



# JEFFERSON TOWNSHIP FUTURE LAND USE STRATEGIC PLAN

- *EXPLORE*
- *DECIDE*
- *PLEDGE*

**October 30, 2015**



**This report was produced in partnership by**



**JEFFERSON TOWNSHIP**

**and**



**MIAMI VALLEY**  
Regional Planning Commission

# WELCOME LETTER

Greetings:

On behalf of the members of the Jefferson Township Future Land Use Strategic Planning team, we are pleased to present to you, the Jefferson Township Future Land Use Strategic Plan, which was developed with the assistance of the Miami Valley Regional Planning Commission.

The Plan is the culmination of a year long process that started in September of 2014, and was completed in September 2015. A Community Leadership Team, comprised of stakeholders led and participated in a series of meetings designed to establish a future vision for Jefferson Township, formulate goals, and identify workable strategies to achieve them.

The Leadership Team, working with the community and guided by MVRPC staff, refined the Vision for the Township into four final goals with one overarching guiding principle for each. These will serve as the framework for:

- The foundation for the formulation of land use policy and/or land use regulatory policy; and
- The development of policies, programs, and/or projects necessary to achieve the four final goals.

With this document Jefferson Township will begin this next vital phase of community input.

Finally, we the Co-chairs want to thank the members of the Leadership Team, our many committed citizens who participated and provided the input to make this a truly community developed plan, and the MVRPC staff who guided us through this process.

Regards:

Damon Woods  
Co-chair

Alberta "Cookie" Taylor  
Co-chair

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# ACKNOWLEDGEMENTS

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## INTRODUCTION

Jefferson Township, located in Montgomery County, encompasses 25.5 square miles and is home to 7,000 residents and over 400 jobs. The Township consists of a diverse landscape, ranging from an urban to rural environment, supported by public infrastructure, including US 35 to the north and State Route 4 to the east. Well-established urban neighborhoods and a concentration of jobs are primarily located in the north-eastern part of the Township, while the western and southern part of the Township is predominantly an agricultural rural area.

The Township has been stable in terms of its number of population and jobs in recent decades. There have been, however, some noticeable changes in regards to the population and employment make-up. Examples of such a change include an increase in single-parent household and decrease in manufacturing and retail jobs. In terms of its physical landscape, there has been new housing development and at the same time, an increase in the vacancy rate.

Recognizing this changing environment and to better address the challenges now and into the future, the Jefferson Township Board of Trustees initiated the Future Land Use Strategic Planning process. The mission of this initiative was to set the community's future direction, founded upon the common values and aspiration of its residents. Trustees envisioned that having this clear direction would better enable Jefferson Township to:

- identify best and suited locations for future land development to advance their economic development efforts;
- set priorities for capital investments in the community such as road improvements, water and sewer upgrades or extensions, and other utility improvements; and
- market the community to retain and attract residents and businesses.

A year-long process brought together local residents, business owners, and community leaders in the community. Together, the community explored its current condition and future options, decided on the future priorities and the best course of action, and pledged their commitment to advance their community and enhance their quality of life.

This report presents the outcomes from this initiative. These outcomes include important future goals and practical implementation strategies that culminated from the community dialogue. Further, it includes Jefferson Township's long-term future land use vision.

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## OVERVIEW

### Purpose

The purpose of the Future Land Use Strategic Planning project was to develop a place-based Future Land Use Vision and Strategic Action Steps that reflected Jefferson Township’s community values, goals, and priorities. The outcome of this planning process is to provide a common ground for residents and business owners in Jefferson Township in pursuing future economic and business opportunities and to foster community actions.

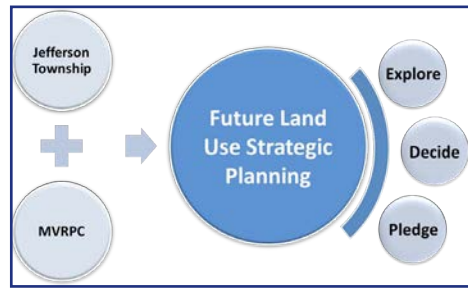
### Plan Development Approaches and Process

Jefferson Township Future Land Use Strategic Planning employed a constructive and collaborative planning approach centered around a “Explore-Decide-Pledge” theme. This theme was applied for every major step of the planning process, including Goals and Priority Setting, Place-Making workshops for developing Future Land Use Vision, and Implementation Strategies Development phases.

### Planning Principles: Partnership and Collaboration

The entire planning process was centered on two main principles: Partnership and Collaboration. These two principles served as a strong foundation for bringing individual citizens, community groups, elected officials, and outside experts together in carrying out the planning process in a cooperative manner, making necessary decisions that reflect the community values and priorities.

Jefferson Township and Miami Valley Regional Planning Commission (MVRPC) teamed up for this initiative. Jefferson Township staff coordinated all communication and logistics efforts pertaining to publicizing this initiative, disseminated and shared information resulting from the planning process with their citizens, and gathered additional input as necessary. MVRPC, under the guidance from Jefferson Township staff, provided research, technical data analysis and mapping, and group facilitation services.



Collaboration extended beyond these two organizational partnerships. A 27-member Community Leadership Team (hereafter CL Team), comprised of elected and appointed Township officials, Township staff, school board members, neighborhood associations, business owners/associations, a Montgomery County representative, developers, and community groups (e.g. churches) was

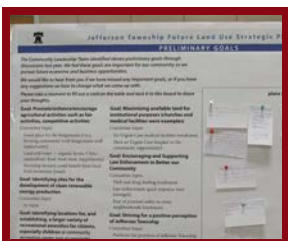
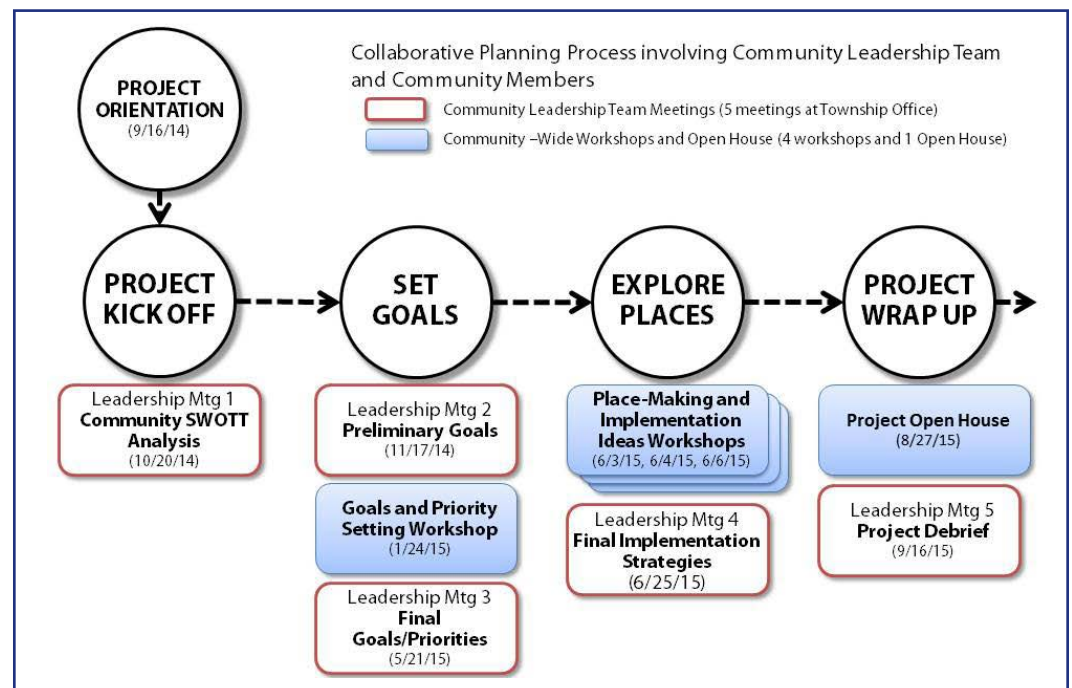
established at the beginning of the initiative to spearhead the planning effort and to serve as a decision making body. In addition, this initiative utilized interactive workshops to engage the general public in a meaningful way so that additional feedback, suggestions, and ideas were solicited community-wide prior to CL Team making their decisions during planning process.



## Planning Process

The Jefferson Township Future Land Use Strategic Planning lasted a year, from September 2014 to September 2015. The CL Team held their first, official kick-off meeting on October 20, 2014. Throughout the process, five CL Team meetings, four community-wide Workshops, and one project Open House were held for the purpose of setting goals, developing a future land use vision, and developing implementation strategies, as shown below.

*"Thanks for under-taking this work."  
-Township resident*



## Goal Development

Developing the community goals required a multi-step process involving both the CL Team and the general public. At its first CL Team meeting, members participated in a brainstorming session discussing Jefferson Township's Strengths, Weaknesses, Opportunities, Threats, and Trends (SWOTT), facilitated by MVRPC staff (see Appendix A: SWOTT Analysis Summary for



***“This process gives every person the chance to give their ideas for what they want to see.”  
-Roy Mann, Trustee***

detail information). The information gathered was analyzed and grouped into “themes.” Concurrently, data and maps presenting Township’s existing conditions were compiled by MVRPC staff (see Appendix B: Existing Conditions for detail information). The CL Team reviewed all of the information at its second November 17, 2014 meeting, allowing them to identify eleven preliminary community goals.

These eleven preliminary goals were taken to the public for their review in two ways: a community-wide Goals and Priority Setting Workshop and a mail survey to Township residents. The Workshop was held on Saturday, January 24, 2015 with a total of 75 attendees. The three main purposes of the Workshop were: 1) provide project overview; 2) share and solicit input on preliminary community goals; and 3) solicit input on priorities among eleven preliminary goals (see Appendix C: Goals and Priority Setting Workshop Summary for detail information). Next, a community-wide mail survey that intended to gather additional input related to priorities among eleven preliminary goals was conducted in April 2015 (see Appendix D: Mail Survey Summary for detail information).

The CL Team, at its May 21, 2015 meeting, reviewed results from both the Workshop and the mail survey and identified four final community goals.

## **Future Land Use Vision Development**

Once the final four goals were established, the Jefferson Township Future Land Use Strategic Planning moved on to the next phase of developing a Future Land Use Vision.

Three community engagement sessions, titled “Place-Making and Implementation Ideas Workshop” were held in June 2015 to ‘map out’ a future land use vision through an interactive small group mapping exercise. At each workshop, attendees were broken into small groups and were asked to identify locations for four different types of development sectors: Rural Centers; Neighborhood Areas/Centers; Town Centers; and Business Centers/Corridors. While the Agricultural Areas sector was not included in this exercise because of its current prevalence across the Township, participants were asked to be mindful of existing agricultural areas when assigning the other sectors. Each group discussed options and then circled general areas for each corresponding sector with markers on their map. The results from each small group were reported out to the entire group and recorded on a single large wall map.



A total of 47 people attended these workshops and provided input. All of the maps from all three Workshops, including maps resulting from the small group exercise were compiled and analyzed into a single composite map and rendered using a Geographic Information System by MVRPC staff. Further review of initial map data was conducted in reference to other information, such as existing land use and aerial photographs, prior to finalizing it for the CL Team’s review (see Appendix E: Place-Making and Implementation Ideas Workshop Summary for detail information).



The CL Team, at its June 25, 2015 meeting, reviewed the contents and results of the Workshops and approved the Future Land Use Vision map.

## **Implementation Strategy Development**

The last phase of the Jefferson Township Future Land Use Strategic Planning initiative was to develop a list of implementation strategies for each of the final four community goals.

As part of the “Place-Making and Implementation Ideas Workshops” held during June 2015, the CL Team solicited ideas from the community on how to advance and make community goals a reality. Using index cards provided, each participant was asked to write down their ideas and post them on to one of the four large display boards, one board for each goal. When constructing ideas and actions, participants were specifically challenged to think about:



- What are some potential strategies to advance each goal?
- Is there a short-term project that could be done for a goal? Something immediate that might make even a small difference? Do you have an idea for a long term strategy?
- Who or what organization should we ask to help us out with this? There could be neighborhood groups, faith based groups, etc.
- What additional work do you think needs to be done?

Participants were encouraged to view others' ideas and then add more ideas as necessary. Once all the Workshops were completed, MVRPC staff conducted the content analysis of the nearly 140 implementation ideas generated. These ideas were grouped by each goal and compiled into six to eight common "Themes" (see Appendix E: Place-Making and Implementation Ideas Workshop Summary for detail information). The result of the content analysis was presented to the CL Team at its June 25, 2015 meeting for their review and CL Team members voted to select the top three to four final implementation themes, resulting in seven to nine concrete implementation strategies per each goal theme.



## Plan Outcomes

Three major outcomes resulted from following the planning process: Goals, Implementation Strategies, and Future Land Use Vision. The four Final Goals are:

Guiding Principle: Striving for a positive perception of Jefferson Township

- Goal A: Designating specific areas within the Township for positive business development
- Goal B: Establishing/Expanding infrastructure to support modern technologies throughout the Township
- Goal C: Maintaining the rural nature of the Township
- Goal D: Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children



The second outcome was a set of concrete implementation strategies for each goal, grouped by common themes.

The last outcome was a Future Land Use Vision Map illustrating locations for five different types of development sectors.

These outcomes were shared at the project Open House on August 27, 2015 (see Appendix F: Project Open House Summary for detail information) and are presented in detail in the following chapters.

## GOALS AND IMPLEMENTATION STRATEGIES

The Community Leadership Team (CL Team) identified and refined four final goals with one overarching guiding principle. These goals and their accompanying relevant SWOTT analysis are presented in this chapter. Additionally, final selected Implementation themes for each goal and corresponding strategies to realize the Community Goals are presented.

### Guiding Principle and Goals

#### Striving for a positive perception of Jefferson Township

**Goal A** Designating specific areas within the Township for positive business development

**Goal B** Establishing/Expanding infrastructure to support modern technologies throughout the Township

**Goal C** Maintaining the rural nature of the Township

**Goal D** Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children

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# GOAL A

## Designating specific areas within the Township for positive business development

Community Leadership Team Input from SWOTT Session:

- Transportation access is good (35/49) (strength)
- Land mass provides a great base for agri-tourism and the farmers create another economic base (strength)
- Lack of grocery stores and other basic businesses, limited availability of various resources (restaurants, groceries, drugstores), and no shopping experience to bring people to the area i.e. boutiques (weakness)
- No business district in the Township (weakness)
- Basic industry – attract them with land and transportation access, having a shopping center or strip mall coffee shops, and Jefferson township could be pointed out by county officials to businesses looking for locations (clean businesses) (opportunity)
- Initiate a business Chamber of Commerce (opportunity)
- Need to use good property for economic development on the most likely place on 35 (threat)
- Movement toward smaller lots and developers favoring small lot development and apartments (trend)

## Implementation Strategies

### Zoning Improvements

- Update zoning laws
- Zoning the areas appropriately to achieve the desired business
- Find a way around “grand father” rules regarding zoning
- Clean up and enforce zoning laws
- Strong zoning with tax incentives
- Do not all gentrification to happen!
- Discourage any form of waste management

### Provide Economic Development Help and Programs

- Business planning committee
- Clearinghouse for project funding; some projects not interesting to larger members, could pass on info to us; county government department of economic development
- Need economic development team
- Designation of the area between Infirmary Rd. and Holland on W. 3rd as a business zone with start-up incentive funding
- Create an Activated Spaces program, that matches property owners with entrepreneurs to offer low rate rent or lease for their space
- Getting point A to the store is hard for those with no car - need a program to help give rides, could be through a church, could even have helpers to shop

# GOAL A

## **Fight Blight; Improve Infrastructure**

- Along the business corridor, improve the infrastructure to encourage needed business development with towers, etc. 'strip mall idea'
- Police of circling around, checks on vacant homes, welfare checks
- Complete blighted areas in the NE section; strengthen our schools to encourage new families; improve our roads for a better image of township
- Resurrect Hwy. 892
- Around bus lines, keep bus stops consistent, increase handicap accessibility, improve quality of bus stops - have benches to sit down, better marking of stops / routes
- The overall appearance of the most travelled area of the township need to be cleaned up and safer appearing before new business can be attracted to the area
- Fix the curbs on street - all the streets (too many potholes, tires get stuck)

## **Seek out Groceries, Banks, Daycares**

- The Drexel Area could use renovation and business development, such as a nice Kroger store
- Use the space at nearby Derby and Germantown Pike for a market, fresh produce from Jefferson Township local Farmers Market
- Fresh vegetables location by Admin Building
- Bank (PNC, Chase, Key)
- Adult day care center Derby and Rt. 4
- Food store in the township, no compost
- Germantown Pike for possible stores like Meijers or Walmart

# GOAL B

## Establishing/Expanding infrastructure to support modern technologies throughout the Township

Community Leadership Team Input from SWOTT Session:

- A lot of small business owners and home-based businesses (strength)
- Poor wi-fi, cable, connectivity, homes are poorly connected to the web (weakness)
- Increased need for cable access for all residents for communication (trend)
- Lack of township infrastructure and resources (trend)
- People starting home businesses being entrepreneurs (trend)
- Wi-Fi access needed (trend)

### Implementation Strategies

#### General Improvement of All Infrastructure

- Sidewalks needed to get to parks
- Bike paths throughout the township
- Better maintain township roads; upgrade and maintain township owned structures
- Clean roadways, curbs, and sidewalks on Calumet, W. of 3rd; street lights
- Improvement of the infrastructure sewage, natural gas (commercially). How to go about getting help?

#### Build Tech Partnerships

- See what the State/Federal government may be offering connect OH etc.
- Partner with communications
- Inform & communicate objectives/general purpose to the citizens/groups
- Involve Clark State, Sinclair, Wright State, & UD to develop courses that involve hands on development projects in our area

#### Attraction/Look toward Future Needs

- Attracting technology companies to come out and study what it would take for Jefferson Township to be a magnet in developing / having this infrastructure
- Infrastructure modernization is need in the 3rd St. area to provide for new business/medical facility, etc.
- Partner with UD, Wright State, Sinclair and other engineering programs to get interns to develop ideas
- Locate an area that would encourage not only current tech but tech that evolves

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# GOAL C

## Maintaining the rural nature of the Township

Community Leadership Team Input from SWOTT Session:

- Quiet country setting: peaceful and beautiful and the topography of the land is very beautiful (strength)
- Beautiful parks (Fisher, Possum Creek, Richardson, Learning Tree farm, etc.) and rivers which all surrounding areas share (strength)
- Open land, not cramped but still close to town (strength)
- Rural residential living (opportunity)
- Losing our quiet community to big business or progress (threat)
- Township farmers could benefit from local food movement (trend)

## Implementation Strategies

### Regulate facilities like Composting and Illegal Dumping Grounds

- Continue to keep composting (and like) facilities out of the township
- No!!! Compost and or new dumpsite; no business that wants to destroy Jefferson; tear down abandon houses

### Improve Zoning Laws

- Develop additional zoning laws which will protect rural areas - save them from becoming prime "dumping areas"
- Strict zoning enforcement control: mowing, trash, business
- Restrict the allowable lot partitions
- Implement zoning regulations to minimize the possibility of excessive development; possibly minimum acreage requirements for new homes
- Strong zoning
- We should recognize the draw our area has for people who want to live in a rural, faithful agricultural quiet area. Strong zoning regulations to keep our rural character, people will be tempted to move elsewhere. We will lose residents and tax incentives.

### Emphasize Beautification Efforts

- Yearly community clean up
- Enforce zoning codes to clean up and maintain properties; if those codes are not in place they need to be; properties should not be allowed to look like dumps; empty houses should be taken down
- Beautify areas that are in need, strict zoning laws & follow through utilize community or government grants that are available
- Sidewalks and street lights

### Incentivize Land Protection

- Designate land areas within Township for as farming to assure that unwanted development does not happen there
- Land Trust is a means of protecting farm land
- Land trust research! Study effects of lowering real estate taxes or food producers

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# GOAL D

## Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children

Committee Leadership Team Input from SWOTT Session:

- Wildlife gives us tremendous potential for business development and recreation (strength)
- Have an abundance of children and young people (strength)
- We need activities to bring the community together that we don't currently have (weakness)
- Few activities for youth, Not enough activities for the kids, and No organized recreation for children (weakness)
- Parks are not equipped properly (weakness)
- Recreational retreats for colleges and universities (opportunity)
- Have a community center for the residents (opportunity)

## Implementation Strategies

### Enhance Existing Recreational Amenities

- Promote and expand amenities in park areas / recreation areas
- Build programming around existing facilities
- Blairwood Elementary; parks rebuilt for kids accommodations near the bus stops where kids line up; teachers
- Blairwood School, Jefferson Township High School, former Y on Dayton Liberty
- All of the above areas ideal for amenities for seniors and children

### Collaborate with Other Governments or Groups

- Develop sub-collaborations with the county and other areas that may have similar needs or have achieved goals similar or like we hope to
- Get the Sheriffs, Fire Dept., & EMT involved in community
- Learning Tree Farm is willing to develop pre-school and school programs which will accommodate curriculum in Jefferson Township schools
- Enlist the help of UD's sustainable development project to get input on what can be done on this
- Something like combined building for senior citizens and youth

### Attract Outsiders for Programming/Amenities

- These amenities should be promoted as a "revenue stream" and be attractive for other communities to want to use, i.e. fairs, large social events
- Promote the Possum Creek MetroParks as a place for city, families to care and enjoy the facilities here
- Invest in Rec Center by opening buildings that would charge a lower fee for Jefferson Township residence and high fee for individuals outside community. Also, utilize services that government grants offer

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## FUTURE LAND USE VISION: PLACES AND CORRIDORS

The Future Land Use Vision of Jefferson Township focuses on places and corridors and provides a place-based strategic framework describing the location and types of development opportunities.

This Vision is conceptual in nature and expresses the community's desire as it relates to future growth and development. It is important to note that this Vision does not represent a formal future land use policy and/or regulatory policy of Jefferson Township.

In general, the Vision expresses the desire for maintaining the diverse landscape that currently co-exists within the Township. It includes the community's intent to:

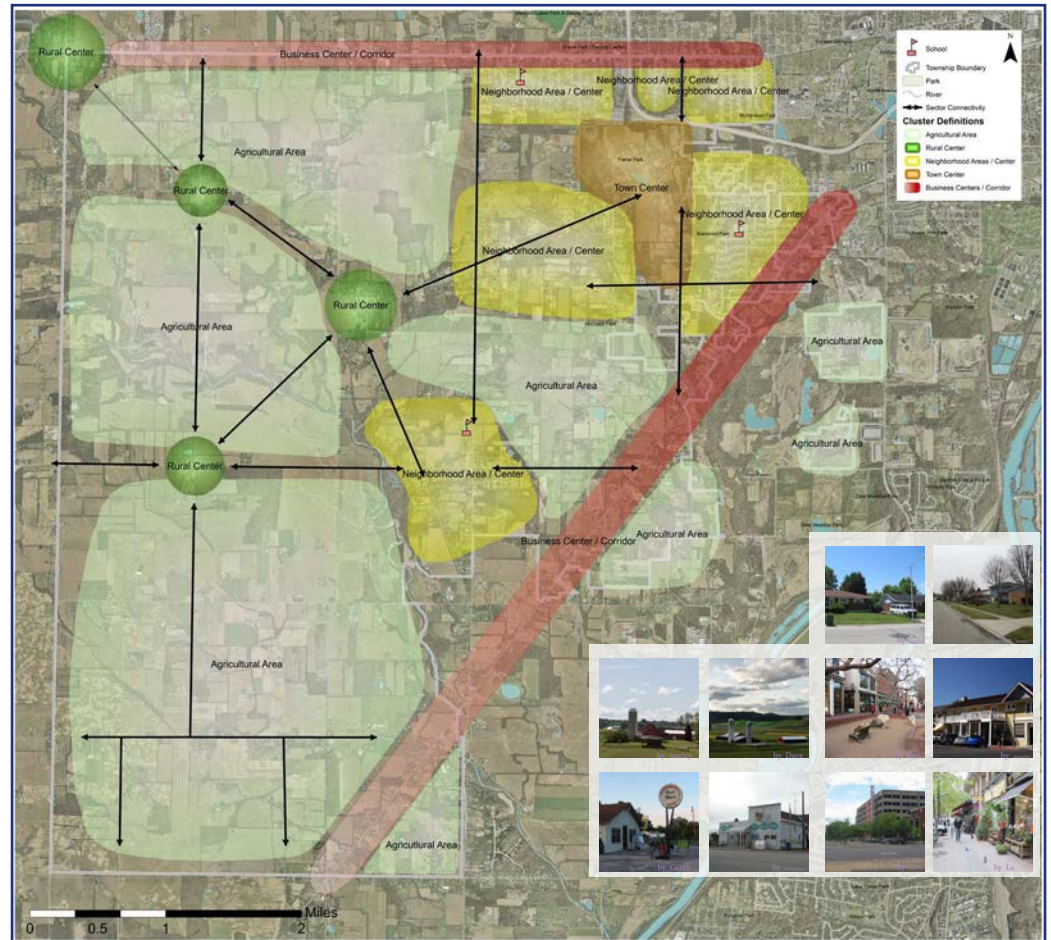
- sustain existing well-established neighborhoods;
- enhance and maximize development opportunities around community assets such as Judge Arthur O. Fisher Park and Jefferson Junior/Senior High School;
- enhance business concentrated areas and corridors along major thoroughfares;
- maintaining a rural environment, primarily west and south of Township while nurturing its agricultural assets;
- maintain and enhance public infrastructure to support growth and development opportunities; and
- maintain and enhance transportation networks to promote connectivity and accessibility community-wide.

### Places and Corridors

The Future Land Use Vision consists of five development sectors, tailored specifically to the Jefferson Township. These sectors were defined based on the field review examining the physical landscape of the Township.

The five sectors are: **Agricultural Areas**; **Rural Centers**; **Neighborhoods Areas/Centers**; **Town Centers**; and **Business Centers/Corridors**. Each sector represents a section of Jefferson Township and answers how this area fits into the community considering its environmental connections, transportation network, and desires of the community. Each sector differs in its

characteristics in terms of its physical landscape, appropriate land uses, and development framework. For more detail on sector definition and characteristics, please refer to pages 19-23.



The Future Land Use Vision Map shown above reflects community-wide decisions on where development should be encouraged and where development should be discouraged. Together, the community determined the following general locations for each development sector.

- **Agricultural Areas:** Western part of the Township, primarily areas west of Union Road
- **Rural Centers:** Four areas at key transportation nodes, mainly in the western part of Jefferson Township
- **Neighborhoods Areas/Centers:** Four existing neighborhoods in the northeastern part of Jefferson Township, areas southwest of Fisher Park, and areas surrounding Jefferson High school along Liberty Ellerton Road
- **Town Centers:** The area south of Fisher Park
- **Business Centers/Corridors:** West Third Street corridor and State Route 4 corridor, with a higher concentration of businesses located east and north

In addition, the Vision emphasizes the importance of having good connectivity and accessibility between developed sectors and throughout Jefferson Township, including bike paths around parks and town center, and sidewalks to connect neighborhoods to business centers/corridors.



Areas containing the greatest intensity of agricultural resources and uses in Jefferson Township, as well as agricultural land mixed with environmentally sensitive resources. This area would include low density residential and agricultural-related industry.

## Characteristics

### Physical Landscape

Built Environment	Natural Environment
-------------------	---------------------

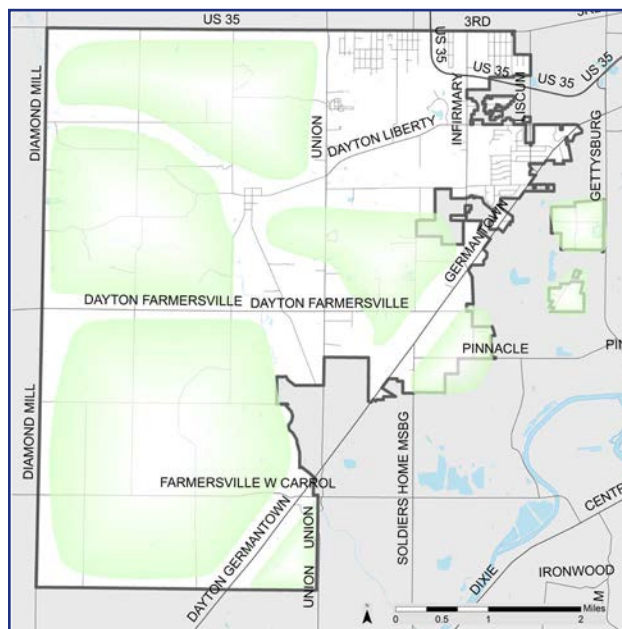
### Appropriate Land Use

Residential	Commercial	Industrial	Parks and Open Space	Institutional
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### Development Framework

Preservation	Limited Growth	Controlled Growth	Intended Growth
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## General Reference



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Areas where small scale clusters of industrial, commercial, employment, or service uses exist, typically around the intersection of two major roads in the rural area. Rural Centers would be established through infill and as appropriate, limited expansion of the existing use(s).

## Characteristics

### Physical Landscape

Built Environment	Natural Environment
-------------------	---------------------

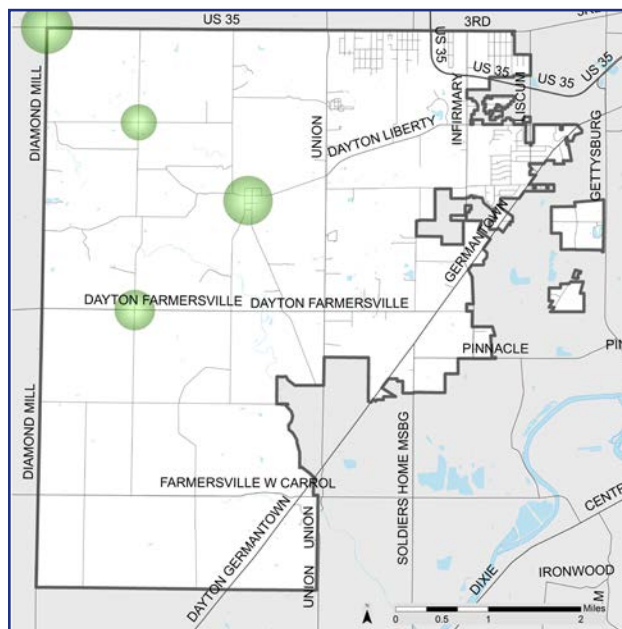
### Appropriate Land Use

Residential	Commercial	Industrial	Parks and Open Space	Institutional
-------------	------------	------------	----------------------	---------------

### Development Framework

Preservation	Limited Growth	Controlled Growth	Intended Growth
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## General Reference



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Areas primarily consist of single- and multi-family houses with sidewalks and small parks. Neighborhood Centers includes neighborhood-serving retail and service oriented commercial uses intended to provide goods and services that serve day-to-day needs of households, within walking or short driving distance.

## Characteristics

### Physical Landscape

Built Environment	Natural Environment
-------------------	---------------------

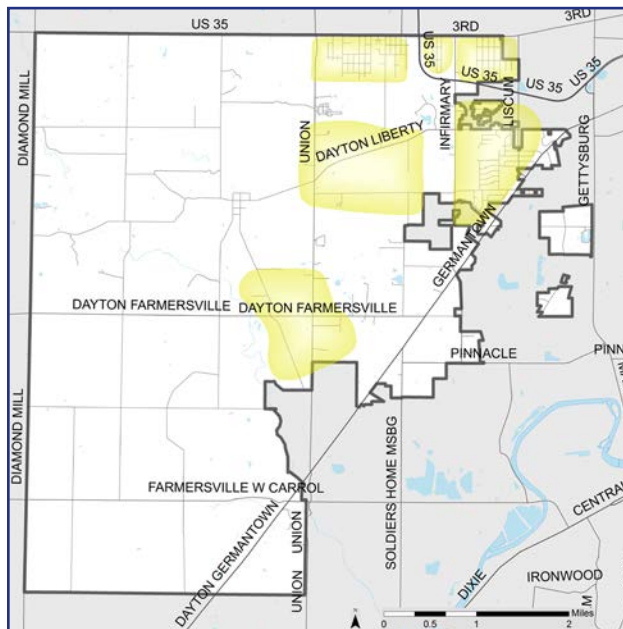
### Appropriate Land Use

Residential	Commercial	Industrial	Parks and Open Space	Institutional
-------------	------------	------------	----------------------	---------------

### Development Framework

Preservation	Limited Growth	Controlled Growth	Intended Growth
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## General Reference



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Areas where clusters of larger scale retail shops, offices, and other commercial establishments exist, along with residential area, parks and open spaces, and public and quasi-public institutions. Town Centers are supported by major roads, providing good accessibility community-wide. Town Centers would also be served by sidewalks and the regional transit system.

## Characteristics

### Physical Landscape

Built Environment	Natural Environment
-------------------	---------------------

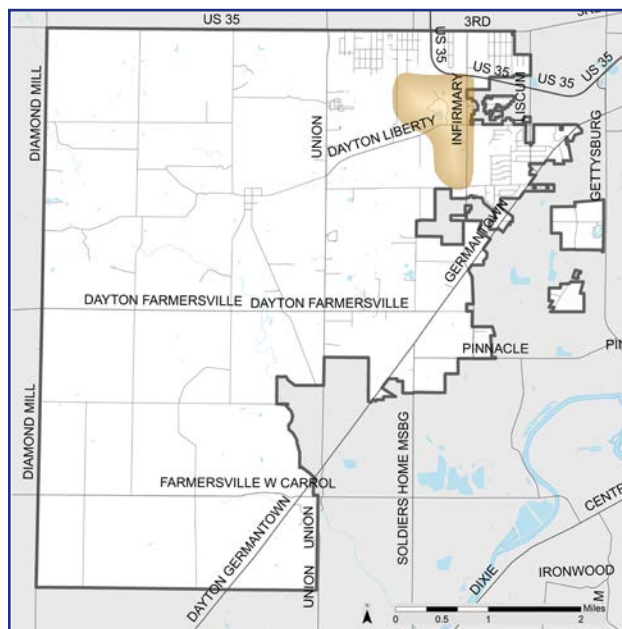
### Appropriate Land Use

Residential	Commercial	Industrial	Parks and Open Space	Institutional
-------------	------------	------------	----------------------	---------------

### Development Framework

Preservation	Limited Growth	Controlled Growth	Intended Growth
--------------	----------------	-------------------	-----------------

## General Reference



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# BUSINESS CENTERS/CORRIDORS

Areas and corridors along major roads capable of handling high levels of vehicular traffic within Jefferson Township with a mix of commercial, light industrial, and heavy industrial uses. Existing Centers and Corridors present high potential for redevelopment while new areas would present future economic opportunities for large scale investment.

## Characteristics

### Physical Landscape

Built Environment	Natural Environment
-------------------	---------------------

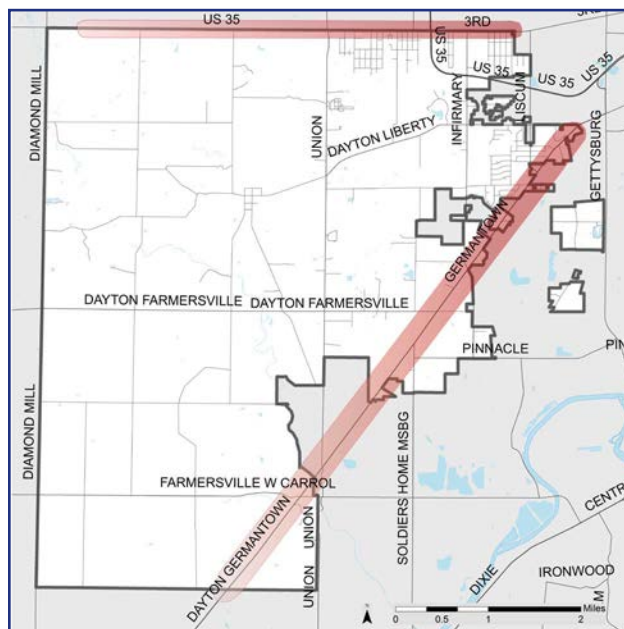
### Appropriate Land Use

Residential	Commercial	Industrial	Parks and Open Space	Institutional
-------------	------------	------------	----------------------	---------------

### Development Framework

Preservation	Limited Growth	Controlled Growth	Intended Growth
--------------	----------------	-------------------	-----------------

## General Reference



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# Policy Development Framework

*There is a strong voice for keeping the rural area in its bucolic state. Equally, the urban area should be the main focus for developing amenities to balance out the two areas."*

*-Mary Johnson,  
Township Trustee*

The Future Land Use Vision map provides a good foundation when developing a formal future land use policy and/or land use regulatory policy. Also, it allows the Township to advance their economic development efforts as it provides locational priorities of future land development within the Township.

A policy development framework matrix shown below is to help the Township bridge the Vision when developing future policy documents.

The five sectors are listed in rows, in order on a use intensity spectrum from natural environment to built environment. This spectrum is featured on the left. On the right side is the corresponding spectrum that instead describes the development framework for each sector. Finally, each sector is cross listed with potential land uses that might be appropriate within each sector.

		LAND USE					
		Residential	Commercial	Industrial	Parks and Open Space	Institutional	
NATURAL ENVIRONMENT	<b>AGRICULTURAL AREAS</b>						PRESERVATION
	Areas containing the greatest intensity of agricultural resources and uses in Jefferson Township, as well as agricultural land mixed with environmentally sensitive resources. This area would include low density residential and agricultural-related industry.	X		X	X		
	<b>RURAL CENTERS</b>						
BUILT ENVIRONMENT	Areas where small scale clusters of industrial, commercial, employment, or service uses exist, typically around the intersection of two major roads in the rural area. Rural Centers would be established through infill and as appropriate, limited expansion of the existing use(s).		X	X			LIMITED GROWTH
	<b>NEIGHBORHOOD AREAS/CENTERS</b>						CONTROLLED GROWTH
	Areas primarily consist of single- and multi-family houses with sidewalks and small parks. Neighborhood Centers includes neighborhood-serving retail and service oriented commercial uses intended to provide goods and services that serve day-to-day needs of households, within walking or short driving distance.	X	X		X		
	<b>TOWN CENTERS</b>						INTENDED GROWTH
	Areas where clusters of larger scale retail shops, offices, and other commercial establishments exist, along with residential area, parks and open spaces, and public and quasi-public institutions. Town Centers are supported by major roads, providing good accessibility community-wide. Town Centers would also be served by sidewalks and the regional transit system.	X	X		X	X	
	<b>BUSINESS CENTERS/CORRIDORS</b>						
	Areas and corridors along major roads capable of handling high levels of vehicular traffic within Jefferson Township with a mix of commercial, light industrial, and heavy industrial uses. Existing Centers and Corridors present high potential for redevelopment while new areas would present future economic opportunities for large scale investment.		X	X			

Business Corridors would still be heavily commercial and industrial, while more mixed use would be appropriate in the Town Centers area, including institutional uses, with each of these sectors seeing the largest amount of growth placed within the township. Residential uses would be scattered in different intensities based on sector type, but largely found in Neighborhood Areas.

## Town Center Design Elements

The Future Land Use Vision calls for a Town Center sector near Fisher Park. Currently, there is no concrete development proposal in place. However, several design elements for possible Town Center were presented to gauge their preferences from the community members during the final project open house. The design elements presented are:

- **Streetscape:** Streetscape refers to roadway design and conditions as they impact street users and nearby residents. Besides just a way to move from one place to another, a street can help define a community's aesthetic quality, identity, and economic activity. Streets accommodate automobiles, buses, bicycles and pedestrians, provide access to nearby buildings, and can provide space for commercial and recreational activities.
- **Building/Parking Orientation:** Orientation refers to what direction a building faces and where the parking is located. In areas that place more emphasis on automobiles, buildings typically will be further from the street or directly facing a parking lot rather than the street. Areas that place a greater emphasis on the pedestrian environment have buildings often adjacent and facing the street, with parking in the rear or along the street instead of a dedicated lot.
- **Public Space:** A public space may be a gathering spot or part of a neighborhood, that helps promote social interaction and a sense of community. Public Space examples may be undefined open spaces as plazas, town squares, parks, or contain defined activities like splash pads or sculpture garden.



### **Streetscape:**

Respondents favored a more balanced street form, with ample accommodations for both automotive and pedestrian use, including on-site parking and wide sidewalks.



### **Building/Parking Orientation:**

Respondents chose a photo that featured buildings facing the street with dedicated shared parking. Here the parking is situated away from the street, behind the buildings.



### **Public Space:**

Respondents overwhelmingly preferred public spaces with defined activities, as opposed to an undefined open space.

## MOVING FORWARD: IMPLEMENT THE PLAN

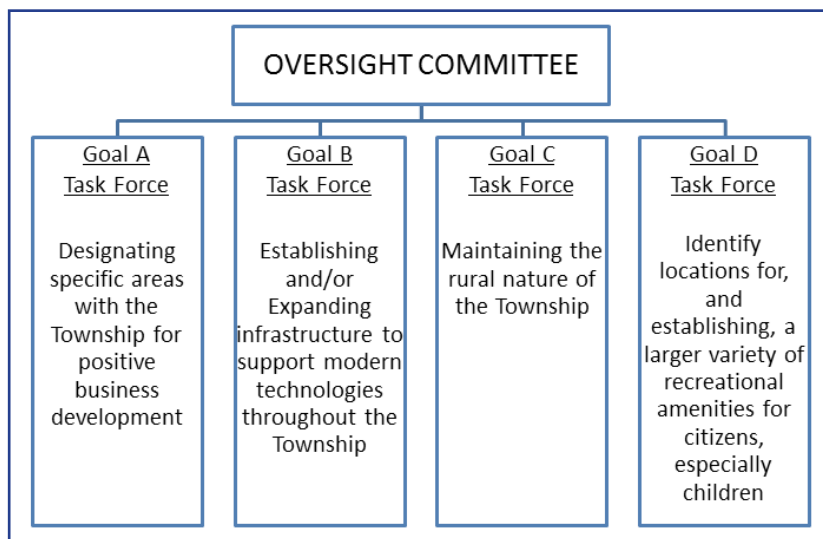
Jefferson Township Future Land Use Strategic Planning initiative established four important future goals and a set of practical implementation strategies for each goal. Also, a Future Land Use Vision designating places and corridors has been developed.

Four Implementation Task Forces have been established at the conclusion of this planning initiative to shift the focus into the implementation phase and execute the plan. However, there is still much work to be done.

Going forward, it should be recognized that this next phase of executing the plan should be a community-wide effort. Active participation of residents, businesses, and civic organizations will be critical. In addition, partnering with organizations outside the community would be desirable to bring in additional resources and expertise.

### Implementation Task Forces: Structure

The structure of the four Implementation Task Forces is shown below.



***“My fear is that we do all this and nothing happens.”  
-Township resident***

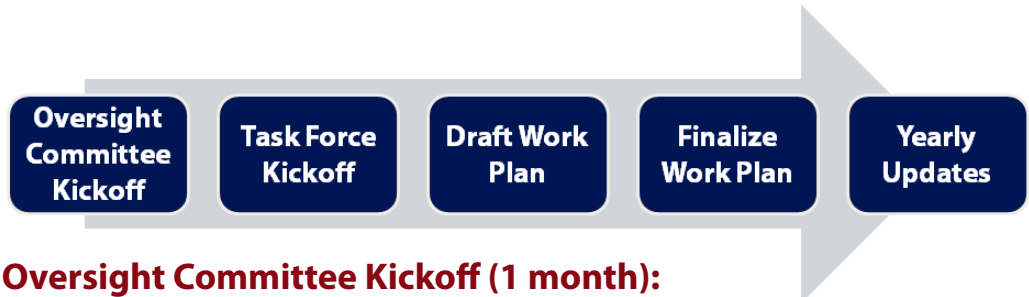
The Oversight Committee, currently a CL Team, will oversee and coordinate the Implementation efforts.

Each Implementation Task Force will be charged with advancing their corresponding goal. Each Task Force will consist of 12-15 members, including one or more Oversight Committee members, Jefferson Township staff(s), and other members from the community. A Jefferson Township staff member will act as liaison between the Task Force and Township Board of Trustees, providing institutional support and keeping the communication channel open.

Under the leadership of a chair person or co-chair persons, each Task Force will be responsible for determining action items for respective implementation strategies outlined for each goal and carrying out projects, programs and/or policy development. Each Task Force may consider establishing a subcommittee to accomplish a specific project or program.

## Implementation Task Forces: Next Steps

A general step-by-step process detailing key work elements and a timeline for advancing each Task Force is described below.



### Oversight Committee Kickoff (1 month):

Convene a meeting to do:

- Identify members of each Task Force from an Oversight Committee
- Compile potential member list for each Task Force, including Township staff
- Determine a chair person/co-chair persons for each Task Force
- Send a formal Task Force membership invitation

### Task Force Kickoff (1 month):

Under the leadership of each Chairperson/Co-chair persons, convene a meeting to do:

- Review the outcomes from this Future Land Use Strategic Plan
- Brainstorm to gather input on draft projects based on the implementation strategies resulted from this Future Land Use Strategic Plan
- Develop a draft work plan to identify short- (1 year), mid- (3 year), and long-term (5 year) projects list with a performance matrix
- Determine Task Force logistics (meeting time/location, communication mechanism, etc)
- Accomplishing these tasks may take couple of meetings for each Task Force



### Draft Work Plan Development (1 month):

Convene All Task Forces meeting to do:

- Share and review draft work plan developed by each Task Force
- Learn and solicit additional input from peers
- Look for opportunities for cross-collaboration between/amongst Task Forces
- Identify responsible Task Force to minimize duplicate efforts



## **Finalize Work Plan (1 month):**

Following All Task Forces meeting, each Task Force will do:

- Finalize a work plan
- Meet quarterly to review the progress, recruit additional Task Force members and revise Work Plan as necessary
- Seek other partnership opportunities (private, public, and/or civic) and grant funding opportunities

## **Yearly Updates:**

In the fourth quarter, convene All Task Forces meeting to do:

- Share the progress and to reconnect amongst all Task Forces
- Look for additional opportunities for cross-collaboration between/amongst Task Force
- Share information from this meeting at the Township Trustees meeting, through newsletter to the general public, and other publicizing methods

## **Implementation Task Forces: Work Plan**

Instituting a work plan requires several elements to be considered. It is important for each Task Force to come up with a timeframe, responsible person/parties, measurable goals, and benchmarks for each action item. Setting a benchmark allows Task Forces to objectively measure the progress and success of a particular work item.

### **Work Plan Elements**

When determining the action work plan within each particular Task Force, several elements should be considered:

- Is the action item being proposed a project, a program or a policy?
- What individuals or organizations can help implement it? Is this item able to be incorporated within existing township structure or will something new need to be created to account for it?
- For each action item, what is the general timeframe for completion? Is this a short-term, mid-term or long-term project?
- Define the measurable goals to determine a successful outcome. What are potential benchmarks to evaluate progress?
- Is there a cost associated with this element? If so, what funding streams can be identified?

It is recommended that Task Forces follow a work plan that clearly displays how each of these elements will be incorporated. A sample work plan that addresses these elements is shown on the next page.

**JEFFERSON TOWNSHIP FUTURE LAND USE STRATEGIC PLAN  
IMPLEMENTATION TASK FORCE  
RECOMMENDATION FORM**

State the Task Force Goal this applies to: Goal \_\_\_\_:

State the Selected Theme this applies to:

State the Strategy this applies to:

The proposed recommendation is a new:

Policy: \_\_\_\_\_, Program: \_\_\_\_\_, Project: \_\_\_\_\_

Describe or State the Recommendation:

What is the expected outcome of the recommendation (How will success be defined or measured): *[Use additional paper if necessary]*

What partnerships will be needed in order to successfully implement the recommendation (describe each partner and the role of the partner in achieving success): *[Use additional paper if necessary]*

What is the anticipated cost for the recommendation and what are the suggested sources of funding (will this be a one-time cost or multi-year, describe in detail): *[Use additional paper if necessary]*

How quickly can this recommendation be implemented?

1-5 years: \_\_\_\_\_, 6-10 years: \_\_\_\_\_, beyond 10 years: \_\_\_\_\_

Provide any supportive information or documentation to assist in the evaluation of this recommendation.

## APPENDICES

<b>A. SWOTT ANALYSIS SUMMARY</b>	<b>37</b>
<b>B. EXISTING CONDITIONS</b>	<b>47</b>
<b>C. GOALS AND PRIORITY SETTING WORKSHOP SUMMARY</b>	<b>73</b>
<b>D. MAIL SURVEY SUMMARY</b>	<b>79</b>
<b>E. PLACE-MAKING AND IMPLEMENTATION IDEAS WORKSHOP SUMMARY</b>	<b>89</b>
<b>F. PROJECT OPEN HOUSE SUMMARY</b>	<b>105</b>

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## **A. SWOTT ANALYSIS SUMMARY**

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Session Report  
Jefferson Township SWOTT Analysis  
Monday, October 20, 2014

Prepared by: Bob Steinbach  
Miami Valley Regional Planning Commission

## Section 1: Session design

**Topic** Conducting a situation analysis (SWOTT) for Jefferson Township that will feed into a Future Land Use Vision and a Strategic Action Plan Process

### Background

- MVRPC is assisting JT to develop a future land use vision and strategic action steps
- JT has a mix of rural, urban, and suburban settings
- Almost 60% of the land is considered (zoned?) agricultural
- The Township covers about 25 square miles – a little more than 5% of the County
- JT's is diverse: about 55% of residents are black, 42% white and 3% other
- About 19% of the residents are 65+ compared to 15% county-wide (slightly older population)
- Between
- Per capita income is below the County average and the poverty rate is higher in JT
- The vacancy rate in JT is slightly higher than in the County as a whole
- *Sources for all statistics were the 2010 Census and the 2008-2012 American Community Survey*

### Overall Project Purpose

- To develop a future land-use vision and a strategic action plan by summer of 2015
- To begin implementing the “to be identified” Strategic Action Steps by 8/31/2015

### Purpose of this storyboard session

- To conduct a Situation Analysis for JT that reflects current state:
- Fall 2014
- To identify significant Strengths, Weaknesses, Opportunities, Threats and Trends
- To look for patterns or clusters across those categories

### Non-Purpose of this session

- To “jump to solutions”  
To reach “consensus” on the current situation
- To place blame or assign credit for elements of the current situation in JT

**Important note to reader:** The remainder of the report is a transcription of the cards as generated by the group. The numbers at the end of lines are prioritization votes (dots) awarded to each idea by the participants. The ideas with the highest number of dots are the ones the group felt were most significant.

Where multiple cards stating the same basic idea received dots, those cards appear in the same bullet line with the number at the end of the phrase indicating the **total dots** of

the combined cards. Only cards which received dots were “merged” into one line, and some cards that were similar, but not the same, were left separate. Whether to merge ideas into one line is a subjective decision made by me in preparing the report and can be changed by the group.

**Significant current strengths of Jefferson Township include...**

- Quietness (7) Quiet country setting: peaceful and beautiful (7) The topography of the land is very beautiful (2) **(16 total)**
- Beautiful parks (Fisher, Possum Creek, Richardson, Learning Tree farm, etc.) (6) Beautiful parks and rivers which all surrounding areas share (4) **(10 total)**
- Community’s spirit to resolve issues and problems (6) The community unites and responds to threats (3) Community members willing to become involved (2) **(11 total)**
- Open land, not cramped but still close to town (7) Close access to employment, entertainment, business and shopping (2) **(9 total)**
- Law enforcement quick response time (8)
- Diversity of cultural groups and economic class (7)
- The cost of real estate is inexpensive (5)
- The sheriff’s department on the drug issue is taking charge with addicts and dealers (4)
- Transportation access is good (35/49) (5)
- No income tax and property taxes are cheap (5)
- A lot of small business owners and home-based businesses (5)
- Land mass provides a great base for agri-tourism (4)
- We have a historic district (4)
- The farmers create another economic base (3)
- We have our own water department (3)
- Wildlife gives us tremendous potential for business development and recreation (2)
- People like living here (2)
- We have an abundance of unoccupied/unused land (2)
- Residents are family oriented which makes them concerned about the area (2)
- Lots of churches and a variety of faiths – people can worship freely and not be pigeon-holed (1) We have a large number of churches (1) **(total 2)**
- Rural nature of community qualifies for a lot of USDA funding (1)
- Recreation, basketball, baseball, fishing
- A lot of sugar maple trees in our area
- Over half of church members reside in Jefferson Township
- People look out for one another
- Have an abundance of children and young people
- Maintenance of rural classification guarantees USDA funding
- Good communication and information-sharing with each other
- Great cheeseburgers and fast and friendly service at Valero’s

### **Significant Current Weaknesses of Jefferson Township include...**

- Zoning is vulnerable to solid waste facilities (12)
- We are the target of dirty businesses (9)
- Lack of grocery stores and other basic businesses (6) Limited availability of various resources (restaurants, groceries, drugstores) (5) **(total 11)**
- No comprehensive zoning plan (6)
- We need activities to bring the community together that we don't currently have (6)
- Invisible to the rest of the community (5)
- Schools: low scores and attendance from kids moving out of the area (5)
- Poorly-rated school system (5)
- Township is underfunded - is like the 1970s – 1976 budget (5)
- Too many abandoned properties (4)
- Lack of resources to clean up abandoned properties (4)
- Too many foreclosures and vacancies (4)
- Too much waste dumping by business people (4)
- No business district in the Township (4)
- Poor wi-fi, cable, connectivity, homes are poorly connected to the web (4)
- Thefts and drug dealing (3) Too many drug dealers (1) **(total 4)**
- People from out of area come to Drexel to buy drugs (3)
- No Urgent Care medical facilities (3)
- Outdated zoning laws (3)
- Poor upkeep and lower than average income levels (3)
- Poor upkeep of property (3)
- Junk cars and junk yards (3)
- Unfairly suffer from negative perception (3)
- We need more people watching out for each other and calling the police (3)
- Population getting older and the young people coming in are bringing drug activity (2)
- Occupied homes are poorly- kept – property maintenance issues (2)
- No shopping experience to bring people to the area i.e. boutiques (2)
- We don't toot our own horn (2)
- No snacks for township meetings (2)
- Fear of personal safety in some neighborhoods (2)
- Low average income level for families (2)
- We don't share good news in the township (1)
- More retirees than workers (1)
- Need more fire hydrants (1)
- Few activities for youth (1)
- Water quality bad from JTRWA (1)
- Young professionals and seniors not returning to the community (1)
- We are hypercritical of ourselves (1)
- Not enough activities for the kids (1)
- No Urgent care facilities (1)

**Significant Current Weaknesses of Jefferson Township include (continued)...**

- Home ownership has decreased resulting in abandoned houses
- Tax rates discouraging – too high
- No organized recreation for children
- Poaching of wildlife
- Insurance rates and crime rates
- No large chain grocery store with fresh fruit
- Vacant land with structures still up
- People dropping off live animals
- Parks are not equipped properly
- High poverty levels, low economic development

**Opportunities that Jefferson Township should pursue include...**

- Redo our zoning and update to protect our resources (9)
- Create cleanup program for Jefferson Township (7)
- Publicize the positives of JT in media and elsewhere (7)
- Promote 5 acre home sites (6)
- Passage of general fund levy – 1976 funding (5)
- Have an Urgent Care hospital in the community (4)
- Partner with other districts on common goals (3)
- Land and water – organic farms, CSAs, aquaculture, food, food, food. (3)  
Promote local produce – offer produce to broader community (2) **(total 5)**
- Redo zoning laws for the community (4)
- Jefferson township could be pointed out by county officials to businesses looking for locations (clean businesses) (3)
- Good place for the fairgrounds it is a farming community with fairgrounds stuff (3)
- Recreational retreats for colleges and universities (2)
- Have a community center for the residents (2)
- Initiate a business Chamber of Commerce (2)
- Rural residential living (2)
- Having a shopping center or strip mall coffee shops (2)
- Basic industry – attract them with land and transportation access (1)
- Clean water is abundant (1)
- Hunting and recreational trails (1)
- Have a farmers Market in the community (1)
- Township offices should be moved to free up best property on the highway (1)
- Create a community activity committee for everyone (1)
- Create a support committee for the schools (1)
- Update zoning laws in JT (1)
- Support local businesses – lucky to have a grocery store (1)
- Centerpiece for economic development – small area mall
- Township building needs more outside lighting
- Farmers market to buy fresh fruit and vegetables

### **Opportunities that Jefferson Township should pursue include (continued)...**

- Smallmouth bass fishing in Bear Creek
- Advertise the positive businesses
- Upscale housing on large pieces of land – very desirable locations
- We have cheap land which is conveniently located
- Pursue the idea of a local newspaper
- Attractive entrances announcing Jefferson Township community
- Should pursue high-end home builders to attract high-income residents to support businesses
- Nighttime policing for neighborhoods
- Protect the quiet and promote business
- We need 250 young families
- Have a gated community to stop drugs
- Good time to have the trustees and the community come together
- Bringing in grocery stores and Walmart

### **Threats we must keep our eye on include...**

- Relaxed zoning (8) Negative intrusions are the result of poor zoning regulations (5) **(total 13)**
- Annexation of prime land (4) To stop annexation from happening to the township (4) **(total 8)**
- Theft and drugs is high in township (7)
- Need to use good property for economic development on the most likely place on 35 (5)
- Clark oil, Permafix, Clean Water waste processing facility location (4)
- Largest landowner may bring unfavorable businesses (4)
- Stop any landfills from coming (3)
- Need media releases on every positive thing in Jefferson Township (2)
- Illegal businesses coming into the community (1)
- Abandoned properties and dumpsites (1)
- Losing our quiet community to big business or progress (1)
- When zoning laws are lacking negative business will take advantage (1)
- People who are willing to rent land out for negative use
- Licensed solid waste facilities
- Clean water limited should be limited or closed
- Outside increased drug activity and theft
- Declining regional population – demographics not favorable
- Too many areas are annexing to other surrounding areas making the township smaller and smaller
- Drug locations posing as car washes
- Negative businesses could affect the health of the community
- Lack of ability to come together as one
- Not having a strategic plan to stop things from happening



**Threats we must keep our eye on include (continued)...**

- Lack of new zoning laws
- Lack of vision for the future
- Decreased local government funding from state
- Attractiveness to waste management companies
- Lack of job growth

**Trends that could have a significant impact on Jefferson Township in the future could include...**

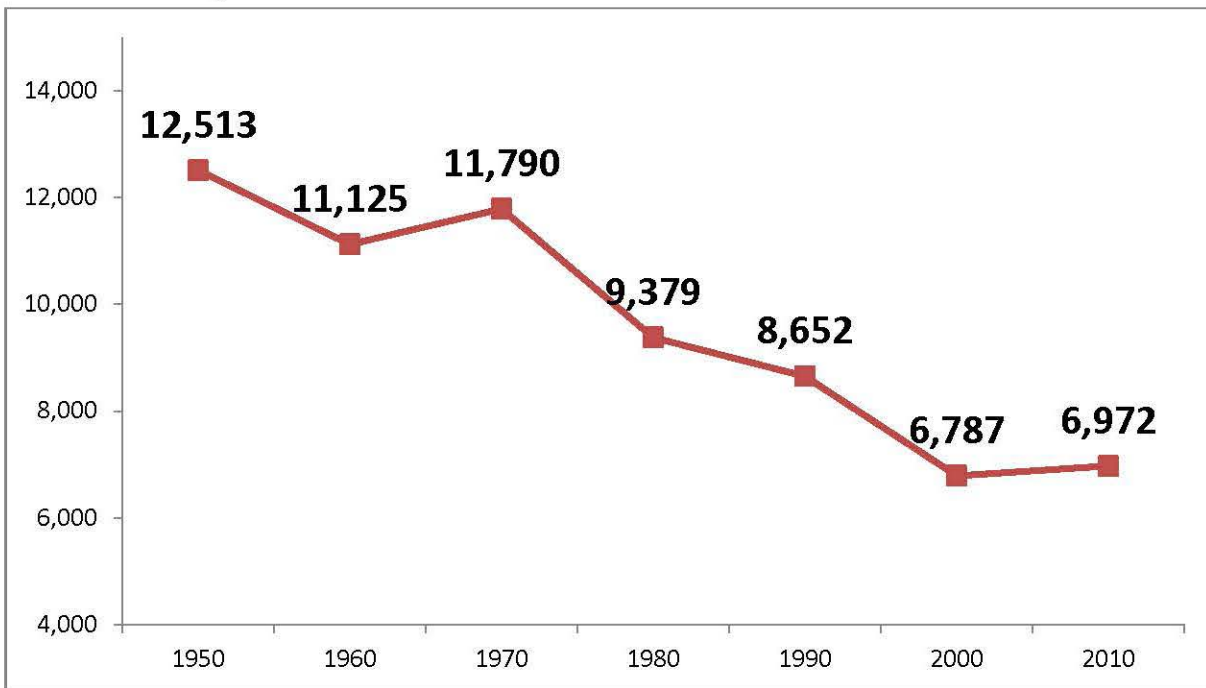
- Increased need for cable access for all residents for communication (10)
- Developers favoring small lot development and apartments (6)
- Negative dump sites with trash and poisonous waste (6)
- Township farmers could benefit from local food movement (4)
- Clean water is abundant in our township – other regions are drying up (3)
- Lack of township infrastructure and resources (3)
- Decreasing pollination and bee population (2)
- Focus on water being fresh and clean (2)
- We have the land, but no water system or sewer system (1)
- Lyft's cars could fill public transportation gap (1)
- Need the trend of new branding of Jefferson Township as a positive residential community with bucolic country (1)
- Concerns for the Ebola virus (1)
- The heroin epidemic taking over (1)
- People starting home businesses being entrepreneurs
- Movement toward smaller lots
- Reconsider rail for passenger trains across the state
- Wi-Fi access needed
- The few work and the others sit back
- Gardening to have fresh food

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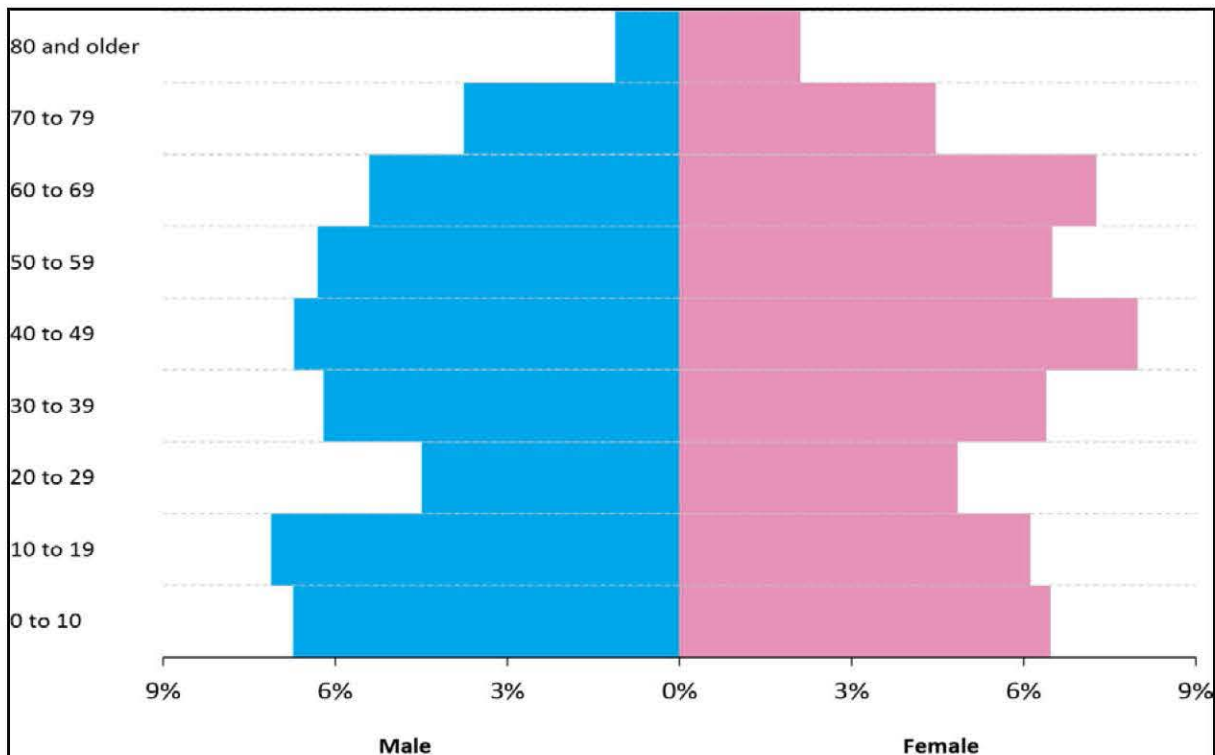
## **B. EXISTING CONDITIONS**

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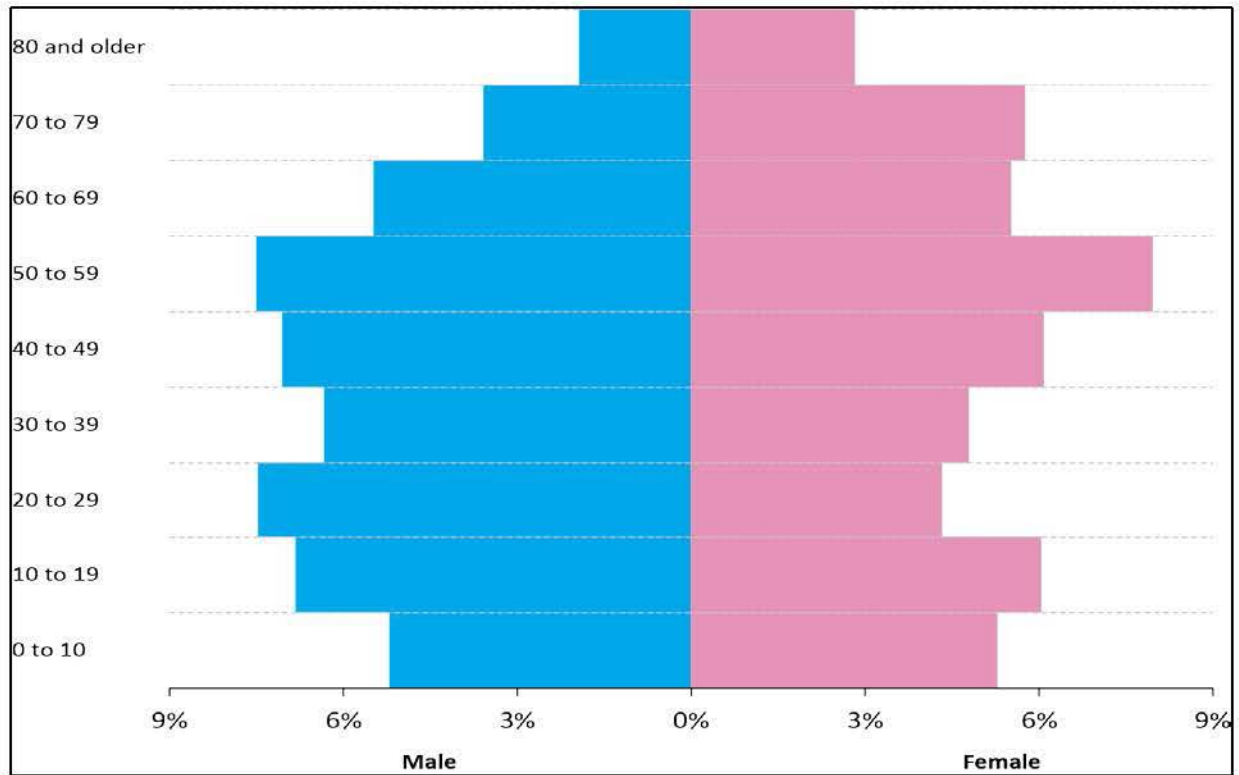
## Population Trends: 1950 - 2010



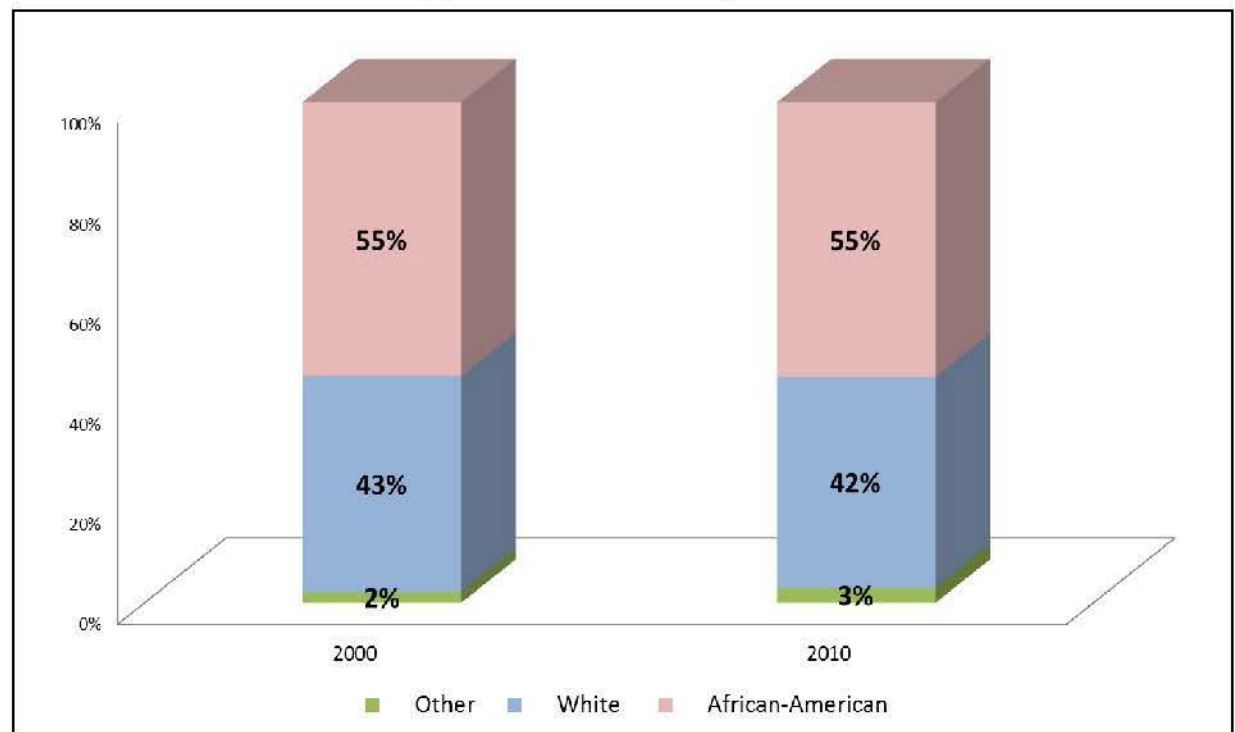
## Population by Gender by Age, 2000



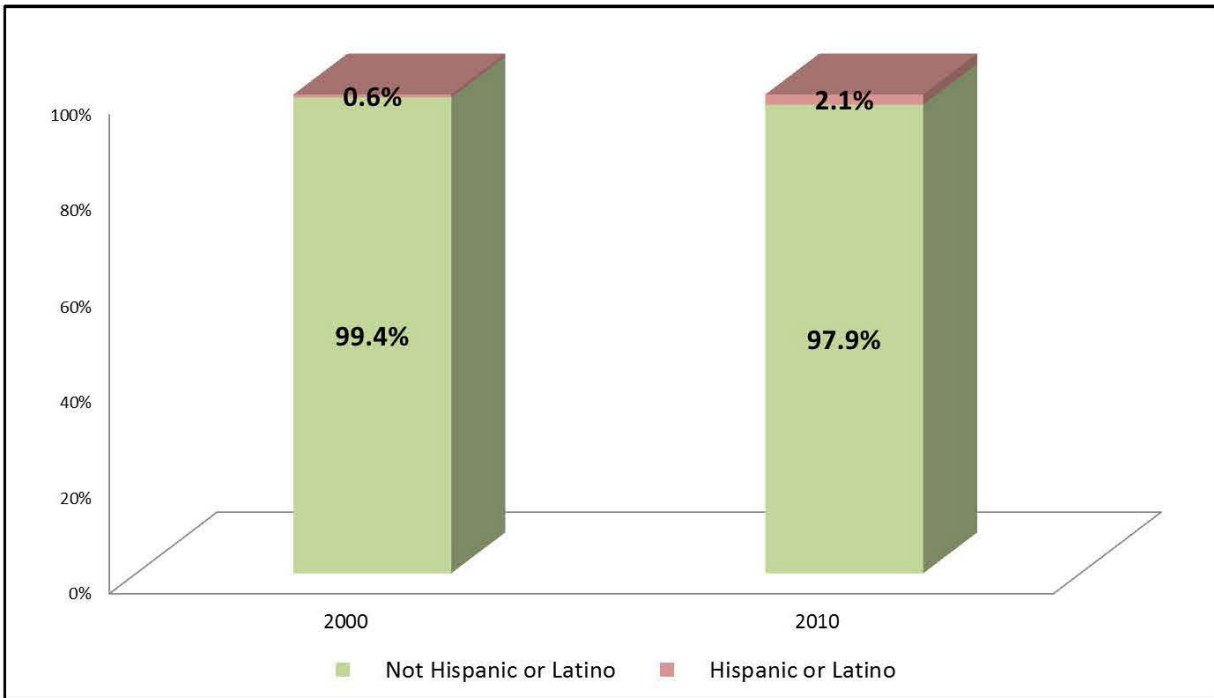
## Population by Gender by Age, 2010



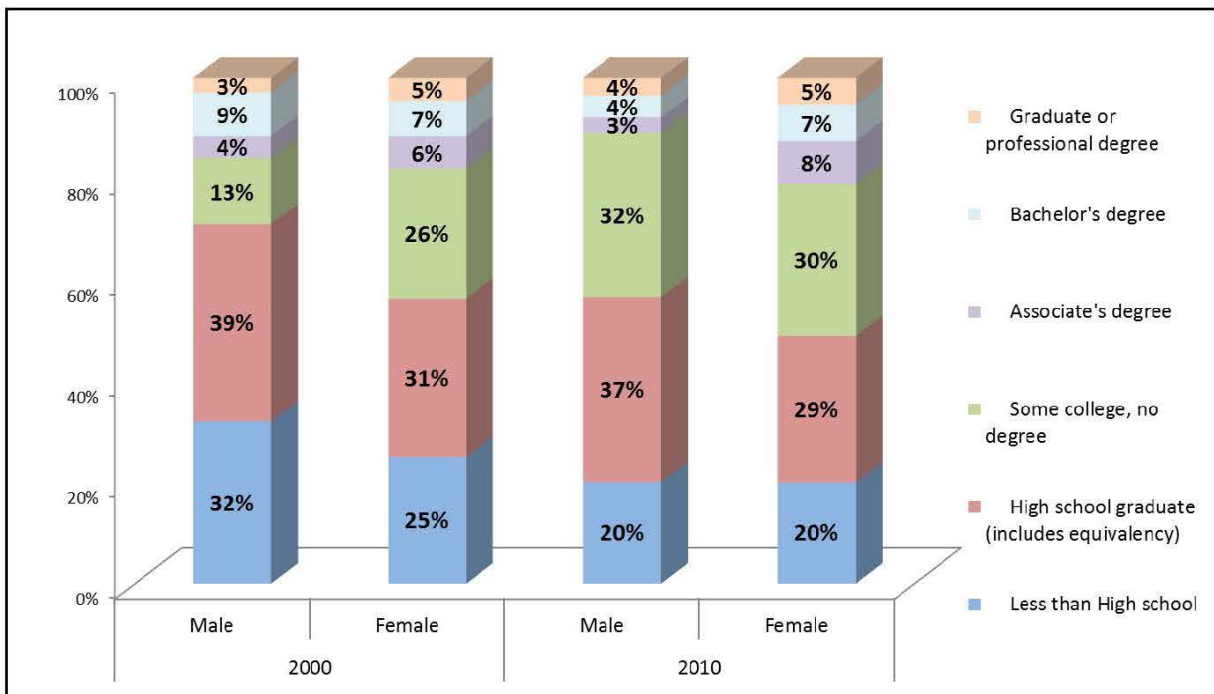
## Population by Race



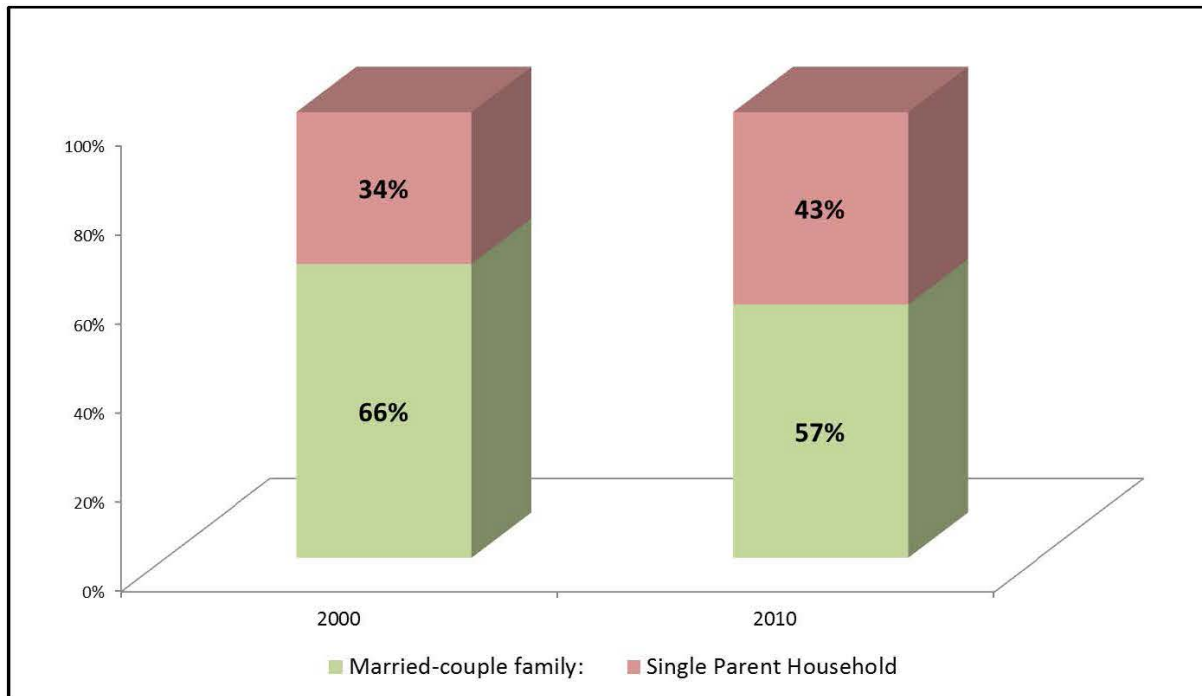
# Hispanic/Latino Population



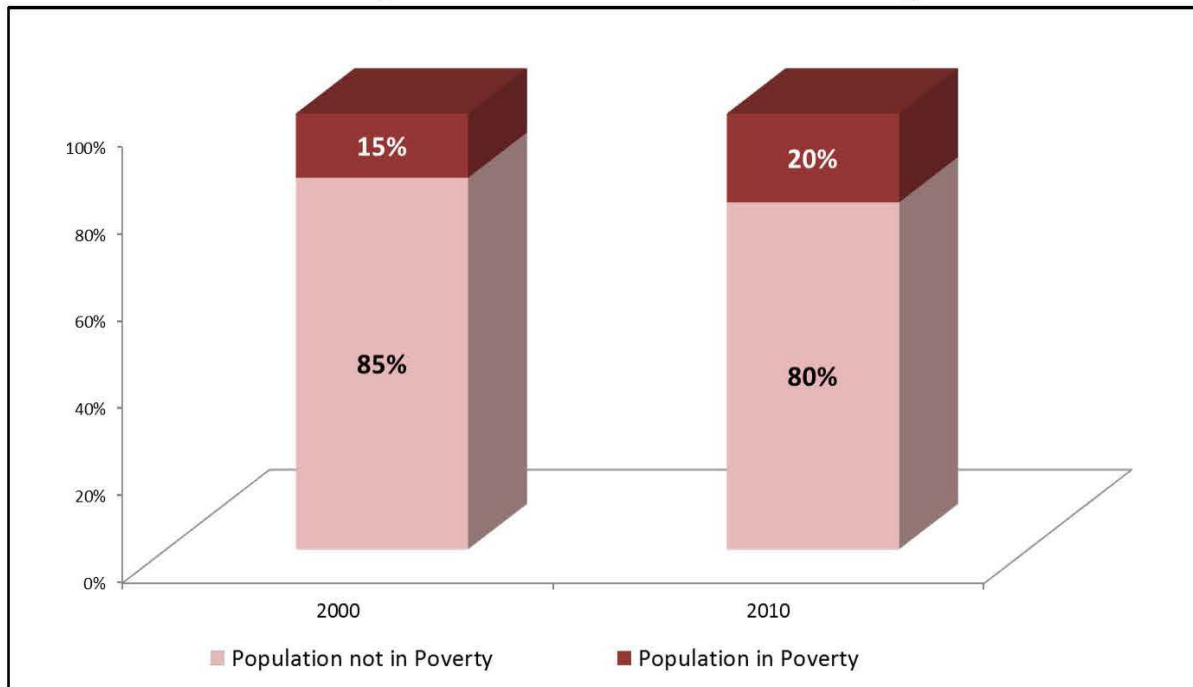
# Educational Attainment



## Family Type

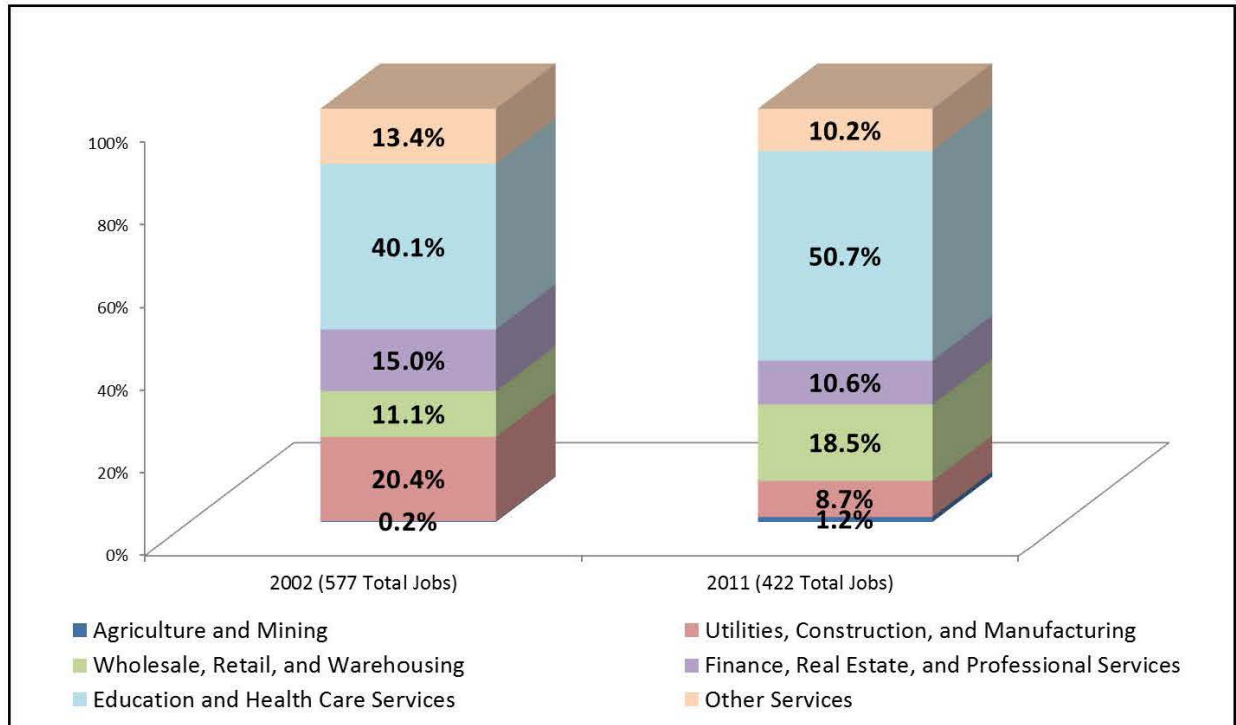


## Population in Poverty

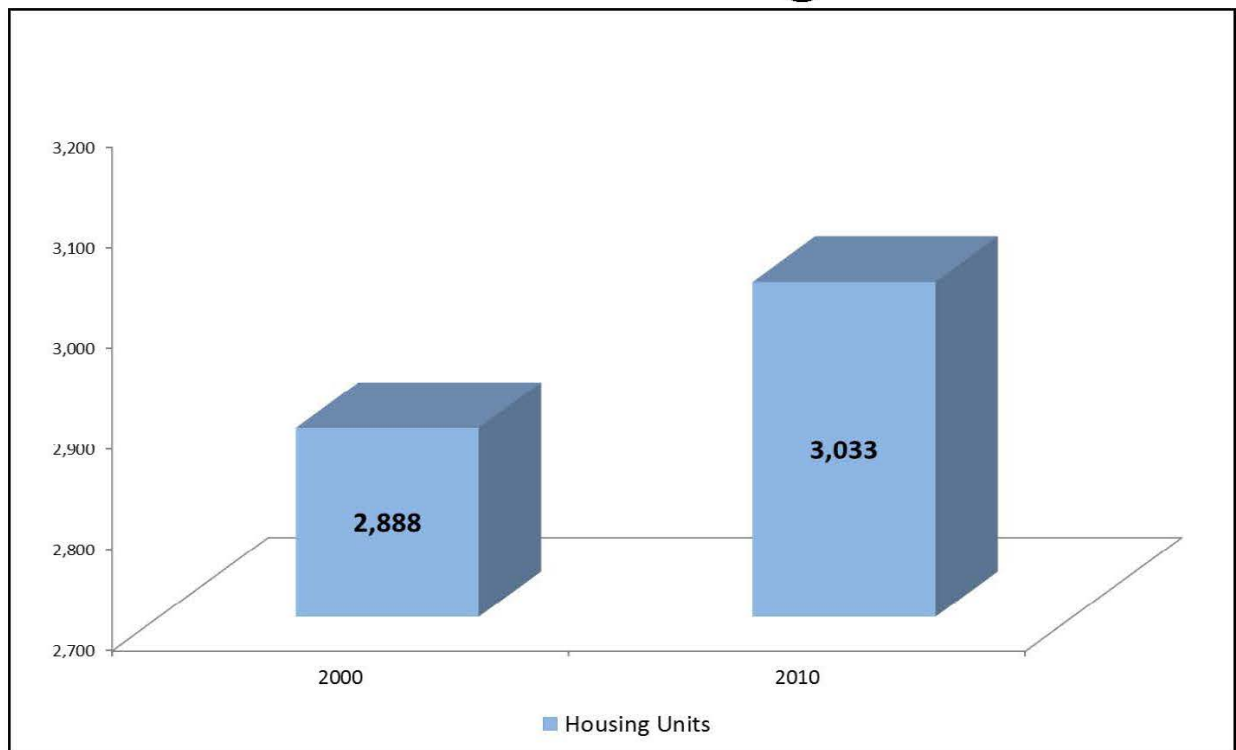




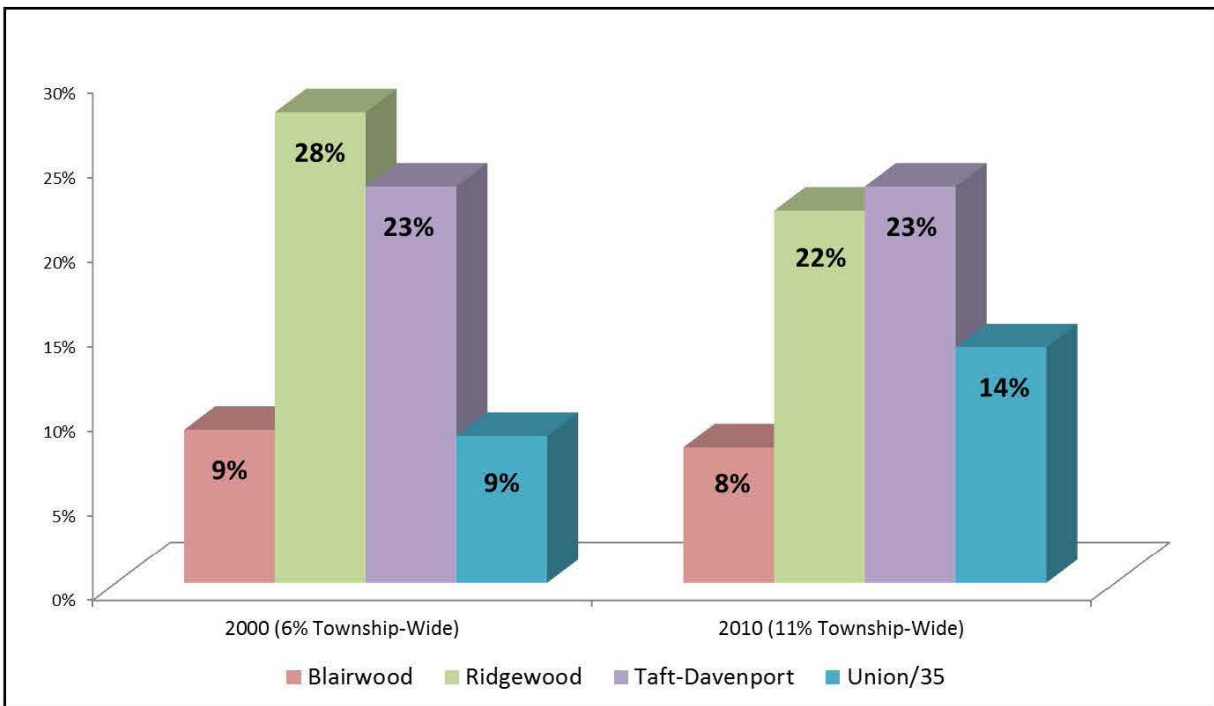
## Number of Jobs by Sector



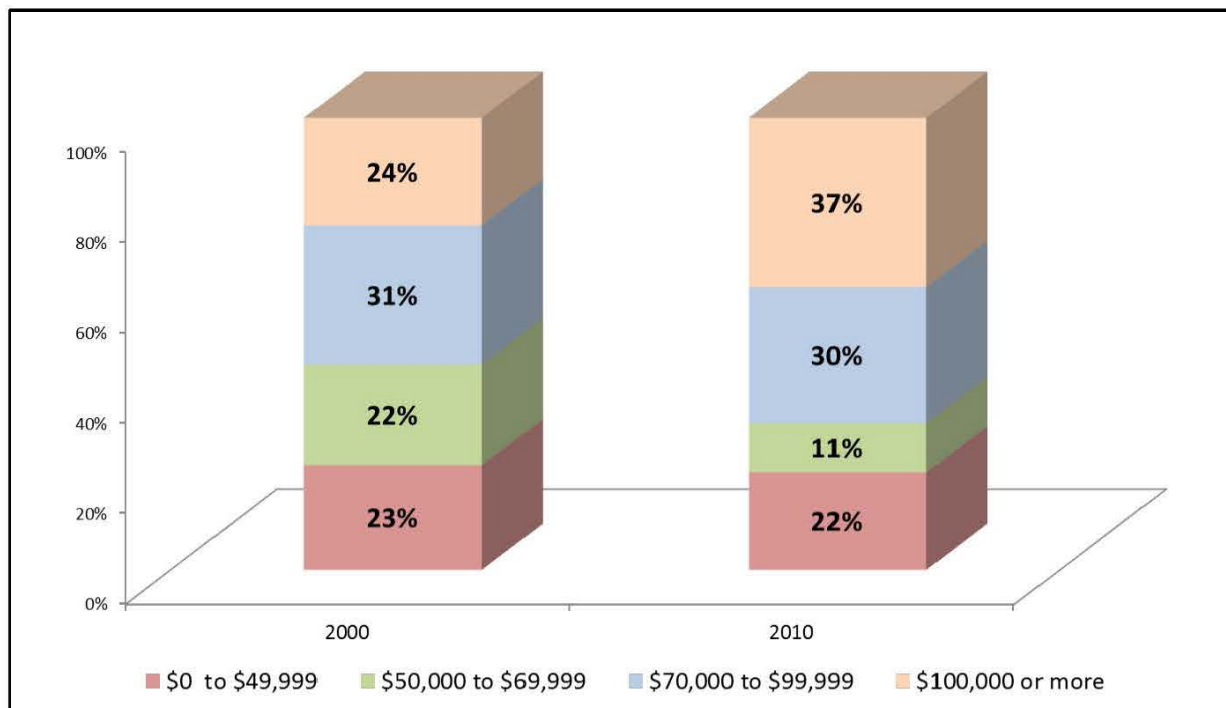
## Number of Housing Units



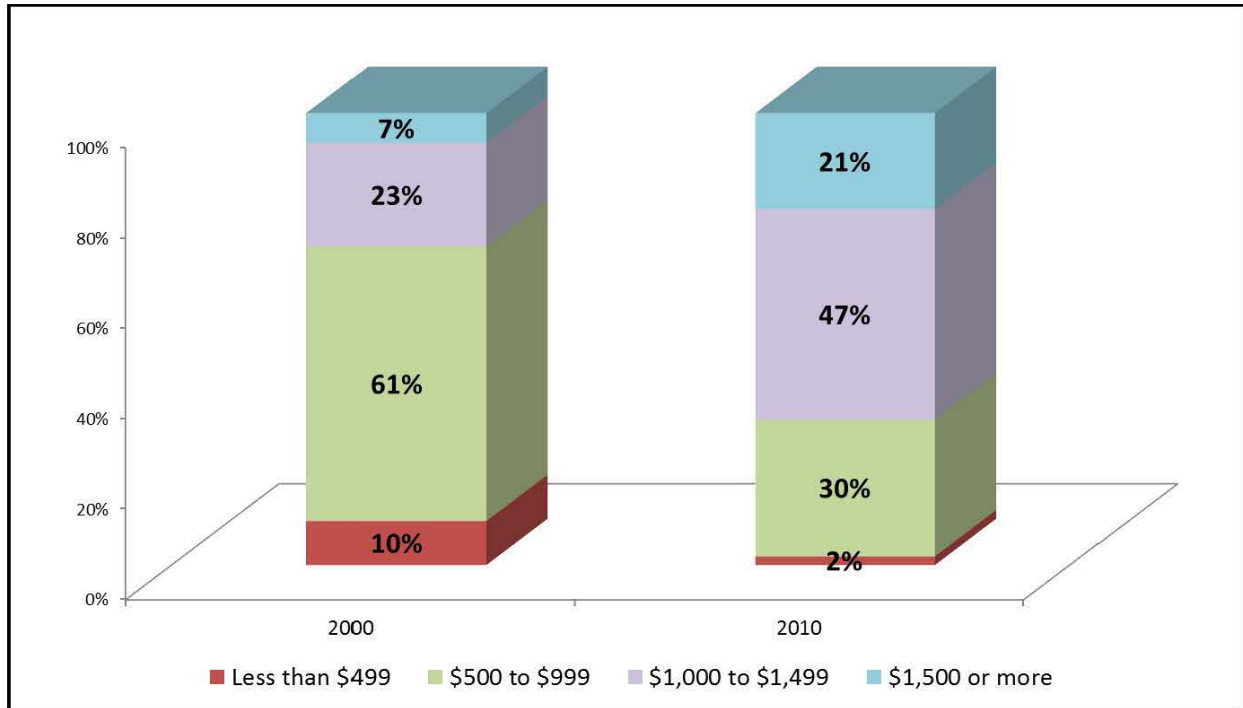
## Vacancy Rate by Neighborhood



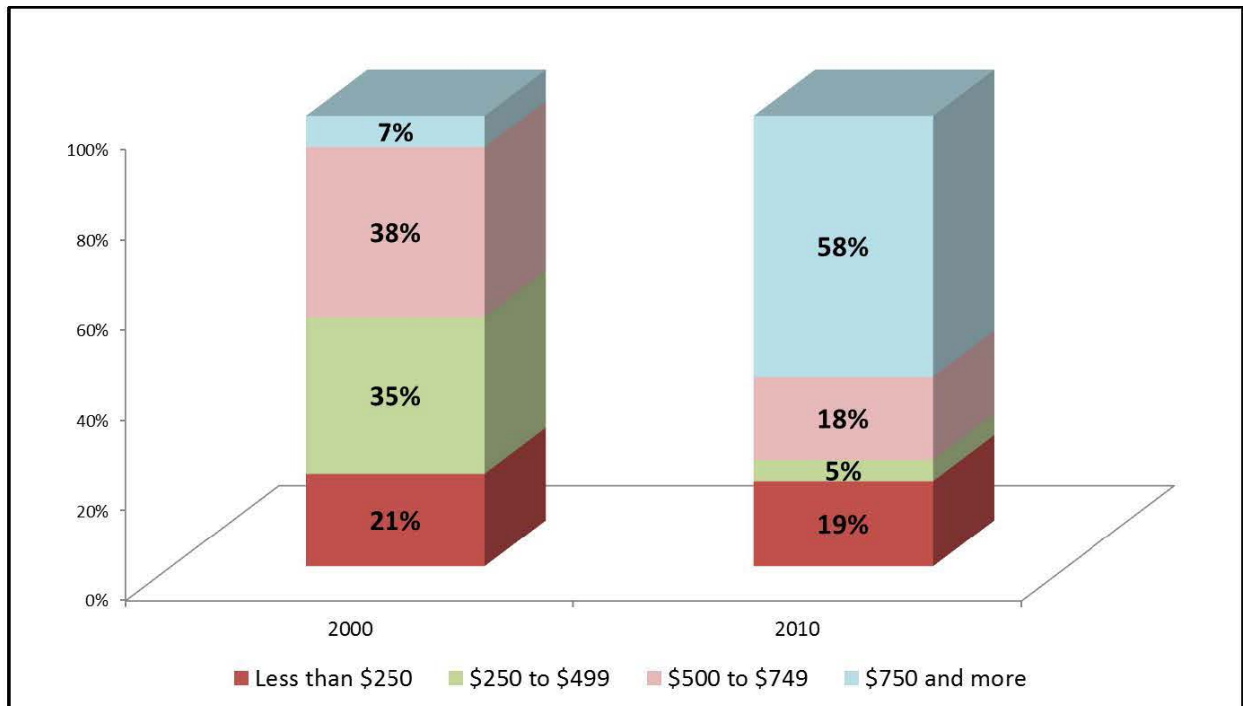
## Value of Owner Occupied Housing Units



## Monthly Owner Cost (for housing units with a mortgage)



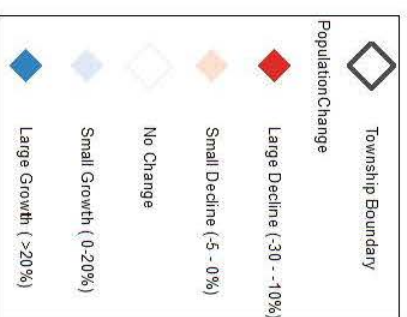
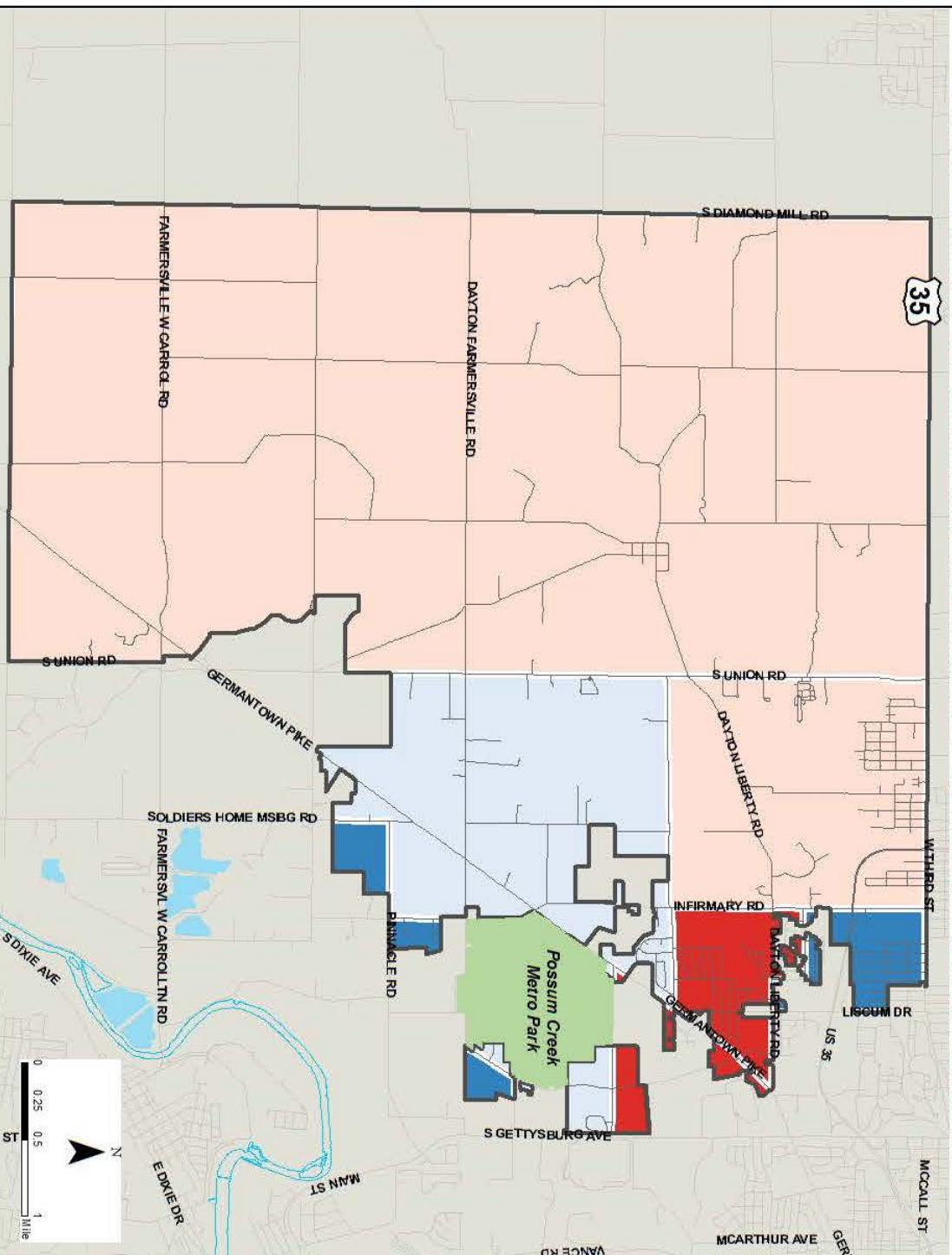
## Gross Rent (for occupied housing units)



# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY



## 2000 - 2010 POPULATION CHANGE BY CENSUS BLOCK GROUP



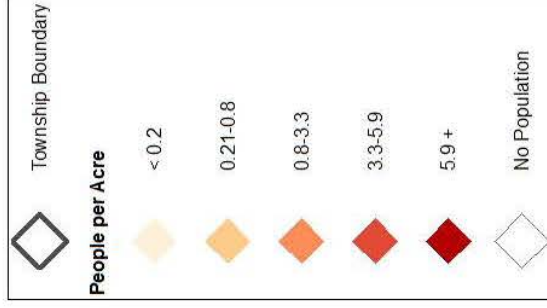
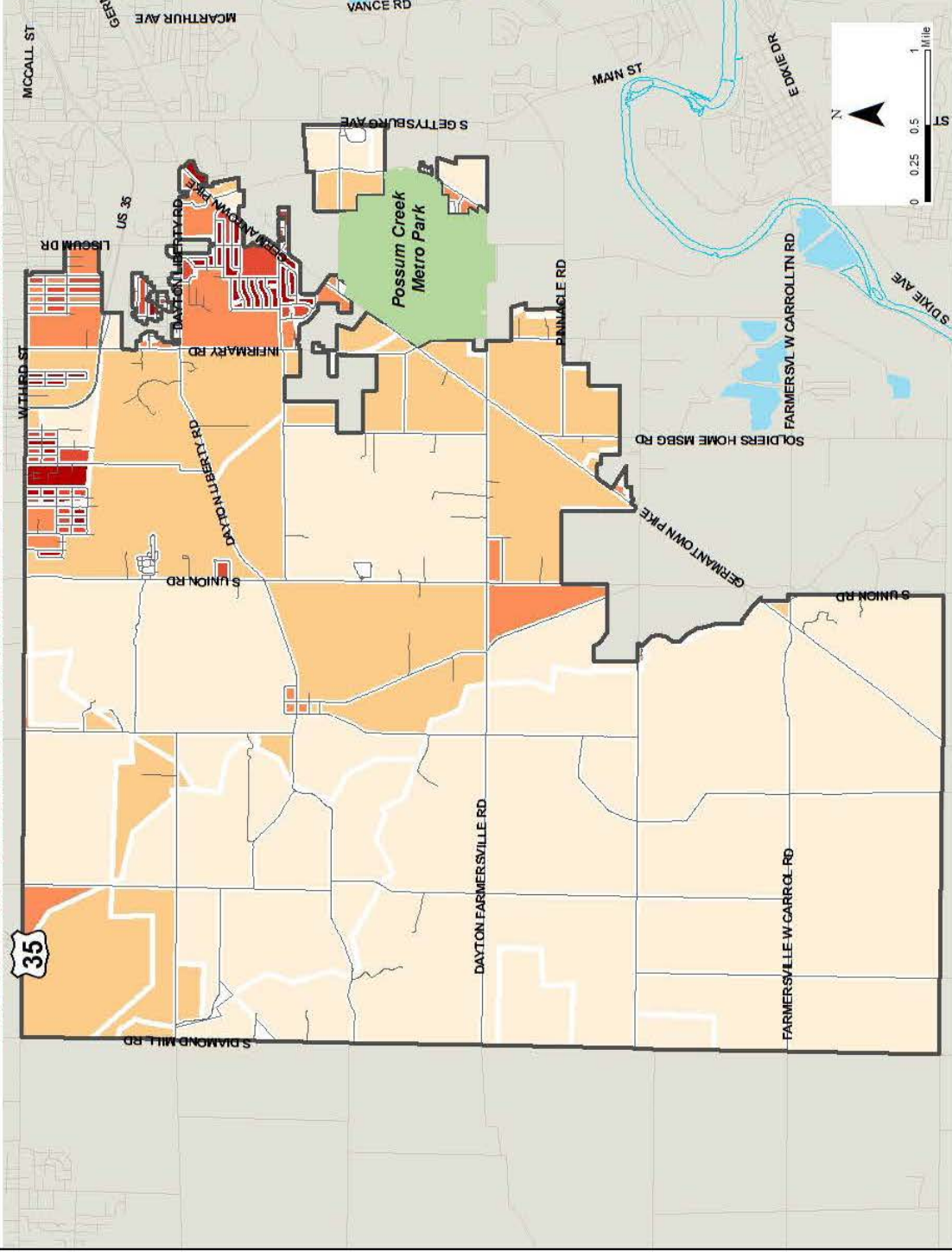
2000 Population: 6,787  
 2010 Population: 6,972  
 Total Population Change: + 185 (2.65%)

Source: Census



# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## 2010 POPULATION DENSITY BY CENSUS BLOCK



Source: Census



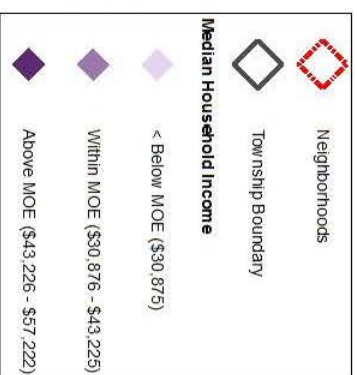
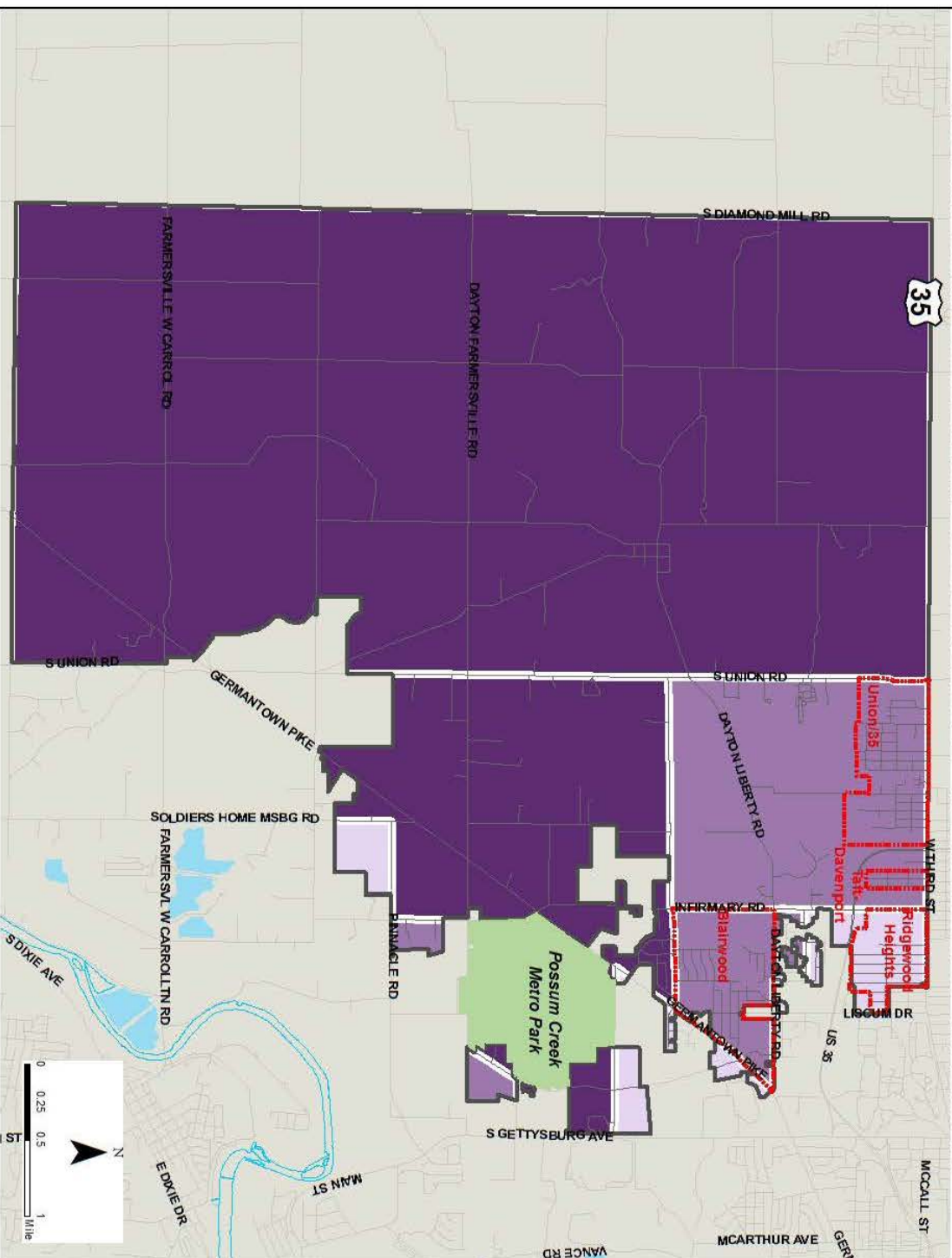
11/17/2014





# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## 2010 MEDIAN HOUSEHOLD INCOME BY CENSUS BLOCK GROUP



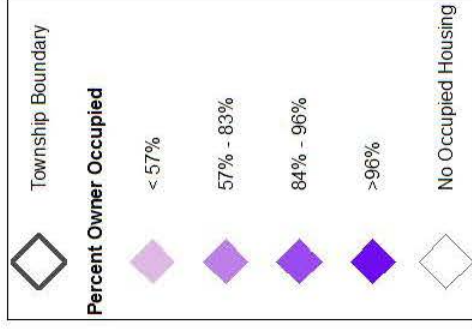
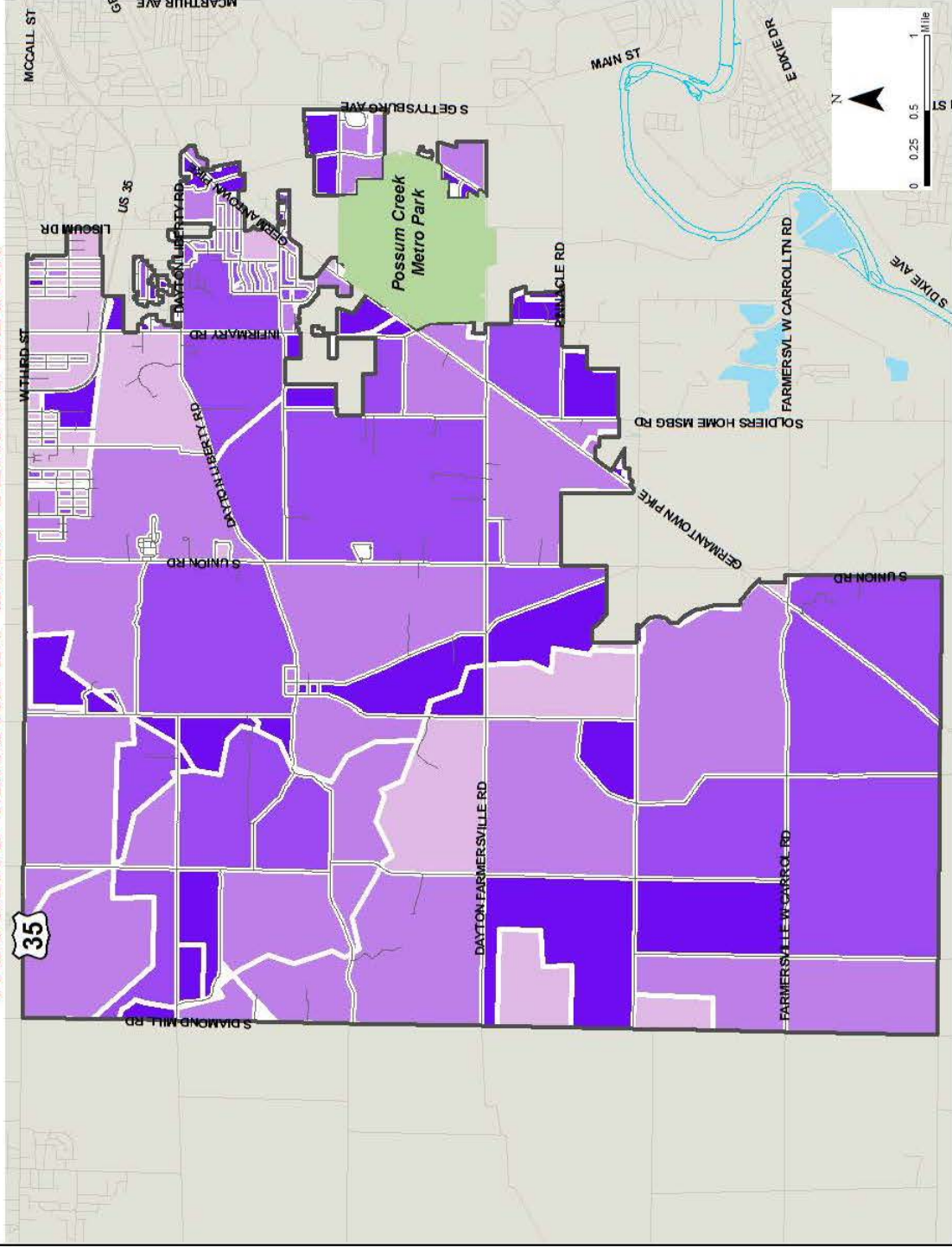
Jefferson Township Median Household Income: \$37,050 +/- \$6,175

Source: Census, ACS 2008-2012 Estimate



# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## HOUSING TENURE BY 2010 CENSUS BLOCK



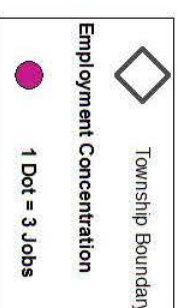
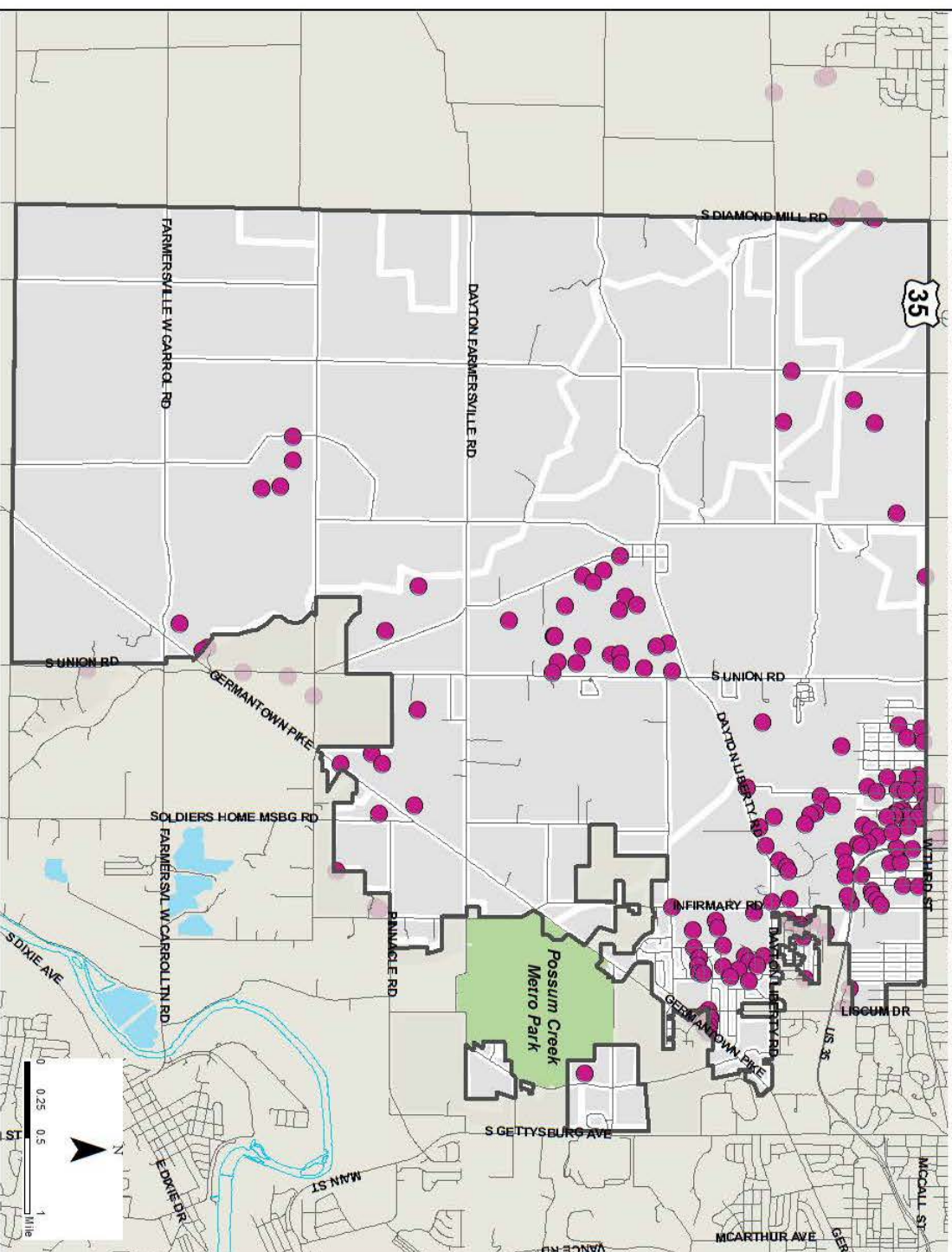
Source: Census





# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## 2011 EMPLOYMENT CONCENTRATION BY CENSUS BLOCK



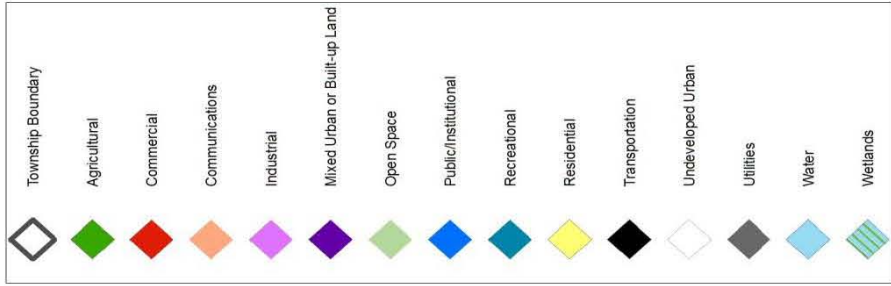
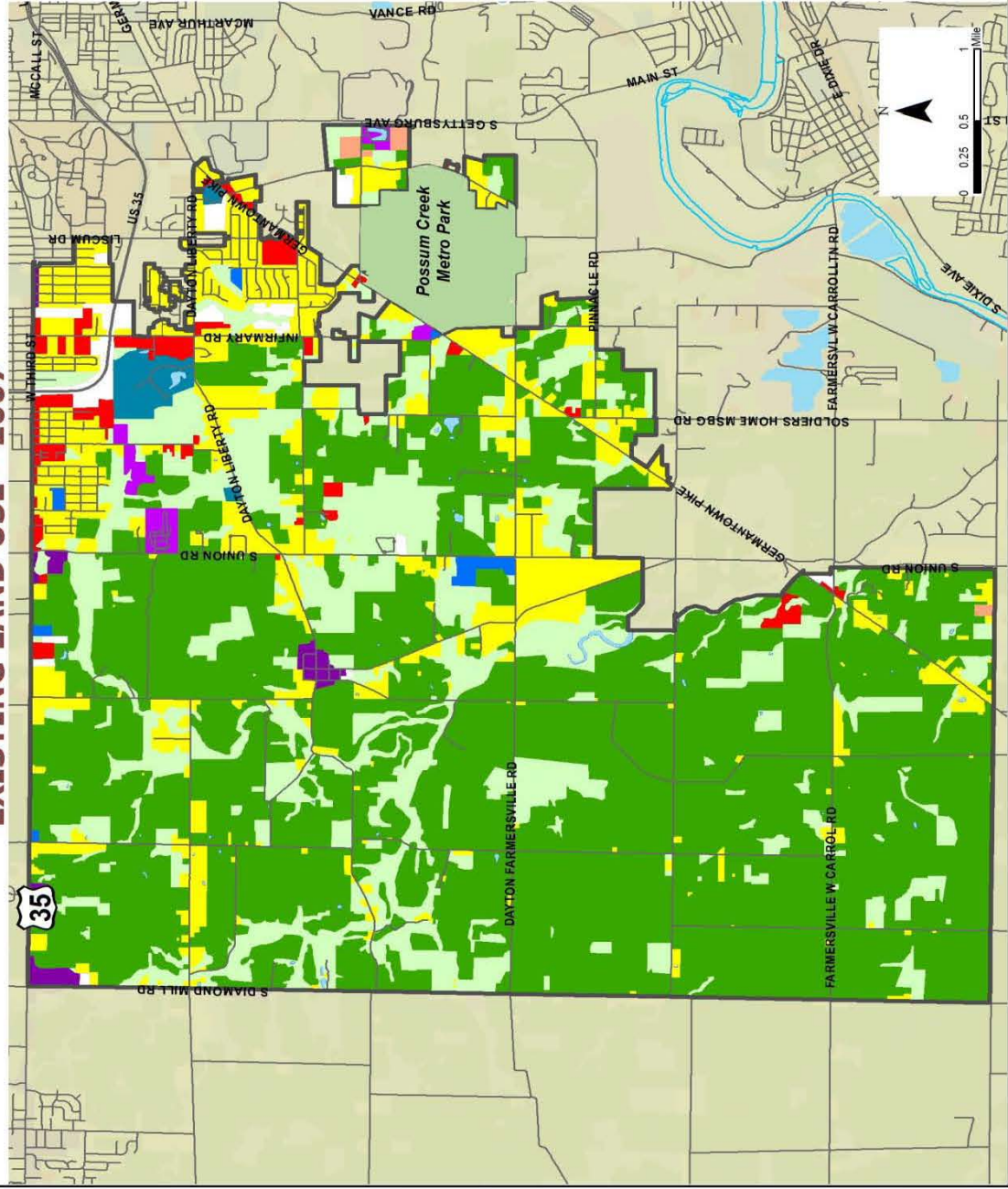
Source: Census





# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## EXISTING LAND USE - 2007

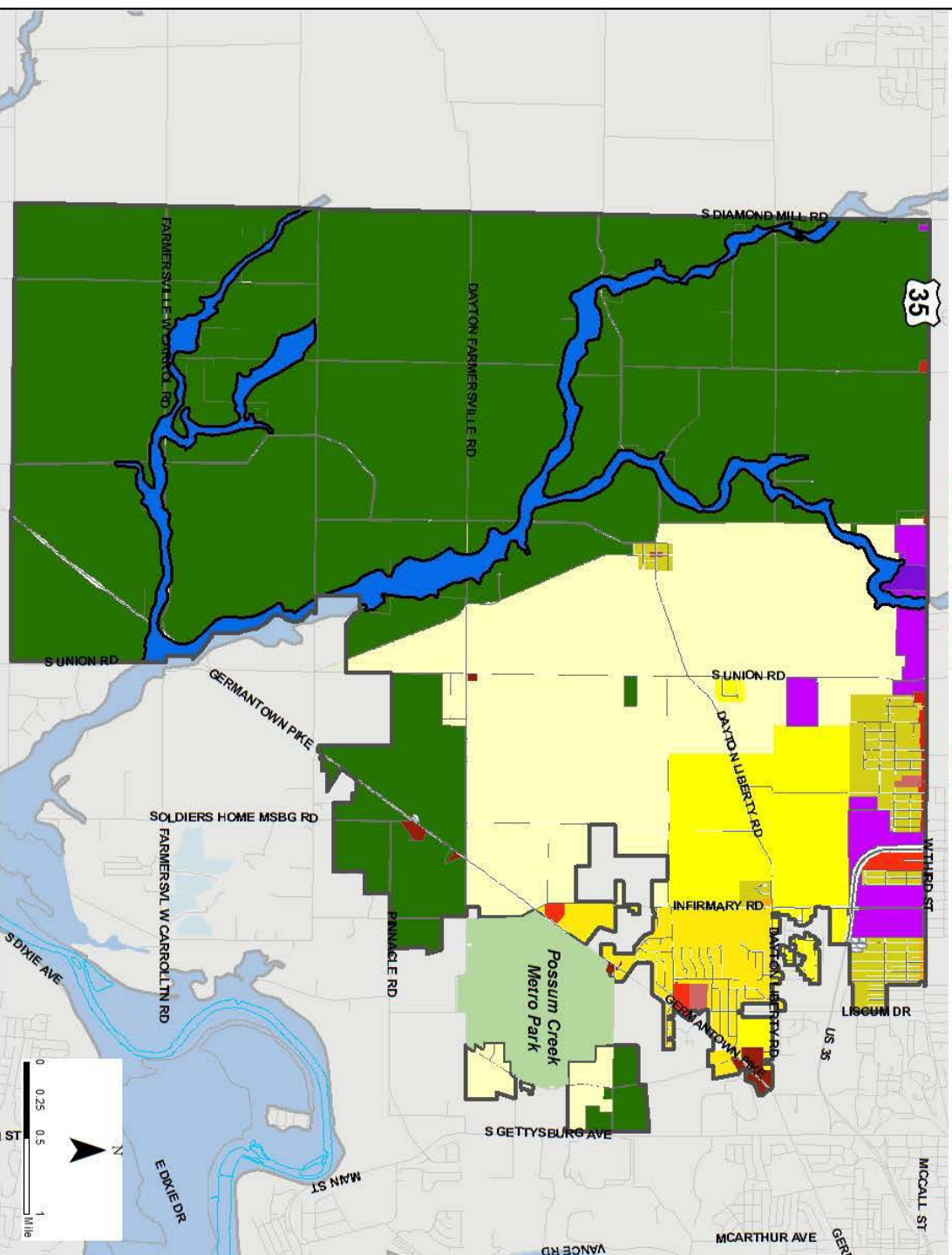


Source: MVRPC

**MIAMI VALLEY**  
Regional Planning Commission

# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## ZONING MAP - 2014



District	Township Boundary
	A
	B-2
	B-3
	B-4
	I-1
	I-2
	M-2
	OR-1
	PD-1
	R-1
	R-2
	R-3
	R-4
	R-6
	RFP
	SR-1

Source: Jefferson Township

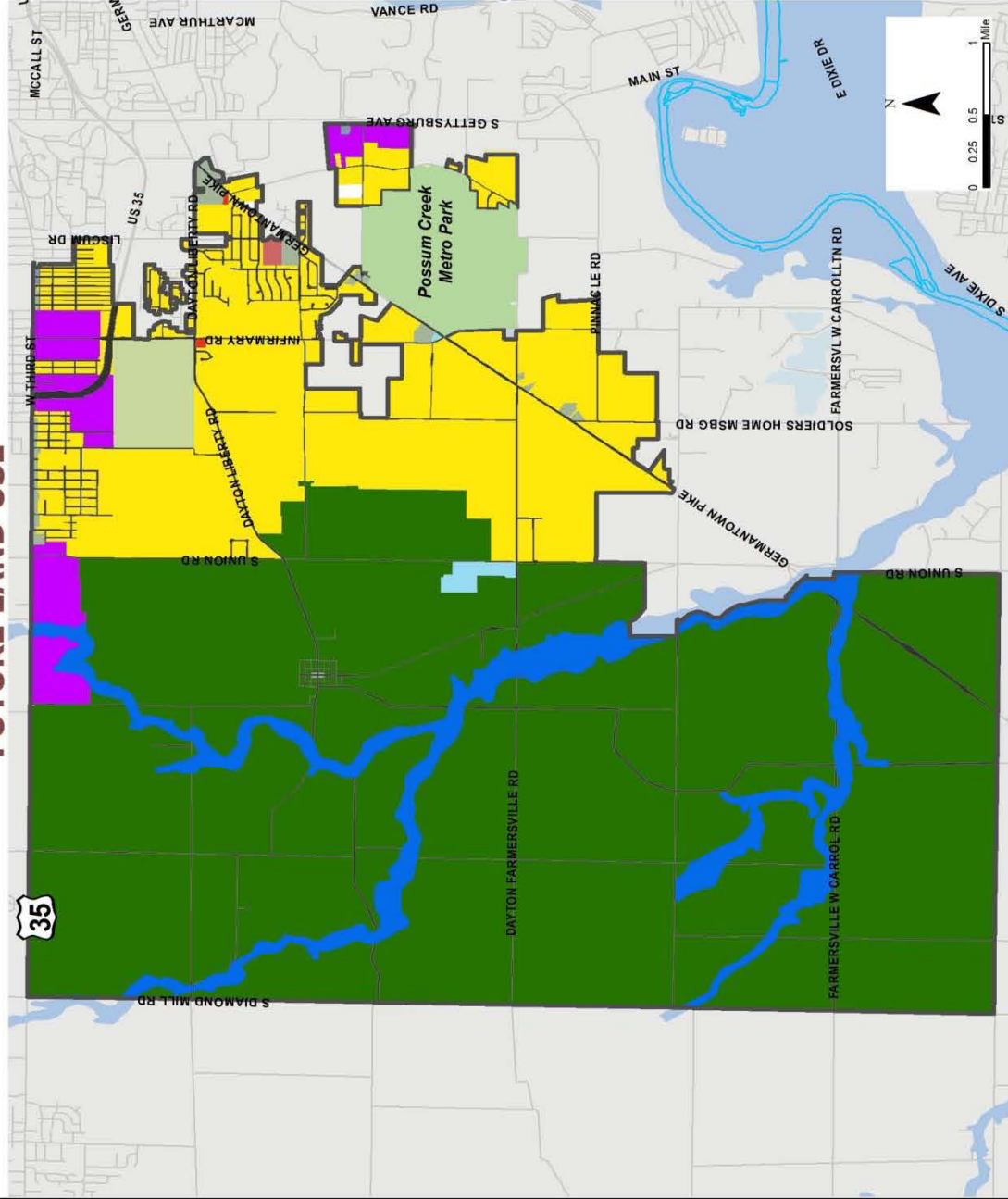


11/17/2014



# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## FUTURE LAND USE



Plan Code	Plan Code
	Single Family Medium Density
	MultiFamily Residential
	Industrial
	Office
	Agriculture
	Institutional
	Open Space
	Corporation
	Roadways
	General Comm

Source: Montgomery County, 2011

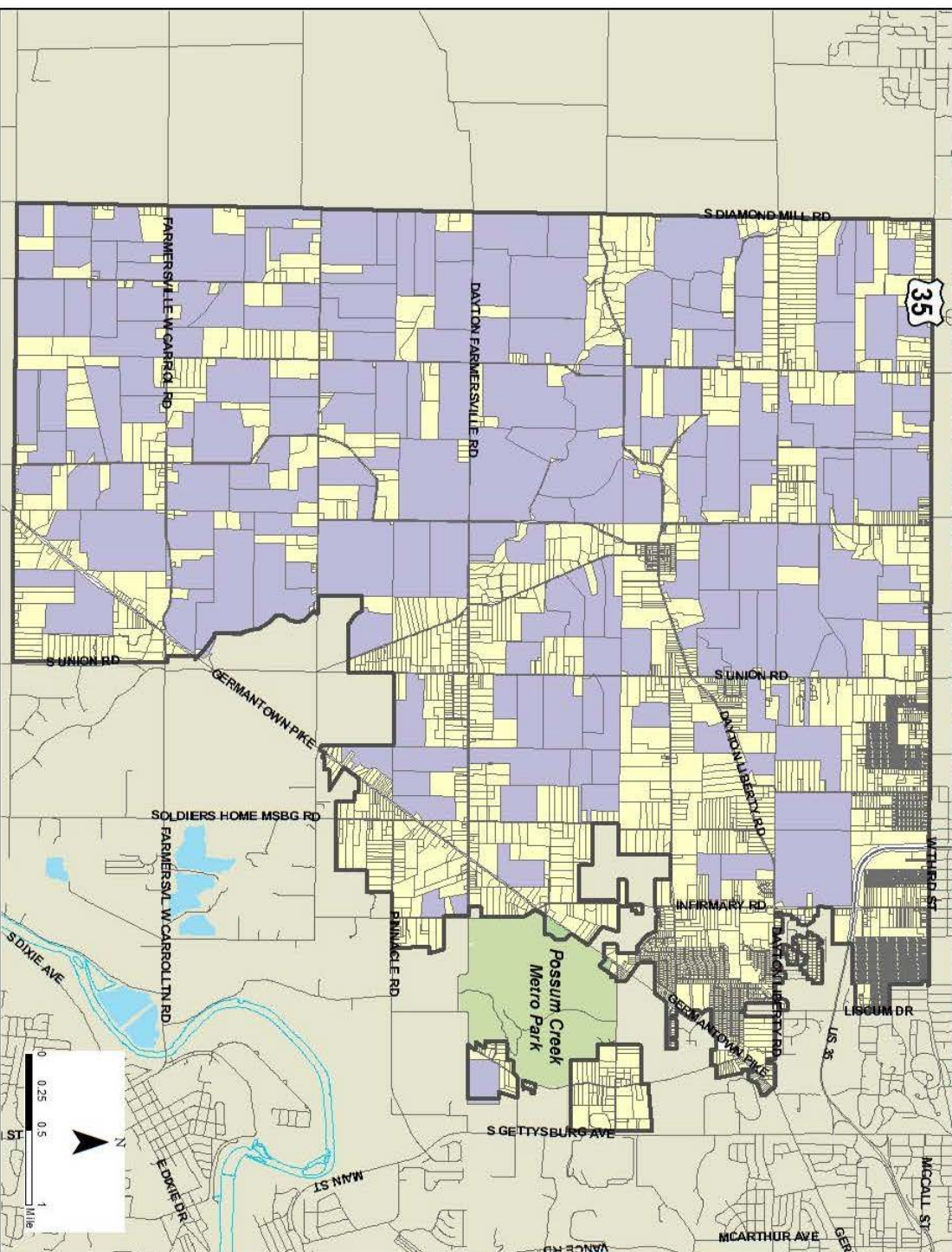


11/17/2014



# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## PARCELS LARGER THAN 25 ACRES WITH SINGLE OWNER



Source: Montgomery County Auditor's Office

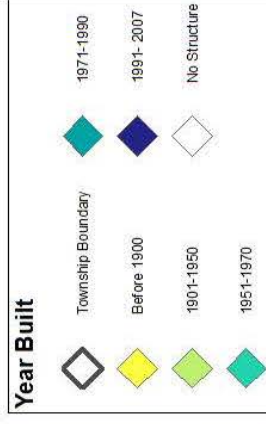
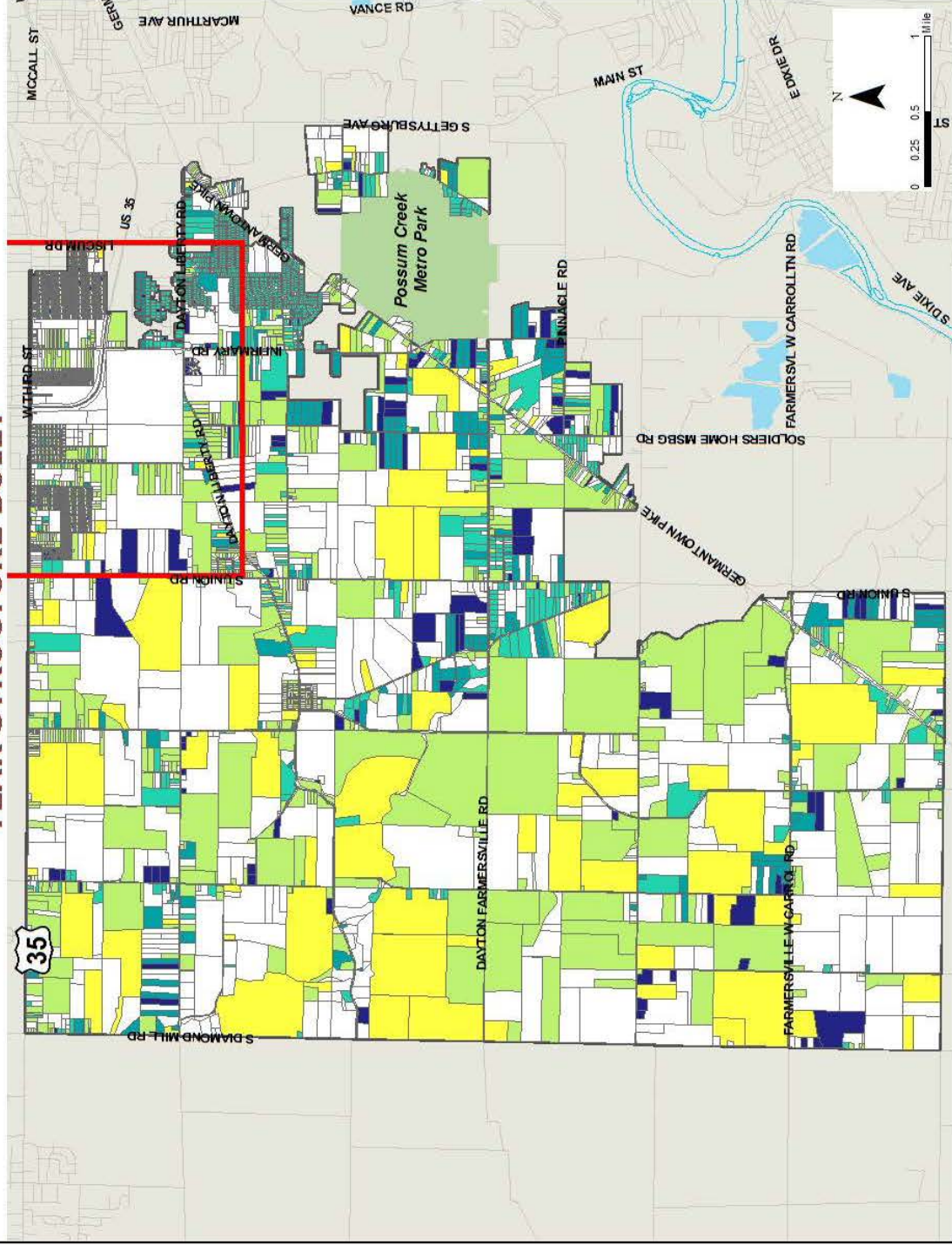


11/17/2014



# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## YEAR STRUCTURE BUILT



Source: Montgomery County Auditor's Office

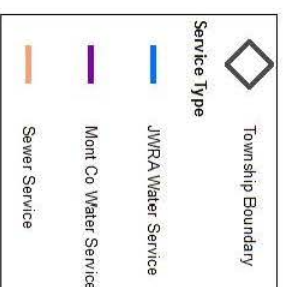
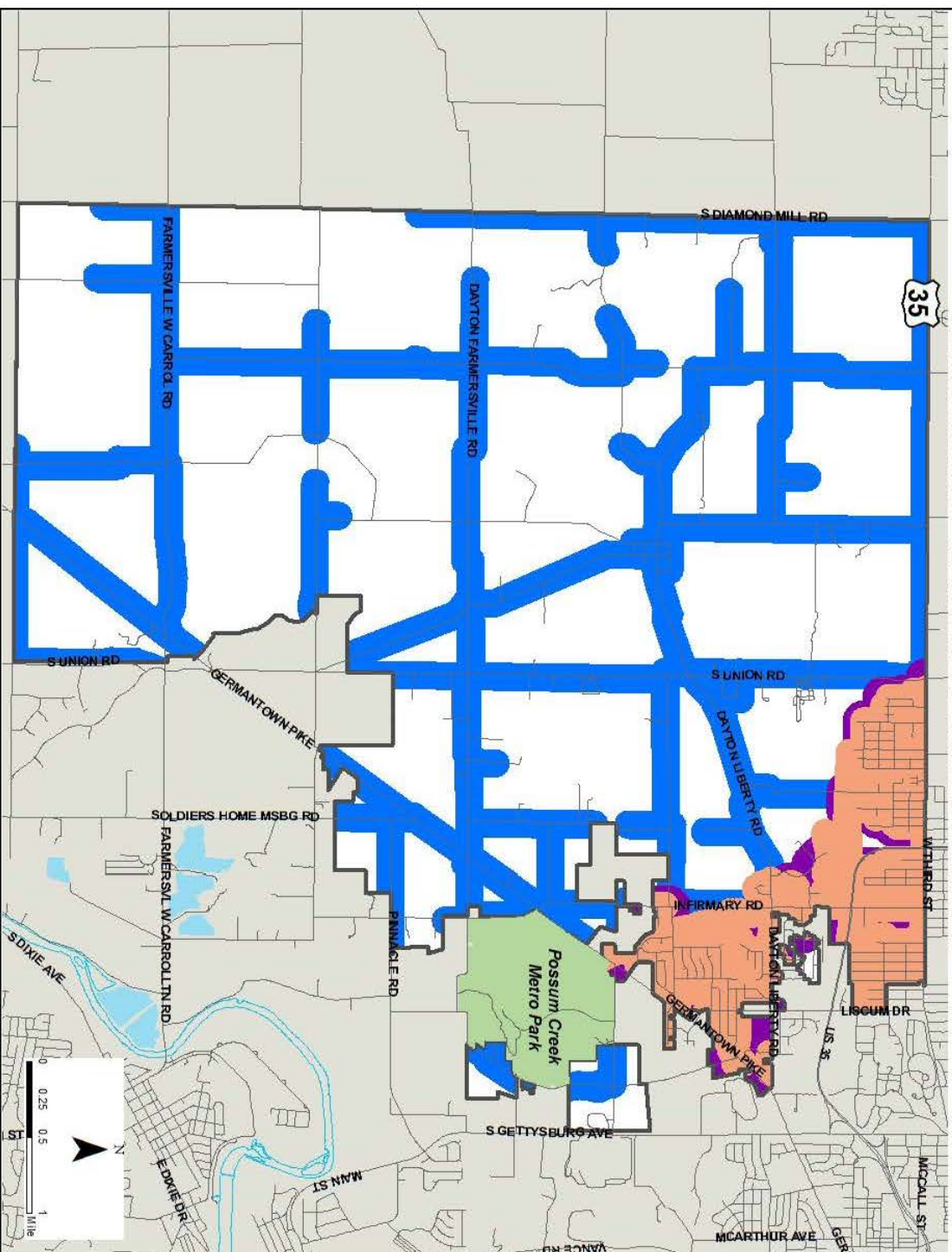


11/17/2014



# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## WATER AND SEWER SERVICE AREAS



Source: Jefferson Township Water Authority,  
Montgomery County Water Services



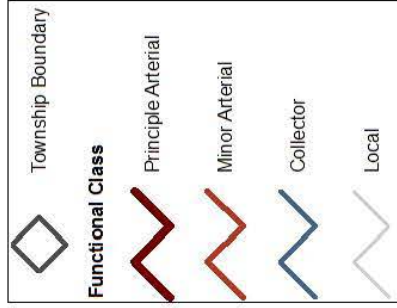
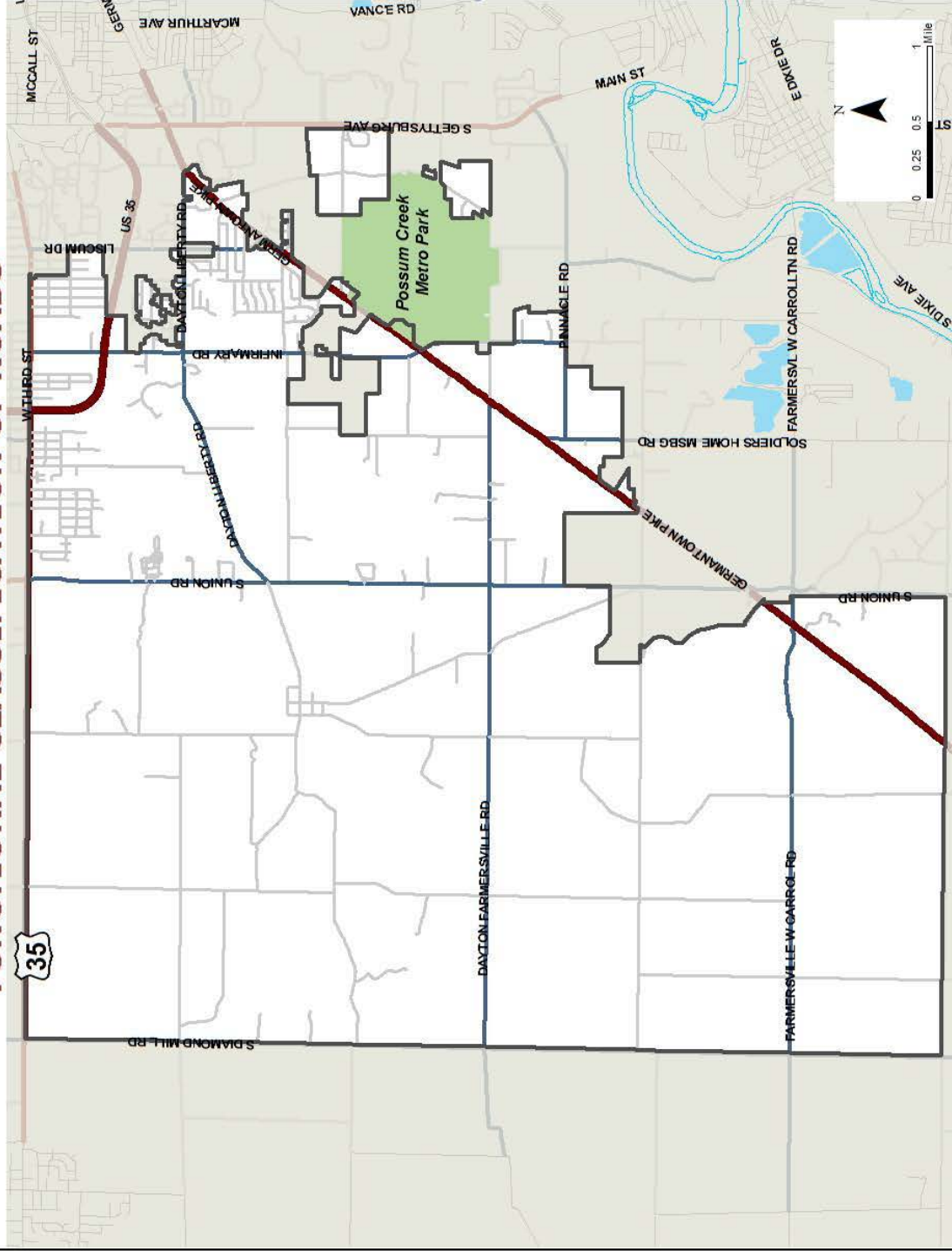
11/17/2014





# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## FUNCTIONAL CLASSIFICATION OF ROADS



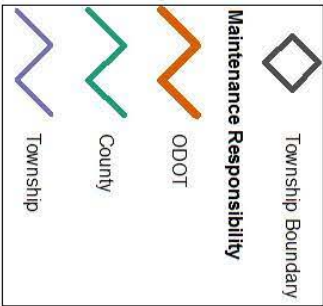
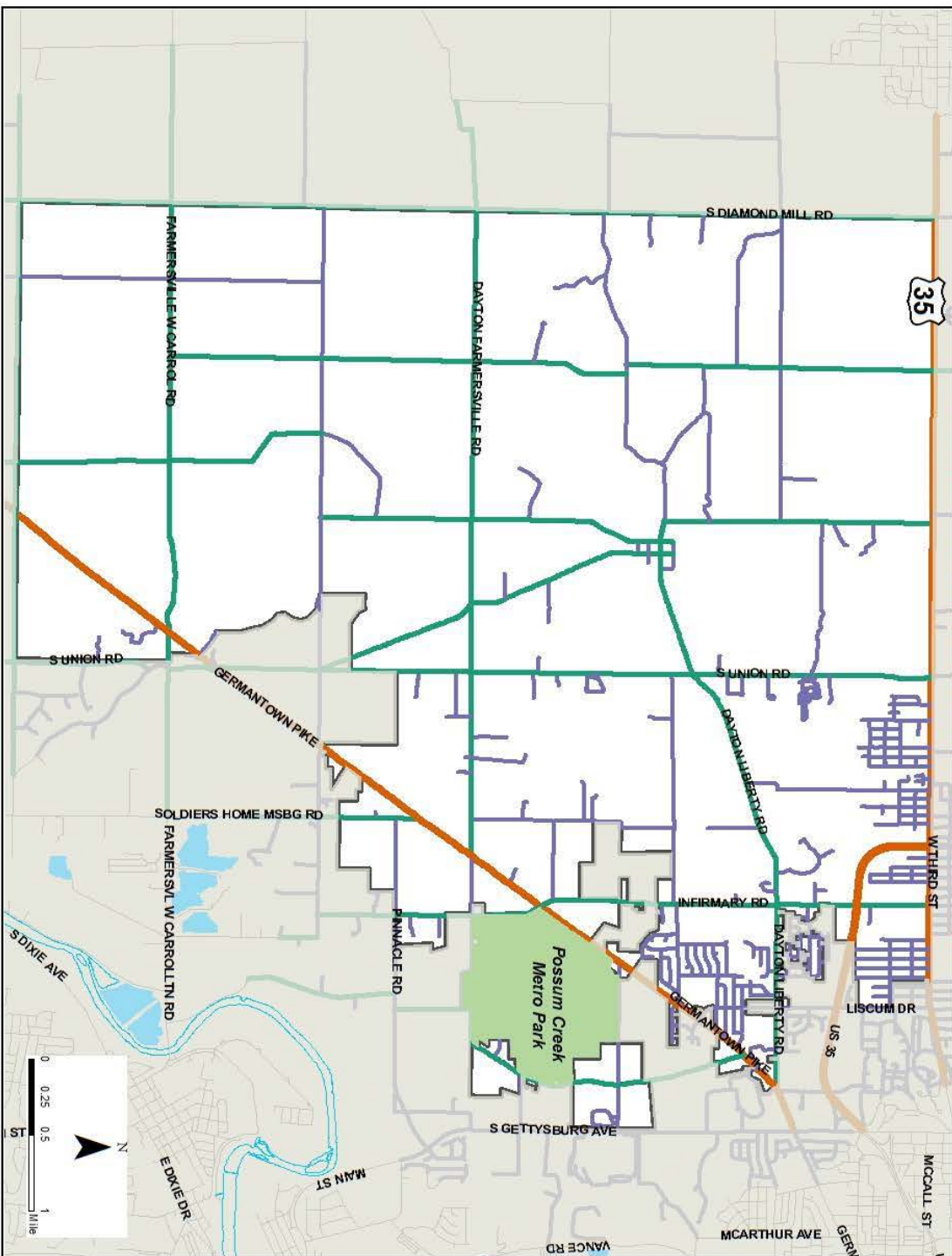
Source: National Highway System





# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## ROAD MAINTENANCE RESPONSIBILITY



Source: Jefferson Township





# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## PRIME FARMLAND



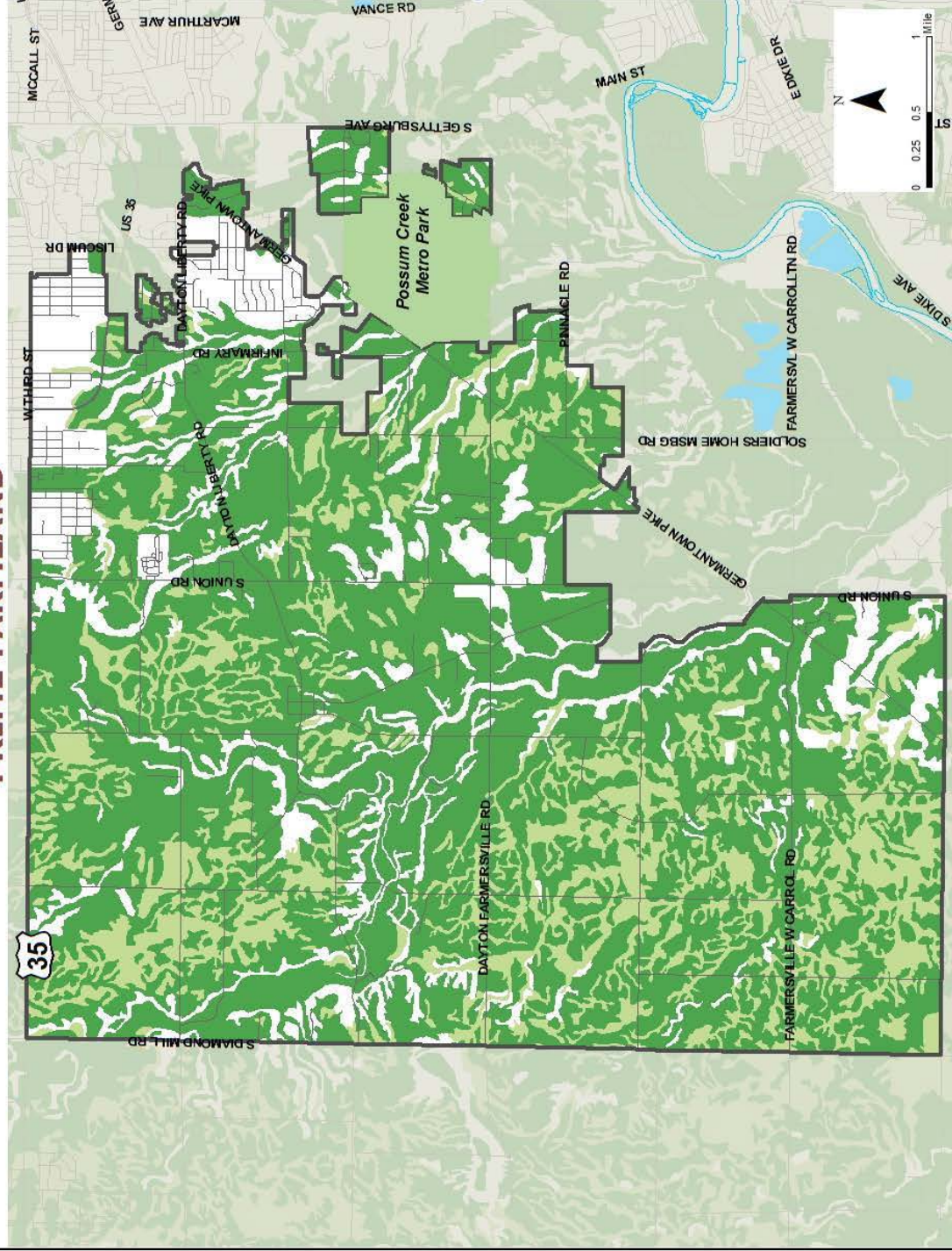
U.S. Department of Agriculture defines prime farmland as "land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops and is available for these uses."

Prime Farmland with Conditions is land that could be used for farmland but would require the land to be artificially drained and/or protected from flood to produce an economically viable crop.

Source: MYRPC



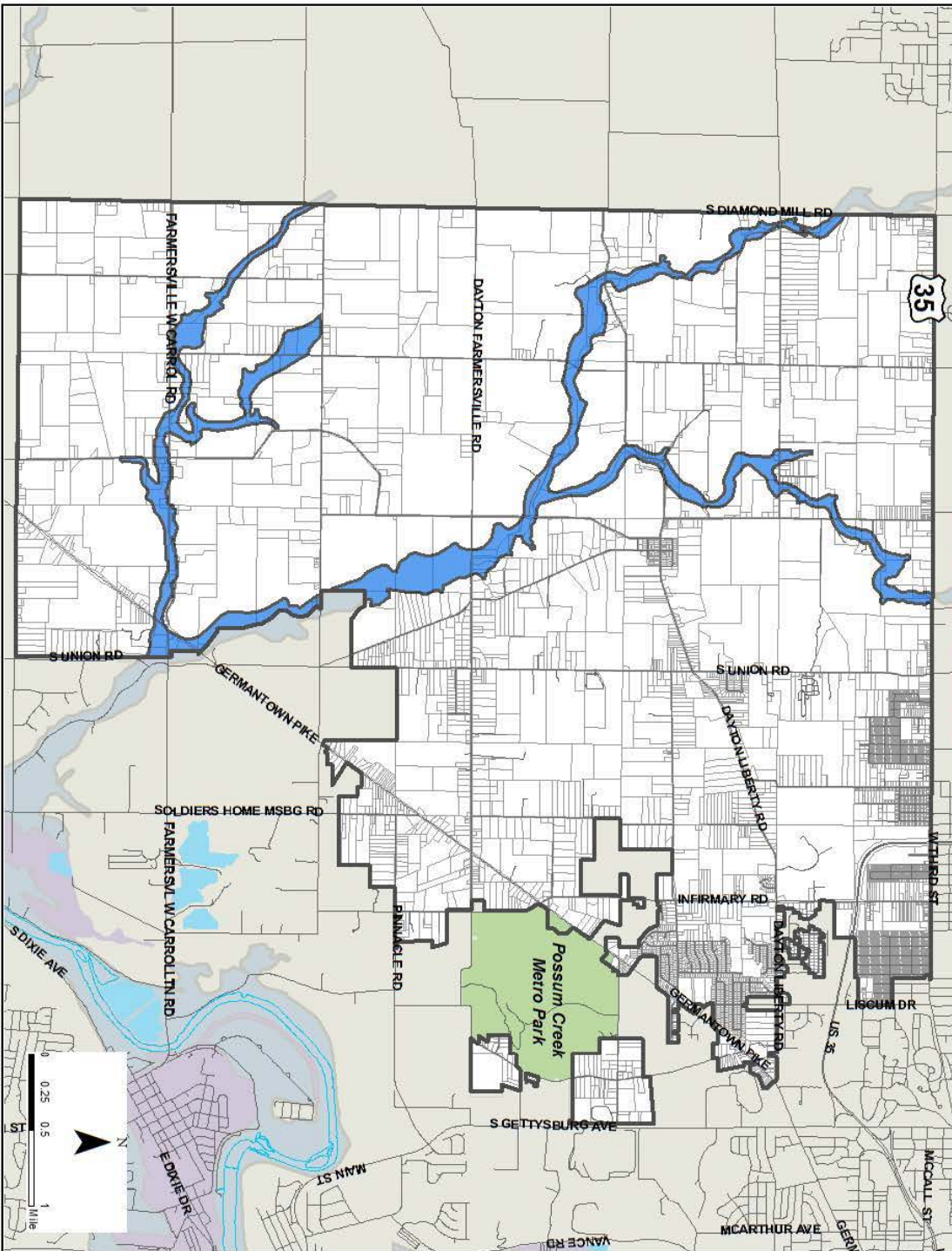
11/17/2014







# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY FLOOD PLAINS



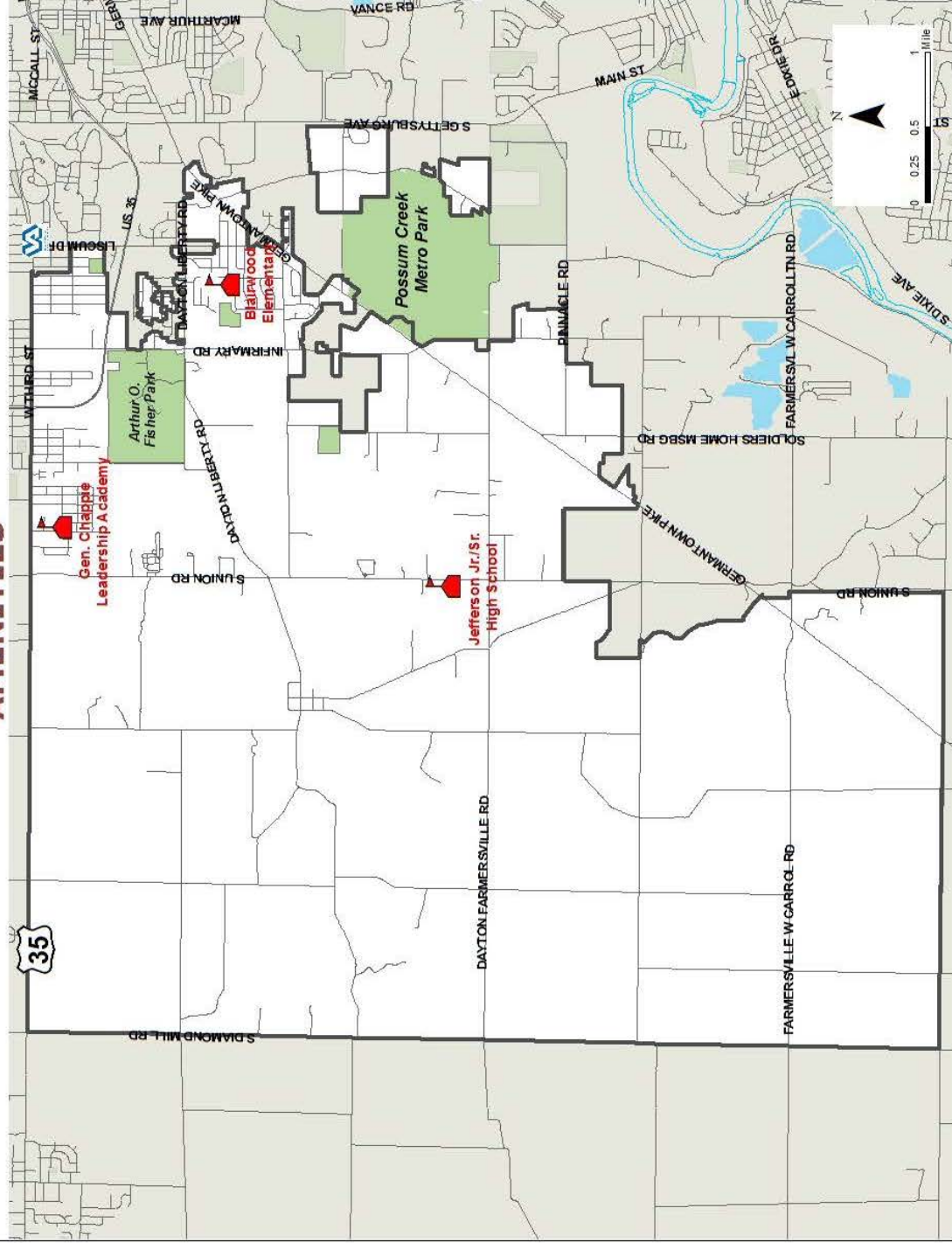
- Township Boundary
- Flood Plains
- 100-Year Flood Plain
- 500-Year Flood Plain

Source: Montgomery County Auditor's Office



# JEFFERSON TOWNSHIP OF MONTGOMERY COUNTY

## AMENITIES



Source: MVRPC



11/17/2014

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## **C. GOALS AND PRIORITY SETTING**

### **WORKSHOP SUMMARY**

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## JEFFERSON TOWNSHIP FUTURE LAND USE STRATEGIC PLANNING

### Community-Wide Goal and Priority Setting Workshop Summary

The first public workshop for Jefferson Township Future Land Use Strategic Planning project was held on Saturday, January 24, 2015 from 2:00 -4:00 p.m. at Blairwood Elementary school. A total of 75 participants attended.

The three main purposes of the workshop were:

- 1) Provide project overview
- 2) Share and solicit input on preliminary community goals, which were identified from the Community Leadership Team
- 3) Solicit input on Priorities among preliminary goals

This workshop was presented in an open house format, with 5 stations set up around the room. Attendees were asked to visit all five stations to review and participate in activities to provide input. Members of the Community Leadership Team and staff members from both Jefferson Township and Miami Valley Regional Planning Commission were present to provide additional explanation and to answer any questions attendees had. The five stations were:



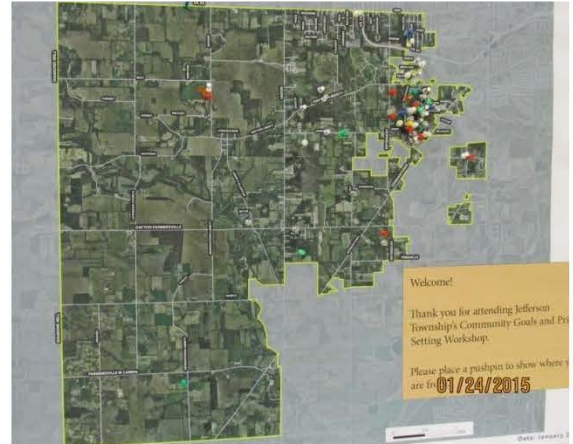
- 1) Sign-In station: One page handout describing the workshop and project information, and workshop materials were provided to each attendee. Also, each attendee was asked to mark where they are from on the map.
- 2) Project Overview station: Project purpose, scope, and timeline were provided on a display board.
- 3) Community Profile station: Information about Jefferson Township on charts and maps were presented on two display boards.
- 4) Goals station: Eleven preliminary community goals identified by the Community Leadership Team were presented on two display boards. Attendees were asked to add additional goals and/or share suggested changes at this station.
- 5) Goals Priority Setting station: Attendees were asked to indicate their top four goals out of eleven preliminary goals by placing four dots on a display board.



The new pages provide a summary of inputs received during the workshop.

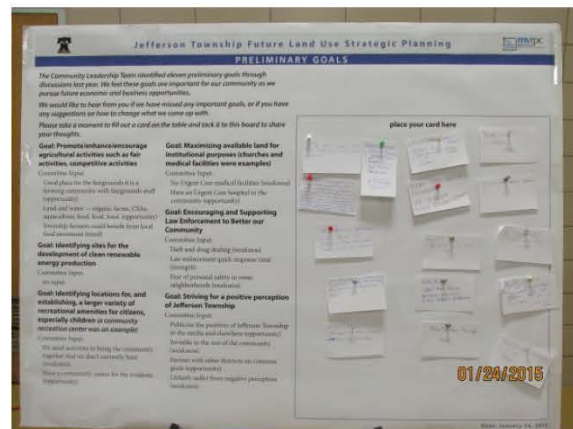
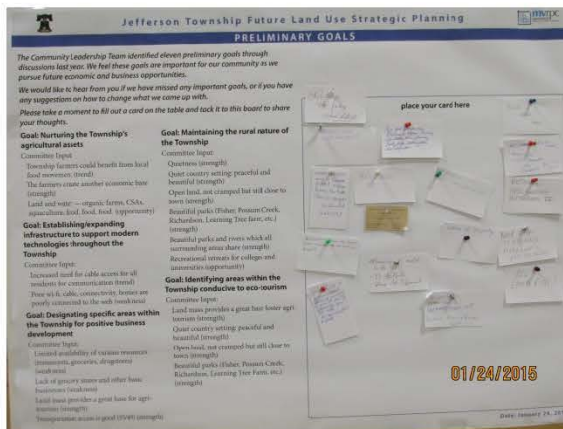
## Participant Location Map Results

A map was stationed near the Sign-In table requesting attendees to place a pushpin in their approximate location of Jefferson Township. As shown on the photo, the overwhelming majority of participants came from northeast part of the Township, mainly from the established neighborhoods.



## Participants' Additional Goals

At the Goals station, participants were asked if they had additional goals or possible revisions to the Committee derived eleven preliminary goals. Below is the feedback received, reprinted from their posted input on supplied index cards.



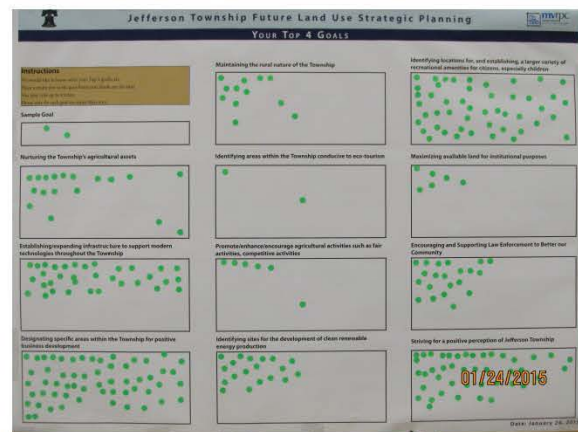
- Goal # 8: Save the Dixon Wellness Center and the school adjacent
- Dissolve the school district
- Something for Children and gym
- Clean Green Building Technology, Job Creation, Green Building Technology
- Land and water=organic farms. No farms like Steve Rach or Dump-William Well
- Make Jefferson Township nicer
- Don't see Be nice if it good happen
- No landfills, better schools, Walmart, Kroger, etc. Better Fire and Rescue Dept.
- Jeff. Twp. needs new businesses to attract people the community. Clean up areas that are ran down.
- Retail. New Housing. Infirmary Rd.
- Need better cell phone reception-possible tower-
- We need positive develop, for economic develop, levy, for road dept.
- Strong Code enforcement
- No Landfills!
- No Landfills. And if Goal can be kept:
- upkeep of Property



- Land & Water use. Need to forever prohibit organic farms, the type “Rauch proposes.
- Businesses are needed in the twp. No Landfills. Strong Code Enforcement
- If we don’t clean up our township, nothing will change.
- No Rental apartment. Do not bring in people who are not invested in community.
- No Landfills
- I would like to see more positive business such as health facility, restaurants, nice strip mall. No more landfills or dumps.
- No matter how thoughtful the comprehensive plan is, no matter what the zoning map and code is set forth, without a zoning administrator who understands and follows the code and requires individuals and businesses to follow all procedures the code requires for conditional uses and variances and without a strong code enforcement this effort will fail.
- Revitalize the failing school district!
- I would like to see less vacant houses. Teardown the ones that are dilapidated.
- My goal is to see more business in Jefferson Township like grocery store, pharmacy, beauty shops, clothing stores, shoe shops etc.

### Goal Priority Voting Results

Participants were encouraged to vote for their Top 4 goals, casting up to 4 votes. A total of 267 votes were cast over the 11 preliminary goals. Below is the breakdown by each individual goal and their respective tallies.



### Preliminary Goal

### Number of Votes

- |  |                 |
|--|-----------------|
| • Designating specific areas within the Township for positive business development   | <b>58 votes</b> |
| • Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children (a community recreation center was an example) | <b>48 votes</b> |
| • Striving for a positive perception of Jefferson Township   | <b>43 votes</b> |
| • Establishing/expanding infrastructure to support modern technologies throughout the Township   | <b>34 votes</b> |
| • Encouraging and Supporting Law Enforcement to Better our Community   | <b>21 votes</b> |
| • Identifying sites for the development of clean renewable energy production   | <b>19 votes</b> |
| • Nurturing the Township’s agricultural assets   | <b>18 votes</b> |
| • Maintaining the rural nature of the Township   | <b>12 votes</b> |
| • Maximizing available land for institutional purposes (churches and medical facilities were examples)-  | <b>6 votes</b>  |
| • Promote/enhance/encourage agricultural activities such as fair activities, competitive activities  | <b>6 votes</b>  |
| • Identifying areas within the Township conducive to eco-tourism   | <b>2 votes</b>  |



## Next Steps

- **Community Leadership Team meeting #3** (Tentatively scheduled on Monday, February 16, 2015 from 6:30 pm to 7:30 pm at Township Admin building) to review outcomes from the workshop.
- **Community-wide Place-Making and Implementation Ideas Workshops** tentatively scheduled during March 16 and March 27 to: 1) share final community goals and their priorities; 2) identify places and corridors best suited for high priority community goals; and 3) solicit ideas on implementation strategies.

Please visit Jefferson Township Website at [www.jeffersontwp.org](http://www.jeffersontwp.org) or contact Mr. Jeff Payne, Jefferson Township Zoning Director at 937-262-359 Ext 208 for more information.

## **D. MAIL SURVEY SUMMARY**

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## Jefferson Twp. Community Goal Survey

Jefferson Twp. is engaged in a long term goal setting process. We are asking residents of Jefferson Twp. what they would like to see in the Township. In addition, we are asking about their perception of current service delivery.

- Here are some different types of housing. For each, please indicate how interested you are in seeing this type of housing developed in Jefferson Twp. on a scale from 1 to 5 where 1 is "Not at all interested" and 5 is "Very Interested"

Housing Types	Not at all interested				Very Interested
Single Family Residences only	1	2	3	4	5
Single Family Residences and two family residences	1	2	3	4	5
Multiple Family residences	1	2	3	4	5
Housing mixed with commercial and/or business services	1	2	3	4	5

- You could imagine marketing housing to different types of families. For each of the following family types please indicate how interested you are in Jefferson Twp. marketing housing to them.

	Not at all interested				Very Interested
Marketed to higher income families	1	2	3	4	5
Marketed to moderate income families	1	2	3	4	5
Marketed to a mix of income families	1	2	3	4	5

- In thinking about commercial and retail services, which of the following statements best describes what you would like to see in Jefferson Twp.

I would prefer only small commercial and retail services be located in the township  
 I would prefer that only larger Walmart like commercial and retail services be located in the township.  
 I am comfortable with both small and large commercial and retail services in the township  
 I would prefer not to have any commercial and retail services in the township

- Thinking about commercial and retail services, how interested are you in each of the following:

Nature of commercial and retail services	Not at all interested				Very Interested
services in walking distance of my home	1	2	3	4	5
services that are for my neighborhood only	1	2	3	4	5

services that are for an area larger than the township	1	2	3	4	5
--	---	---	---	---	---

5. In thinking about Industrial development, which of the following statements best describes what you would like to see in Jefferson Twp.

I am comfortable with industrial development in a wide variety of locations in Jefferson Twp.

I am comfortable with industrial development only in a few specifically zoned locations in Jefferson Twp.

I would prefer not to have any locations for industrial development in Jefferson Twp.

6. How interested are you in each of the following types of development for Jefferson Twp.

Types of Development	Not at all interested				Very Interested
Industrial	1	2	3	4	5
Residential	1	2	3	4	5
Office/commercial /retail	1	2	3	4	5
Warehousing/ Logistics	1	2	3	4	5

Please indicate how interested you are in attracting each of these types of facilities to Jefferson Twp.

	Not at all interested				Very Interested
Community Facilities	1	2	3	4	5
Recreation Centers	1	2	3	4	5
Medical Facilities	1	2	3	4	5



7. Jefferson Twp. is trying to prioritize what are the most important goals to pursue. Looking at the possible 11 goals below. Would you rate each on a 1 to 5 scale where 1 is Very Unimportant and 5 is Very Important.

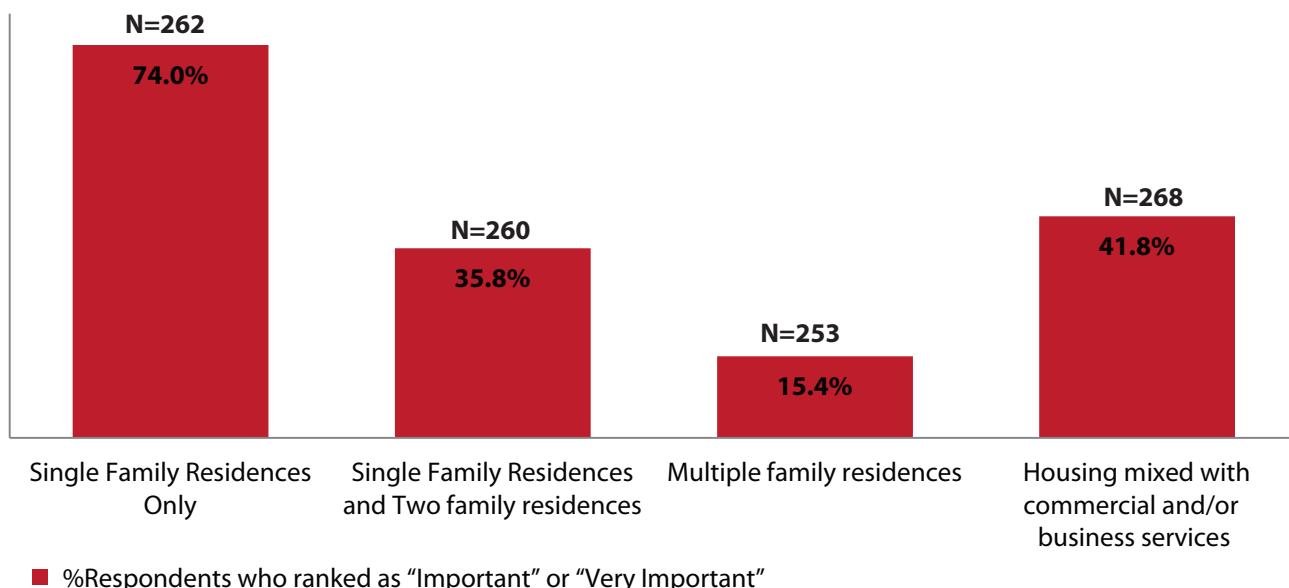
	Very Unimportant			Very Important	
	1	2	3	4	5
Designating specific areas within the Township for positive business development	1	2	3	4	5
Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children (a community recreation center was an example)	1	2	3	4	5
Striving for a positive perception of Jefferson Township	1	2	3	4	5
Establishing/expanding infrastructure to support modern technologies throughout the Township	1	2	3	4	5
Encouraging and Supporting Law Enforcement to Better our Community	1	2	3	4	5
Identifying sites for the development of clean renewable energy production	1	2	3	4	5
Nurturing the Township's agricultural assets	1	2	3	4	5
Maintaining the rural nature of the Township	1	2	3	4	5
Maximizing available land for institutional purposes (churches and medical facilities were examples)-	1	2	3	4	5
Promote/enhance/encourage agricultural activities such as fair activities, competitive activities	1	2	3	4	5
Identifying areas within the Township conducive to eco-tourism	1	2	3	4	5

ON a scale from 1 to 5 where 1 is Very Dissatisfied and 5 is Very Satisfied, how satisfied are you with the following services provided by the Township:

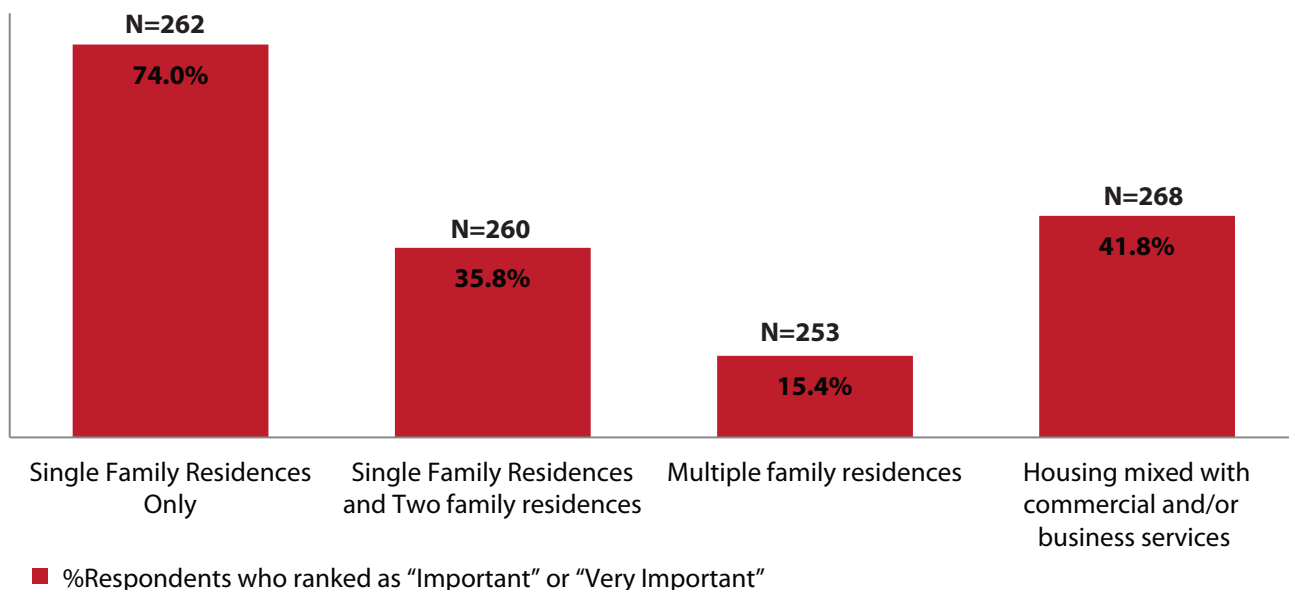
	Very Dissatisfied			Very Satisfied	
	1	2	3	4	5
Police	1	2	3	4	5
Fire	1	2	3	4	5
Roads	1	2	3	4	5
Zoning	1	2	3	4	5

Demographics

**Q1. For each different type of housing, please indicate how interested you are in seeing this type of housing developed in Jefferson Township**

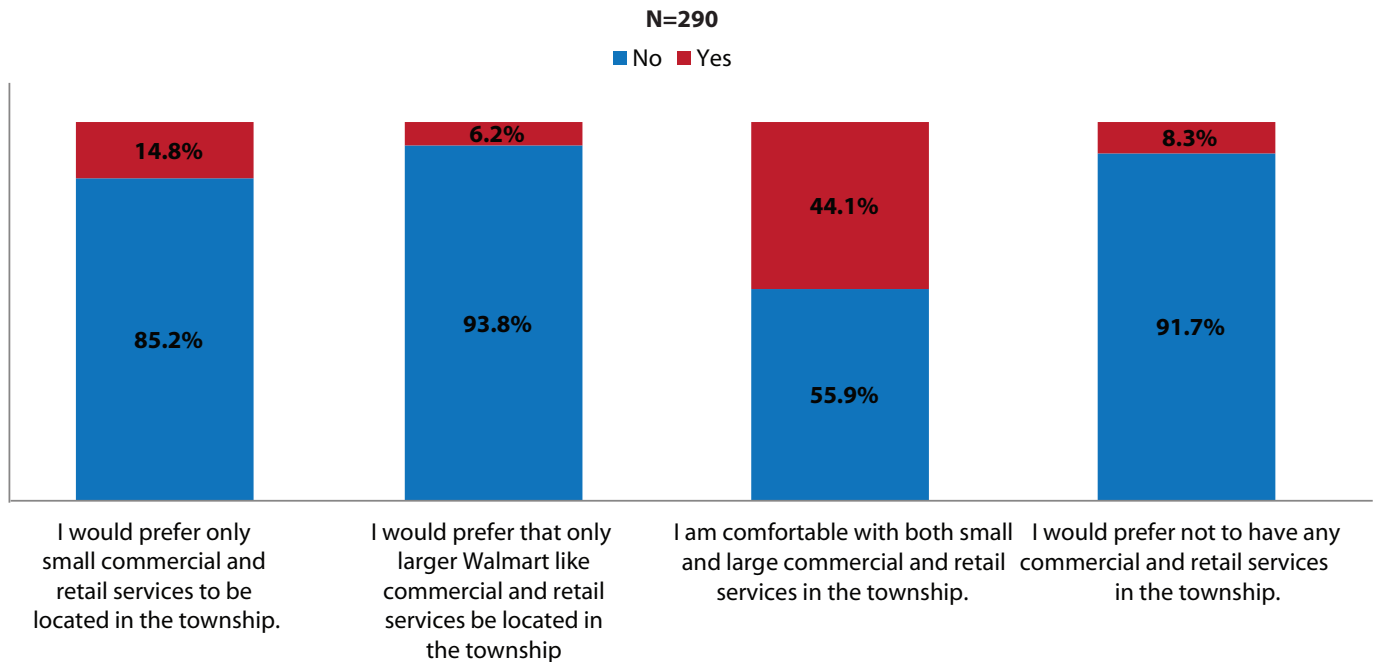


**Q2. For each of the following family types, please indicate how interested you are in Jefferson Township marketing housing to them.**

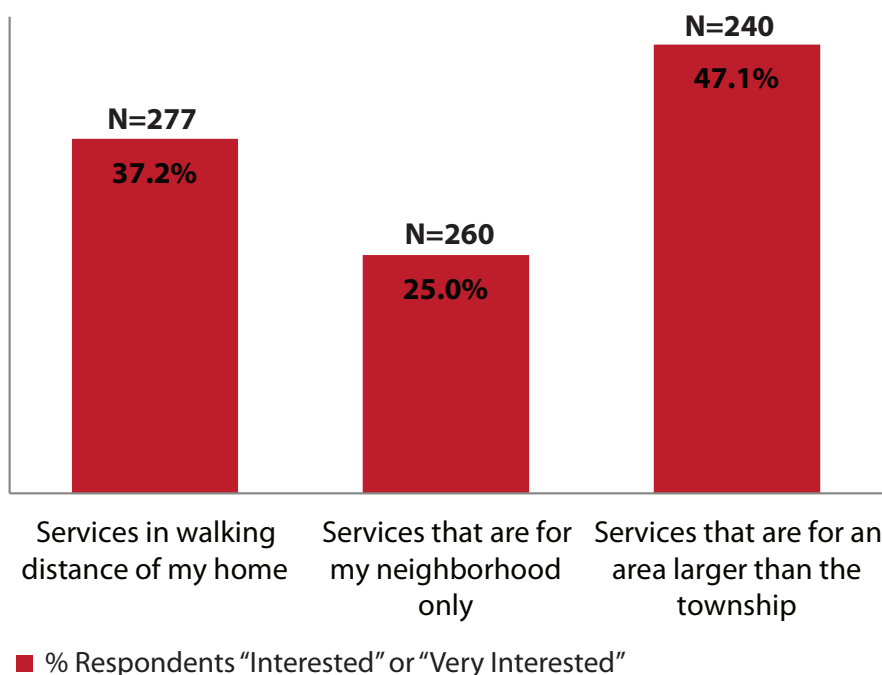




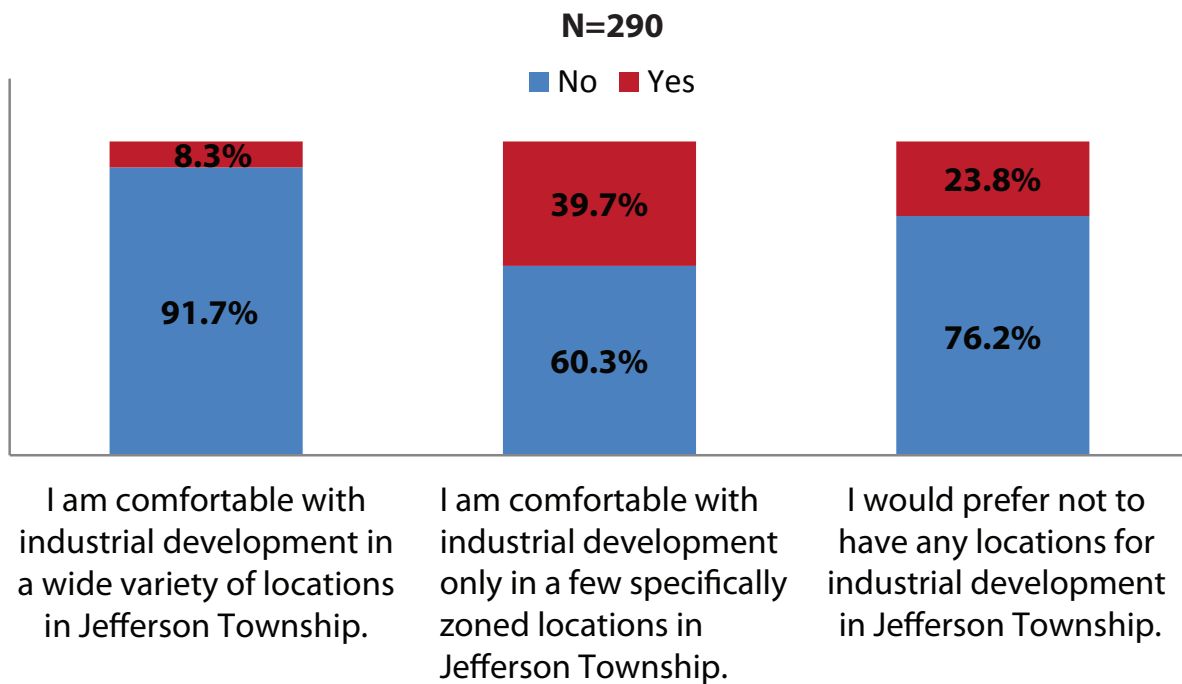
**Q3. In thinking about commercial and retail services, which of the following statements best describes what you would like to see in Jefferson Township**



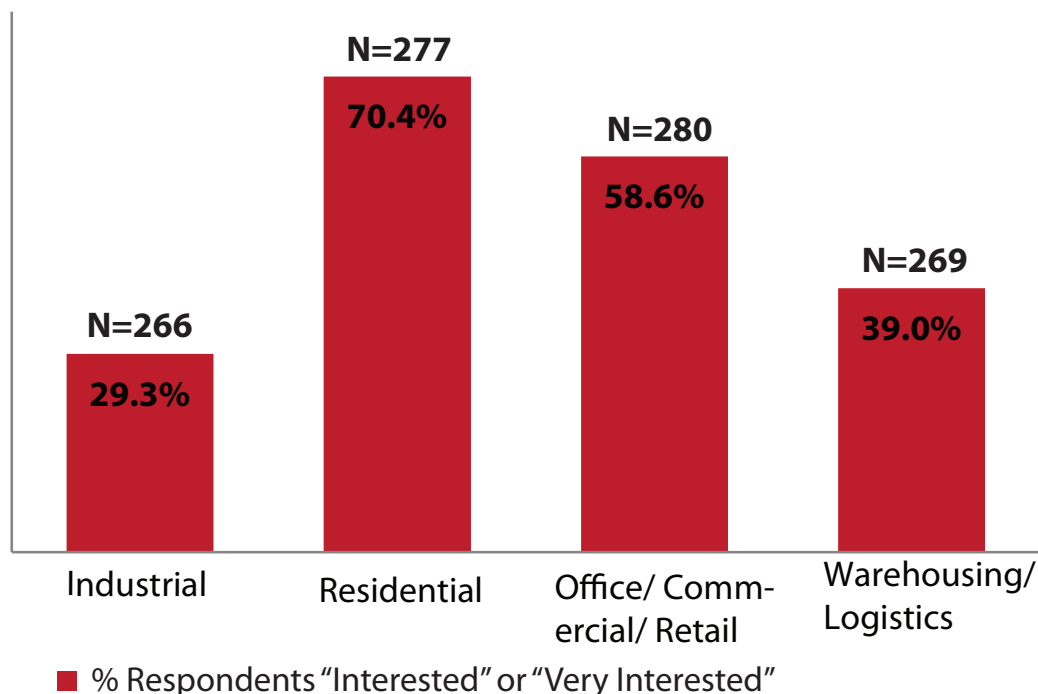
**Q4. Thinking about commercial and retail services, how interested are you in each of the following:**



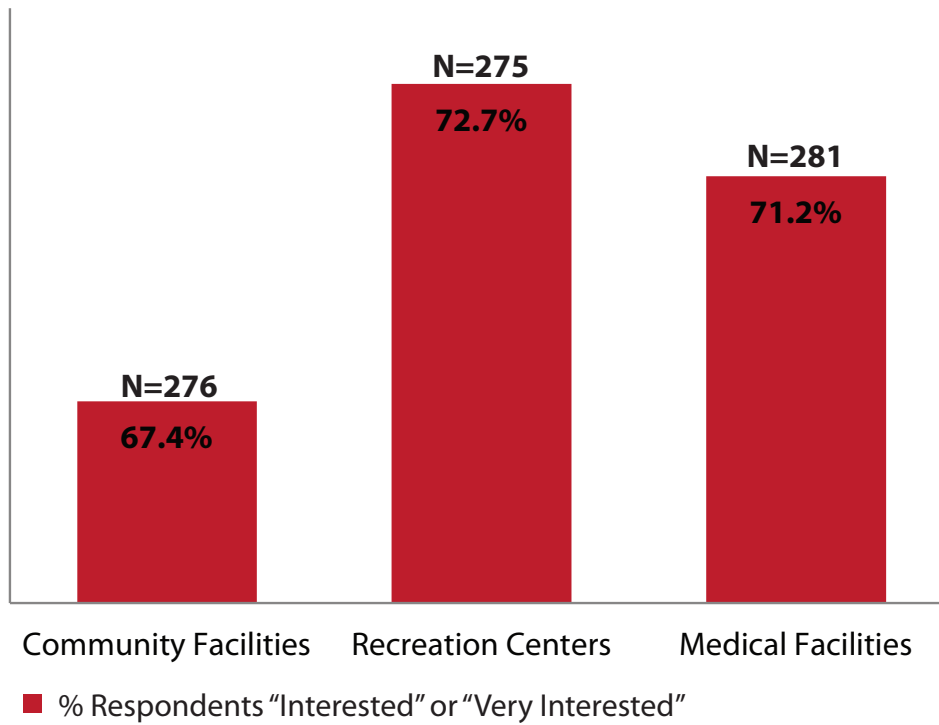
**Q5. In thinking about Industrial development, which of the following statements best describes what you would like to see in Jefferson Township.**



**Q6. How interested are you in each of the following types of development for Jefferson Township?**



**Q6A. Please indicate how interested you are in attracting each of these types of facilities to Jefferson Township.**



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## **E. PLACE-MAKING AND IMPLEMENTATION IDEAS WORKSHOP SUMMARY**

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## JEFFERSON TOWNSHIP FUTURE LAND USE STRATEGIC PLANNING

### Community-Wide Place-Making and Implementation Ideas Workshop

The second round of public workshops for Jefferson Township Future Land Use Strategic Planning project was held during the month of June 2015 at the following time and locations:

- Wednesday, June 3, 2015, 6:30 - 8:30 p.m. at Jefferson Township Administration Building (One Business Park Dr., Dayton, OH 45417)
- Thursday, June 4, 2015, 6:30 - 8:30 p.m. at St. Peter's Baptist Church (1465 Kimmel Ln., Dayton, OH 45417)
- Saturday, June 6, 2015, 10:00 - 12:00 p.m. at St. Peter's Lutheran Church (8890 West Third St., Dayton, OH 45417)

The three main purposes of the workshop were:

- 1) Share final community goals and their priorities, established by the Community Leadership Team based on community-wide input
- 2) Solicit input on implementation strategies on final goals
- 3) Solicit input on places/corridors best suited for future economic opportunities

Each workshop followed the same format, which consist of three input-gathering activities in a small group setting. Staff members from both Jefferson Township and Miami Valley Regional Planning Commission guided the participants through the activities and answered questions as needed. The sequences of activities during the workshop were:



- 1) **Sign-In:** One page handout describing the workshop and project information was provided to each attendee. A Project Overview poster was displayed to provide more detailed information.
- 2) **Strong/Weak Places:** Attendees participated in the first mapping activity, which was designed to identify the locations and characteristics of strong and weak places/corridors within the Township. Using the materials provided, each participant placed up to 5 "green" dots and 5 "red" dots on a large map and wrote down the reasons why.
- 3) **Final Goals and Priorities:** Staff briefed attendees on the four final goals that were established by the Community Leadership Team at its May 21<sup>st</sup>, 2015 meeting.



Guiding Principle: Striving for a positive perception of Jefferson Township

- Goal A: Designating specific areas within the Township for positive business development
- Goal B: Establishing/Expanding infrastructure to support modern technologies throughout the Township



- Goal C: Maintaining the rural nature of the Township
- Goal D: Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children (a community recreation center was an example)

In addition, staff provided a summary of the priority voting results on eleven preliminary goals solicited from the January 24<sup>th</sup> Goal and Priority Setting workshop and the community-wide mail survey conducted during April 2015.

- 4) **Implementation Ideas:** The second activity of the workshop was to solicit ideas on how to advance and make community goals a reality. Using index cards provided, each participant was asked to write down their ideas and post them on to one of the four large display boards, one for each goal. Participants were encouraged to view others' ideas and add more as necessary.

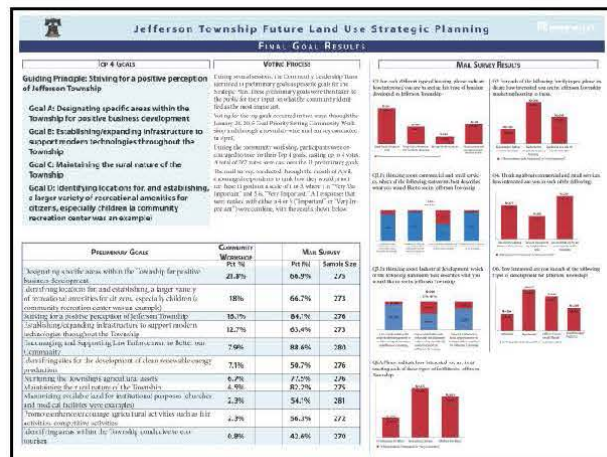


- 5) **Paint by Numbers:** The final activity during the workshop was a small group mapping exercise designed to paint the future vision of the Township. Each group was asked to identify locations for four different types of development sectors: Rural Centers; Neighborhood Areas/Centers; Town Centers; and Business Centers/Corridors on the large map provided. A handout describing the following definition and visual illustration of each sector was provided as a reference document.



- **Rural Centers:** Areas where small scale clusters of industrial, commercial, employment, or service uses exist, typically around the intersection of two major roads in the rural area. Rural Centers would be established through infill and as appropriate, limited expansion of the existing use(s).
- **Neighborhoods Areas/Centers:** Areas primarily consist of single- and multi-family houses with sidewalks and small parks. Neighborhood Centers includes neighborhood-serving retail and service oriented commercial uses intended to provide goods and services that serve day-to-day needs of households, within walking or short driving distance.
- **Town Centers:** Areas where clusters of larger scale retail shops, offices, and other commercial establishments exist, along with residential area, parks and open spaces, and public and quasi-public institutions. Town Centers are supported by major roads, providing good accessibility community-wide. Town Centers would also be served by sidewalks and the regional transit system.
- **Business Centers & Corridors:** Areas and corridors along major roads capable of handling high levels of vehicular traffic within Jefferson Township with a mix of commercial, light industrial, and heavy industrial uses. Existing Centers and Corridors present high potential for redevelopment while new areas would present future economic opportunities for large scale investment.





### **Strong/Weak Places Mapping Activity Outcome**

## June 3 Workshop Results





June 4 Workshop Results

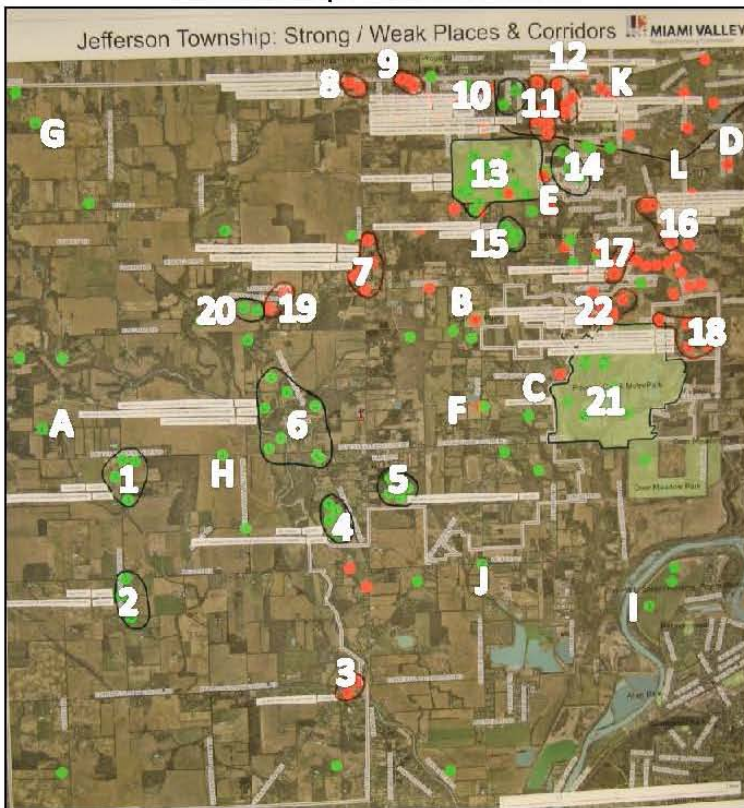


June 6 Workshop Results



When the results from each workshop are combined into one, as presented below, it provides a much clearer picture of clusters where participants identified strong places/corridors are versus where weak places/corridors exist within Jefferson Township. In addition, the following explanations were cited as reasons why they considered those particular areas as either strong or weak places/corridors.

All Workshops Combined Results



**Strong Areas: Reasons Why**

- 1 - Nice homes
- Most of the western township is overall well-maintained farm properties
- 2 - Nice homes
- Most of the western township is overall well-maintained farm properties
- 4 - No compost
- Most of the western township is overall well-maintained farm properties
- 5 - Most of the western township is overall well-maintained farm properties
- 6 - Most of the western township is overall well-maintained farm properties
- Nicely kept homes along Dayton-Farmersville, plus agricultural area that is picturesque and enjoyable
- 10 - No reason given

- 13 - Green dot is Fisher Park which is a real asset
  - Nice park
- 14 - No reason given
- 20 - No reason given
- 21 - Attracts visitors

#### **Weak Areas: Reasons Why**

- 3 - Tear down rebuild retail / gas station
- 7 - Desert for food, no shopping, no food - fresh, no recreation, no medical, no social services
  - Areas on Dayton-Liberty between Calumet and Fisher Park need to be cleaned up
  - Too many vacant houses in the area of Liberty
- 8 - Many properties along 3rd St. need to be better maintained or rebuilt
  - Good area for economic development along Rt. 35 corridor
  - Location for business development can be improved
- 9 - Red dot identifies the Drexel business strip which needs work and strong policing
  - Many properties along 3rd St. need to be better maintained or rebuilt
  - Good area for economic development along Rt. 35 corridor
  - Location for business development can be improved
- Update retail corridor, new businesses
- 11 - Many properties along 3rd St. need to be better maintained or rebuilt
  - Poorly kept up homes
- 12 - Many properties along 3rd St. need to be better maintained or rebuilt
  - Poorly kept up homes
  - Tear down rebuild area
- 16 - Soldiers Home Rd. is very dirty, dusty, and sometimes dangerous due to large trucks
  - Desert for food, no shopping, no food - fresh, no recreation, no medical, no social services
  - The roads are really trashed out
  - Vacant lot old drive in
- 17 - Looks trashy / houses are in disrepair, poor image
  - Need development
- 18 - Frytown - dump and fishing pond smell
  - Desert for food, no shopping, no food - fresh, no recreation, no medical, no social services
  - Frytown Rd. is terrible and bad intersection at Germantown, cannot see
- 19 - No reason given
- 22 - Open space could be used as community garden
  - Needs some beautification
  - Clean up

There were some other locations identified less frequently by participants either as strong or weak places. The locations are shown on the map (A – L) and the cited explanations were:

- A - Green dots represent strong agricultural areas
- B - McCabe Park needs to be fixed or rehab [ed: possibly referring to township-owned Richardson Park]
- C - Needs a grocery store “food desert” and tenants in housing need to be screened
- D - Just damn dirty! Need to focus on cleanliness of area (tall grass on edges)
  - Poorly kept up homes
- E - Bad intersection
- F - Bad intersection
- G - Open space
- H - Wonderful farm land
- I - Good recreation
- J - Horseback riding and "Learning Tree Farm" is a resource for area, draws people to see 80-acre, 19th-century farm with animals and buildings
- K - Bad neighborhood and junk yards
- L - As the entrance to JT there should be a stronger business presence





## Goal Implementation Ideas Solicitation Outcomes

The second activity to solicit implementation ideas for each goal during workshops generated many creative ideas. The participants shared their thoughts on potential strategies to advance each goal, suggested a project to carry out immediately that could make a difference, listed organizations to work with or get assistance from, and proposed additional works they think need to be done.



The full list of ideas grouped by each goal is shown below. The number in the parenthesis denotes number of participants with same ideas.

### **Goal A:** Designating specific areas within the Township for positive business development

#### **Theme:**

#### ✓ **Seek out Groceries, Banks, Daycares**

- The Drexel Area could use renovation and business development, such as a nice Kroger store
- Use the space at nearby Derby and Germantown Pike for a market, fresh produce from JT local Farmer Market
- Fresh vegetables location by Admin Building
- Bank (PNC, Chase, Key)
- Adult day care center Derby and Rt. 4 **(2)**
- Food store in the township, no compost
- Germantown Pike for possible stores like Meijers or Walmart

#### ✓ **Zoning Improvements**

- Update zoning laws **(2)**
- Zoning the areas appropriately to achieve the desired business
- Find a way around "grand father" rules regarding zoning
- Clean up and enforce zoning laws **(2)**
- Strong zoning with tax incentives
- Do not all gentrification to happen!
- Discourage any form of waste management

✓ **Small Business Support**

- Small business development 3rd St. Corridor
- Begin by attracting small businesses along the Rt. 35 corridor. This would generate some tax revenue that would help finance the other goals for the township., especially for technology and a rec center

✓ **Provide Economic Development Help and Programs**

- Business planning committee
- Clearing house for project funding; some projects not interesting to larger members, could pass on info to us; county government department of economic development
- Need economic development team
- Designation of the area between Infirmary Rd and Holland on W. 3rd as a business zone with start-up incentive funding
- Create an Activated Spaces program, that matches property owners with entrepreneurs to offer low rate rent or lease for their space
- Getting point A to the store is hard for those with no car - need a program to help give rides, could be through a church, could even have helpers to shop

✓ **Fight Blight; Improve Infrastructure**

- Along the business corridor, improve the infrastructure to encourage needed business development with towers, etc. 'strip mall idea'
- Police of circling around, checks on vacant homes, welfare checks
- Complete blighted areas in the NE section; strengthen our schools to encourage new families; improve our roads for a better image of township.
- Resurrect Hwy. 892
- Around bus lines, keep bus stops consistent, increase handicap accessibility, improve quality of bus stops - have benches to sit down, better marking of stops / routes
- The overall appearance of the most travelled area of the township need to be cleaned up and safer appearing before new business can be attracted to the area
- Fix the curbs on street - all the streets (too many potholes, tires get stuck)

✓ **Seek out Partnerships and Investors**

- Meet with investors / major businessmen who can lend ideas / money (investments) for supporting and attracting business in area
- Meet with / invite other "successful" communities in for a briefing on how they achieved various goals of attracting businesses to their area
- Teach business skills to JT students so that they can be prepared for the future
- Establishing a sister twp. program within another township.
- Third St. business association to bring Trotwood & Jefferson businesses together

✓ **Identify locations for business development**

- Germantown are natural business areas, clean them up; create or support business associations in these areas to coordinate this work
- W. 3rd St. good for business development, establishing a recreation center for children on Dayton Liberty Rd
- Positive business development W. 3rd St. area Germantown Pike
- Specify areas around the fire station/township offices are an excellent area for new small business
- Look at US 35 - 3rd St., analyze the businesses already there and see what new businesses could be attracted to enhance convenience for the township residents
- Reuse of old shopping center on Rt. 4 & Derby (3)
- W. 3rd St., SR. 35, Rt. 4 Germantown Pk.

- Find 20 acre tract that would accommodate large retailers, modernized shopping mall, rec center that would be for all ages, would bring people from surrounding communities to help Jefferson Township grow
- From the township office to Infirmary Rd. is prime real estate
- The spots for new business are all bought & own by a trucking company
- Use prime location for business revenue
- Reviewing areas that are conducive to that particular business. Example: manufacturing locate areas that will not interfere with residence such as noise control
- ✓ **Promote Existing/Local Businesses**
  - Support our local businesses; promote the business in the community; have all businesses listed in newsletter and ask others with business not listed to provide their information; business night (2)
  - Social networking events for the business or those interested in starting a business
  - Have a Jefferson business scavenger hunt

**Goal B:** Establishing/Expanding infrastructure to support modern technologies throughout the Township

**Theme:**

- ✓ **Expand All Utilities**
  - More cell towers to prevent dropped calls
  - Expand utilities: fiber optic, internet, cable
  - External sewer out 3rd St. to Lutheran Church
  - Expanding infrastructure in areas for growth
- ✓ **General Improvement of All Infrastructure**
  - Sidewalks needed to get to parks
  - Bike paths throughout the township
  - Better maintain township roads; upgrade and maintain township owned structures
  - Clean roadways, curbs, and sidewalks on Calumet, W. of 3rd; street lights
  - Improvement of the infrastructure sewage, natural gas (commercially). How to go about getting help?
- ✓ **Focus on High Speed Internet**
  - Need to expand high speed internet & cell phone reception (I don't get standard cell phone reception)
  - Get better internet service in area for homes and businesses
  - Study ways to obtain high-speed internet in the townships
  - We need high speed internet (fiber optic cable?) in the rural areas and over all the township
- ✓ **Build Tech Partnerships**
  - See what the state/fed. Government may be offering connect OH etc.
  - Partner with comm.
  - Inform & communicate objectives/general purpose to the citizens/groups
  - Involve Clark State, Sinclair, Wright State, & UD to develop courses that involve hands on development projects in our area
- ✓ **Limit Cell Tower Placement**
  - Search out an area where the location of a cell tower would not harm people in the general vicinity
  - No cell phone tower in places close to home. No cell phone towers in any place
  - Negotiate money and placement of towers

✓ **Attraction/Look toward Future Needs**

- Attracting technology companies to come out and study what it would take for Jefferson Township to be a magnet in developing / having this infrastructure
- Infrastructure modernization is need in the 3rd St. area to provide for new business/medical facility, etc.
- Partner with UD, Wright State, Sinclair and other engineering programs to get interns to develop ideas
- Locate an area that would encourage not only current tech but tech that evolves

**Goal C: Maintaining the rural nature of the Township**

Theme:

✓ **Improve Zoning Laws**

- Develop additional zoning laws which will protect rural areas - save them from becoming prime "dumping areas"
- Strict zoning enforcement control: mowing, trash, business
- Restrict the allowable lot partitions
- Implement zoning regulations to minimize the possibility of excessive development; possibly minimum acreage requirements for new homes
- Strong zoning
- We should recognize the draw our area has for people who want to live in a rural, faithful agricultural quiet area. Strong zoning regulations to keep our rural character, people will be tempted to move elsewhere. We will lose residents and tax incentives.

✓ **Regulate facilities like Composting and Illegal Dumping Grounds**

- Continue to keep composting (and like) facilities out of the township (3)
- No!!! Compost and or new dumpsite; no business that wants to destroy Jefferson; tear down abandon houses

✓ **Incentivize Land Protection**

- Designate land areas within Twp. for as farming to assure that unwanted development does not happen there
- Land Trust is a means of protecting farm land
- Land trust research! Study effects of lowering real estate taxes or food producers

✓ **Focus on Other Agricultural Programs and Events**

- Create a community garden that is maintained by JT student
- Draw on UD for ideas about "Sustainable Development" for our agricultural area
- Have agricultural events to support and enhance rural nature of township
- The township has many people doing business from home or farm. We should identify these and connect them to each other to support those cottage industries.
- Create an atmosphere of inclusion of all levels of usable knowledge base

✓ **Emphasize Rural Nature**

- Maintain rural area - keep balance of animals
- Infirmary Rd., Germantown Pike, Rt. 35 or W. 3rd St., Union Rd., maintain the rural nature of the township

✓ **Emphasize Beautification Efforts**

- Yearly community clean up
- Enforce zoning codes to clean up and maintain properties; if those codes are not in place they need to be; properties should not be allowed to look like dumps; empty houses should be taken down



- Beautify areas that are in need, strict zoning laws & follow through utilize community or government grants that are available
- Sidewalks and street lights (2)
- ✓ **Encourage Programs that Aid Farmers**
  - Create a program that could help farmers in the area
  - Work to lower real estate taxes so that farmers can keep the farms that have been in their families for 4 generations

**Goal D:** Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children (a community recreation center was an example)

**Theme:**

- ✓ **Encourage Child Volunteering Programs:**
  - Encourage kids to help reach out to community, to give back emphasize team work, come together, increase connections
  - Get young people together to do clean up; talk to the neighbors to figure out what they need
  - Walking to school; fix the cafeteria so kids can help e.g. teachers bagged lunches
- ✓ **Enhance Existing Recreational Amenities**
  - Promote and expand amenities in park areas / recreation areas
  - Build programming around existing facilities
  - Blairwood Elementary; parks rebuilt for kids accommodations near the bus stops where kids line up; teachers
  - Blairwood School, JT High School, former Y on Dayton Liberty
  - All of the above areas ideal for amenities for seniors and children
- ✓ **Attract Outsiders for Programming/Amenities**
  - These amenities should be promoted as a “revenue stream” and be attractive for other communities to want to use, i.e. fairs, large social events
  - Promote the Possum Creek MetroParks as a place for city, families to care and enjoy the facilities here
  - Invest in Rec Center by opening buildings that would charge a lower fee for JT residence and high fee for individuals outside community. Also, utilize services that government grants offer
- ✓ **Create New Community Center**
  - Recreation center on Dayton Liberty Rd. for children
  - Recreational center Derby Rd. and 49
  - Community center with exercise equipment; splash park and amusement for kids & swimming pool and training to help people to swim
  - Recreational amenities, teen center Vanguard / Rt. 4
  - There already exists parks within the township... how can we encourage more recreational opportunities/events there? Add a recreation center at one of locations
  - A community recreational center on W. Third St. Corridor / off Vector Ave., a state / federal funding, grants, provide donations
  - Indoor - Outdoor Swimming Pool / Rec. Center
  - Reopening and repairing former recreation centers like the Dixon Wellness Center
  - The former YMCA
- ✓ **Create New Programs within Existing Facilities**
  - CPR class, fire escape route planning; build community
  - At 4th of July, have a fireworks display at Possum Creek Park and advertise it in our community
  - Community recreational training and development center with medical services

✓ **Collaborate with Other Gov'ts or Groups**

- Develop sub-collaborations with the county and other areas that may have similar needs or have achieved goals similar or like we hope to
- Get the Sheriffs, Fire Dept., & EMT involved in community
- Learning Tree Farm is willing to develop pre-school and school programs which will accommodate curriculum in Jefferson Township schools
- Enlist the help of UD's sustainable development project to get input on what can be done on this
- Something like combined building for senior citizens and youth

✓ **Crack Down on Unruly Behavior:**

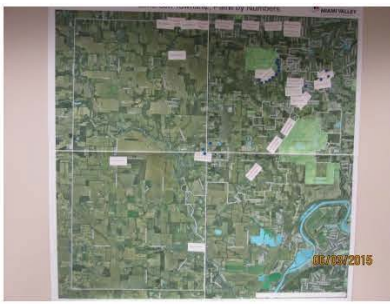
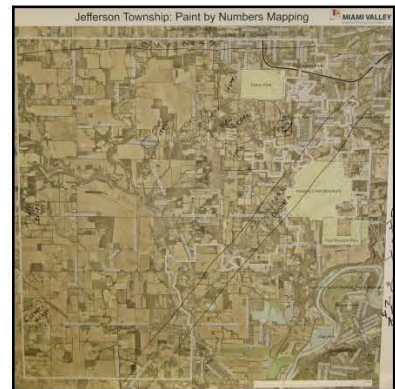
- Off Derby near Kimmel, kids need to stop throwing rocks at the bus
- Catch them in the act, stop smoking weed

✓ **Do Nothing**

- Forget it. 1) We have parks few use 2) We had a Y which closed because no one used it

**Paint by Numbers Mapping Activity Outcome**

The final mapping activity at the workshop was "Paint by Numbers," designed to map out a future land use vision of Jefferson Township. This activity was first conducted in a small group setting, designating areas within the Township for four different types of development sectors: Rural Centers; Neighborhood Areas/Centers; Town Centers; and Business Centers/Corridors.



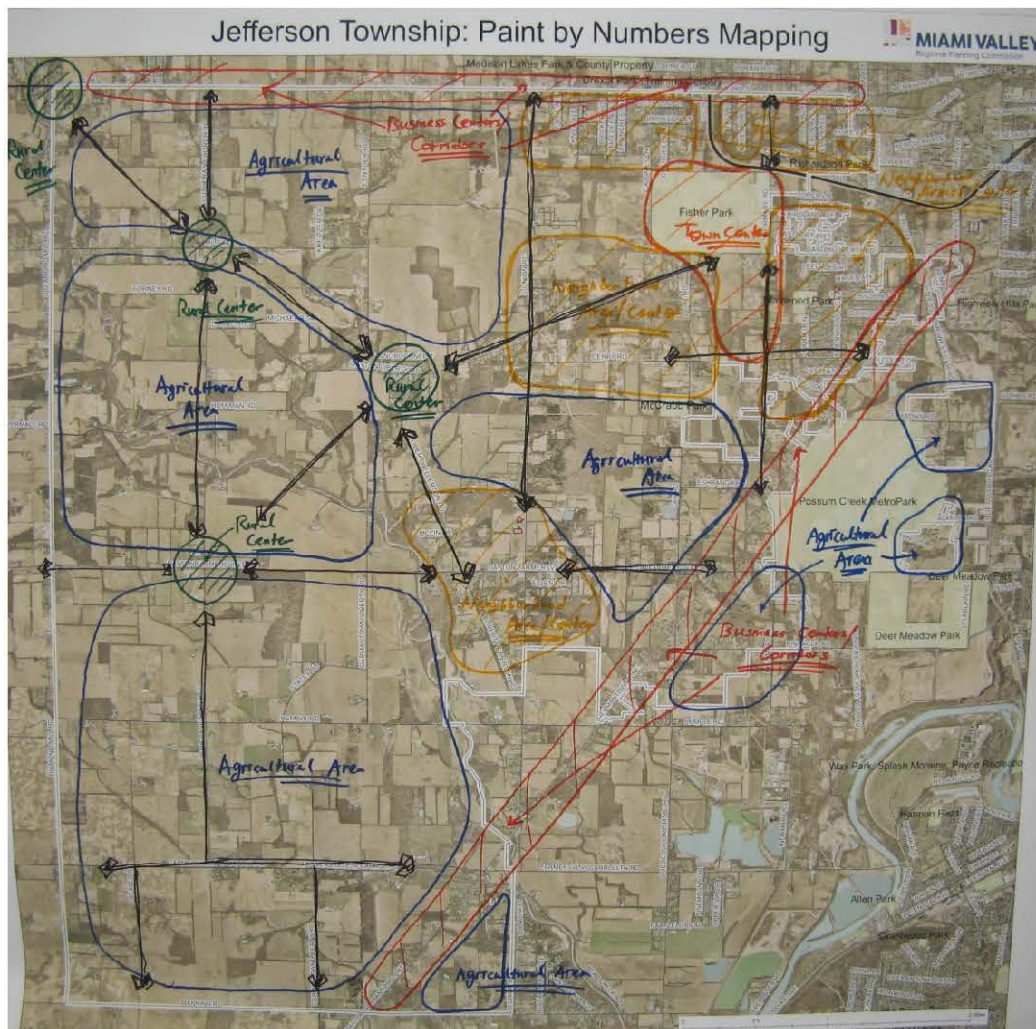
Once each small group finished the activity, the results from each group was reported out to the entire group and recorded on a singular large map.



The compiled large maps generated from each workshop were then combined into one and the outcome is shown below.

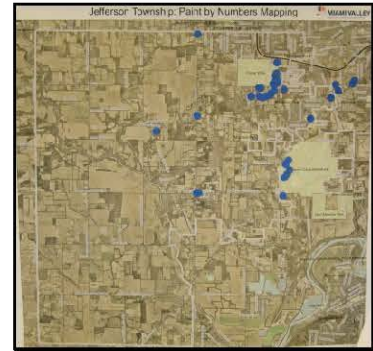
- **Business Centers & Corridors:** West Third Street corridor and State Route 4 corridor were identified as Business Centers & Corridors. However, participants considered eastern West Third Street and northern portion of State Route 4 as areas of higher concentration of businesses.
- **Town Centers:** The area south of Fisher Park was identified as a main location for a Town Center. Participants, however, expressed that the Park should be considered an integral part of the Town Center.
- **Neighborhoods Areas/Centers:** In addition to four existing neighborhoods, participants identified areas southwest of Fisher Park and areas surrounding Jefferson High school along Liberty Ellerton Road as additional neighborhoods in the future.
- **Rural Centers:** There were four locations identified as Rural Centers, mainly in the western part of Jefferson Township.
- **Agricultural Areas:** Western part of Township, mainly west of Union Road was considered as Agricultural areas.

In addition, participants expressed the importance of having good connectivity between developed sectors and throughout Jefferson Township, including bike paths around parks and town center, and sidewalks to connect neighborhoods to business centers/corridors.





Regarding the location for a Community Center, the majority of participants identified an area south of Fisher Park, inside of the proposed Town Center area as a preferred location, as shown on the right.



## Next Steps

- **Community Leadership Team meeting #4** (Thursday, June 25, 2015 from 6:30 p.m. to 8:00 p.m. at Township Admin building) to: 1) review outcomes from the workshop; 2) finalize implementation strategies; and 3) establish implementation Task Forces.
- **Project Open House** (tentatively scheduled during week of August 17 or August 24) to unveil final project outcomes.
- **Community Leadership Team meeting #5** (tentatively scheduled during week of August 31 or September 7) for final project debriefing.

Please visit Jefferson Township Website at [www.jeffersontwp.org](http://www.jeffersontwp.org) or contact Mr. Jeff Payne, Jefferson Township Zoning Director at 937-262-359 Ext. 208 for more information.

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## **F. PROJECT OPEN HOUSE SUMMARY**

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## JEFFERSON TOWNSHIP FUTURE LAND USE STRATEGIC PLANNING

### Community Project Open House Summary

The final public open house for Jefferson Township Future Land Use Strategic Planning project was held on Thursday, August 27, 2015 from 6:00 p.m. to 8:00 p.m. at Blairwood Elementary school. A total of 60 participants attended.

The two main purposes of the workshop were:

- 1) Unveil final project outcomes—community goals and their priorities, Future Land Use Vision map, implementation strategies, and Implementation Task Forces.
- 2) Recruit Task Force members.

This project open house included 5 stations set up around the room. Attendees were asked to visit all five stations to review final outcomes resulting from the planning process. Members of the Community Leadership Team and staff members from both Jefferson Township and Miami Valley Regional Planning Commission were present to provide additional explanation and to answer any questions attendees had. Co-chairs of the Community Leadership Team, Ms. Alberta Taylor and Trustee Damon Woods also gave a brief talk exhorting participants to sign up for the implementation task force(s). The five stations were:



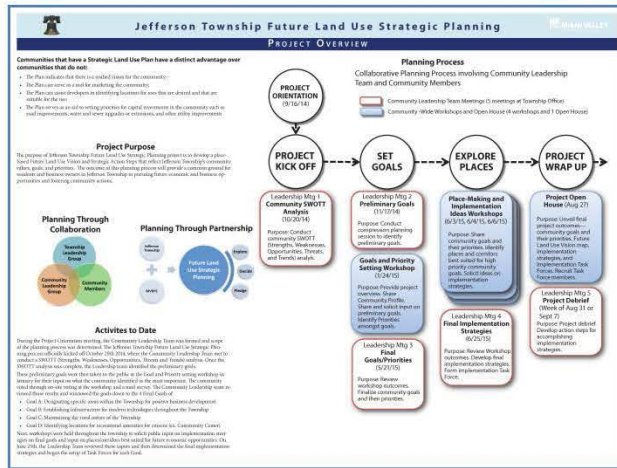
- 1) Sign-In station: One page handout providing a general overview of the open house and project information was provided to each attendee.
- 2) Project Overview station: Project purpose, scope, and timeline were provided on a display board.
- 3) Background and Goals station: Information about Jefferson Township on charts and maps were presented on two display boards. The final community goals established by the Community Leadership Team and related information were presented on another poster board.
- 4) Land Use Vision and Implementation station: This station featured the compiled results from the Community Placemaking and Implementation workshops held during the month of June.



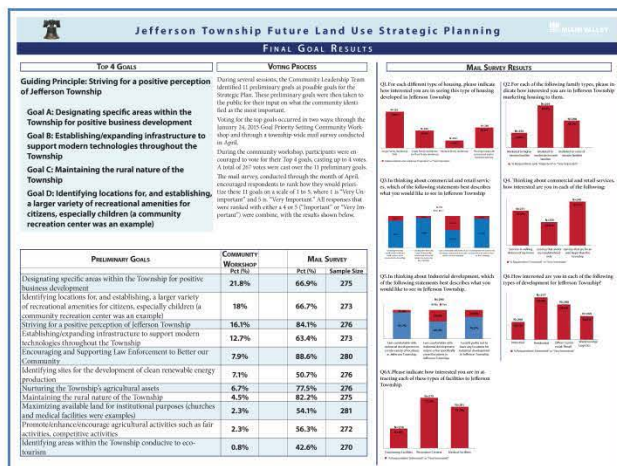
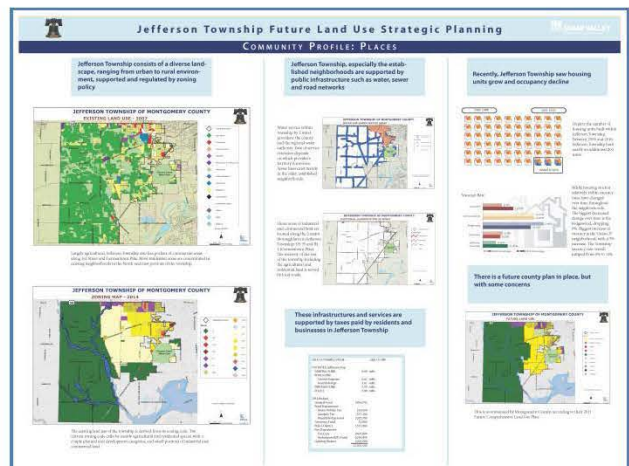
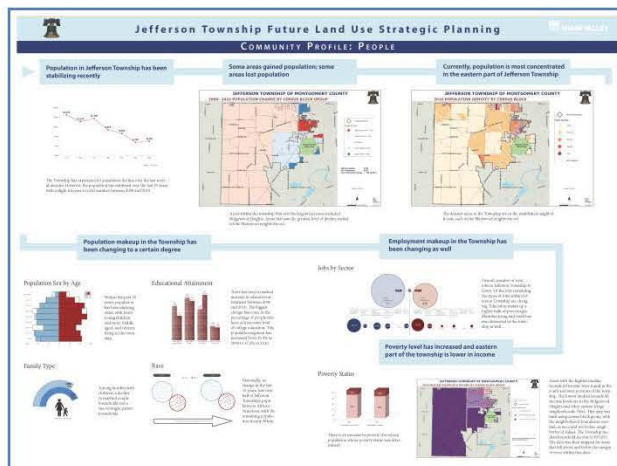
- Information presented on the display boards included a conceptual land use vision map and final implementation themes and strategies. In addition, a third poster featured different styles of development for a possible Town Center where attendees were asked to share their preferences.
- 5) Task Force Sign-Up station: Attendees were asked to sign up for one or more of the implementation task forces on a final poster board.

The next pages present all the information displayed at the open house and a summary of input received during the workshop.

## Project Overview

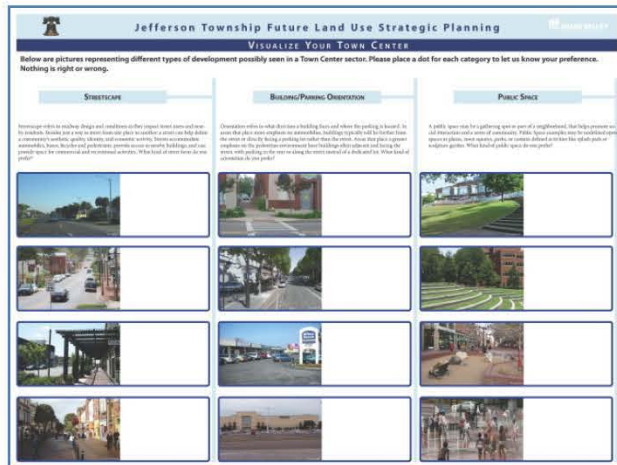
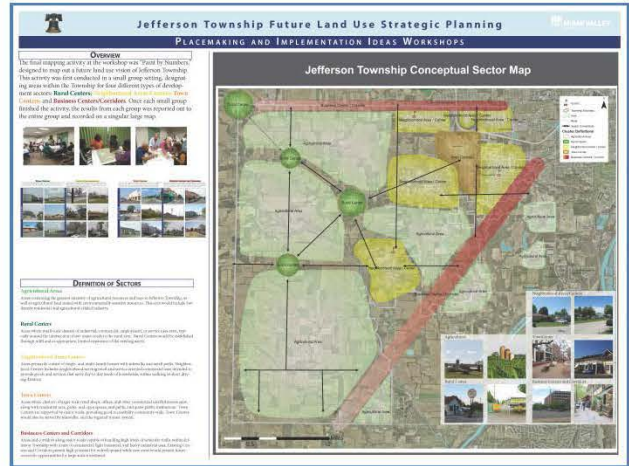
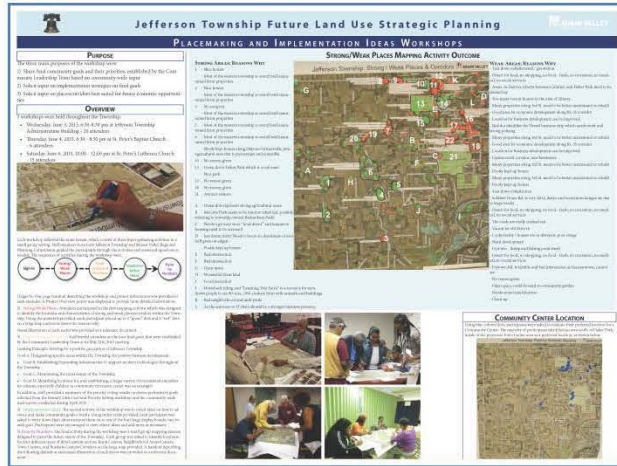


## Background and Goals





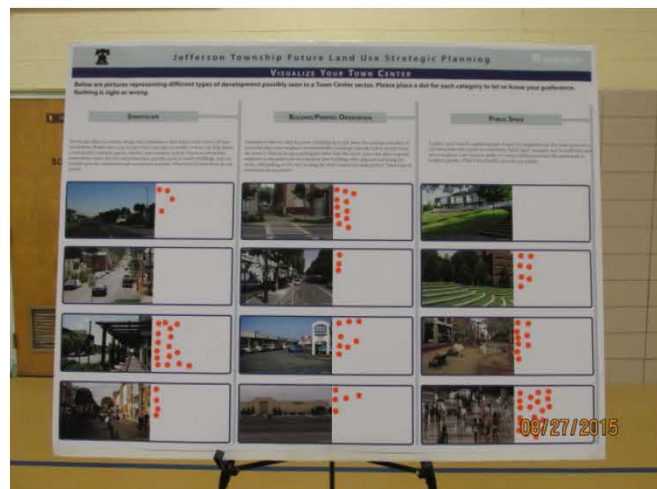
## Land Use Vision and Implementation

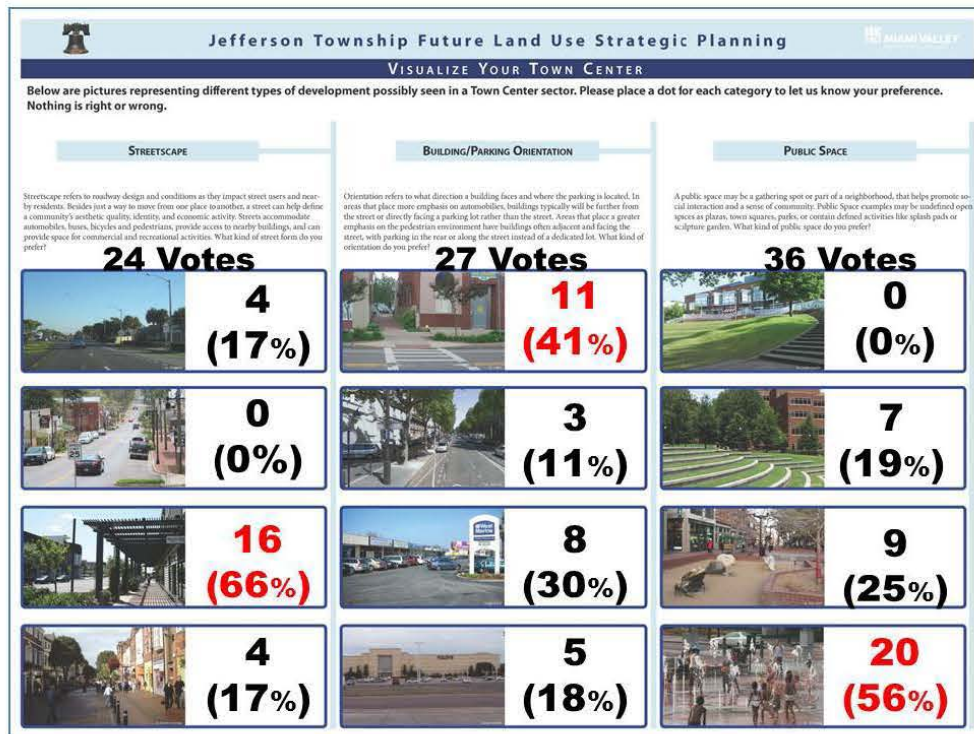


## Participants' Visual Preference Survey Results

At the Land Use Vision and Implementation station, participants were asked what style of development they preferred for a possible Town Center area near Fisher Park. Participants were asked to vote using sticky dots for their favorite representation in each of the 3 categories: Streetscape, Building/Parking Orientation, and Public Space. It is important to note that not all the attendees participated in this activity and the results do not represent community-wide preference.

The results, based on dot voting totals within each category, are shown on the next page, with highest votes received written in red.





### Task Force Sign Up Results

The last station had a task force organization chart with blank lines for attendees to sign up for one or more task force. Below is list of names per Goal Task Force, based on sign ups:

Goal A: Designating specific areas within the Township for positive business development	Goal B: Establishing/Expanding Infrastructure to support modern technologies throughout the Township	Goal C: Maintaining the Rural Nature of the Township	Goal D: Identifying locations for, and establishing, a larger variety of recreational amenities for citizens, especially children
(12)	(7)	(8)	(12)
Cookie Taylor Kanata Jones Brenda Pope Athena Bledsoe Rose Slaughter Pastor Johnnie Graham Jr. Allen Hamilton Raymond Bowman Leroy Mann Angela Evans-McKins Jacob P. Jernigan Patricia Kirk	Cookie Taylor Kanata Jones Brenda Pope Rose Slaughter Mavis Jackson Jennifer Core Jerome Johnson	Sam Elon Brenda Pope Andrea Upshaw Willie Belle Spear Tony Riggs Johnnie Kimbenli Marian C. Perry Gerald Landis	Cookie Taylor Robert Hamilton Brenda Pope Mike Bream Kanata Jones Marian C. Perry Dolores Taylor Yolanda Cook Sheila Baek Rev. Gerald Marshall Mary Jo Nichols Marcia Gray





### Next Steps

- **Community Leadership Team meeting #5** (Wednesday, September 16, 2015 from 6:00 p.m. to 7:30 p.m. at Township Admin building) to review outcomes from the workshop and project overall.

Please visit Jefferson Township Website at [www.jeffersontwp.org](http://www.jeffersontwp.org) or contact Mr. Jeff Payne, Jefferson Township Zoning Director at 937-262-359 Ext 208 for more information.