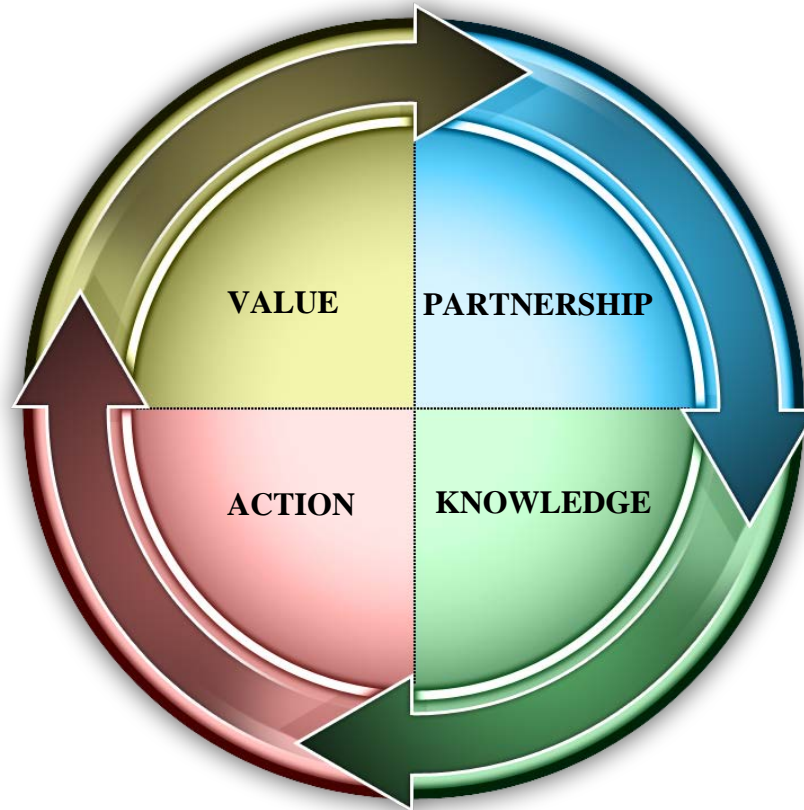


CITY OF KETTERING

WILMINGTON PIKE IMPROVEMENT PLAN 2013



WILMINGTON PIKE IMPROVEMENT PLAN

Committee Members

Members:

Don Patterson – Mayor

Amy Schrimpf – Vice Mayor

Tony Klepacz – Council Member

Don Shimmin – Planning Commissioner

Kevin Jones

James Burns

Ken Brightman

Staff:

Mark Schwieterman – City Manager

Al Fullenkamp – Assistant City Manager

Tom Robillard – Planning and Development

Director

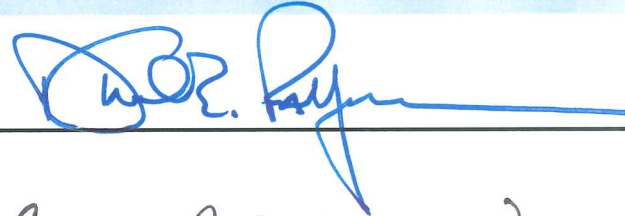
Gregg Gorsuch – Economic Development

Manager

David Roller – City Planner

WILMINGTON PIKE IMPROVEMENT PLAN Committee Member Signature Page

Don Patterson – Mayor

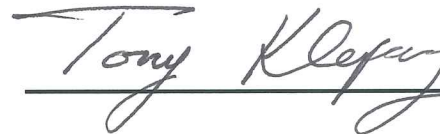


Amy Schrimpf – Vice Mayor



9/26/13

Tony Klepacz – Council Member



9-26-2013

Don Shimmin – Planning Commissioner



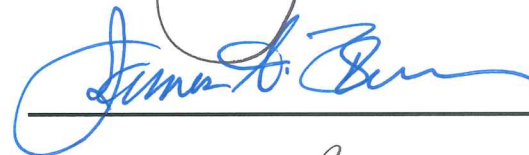
9/26/13

Kevin Jones



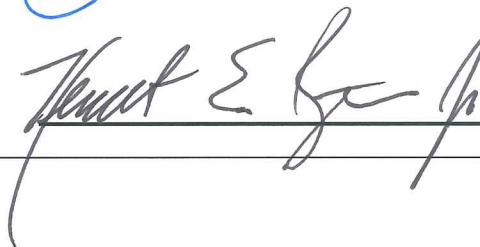
9-26-13

James Burns



10-2-13

Ken Brightman



9/26/2013

WILMINGTON PIKE IMPROVEMENT PLAN

Background:

Beginning in August 2012, a committee made of business owners, council members, a planning commission member and city staff, began a series of strategic planning sessions with the primary purpose to find ways to make significant changes to the Wilmington Pike corridor. The Wilmington Pike corridor has been inflicted with significant disinvestment resulting in poor land values, appearances, vacancies and low rent businesses. Turning this trend around to create value, reinvestment and economic development became the mission of this committee.

Background information was studied including existing businesses, property conditions, vacancy rates, vacant property locations, and tax delinquent properties. Strategies for reinventing suburban corridors¹ were also studied. The committee created goals and strategies to meet the mission based on background data and discussion. Additionally, the Wilmington Pike corridor was divided into 5 separate areas each having unique characteristics requiring individual strategies. The strategies are followed by specific tasks to implement. Many of these tasks relate to the entire corridor others are designed to address issues related to specific areas.

¹ Ten Principles For Reinventing America's Suburban Strips; Beyard and Pawlukiewicz; ULI

CREATE VALUE!

Currently, the value of real estate and businesses along Wilmington Pike is very low as evidenced by the number of vacant sites, businesses and tenant spaces, very little or no reinvestment in commercial buildings and sites, and the increase of low rent businesses such as tattoo parlors, check cashing and loan companies and other similar businesses. Many factors including oversupply of commercial land, difficult access, changing demographics and income, changes in how and where people do business and general lack of interest to reinvest in Kettering. These factors, along with many others, have worked together to create a cycle of disinvestment along Wilmington Pike and the surrounding neighborhoods. Many factors can be addressed in a proactive manner others are a result of regional or national trends for which we must work within.

The challenge is to reverse the trend of disinvestment. Reinvestment will occur if the value of real estate is increased enough to entice developers, businesses and land owners to reinvest in their property. This can occur in the following ways.

1. Create Strategic Partnerships

Success of this plan can only be achieved by creating strategic partnerships with multiple stakeholders. These may include the city, county and state government, private and non-profit developers, Kettering School District, Miami Valley Regional Planning Commission, business owners and local property owners. Strategies are aimed at finding and fostering successful partnerships. A formalized partnership should be a non-profit development corporation or business improvement district. This agency will take ownership and manage the redevelopment and implementation of the plan strategies and tactics. The partnership will participate in the acquisition, assembly or control of land, coordinate participation and development of private and public sector improvements and manage marketing and promotion.

2. Know Market Conditions

Clearly knowing and understanding real demographic, economic and market conditions is vital to making educated decisions affecting the long-term health of the community. Speculating or presuming these things will lead to decisions which may be detrimental to the health of the community. Conducting a thorough market analysis of the community and identifying appropriate land uses will help the decision making process.

3. Increase Demand:

Demand for property can be achieved by reducing the supply. Currently, there is an oversupply of commercial land, which can be used for more appropriate and demanded uses. This can be achieved by not permitting the expansion of commercial property within the city unless it is in a strategic location and provides long-term benefits to the community, by strategically rezoning business zoned property to another category more in keeping with demand, and by gaining control of strategic properties which are key to successful redevelopment actions.

4. Focus on Success

Several areas along Wilmington Pike have been successful in reinvestment including the area around the intersection of Stroop Road, the intersection of Marshall Road, and the Kettering Business Park. Although North of Dorothy Lane has seen investment of fast food restaurants over the past few years, considering that Wilmington and Dorothy Lane is the number one intersection in the city and one of the top in the region, the potential for major investment has been elusive. Strategic focus needs to be made on keeping and improving on successful areas and to create disincentives for business-as-usual for those areas which are unsuccessful.

5. Improve Aesthetics

Well maintained real estate has a much higher perceived value than non-maintained properties. Modern looking buildings and well maintained landscaping achieves this purpose. The zoning code is being revised to ensure a higher level of site design and architectural appearance. Further, for those properties and buildings that are located in success areas that meet zoning standards, incentives for modernizing buildings, sites and landscaping should be provided. Incentives should also be provided for bringing properties and buildings into compliance with zoning standards especially in the success areas. Incentives can be made in many

different forms including monetary, physical and development incentives. Disincentives to address poorly maintained properties need to be developed.

6. Street Improvements

The investment in the public rights-of-way not only helps establish the standard and expectation for improvement but influences the successful reinvestment of property. Improving the roadway surface, increasing lane width or improving traffic signals allows vehicles to move smoother and faster through the community but often has detrimental land use and land reinvestment impacts. Further, higher speeds make it much more difficult for vehicles to see, identify and access places of business. Difficult access and identity decreases the likelihood of reinvestment and value of the property. Additionally, higher vehicle speed, without safe pedestrian access creates an undesirable feeling causing an area to be perceived as inactive and unsuccessful.

Strategies for capital improvements should address streamlined vehicle access to employment centers such as the Kettering Business Park and creating identity for success areas. Capital improvements should also focus on the aesthetic character of the Wilmington Pike corridor including streetscape and landscape design. Strategically placed medians can assist in defining places, instrumental in creating safe pedestrian experiences, and help control vehicle conflict points creating safer and smoother vehicle flows. Future street improvements need to be in keeping with the established plans for the community and address land use impacts created by proposed improvements.

GAME PLAN:

1. Create Strategic Partnerships

- a. Create a formal planning and management agency made of strategic partners to direct and implement the redevelopment of the corridor.

2. Know Market Conditions

- a. Conduct a thorough market analysis of the community
- b. Identify desirable land uses for specific locations

3. Increase Demand:

- a. Do not permit the expansion of commercial property within the city unless it is in a strategic location and provides long-term benefits to the community.
- b. Proactively rezone business property to another category in keeping with demand as identified in the market analysis.
- c. Gain control of strategically located properties to create appropriate catalyst for redevelopment.
- d. Market appropriate uses.
- e. Create a business incubator site.

4. Focus on Success

- a. Create an identity for success locations of Stroop, Marshall and Kettering Business Park.
- b. Create a menu of incentives to enhance the redevelopment of or relocation of successful businesses to the success areas.
- c. Create strategic incentives to cause the Dorothy Lane/Wilmington Pike Intersection as a major employment and commerce center.
- d. Create a menu of disincentives for properties with no redeveloped plans.

5. Improve Aesthetics

- a. Complete modifications to zoning code.
- b. Create a menu of incentives to modernize buildings, site and landscaping for successful code compliant businesses.
- c. Create a menu of disincentives for poorly maintained properties.

6. Street Improvements

- a. Identify methods to improve regional access to employment centers.
- b. Implement traffic calming projects to slow the speed of vehicles particularly in success areas.
- c. Create medians in strategic areas to improve access, traffic flow create identity and beautify the streetscape.
- d. Create a streetscape design appropriate for each area of Wilmington Pike.
- e. Underground utilities to the greatest extent possible.
- f. Improve appropriate and safe pedestrian access.
- g. Improve the pedestrian experience.
- h. Study and identify all land use implications for capital improvements.
- i. Ensure capital improvements address aesthetic improvements.
- j. Ensure capital improvements are in compliance with all community plans.

PLAY BOOK:

Plays	Action
Create Strategic Partnership	
Create a formal partnership agency	Formalize the Kettering Development Corporation to take this role. Partner with non-profit organizations to develop residential Use PDAC, Land Banking, County CIC as appropriate
Know Market Conditions	
Market Analysis	Outsource a market analysis by an independent real estate market expert
Identify appropriate land uses	Utilize the market analysis to support identification of appropriate land uses
Increase Demand	
Minimize commercial expansion	Ensure all rezoning request are scrutinized for compliance.
Rezone commercial property	Process zoning map amendment to rezone identified properties
Control Strategic Locations	Identify strategic locations Identify control methods (Purchase, eminent domain, demolition, etc) Utilize County Land Bank
Market appropriate uses	Create a menu of incentives
Create Business Incubator	Partner with appropriate organization to develop a business incubator site

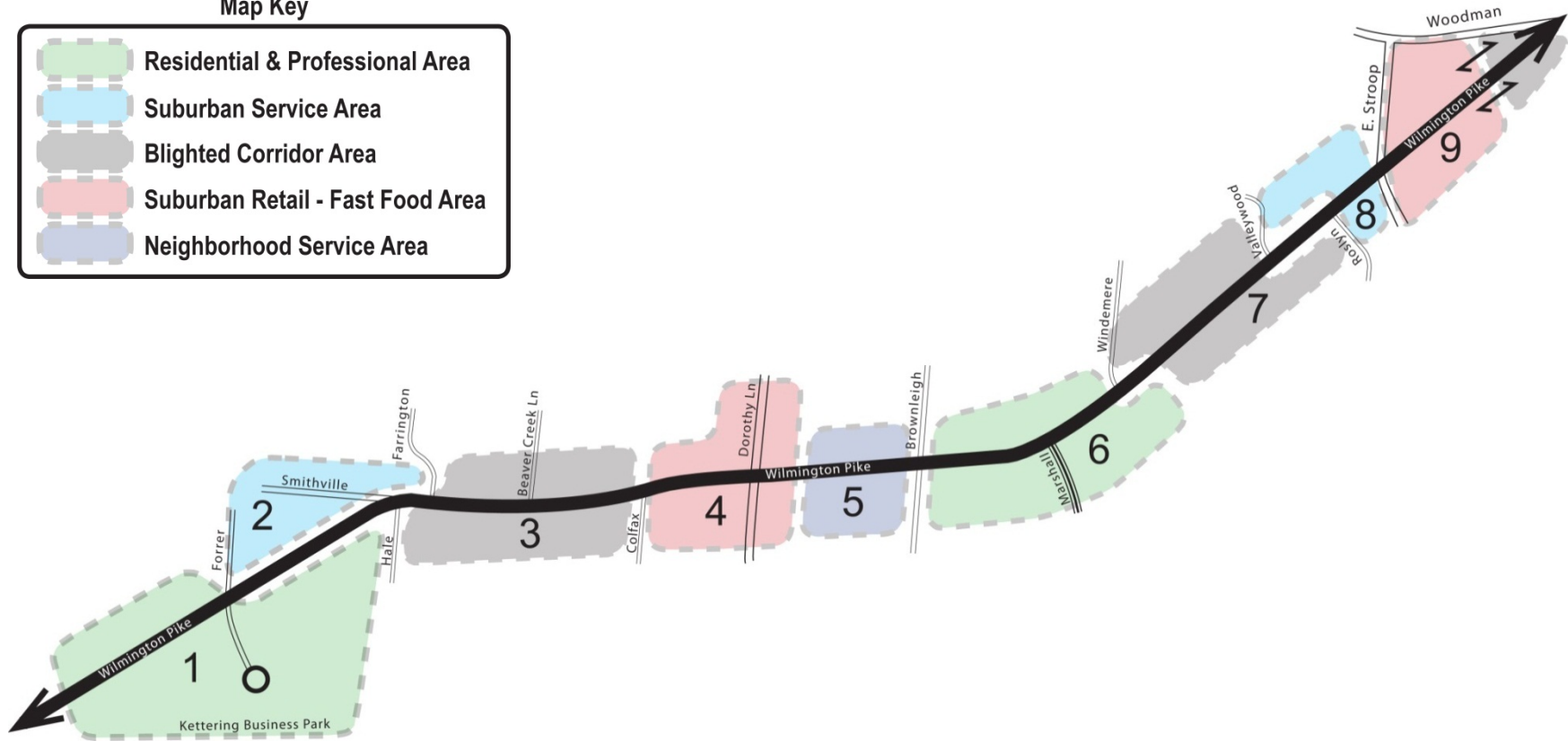
Focus on Success	
Success Area Identities	Establish success districts around Stroop, Marshall, Dorothy Lane and Smithville Roads
	Create distinct identities & characteristics for how each district should look and be used
Redevelopment Incentives	Create menu of incentives and policies for how they will be used
	Tax abatement
	Demolition loan program
	Right-of-way improvements
	Market New Market Tax Credits
	Tax Increment Financing
Disincentives for no redevelopment plan	Special Improvement Districts
	Vacant building license
Improve Aesthetics	
Zoning Code Modifications	Adopt new zoning code regulations
Improvement incentives	Façade Improvement Program
	Site Improvement Program
	Demolition Loan
	Abatement of improvement district fees
	Permit fee waiver
Disincentives for non-compliance	Minimize grandfather rights
	Bi-annual property maintenance enforcement
	Explore creating a special property maintenance district

Street Improvements	
Improve regional access to employment	Explore ways to create an express traffic system from I-675 or US 35 to Kettering Business Park
Traffic calming	Narrow lane width
	Allow on-street parking
	Textured pavement
	Traffic circle
	Mid-block bulb outs
Create medians	Identify appropriate location for medians
	Identify appropriate median design
Create streetscape designs	Create uniform streetscape design for each area
	Create special improvement district to fund streetscape improvements
	Explore other funding mechanisms to fund public improvements
	Install streetscape design
Underground Utilities	Underground all utilities as part of streetscape improvement district
Improve pedestrian access	Complete sidewalk connections between properties and to neighborhoods
Improve pedestrian experience	Ensure pedestrian access ways are safe and aesthetically appealing
	Create vertical and horizontal buffer between pedestrian way and high volume traffic areas.

PLAN AREAS:

Map Key

	Residential & Professional Area
	Suburban Service Area
	Blighted Corridor Area
	Suburban Retail - Fast Food Area
	Neighborhood Service Area



AREA SWOT ANALYSIS:

Kettering Business Park - Area 1

- Priority:** **Low Priority.** The area is characterized by the Kettering Business Park. Much of this area has been improved with streetscape and re-use of the Kettering Business Park.
- Strength:** Kettering Business Park Streetscape improvements, GE Money, National Composite Center, Kettering Courts.
- Weaknesses:** Older residential units on the east side of Wilmington Pike. Facing Wilmington Pike does not help in maintaining their value as single unit dwellings.
- Opportunities:** Kettering Business Park offers vacant land and significant commercial and business building opportunities for a multitude of uses. Continuing to develop the Business Park may help in maintaining value to the residential area to the east.
- Threats:** Regional access to the Kettering Business Park is very limited, diminishing the opportunities to utilize the Business Park to its potential as a regional employment center.

Smithville Point – Area 2

- Priority:** **Medium Priority.** This area is characterized as the area bounded by Wilmington Pike on the west, Smithville on the east and Forrer on the north. This area is non-residential with a mixture of retail, service and civic uses.
- Strength:** Successful redevelopment of the former Van Buren Shopping Center. Ritter's Frozen Yogurt; High visibility of the Smithville Point property (BP gas station)
- Weaknesses:** Very little reinvestment in properties, lack of any identifiable streetscape; not accessible from surrounding neighborhoods, large amounts of unused paved parking areas.

Opportunities: Available land for redevelopment; easy access from multiple major streets; several buildings offer value to the redevelopment of the area and are good candidates for a façade improvement program.

Threats: Continued disinvestment from absentee land owners.

Smithville to Colfax – Area 3

Priority: **High Priority.** This area is characterized by significant disinvestment, vacant buildings and low rent businesses primarily found on the west side of Wilmington Pike. The east side of Wilmington has seen reinvestment and is well connected to the adjoining neighborhood.

Strength: Several recent and pending reinvestments in buildings and sites on the east side. This reinvestment needs to be protected and encouraged. The east side properties are well connected to the adjoining neighborhoods and provide neighborhood services and benefits.

Weaknesses: Disinvestment, vacancies and buildings in very poor condition on the west side of Wilmington. This side provides little or no value to the community and threatens the adjoining neighborhood.

Opportunities: The east side properties can be protected and enhanced by streetscape improvements and a façade improvement program. Improving the neighborhood connections, providing streetscape improvements and demolishing low value and underutilized buildings on the west side will help protect the reinvestment on the east side and encourage reinvestment in the adjoining residential areas. A landscaped median through this area will significantly enhance the appearance, traffic flow and protect business investments made on the east side of Wilmington Pike.

Threats: The continued degradation of the west side properties may cause a lack of reinvestment on the east side.

Dorothy Lane Intersection – Area 4

- Priority:** **Medium Priority.** This area is characterized by the recent construction and reinvestment of multiple restaurants. The Dorothy Lane intersection is one of the busiest and heavily travelled intersections in Montgomery County.
- Strength:** Major rebuild of the Dorothy Lane intersection; significant investment in fast food restaurants. Betz Crossing.
- Weaknesses:** Other than fast food restaurants no reinvestment has taken place; The Dorothy Lane intersection, although providing significant traffic and visibility, causes very poor, difficult and unsafe access to business properties; The area is not well connected to nearby neighborhoods; Poorly represented land uses at the Dorothy Lane intersection; Lack of streetscape improvements to bolster the recent reinvestment in commercial property.
- Opportunities:** Betz Crossing provides opportunity to access the northwest quadrant safely and easily; the redevelopment of Kettering Crossing site helps establish potential for quality redevelopment of the area. Wilmington Point Center offers significant land for redevelopment potential.
- Threats:** Continued poor access to commercial sites, high speed and heavy traffic flows.

Brownleigh North – Area 5

- Priority:** **Low Priority.** This area is characterized by multiple service oriented businesses.
- Strength:** Most businesses appear to be strong; multiple connection points to adjoining neighborhoods;
- Weaknesses:** Lack of streetscape improvements; sporadic sidewalk connections; deferred maintenance and improvements.
- Opportunities:** Most businesses can be enhanced by a façade improvement program and streetscape improvements. Since this is primarily a business service oriented area the possibility of landscaped medians will significantly improve the appearance and traffic flow through the area.
- Threats:** Continued deferred maintenance and site improvements will significantly de-value the area.

Marshall Road – Area 6

- Priority:** **Low Priority.** This area is characterized by a more residential and professional feel to the area. Several professional and institutional uses establish a quality appearance to the area.
- Strength:** Well maintained professional and institutional uses; Quality entrance to the Lincoln Park Commons area; Connectedness to adjoining neighborhoods.
- Weaknesses:** Large underutilized and poorly maintained tracts on the east side; several poorly maintained multi-unit residential properties; Lack of reinvestment of business properties on the west side of Wilmington, south of Brownleigh.
- Opportunities:** Several businesses may be enhanced by a façade improvement program; As the area is residential in nature a landscaped median will enhance the appearance of the area and provide better access control.
- Threats:** Continued lack of reinvestment in residential properties and a few commercial properties will degrade the area.

Middle Earth – Area 7

- Priority:** **Highest Priority.** This area is characterized by a majority of vacant or underutilized properties in poor condition. Many lots are narrow in depth with no public sidewalks to connect adjoining neighborhoods.
- Strength:** Doctor’s Urgent Care, Professional Building and China Cottage are the only properties which have been well maintained and provide benefit to the area.
- Weaknesses:** No connectedness to adjoining neighborhoods; No reinvestment or maintenance in nearly all commercial buildings; low value businesses are attracted by the low value properties. Most properties detract value for the area.
- Opportunities:** Designating residential and professional office uses as the primary use; creating a landscaped median and significant streetscape improvements will improve appearances and improve traffic flow through the area. A landscaped median will encourage and enhance the area for residential and professional uses. Significant demolition should occur to eliminate blighting influences.

Threats: Ignoring significant improvements to this area will continue to have a spill-over affect to other areas of Wilmington Pike and surrounding neighborhoods.

Stroop Road North – Area 8

Priority: Medium Priority. This area is characterized by limited retail and service uses and the Wilmington Stroop Library.

Strength: Wilmington Stroop Library; Access and visibility to a major intersection; Viable service businesses.

Weaknesses: Lack of reinvestment into business properties; no streetscape improvements; no sidewalk connections to adjoining neighborhoods; deferred maintenance to business properties;

Opportunities: This area has strong potential for business services; Streetscape improvements and façade improvements will make significant impacts; The opportunity for library improvements will make significant strides towards improvement.

Threats: Lack of Streetscape improvements will cause continued disinvestment in the area.

Stroop Road South – Area 9

Priority: **High Priority.** This area is characterized by successful retail businesses in a typical suburban fashion.

Strength: Easy access to the area and businesses; sub-regional shopping; redevelopment of several properties has helped maintain the areas viability; Most utilities are underground making significant aesthetic improvements over other areas.

Weaknesses: No reinvestment in the business property south and easterly of Meijers; Minimal investment on the east side of the Stroop intersection.

Opportunities: The Woodman Point property offers a potential excellent entrance feature to the Wilmington business areas; Continued strength of the sub-regional retail nature of the area.

Threats: Continued lack of reinvestment in the Woodman Point area and area south of Meijer's.

AREA IMPLEMENTATION MATRIX:

EXECUTION	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Area 7	Area 8	Area 9
Increase Demand									
Minimize Commercial Expansion			X		X		X	X	
Rezone Commercial Property			X				X		
Control Strategic Locations	X	X	X	X		X	X	X	X
Create Business Incubator	X				X				
Focus on Success									
Success Areas	X			X					X
Aesthetic Improvements									
Façade Improvements		X	X	X	X	X	X	X	X
Site Improvements		X	X	X	X	X	X	X	X
Demolition		X	X	X	X	X	X	X	X
Disincentives		X	X	X	X	X	X	X	X
Street Improvements									
Improve Regional Access	X			X					X
Traffic Calming		X	X	X	X	X	X		
Landscape Medians		X	X	X	X	X	X		X
Streetscape Improvements		X	X	X	X	X	X	X	X
Underground Utilities		X	X	X	X	X	X	X	X
Pedestrian Access			X	X	X		X	X	
Pedestrian Experience			X	X	X	X	X	X	

Attachment A

DEMOLITION GRANT PROGRAM EXECUTIVE SUMMARY

The primary challenges to improving the Wilmington Pike corridor are to create value and reverse disinvestment. The Wilmington Pike Improvement Plan creates a set of actions and suggested policies to accomplish this goal. A primary strategy is to create strategic partnerships to decrease the number of blighted and underutilized buildings. Cleared sites are much more likely to be redeveloped and create lasting value. The Demolition Grant Program was created as a one tool to accomplish this strategy.

Participating in the Demolition Grant Program creates a partnership between a willing property owner and the city of Kettering to pay for the cost of clearing a property of all buildings, impervious surfaces and environmental hazards preparing the property for new and appropriate development. In essence, a willing property owner will enter into an agreement with the city to demolish a building and clear the site. The city of Kettering will then reimburse the owner 50% of the cost up to \$25,000. All commercial and residential land owners within the Wilmington Pike Improvement Areas are eligible to participate in this program. The Demolition Grant Program Guidelines details the procedures for the program including specifying the role of the property owner and the role of the city. These guidelines are available through the City of Kettering Planning and Development Department.

Attachment B

FAÇADE AND SITE IMPROVEMENT PROGRAM EXECUTIVE SUMMARY

The primary challenges to improving the Wilmington Pike corridor are to create value and reverse disinvestment. The Wilmington Pike Improvement Plan creates a set of strategies and suggested policies to accomplish this goal. One of the primary primary strategies is to create partnerships to encourage the reinvestment in commercial properties. The Façade and Site Improvement Program is designed to create partnerships to accomplish this strategy.

Participating in the Façade and Site Improvement Program will create a partnership between a willing commercial property owner and the city of Kettering to pay for the cost of improving commercial building façades and sites adding value for the property owner and the city. In essence, a willing property owner will enter into an agreement with the city to make improvements to the building and site. The building and site improvements eligible under this program are to bring the building architecture and site into conformance with the Kettering Zoning Code and the Wilmington Pike Improvement Plan. Once the improvements are made the city of Kettering will then reimburse the owner 50% of the cost up to \$25,000. All commercial land owners within the Wilmington Pike Improvement Areas are eligible to participate in this program. The Façade and Site Improvement Program Guidelines details the procedures for the program including specifying the role of the property owner and the role of the city. These guidelines are available through the City of Kettering Planning and Development Department.

Attachment C

PILOT PLAN

Action Steps

		Estimated Costs	Schedule
I.	Balance Land Use		
	a. Market Analysis	[\$25,000]	90 days
II.	Improvements-Phase II		
	a. Promote Façade/Demo Programs (\$25,000/property)	<i>[\$150,000]</i>	January 2014
	b. Public Improvements	<i>[\$600,000]</i>	R/W 2014 Constr. 2015
	c. Acquire Strategic Parcels	<i>[\$888,000]</i>	2014-1017
	d. Demolish/Landbank	<i>[\$100,000]</i>	2014-2017
	e. Street Reconstruction (1 or 2 Cul-de-sacs)	<i>[\$180,000]</i>	2015
	f. Residential/Commercial Infill	<i>[some income]</i>	2016.....
III.	Phase III		
	a. Street Realignment (Aero realignment)	<i>[\$80,000]</i>	2018
	b. Acquire Strategic Properties (for Demo)	<i>[\$150k to \$350K]</i> <i>[\$40,000]</i>	2014-2015
IV.	Phase IV		
	a. Access Progress	-----	On-going
	b. Rezone where applicable	-----	As-needed
	c. Move to next pilot area	-----	2018
Estimated Cost Totals= \$2,213,000 to \$2,413,000			