



# **Growth Management Residential Development Allocation System**

**Annual Review Report  
March 27, 2015**

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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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**MEMORANDUM**

**DATE:** March 31, 2015

**TO:** Planning Commission Members

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

**FROM:** Jane Howington, 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 maintain the same number of growth management allotments as last year of 125 over the next allotment period of August 1, 2015 through July 31, 2016.

In making this recommendation I note the following:

- Sixteen zoning certificates for new single family detached dwellings and sixteen zoning certificates for single family townhouses for a total of 32 dwelling units were issued in 2014. The City has averaged 21 certificates per year over the last ten years and 21 per year over the last five years.
- Staff estimates that the following properties may apply for allotments in the next allotment period: 33 vacant lots, 80 renewals, and 53 for Phase II and 50 for Phase III of the Reserve at River Oaks totaling 216. The Reserve at River Oaks may be seeking an additional 80 allotments for Phases IV, V and VI through 2017.
- Staff notes that in the last ten years (2005 – 2014) Council has authorized 891 growth management allotments (not including allotments of special merit or for hardship) and 824 were issued, yet only 294 allotments were actually used for new dwellings (including 83 for Phase I of the Trails of Hudson), 33% of the number authorized.

- The estimated population has decreased 2.3% since 2010 and 3.1% since 2000.
- Based on the estimated population of 21,746 and using the maximum annual population growth rate range in the 2004 Comprehensive Plan of 1% to 1.5%, the annual population increase was contemplated to be between 217 and 326 persons. Dividing these figures by the average estimated household size of 2.9, the number of dwellings added per year would be between 75 and 112, compared to the recent average of 21. Using the aggressive growth rate of 0.3% derived from U.S. Census estimates, it would take over 50 years to achieve the 2004 forecast population of 28,000.
- School enrollment has declined by 15.23% over the last ten years; 7.8% in the last five years.
- Significant progress has been made toward improving deficiencies in the City's infrastructure.

Given the decreases 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. The Comprehensive Plan Update is expected to be adopted in 2015 which I expect will have recommendations concerning the Growth Management Allocation System and or this annual report.

*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, 2015 through July 31, 2016.

**II. Comprehensive Plan Goals and Policies**

The growth management goals and strategies in the 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 2004 Comprehensive Plan 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 2004 Comprehensive Plan are shown in Appendix 1.

Additionally, specific 2004 Comprehensive Plan 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 on page 11.

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. 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 within two years of the award date, the allotment expires and a new allotment must be obtained.

There were 113 allotments available for award in calendar year 2014 as determined by Council. In calendar year 2013 100 were available. In 2014 Council determined that 125 allotments could be awarded for the annual allotment period, 63 on August 1, 2014 and 62 on March 1, 2015. For the calendar year 2014 there were 113 allocations awarded, 50 on March 1, the second award of the 2013-14 allocation period, and 63 on August 1, the first award of the 2014-15 period.

Of the 113 allotments available in 2014, 69 allotments were awarded. 13 allotments were awarded on March 1, 2014, 3 allotments were awarded on August 1, 2014 and 53 unallocated

allotments were awarded after the award date of August 1, 2014 and before the deadline date for the second award date for a total of 69 allotments awarded. Allotments that were available but not used after the deadline date for the second award expire and are no longer available.

Staff notes that in the last ten years (2005 – 2014) Council has authorized 891 growth management allocations (not including allocations of special merit or for hardship) and 824 were issued, yet only 294 allocations were actually used for new dwellings (including 83 for Phase I of the Trails of Hudson and 16 for Hudson Station townhomes), 33% of the number authorized.

**Growth Management Allotments Granted by Council Per Period**

	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	Aug 14	Mar 15	
# of Allotments Awarded by Council	43	42	43	42	43	42	43	42	43	42	43	42	43	42	39	38	42	42	42	43	42	50	50	50	50	63	62
Carry over from the first semi-award period	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	7
Total # of Awards Available for Award Date	43	42	43	64	43	69	43	42	43	78	43	61	43	42	39	58	42	71	42	71	50	50	50	50	63	69	
Total # of Valid Allotments Requested for Award Date	43	54	21	25	16	46	46	42	7	40	24	52	48	50	19	36	12	81	14	23	108	80	48	13	3	43	
# 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	48	0	0	0	0	53	0	
Number of Hardships Awarded/Special Merit/Multi-Year Residential	0	0	0	0	0	4	0	0	0	0	0	0	0	8	1	0	1	0	0	30*	0	0	0	4**	0	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	19	0	13	0	1	15	0	0	0	0	0	0	0	0	0	0	0	0	0	
# of Allotments Requested and not filled	0	12	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	10	0	0	58	30	0	0	0	0	
# of Awards Available and Not Used	0	0	22	39	27	0	0	0	36	38	19	9	0	0	20	22	29	0	29	0	0	0	0	37	7	26	
Lottery Held	No	Yes	No	No	No	No	Yes	No	No	No	No	No	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	
# of Allocations Awarded	43	42	21	25	16	46	43	42	7	40	24	52	43	50	19	36	13	71	14	101	50	50	54	13	56	43	

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.

	<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>	<u>2014</u>
Zoning Certificates Issued	86	39	32	41	30*	15☼	19	2	11	11	42△	11☼	32
Single Family Detached	86	39	32	29	30*	15☼	19	2	11	11	42△	11☼	16
Single Family Attached	0	0	0	12	0	0	0	0	0	0	81	0	0
Town Homes	0	0	0	0	0	0	0	0	0	0	0	0	16
Two-Family	0	0	0	0	0	0	0	0	0	0	2	0	0
Multi-Family	0	0	0	0	0	0	0	0	0	0	0	0	0
Growth Management Allotments Awarded by City Council for the Year	88	85	85	85	85	85	85	81	84	85	92	100	125
Special Merits Awarded	N/A	N/A	N/A	4	0	0	0	9	0	0	30	4	0
Package Plant Exemptions (Expired 11-7-01)	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
Growth Management Allotments used	86	39	32	41	28*	14☼	19	2	11	11	125	11	32

\*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, 2015 only 28 of these priority lots remain. Of these, seven have been awarded allotments; 21 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 were two exceptions to the growth management system. The first was 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 was 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 slowly 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 the Reserve at River Oaks. Although not technically subdivisions, the Trails of Hudson and Hudson Station used many allocations. The City has had some 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 three developments in 2014. (1) In January 2012 Planning Commission approved the site plan for The Trails of Hudson, a forty-three building, 171 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 88 units. Phase I is constructed and all units are leased. The Trails of Hudson Phase II has received to date all 88 allotments needed for build out. Of these allotments 29 expire August 1, 2015, 32 expire March 1, 2016, and 27 expire August 1, 2017. (2) 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. Both the commercial and residential buildings in Phase II are currently under construction. (3) The Reserve at River Oaks preliminary plan was approved for a 143 subplot development on September 9, 2013. The applicant received a map amendment for a zoning district change in 2014 which would allow for additional sublots to the subdivision. Phase I for 47 lots was approved in April of 2014 and have allotments. The developer plans to plat additional lots as follow: 2015-53 lots, 2016-60 lots, and 2017-70 lots. All future phases are will require allotments.

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. As of March 1, 2015 193 vacant lots remain in 21 subdivisions, 28 in the priority pool and 165 in the general pool. Of the 193 unbuilt lots, 163 have been awarded allotments leaving 30 without allotments. Of the lots that have been awarded allotments, 7 are in the priority pool and 156 are in the general pool. Of the lots still in need of allotments, 21 qualify for the priority pool leaving 9 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, 2015 thirteen 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 six in 2014. In addition, 80 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 30 existing vacant platted lots requiring allotments, three unplatted lots,

83 potential allotments for the Reserve at River Oaks through the first 6 months of 2016, and 40 of the 80 expiring, 156 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 2014 the Board of Zoning and Building Appeals approved four requests for variances from this requirement with an additional one request being granted due to Akron not allowing new development to tap into their water supply because a water agreement between the cities of Akron and Hudson has not been reached. The City is placing a temporary moratorium on the requirement for public water in the Akron water district.

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 encouraged. There were no Open Space Conservation Subdivisions platted in 2014.

### 3. Rate of Development

In 2014 the City issued 16 new single family dwelling and 16 single family townhome permits. This number includes four homes within the priority pool, 6 within the general pool, 6 not in a subdivision and sixteen single family townhomes.

Hudson's population has remained more or less steady since the decennial census of 1990 when the population was 22,287. Although there was a slight increase in 2000 to 22,440, the number returned to 22,262 in 2010. The U.S. Census estimates the 2013 population, the most recent estimate available, was 22,474, only slightly more than the 2000 census. This is an average annual increase since 2010 of 0.3%. Planning consulting firm Houseal, Lavigne Associates which is drafting the Comprehensive Plan Update relies on additional sources to establish population estimates and projections. Using ESRI Business Analyst they estimate the 2014 population to be 21,746 and project the population in 2019 to be 21,429. These represent average annual decreases from 2010 of 0.6% and 0.4% respectively. For purposes of this report we will use the 2014 population estimate of 21,746. Whatever the actual population change has been, it represents nowhere near the maximum annual growth rate of 1% to 1.5% recommended in the 2004 Comprehensive Plan.

It is interesting to note the possibilities the 2004 Comprehensive Plan contemplated. Based on the 2000 population of 22,440 and using the maximum annual population growth rate range in the plan of 1% to 1.5% the annual population increase would be between 224 and 337. Dividing these figures by the average estimated household size of 3.01, the number of dwellings added per year would be between 74 and 112, compared to the recent average of 21. Further the 2004 Comprehensive Plan forecast a build-out population of 28,000 by 2024 based upon the plan's zoning and density recommendations, the amount of vacant land and environmental development constraints. Using the more aggressive annual growth rate estimate of 0.3% since 2010 derived from the U.S. Census estimates the population in 2024 would be 22,407. It would take over 50 years to achieve the forecast population.

TABLE 3 – HUDSON POPULATION (1)								
	U.S. CENSUS DATA						ESRI Business Analyst	
Hudson	1990	2000	2010	2011	2012	2013	2014	2019
Population	22,287	22,440	22,262	22,279	22,339	22,474	21,746	21,429
No. of Households	7,462	7,357	7,620				7,493	7,402
No. of Families	6,292	6,348	6,301				6,149	6,039
Avg. Household Size		3.01	2.87				2.85	2.84

CHANGE	'90-'00	'00-'10	'10-'11	'11-'12	'12-'13		1'10-'14	Annual Rate '14-'19
Population	+0.69%	-0.79%	+0.08%	+0.27%	+0.60%		-2.32%	-0.29%
No. of Households	-1.41%	+3.57%					-1.67%	-0.24%
No. of Families	+0.89%	-0.74%					-2.41%	-0.36%
Avg. Household Size		-4.65%					-0.70%	-0.23%

## 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 - 2015 Property Tax Valuation (Tax Year 2014)	
Residential/Agricultural	\$723,752,880
Commercial	\$103,764,000
Public Utility	\$ 5,229,730
Personal/Tangible	\$ - 0 -
<b>Total</b>	<b>\$832,746,610</b>

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

<b>Table 5 – Assessed Valuation Trends – by Percentage</b>											
<u>Category</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>	<u>2015</u>
Residential	80.99	82.68	83.00	84.97	86.22	86.68	86.81	87.11	86.94	86.91	86.91
Commercial	10.58	11.22	13.16	12.64	12.98	12.69	12.71	12.33	12.46	12.46	12.46
Utility	1.70	1.33	1.22	0.51	0.50	0.48	0.48	0.56	0.60	0.63	0.60
Personal Property	5.73	3.78	2.62	1.88	0.30	0.15	0	0	0	0	0
<b>Total</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

See Appendix “3” for City of Hudson Assessed Valuations, 2004-2014.

Municipal property tax revenue in 2014 (Table 6) decreased 2.9% from the previous year.

<b>Table 6 – Municipal Property Tax Revenue Trends</b>								
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Real and Public Utility	\$5,210,763	\$5,401,673	\$5,807,671	\$5,777,252	\$5,839,220	\$6,129,288	\$6,121,934	5,945,653
-----	-----	-----	-----	-----	-----	-----	-----	-----
% Change	8.0%	3.7%	7.5%	-0.4%	1.1%	4.97%	-0.1%	-2.9%
Tangible Personal Property	*\$328,263	\$295,533	\$31,005	\$13,344	\$1,727	***\$63,911	\$211	0
-----	-----	-----	-----	-----	-----	-----	-----	-----
% Change	6.9%	10.0%	89.5%	-57.0%	-87.1%	3,600.69%	-99.57%	0.00%
<b>TOTAL</b>	<b>**\$5,539,026</b>	<b>\$5,697,206</b>	<b>\$5,838,676</b>	<b>\$5,790,596</b>	<b>\$5,840,947</b>	<b>\$6,193,199</b>	<b>\$6,122,145</b>	<b>5,945,653</b>
-----	-----	-----	-----	-----	-----	-----	-----	-----
% Change	7.9%	2.9%	2.5%	-0.8%	.9%	6.03%	-1.15%	-2.9%

\*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 in Table 7 and income taxes distributed in 2014 (Table 8). See attached Appendix “4”, City of Hudson General Fund Net Income Summary, for

a full description of projected revenues and expenditures. The annual income tax receipts increased 1.5% between 2013 and 2014.

<b>Table 7 - Annual Income Tax Receipts</b>		
<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	+ 6.20
2012	\$17,600,926	- 1.63
2013	\$18,745,978	+ 5.90
2014	\$19,033,737	+ 1.50

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

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

<b>Table 8 - Income Taxes Distributed in 2014</b>	
General Fund	\$13,918,994
Parks Fund	\$ 1,381,355
Fire Fund	\$ 1,461,355
EMS Fund	\$ 876,813
Schools – Community Learning	\$ 1,315,220
Golf Fund	\$ 80,000
<b>Total</b>	<b>\$19,033,737</b>

### 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 2014 were 3.4% lower than those of 2013. City department expenditures of 2014 increased 3.0% as compared to 2013. For 2015,

total revenues and transfers are projected to be \$18,996,211 and total disbursements are projected to be \$19,830,761.

The Five-Year Financial Plan projects total revenues to the General Fund to increase 1.4% for 2016 from 2015 and increase 1.3% between 2016 through 2017. Total disbursements are projected annually to range between \$19.3 million and \$20.2 million. The Five-Year Financial Plan projects a 39% ratio of ending balances to disbursements in 2015 and also ends with a carryover balance of 39% in 2019.

### **C. Infrastructure Progress – Community Facilities Objectives**

The City's 2015-2020 Six-Year Financial Plan lists capital improvements needed to meet existing and future municipal service needs. The priority list of needs is scheduled by year as can be met by the anticipated revenues. Programmed are \$42 million of capital improvements over the next six years (2015-2020). This large increase in the estimated capital budget is due to the new budget format which is now 6 years vs. 5 years. The budget also includes the cost of constructing the Hines Hill Grade Separation at \$8 million in 2020. Last year's Five-Year Financial Plan programmed \$27.6 million of capital improvements over five years, in 2013 the plan programmed \$25.4 million and the 2012 plan programmed \$17.1 million in capital investments.

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. It 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). 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 2019. The cost of these improvements to SR 8 will be funded by ODOT. The City has also joined with other communities in support of making SR 8 an interstate (I-380) that will allow the state route to receive funding that is currently not available for this roadway. The 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 improve 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, and an update in 2009 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 brine 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 and 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 2015, 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 Phase 2 in the Zoning 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 at this time. The City has replaced 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, improve fire protection and water quality. The City will be replacing the 100-year old waterline on N. Main Street from SR 303 to Owen Brown Street in 2016 as part of the Downtown Corridor Project.

The Land Development Code requires new developments 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. The City will also be expanding the current water system in 2015 to serve other properties outside 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 utilizes several detailed watershed studies including the Mud Brook and Tinkers Creek watershed studies and their prescribed improvements to complete this task. The City also has performed several specific studies in areas that were not detailed by the large watershed study 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, will be constructed in 2015 and will help to remove 5 residential properties within



the current defined floodplain: The proposed renovations to the Barlow Community Center ponds in 2015-16 will allow the City to meet the recent Ohio Department of Natural Resource Inspection report that was completed in 2012: The design and construction of a new 36" diameter culvert under the Norfolk and Southern Railroad near the Versailles Condominium (2015) 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 and the EPA. This pond will help to retain discharges from areas that were built prior to storm water management regulations in the 1980'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 center of Hudson. These reductions were a direct result of improvements the City of Hudson has made to the Barlow ponds and Colony Park Detention Basins 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. The City will continue to improve the storm water system within Hudson as we correct the most critical flooding areas first.

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 in 2004 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 and 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 is reviewing other opportunities in the event our needs change 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 future. The City has begun working on a sanitary sewer model which was completed in 2014. The model reviewed our largest sanitary trunk lines within the system in order to provide a better understanding of the current sanitary sewer network issues and help the City pinpoint deficiencies/ major inflow and infiltration sources within the system. This sewer model is a dynamic tool that will help the City direct our funding and maintenance efforts to the areas with the highest I & I, and we will

continue to reduce the inflow and infiltration in our sanitary system, eventually removing all the existing sewer overflows within the system.

As a result of the data collected in the City's 2014 Sanitary Trunk Sewer Study, the City is conducting a follow-up study in 2015 to further analyze sanitary sewer flows in specific areas of the City system. The 2015 Sanitary Sewer Flow Metering Study will focus on collecting and analyzing actual flow data from two specific drainage areas that were found to have the highest levels of inflow and infiltration in the 2014 study. The City hopes that the results of this most current study will identify specific streets that need additional public or private sanitary sewer improvements.

### **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/capabilities. In October of 2014, ISO published a revised classification of 04/4Y for the City of Hudson, which went into effect February 1, 2015. This is an improvement in rating for those structures within 1,000 feet of a fire hydrant to (4) and no change in rating for non-hydrated areas (4Y simply replaces 8B). Again, this is a significant improvement over the City's 2009 rating of 5/8B. The primary areas that ISO identified improvements were in:
  - i. Dispatch - Credit improvement in Telecommunicators section.
  - ii. Water Supply – Credit improvement in the categories of water supply systems, new hydrants, and **significant** improvement in the area of inspection and flow testing.
  - iii. Fire Department Response – Fire Department response credits remained essentially unchanged from the 2009 evaluation.
  - iv. Fire Department Prevention - Although Community Risk reduction was not evaluated in 2009, the Fire Department did receive **significant** credit points in the area of Community Risk Reduction. In fact, the prevention bureau missed the maximum point allowance by less than 4 tenths of a point. This area was a significant leverage point in the communities overall rating improvement.

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 (HDP) for Fire & EMS – The strategies established in the HDP as follows are being monitored and pursued:
  - 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 2014 the Hudson Deployment Board (HDB) identified three principle goals:

- i. Strengthening the volunteer base at HEMS
- ii. Continuing to review the performance data of HFD and HEMS against the standards set in 2003
- iii. Recommend to the Fire/EMS Chief an ‘incentive’ program comparable to the HFD LOSAP program that will serve as an incentive for HEMS workers to
  - i. Volunteer more hours
  - ii. Remain as active members of HEMS for a longer period of time

### **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 2004). 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 the concerns for the use of local residential streets by motorists to avoid traffic congestion on the major routes within the downtown area. This is to be accomplished through future traffic studies and possibly traffic calming techniques on local streets 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 the 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. The future improvements to SR 91 will help the City to achieve these goals on this very important arterial. The City received four AMATS grants along the SR 91 corridor that will also improve traffic congestion at Prospect St., Hines Hill Road/Herrick Park/Valley View Roads, the downtown corridor, and the Norton Road intersections. The City will be reviewing the SR 303 corridor between SR 91 and Boston Mills Road with AMATS to determine if this segment may be eligible for STP Federal funding in 2015. The City is also investigating a pre-development traffic study on the roadway networks adjacent to the future phase of First and Main in order to have datum at the current level of traffic in this area to compare to the future traffic volumes.

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 is on-hold for the next steps needed for this project in order to complete it in the future.

The City of Hudson Engineering Department has applied to the newly created Ohio turnpike grant funding for improvements within the City of Hudson along several residential developments for noise abatement structures. The City has also applied for future water connections, connectivity and storm water management infrastructure to this same fund. The City has received a grant for a noise abatement structure in Hudson and we are awaiting the start of this project.

**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 in the City, these alternate forms of transportation will help aid in the reduction in the traffic congestion within the industrial areas

and the downtown retail area. We will also aid with the implementation of bus shelters, marked and signed bus stops, and help promote existing software applications that will assist riders with the estimated time of arrival of their bus at the specific stops.

### **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. Pre-emptive signals will eventually be installed at all new signal projects, along with new techniques to improve the amount of vehicle movements through our signalized intersection. Lastly, 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. City Council approved a Connectivity Plan in 2014 that deals directly with these strategies. The engineering staff will continue to design non-vehicular accommodations to road improvements in major arterials and collector road projects that the City undertakes in the coming years. The added use 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 to increase the awareness of the pedestrian crosswalks around the schools. The City has initiated a “Safe Routes Hudson Program” 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 installed sidewalks along Glen Echo in 2014 and in 2015 along Parkside Drive as part of the SRTS program. The City has also installed bike lanes on Stow Road and Barlow Road during the recent resurfacing of these roadways. 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 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 traffic signal system, implementation of the latest technologies in traffic engineering, and a City-wide traffic study. The City undertook a truck study in 2013 to determine the amount of trucks on SR 303 and SR 91 in the downtown historical district and the truck volumes were determined to be low with minimal improvements required.

**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 new infrastructure elements noted in the strategies assigned to this objective. One project that is to be constructed in the near future is the Barlow Road Improvements which will maintain its rural appeal with no curbs and improved lanes.

The City has also 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 in understanding and becoming involved with transportation projects occurring outside the boundaries of Hudson that could affect traffic patterns within the City of Hudson.

Staff is suggesting that a new City Wide Traffic Study be completed in 2016-17 with the proposed First and Main Phase 2 downtown development and the traffic impacts that this development may impact the local area. Access to and from this area is limited. With the possible relocation of the Hudson Public Power Facility, and the School Bus Garage in 2015-16, the need for a preliminary traffic volume study in 2015 will be imperative. This will provide the City with a 'datum' of the current traffic volumes and provide a plan of action during community discussions.

## **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 Appreciation Breakfast, a collaborative effort between the City and the Hudson Area Chamber of Commerce, the Developer/Realtor Summit, the Familiarization (FAM) Tour 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 adjusters, as well as purchasing the former Windstream building at 50 Executive Parkway and have begun renovation of the building. Completion of this work is scheduled for 2015. As part of their 2012 investment into their data center, Allstate Insurance, in 2014, 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 2014 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.

In 2014 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, 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 appreciation breakfast. 2014 represented the fourth 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.

2014 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 have been 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 initiative. The first phase developed the strategy, and the second phase will be full implementation. The plan was recognized by the Ohio Economic Development Association and the Mid-America Economic Development Council for Excellence in Marketing.



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 2014. The 2014 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.

In 2014, 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 2013 for the City's comprehensive marketing strategy. City Council's approval of a 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, implementation began 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. Expanding our collaboration, the City is involved with the Mid-America Economic Development Council (MAEDC) as well as the International Economic Development Council (IEDC). 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 2014, 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 2014, 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 2014 as the most successful event in promoting Hudson's downtown as a destination in the region. The Director contributed to that success again in 2014 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 and sanitary sewer lines on Seasons Road, and the construction of a sanitary sewer pump station, electric lines to the area followed. Also in 2014, 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.

The City is looking at ways to connect City-owned facilities with high-speed broadband by developing a Broadband Needs Assessment and Business plan.

## F. Employment

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

<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%)
2014	16,292	25.6%

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 and 2014 (See Table 10).

<b>TABLE 10 – Commercial, Office or Industrial Projects</b>					
<b>Approved Project</b>	<b>Business</b>	<b>Address</b>	<b>Existing Square Feet</b>	<b>New Building/Addition Approved Square Feet</b>	<b>New Building/Addition Completed Square Feet</b>
Conrad's Tire	Auto repair and maintenance	Norton Road	0	6,490 building	0
*D & S Landscaping	Landscaping	1260 Hudson Gate Drive	8,208	6,000 addition	0
Hudson Station Phase 2	Retail	Atterbury Blvd.	0	6,000 building	6,000
*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	3,000
75 South Main	Office Building	75 South Main	0	2,400 building	2,400
Wallhouse Inn	Hotel	1213 Barlow Road	0	66,870 building	0
		<b>Total Square Footage</b>	<b>20,208</b>	<b>93,760</b>	<b>11,400</b>

\*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 and 2014 (See Table 11).

<b>Table 11 - Public, Institutional and Other Projects</b>				
<b>Project</b>	<b>Business</b>	<b>Address</b>	<b>Approved Square Feet</b>	<b>Completed Square Feet</b>
Heritage of Hudson Phase II	Skilled Nursing	1212 Barlow Road	15,460 addition	0
Malson Athletic Center	School Athletic Center	2500 Hudson Aurora Road	8,000	0
Seton Catholic School	School Gymnasium	6923 Stow Road	17,000	17,000
		<b>Total Square Feet</b>	<b>40,460</b>	<b>17,000</b>

The following businesses occupied existing space during 2014 (See Table 12).

<b>Table 12 – Change of Use Within Existing Buildings</b>			
<b>Project</b>	<b>Business</b>	<b>Address</b>	<b>Square Feet</b>
Binary Defense Systems, LLC	Office	5 Aurora Street	5,000
Bright Angel Foods	Factory	5145 Hudson Drive	9,496
Caffe Gaspari	Restaurant	46 Ravenna Street, Ste. D-2	900
Don Patron Mexican Grill	Restaurant	5835 Darrow Road	6,648
Duffy Lighting	Office	1894 Georgetown Road	7,000
Edward Jones	Office	5603 Darrow Road, Ste. 400	1,189
E-Waste	Office	5211 Hudson Drive	20,000
Gionino's Pizzeria	Restaurant	60 W. Streetsboro Street	2,047
Healthy Core Wellness & Rehab	Medical Office	1330 Corporate Drive, Ste. 500	1,600
Hudson Conservatory of Ballet	Dance Studio	5847 Darrow Road, Ste. 3	3,734
Hudson Fine Art & Framing Company	Retail	160 N. Main Street	2,400
Interiors Inc. of Hudson	Retail	46 Park Lane	850
Jimmy John's	Restaurant	11 Atterbury Boulevard	1,500
Lager Heads	Restaurant	11 Atterbury Boulevard, Ste. 4-6	4,000
Lauren Building Company LLC	Office	84 Village Way, Ste. 2	1,152
Love Bugs Bakery LLC	Bakery	46 Ravenna Street, D-1	800
Open Door Coffee Company	Restaurant	164 N. Main Street	1,750
Patrol Services International	Office	5751 Darrow Road	1,000
Preschool at Rejoice Lutheran Church	School	7855 Stow Road	831
RG Digital LLC	Office	126 W. Streetsboro Street, Ste. 7	1,386
Sal's Barber Shop	Barber	234 N. Main Street	1,200
Vive Bene	Retail	219 N. Main Street	2,700
Wilton Brands LLC	Office	5685 Hudson Industrial Parkway	6,000
Yxlon Comet Technologies USA	Office	5675 Hudson Industrial Parkway	11,158

## G. Other Quality of Life/Community Capacity Indicators

### 1. Hudson City Schools Enrollment data for 1992-2014

School enrollment for 2014 was 4,597, a decrease of 84 students, or -1.72%, from the previous year (see Table 13). The largest enrollment class is grade 11 with 420 pupils.

<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)
2014-15	4,597	(1.72)

See Appendix “2” for the complete Hudson Schools Enrollment Data for 1983-2014.

The Hudson City School District Administration is projecting a decrease in enrollment for the school year of 2015-2016 and a continued trend of decreasing enrollment in each of the next ten (10) years, ranging between an annual decline of 0.02% and 1.32%.

## 2. Vehicle Registrations

<u>Year</u>	<u>No. of Vehicles</u>	<u>Percent of Change</u>
1995	20,487	0.80
1996	20,847	1.80
1997	20,975	0.60
1998	21,239	1.30
1999	22,337	5.20
2000	22,733	1.80
2001	23,013	1.20
2002	24,073	4.60
2003	24,088	0.06
2004	23,593	(2.05)
2005	22,555	(4.40)
2006	23,726	5.20
2007	23,600	(0.50)
2008	23,596	0.00
2009	23,440	(0.70)
2010	24,205	3.30
2011	23,799	(1.70)
2012	23,902	0.04
2013	24,180	1.20
2014	24,745	2.30

### **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 decrease of 0.9% since the 2010 Census Bureau Count is less than the maximum range of 1% to 1.5% per year recommended in the 2004 Comprehensive plan. Despite the addition of 179 dwelling units since 2010, the population has decreased by 516.

School Enrollment – Enrollment in the Hudson public schools for 2014 decreased 1.72% for the year. School enrollment 2005-2014 is down 15.2% over the ten (10) year period.

Location of Residential Development – The Reserve at River Oaks Phase I and Sapphire Estates were new subdivisions approved in 2014. These and other subdivisions approved in recent years all utilized connections to existing public utilities. Zoning certificates for 32 dwellings were issued in 2014. Only twenty-eight (28) vacant lots with priority status (developed prior to 1996) remain unbuilt and seven (7) of those possess Growth Management Allotments.

Employment – As estimated by the Regional Income Tax Agency, employment in Hudson is up by 25.6% from 2013 to 16,292 employees. 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 – The City continues to improve its position as an attractive place for business owners to establish and grow in Hudson. These efforts include road and utility improvements on Seasons Road and Seasons Greene Eco-Industrial Park, a new marketing program and web site tools for developers, and maintaining the highly successful approval process for projects in the City’s office and industrial zoning districts. New development such as the tremendous expansion of Catastrophe Management Systems will help balance the City’s tax base.

### **B. Mixed Conformance to the Comprehensive Plan**

Tax Revenue – Income tax revenue increased 1.5% in 2014 compared to the previous year and General Fund revenues were 3.4% lower than those of 2013. Property tax revenue decreased 2.9%.

Total revenues are projected to increase 1.4% for 2016 from 2015 and increase 1.3% between 2016 and 2017. Municipal expenses and disbursements are budgeted to remain steady and a healthy planned carryover balance to disbursements of 39% in 2015, the same ratio projected in 2019.

### **C. Need for Conformance with the Comprehensive Plan**

Infrastructure and Community Facility Capacity – Funds budgeted for the Six Year Financial Plan capital investment increased to \$42 million for the period beginning 2015, up from \$27.6 million in the 2014 Five Year Financial Plan, and \$17.1 million in the 2012 Plan. This significant increase is due to a new budget format which is now 6 years instead of 5 and the cost of the Hines Hill grade separation in 2020. Progress is being made as portrayed in Section III, C - Infrastructure Progress (pages 18-23 of this Annual Report). 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 2014 at \$104 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 2015-2016**

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. Since 2010, the City of Hudson has seen an average annual decline of 0.6%. 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 2014 was 193 lots of which 163 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. The City's revenues have stabilized since the recession of 2008.

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, maintain the number of Residential Allotments to one hundred twenty five (125) dwelling units to meet the expected needs of development for 2015-2016 (August 1, 2015 – July 31, 2016).

### **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 completed in the fall of 2015 which may result in recommendations to change the Growth Management System.

## APPENDIX 1

2004 Comprehensive Plan Growth Management Objectives

Platted Subdivisions with Vacant Lots – March 1, 2015

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*

**Strategy 3 B:**

**Maintain flexible zoning techniques and standards that recognize the changing composition of modern corporate office/industrial parks.**

To complement the economic development and land use objectives and strategies outlined in the Plan, the City will encourage new office and industrial growth through zoning changes and the Land Development Code.

*Priority: B*

*Time Frame: Ongoing*

*General Responsibility: City, Land Development Code*

**Strategy 3 C:**

**The City should work with the school district and relevant political jurisdictions to address the impact of school enrollment growth.**

The City and the school district should work closely together to achieve growth management objectives.

*Priority: A*

*Time Frame: Long Term*

*General Responsibility: City, Hudson School District*

**PLATTED SUBDIVISIONS WITH VACANT LOTS - MARCH 1, 2015**

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
<b>PRIORITY DEVELOPMENT</b>						
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	11	8-16	11
			4	160, 161, 163, 171	3-17	
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	1	13	3-16	0
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
Schucks Acres S/L 6	10	1	1	6	3-16	0
Towbridge S/L 78	87	1	0	N/A	N/A	1
Waterford Farms S/L's 7	10	2	0	N/A	N/A	1
Williamsburg Colony S/L 42	79	1	0	42	N/A	1
<b>SUB-TOTAL</b>	<b>732</b>	<b>29</b>	<b>7</b>	<b>N/A</b>	<b>N/A</b>	<b>21</b>

<b>GENERAL DEVELOPMENT</b>						
<b>SUBDIVISION</b>	<b># OF LOTS PLATTED</b>	<b># OF REMAINING VACANT LOTS</b>	<b># OF VACANT LOTS WITH ALLOCATIONS</b>	<b>SUBLOT (S) NUMBERS REQUESTED</b>	<b>DATE OF ALLOCATION EXPIRATION</b>	<b># OF LOTS REQUIRING ALLOCATIONS</b>
Fossalto Acres S/L's 1, 2, 4	4	3	3	1, 2, 4	8-13	3
Estates at Canterbury Lakes S/L's 19, 21	22	2	2	19, 21	3-16	0
Nottingham Gate IV S/L's 13, 23, 24, 25, 26, 27, 28	28	7	7	13, 23, 24, 25, 26, 27, 28	3-17	0
The Reserve at River Oaks S/L's 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47	47	47	42	1-6, 10-36, 39-47	8-16	5
Stonecreek Reserve S/L's 1, 2, 7, 8, 11	25	5	2	7, 8	3-16	1
			3	1, 11	8-16	
Trails of Hudson- Phase II	172	88	88	29 Units	8-15	0
				32 Units	3-16	0
				27 Units	3-17	0
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	10	1, 3, 11, 12, 13, 14, 15, 16, 17, 19	8-16	2
<b>SUB-TOTAL</b>	<b>340</b>	<b>165</b>	<b>157</b>	<b>N/A</b>	<b>N/A</b>	<b>12</b>
<b>Total Priority and General Development</b>	<b>1072</b>	<b>194</b>	<b>164</b>	<b>N/A</b>	<b>N/A</b>	<b>33</b>

## HISTORY OF HOUSES BUILT ON RESIDENTIAL LOTS OUTSIDE A PLATTED SUBDIVISION

2014	6
2013	2(rebuilt)+1(exempt)=3
2012	3
2011	2
2010	3
2009	0
2008	1
2007	1 (rebuilt)+1=2
2006	2(rebuilt)+1=3
2005	4
2004	1
2003	8
2002	1 (rebuilt)+3=4
2001	2
2000	7



## APPENDIX 2

Hudson Schools Enrollment Data, 1987-2014

2010 Census Data Showing Population Density



# City of Hudson 2010 Census Blocks Showing Population Density

**Legend**

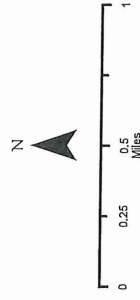
- Hudson Boundary
- Streets Centerline
- 999 Pop. of Census Block

**Population / Acre**

0 - 1
1 - 3
3 - 7
7 - 13
13 - 75

Map Compiled: 2-22-2012

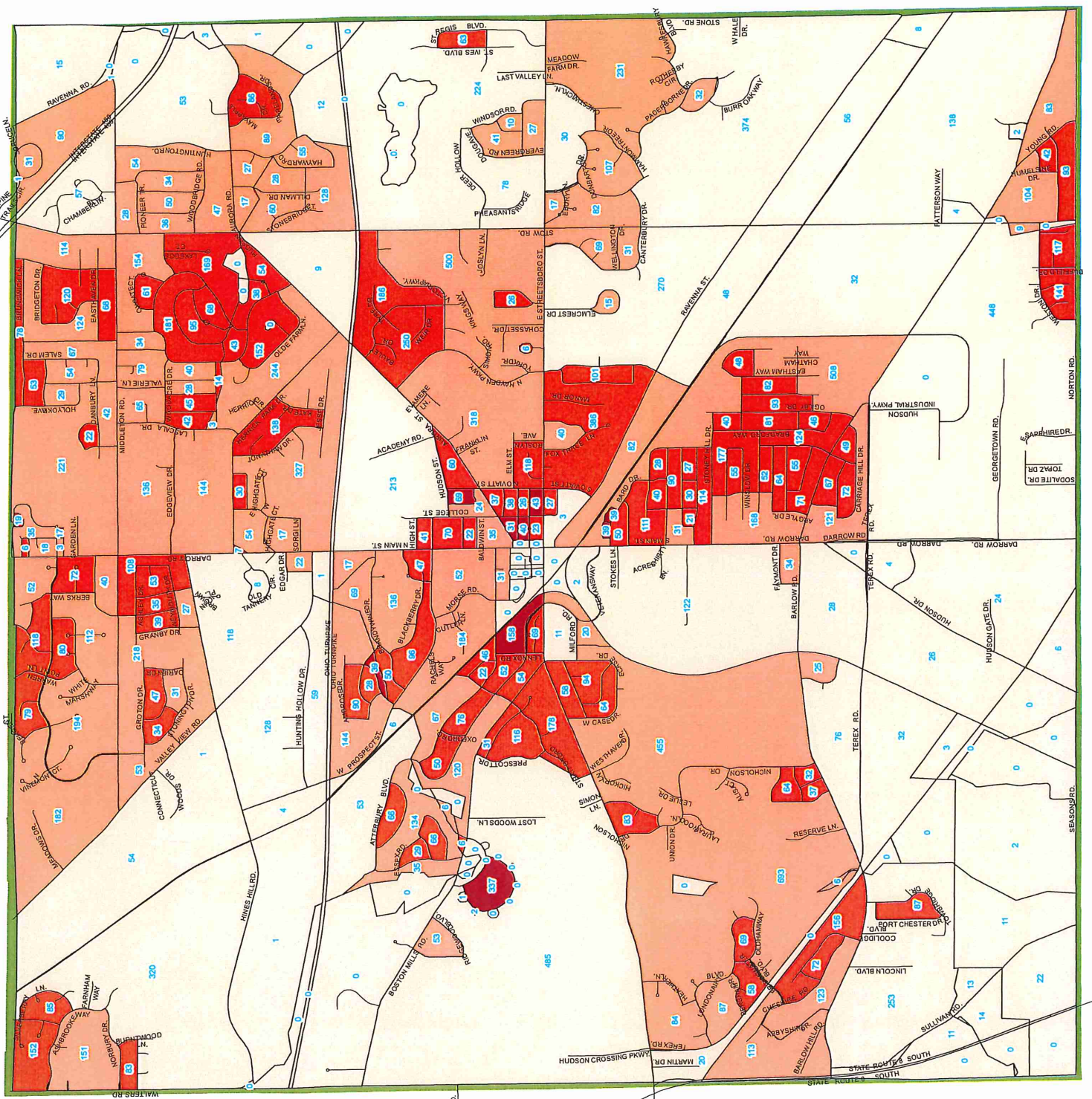
Population figures used to generate this map are based upon 2010 Census Data obtained from the U.S. Census Bureau. The ranges were calculated by dividing the total population of each Census Block by the total area of the corresponding Census Block.



**Disclaimer:**  
All data on this map were created for the City of Hudson to assist City Departments in management and planning activities. The suitability of this map for any other use is not guaranteed and the user assumes all risk for such uses. The City of Hudson, Ohio, assumes no legal responsibility for the information on this map. Users noting errors or omissions are encouraged to contact the City of Hudson Geographic Information Services at 330-342-9541.



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



## APPENDIX 4

General Fund Net Income Summary  
Capital Fund Disbursement History, 2008-2014



**City of Hudson  
General Fund**

**Net Income Summary**

	10 Year		5 Year		Last Year		Current Year Budget		Future Years				
	2004	2009	2013	2014	2015	2016	2017	2018	2019	2016	2017	2018	2019
<b>Operating Revenue:</b>													
Income Tax Receipts	\$7,504,531	\$12,175,623	\$13,703,309	\$14,114,408	\$14,350,571	\$14,637,583	\$14,930,334	\$15,228,941	\$15,533,520				
Property Tax (Real and Personal)	\$2,529,624	\$2,938,846	\$2,652,366	\$2,652,187	\$2,690,136	\$2,690,136	\$2,690,136	\$2,743,939	\$2,743,939				
Local Government	\$917,031	\$786,649	\$423,243	\$425,000	\$410,000	\$410,000	\$410,000	\$410,000	\$410,000				
Estate Tax	\$1,277,675	\$875,315	\$1,464,763	\$313,986	\$0	\$0	\$0	\$0	\$0				
KWH Tax	\$659,466	\$699,919	\$720,914	\$735,000	\$730,000	\$730,000	\$730,000	\$730,000	\$730,000				
Zoning & Building Permits, Rent	\$124,371	\$72,055	\$94,596	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000				
Fines & Forfeitures	\$84,893	\$64,367	\$65,633	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000				
Interest on Investments	\$589,479	\$1,016,943	\$263,983	\$197,451	\$252,795	\$245,346	\$196,277	\$176,649	\$158,984				
State/County Permits, Misc Grants	\$131,276	\$74,928	\$73,572	\$65,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000				
Miscellaneous	\$1,196,115	\$147,689	\$169,202	\$30,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000				
<b>Total Operating Revenue</b>	<b>\$15,014,461</b>	<b>\$18,852,334</b>	<b>\$19,631,581</b>	<b>\$18,683,032</b>	<b>\$18,678,502</b>	<b>\$18,958,065</b>	<b>\$19,201,747</b>	<b>\$19,534,529</b>	<b>\$19,821,443</b>				
<b>Advances In/Admin Charges:</b>													
Water (501) - Admin Charge	\$109,148	\$134,047	\$118,997	\$121,377	\$123,804	\$126,281	\$128,806	\$131,382	\$134,010				
Wastewater (502) - Admin Charge	\$106,943	\$128,085	\$152,734	\$155,789	\$158,904	\$162,083	\$165,324	\$168,631	\$172,003				
Cable TV (206) - Advance In	\$0	\$0	\$15,000	\$30,000	\$25,000	\$0	\$0	\$0	\$0				
Cemetery (203) - Advance In	\$0	\$0	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000	\$6,000	\$0				
FEMA Fund (232)	\$100,181	\$883	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
Atterbury Blvd. Fund (476)	\$0	\$32,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
<b>Total Transfers/Advances-In</b>	<b>\$316,272</b>	<b>\$295,515</b>	<b>\$306,731</b>	<b>\$317,166</b>	<b>\$317,709</b>	<b>\$298,363</b>	<b>\$304,130</b>	<b>\$306,013</b>	<b>\$306,013</b>				
<b>Total Revenue</b>	<b>\$15,330,733</b>	<b>\$19,147,849</b>	<b>\$19,938,312</b>	<b>\$19,000,198</b>	<b>\$18,996,211</b>	<b>\$19,256,428</b>	<b>\$19,505,878</b>	<b>\$19,840,542</b>	<b>\$20,127,456</b>				
<b>Department Expenditures:</b>													
Police	\$3,289,637	\$4,031,558	\$3,949,115	\$4,434,407	\$4,394,421	\$4,404,678	\$4,485,984	\$4,569,439	\$4,655,124				
County Health District	\$275,558	\$297,157	\$305,328	\$305,339	\$305,341	\$308,394	\$311,478	\$314,593	\$317,739				
Community Development	\$845,291	\$966,071	\$808,375	\$940,210	\$944,070	\$935,432	\$952,102	\$969,195	\$986,725				
Economic Development	\$0	\$0	\$0	\$0	\$345,339	\$351,329	\$356,901	\$362,620	\$370,171				
Street Trees and ROW	\$314,003	\$382,213	\$330,801	\$415,560	\$348,594	\$352,426	\$359,915	\$363,903	\$367,943				
RITA Retainer	\$224,119	\$371,540	\$415,988	\$423,432	\$430,517	\$439,127	\$447,910	\$456,868	\$466,006				
Mayor & Council	\$103,359	\$119,939	\$153,823	\$210,181	\$166,655	\$169,557	\$172,526	\$175,575	\$178,708				
Mayor Court	\$69,217	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
City Solicitor	\$357,275	\$404,170	\$252,681	\$309,879	\$309,889	\$313,241	\$316,634	\$320,065	\$323,534				
Administration	\$1,248,402	\$1,200,310	\$1,307,927	\$1,082,102	\$1,122,382	\$1,139,751	\$1,092,205	\$1,104,993	\$1,115,449				
Finance	\$970,303	\$825,085	\$878,141	\$922,385	\$934,683	\$951,565	\$968,878	\$986,645	\$1,004,884				





**CITY OF HUDSON  
CAPITAL FUND DISBURSEMENT HISTORY**

FUND	2007	2008	2009	2010	2011	2012	2013	2014
Permissive Capital Use (401)	\$110,000	\$257,967	\$272,033	\$245,000	\$245,000	\$255,000	\$255,000	\$245,000
Golf Construction (415)	1,122	0	0	0	0	0	0	0
Park Construction (416)	0	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	2,725,774
Storm Sewer Improve. (431)	582,675	288,834	331,862	356,077	274,788	403,624	13,423	11,134
City Acquisit. & Construct. (440)	10,409	197,781	0	0	0	0	0	0
Road Reconstruction (445)	0	0	0	0	0	0	577,727	2,089,124
Water Capital - Debt (450)	547,058	1,049,477	42,087	0	0	274,159	0	38,456
Industrial Dist. Water Exp. (451)	0	0	0	0	0	0	0	0
Wastewater Capital (452)	376,766	597,049	320,890	148,925	181,734	607,744	212,439	12,664
Police Station Acquisition (456)	0	0	14,979	64,104	2,095	0	0	0
Executive Pkwy West (468)	0	0	0	0	0	0	0	0
Seasons/Norton Road (469)	0	0	0	0	0	0	0	0
Barlow Comm. Ctr Expansion (470)	0	0	0	0	0	0	0	0
Milford/Rt 91 Connector (471)	452	0	10,810	89,867	0	0	0	192,271
Seasons Road Interchange (475)	0	2,125,000	406,832	62,445	61,356	374,743	0	0
Atterbury Blvd. Reconstruct. (476)	0	0	36,432	1,793,896	1,875,790	208,641	72,040	0
Atterbury Bridge Replace. (477)	0	0	347,068	266,148	0	88,938	0	0
Fire Capital Replacement (480)	0	184,905	855,035	176,671	4,984	0	41,592	1,006,692
Youth Development Center (490)	0	0	6,956,739	138,000	69,000	2,470,479	1,320,249	237,742
<b>Totals</b>	<b>\$6,025,616</b>	<b>\$8,797,962</b>	<b>\$12,561,883</b>	<b>\$4,959,175</b>	<b>\$4,414,302</b>	<b>\$7,221,173</b>	<b>\$6,382,808</b>	<b>\$6,558,857</b>