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Analysis for Jefferson Township -
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**Township Approaches to Economic Development: A Comparative
Case Study and Analysis for Jefferson Township – Montgomery
County, Ohio**

**A Final Thesis to the Faculty of the School of Planning in the College of Design, Art
Architecture and Planning in Candidacy for the Degree of Master of Community
Planning**

By

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Abstract

This research project is a comparative case study, which examines various approaches to economic development employed by two suburban southwestern Ohio townships, Jefferson Township in Montgomery County and Miami Township in Clermont County. A goal of this research is to provide Jefferson Township officials with recommendations for initiating future economic development projects therefore, a **study area** has been chosen in the township, where new development has been proposed. In addition, this study seeks to assess how the human populations in and around the study area might be most adequately served by a potential economic development project.

Jefferson Township is predominantly a bedroom community where very little commercial and retail development has occurred. However, a new interstate connector has created an influx of traffic into the study area daily, and may provide the impetus for renewed interest in new commercial or retail development. There appears to be some genuine interests in expanding residential and commercial development in Jefferson Township.

Unlike Jefferson Township, Miami Township has had a great deal of commercial and retail development, as well as residential development. However, much of the early development in Miami Township was incremental,

unplanned and developer driven. These factors have potentially contributed to a haphazard approach towards economic development. Today, Miami Township is faced with the prospect of redeveloping a once thriving commercial corridor along SR-28. Miami Township officials have explored the possibility of redeveloping the SR-28 commercial corridor for several years. The proposed redevelopment plan promotes accessibility, pedestrian friendliness and coherence with the existing urban fabric.

The strategies proposed in the Miami Township plan focus on the redevelopment of an existing commercial corridor. However, aspects of the redevelopment plan are relevant to the Jefferson Township case. The rationale behind this research study is the desire to gain a greater understanding of the political, social and economic mechanisms that both influence and deter economic development in a modern suburban township.

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1. Introduction

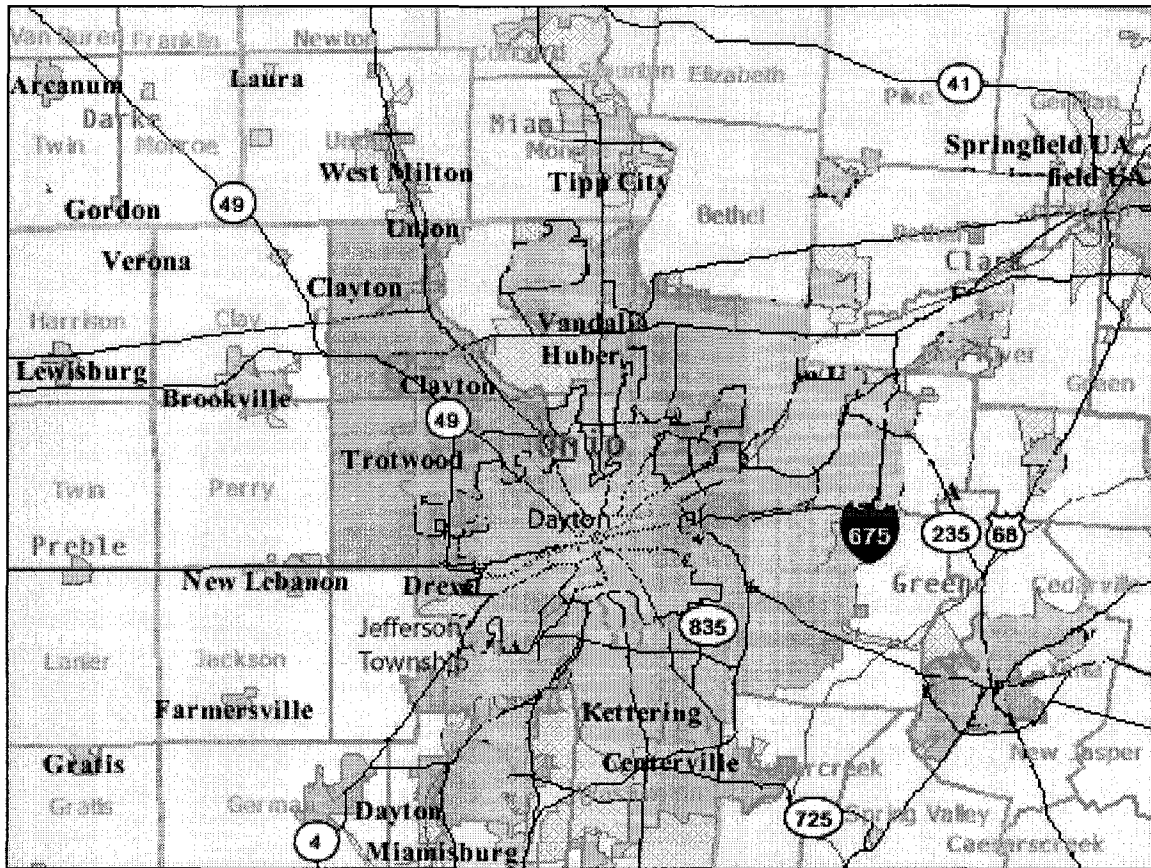
Jefferson Township, located in Montgomery County is a suburban bedroom community in southwestern Ohio (see Maps 1 and 2). The twenty-three square mile township is comprised of neighborhoods in the northeast, just due west of the City of Dayton, and more rural farmland in the west. The City of Trotwood is located to the north, Miami Township is to the south, and the cities of Moraine and West Carrollton to the east border the Township. The suburban communities in northeastern Jefferson Township are comprised of mostly single-family housing.

The lack of multi-family housing stock in Jefferson Township has diminished the options for potential residents, as they must go to other communities to find moderately priced apartments and condominiums. According to officials with the Jefferson Township Zoning Department, among the roughly thirty new building permits issued annually, less than ten percent involve new commercial or retail construction. Consequently, the residents of the Township must travel to adjacent municipalities in order to find many of the necessities of modern life: shopping, dining and entertainment.

Jefferson Township has experienced a steady decline in population during the 1970s, 80s and 90s (see Appendix H). According to the 2000 US Census report, Jefferson Township's total population has diminished by at least forty-two



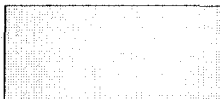
Map 1 – State of Ohio / County Sub-Divisions



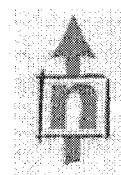
City of Dayton



Incorporated Area



Unincorporated Area



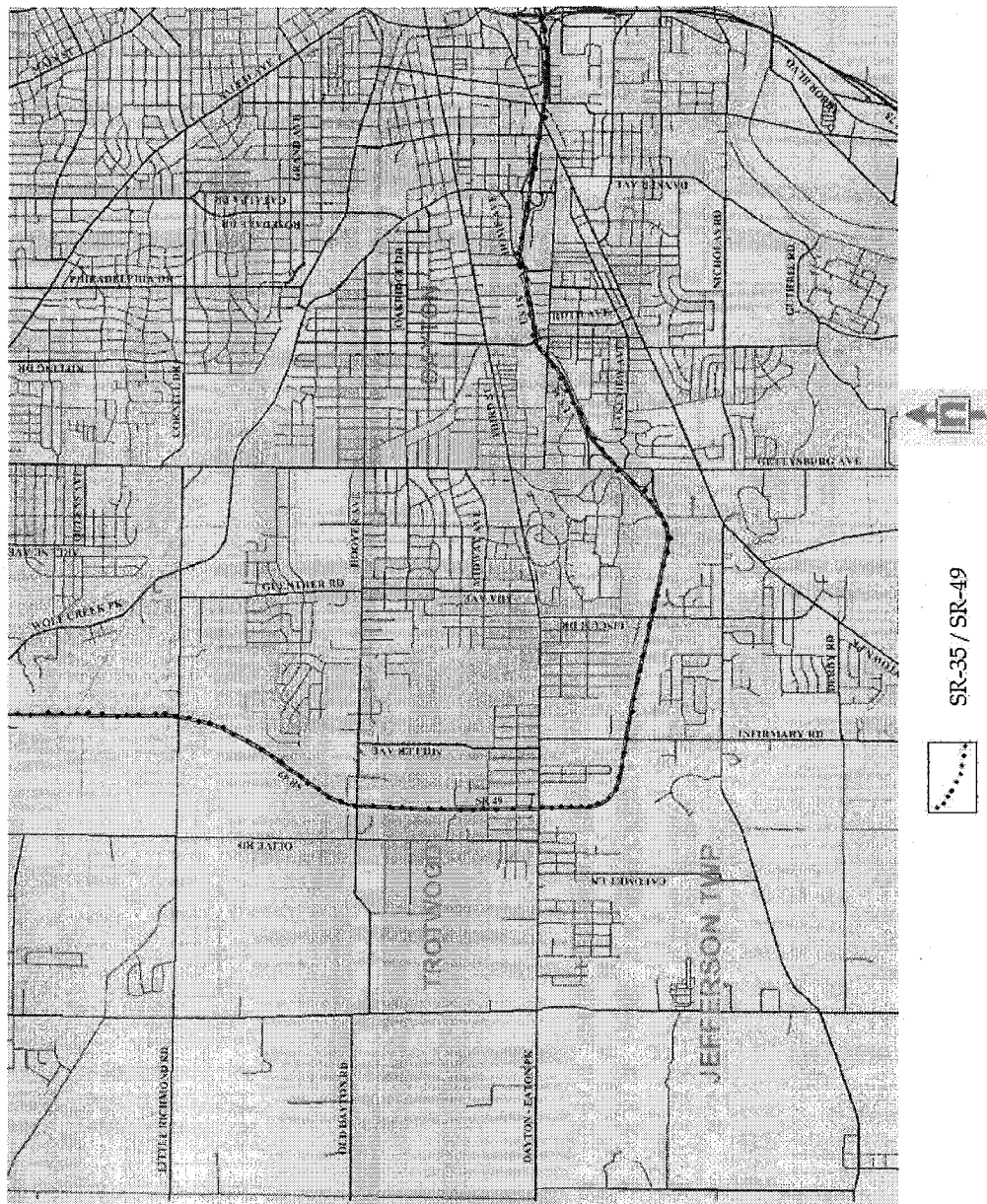
Map 2 – Greater Dayton Area

4.b

percent since 1970. Based on the 2000 US Census, the current population of Jefferson Township is 6,787. The reality of population reduction often presents a complex dilemma for a township's government. Jefferson Township's decline in population has translated into less revenue from property taxes for maintaining roads and other vital services. In addition, the annexation of territory by a few adjacent municipalities, including the cities of Dayton and Moraine, has contributed to the Townships declining population.

There appears to be some genuine interests in expanding residential and commercial development in Jefferson Township, based on information presented during interviews with Township officials. In the neighborhoods of Ridgewood Heights and Drexel, township officials have begun a program, which promotes infill redevelopment and rehab for vacant and delinquent parcels of land. One of the most important factors impacting new development has occurred in the last decade, the SR-35 and SR-49 interstate exchanges were completed, linking Jefferson Township to the City of Dayton central business district, the City of Trotwood, and to other nearby municipalities (see Map 3). Other factors influencing new retail and commercial development in Jefferson Township include the following:

- The need for expanded diversity of available housing stock
- Meeting the growing consumer needs of the residents currently living in the Township and region
- Expanding the existing tax base in Jefferson Township



Map 3 - Transportation

Attracting development to Jefferson Township would be regionally significant, as it could be a catalyst for growth in the region. Several potential stakeholders have favored incremental development projects in the Township. This research project will seek to assess the feasibility of potential future economic development projects within a predetermined geographic study area. In addition, this research study will attempt to assess how the human populations in and around the study area might be most adequately served by a potential economic development project.

Determining the feasibility of a potential project will require an analysis of the existing market conditions, as well as a comparative analysis with economic development projects located in other similar unincorporated urbanized townships in Ohio. Ultimately, the goals of this research study is to present comprehensive overviews of existing economic development conditions in and around the study area, as well as, make recommendations for employing new development strategies for the study area in Jefferson Township.

By utilizing a comparative approach for this study, stakeholders for development in the study area may realize some benefit from the collective redevelopment experiences of another urbanized township. The planners, residents and officials in Miami Township, which is located in Clermont County, Ohio, have designed an innovative plan for redevelopment (see Map 4). The



Map 4 – State of Ohio / County Subdivisions

6.a

plan for Miami Township employs many of the concepts of **new urbanism**¹. The plan seeks to redevelop the busy commercial corridor of SR-28. The SR-28 commercial corridor was initially developed during the 1960s and 70's.

Many of the strategies proposed in the Miami Township plan focus on the redevelopment of an existing commercial corridor. However, aspects of the redevelopment plan are relevant to the Jefferson Township case. The origins of development in Miami Township go back to the 1960s and the completion of the I-275 connector. Before the interstate connection was completed Miami Township was comprised of a sparse amount of residential development and an abundance of rural farmland, much like Jefferson Township is today. According to Larry Fronk, who is the Community Development Director for Miami Township, the I-275 connector has been a major catalyst for economic development in the region. However, much of the early development in Miami Township was incremental, unplanned and developer driven. These factors have potentially contributed to the haphazard approach to economic development, and to the subsequent necessity for a more comprehensive approach today.

¹ **New urbanism** is a community design philosophy that promotes diversity, pedestrian-scale, public space and a structure of bounded neighborhood communities (Katz, 1995).

Officials in Jefferson Township have expressed an interest in facilitating development on three sites located in relatively close proximity to the residential redevelopment efforts currently underway in the neighborhoods of Ridgewood Heights and Drexel. The **Real Estate Acquisition Program (REAP)**² has been a key component in facilitating the redevelopment in Ridgewood Heights and Drexel (see Appendix A). The plan was developed in partnership with Miller-Valentine, a regional firm specializing in residential and commercial development. The following is a list of potential sites for new economic development in Jefferson Township:

- (1) There is an eight-acre site that is located south of West Third and the SR-35 interchange. The site is land-locked between the interstate and Arthur O. Fisher Park, which is part of the Montgomery County Park District. A park extension has been proposed for this site.
- (2) There is a twenty-seven acre site adjacent to West Third and the SR-35 interchange. A commercial / retail development has been proposed for this site.
- (3) There is a thirty-acre site off Dayton Liberty Road and directly across from the main entrance to Arthur O. Fisher Park. A residential development has been proposed for this site.

² The Real Estate Acquisition Program (REAP) is designed to help private citizens and groups take possession of tax-delinquent nuisance properties and thereby, reduce the number of non-revenue producing sites in a community. The enabling legislation for REAP can be found in Ohio Revised Code chapter 5722 (Appendix A).

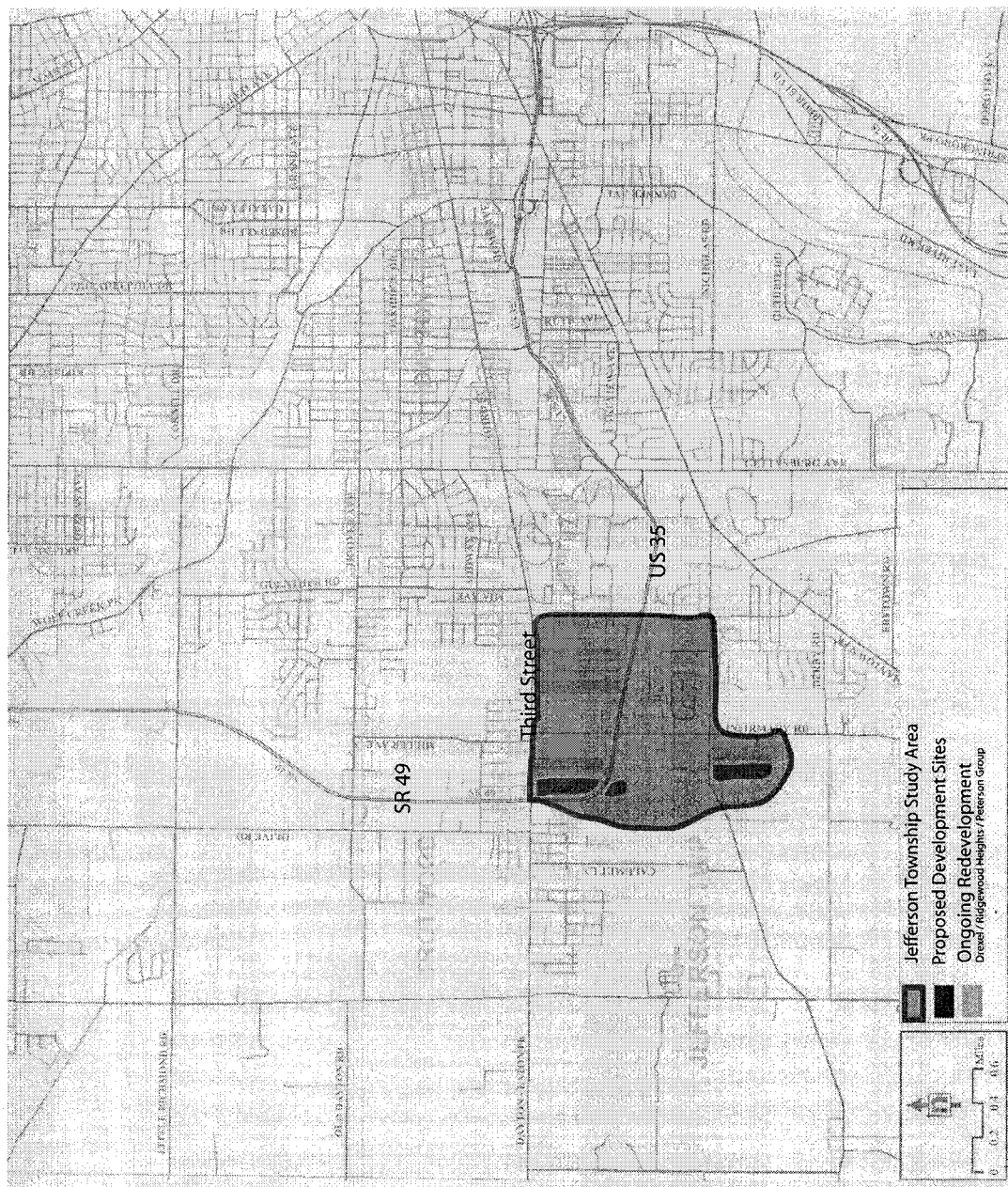
2. The Problem Statement

The rationale behind this research study is the desire to gain a greater understanding of the political, social and economic mechanisms that both influence and deter economic development in a modern suburban township.

The constraining issues regarding new residential and commercial development within the designated study area have been examined (see Map 5). In addition, this study may provide development stakeholders with a relevant analysis of the current demographic trends and emerging markets in the region. The specific questions that have guided this research study are as followed:

- 1) Can the population of Jefferson Township be more adequately served by new residential and commercial development?
- 2) How can Jefferson Township officials attract development into the proposed sites located in the areas under study?
- 3) What can the residents and officials of Jefferson Township learn about economic development from other suburban townships in Ohio?

An assessment of existing land use, zoning and current building conditions in the study area region has been conducted. A review of the most recent comprehensive plan for Jefferson Township has provided a general overview for the zoning objectives in the vicinity of the study area. The Montgomery County Planning Commission completed the most recent comprehensive plan for Jefferson Township in 1991. Data for the study has been collected in



Map 5 - Jefferson Township Study Area

9.a

coordination with City of Trotwood Planning and Zoning, Miller-Valentine-LLC, Jefferson Township Administration, and the Montgomery County Planning Commission / Community Development.

There may often be political constraints to township planning and economic development. The local political climate in the vicinity of the study area has been explored from a qualitative standpoint. The degree to which stakeholders encourage citizen participation will be relevant to the success of any potential economic development project. The desires of the community's residents have been explored with data provided by township officials.

The results of this research study may be valuable to potential stakeholders concerned about the economic development and growth of Jefferson Township, especially in and around the study area. In short, the findings and recommendations, resulting from this research study, may provide an important tool for economic development in Jefferson Township.

3. Literature Review

A review of the relevant literature has been conducted for this research study. The purpose of the review has been to provide this researcher with a good working knowledge of the field of interest. The data presented is related directly to economic development and planning in an urbanized township or

municipality. Many of the controversial issues and themes related to redevelopment have been identified and explored. The information presented on township planning focuses exclusively on issues related to Ohio. The publications utilized to complete this literature review include academic journals, government documents, books, as well as personal interviews.

A Historical Overview of Township Government in Ohio

Townships were established in the pioneer days as the outposts and custodians of local self-government; they remain today the staunch guardians of home rule for the residents living in rural Ohio. Townships are the grass roots of democracy because; township government is the closest to the people. The centralization of local governments from the township-level to county-level may appear more efficient, however the township officials of Ohio are the men and women who have the confidence of their neighbors, who know and understand local needs, who represent the will of the people at home (Guitteau, 1949).

The county system of local government prevails in the group of states extending from New York and New Jersey to the eastern boundaries of Colorado and Wyoming. The township form of government is utilized in fifteen states included in this area. Townships are the most representative forms of local government in the United States.

The Secrest-Bostwick bill was the first state-wide measure passed, which proposed to take a portion of the gas tax dollar and redistribute it among the local communities - counties, municipalities, and townships. The distribution of the gas tax revenue provided for by this act has remained unchanged throughout the following years and is still in effect.

The State Association of Township Trustees and Clerks passed a resolution asking the Ohio General Assembly to establish a four-year term for the three trustees and clerk of each township, and to provide for the election of two of these officers at each general election in the odd-numbered years.

An issue of serious concern for officials and residents of Townships has been annexation by adjacent municipalities. For many years, the townships of Ohio were defenseless when adjacent municipalities decided to expand their boundaries. Adjacent territory could be annexed regardless of the desires of the residents of the area, which the municipality planned, to annex (Broberg, 1995). The Ohio State Association of Township Trustees eventually proposed a measure that would call for a vote of the electors in the portion of the township up for annexation, when a city council passed an ordinance providing for annexation of contiguous territory (Guitteau, 1949). Today it is still possible for an adjacent municipality to grab territory, which might be a major source of a Township's tax revenue. The Ohio General Assembly amended the code section, which

provided for the annexation of contiguous territory upon the initiative of council. In such event, the proposed annexation must be approved by a majority vote of all the electors of the unincorporated area of the township, instead of by a majority vote of the electors residing in the portion of the township sought to be annexed.

A primary responsibility of the urbanized Township is the effective use of zoning. Authority for zoning must be specifically granted by state law; zoning is undertaken under police power of the state, which regulates private property in the interest of the public health, safety, convenience, comfort, prosperity, or general welfare (Broberg, 1995).

Some new homebuyers have little preference as to whether they purchase real estate located inside or outside a city or village. Urbanized townships can sometimes offer services superior to municipalities. Having those public services such as police, fire, and garbage collections is most important to consumers (Broberg, 1995).

Home rule can be defined as local self-government. All governments located in sub-state areas are local governments. This includes counties, municipalities and townships. However, home rule implies that a local government has the ability to control its own affairs by enacting and enforcing local laws (Broberg, 1995). Without home rule, state statutes control every aspect of a local

government. A municipality is the only type of local government with implicit home rule powers.

Townships do not have home rule powers, but may acquire the right to practice limited home rule. Residents of the township must vote to approve the expanded powers. As of January 1, 1995, only ten townships in the State of Ohio had earned the right to practice limited self-government. The home rule powers of a township are considered "limited self-government" because; the powers are limited to the control of minor problems such as trash collection, junk, noise, weeds and other nuisances (Broberg, 1995).

The majority of a local government's revenue is generated almost entirely by property taxes. These are taxes on privately owned real estate, public utility property, and personal property used in business. All counties, townships, cities, villages, and school districts have the power to levy the property tax. Property taxes are the largest source of funding for Ohio's public school system.

Townships that maintain their own local governments, sometimes referred to as civil townships, is part of the permanent organization of government in the State of Ohio. While civil townships have gained a measure of limited self-government, they remain largely servants of the state. The civil township can do little more than what state law permits.

Understanding Real Estate Market Analysis

Local governments have vested interests in managing the development process in an effort to influence the final outcome. A well-conducted market analysis can provide stakeholders with valuable data when addressing the common concerns of the public sector. There are several common concerns of the public sector when undertaking a new development project:

- The appropriateness of the proposed development.
- Sensitivity of the public sector to the desires and needs of the community.
- Evaluating the market potential of the proposed development project.

The market analysis should investigate both the attitudes of neighbors and public officials (Katz, 1994). Once the target markets for a proposed development have been identified; then location, design, quality, pricing, and marketing strategy can all be programmed in accordance with the demands of the market. The market analysis should address several basic questions:

- Will the proposed project be able to attract sufficient consumers from the general population of the study area in order to remain economically viable?
- How long will it take for the proposed project to be absorbed into the fabric of the local economy?
- What shall be the role of the planner, when attempting to make a proposed project more marketable?
- What is the **market-area**³ for the proposed development sites in Jefferson Township?

³ 'market-area' – a geographical region from which the majority of demand comes or where the majority of the competitors are located.

Prior to initiating an economic development project, a real-estate market analysis should examine the market potential or competitiveness of a proposed project. The analysis should measure both supply and demand data. Demand is often more difficult to quantify than supply. An analysis of demand should consider population, household demographic characteristics, income, affordability, migration and community patterns. An analysis of supply with regard to competition from other projects should include an inventory of existing space and housing units, as well as, vacancy rates, characteristics of existing housing stock, types of tenants or buyers seeking space, current projects under construction and market rents.

Projects should be proposed which attempt to enhance the existing urban fabric. The real estate product must be customized to best fit the market or study area in terms of price, and merchandizing appeal. A market analysis may show that demand is being met already, or will be met in the near future by projects in development. Ideally, a market analysis should remain ongoing throughout the entire real estate process; so that changes can be monitored as they occur. In **Table-A**, the benefit for stakeholders from conducting a real estate market analysis has been illustrated.

Table-A Benefits of Market Analysis for Economic Development Stakeholders	
Developers	Utilize market analysis in order to determine whether a location is suitable for development
Lending Institutions	Funding sources use market analysis to help determine a particular projects viability
Planners	Required to have a detailed understanding of the target market demographics in order to make recommendations about design and implementation
Local Governments	Required to have a detailed understanding of the target market demographics in order to make recommendations about design and implementation
Tenants and Occupants	The analysis can assist in determining site suitability with regard to individuals or companies that lease or purchase retail, office, or other commercial space.

The market analysis fits neatly into the development process. The market analysis is a crucial component of determining feasibility for a proposed project. The type of data presented in the market analysis provides essential insights for stakeholders as to the projects potential for successful implementation.

The market analysis investigates the general climate for development in the vicinity of the study area. The market analysis may provide answers for important questions impacting the proposed development; some examples are listed as followed (Fischer, 1993):

- Will the proposed project meet with public approval?
- Are public utilities (water / sewer) readily available? Who will provide these services?
- What difficulties (i.e. political constraints, infrastructure limitations, etc.) might slow the development process?

The project stakeholders should attempt to foster new demand while still managing existing development in terms of timing, level and composition.

Promoting Mixed-Used Developments

The implementation of a mixed-use development proposal can be a complex task for a township or municipality. The project stakeholders must evaluate each proposed use on an individual basis and understand both the additive and synergistic effect of those uses. In general, mixed-use developments are characterized by the following:

- Three or more significant revenue producing uses (retail, office residential, hotel, and entertainment/ cultural/ recreation)
- Significant physical and functional integration of project components, including uninterrupted pedestrian connections
- Development in conformance with a coherent plan

Taking a closer look at the *general characteristics* of a mixed-use development:

Characteristic #1

- Mixed-use developments should have three or more significant revenue producing uses.
- The proposed use should offer more than site-serving convenience facilities.
- The proposed use should offer the stakeholders some reasonable rate of return over time.

- From a design standpoint, three or more significant uses together in a single mixed-use development implies a large-scale endeavor. Most typically, the components of a mixed-use development will each exceed 100,000 square feet.
- In an ideal scenario, a mixed-use development will be an exercise in place making.

Characteristic #2

- There should be significant physical and functional integration of the project's components.

Examples are as followed:

- (1) All components should be interconnected by pedestrian links.
- (2) Vertical mixing of the project components into single mega structure, often occupying a single city block.
- (3) Careful positioning of the projects major components around central public spaces.

Characteristic #3

- Demands a greater diversity of specialized participation from developers, market analysts, architects and land planners, property managers, and capital / financing sources.
- From a marketing standpoint, one of the main goals of a mixed-use development is that the diversity of activities can enhance the economic viability of the project.

Analyzing the market potential of mixed-use projects

It is the role of the planner as market analyst, to help the developer and investors capitalize on synergies among complimentary uses, thereby, creating a

cumulative market attraction that exceeds what the individual project components would generate independently. According to the real-estate theory regarding mixed-use developments, consumers will take advantage of the close placement of the components in a mixed-used project as a matter of convenience. In assessing the market potential of a new project, the following questions should be addressed:

- 1) Are certain kinds of locations more or less suitable for a mixed-use development?
- 2) How should each element of the project be phased?
- 3) How should the uses be configured in the project to take advantage of the market forces?

Does investing in apartment housing make sense for Jefferson Township?

According to a study by the International Longevity Center, the population of 65+ residents is increasing nationwide. In Jefferson Township, 18% of the population is 65+ and this group is expected to continue to increase in size.

Housing is a basic need in society. For many senior citizens, the links between housing, economic resources, and living arrangements assume increasing importance (Mueller, 2001).

The International Longevity Center – USA initiated research to explore the interrelations of population aging and housing requirements and to review the available database for such investigations. The research approach was designed

to cover six cities in the United States, specifically, Chicago, Denver, Los Angeles, Miami, New York, and San Antonio.

Using data from several sources including the national and metropolitan-area American Housing Surveys, the dwellings, economic resources, and community environment of older people living in six geographically dispersed U.S. cities are compared.

Basic components of housing adequacy such as space, structural soundness, indoor plumbing, and central heating were analyzed. The desirability of the surrounding neighborhood was also considered, as were housing costs relative to household income. The key finding is that older renters live in costlier, lower quality housing than do older homeowners (Mueller, 2001). The study has implications for housing design, urban planning, and urban transportation in view of an aging population that is likely to become more active.

Nationally, a growth of 17% in the older population is expected by 2010, and even more rapid growth will come between 2010 and 2025. The pace of population growth affects the numbers of older persons occupying newer units with more updated designs and a wider range of amenities. In order to meet a contemporary standard of adequacy, the home should be adaptable to the vigorous activity pattern of many of today's older populations.

Demographic trends show a high percentage of senior citizens who live alone. Proportionally, there are more females living alone than males. In addition, there has been a rise in the proportion of persons aged 75+ within the elderly population. These trends have implications for housing needs and the personal resources likely to be available to meet them. Several issues which stand out include the following (Mueller, 2001):

- Promoting self-sufficiency in a one-person household
- Averting the financial pitfalls of fixed-income populations
- Tailoring housing features to accommodate disabilities

About 65% of older persons nationally own their homes, and 35% are renters.

While costs are higher for owners than for renters in the general population, the reverse is true for older householders, largely because many elderly homeowners have finally become mortgage-free.

The longer life expectancy now prevailing raises concern about whether housing design, terms of occupancy, and financing will be appropriate to the long period of residence that may be foreseen.

On the economic side, space, structural soundness, and neighborhood quality are seen to be dependant on having multiple income sources and income well above poverty level.

In 1950, persons aged 65 and over constituted only 8.1% of the total U.S. population. The proportion steadily rose over the subsequent decades, reaching 12.8% in 1995, and is projected to increase to 18.5% by 2025 and 20% by 2050. A city's population is affected by birth rates, death rates, and both in- and out-migration.

An increase in the proportion of people aged 75 and over has accompanied general population aging. Persons 75 and over represented 46% of all persons 65+ in 1997, compared to 39% in 1980. This trend will significantly affect needs for urban health-related services, including home care and transport services. Greater attention to appropriate, affordable housing for older residents – particularly for those with disabilities – also will be necessary.

One-person households account for about one-fourth of all households in the United States. In contrast, 43% of older householders live alone, while about 57% live in households of two or more persons.

The vast majority of older persons living alone are female in the U.S. This is a result of both the higher life expectancy of women and the fact that, traditionally, women have tended to be younger than the men they marry.

According to a study sponsored by the National Multi Housing Council, homeowners are less mobile than private-sector renters and are less willing to

move to jobs when they become unemployed. This is due to a variety of factors including lump-sum costs associated with buying, financing, and selling a house.

4. Research Procedures

The study employs a qualitative research methodology. According to *Practical Research: Planning and Design* by Paul Leedy and Jeanne Ellis Ormrod, the qualitative approach is the most appropriate for researcher's seeking a better understanding of complex phenomena (2001). Data for the study have been derived from many different sources. All data sources are representative of the populations under study.

The research design of the project is a comparative case study. The case study approach is most appropriate because, the areas under study are unique and have not been well documented (Leedy and Ormrod, 2001). The comparative method was selected because of the many similarities that exist between the study area, Jefferson Township and the comparison study area, Miami Township. Those similarities and differences will be assessed. In addition, development projects undertaken by other township local governments, which utilize innovative planning techniques relevant to the Jefferson Township study area have been reviewed.

Specific Procedures

The task of conducting interviews was a labor-intensive process, which took approximately sixty days to complete. It was often difficult to persuade several of the potential interviewee's to participate. Initially, this researcher intended to conduct several interviews on a single day. However, scheduling difficulties made multi-interview days impractical. Of the seven interviews conducted with public officials, only two took place at the originally scheduled times. The remaining interviews were each rescheduled at least once.

An audio recording was made of each of the interviews, and at least three of the face-to-face interviews have been recorded on digital video. Many of the interviewee's had reservations about participating in videotaped interviews but all agreed to make audio recordings.

Both the study area in Jefferson Township and the comparison area in Miami Township were visited during the data collection process. The purpose of these visits has been to gain a greater understanding of the issues being addressed by this study, including:

- Existing neighborhood / building conditions
- The pedestrian environment
- Safety
- Vehicular traffic
- Existing land-use

Digital images were captured at both locations so that direct comparisons could be made.

Data Collection

It is the intent of this researcher to provide a balanced perspective on the relevant issues; therefore, multiple data sources have been used for this research study. Interviews have been conducted with government officials and development professionals representing both the primary and comparison study areas. The series of coordinated interviews have provided a great deal of useful data regarding the areas under study. A complete listing of interviewees is listed as followed:

Interviewee	Position
Edgar Ramsey	Jefferson Township Trustee
Verne Fortson	Jefferson Township Zoning Department, Director
Joe Klosterman	Montgomery County Community Development, Urban Planner
Denise Blake	Economic Development Coordinator – Miller-Valentine LLC
Steve Olmstead	Planning and Development Coordinator, City of Trotwood
Larry Fronk	Miami Township, Urban Planner
Willis Blacksheer	Montgomery County Treasurer's Office
Frank Birkenhauer	Colerain Township Assistant Administrator

The purpose of the interview format is to provide specific 'facts' about the areas under study, as told from the perspectives of the various stakeholders (Leedy & Ormrod, 2001). The interview structure will be open-ended and revolve around a set of central questions (See Appendices B - G). The information collected from participants will be verified with corroborating data from alternative sources and organized into a coherent narrative that most accurately describes the areas under study. All interview questions and responses will be recorded and transcribed into the written document.

Jefferson Township officials are concerned with improving the overall quality of life of the resident population. In order to gain a greater understanding of the various needs and concerns of the townships population focus group interviews have been proposed by Jefferson Township officials. Focus groups interviews were selected for data collection because, in some circumstances the interactions among participants may be more informative than individually conducted interviews. At least two focus group sessions will be conducted by Jefferson Township officials for as a component of a quality of life assessment. The purpose of conducting a focus group is to create a forum where the various participants may suggest and react to ideas, clarify potential options, recommend alternative courses of action, make decisions, plan and evaluate (Kruger & Casey, 2000). Typically, focus group sessions are conducted more than once in a

research study and with similar types of participants. Conducting multiple focus group sessions with a variety of participants allows a researcher to identify trends and patterns in the data. Focus group sessions will be used in this study in order to determine the desires of the residents that will be most directly affected by new residential or commercial development in the primary study area.

5. Data Analysis

A Historical Overview of Development in Miami Township

Development occurred in Miami Township as it has in many other suburban areas; parcels were developed incrementally. The incremental approach has resulted in the haphazard development of public access ways to the arterial roads and expansive asphalt parking lots. In addition sidewalks are almost non-existent in Miami Township's SR-28 commercial district. All these factors have contributed to the creation of an area that is exclusively dependent on the automobile.

Most businesses in the commercial district were able to remain profitable before the SR-28 bypass was created. In fact, the congestion created by the automobiles turning into and out of the dozens of businesses gave rise to the creation of the limited access four-lane SR-28 bypass around the mile-long

commercial center (Fronk 2002). The bypass has allowed drivers to avoid the congested SR-28; unfortunately drivers have also begun to avoid the businesses located there.

Out-dated facilities have also contributed to the decline of the commercial center. Due to diminished commercial viability, as well as new technological advancements it became apparent to some local operators that a greater market could be captured more efficiently by constructing a new facility on virgin land, rather than redeveloping an existing site. It appears that many smaller retailers have followed the lead of the larger ones and relocated to a more business friendly location. Increased vacancy within the commercial district has been cited as one of the primary motivating forces behind the redevelopment.

A New Development Approach in Miami Township

Miami Township's planners and urban designers have developed a concept to transform the out-dated commercial center into a district that promotes living, working, shopping and recreation. Officials in Miami Township conducted a comprehensive assessment of the existing conditions in the area, including a market study, a plan was developed which would build on the community's assets:

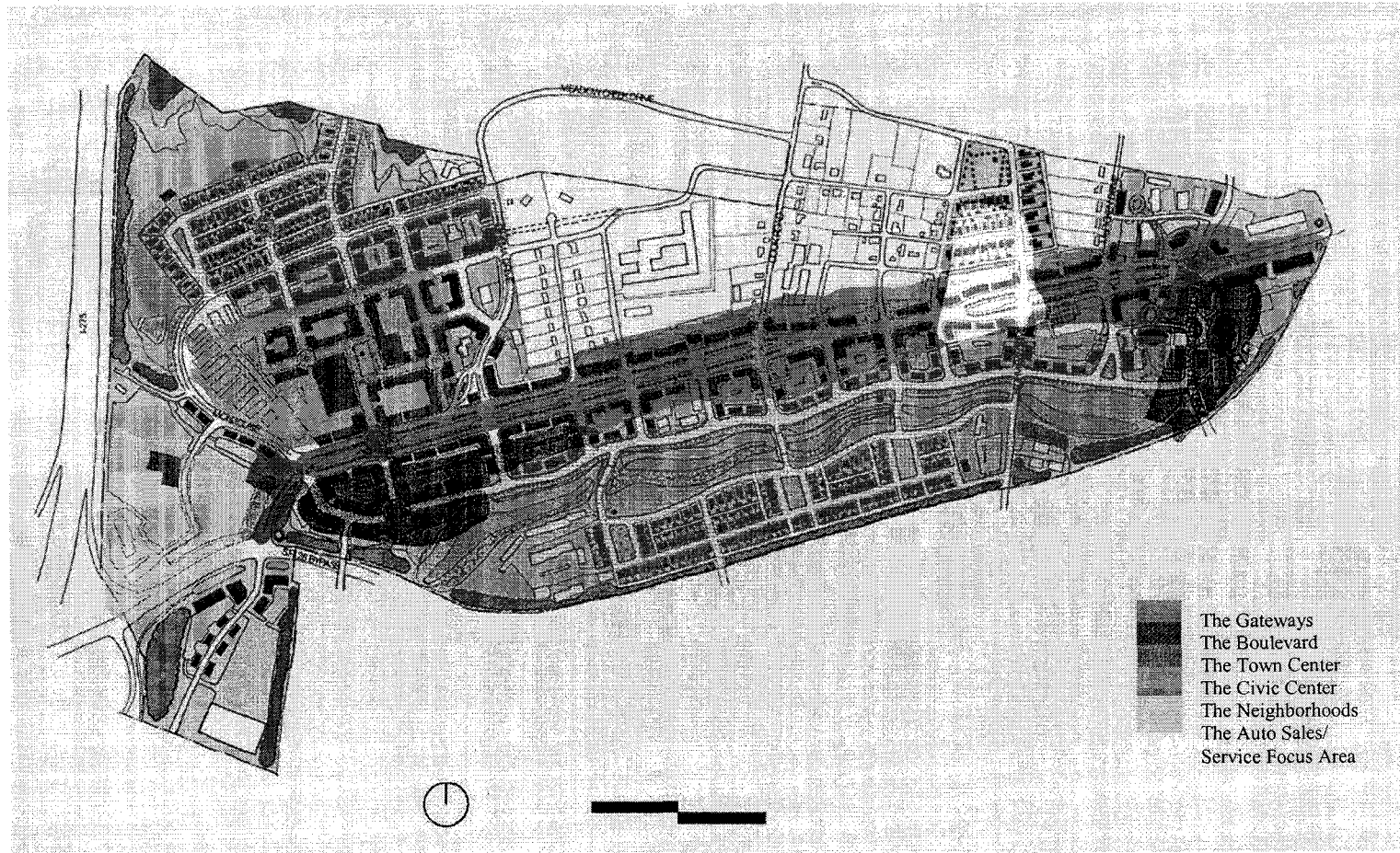
- A central location within the Township
- Popular arterial roads serve the area from all directions

- Higher than average income among Township residents
- Market conditions ripe for new uses commonly found in an urban village
- A high percentage of vacant or under-used property
- Adjoining neighborhoods
- Location of Township government facilities
- Strong public support for transformation
- A new bypass built to state standards

Public participation and citizen input was one of the central components of the SR-28 redevelopment plan. Focus groups and charets were conducted by Miami Township officials in order to determine the desires of Miami Township residents and businesses. According to feedback from participants, a desire was expressed to see a transformation of the study area from a conventional suburban business corridor into a traditional town center (KZF Incorporated, 2002). When presented with images of various urban and suburban forms, a clear preference for the more urban forms and designs became apparent.

In order to make the plan more manageable, the study was divided into three districts, which together would form an urban village to serve as the heart of Miami Township (see Map 6).

Existing residential areas are of a suburban nature and new neighborhoods are proposed in each of the three districts in order to increase the compactness of the retail market, offer new and different housing choices within the Township, and provide the variety of housing stock and amenities.



Map 6 - Redevelopment Districts

Miami Township, Clermont County

(KZF, 2001)

30.a

The plan identifies three main districts, the Town Center, the Boulevard, and the Civic Center, along with several smaller focus areas including an auto sales and service focus area, where it is proposed that many of the automobile sales and service businesses be concentrated in order to create a synergy of similar activity in a location more visible to traffic at the intersection of I-275 and State Route 28.

The plan implementation will require the commitment of the Township staff, trustees, stakeholders and residents. In order for the commercial corridor to develop both physically and socially as the focal point of Miami Township, the residential and business communities must take ownership in the execution of the plan. The Township must also commit to seeking out and assisting developers who share the community's vision, while resisting the incremental approach to development which does not comply with the new more comprehensive approach.

Approaches to Planning and Development in Other Ohio Townships

There are several examples of innovative planning techniques and strategies for development being employed by townships in Ohio. Special zoning controls have been utilized by some townships in order to influence the types of development in certain areas. However, traditional zoning may not adequately

address the economic, social, environmental and cultural challenges experienced by a township or municipality (Meck, 1997). Overlay zoning may be used in townships and municipalities when there is a special public interest that does not coincide with the traditional zoning in a specific geographic area. The special public interest overlay zone allows some unincorporated areas, such as Harrison Township in Hamilton County, to demand very specific building requirements and landscaping for developers. According to Harrison Township administrator William Ennis, "the overlay zone enables the township to require specific kinds of siding, roofs and landscaping when new stores and businesses are built". An overlay zone can often be helpful in preventing the proliferation of uncontrolled development. In addition, it also gives township officials some viable input into how an area is going to be developed.

Overlay zones are an extremely versatile planning tool for a township or municipality. There is no size restriction required for employing an overlay zone. The boundaries of the overlay may cover several traditional zoning districts or only a small portion of one zone (Meck, 1997). This is an important consideration for the Jefferson Township study area, since the proposed development will be concentrated at a few non-contiguous sites.

Public participation has been a key element in the economic development projects that were examined, and compared with the study area in Jefferson

Township. According to Larry Fronk, Community Development Director in Miami Township, a study committee, comprised of township residents, property owners and business owners, was organized to guide the planning process. The executive summary for the Miami Township redevelopment explicitly states that a primary goal of the study committee is to maximize input (for the redevelopment) through public participation.

A similar approach to public participation has been utilized in Colerain Township which is located in Hamilton County, Ohio. According to Frank Birkenhauer, the Assistant Colerain Township Administrator, all issues relating to the redevelopment of the Colerain Avenue / SR-27 corridor are reviewed by the Colerain Corridor Task Force (CCTF). The CCTF is a group of individuals including representatives from the business community, township officials, county engineers, ODOT officials and residents. Recently, the CCTF has provided valuable oversight for the Colerain Improvements Project. The work of the task force has included creating and administering surveys, as well as evaluating design proposals. While the improvements project is not yet completed, construction has been completed on the pedestrian bridge near Northgate Mall which connects the east and west sides of Colerain Avenue / SR-27. The pedestrian bridge project represents several years of intensive research and debate by CCTF (See Appendix E).

Demographic Comparisons

There is an aging and diminishing population in Jefferson Township (Ramsey 2003). In 2000, there was a lower median age in Jefferson Township than in Montgomery County. Currently, about sixty-five percent of the population in Jefferson Township is aged 65 and over. Compared to Montgomery County there are fewer young adults in Jefferson Township, especially in the 20 – 34 year old population. The lack of multi-family housing is one possible contributing factor to the aging population in Jefferson Township. Overwhelmingly, the predominant type of housing found in Jefferson Township is single-family detached (see Appendix H).

According to Larry Weissman with the Montgomery County Planning Commission, Jefferson Township is a standout in terms of population loss in Montgomery County (2003). “Most of the growth in terms of population has occurred in southern and northern Montgomery County. The City of Dayton has experienced a population decline but, Jefferson Township exceeds even the City of Dayton. In order to determine why this has occurred, it would be important to track where all these people are going (Klosterman 2003).

Housing unit value has increased in Jefferson Township by more than fifty percent between 1990 and 2000. The appreciation of housing units in Jefferson Township outpaced the county average in the last decade.

The age of housing units in Jefferson Township appears to coincide with a population boom which occurred during the 1960s. More than a third of the housing stock was built between 1960 and 1979.

Median family income in Jefferson Township has increased by twenty-eight percent between 1990 and 2000. However, countywide the median family income has increased by more than thirty-eight percent. More than twenty-two percent of the families in the township have an income range between \$50,000 and \$74,000. In addition, the percentage of families living at or below the poverty level has decreased in Jefferson Township by thirty-three percent since 1990. Countywide, poverty has fallen by a little more ten percent.

Perspectives from Stakeholders on Development

According to Ed Ramsey, a member of Jefferson Township Board of Trustees, the main reasons for the townships' depopulation are an aging community and a lack of housing diversity (See Appendix B). The aging and diminishing of the population of Jefferson Township is evident in the 2000 US Census Report. Since 1970 the population of Jefferson Township has fallen from almost 12,000 to fewer

than 7,000 residents. Ramsey speculated that fewer individuals aged 20-34 have moved into the township in the last twenty years because, there is no place for young people to go in terms of housing (2003). The Ridgewood Heights and Drexel redevelopment projects were cited by Ramsey as attempts by Jefferson Township officials to address the housing diversity issue. The Ridgewood Heights project will include forty new single-family detached homes that prospective applicants may acquire on a rent-to-own basis through a special program offered by Jefferson Township. New home construction in Ridgewood Heights is approximately seventy-five percent completed at this time. Forty new homes have also been proposed in the neighborhood of Drexel. The new and proposed construction in Ridgewood Heights and Drexel does offer residents a moderately priced housing alternative but, housing diversity has not been expanded by the project.

The City of Trotwood utilized incorporation in order to counter aggressive annexations by the City of Dayton (See Appendix C). The county subdivision formerly known as Madison Township and the village of Trotwood, located therein made the decision to merge and become a city in 1996(Olmstead 2003). According to Steve Olmstead, Planning and Zoning Director for the City of Trotwood, "a decision was made to incorporate after an analysis was conducted and it was determined that after the merge with Madison Township, the City of

Trotwood would be able to provide superior services at a reasonable cost to residents.” A major benefit of incorporation for Trotwood has been the successful prevention of annexations by Dayton. Ironically, Jefferson Township now faces an additional threat of annexation from the City of Trotwood. However, Trotwood has not annexed any unincorporated territory since becoming a unified government in 1996(Olmstead 2003).

The Real Estate Acquisition Program is a key component that assists in creating economic development opportunities for Jefferson Township (See Appendix E). REAP is managed by the Montgomery County Treasurers Department with oversight of the program provided by Willis Blackshear, Assistant Treasurer. REAP allows townships and municipalities to acquire delinquent or abandoned parcels within their boundaries for the purpose of economic development. However, townships may only participate via neighborhood advisory committee or local development corporation. The purpose of the neighborhood advisory committee is to make citizens aware of potential future economic development projects (Blackshear 2003). Jefferson Township has an established neighborhood advisory committee, and is a participant in REAP.

From the standpoint of the developer, participation in REAP can be desirable. One reason is the potential for the developer to purchase parcels at less than

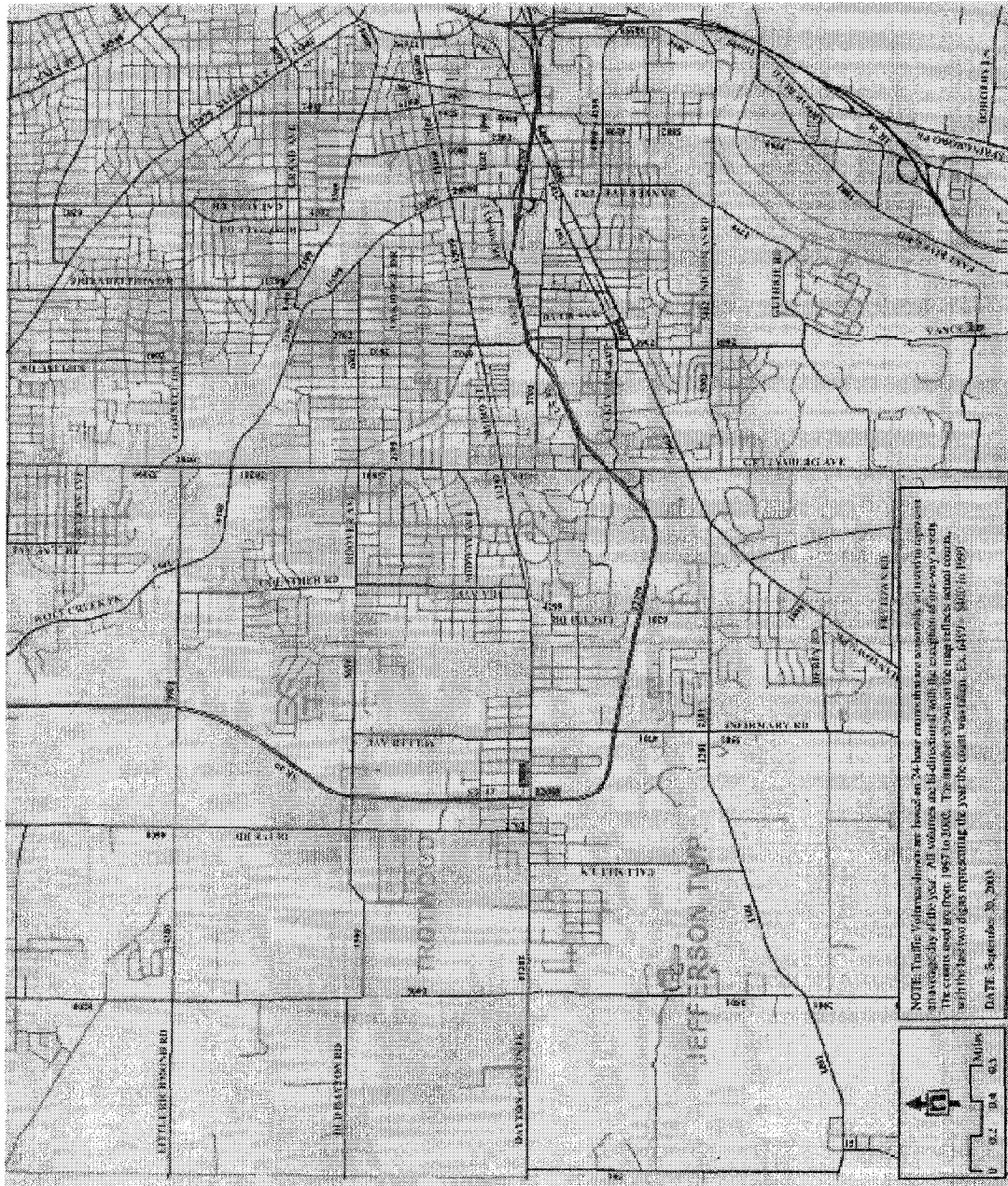
market value. In addition, by working closely with a township local government a developer might better understand what demands exists in a particular community.

6. Conclusions and Recommendations

The study area in Jefferson Township has significant economic development potential. The construction of the SR-35 / SR-49 connector has dramatically increased the daily automobile traffic passing through the study area. According to traffic data provided by the Miami Valley Regional Planning Commission, approximately thirty-seven thousand vehicles per day cross the intersection of SR-35 / SR-49 and West Third (see Map 7). The high volume of automobile traffic represents an untapped market for Jefferson Township.

Serving the Interest of the Community

There are several steps that Jefferson Township officials can take in order to ensure that new development projects will be representative of the desires of the community. Initially, Jefferson Township officials should form a study committee that would examine all aspects of a proposed development. Based on the example provided by Miami Township, the study committee should consists



Map 7 - Study Area Traffic Flow

of township officials, property owners, township residents and other stakeholders in the development process. According to Ed Ramsey, Jefferson Township attempted to institute this type process several years ago but, it was not maintained (2003). The work of the study committee should include the following:

A. Conducting a market analysis

The market analysis should investigate both the attitudes of neighbors and public officials. Once the target markets for a proposed development have been identified; then location, design, quality, pricing, and marketing strategy can all be programmed in accordance with the demands of the market. The market analysis should address several basic questions:

- Will the proposed project be able to attract sufficient consumers from the general population of the study area in order to remain economically viable?
- How long will it take for the proposed project to be absorbed into the fabric of the local economy?
- What steps could be feasibly taken in order to make a proposed project more marketable?

Prior to initiating an economic development project, a real-estate market analysis should examine the market potential or competitiveness of a

proposed project. The analysis should measure both supply and demand data, as well as consider other factors like population, household demographic characteristics, income, affordability, migration and community patterns. An analysis of supply with regard to competition from other projects should include an inventory of existing space and housing units, as well as, vacancy rates, characteristics of existing housing stock, types of tenants or buyers seeking space, current projects under construction and market rents.

B. Surveying the township's population

A great deal of information about a township or municipality can be learned from a well-conducted consumer survey. The entire residential population of the Jefferson Township study area should be polled in order to determine what demand for economic development exists. This information will allow the development stakeholders to shape future projects to best fit the needs of the community. In addition, survey results can sometimes persuade apprehensive developers and lenders to participate in a proposed project. An example of a consumer survey that could be administered by Jefferson Township officials has been provided (See Appendix I).

C. Exploring the concept of mixed-use development

Creating a mixed-use development project is a complex task for a township or municipality. The project stakeholders must evaluate each proposed use on an individual basis and understand both the additive and synergistic effect of those uses. In general, mixed-use developments are characterized by three or more significant revenue producing uses including retail, office residential, hotel, and entertainment.

Mixed-use developments are favored by many communities because of their aesthetic appeal, as well as their physical integration into the existing urban fabric. A well planned mixed-use development will balance good land-use principles with a sense of aesthetics and consistency within the existing neighborhood context (Katz, 1994). The following grid identifies the interrelationships between markets for the different types of development most typically found in a mixed-use development (see Figure 1). Where strong market synergy exists among uses, there are opportunities to realize market premiums from these combinations.

Attracting Development to Jefferson Township

(Katz, 1994)

Primary Use Components	Health Care	Marina	Entertainment: Sports	Entertainment: Theaters	Entertainment: Bars & Restaurants	Retail: Comparison	Retail: Specialty	Retail: Convenience	Hotel	Offices	Residential
Residential	□	●	×	×	□	□	□	●	×	●	
Offices	□	-	□	-	●	□	□	□	●		●
Hotel	□	□	●	□	●	□	●	□		●	×
Retail: Convenience	-	●	□	□	□	□	×		□	□	●
Retail: Specialty Stores	-	●	□	●	●	●		×	●	□	□
Retail: Comparison	-	□	□	●	●		●	□	□	□	□
Entertainment: Bars & Restaurants	-	●	●	●		●	●	□	●	●	□
Entertainment: Theaters	-	-	□		●	●	●	□	□	-	×
Entertainment: Sports	□	□		□	●	□	□	□	●	□	×
Marina	-		□	-	●	□	●	●	□	-	●
Health Care		-	□	-	-	□	-	-	□	□	□

Level of Market Synergy in MXD

● Strong

□ Weak or Uncertain

- Neutral, Absence of Synergy

× Potential Market Conflict

Figure 1 – Mixed-Use Development Combinations
41.a

A well conducted market analysis is key factor when promoting a particular area for development. A real estate market analysis should examine the market potential or competitiveness of a proposed project. In addition, the analysis should attempt to quantify the development aspirations of any surrounding townships or municipalities.

Potential developers should be educated on the benefits of participating in REAP. REAP offers tremendous economic benefits for the both the developer and the township. Through REAP a developer may purchase parcels of land at less than market value. Since these parcels are tax-delinquent or abandoned, acquisition by a developer serves to enhance the local tax base.

Finally, Jefferson Township officials should strive to establish public-private partnerships that focus of creating new development opportunities. In terms of economic development, a public-private partnership is a contractual agreement between a local government and a developer. Through this partnership, the skills and assets of both the public and private sector are shared in the attempt to deliver the best service or facility to the general public.

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Appendix A

Real Estate Acquisition Program (REAP)

The Enabling Legislation - Ohio Revised Code (ORC) Chapter 5722

5722.01 - This section provides several definitions found in the text of the statute. A summary of the items relevant to this study have been presented as followed:

"Electing subdivision" - a township or county that has adopted a resolution pursuant to section 5722.02 of the Revised Code for purposes of adopting and implementing the procedures set forth in chapter 5722 of the ORC.

"Land reutilization program" - refers to the procedures and activities concerning the acquisition, management, and disposition of affected delinquent lands (i.e. REAP).

"Minimum bid" - in the case of a parcel being sold by way of a foreclosure and/or forfeiture, refers to a bid in an amount equal to the sum of the taxes, assessments, charges, penalties, and interest due and payable on the parcel subsequent to the delivery to the county prosecuting attorney of the delinquent land or delinquent vacant land tax certificate or master list of delinquent or delinquent vacant tracts containing the parcel, and prior to the transfer of the deed of the parcel to the purchaser following confirmation of sale, plus the costs of foreclosure and/or forfeiture proceedings against the property.

"Nonproductive land" - refers to any parcel of delinquent or vacant land where foreclosure and/or forfeiture proceedings have been instituted; and upon which there are no buildings or other structures, or upon which there are either:

(1) Buildings or other structures that are not in the occupancy of any person and as to which the township or municipal corporation within whose boundaries the parcel is situated has instituted for the removal or demolition of such buildings or other structures by the township or municipal corporation because of their insecure, unsafe, or structurally defective condition;

(2) Buildings or structures that are not in the occupancy of any person at the time the foreclosure proceeding is initiated and whose acquisition the municipal corporation, county, or township determines to be necessary for the implementation of an effective land reutilization program.

"Occupancy" - refers to the continuous, and exclusive use and possession of a parcel by a person having a lawful right to such use and possession.

"Land within an electing subdivision's boundaries" - this does not include land within the boundaries of a municipal corporation unless the electing subdivision is the municipal corporation.

5722.02 – Adoption of an ordinance or resolution which elects to facilitate the reutilization of nonproductive land by a municipal-corporation, county or township.

Any municipal-corporation, county, or township may elect to adopt and implement the procedures set forth in this chapter to facilitate the effective reutilization of nonproductive land situated within its boundaries. Such election shall be made by ordinance in the case of a municipal corporation, and by resolution in the case of a county or township. The ordinance or resolution shall state that the existence of nonproductive land within its boundaries is such as to necessitate the implementation of a land reutilization program (i.e. REAP) to foster either the return of such nonproductive land to tax revenue generating status or the devotion thereof to public use.

An electing subdivision shall promptly deliver certified copies of such ordinance or resolution to the auditor, treasurer, and the prosecutor of each county in which the electing subdivision is situated. On and after the effective date of such ordinance or resolution, the foreclosure, sale, management, and disposition of all nonproductive land situated within the electing subdivision's boundaries shall be governed by the procedures set forth in ORC chapter 5722.

5722.03 - Sale of non-productive delinquent land to electing subdivision.

(A) On and after the effective date of an adopted ordinance or resolution nonproductive land within an electing subdivision's boundaries that the subdivision wishes to acquire and that has been advertised and offered for sale, shall be sold to the electing subdivision in the manner set forth in this section, but is not sold for want of a minimum bid.

(B) Upon receipt of an ordinance or resolution, the county prosecuting attorney shall compile and deliver to the electing subdivision a list of all delinquent land within the electing subdivision with respect to which a foreclosure proceeding

has been instituted and is pending. The prosecuting attorney shall notify the electing subdivision of the identity of all delinquent land within the subdivision whenever a foreclosure proceeding is commenced with respect to that land.

(C) The electing subdivision shall select from such lists the delinquent lands that constitute nonproductive lands that it wishes to acquire, and shall notify the prosecuting attorney of its selection prior to the advertisement and sale of the nonproductive lands pursuant to such a foreclosure proceeding. Selected nonproductive lands subject to foreclosure proceedings shall be advertised for sale and be sold, without appraisal. All nonproductive lands so selected, when advertised for sale following a foreclosure proceeding, shall be advertised separately from the advertisement applicable to other delinquent lands. The minimum amount for which selected nonproductive lands subject to a foreclosure proceeding will be sold, as specified in the advertisement for sale, shall equal the sum of the taxes, assessments, charges, penalties, interest, and costs due on the parcel. The minimum amount for which selected nonproductive lands subject to a foreclosure proceeding will be sold, as specified in the advertisement for sale, shall equal the amount specified in division (A)(1) of section 323.28 of the Revised Code. The advertisement relating to the selected nonproductive lands also shall include a statement that the lands have been determined by the electing subdivision to be nonproductive lands and that, if at a foreclosure sale no bid for the appropriate amount specified in this division is received, such lands shall be sold to the electing subdivision.

(D) If any nonproductive land selected by an electing subdivision is advertised and offered for sale at two sales pursuant to this section but is not sold for want of a minimum bid, the electing subdivision that selected the nonproductive land shall be deemed to have submitted the winning bid at the second sale for the land, and the land is deemed sold to the electing subdivision for no consideration other than the fee charged. If both a county and a township within that county have adopted a resolution and both subdivisions select the same parcel or parcels of land, the subdivision that first notifies the prosecuting attorney of such selection shall be the electing subdivision deemed to have submitted the winning bid under this division. The officer conducting the sale shall announce the bid of the electing subdivision at the sale and shall report the proceedings to the court for confirmation of sale.

(E) Upon the sale of any nonproductive land to an electing subdivision, the county auditor shall charge the costs, as determined by the court, incurred in the foreclosure and applicable to the nonproductive land to the taxing districts,

including the electing subdivision, in direct proportion to their interest in the taxes, assessments, charges, penalties, and interest on the nonproductive land due and payable at the time the land was sold pursuant to the foreclosure proceeding. In making a semiannual apportionment of funds, the auditor shall retain at the next apportionment the amount charged to each such taxing district.

(F) Unless the nonproductive land is redeemed, upon the filing of the entry of confirmation of sale, the officer conducting the sale shall execute and file for recording a deed conveying title to the land and, once the deed has been recorded, deliver the deed to the electing subdivision; thereupon, title to the land is incontestable in the electing subdivision and free and clear of all liens and encumbrances, except those easements and covenants of record running with the land and created prior to the time at which the taxes or assessments, for the nonpayment of which the land is sold at foreclosure, became due and payable. At the time of the sale, the officer shall collect and the electing subdivision shall pay the fee required by law for transferring and recording of deeds. The title is not invalid because of any irregularity, informality, or omission of any proceedings, or in any processes of taxation, if such irregularity, informality, or omission does not abrogate any provision of such chapters for notice to holders of title, lien, or mortgage to, or other interests in, the foreclosed lands.

5722.04 - Selection by subdivision from list of delinquent lands; sale to subdivision if no minimum bid received.

(A) Upon receipt of an ordinance or resolution adopted, the county auditor shall deliver to the electing subdivision a list of all delinquent lands within an electing subdivision's boundaries that have been forfeited to the state and thereafter shall notify the electing subdivision of any additions to or deletions from such list. The electing subdivision shall select from such lists the forfeited lands that constitute nonproductive lands that the subdivision wishes to acquire, and shall notify the county auditor of its selection prior to the advertisement and sale of such lands. The selected nonproductive lands shall be advertised for sale and be sold to the highest bidder for an amount at least sufficient to pay the amount determined. All nonproductive lands forfeited to the state and selected by an electing subdivision, shall be advertised separately from the advertisement applicable to other forfeited lands.

(B) If any nonproductive land that has been forfeited to the state and selected by an electing subdivision is advertised and offered for sale by the auditor, but no

minimum bid is received, the electing subdivision shall be deemed to have submitted the winning bid, and the land is deemed sold to the electing subdivision for no consideration other than the fee charged. If both a county and a township in that county have adopted a resolution and both subdivisions select the same parcel or parcels of land, the subdivision that first notifies the county auditor of such selection shall be the electing subdivision deemed to have submitted the winning bid under this division.

(C) On the returning of the certificate of sale to the auditor, the auditor shall execute and file for recording a deed conveying title to the selected nonproductive land and, once the deed has been recorded, deliver it to the electing subdivision. Thereupon, all previous title is extinguished, and the title in the electing subdivision is incontestable and free and clear from all liens and encumbrances, except taxes and special assessments that are not due at the time of the sale and any easements and covenants of record running with the land and created prior to the time at which the taxes or assessments, for the nonpayment of which the nonproductive land was forfeited, became due and payable. At the time of the sale, the auditor shall collect and the electing subdivision shall pay the fee required by law for transferring and recording of deeds.

Upon delivery of a deed conveying any nonproductive land to an electing subdivision, the county auditor shall charge all costs incurred in any proceeding as a result of the forfeiture and sale of the nonproductive land to the taxing districts, including the electing subdivision, in direct proportion to their interest in the taxes, assessments, charges, interest, and penalties on the nonproductive land due and payable at the time the land was sold at the forfeiture sale. In making a semiannual apportionment of funds, the auditor shall retain at the next apportionment the amount charged to each such taxing district.

5722.05 Title incontestable after one year from filing of deed.

Whenever nonproductive land is sold under section 5722.03 or 5722.04 of the Revised Code to an electing subdivision, no action shall be commenced, nor shall any defense be asserted, after one year from the date the deed conveying such land to the electing subdivision is filed for record, to question the validity of the title vested in the electing subdivision by such sale for any irregularity, informality, or omission in the proceedings relative to the foreclosure, forfeiture, or sale of such nonproductive land to the electing subdivision.

5722.06 Management of land in land reutilization program.

An electing subdivision shall assume possession and control of any nonproductive land acquired by it under section 5722.03, 5722.04, or 5722.10 of the Revised Code and any other land it acquires as a part of its land reutilization program. The electing subdivision shall hold and administer such property in a governmental capacity for the benefit of itself and of other taxing districts having an interest in the taxes, assessments, charges, interest, and penalties due and owing thereon at the time of the property's acquisition by the electing subdivision. In its administration of such nonproductive land as a part of a land reutilization program, the electing subdivision shall:

(A) Manage, maintain, and protect, or temporarily use for a public purpose such land in such manner as it deems appropriate;

(B) Compile and maintain a written inventory of all such land. The inventory shall be available for public inspection and distribution at all times.

(C) Study, analyze, and evaluate potential, present, and future uses for such land which would provide for the effective reutilization of the nonproductive land;

(D) Plan for, and use its best efforts to consummate, the sale or other disposition of such land at such times and upon such terms and conditions as it deems appropriate to the fulfillment of the purposes and objectives of its land reutilization program;

(E) Establish and maintain records and accounts reflecting all transactions, expenditures, and revenues relating to its land reutilization program, including separate itemizations of all transactions, expenditures, and revenues concerning each individual parcel of real property acquired as a part of such program.

5722.07 Sale at fair market value or retention for public use.

As used in this section, "fair market value" means the appraised value of the nonproductive land made with reference to such redevelopment and reutilization restrictions as may be imposed by the electing subdivision as a condition of sale or as may be otherwise applicable to such land.

An electing subdivision may, without competitive bidding, sell any land acquired by it as a part of its land reutilization program at such times, to such persons, and upon such terms and conditions, and subject to such restrictions and covenants as it deems necessary or appropriate to assure the land's effective

reutilization. Such land shall be sold at not less than its fair market value. However, upon the approval of the legislative authorities of those taxing districts entitled to share in the proceeds from the sale thereof, the electing subdivision may either retain such land for devotion by it to public use, or sell, lease, or otherwise transfer any such land to another political subdivision for the devotion to public use by such political subdivision for a consideration less than fair market value.

Whenever an electing subdivision sells any land acquired as part of its land reutilization program for an amount equal to or greater than fair market value, it shall execute and deliver all agreements and instruments incident thereto. The electing subdivision may execute and deliver all agreements and instruments without procuring any approval, consent, conveyance, or other instrument from any other person or entity, including the other taxing districts entitled to share in the proceeds from the sale thereof.

An electing subdivision may, for purposes of land disposition, consolidate, assemble, or subdivide individual parcels of land acquired as part of its land reutilization program.

5722.08 Disposition of proceeds of sale.

When an electing subdivision sells any land acquired as a part of its land reutilization program, the proceeds from such sale shall be applied and distributed in the following order:

(A) To the electing subdivision in reimbursement of its expenses incurred on account of the acquisition, administration, management, maintenance, and disposition of such land, and such other expenses of the land reutilization program as the electing subdivision may apportion to such land;

(B) To the county treasurer to reimburse those taxing districts to which the county auditor charged the costs of foreclosure. If the proceeds of the sale of the nonproductive lands, after making the payment required under this division, are not sufficient to reimburse the full amounts charged to taxing districts as costs, the balance of the proceeds shall be used to reimburse the taxing districts in the same proportion as the costs were charged.

(C) To the county treasurer for distribution to the taxing districts charged costs, in the same proportion as they were charged costs by the county auditor, an amount representing both of the following:

- (1) The taxes, assessments, charges, penalties, and interest due and owing on such land as of the date of acquisition by the electing subdivision;
 - (2) The taxes, assessments, charges, penalties, and interest that would have been due and payable with respect to such land from such date of acquisition were such land not exempt from taxation
- (D) The balance, if any, to be retained by the electing subdivision for application to the payment of costs and expenses of its land reutilization program.

5722.09 Committee of taxing districts; neighborhood advisory committees.

(A) An electing subdivision shall keep all taxing districts having an interest in the taxes, assessments, charges, interest, and penalties on the real property acquired as part of the land reutilization program informed concerning the administration of its land reutilization program and shall establish a committee comprised of a representative of each such taxing district. Each member of the committee shall be appointed by, and serve at the pleasure of, the taxing district he represents. A representative may be an employee of the taxing district. All members shall serve without compensation. The committee shall meet at least quarterly to review the operations of the land reutilization program and to advise the electing subdivision concerning any matter relating to such program which comes before the committee.

(B) An electing subdivision, as a part of its land reutilization program, shall establish separate neighborhood advisory committees consisting of persons living or owning property within each neighborhood affected by the program. The electing subdivision shall determine the boundaries of each neighborhood and which neighborhoods are affected by the program. Each neighborhood advisory committee shall consist of not less than five or more than nine persons, to be appointed by the chief executive officer of the electing subdivision for two-year overlapping terms. The electing subdivision shall consult with each neighborhood advisory committee at least quarterly to review the operations of the land reutilization program and to receive the advice of the members of the neighborhood advisory committee concerning any matter relating to the program which comes before the committees, including a specific interim use plan for the land.

5722.10 Conveyance in lieu of foreclosure.

An electing subdivision may accept a conveyance in lieu of foreclosure of any delinquent land from the proper owners thereof. Such conveyance may only be accepted with the consent of the county auditor acting as the agent of the state pursuant to section 5721.09 of the Revised Code. The owners or the electing municipal corporation or township shall pay all expenses incurred by the county in connection with any foreclosure or foreclosure and forfeiture proceeding filed pursuant to section 5721.18 or 5721.14 of the Revised Code relative to such land. When the electing subdivision is the county, it may require the owner to pay the expenses. The owner shall present the electing subdivision with evidence satisfactory to the subdivision that it will obtain by such conveyance fee simple title to such delinquent land. The title shall be free and clear of all liens and encumbrances, except such easements and covenants of record running with the land as were created prior to the time of the conveyance and delinquent taxes, assessments, penalties, interest, and charges, and taxes and special assessments that are a lien on the real property at the time of the conveyance. Real property acquired under this section shall not be subject to foreclosure or forfeiture under Chapter 5721. or 5723. of the Revised Code. The sale or other transfer, as authorized by section 5722.07 of the Revised Code, of real property acquired under this section shall extinguish the lien on the title for all taxes, assessments, penalties, interest, and charges delinquent at the time of the conveyance of the delinquent land to the electing subdivision.

Appendix B

Interview with

Ed Ramsey, Jefferson Township Trustee

October 24, 2003

GEF: In your estimation, what are the main reasons that Jefferson Township has lost populations in the last thirty years? What effect has this de-population had on the Township?

ER: The problem in Jefferson Township is there hasn't been any real room for expansion for young people. We need rooftops in this community. What we currently have in Jefferson Township is an aging community. You were born and raised here and your parents still live here but, there is no place for young people to go in terms of housing. This is primarily the reason for the de-population is the fact that there is no place for young people to come back to even when they would like to do it.

Another reason for the depopulation is the relatively high property taxes paid by home owners. This is detrimental to Jefferson Township because, many young people are deterred from returning to the township due to higher taxes. Many young people simply choose to move into other communities and pay lower taxes.

The impact of high property taxes goes directly to the township treasury, the fewer people living in the township, the less taxes collected and consequently, services are harder to maintain.

Quite frankly, it's hard for a township local government to maintain the delicate balance of low property taxes and good services in a population that's dwindling. One way to address this dilemma is to build more houses, as well as bring more businesses into the community.

GEF: Has there been a focus on diversifying the types of housing offered in Jefferson Township?

ER: Absolutely, in the last four years forty houses have been constructed in the neighborhood of Ridgewood Heights and they are occupied. These homes are being built in partnership with Miller Valentine, LLC. There

are forty more new homes being planned for the neighborhood of Drexel. The township is also looking at building some upscale condominiums on some vacant land south of Fischer Park.

There is some historical land in Jefferson Township, located near Liberty Ellington and Dayton Liberty roads. I believe it would be a good idea to look at developing some kind of upscale housing in this area.

As a member of the Jefferson Township Board of Trustees, I believe that if we can get 250 new homes in Jefferson Township that would be the panacea of all our problems. In addition to new homes, Jefferson Township needs to attract more commercial development into the area. Residents need places where they can go and shop without going to far from home. Ideally, residents should be able to find most of their consumer necessities right her in Jefferson Township. This township administration building is sitting on the edge of twenty-two acres that we want to develop commercially for the purpose of meeting the shopping needs of residents....and we are looking at this seriously.

GEF: How long have you served as a Jefferson Township Trustee? When are you up for re-election?

ER: I've served as Jefferson Township Trustee for the past four years. This is my re-election year. My term will be completed on December 31, 2003.

GEF: So the term length for township trustees is four years?

ER: That's right.

GEF: Is there a term limit?

ER: You are allowed to run an unlimited number of terms as township trustee.

GEF: What types of development do you believe would be the most beneficial for the populations living in the township? Are these opinions based on anything specific?

ER: It took me three years to realize that the residents in our community are not anti-business but, they are not pro-business either. The residents want to maintain that rural feeling in Jefferson Township. It appears to me that

the best economic development projects at this point in time are new housing units.

The more new homes we can build in Jefferson Township the better off we'll be. More homes will improve our school situation in terms of funding. More housing units will also help to improve and maintain the services provided by Jefferson Township local government. We also want to introduce some type of consumer shopping district where residents can shop without having to go too far. This type of development strategy appears to be what the residents in the community wants. They community does not appear to want a lot of businesses going throughout the community. So, I believe that Jefferson Township should focus its consumer development along the Third Street corridor or maybe on Route-4.

GEF: What forum (if any) do citizens have to comment or make suggestions concerning quality of life issues in Jefferson Township (i.e. new development)?

ER: Well, hopefully residents of the township will attend the Board of Trustee meetings. The board meetings are a forum where residents have an opportunity to make their opinions and suggestions known.

The township local government had also developed some task force committees to address various topics affecting the community. The task force committees would meet to talk about issues affecting Jefferson Township including, economic development, public services, police protection, et cetera.

The task force committee was made up of residents living in Jefferson Township. The purpose of the committee was to provide the trustee board feedback and new ideas from the community about how the government could better serve the population. This task force process worked for a while and then it fell apart. We must resurrect this task force process, and get more community participation.

GEF: What methods have Jefferson Township officials employed to combat the possible annexation of valuable territory by adjacent municipalities?

ER: You must first understand that the Ohio laws were designed against townships as a permanent unit of government. The township was set up to be an interim unit of government that would dissolve once a municipality could develop. It was thought that once the municipality developed it would eventually engulf the township through the process of annexation. This is the way the laws have been designed. So, one must ask themselves the question, what can a township do to prevent annexation? I believe that there are three things a township must do in order to prevent annexation:

- (1) Provide good services
- (2) Provide a good school system
- (3) Keep property taxes low

If a township government can provide good services, good schools and low taxes then annexation can oftentimes be prevented. Moraine is currently the biggest threat to Jefferson Township in terms of annexation. Recently, Jefferson Township has been able to "stave off the wolves".

GEF: What were the specific issues regarding annexations by Moraine?

ER: The City of Moraine is a municipality that is "cherry picking", by trying to annex some of the most lucrative property in Jefferson Township. Most recently, Moraine has tried to annex 147 acres of Jefferson Township. The township has been to court twice on this issue and the judge has upheld our position, and this is rare considering this is a case of a township versus a municipality. The issue concerns a large parcel of land that Moraine is interested in annexing and using for economic development.

GEF: It seems that for Jefferson Township, annexation by an adjacent municipality would be one of the main stumbling blocks to an economic development project along the third street corridor. Either the City of Trotwood or the City of Dayton could attempt annexation of the project.

ER: You are correct. Annexation is a stumbling block for economic development projects in unincorporated territory. However, if the township can provide its residents with good schools, good schools and low taxes than annexation can often be prevented.

GEF: Describe any economic development projects that are currently underway in Jefferson Township?

ER: Well, the township has constructed forty homes in the Ridgewood Heights area. There are forty additional homes being planned for the neighborhood of Drexel. Jefferson Township is also looking at developing twenty-two acres on West Third as I-1, commercial. We know we want to build more houses and we also know that we want new commercial development on Third Street. These are the things we've talking about and working towards.

GEF: Is the township interested in subdividing the twenty-two acres already designated for commercial development and selling the individual parcels to any developer that is interested?

ER: My vision is not for a shopping center or strip mall but, for a business complex, for example; there could be doctor's offices, legal offices, architects, drug store, supermarket, et cetera.

GEF: Would your vision for the complex, include housing nearby, maybe some moderately priced one and two bedroom apartments?

ER: The township is considering some upscale condominiums right across from Fischer Park. As a matter of fact, Miller-Valentine has requested an option on land for that project specifically. Anyway, that should summarize Jefferson Township's plans for economic development.

GEF: Has the Jefferson Township local government ever considered sponsoring the creation of a master plan for development?

ER: Jefferson Township has recently had discussions with two companies about planning and development. Red Rock, LLC, is a company out of Atlanta, Georgia. Red Rock wants to develop a plan for Jefferson Township that will encompass everything. They want to do a demographic study and then develop a plan that they think would be beneficial to the area. Currently, the trustee board is in the process of talking to the Red Rock group. Apparently, Red Rock has worked on a project in Cincinnati, Ohio in the Over-the-Rhine area.

The other group Jefferson Township is in discussions with is the Peterson Group. The Peterson Group is a local organization and they are interested in developing a 'Home-O-Rama' type of product. Peterson wants to build upscale houses in a subdivision and then sell them. Currently, we are proceeding with the Peterson Group but, they have asked for one hundred percent tax abatement. Miller-Valentine has expressed an interest in building upscale condominiums in the same vicinity and they are not requesting a hundred percent tax abatement. Anyway, we obviously have a few things on the drawing board that really need our attention.

GEF: Has the Jefferson Township local government ever considered incorporating? Do you think such an effort would receive support from the citizens, adjacent municipalities, county officials, et-cetera.

ER: Jefferson Township officials have considered the possibility of incorporation but, there are some complicating factors. One problem is the current population density in the township. Incorporation requires a densely populated area and, Jefferson Township would have a hard time meeting those requirements, especially in the periphery.

Jefferson Township could incorporate but only to a certain point based on population density. Those residents remaining in the lower density unincorporated areas would have to apply for inclusion into the newly formed village. It is unclear if these residents actually would want to be included in the new municipality. The trustee board has talked about the township becoming a village for a while now, and I am sure we will continue to have these types of discussions.

GEF: Why would it be desirable for an individual or business to relocate into Jefferson Township?

ER: An individual or business should consider locating in Jefferson Township because it is virgin and unexplored commercial territory. I believe that any survey one would conduct would show a strong demand for various types of commercial enterprises. It would be to a business owner's advantage to locate in Jefferson Township.

Currently, if a person who lives in Jefferson Township is working on their house and they happen to run out of nails; that individual will have to

travel all the way across town for supplies. In addition, there is not one eating establishment in the township where you can take your family and feel comfortable. The trustee board deals with these types of complaints from township residents on a regular basis. I think new businesses would do very well in Jefferson Township.

GEF: How has the SR-35/SR-49 connector impacted growth and development in Jefferson Township?

ER: I don't know if extending SR-35/SR-49 has done anything for growth but, the connector should certainly help businesses. On a daily basis there is a great deal of automobile traffic that filters through SR-35 and Third Street intersection. The traffic count data from the Montgomery County Engineer's office shows that it is close to forty-thousand cars daily. As far as growth is concerned, I'm not sure the highway has had an impact at all. Our residents are able to get from point A to point B a lot quicker. In many cases, those individuals from surrounding communities that utilize SR-35/SR-49 have to come through Jefferson Township in order get to their destination.

GEF: What has Jefferson Township done to attract or promote development into the desired locations?

ER: The trustee board has asked several of the big box retailers to consider Jefferson Township for new development. We have contacted both Meijers and Walmart and asked for some consideration. However, there is one problem Jefferson Township does not have the infrastructure necessary to accommodate this kind of development at this point in time. The township is also limited as to where a business like Walmart could be placed and be most viable. It would have to be located on Third Street or Route 4.

If we can get a major organization to locate in Jefferson Township, then the county will provide us with assistance on the infrastructural improvements. However, if development is being considered on Third Street west of Union Road, there is no sewer or water service. The area out beyond Union is really a prime location for development.

GEF: It would be interesting to know how the residents living in this area would feel about a large super-market, like Meijer's moving into that area.

As you have already mentioned, the rural character in Jefferson Township is popular with many of the residents. Intuitively, it seems easier to envision development closer to the SR-35 / SR-49 interchange. Do you think the residents would support a large-scale development project in the middle of the 'unspoiled country-side'?

ER: You would definitely get some flak from those residents living in that area but, I think most people living in this area of Jefferson Township can see Third Street being developed. You must also understand that anytime you attempt to bring some new kind of development into a residential area, there will be a certain amount of controversy. However, I think the township can sell the idea of commercial enterprises going down Third Street. There are already some commercial enterprises on Third Street but, not having water and sewer past Union Road is a big drawback.

GEF: Is there a possibility that water and sewer could be connected?

ER: Yes, we are looking at that possibility. That would be through the Montgomery County Water Works. There is a pump station in New Lebanon and Jefferson Township has requested to be hooked in but, our request was denied. There is a possibility that something could be worked out in the future.

GEF: Well, that is all I have. I would like to thank you for agreeing to speak with me today, Mr. Ramsey.

ER: It was my pleasure, Gerald.

Appendix C

Interview with

Steve Olmstead, Planning and Zoning Administrator for the City of Trotwood, Ohio

October 30, 2003

GEF: Hello, Mr. Olmstead this is Gerald Fortson and I'm calling you today about economic development in Trotwood, Ohio. The purpose of my call is research I am conducting for a graduate project at the University of Cincinnati. I have eight questions to ask you today, and I believe those have been faxed to your office.

SO: Yes, I have the questions.

GEF: Great. Please describe the events / motivations that have led to the incorporation of Madison Township as the City of Trotwood? Describe the opposition faced by officials.

SO: Well, the incorporation of Madison Township into the City of Trotwood came about primarily because the City of Dayton. The City of Dayton had been annexing Madison Township for the last several years. Madison Township merged with The City of Trotwood in order to become a more efficient unit of government as well as to stop the annexations by the City of Dayton.

An analysis was conducted and it was determined that after the merge with Madison Township, the City of Trotwood would be able to provide superior services at a reasonable cost to residents. There has been a unified Trotwood government since 1996.

GEF: What have been the benefits / drawbacks of incorporating Madison Township?

SO: Well, I think the benefit is that as a unified government, the City of Trotwood was able to stop the annexations by the City of Dayton. Dayton was the primary municipality enacting the annexations at this time. Prior to the incorporation of Madison Township, the township local government was not very successful in preventing these annexations by Dayton. In addition, by incorporating all of Madison Township into

Trotwood, there is a great deal of vacant land available for growth. The City of Trotwood is now about twenty-seven square miles.

GEF: What is the population of the City of Trotwood?

SO: The population of the City of Trotwood is about 28,000. The population of the area has remained fairly steady since about 1970.

GEF: How has the SR-35/SR-49 connector impacted growth and development in Trotwood?

SO: There is a lot of traffic on the connector and there is a demand for development adjacent to the connector. However, this is a limited access highway, so there is not going to be a lot of development adjacent to it. The connector has definitely made it easier to get to Trotwood but, I'm not sure it has had any other impact beyond transportation.

GEF: Does Trotwood currently have any plans to initiate commercial development along west Third Street (the southern boundary with Jefferson Township)?

SO: Both Jefferson Township and Trotwood have been working together to develop a plan for the redevelopment of the Third Street corridor. We have been successful in getting two Community Development Block Grants, as well as a Public Works Commission Grant. At this point, the City of Trotwood has demolished several buildings and engineering plans are being prepared for the construction of water, sewer and road improvements along Third Street.

GEF: What types of development do you believe would be the most beneficial for the populations living in Trotwood at this time? Are these opinions based on specific evidence?

SO: Up to this point, there has only been a small amount of commercial development occurring along the Third Street corridor. There is going to be a lot of work to be done before this area is ready for commercial development. The city government will need to add sidewalks, landscaping and widen the road. These types of infrastructural improvements will hopefully result in new commercial development projects along the Third Street corridor.

GEF: Since becoming a municipality, has Trotwood annexed any unincorporated territory? Has Trotwood used its power of imminent domain?

SO: No, Trotwood has not used the power of imminent domain or annexed any unincorporated territory since merging with Madison Township.

GEF: Does Trotwood City Government maintain a master plan for growth and development?

SO: Yes. The City of Trotwood does maintain a master plan for growth and development. The last revision for the master plan was adopted in 1999.

GEF: Well, those are all of the question I have today. Thank you for taking time out to speak with me today.

SO: You're welcome, Gerald. If you have any other questions feel free to contact me.

Appendix D

Interview with

Joe Klosterman, Director of the Montgomery County Planning Commission

November 20, 2003

JK: Gerald, before we begin the interview I would like to introduce you to Twanna Jones. She's with the Department of Community Development.

GEF: Ms. Jones.

TJ: The Department of Community Development administers the CDBG home loans, ESG, and the lead based paint programs, offered through the department of housing and Urban Development. So, I have handouts on the home background for our program in Montgomery County, as well as the CDGB program background. These documents discuss the eligibility of the municipalities and townships. A listing of eligible activities, and a listing of all projects funded from 1997 through 2002, has been included.

GEF: Well thank you very much, Ms. Jones. This is extremely helpful information.

TJ: You're Welcome. If you have additional questions feel free to contact me.

GEF: Thank you, I will. All right, Mr. Klosterman I'd like to ask you a few questions about planning and development in Montgomery County.

JK: Sounds good.

GEF: What is most typically the Department of Community Development's role regarding economic development projects undertaken by a local township government?

JK: Well, we do the planning for the townships. Which means we do the comprehensive plan, which is rather old now...

GEF: When was comprehensive plan done?

JK: I think it was 1990 or 1991.

GEF: Okay.

JK: We were going to go ahead and update the comprehensive plan for the townships two years ago but, overall the financial state of the county isn't that great, right now. The money just is not there to do the update. As soon as the money becomes available the task of completing the comprehensive plan update will be subcontracted. The Planning Commission will not complete the plan update in-house.

The basic role of the Planning Commission now, is the review of zoning change requests, and forward a recommendation to the township and handle all platting in the unincorporated areas, but only the unincorporated areas, not for cities or villages. We also take care of demographics.

GEF: When you say 'take care of demographics', what do you mean exactly?

JK: We maintain a database based on the census tract data for all the unincorporated territory in the county.

GEF: What is the county's position on extending access to public utilities (i.e. public sewer service) for commercial development projects in unincorporated areas?

JK: It would depend on how close the county sewer service is to the potential new resident or business. Right now, the county is in the process of extending sewer and water to Clay and Perry Townships, in an effort to promote development in limited areas of these townships. So, yes the county will make those accommodations for townships in order to promote development.

GEF: How would the county offset the cost of something like that?

JK: With connection fees.

GEF: Does the county have plans for a regional GIS database? If so what areas of the region would be served by the database? What is the possible timeframe for such a system to be implemented?

JK: That would be a project carried out by the Montgomery County Auditor. The Planning Commission will not be involved with that project.

GEF: How are the services provided by the Planning Commission funded for both townships and municipalities in Montgomery County?

JK: The Montgomery County Planning Commission is funded through the county's general fund.

GEF: Has the SR-35 and SR-49 connector in western Montgomery County impacted growth and development in that area? Are additional highway connectors being planned for western Montgomery County in the near future (please be specific)?

JK: There has not been much growth or development in the area and frankly, it is a little surprising. I really don't know why new development has not been more prevalent. I have spoken to several developers about this issue and they all seemed unclear as to why development has not yet come.

GEF: Do you think that a demand for commercial development exists in the areas served by the new SR-35 and SR-49 connector?

JK: I did think that more of a demand for development would follow the highway construction, if not for commercial development than for residential development. I guess it just goes to show that just because you build it doesn't mean consumers will come running. I really can no explain it.

GEF: Do you still consider it to be early in regards to whether development will follow the highway construction?

JK: I think that we would have seen more activity by now. At this point, there doesn't seem to be anything going on that is really encouraging. I don't know, it could be the economy.

GEF: Are additional highway connectors being planned for Western Montgomery County.

JK: No, not at this time. The only thing being planned is in Southern Montgomery County, the Austin Road interchange and a roadway over to River Township and southern Miami Township but, not west.

GEF: How does role of the Montgomery County Planning Commission differ from the role of Community Development?

JK: Well, Community Development is out there doing actual projects. They are spending money on improvements and infrastructure. The Planning Commission does not spend money on improvements. We don't have any money to spend on improvements. Our responsibility is to plan future development for the county, but not to actually do it.

Gerald, I know you also had some questions about regional demographic, so I would like to invite my colleague, Larry Weissman to join our discussion. Larry is our resident expert on Montgomery County demographics.

GEF: It's good to meet you Larry, and thanks for joining the discussion. According to the United States Census data, population in the unincorporated townships, Jefferson Township specifically has diminished significantly since 1970. In general, what have been the overall population trends in western Montgomery County.

JK: I believe that Perry, Jackson, Clay and German Townships have all experienced slight increases in there respective populations.

LW: That's right. I'm not sure about Madison Township, although that is now the City of Trotwood.

GEF: Is Jefferson Township the only township that has fallen off in population so significantly?

LW: Jefferson Township does stand out among all the other townships in terms of population loss. When you look at the US Census data it becomes apparent that Jefferson has experienced general decline across the boards and in almost every demographic category.

Most of the growth in terms of population has occurred in southern and northern Montgomery County. The City of Dayton has experienced a

population decline but, Jefferson Township exceeds even the Dayton. In order to determine why this has occurred, it would be important to track where all these people are going.

JK: In the last 35 years, Jefferson Township has not recorded much growth.

LW: There have been population increases in other parts of Montgomery County, so one theory might suggest that residents leaving Jefferson Township are moving to those areas where growth is being experienced.

One indicator of growth is new housing. There have been a lot of apartments built in southern Montgomery County. I think one important question is where all the new housing is being built.

JK: The only apartment housing that I can remember being built in Jefferson Township in the last thirty-five years has been Olive Hill. There were also some apartment buildings off of Germantown Pike and near Liscom Drive but, they were ultimately annexed to the City of Dayton.

GEF: How does the Planning Commission approach zoning recommendations?

JK: We approach zoning recommendations in terms of compliance with the comprehensive plan. Ohio state law says that when someone applies for a zoning change, they must first file with the township. The Planning Commission is sent a copy of the application from the township for review and recommendation. A public hearing is also set up with the Zoning Commission at that time. After the application passes at the Zoning Commission, it is then passed on to the township Board of Trustees for final approval. The township is free to do whatever it wants with the Planning Commission's recommendation since it is not binding.

GEF: I would like to thank you both, Mr. Klosterman and Mr. Weissman for speaking with me today.

JK: You're welcome. I hope it was helpful.

Appendix E

INTERVIEW with

WILLIS BLACKSHEAR, Assistant Montgomery County Treasurer

December 11, 2003

GEF: Please identify yourself.

WB: Okay. My name is Willis Blackshear. I'm the Assistant Treasurer for Montgomery County, over the Tax delinquency department.

GEF: Thank you Mr. Blackshear for agreeing to speak with me today and I wanted to talk to you about the Real Estate Acquisition program, REAP.

Please describe the Real Estate Acquisition Program (REAP). What role does the Montgomery County Treasurer have in the administration of REAP?

WB: The Assistant Montgomery County Treasurer office serves as a coordinator between the municipalities and townships, as well as, the county governmental entities that actually play a part in the REAP program being administered.

I'll give you an example, the Prosecutors office, they actually do the foreclosures of the properties. What happens is the township or city wants to acquire delinquent/vacant land but first they must pass enabling legislation to be a part of the program. When we say delinquent/vacant land if it has a structure on it, that structure has to be vacant, and therefore deemed nonproductive. If there is just land with no structure, well, there is no problem. The land must be certified delinquent for at least two (2) years or more, not only to foreclosure on the property but to even have it in the program. What happens is the planning economic director (representing the township or municipality) make up a list of the parcels that the township or city is interested in, and at the point they send the list to me and my staff. We then go through this list and determine the parcels of land listed are even eligible. You might have a situation where someone (parcel owner) has filed bankruptcy and this office will not pursue that parcel because it would be protected under the bankruptcy court. So we would have to wait until (parcel owner) was either

dismissed out of the bankruptcy or discharged. Once we evaluate the information after it's been submitted, we in turn send the information back to the township or city, letting them know if they parcel or parcels they're seeking are eligible for the program. Now once the township has identified which parcels or land are eligible then the township or municipality sends a formal request letter to the Assistant Treasurer in order to pursue purchasing the property through the REAP program. The Assistant Treasurer's office will then send a formal request to the prosecutor's office to initiate the foreclosure proceedings. Now from the time the formal foreclosure request is made by this office it takes approximately 6 to 9 months from the time of the formal request until final foreclosure. At that point, during that 6 to 9 month period when (the property) goes to sale, the sale still must be open for public auction. The bidding would start at the total amount due in the back taxes plus the court costs. If no party purchases the property at the first sale, then a few weeks later the property is offered after a second sale then the property is deeded over to the township or municipality for them to deed the property to some third party who seeks to make the property productive or the property can be deeded over to the township or municipality. A township or municipality may choose to land bank this property for future use. A township or municipality can land bank property for up to 16 years. The city of Dayton has been known to land bank parcels of land when officials are aware of development being planned down the line. The city may not have a planned productive use for a particular parcel at the time of acquisition but they may not want the property to fall into the hands of a speculator or whatever. The city may be aware that the development trends will one-day include a particular parcel. They can then land bank various parcels.

GEF: Will they land bank with the Assistant Treasures office or will they.....?

WB: No, what happens I it will go through the process and if no one bids on the property than it automatically goes to the township or municipality. The parcel becomes the property of the municipality or township, until they dispose of it.

GEF: No in the case of unincorporated areas like townships, I understand that special group has to be formed in order to participate in the REAP program. Can you elaborate on this?

WB: Well, when you look at a section in the code.

GEF: And that's the Ohio Revised Code? What's the section?

WB: Yes, the Ohio Revised Code. Chapter 57, 22 is the section that actually deals with the establishment of the REAP program and how to deal with it's administration. I think the section that your speaking of is "The rights of other interested tax districts and neighborhood advisory committees", section 57.22.09. The township that participate in REAP have some type of neighborhood development corporation. Either the township can choose a group of individuals to serve as a neighborhood advisory committee or if the township has a neighborhood development corporation members for the neighborhood advisory committee can be picked from that. The purpose of the neighborhood advisory committee is to make the citizens aware of the potential future economic development projects. We've purchased property and we're going to develop it however. The neighborhood advisory committee is mainly a rubber stamp thing or information thing. The advisory committee is not a committee set up to oppose certain projects and support others. The committee is present to provide information about various projects and acquisitions. Now, the taxing districts are the recipients of the tax dollars. Including the school board, township or municipality, library, more so when REAP first began there was a group set up to represent the tax districts. Eventually, the group disbanded because REAP deals with tax delinquent properties that are not revenue generating.

GEF: How are the sale prices for delinquent or non-productive land set?

WB: Sale prices from the standpoint of the township or municipality purchasing the property are set on the basis of fair market value. Fair market value can be determined in a number of ways, however, the benefit to the community is key. In many cases if the benefit to the community is substantial, the township or municipality may donate the parcel.

GEF: When I talk about sale prices for delinquent or nonproductive land, I meant how much must be paid by the township or municipality in order to acquire a property through the REAP program.

WB: Okay. Depending on value the average cost for a large municipality like the city of Dayton to purchase property through REAP is about \$700.00. There is a thing which have to be paid in order to cover the cost of the foreclosure including the court cost, public notice, title search, etc.

GEF: Does the county establish the REAP program and then accept municipalities or townships as participants or must each electing subdivision initiate its own program?

WB: The township or municipality must pass enabling legislation in order to participate in the REAP program. Elected officials, city council or township board of trustees must vote on the REAP participation.

GEF: So the program exists with the county already?

WB: Correct. The council or commission or board for these local governments would have to put this matter to a vote. They would have to draft a resolution. For example:

(WB sorts through several documents from various townships/municipalities who have drafted resolutions to participate in REAP.)

GEF: How many townships participate in Montgomery County participate in REAP? How long has REAP been in existence in Montgomery County?

WB: Six. We have the city of Riverside, City of Moraine, City of Dayton, Harrison Township, City of Trotwood, Jefferson Township.

GEF: Would the representation from townships participating in REAP be typical of the kind of representation you see statewide?

WB: Well, more so, the deal is this, one this program is for areas that have a # of delinquent properties. You would see an Oakwood or Centerville because there isn't delinquent property that is going undeveloped and deemed un-productive. In addition property values in communities like this are very high. These communities have not had problems with development.

You look at the inner city, the city of Dayton and you look at Jefferson Township, because they don't have a lot of business or industry out there. So you've got a lot of vacant land that people own and for whatever

reason they haven't paid taxes. So in general you'll find the areas across the state that have programs similar to REAP are (1) mostly urban areas and (2) have a high rate of tax delinquency.

GEF: How does the REAP program differ from the power of imminent domain for a municipality?

Imminent domain can take anywhere from 18 months on. Plus you're looking at a situation where you taking property away from someone who doesn't want to give it to you. Under imminent domain the property owner doesn't have to be delinquent on real estate taxes they just don't want to relinquish the property. So as a municipality, your informing a property owner of planned project with a public purpose and attempting to move that project ahead. IN many cases, the property owner will fight a property being taken under imminent domain. In this case the municipality would have to enter into a court proceeding if an accommodation cannot be reached by the municipality and property owner. The process of immanent domain can take up to 18 months or longer for a municipality.

GEF: So it sounds like acquiring land through REAP is more favorable for a municipality.

WB: Yes, because you're not fighting with the property owner. The bottom line is that with this program (REAP), the fact that the tax payer or land owner of record has allowed the land to become delinquent is a clear signal they are no longer interested in the property. In addition, after foreclosures been initiated, if the property owner wants to pay the taxes and redeems the property that is acceptable. There are less options for the property owner with immanent domain.

GEF: After the acquisition of unproductive or abandoned property by the township or municipality, the proceeds earned from any subsequent sale of that property shall be allocated to what local government(s)?

WB: Well, whichever participating government is involved. In most situations, for instance in the city of Trotwood, I'm working with the assistant city manager on a housing project. Years ago I met with the assistant city manager and told her about 60 or more lots in Trotwood that I believed would be ideal for some type of economic development project. The

Trotwood city officials had been trying to do some type of economic development for a while and so, I encouraged city management to participate in the REAP program and attempt to acquire these lots for a potential economic development project. Trotwood officials already had a firm in mind to under take an economic development project. So, this was just a natural fit. At one point, the city managers office had wanted to see maps of the parcels and so, I had the county auditor produce platt maps as a courtesy. Trotwood officials are then able to show the lot sizes and what have you to the interested parties.

This department has no problem assisting township or municipalities in facilitation these types of land acquisitions. Our role here is not only to collect the taxes but those taxes that are deemed not collectible, we're trying to move properties back to the revenue generating side of the ledger. That benefits everybody. Therefore we kind of do economic community development from this end by making areas aware of abandoned and tax delinquent properties in their area. The other thing we've been able to do successfully is reach out to the different townships and municipalities we thought would benefit most from the REAP program.

GEF: Is this how Jefferson Township got involved with REAP?

WB: Well, Jefferson Township got involved through Joann Fritz. She was the one who initially brought REAP to Jefferson Township. Ms. Fritz was in frequent attendance of county commissioners meetings and things of that nature. As a result of her coming to county administration on a regular basis, I became aware of her thoughts on the need for more economic development in Jefferson Township. Ms. Fritz stated that township needed help bringing in more development. Earlier we touched on the limited number of townships and cities that participate in REAP. This is due in part to statting. REAP requires that correct personnel to do the necessary research and due diligence integral to operating a program. The most important asset is the people who put the time in to making a program like this work. Programs like REAP work well with the cities and less so with the townships.

GEF: Why would it be desirable for an individual or business to participate in the REAP program?

WB: It works well from the standpoint of a developer. For one reason, you're talking about being able to potentially purchase a piece of property for

your project at less than market value. The cities and townships are looking at the program from the standpoint of how it might enhance their area. So these parcels of property actually becomes an incentive for potential economic developed projects.

Appendix F

Interview with

DENISE BLAKE, Economic Development Coordinator – Miller Valentine, LLC

December 22, 2003

GEF: Hello, Ms. Blake this is Gerald Fortson. I was calling you today to talk about economic development in Jefferson Township.

DB: Alright.

GEF: Okay. I've got about seven questions to ask you. The reason I'm doing this is for a master's thesis over at UC in the School of Planning. I'm doing a comparative case study between Jefferson Township in Montgomery County and Miami Township in Clermont County. So, I'm going to just jump right in.

GEF: What makes Jefferson Township an attractive location for economic development projects? What makes it unattractive for economic development?

DB: What I Think makes it attractive is it's location. It is near a major city but yet it is still far enough removed to where you can be quickly downtown for jobs, shopping or entertainment. It is a nice location because of the interstate connection SR-35 which is a pretty prominent highway that comes thru. Another attractive quality of Jefferson Township is it's small town character. The area is not overgrown at this point.

GEF: So the rural character would be a positive?

DB: Yes.

GEF: Has Miller Valentine participated in any mixed-use development projects in suburban communities? If so, have any circumstances led to the mixed-use approach being used versus single-use approach?

DB: Miller Valentine owns several retail shops. The newest one is off of the Tylersville exit in West Chester. It's still early in development stages but Miller Valentine is looking for tenants to occupy the Tylersville project.

GEF: Is this development going to be a fully integrated building facades?

DB: I think there will be a combination of a strip plaza with tenants side by side and then some out lots with free standing restaurants. SO there will be both.

GEF: **How does Miller Valentine determine what type of project will be undertaken for a given site? How is demand for a specific project determined? How are the needs and desires of the target population(s) ascertained / addressed?**

DB: I would say in terms of determining what type of development will go there, Miller Valentine looks at the community as a whole, what are the amenities. We would be more likely to put a multi-family apartment complex in close proximity to pharmacy, grocery store, and banks. Quick amenities that residents can easily get to.

GEF: So if your looking at a community that doesn't have a lot of these amenities, how would you determine demand? What do the residents need? What do they want?

DB: We actually would have a third party market consultant. The consultant would be asked to go in and literally analyze the market because, that's their area of expertise. The analysis may come back and state that the market can support 40 single-family homes or 140 multi-family units or maybe the area can't support any new development at all. The point is there is a significant amount of research conducted before we enter info a project. We try to make sure that new development projects blend with the existing neighborhood.

GEF: Do you look at specific demographics, whereas if the community has a unique racial or ethnic make-up wold you try to market to certain groups or would it be more generic?

DB: I would say that once we determine an area we're going to be in, (like the single family development of Ridgewood Heights that we're working on in Jefferson Township) we really try to make sure that the project blends well with the existing community, as well as trying to offer what is needed

for a particular community. Miller Valentine attempts to look at the entire market in order to determine what is needed.

GEF: How are the design proposals for potential development projects reviewed / submitted?

DB: Well, what we try to do is once it has been determined that a particular project will go forth, Miller Valentine will engage an architectural firm. Some do not. What we try to do is put in a development that will be compatible to the area. If there are specific design criteria for a township or municipality than that information is passed on to the designers/architects for incorporation into the design proposal. We typically do hire an architect to do the design piece.

GEF: Okay and I guess you would work in unison with the officials in the municipality or township?

DB: Right, that's correct.

GEF: How would you characterize the possibility for new development projects in Jefferson Township in the future?

DB: I think it is going to be a rapidly growing area, I would think. I know they're is in the process of strategizing to determine exactly what direction it is they would like to go in, what would be the best use for the land. Like I said before, its really close to the city but it still has the rural feel to it. I would anticipate large growth in Jefferson Township in the near future.

GEF: In general, are there benefits to pursuing development in an unincorporated township versus a municipality? Please elaborate.

DB: I think it really depends. I think it depends on the experience and knowledge of the people working in the township. Township seemed to be more lax in their structuring and cities in general are more rigid. At the same time working with townships can be complicated because, while townships are permitted to make some decisions, in many cases final authorization must come from the country. So at that point a developer must deal with two jurisdictions in order to get things take care of.

GEF: From a developer perspective, what is the benefit of working with non-profit organizations like County Corp.? Montgomery County Community Development?

DB: Miller Valentine works with non-projects like country corporation all the time. What we do is when comes to our affordable housing the State of Ohio has incentivised the involvement of non-profits like County Corp. There is an incentive for non-profits to be involved in the social services provided to residents be it single family or multi-family or seminar. We are actively involved with the non-profit agencies.

Appendix G

INTERVIEW with

Frank Birkenhauer, Assistant Colerain Township Administrator

March 26, 2004

GEF: Hello Mr. Birkenhauer?

FB: Yes, it is.

GEF: This is Gerald Fortson giving you a call back. I hope it's okay if I record our conversation for transcription purposes.

FB: Yes, that's fine.

GEF: Great! Well, I have a couple of questions regarding the pedestrian bridge project. So, I'll just jump right in.

FB: Alright.

GEF: What is the Colerain Corridor Task Force? What was the Task Force' role in the pedestrian bridge project?

FB: The task force is a group of individuals from the business association, Colerain Township officials, Hamilton County Engineers, ODOT officials, as well as some local residents. What the task force does is work as an advisory board on all issues relating to the Colerain Corridor.

When the Colerain Corridor task force was developing the plan, one of the issues that came out of the public meetings was the difficulty of pedestrians in crossing Colerain Avenue. I think of one meeting in particular, where a business owner stated that they kept a blanket on hand to cover anyone struck by a vehicle while crossing Colerain Avenue. That was a pretty powerful image.

GEF: Have there been many accidents where the bridge is now located, prior to the construction?

FB: There have been several pedestrians struck on Colerain Avenue. There has been a high accident rate. The accident rate was much higher before

the improvements and, I know for a fact that several pedestrians have been struck in the general vicinity where the bridge is now located. As a result, one of the amenities that has been built into the whole Colerain Avenue construction was pedestrian friendliness. The concept of pedestrian friendliness is something that Colerain Avenue has certainly not been known for.

The Colerain Improvements project includes sidewalks on both of the highway, as well as the pedestrian bridge constructed in the Northgate area. The pedestrian bridge was put into the plan after the public meetings. It seemed that people were very excited about the bridge proposal when it was first presented. However, the bridge had to be justified in order to get the grant money from the federal government which is funneled down to the state. The state has been directly responsible for building the improvements.

GEF: Tell me a little about this justification process. What did this entail?

FB: The task force created a survey and administered it among the residents living in walking distance, about a quarter mile of the bridge. Behind the Kroger complex, there is a tremendous amount of densely populated multi-family developments. Most of which is populated by empty nesters, elderly and young people. Many of these individuals may have chosen this location to buy their first condominium. There are also many apartments and single family housing in this area.

The survey results showed that among 1200 respondents, 800 said that they would utilize a pedestrian bridge. That is almost 70 percent of the sample population.

GEF: How was the survey administered?

FB: Some of the surveys were mailed but, most were handed out by the managers of multi-family housing units in the area. I believe that is why the response rate was so high. The trustees of the condominium association placed the surveys on the doors of residents and then followed-up before the completed surveys were returned to Colerain Township.

GEF: What kinds of questions were asked in the survey?

FB: Some of the questions from the survey included the following:

- *Do you walk or ride a bike, on or near Colerain Avenue?*
- *If sidewalk improvements were added and a pedestrian bridge was constructed over Colerain Avenue would you utilize them?*
- *How often would you use a pedestrian bridge?*

The median response for the frequency of use question was about two times per month. As I mentioned earlier, about 70 percent of the survey respondents indicated that they would utilize the bridge and sidewalk improvements on a “somewhat regular basis”, and that amounts to about 2 – 3 times per month.

When the funding for this project was applied for thru the federal government, it was during the era of the original Inter-modal Surface Transportation Efficiency Act (ISTEA). During the early nineties, there was much federal support for grant proposals featuring pedestrian amenities. Therefore, the Colerain Improvements project fit well within the requirements for the grant money received from the federal government. The federal government was also funding access management plans thru ISTEA, the Colerain Improvements plan proposed increasing the efficiency of the flow of traffic and the not the capacity. At the core of the plan was safety, efficiency and pedestrian friendliness.

GEF: Did the Colerain Improvements receive state funding also?

FB: Yes, there was state funding thru the Ohio Department of Development. Colerain Township received an infrastructure grant from the state. While the Colerain Improvement project is not yet complete, the total cost will be about \$17 million. The township will receive about \$9 million from the federal government and about 8 million from the state government.

GEF: At this point, has Colerain Township conducted any post bridge construction surveys to determine traffic flow across the bridge?

FB: No, not yet. The pedestrian bridge is just too new at this point. It was opened in the fall of 2003 and we would like to give it a full season before looking at bridge traffic flow.

GEF: Okay, that's all the questions I have. Is there anything additional that you would like to mention about the pedestrian bridge project specifically, or the Colerain Improvements in general?

FB: The bridge itself was about \$360,000, and the township put in an additional \$65,000 for aesthetic improvements.

GEF: Did Colerain Township look at any other cases of pedestrian bridges in other suburban areas?

FB: Yes, we did look at a few including the bridge in the Easton Town Center, the bridge near Princeton High School, and the bridges along Central Parkway, downtown.

Members of the task force were definitely interested in moving the design proposal away from the aesthetically unpopular chain link style of pedestrian bridge. This is the reason Colerain Township put up the additional funding for aesthetic improvements, including the gate and the township signage. Perhaps as a result, the pedestrian bridge has become the center piece of Colerain Township.

GEF: Yes, it certainly does convey a sense of place, in terms of being in Colerain Township.

FB: Well, that was another issue we wanted to address from the township perspective. We were very much for improving safety and pedestrian friendliness but, we also wanted to promote this concept of an urban village. The Northgate area is the center of focus in Colerain Township; it is in essence our downtown and central business district.

GEF: How long has the Colerain Improvements project been in development?

FB: The task force began meeting in 1990. It was originally a group of businesses in the Colerain area. The initial goal was acquiring funding from the state for an improvement of the Colerain and Springdale

intersection. At the time, this intersection had one of the highest accident rates in the state. The Township wanted to bring the intersection to the attention of the state, and hopefully get funding for improvements. The state thought that Colerain Township would have a better chance at getting funding if a whole corridor study was conducted, and apply for funding for that purpose. Colerain was responsible for the initial seed money in order to have the study conducted.

The initial Corridor study cost about \$130,000. The vast majority of those funds (about 80 percent) came from the private sector. Anyway, this process began in 1990 and the task force continues to meet. As I stated earlier, the project is not yet completed. It is about 70 percent completed.

GEF: Thank you so much for speaking with me today, Mr. Birkenhauer.

Appendix H

Demographic Comparisons

Population Growth					
	1970	1980	1990	2000	Change(%)
Jefferson Township	11,790	9,379	8,652	6,787	-42
Montgomery County	608,413	571,697	573,809	559,062	-8

Median Age		
	1990	2000
Jefferson Township	35.1	41
Montgomery County	33.3	36.4

Racial Composition: 2000			
	White	African-American	Other
Jefferson Township	43%	54.70%	2.30%
Montgomery County	76.60%	19.90%	3.50%

Age Composition: 2000									
	0-19		20-34		35-54		55-64		65+
Jefferson Township	1,797	26.50%	1,009	14.80%	1,929	28.50%	856	12.70%	1,199 17.70%
Montgomery County		27.50%		20.30%		29.10%		9.20%	14.90%

Number of Households By Size: 2000				
	1 Per.	2 Per.	3-4 Per.	5+ Per.
Jefferson Township	25.40%	36.50%	28.20%	9.80%
Montgomery County	30%	34%	28%	8%

Type Of Housing Units: 2000				
	Single Family -Detached	Single Family -Attached	Multi-Family	Mobile Home / Other
Jefferson Township	92.90%	1.70%	5.20%	0.10%
Montgomery County	65.60%	5.40%	25.70%	1.50%

Persons Per Household		
	1990	2000
Jefferson Township	2.7	2.49
Montgomery County	2.49	2.37

Median Housing Unit Value			
	1990	2000	Change(%)
Jefferson Township	\$48,700	\$73,400	50.7
Montgomery County	\$65,000	\$95,900	47

Tenure Of Housing Units: 2000			
	Owner Occupied	Rented	Vacant
Jefferson Township	76.90%	18.10%	5.00%
Montgomery County	64.70%	35.30%	7.70%

Age Of Housing Units: 2000			
	Pre-1960	1960-79	1980-00
Jefferson Township	59.10%	33.90%	7.10%
Montgomery County	46.70%	37.10%	16.30%

Median Income						
	Family			Household		
	1990	2000	Change (%)	1990	2000	Change (%)
Jefferson Township	\$30,284	\$38,841	28.3	\$24,945	\$31,723	27.10%
Montgomery County	\$36,069	\$50,071	38.8	\$30,111	\$40,156	33.30%

Percent Of Families By Income Range				
	Jefferson Township		Montgomery County	
	1990	2000	1990	2000
\$0-14,999	26	15.7	16	9.5
\$15,000-24,999	18	20	18	10.4
\$25,000-34,000	13	15.3	17	12.4
\$35,000-49,000	20	17.1	22	17.5
\$50,000-74,000	14	22.4	19	23.5
\$75,000+	9	5.7	10	36.3

Population By Poverty Level				
	Persons		Families	
	1990	2000	1990	2000
Jefferson Township	1656 (21%)	978 (14.7%)	395 (18%)	240 (12.9%)
Montgomery County	13%	11.30%	10.00%	8.30%

Number of Families			
	1990	2000	Change(%)
Jefferson Township	2,373	1,857	21.7
Montgomery County	154,383	145,843	-5.5

Number of Households			
	1990	2000	Change (%)
Jefferson Township	3,015	2,714	9.9
Montgomery County	226,192	229,229	1.6

Number Of Housing Units			
	1990	2000	Change(%)
Jefferson Township	3,145	2,854	9.2
Montgomery County	240,820	248,443	3.1

Appendix I

Third Street / State Route 35 Commercial Corridor Consumer Survey

I. Consumer Profile

- 1) Sex: Male_____ Female_____
- 2) My age range is:
19 and under_____ 20 to 31_____ 31 to 40_____
41 to 50_____ 51 to 60_____ 61 and over_____
- 3) My total household annual income range is:
Under \$20,000_____ \$20,000 to \$40,000_____
\$40,000 to \$60,000_____ \$60,000 to \$80,000_____
\$80,000 to \$100,000_____ Over \$100,000_____
- 4) My address is:

II. Commercial District Profile

- 5) I shop along the Third Street / S.R .35 Commercial Corridor:
Daily_____ Weekly_____ Monthly_____ Seldom_____
Never_____
- 6) I do most of my shopping in the Third Street / S.R .35 Commercial Corridor:
(Check One) Weekdays_____ Weekends_____
(Check One) Mornings_____ Afternoons_____ Evenings_____
- 7) Do you feel the businesses along the Third Street / S.R .35 commercial corridor have convenient hours of operation?
Yes_____ No_____
- 8) Where does your family shop most frequently during a typical week?
In Jefferson Township (list stores):

Outside of Jefferson Township (list stores):
- 9) I would rate shopping along the Third Street / S.R .35 Commercial Corridor as:
Excellent_____ Good_____ Average_____ Fair_____ Poor_____

- 10) On a scale of 5 to 1, with 5 being "Excellent" and 1 being "Poor", rate the following for the Third Street / S.R .35 commercial corridor: (circle your choice)

	Excellent	Good	Average	Fair	Poor
Selection of goods	5	4	3	2	1
Store hours	5	4	3	2	1
Number of parking spaces	5	4	3	2	1
Attention from salespeople	5	4	3	2	1
Places to eat	5	4	3	2	1
Entertainment / Culture	5	4	3	2	1
Prices	5	4	3	2	1
Advertising / promotions	5	4	3	2	1
Special sale events	5	4	3	2	1
Appearance of buildings	5	4	3	2	1
Appearance of outdoor signs	5	4	3	2	1
Cleanliness	5	4	3	2	1
Personal safety	5	4	3	2	1
Overall business climate	5	4	3	2	1

- 11) Which businesses along the Third Street / S.R .35 commercial corridor do you currently patronize?
- 12) What type of new products or services would you like to see offered along the Third Street / S.R.35 commercial corridor?
- 13) What do you feel is the most pleasing aspect of shopping at businesses along Third Street / S.R.35 commercial corridor?
- 14) What do you feel is the least pleasing aspect of shopping at businesses along Third Street / S.R.35 commercial corridor?
- 15) Do you think revitalization is needed along Third Street / S.R.35 commercial corridor?
 Yes_____ No_____