Road; and sanitary sewers will be run from Patriot Parkway (Seasons Greene Eco-Industrial Park) to the Allen Road pump station to serve the anticipated development in that area.

Progress on the fourth goal of providing adequate resources to the Economic Development Department is ongoing. The Economic Growth Board has embraced its new role in strategic planning, and to that end was instrumental in creating a comprehensive marketing strategy. Council approved funding for the first phase of the initiative. This first phase will develop the strategy, and we will then go back to Council for funding for implementation. The Board has also undertaken an incentive study to create an incentive program that is consistent, simple, and transparent. It also developed a study to show the financial advantage to Hudson at full build-out as well as a metrics study to measure improvements in pre-determined areas.

Education, training, and workforce development make up the fifth goal of the economic development strategic plan. In 2013 the Director was named Chairman of the Board of Summit Workforce Solutions, an organization committed to empowering the area's employers and workers through education, training and employment services. Relationships with area universities add to the ability of the Department to aid local businesses find the talent they need.

Economic Development Objective 2:

Create an environment to retain, encourage, and attract businesses to Hudson.

The three main outreach programs implemented by the Economic Development Department continued to see success and growth in 2013. The 2013 Business Appreciation Breakfast again highlighted the collaborative effort between the Department and the Hudson Area Chamber of Commerce. Another program that continued to receive a positive response from the business community was the Business Retention and Expansion Program. This program provides an opportunity for individual, local business owners and managers to talk face-to-face with the Director about their business and allows the Director to be even more responsive in resolving issues the business may be facing. New for the program in 2012 was the inclusion of retail businesses, an expansion that increased in 2013.

In 2013, work continued on creating what has become an indispensable tool in economic development. The Department's web site pages provide key information identified through a survey of site selectors and C-level executives including incentive information, demographic data, transportation options, available commercial properties, area maps, and other important community information. A quality website allows the City to have an immediate presence on the desk of any potential new business around the world, and offers local businesses access to information important to sustainability and growth. Opportunities for further improvements have been identified as part of the marketing strategy.

The groundwork was laid in 2011 for the City's comprehensive marketing strategy. City Council's approval of a three-year marketing budget for the Department underscored the importance placed by City leaders on the new branding effort. With the help of the volunteer Hudson Economic Growth Board, an initial strategy was developed and submitted to City Council. In 2012, Atlas Advertising was chosen as the most qualified firm to help us create this strategy. Starting in the fourth quarter of 2012 and continuing throughout 2013, Atlas conducted research to determine how Hudson is perceived in the marketplace. Using that information, Atlas helped formalize the strategy and have it ready for implementation in 2014.

The Director maintained memberships in many regional and statewide economic development organizations such as the Northeast Ohio Trade and Economic Consortium (NEOTEC) and the Ohio Economic Development Association (OEDA), and the Marketing Committee of NEOTEC. In addition, the City continues to work in partnership with other economic development agencies such as TeamNEO/JobsOhio, the Greater Akron Chamber of Commerce, the Development Finance Authority of Summit County (formerly the Summit County Port Authority), and the State of Ohio's Department of Development Services. These relationships continue to provide opportunities to collaborate on new attraction projects as well as provide services to existing businesses.

Economic Development Objective 3:

Relieve the property tax burden and create balanced revenue sources

As previous growth management reports have pointed out, the 2004 Comprehensive Plan outlined two strategies toward implementing this third objective. The first relates to expanding the amount of land available for commercial development. The second relates to diversifying the revenue stream for the city by increasing revenue from income tax and commercial property tax.

While increasing commercial acreage in Hudson is neither possible nor desirable for the community, the Economic Development Department continues to make available acreage accessible to site selectors and developers. As part of the marketing strategy, late in 2013, we began to host our own Available Property Database on the City's site.

Efforts to diversify the revenue stream are ongoing, and the department continues its work to attract new businesses to the City and help existing businesses add to their workforce.

Economic Development Objective 4:

Promote the economic, social, and cultural strength of the downtown.

The Economic Development Department continues to work closely with organizations such as Destination Hudson and the Merchants of Hudson on ways to drive people to Hudson. The Visitor Center enjoyed a good year in 2013, and ideas to improve it are being considered. Events sponsored by the Merchants continue to be well attended.

The Taste of Hudson sustained its run in 2013 as the most successful event in promoting Hudson's downtown as a destination in the region. The Director contributed to that success again in 2013 by continuing to serve on its Board of Directors.

Economic Development Objective 5:

Improve the City's infrastructure and transportation network to accommodate future economic development.

Following the completion of water lines on Seasons Road, sanitary sewer lines to the proposed JEDZ, and the construction of a sanitary sewer pump station, electric lines to the area followed. Also in 2013, construction was completed on Patriot Parkway into the Seasons Greene Eco-Industrial Park. These improvements will provide necessary services for the future development of the Seasons Road corridor and commerce zone. Additionally, Hudson Public Power continues to serve as a valuable asset in attracting new businesses to Hudson with its low utility rates and excellent service.

F. Employment

Estimated employment, as provided by the Regional Income Tax Authority, is found in Table 9 below:

Table 9 - Estimated Number of Employees in Hudson		
<u>Year</u>	<u>Estimated Employees</u>	<u>Net Change</u>
1995	10,100	
1996	10,800	6.9%
1997	11,800	9.2%
1998	12,100	2.5%
1999	12,600	4.1%
2000	13,100	4.0%
2001	13,900	6.1%
2002	14,400	3.6%
2003	14,176	(1.5%)
2004	14,642	3.3%
2005	14,430	(1.4%)
2006	15,230	5.54%
2007	15,128	(0.7%)
2008	15,316	0.01%
2009	13,588	(11.28%)
2010	12,637	(7.0%)
2011	13,089	3.6%
2012	13,540	3.4%
2013	12,974	(4.2%)

In addition to the direct measure of employment, the addition (or removal) of building space is an indicator of employment change as those buildings are occupied. Therefore, this report tracks new construction projects and demolitions of commercial space.

The following new buildings and additions for commercial, office and industrial projects were approved, began construction, or were completed in 2013 (See Table 10).

Approved Project	Business	Address	Existing Square Feet	New Building/Addition Approved Square Feet	New Building/Addition Completed Square Feet
Conrad's Tire	Auto repair and maintenance	Norton Road	0	6,490 building	0
*D & S Landscaping	Landscaping	1260 Hudson Gate Drive	8208	6,000 addition	0
Hudson Station Phase 2	Retail	Atterbury Blvd.	0	6,000 building	0
*Industrial System Erectors	Industrial	1300 Hudson Gate Drive	12,000	3,000 addition	0
KGK Gardening and Design	Office	1975 Norton Road	0	3,000 building	0
		Total Square Footage	20,208	24,490	0

*Businesses occupying existing buildings

The following new building and additions for 2013/ public / institutional / other projects were approved, began construction, or were completed in 2013 (See Table 11).

Table 11 - Public, Institutional and Other Projects				
Project	Business	Address	Approved Square Feet	Completed Square Feet
Gables of Hudson	Assisted Living Facility	5416 Darrow Road	86,540	86,540
Heritage of Hudson Phase II	Skilled Nursing	1212 Barlow Road	15,460 addition	0
Seton Catholic School	School Gymnasium	6923 Stow Road	17,000	0
		Total Square Feet	119,000	86,540

The following businesses occupied existing space during 2012 – 2013 (See Table 12).

Table 12 – Change of Use Within Existing Buildings			
Project	Business	Address	Square Feet
Ameriprise Financial	Office	1315 Corporate Drive	3,242
Crystal Clinic Orthopaedic Center	Medical Office	1310 Corporate Drive	9,240
Fine Reflections Salon	Retail	5834 Darrow Road	1,800
Green Roots Collection	Retail	51 S. Main Street, Ste. 4	1,050
Hudson Photo Arts	Retail	72 N. Main Street	675
I Boutique	Retail	5833 Darrow Road	1,700
Interiors Inc. of Hudson	Retail	234 N. Main Street	600
International Precision Casting Systems	Industrial	1570 Terex Road	51,380
Johnny's Diner	Restaurant	180 W. Streetsboro Street, Ste. 8	1,848
Keller Vision Center	Retail	130 W. Streetsboro Street, Ste. 6	2,100
Legacy Builders	Showroom	5751 Darrow Road	3,180
Life Needs Art / Bellabor Art Jewelry	Retail	220 N. Main Street	252
MOD Matter of Design	Retail	95 First Street	1,500
Outfitters, Inc.	Retail	513 Main Street	1,100
Peachtree Restaurant	Restaurant	200 N. Main Street	4,500
Peet's Coffee & Tea	Restaurant	34 Park Lane	1,388
Perfectly Polished	Retail	25 Milford Drive, Ste. 2	800
Russell Realty	Office	72 N. Main Street, Ste. 3	900
Soul Qi Place	Retail	30 Ravenna Street	1,500
Strike Force Baseball Academy	Sports Academy	793 Seasons Road	13,000
The Berry Company, LLC	Office	571 Boston Mills Road	9,728
The Fireland Title Group	Office	85 S. Main Street, Ste. G	2,200
The Red Twig	Retail	5245 Darrow Road, Ste. 1	1,200
University Hospitals/Rainbow Babies	Medical Office	5603 Darrow Road, Ste. 200	4,900
Wolters Klower Health	Office	5700 Darrow Road, Ste. 101	5,676

G. Other Quality of Life/Community Capacity Indicators

1. Hudson City Schools Enrollment data for 1982-2013

School enrollment for 2013 was 4,681, a decrease of 84 students, or -1.67%, from the previous year (see Table 13). The largest enrollment class of 415 or more pupils is grade 10.

Table 13 - School Enrollment		
<u>School Year</u>	<u>School Enrollment</u>	<u>Percent Change</u>
1992-93	4,762	5.75
1993-94	5,002	5.04
1994-95	5,214	4.24
1995-96	5,401	3.59
1996-97	5,468	1.24
1997-98	5,449	(0.35)
1998-99	5,506	1.01
1999-00	5,502	0.00
2000-01	5,504	0.00
2001-02	5,591	1.58
2002-03	5,602	0.20
2003-04	5,601	(0.02)
2004-05	5,510	(1.62)
2005-06	5,423	(1.58)
2006-07	5,343	(1.48)
2007-08	5,184	(2.98)
2008-09	5,112	(1.39)
2009-10	4,978	(2.62)
2010-11	4,987	0.18
2011-12	4,883	(2.09)
2012-13	4,765	(2.42)
2013-14	4,681	(1.67)

See Appendix “2” for the complete Hudson Schools Enrollment Data for 1983-2013.

The Hudson City School District Administration is projecting a decrease in enrollment for the school year of 2014-2015 and a continued trend of decreasing enrollment in the next ten (10) years, ranging between an annual decline of 0.02% and 1.57%.

2. Vehicle Registrations

Table 14 - Vehicle Registrations		
<u>Year</u>	<u>No. of Vehicles</u>	<u>Percent of Change</u>
1995	20,487	+0.8
1996	20,847	+1.8
1997	20,975	+0.6
1998	21,239	+1.3
1999	22,337	+5.2
2000	22,733	+1.8
2001	23,013	+1.2
2002	24,073	+4.6
2003	24,088	+0.06
2004	23,593	- 2.05
2005	22,555	-4.4
2006	23,726	+5.2
2007	23,600	-0.5
2008	23,596	0.0
2009	23,440	-0.7
2010	24,205	+3.3%
2011	23,799	-1.7
2012	23,902	+0.04
2013	24,180	+1.2%

IV. Summary Findings

The information of this report is summarized below to address the question: How closely is the City of Hudson in conformance with the Growth Management policies of the Comprehensive Plan?

A. **Close Conformance with Comprehensive Plan**

Amount and Rate of Residential Development - The average annual population increase of 0.46% since the 2010 Census Bureau Count is less than the recommended range of 1% to 1.5% per year. Despite the addition of 337 dwelling units in the last ten years, the population has decreased by 379.

School Enrollment – Enrollment in the Hudson public schools for 2013 decreased 1.67% for the year. School enrollment 2003-2013 is down 16.4% over the ten (10) year period.

Location of Residential Development – No subdivisions or added phases were approved in 2013. Subdivisions and new phases approved in recent years all utilized connections to existing public utilities. Zoning certificates for eleven dwellings were issued in 2013. Only twenty-eight (28) vacant lots with priority status (developed prior to 1996) remain unbuilt and six (6) of those possess Growth Management Allotments.

Employment – As estimated by the Regional Income Tax Agency, employment in Hudson is

down by 4.2% from 2012 to 12,974 employees due in large part to the loss of Windstream. Construction was completed on the WBC office and warehouse bringing 118 new employees to Hudson. The recent additions of the Heritage of Hudson, Gables of Hudson, and an addition for skilled nursing at the Laurel Lake Retirement Center are bringing many employees to care for our citizens.

Economic Development and Future Tax Base – Construction was completed for the Seasons Road interchange on Route 8 and major improvements will facilitate business construction along Seasons Road. Seasons Road has been widened and upgraded, and sanitary sewer lines extended east of Route 8. This infrastructure complements recent City investment in water main extension and a new electrical substation. The City is joining with the cities of Cuyahoga Falls and Stow to jointly fund recent and planned infrastructure, consolidate zoning development codes and tax incentives. Within this 250 acre Western Reserve Joint Economic District at the new interchange, income tax sharing will occur. The City adopted a streamlined development process creating a fast-track program for development, assuring a fair fee structure and predictable process in Zoning Districts 6 and 8, the areas of the City with the greatest opportunity for growth.

B. Mixed Conformance to the Comprehensive Plan

Tax Revenue – Income tax revenue increased 5.9% in 2013 compared to the previous year and General Fund revenues were 8.59% lower than those of 2012. Property tax revenue decreased 1.15%.

Total revenues are projected to increase 0.3% for 2015 from 2014 and increase 1.3% between 2015 and 2016. Consequently, municipal expenses and disbursements are budgeted to increase and a healthy planned carryover balance to revenues of 43% in 2014 is projected to decline to a carryover balance of 36% in 2018.

C. Need for Conformance with the Comprehensive Plan

Infrastructure and Community Facility Capacity – Funds budgeted for the Five Year Financial Plan capital investment increased to \$27.6 million budgeted for the period beginning 2014, up from \$25.4 million in the 2013 Five Year Financial Plan, \$17.1 million in the 2012 Plan and \$18.6 million in 2010. The present increase is to address road and sidewalk needs. Progress has been made as portrayed in Section III, C - Infrastructure Progress (pages 16-21 of this Annual Report), but infrastructure needs continue for key priorities of the Comprehensive Plan identified as traffic, water, sewer and storm water systems, park development, and public service delivery. Projects identified by the “Long Range Action Plan” for storm water and sanitary sewer to address deficiencies of flooding damage to property and the environment are being constructed. Stormwater and sanitary sewer improvements are addressing elimination of inflow and infiltration of stormwater into the sanitary sewer system.

Property Tax Burden – Commercial real estate valuation remained stable from 2013 at \$103 million representing 12.46% of total property tax valuation. Residential valuation represents 86.91%, primarily due to the loss of personal property tax which ten years ago represented 8% of total assessed valuation of Hudson.

V. Recommendation

A. Annual Allotments for 2014-2015

The Growth Management System adopted in 1996 slowed the pace of development from a population growth of 3.8% annualized between 1990-1995 to 1.5% annualized between 1997 and 2002. For the most recent five year period 2008-2013, the City of Hudson has seen average annual decline of 0.68%. With the pace of new dwelling construction under 5.0% for the past ten (10) years, there has not been residential growth placing new demand on capital infrastructure and operating needs of the City. The inventory of platted but unbuilt subdivision lots was 394 lots in 1996 and at the close of 2013 was 150 lots of which 114 lots possess Growth Management Allocations.

The rate of development and population growth prior to Growth Management burdened the community with extensive needs for capital and public service improvements, while at the same time diminishing the financial capacity of the community to fund needed improvements. Many documented infrastructure needs have been appropriately addressed. Although there are signs of stabilization, due to recent economic times, the City's revenues by all indications will continue to be stressed, unless there is a significant economic upturn locally and regionally.

Based upon the information and findings of this report, given the past ten year history of slow or declining growth and given that during the same period improvements have been made to the City's infrastructure, I recommend the Planning Commission, and ultimately Council, increase the number of Residential Allotments to one hundred twenty five (125) dwelling units to meet the expected needs of development for 2014-2015 (August 1, 2014 – July 31, 2015).

B. Procedural and Substantive Changes

In addition to the recommendation of the Annual Growth Management Allocations, this report is to include proposals for procedural or substantive changes to improve the administration and operation of the Growth Management procedures (1211.07(a)(1)). Many rule changes have been adopted since the initial procedure of Growth Management. Most changes have been adjustments to allow securing allotments easier within the annual allocation cap of allotments set by Council. No further changes are proposed at this time. An update to the 2004 Comprehensive Plan will be initiated in 2014 which may result in recommendations to change the Growth Management System.

APPENDIX 1

2004 Comprehensive Plan Growth Management Objectives

Platted Subdivisions with Vacant Lots

History of Houses Built On Residential Lots Outside A Platted Subdivision

**Growth Management Objective 1:
Limit residential growth.**

The primary objective of growth management in Hudson is to limit population growth. This can be done through limiting new housing construction and development to maintain a stable population growth rate.

The purpose of limiting residential development and slowing population growth in Hudson is to maintain the small town appeal of the community and to prevent the school system and City infrastructure from overtaxing capacities and adequacies.

Strategy 1 A:

Limit the number of residential permits to moderate the pace of population growth to no more than 1.0 percent to 1.5 percent annually.

In an effort to limit new residential development the City should continue to limit the number of residential permits. This will be an effective tool to moderate residential growth and continue to allow the City to build and expand infrastructure to correct deficiencies from growth before the 1995 Plan. It will also provide for predictable and reasonable growth in the future.

Priority: A

Time Frame: Immediate and Ongoing

General Responsibility: City

Strategy 1 B:

Investigate the use of impact fees for new residential development, targeting revenue for the Hudson School District.

The cost of servicing new residential development exceeds the potential revenue from increased property taxes. The use of impact fees on new residential development should be studied to offset additional costs placed on city services. Further study should be given to the ability and legality of impact fees to offset the additional cost of new housing units and the burdens they place on the Hudson Schools. Impact fees should be studied to determine whether they could be used as deemed necessary to meet the increased demand for City services. The use of impact fees is intended to strengthen, not diminish, the current growth management system.

Priority: A

*Time Frame: Immediate**

General Responsibility: City

**Growth Management Objective 2:
Implement and create growth management controls.**

The City has in place a variety of additional growth controls within existing code and regulations. The City could add more restrictive zoning, impact fees or controls to the expansion of the City's utilities and infrastructure to limit new development. By using these control measures, the City aims to maintain a slower rate of growth and an economically feasible and predictable investment in City services.

Strategy 2 A:

Maintain an overall population buildout target of 28,000 for the City.

Based on the residential forecast, Hudson is at 81 percent of build-out of its eventual population of approximately 28,000 persons. Based on an employment forecast, Hudson is at 44 percent of its potential workforce total, assuming full commercial build-out of 33,600 persons. The City's revenue in 2002 was based on the residential and agricultural property tax valuation of \$593,502,420. Property tax valuation of non-residential commercial property, public utilities and personal tangible property totaled \$157,275,649. Hudson will assume an overall population buildout target of approximately 28,000. It should balance the City's revenues above based on the buildout projections with a land use pattern serving the projected population.

Priority: B

Time Frame: Ongoing

General Responsibility: City

Strategy 2 B:

Moderate the pace of development with the City's ability to bring revenue sources (mainly jobs/income tax) into balance with population growth.

The pace and amount of residential development directly affect the City's ability to provide needed services and facilities. Hudson should moderate development in an effort to create a fiscally stable community. At a one percent annual growth rate Hudson could expect buildout of vacant residential land in 15 to 20 years. If growth rates returned to pre-growth control levels, residential build-out could occur in as little as five years. These scenarios should be examined when considering the City revenues in the future.

Priority: A

Time Frame: Short Term

General Responsibility: City

Growth Management Objective 3:

Coordinate land use patterns and City infrastructure with the rate of growth.

As the Hudson population continues to grow, additional land will be consumed with development placing a demand on the City's infrastructure and services. New growth should be organized in a compact land use pattern that is compatible with and enhances the existing land use pattern and infrastructure.

Strategy 3 A:

Coordinate with other governmental bodies and service providers (e.g. school district, water utilities, and park board) to ensure consistency with overall growth management policies.

The City should cooperate with other governmental bodies on growth issues to guarantee new development will be adequately served by the City's utilities and services.

Priority: B

Time Frame: Ongoing

General Responsibility: City, Hudson School District

PLATTED SUBDIVISIONS WITH VACANT LOTS - MARCH 1, 2014

SUBDIVISION	# OF LOTS PLATTED OR DWELLINGS	# OF REMAINING VACANT LOTS	# OF VACANT LOTS WITH ALLOCATIONS	SUBLOT (S) NUMBERS REQUESTED	DATE OF ALLOCATION EXPIRATION	# OF LOTS REQUIRING ALLOCA- TIONS
PRIORITY DEVELOPMENT						
Aaron Norton S/L 2	55	1	0	0	N/A	1
Bridgewater S/L 18	109	1	0	N/A	N/A	1
Canterbury-on-the- Lakes, Phases 1-6 S/L's 11, 12, 106, 107, 108, 109, 110, 121, 152, 154, 155, 158, 160, 161, 162, 171	192	16	1	152	3-14	11
			4	160, 161, 163, 171	3-15	
Canterbury Place S/L 18	50	1	0	N/A	N/A	1
Chamberlin Place S/L 9	13	1	0	N/A	N/A	1
Deer Hollow S/L 13	22	1	0	N/A	N/A	1
Ken Dale S/L 8	1	1	0	N/A	N/A	1
St. Andrews Commons S/L 46	71	1	0	N/A	N/A	1
Stonebridge of Hudson S/L 30	33	1	0	N/A	N/A	1
Towbridge S/L 78	87	1	0	N/A	N/A	1
Waterford Farms S/L's 6, 7	10	2	1	6	3-15	1
Williamsburg Colony S/L 42	79	1	0	42	N/A	1
SUB-TOTAL	722	28	6	N/A	N/A	22

GENERAL DEVELOPMENT						
SUBDIVISION	# OF LOTS PLATTED	# OF REMAINING VACANT LOTS	# OF VACANT LOTS WITH ALLOCATIONS	SUBLOT (S) NUMBERS REQUESTED	DATE OF ALLOCATION EXPIRATION	# OF LOTS REQUIRING ALLOCATIONS
Fossalto Acres S/L's 1, 2, 3, 4	4	3	3	1, 2, 3, 4	8-13	0
Estates at Canterbury Lakes S/L's 15, 19, 21	22	3	3	15, 19, 21	3-16	0
Nottingham Gate IV S/L's 7, 13, 23, 24, 25, 26, 27, 28	28	8	8	7, 13, 23, 24, 25, 26, 27, 28	3-15	0
Stonecreek Reserve S/L's 1, 2, 3, 7, 8, 11	25	6	6	1, 2, 3, 7, 8, 11	8-14	0
Trails of Hudson	172	89	88	Various Units	N/A	1
Village West III S/L's 98	23	1	0	0	N/A	1
Woodland Estates S/L's 1, 3, 9, 10, 11, 12, 13, 14, 15, 16, 17, 19	19	12	0	0	N/A	12
SUB-TOTAL	293	122	108	N/A	N/A	14
Total Priority and General Development	1015	150	114	N/A	N/A	36

HISTORY OF HOUSES BUILT ON RESIDENTIAL LOTS OUTSIDE A PLATTED SUBDIVISION

2013	$2(\text{rebuilt})+1(\text{exempt})=3$
2012	3
2011	2
2010	3
2009	0
2008	1
2007	$1(\text{rebuilt})+1=2$
2006	$2(\text{rebuilt})+1=3$
2005	4
2004	1
2003	8
2002	$1(\text{rebuilt})+3=4$
2001	2
2000	7
1999	3
1998	5
1997	3
1996	4

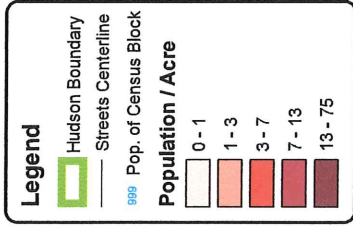
APPENDIX 2

Hudson Schools Enrollment Data, 1986-2013

2010 Census Data Showing Population Density

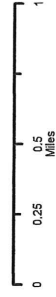
Hudson Schools																												
Enrollment Data																												
Revised Data 3/2013																												
	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Pre School	0	0	0	10	13	9	12	22	44	42	50	47	43	41	43	66	67	59	55	62	85	64	73	74	89	86	77	63
Kindergarten	232	263	265	282	347	345	332	402	376	388	385	388	350	370	346	333	358	353	323	312	275	290	292	256	260	292	240	258
Grade 1	268	271	292	282	346	388	376	360	439	426	415	408	419	390	378	386	357	382	365	347	350	309	313	314	313	272	325	259
Grade 2	263	274	285	316	304	362	413	398	391	435	428	410	399	417	393	398	378	362	382	372	361	350	315	329	329	322	280	343
Grade 3	244	287	298	312	341	336	368	421	411	418	444	429	419	407	426	403	398	397	365	381	385	370	368	321	326	332	325	287
Grade 4	278	277	310	320	350	360	366	395	447	432	428	437	444	436	423	443	428	414	414	368	388	392	368	375	376	347	344	344
Grade 5	236	285	290	337	344	374	389	381	416	458	449	425	451	450	445	436	460	448	429	440	381	395	390	371	370	369	346	345
	1,521	1,657	1,740	1,859	2,045	2,174	2,256	2,379	2,524	2,599	2,599	2,544	2,525	2,511	2,454	2,465	2,446	2,415	2,333	2,282	2,225	2,170	2,119	2,040	2,063	2,020	1,937	1,899
Grade 6	234	253	299	314	363	374	415	402	387	436	465	439	429	451	445	466	443	469	461	430	447	386	407	392	393	373	377	357
Grade 7	300	250	261	308	339	392	379	426	415	404	434	460	458	426	452	451	483	455	474	460	428	442	396	404	405	414	376	374
Grade 8	289	298	262	275	345	346	408	388	442	417	408	440	454	470	440	460	463	483	446	465	461	426	435	394	391	409	413	390
	823	801	822	897	1,047	1,112	1,202	1,216	1,244	1,257	1,307	1,339	1,341	1,347	1,337	1,377	1,389	1,407	1,381	1,355	1,336	1,254	1,238	1,190	1,189	1,196	1,166	1,121
Grade 9	263	286	284	267	260	339	351	373	371	431	407	392	428	454	467	452	438	453	487	436	454	425	422	412	412	383	406	411
Grade 10	331	269	283	296	267	270	353	362	381	369	409	383	391	407	452	454	434	439	431	458	447	457	431	422	418	410	388	415
Grade 11	341	331	263	295	301	287	287	365	349	392	362	425	389	389	402	431	465	432	447	447	447	449	473	457	435	431	419	407
Grade 12	301	338	335	271	306	309	296	289	339	349	378	358	427	388	386	407	427	455	419	431	419	419	412	443	458	426	433	409
	1,236	1,224	1,165	1,129	1,134	1,205	1,287	1,389	1,440	1,541	1,556	1,558	1,635	1,638	1,707	1,744	1,764	1,779	1,784	1,772	1,767	1,750	1,738	1,734	1,723	1,650	1,646	1,642
Out of District and Ungraded	9	9	9	12	10	11	17	18	4	4	6	8	5	6	5	5	3		12	14	15	10	17	14	12	17	16	19
District Total	3,589	3,691	3,736	3,897	4,236	4,502	4,762	5,002	5,212	5,401	5,468	5,449	5,506	5,502	5,503	5,591	5,602	5,601	5,510	5,423	5,343	5,184	5,112	4,978	4,987	4,883	4,765	4,681
Total Chg.	#REF!	102	45	161	339	266	260	240	210	189	67	(19)	57	(4)	1	88	11	(1)	(91)	(87)	(80)	(159)	(72)	(134)	9	(104)	(118)	(84)
% Chg.	2.84%	1.22%	4.31%	8.70%	6.28%	5.78%	5.04%	4.20%	3.63%	1.24%	-0.35%	1.05%	-0.07%	0.02%	1.60%	0.20%	-0.02%	-1.62%	-1.58%	-1.48%	-2.98%	-1.39%	-2.62%	0.18%	-2.09%	-2.42%	-1.67%	

City of Hudson 2010 Census Blocks Showing Population Density



Map Compiled: 2-22-2012

Population figures used to generate this map are based upon 2010 Census Data obtained from the U.S. Census Bureau. The ranges were calculated by dividing the total population of each Census Block by the total area of the corresponding Census Block.

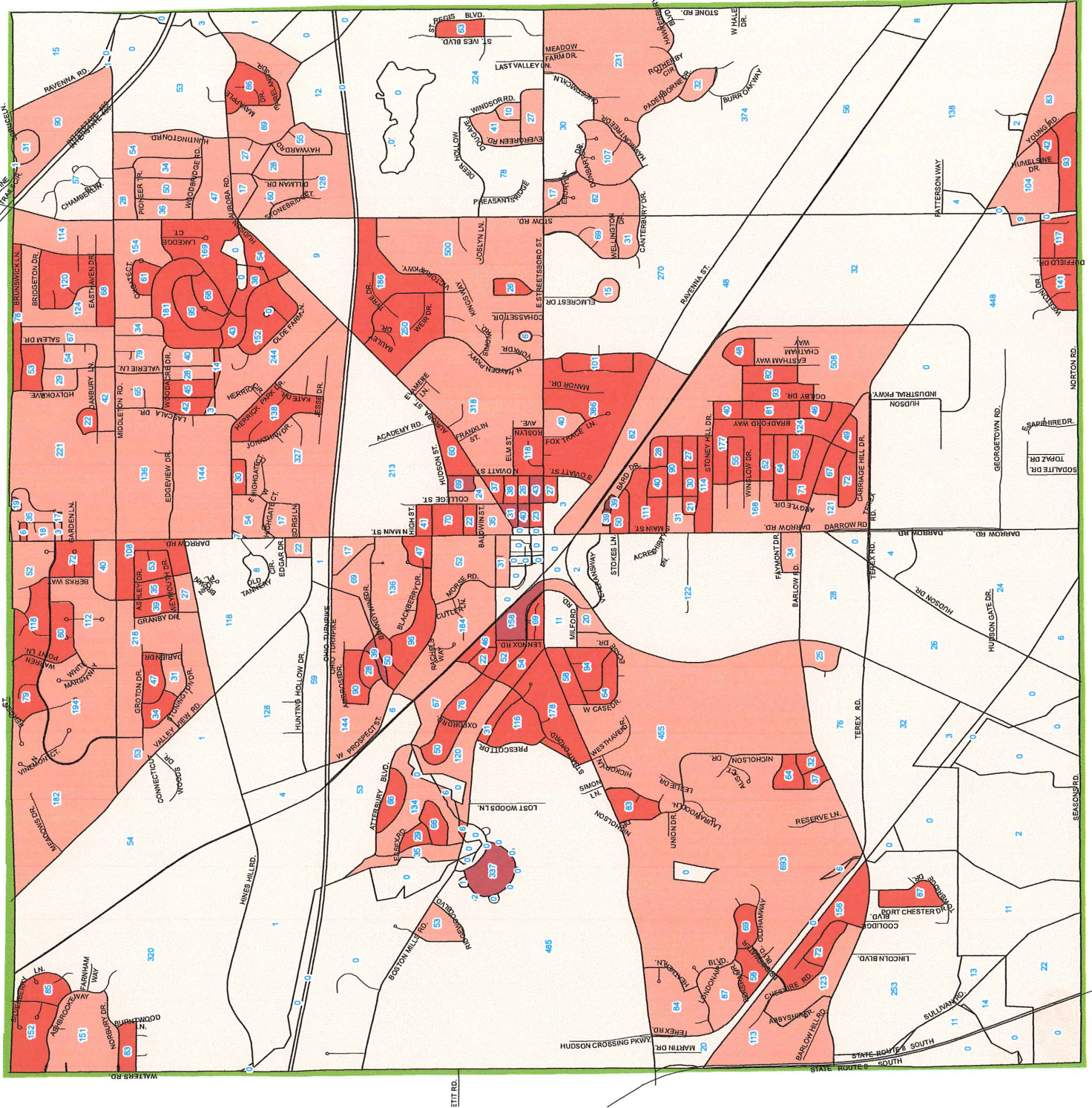


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For more information regarding this map please feel free to contact Town Hall at:
27 East Main Street
Hudson, Ohio 44236
Phone: 330-650-1799



APPENDIX 3

City of Hudson Assessed Valuation Trends – 10 Year History

<u>CATEGORY</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Residential	\$638,079,890	\$657,992,180	\$665,698,010	\$724,636,950	\$728,604,910	\$733,265,930	\$765,242,560	\$766,728,680	\$719,386,060	\$719,393,860	\$723,752,880
Commercial	\$91,136,880	\$92,413,380	\$95,212,500	\$107,078,590	\$115,489,380	\$109,065,280	\$115,268,640	\$112,251,710	\$101,904,790	\$103,229,410	\$103,764,000
Utility	\$15,127,670	\$14,221,560	\$13,966,120	\$11,645,420	\$10,698,520	\$4,422,300	\$4,418,100	\$4,223,140	\$4,530,070	\$4,852,330	\$5,229,730
Personal	\$38,556,195	\$48,164,887	\$47,072,272	\$33,107,850	\$23,003,999	\$16,238,528	\$2,620,691	\$1,334,545	\$0	\$0	\$0
Total	\$822,900,635	\$812,792,007	\$821,948,902	\$876,468,810	\$877,796,809	\$862,992,038	\$887,549,991	\$884,538,075	\$825,820,920	\$827,475,600	\$832,746,610

<u>CATEGORY</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Residential	10.88%	-0.01%	1.17%	8.85%	0.55%	0.64%	4.36%	0.19%	-6.17%	0.00%	0.61%
Commercial	10.67%	1.40%	3.03%	12.46%	7.85%	-5.56%	5.69%	-2.62%	-9.22%	1.30%	0.52%
Utility	4.70%	-5.99%	-1.80%	-16.62%	-8.13%	-58.66%	-0.09%	-4.41%	7.27%	7.11%	7.78%
Personal	-3.18%	-17.75%	-2.27%	-29.67%	-30.52%	-29.41%	-83.86%	-49.08%	-100.00%	0.00%	0.00%
Total	9.61%	-1.23%	1.13%	6.63%	0.15%	-1.69%	2.85%	-0.34%	-6.64%	0.20%	0.64%

[illegible]

APPENDIX 4

General Fund Balance, 2011-2014, Approved 2014 Budget

Capital Fund Disbursement History, 2007-2013

**City of Hudson
2014 Budget**

Fund/Category	12 Month Actual		2013		2014
	2011	2012	Original	Actual	Budget
<u>General Fund (101)</u>					
BEGINNING BALANCE, JANUARY 1	\$10,954,237	\$9,589,637	\$10,698,061	\$11,099,628	\$10,933,987
<u>Revenue:</u>					
Income Tax Receipts	\$13,085,140	\$12,845,440	\$13,071,096	\$13,703,309	\$14,114,408
Property Tax (Real and Personal)	2,802,411	2,632,544	2,601,935	2,652,366	2,652,187
Interest on Investments	566,428	367,913	305,000	263,983	197,451
Estate Tax	1,836,274	1,712,647	800,000	1,464,763	313,986
Local Government	788,025	551,804	440,000	423,243	425,000
KWH Tax	737,424	733,461	741,000	720,914	735,000
Zoning & Building Permits, Rent	88,132	106,593	90,000	94,596	90,000
Fines & Forfeitures	55,051	52,365	55,000	65,633	60,000
State/County Permits, Misc Grants	130,564	62,932	65,000	73,572	65,000
Miscellaneous	84,341	206,464	30,000	169,202	30,000
Total Revenue	\$20,173,790	\$19,272,163	\$18,199,031	\$19,631,581	\$18,683,032
<u>Advances In/Admin Charges:</u>					
Water (501) - Admin Charge	\$114,376	\$116,664	\$118,997	\$118,997	\$121,377
Wastewater (502) - Admin Charge	143,966	148,285	152,734	152,734	155,789
Cable TV (206) - Advance In	0	5,000	15,000	15,000	30,000
YDC Capital Fund (490) - Advance In	0	2,250,000	0	0	0
Cemetery (203) - Advance In	0	20,000	20,000	20,000	10,000
Total Transfers/Advances-In	\$258,342	\$2,539,949	\$306,731	\$306,731	\$317,166
Total Revenue, Advances & Admin Charges	\$20,432,132	\$21,812,112	\$18,505,762	\$19,938,312	\$19,000,198
TOTAL AVAILABLE	\$31,386,369	\$31,401,749	\$29,203,823	\$31,037,940	\$29,934,185
<u>Department Expenditures:</u>					
Police	\$3,958,441	\$4,075,151	\$4,314,599	\$3,949,115	\$4,434,407
County Health District	300,967	301,462	305,319	305,328	305,339
Community Development	963,961	915,745	972,712	808,375	940,210
Street Trees and ROW	418,655	378,990	361,142	330,801	415,560
RITA Retainer	390,855	391,106	392,133	415,988	423,432
Mayor & Council	158,271	176,185	156,935	153,823	210,181
City Solicitor	317,646	331,435	309,663	252,681	309,879
Administration	1,141,440	1,146,687	871,246	1,307,927	1,082,102
Finance	815,173	863,498	920,467	878,141	922,385
Engineering	1,162,780	1,088,669	1,228,992	1,158,293	1,201,307
Public Properties	892,194	751,674	992,777	754,963	965,905
YDC Maintenance	307,897	180,853	0	0	0
Public Works Administration	542,165	561,469	549,635	548,217	609,761
Total Department Expenditures	\$11,370,445	\$11,162,924	\$11,375,620	\$10,863,652	\$11,820,468

**City of Hudson
2014 Budget**

Fund/Category	12 Month Actual		2013		2014
	2011	2012	Original	Actual	Budget
<u>General Fund, 101</u>					
<u>Transfers/Advances Out:</u>					
Transfer Atterbury Blvd. Fund (476)	25,752	0	0	0	0
Golf Course Fund (505)	135,000	75,000	80,000	50,000	20,000
Cable TV (206)	0	75,000	0	0	0
Street Maint.& Repair (201)	1,680,000	1,700,000	1,700,000	1,917,000	1,900,000
Economic Development Fund (225)	369,600	485,000	365,700	365,700	229,000
General Obligation Bonds (301)	749,999	947,897	1,240,996	1,080,996	1,743,814
Downtown TIF Fund (321)	372,100	514,300	363,500	523,500	355,775
Street/Sidewalk Construction (430)	1,625,000	2,300,000	1,595,000	2,005,000	1,260,000
Seasons Rd Interchange Fund (475)	19,836	0	0	0	0
YDC Fund (490)	2,299,000	142,000	0	0	700,000
Wastewater Fund (502)	1,725,000	1,775,000	1,650,000	1,650,000	1,500,000
Storm Water Utility (504)	1,425,000	1,125,000	1,200,000	1,200,000	1,300,000
Total Transfers/Advances	\$10,426,287	\$9,139,197	\$8,195,196	\$8,792,196	\$9,008,589
Total Disbursements	\$21,796,732	\$20,302,121	\$19,570,816	\$19,655,848	\$20,829,057
REVENUE LESS DISBURSEMENTS	(\$1,364,600)	\$1,509,991	(\$1,065,054)	\$282,464	(\$1,828,859)
Encumbrances	\$621,959	\$401,567	\$0	\$448,105	\$0
ENDING BALANCE, DECEMBER 31	\$9,589,637	\$11,099,628	\$9,633,007	\$10,933,987	\$9,105,128

ENDING BALANCE - % OF EXPENSES **44.0%** **54.7%** **49.2%** **55.6%** **43.7%**

TARGET ENDING BALANCE IS 40%

NOTE:

For 2013, of the \$10.9 million in General Fund Total Department Expenditures, approx. \$7.0 million (65%) were personnel costs. Direct Expenditures do not include transfers or advances to other funds. Personnel costs include gross wages, employer match for medicare and retirement, health insurance, worker's compensation and any taxable uniform or vehicle allowance.

**CITY OF HUDSON
CAPITAL FUND DISBURSEMENT HISTORY**

FUND	2007	2008	2009	2010	2011	2012	2013
Permissive Capital Use (401)	\$110,000	\$257,967	\$272,033	\$245,000	\$245,000	\$255,000	\$255,000
Golf Construction (415)	1,122	0	0	0	0	0	0
Park Construction (416)	0	0	0	0	0	0	0
Street Sidewalk Constr (430)	4,397,134	4,096,949	2,967,116	1,618,042	1,699,555	2,537,845	3,890,338
Storm Sewer Improve. (431)	582,675	288,834	331,862	356,077	274,788	403,624	13,423
City Acquisit. & Construct. (440)	10,409	197,781	0	0	0	0	0
Road Reconstruction (445)	0	0	0	0	0	0	577,727
Water Capital - Debt (450)	547,058	1,049,477	42,087	0	0	274,159	0
Industrial Dist. Water Exp. (451)	0	0	0	0	0	0	0
Wastewater Capital (452)	376,766	597,049	320,890	148,925	181,734	607,744	212,439
Police Station Acquisition (456)	0	0	14,979	64,104	2,095	0	0
Executive Pkwy West (468)	0	0	0	0	0	0	0
Seasons/Norton Road (469)	0	0	0	0	0	0	0
Barlow Comm. Ctr Expansion (470)	0	0	0	0	0	0	0
Milford/Rt 91 Connector (471)	452	0	10,810	89,867	0	0	0
Seasons Road Interchange (475)	0	2,125,000	406,832	62,445	61,356	374,743	0
Atterbury Blvd. Reconstruct. (476)	0	0	36,432	1,793,896	1,875,790	208,641	72,040
Atterbury Bridge Replace. (477)	0	0	347,068	266,148	0	88,938	0
Fire Capital Replacement (480)	0	184,905	855,035	176,671	4,984	0	41,592
Youth Development Center (490)	0	0	6,956,739	138,000	69,000	2,470,479	1,320,249
Totals	\$6,025,616	\$8,797,962	\$12,561,883	\$4,959,175	\$4,414,302	\$7,221,173	\$6,382,808