

Economic Development Strategic Plan: PRESERVING HUDSON THROUGH ECONOMIC DEVELOPMENT

 **AngelouEconomics**
technology-based economic development



Presented to:
THE CITY OF HUDSON, OHIO

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A City of Historic Charm Embraces Its Past and Faces the Future

Hudson, Ohio is a city with many desirable gifts. A city of just over 23,000 in Northeast Ohio located between Cleveland and Akron, Hudson has a combination of positive characteristics any one of which most communities would envy. Those characteristics include an excellent quality of life, including high-quality schools, historic charm, beautiful neighborhoods, an extensive park system, and a very low crime rate; a well-educated, affluent population; and ratings as one of the best Cleveland suburbs in the early part of this decade.

These characteristics make Hudson an ideal place to live and raise a family. Hudson also has impressive assets that make it a desirable place for business. The city is easily accessible by several major roadways, including the Ohio Turnpike. It is located between two major airports, one in Cleveland, and one south of Akron. It offers an excellent housing stock for executives and upper level managers. The region also has a large, well-educated labor force, and a large network of colleges and universities and workforce development programs to ensure their education and training. These factors, and others, make Hudson the type of community where many people and businesses want to locate.

Hudson's powerful attractions have also generated a great deal of pride for Hudson among its citizens, resulting in efforts to preserve these features that drew people to Hudson in the first place. One of the city's main tools in its efforts to preserve the quality of life has been a strict development code governing zoning, architectural standards, signs, trees, and other aspects of land development.

However, most developers, businesses, and individuals that have encountered Hudson's development process say the process is too lengthy and development costs are high. The expensive and time-consuming process makes most developers reluctant to invest in Hudson despite all of its appealing qualities.

The reluctance of some commercial interests to locate in Hudson, combined with increasing demands for services, has resulted in homeowners having to shoulder a bigger tax burden through property taxes and income taxes. It is the desire to stabilize these two generators of revenue – the property tax and the income tax – that has led to development of an Economic Development Strategic Plan. The City of Hudson receives most of its funding through income tax revenues, and a small amount through property tax revenues. The school system, which is ranked among the best in the state and the top 2 ½ % in the country, receives most of its funding through property tax revenues. As businesses and developers have chosen to go elsewhere rather than negotiate Hudson's difficult development process, residents have had to pay a larger share of the tax burden. As time goes on, Hudson residents will find that burden only getting worse. Eventually, residents will have to choose between paying higher taxes and maintaining the current level of city services and a top-rated school system, or paying less in taxes for lower quality services while losing the benefit of a high-quality school system.

Community Leaders Respond

To deal with these issues, the City of Hudson hired Angelou Economics, an economic development consulting firm from Austin, Texas which has assisted in putting together over 80 economic development plans for communities throughout the U.S., to draft an Economic Development Strategic Plan.

The planning process focused not only on extensive data research and analysis, but also on maximum public input. The process gathered input in several ways:

1. Through focus groups with different groups, including representatives of the business community, economic developers, real estate developers, workforce development and human resources managers, Hudson city staff, and Hudson elected officials;
2. Individual interviews with key decision makers, community leaders, and other players in economic development throughout Northeast Ohio; and
3. An online survey that gathered input from Hudson residents on issues related to economic development, quality of life, the real estate development process, and other issues affecting economic development in Hudson (a survey completed by 856 respondents).

Through development of this plan, Hudson is trying to find a balance between economic development and preserving its high quality of life, historic architecture, and small town feel. City leaders are seeking to diversify and solidify the tax base with new commercial development.

This plan provides the roadmap for Hudson's future economic development efforts. It is the result of eight months of input and discussions with over 1,000 Hudson residents as well as a 19-member Advisory Committee and other leaders involved in economic development in Northeast Ohio.

ASSETS AND CHALLENGES

Before developing the plan, Angelou Economics developed a Community Profile to discuss and analyze the current environment in which Hudson operates, and to discuss the most pressing issues that need to be addressed in the plan. The Community Profile identified the positive issues that Hudson should leverage to build the city's economy, as well as challenges that must be addressed for economic development to be successful. The positive attributes are:

- A well-educated, affluent population, and a skilled workforce;
- An excellent public education system;
- Access to some of the best colleges and universities in the nation which are located throughout Northeast Ohio;
- An exceptional quality of life that Hudson residents are proud of and want to preserve;

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- Great transportation access, through an excellent highway system such as the Ohio Turnpike and major interstates, and through good, reliable air service through both Cleveland and Akron-Canton;
- An understanding among the 856 survey respondents that there is a direct connection between economic development and quality of life; and
- A belief among survey respondents that economic development and quality of life can, and should, coexist in Hudson. Survey respondents also would like to see more economic development and business growth in Hudson.

There are also several major negative aspects that need to be addressed.

- Hudson and the entire Northeast Ohio region are losing young professionals, those people between the ages of 25 and 44, the demographic most highly valued by employers seeking highly skilled positions in technology and professional services.
- Hudson is becoming a more expensive community as a place to work and do business. Income tax rates and property tax rates are high in comparison to surrounding communities.
- One of the major contributing factors to the increasing cost of doing business is its slow and expensive real estate development process. The development process is difficult to negotiate and can be very costly. According to developers who work throughout Northeast Ohio, the process in Hudson is by far the most difficult. The development process is the most visible factor that creates the image that Hudson has a poor business climate.

The Community Profile drew several conclusions based on the positive and negative aspects of Hudson. Following are some of the more notable conclusions the report makes.

- ⇒ **Hudson has an excellent strategic location, a great deal of historic charm, a high standard of living, a highly educated population, and a top-rated school system, all characteristics that many communities would love to have.** Hudson can build on this combination of positive characteristics to improve its business climate and its economy.
- ⇒ **Hudson has a poor business image, mainly due to its difficult land development process.** This negative perception will need to be altered if the city wants to attract businesses.
- ⇒ **A large portion of income tax comes from workers who are not Hudson residents.** Almost two-thirds – 64 percent – of income tax revenues collected by the City of Hudson come from people who work in Hudson but do not live here. Income taxes are the main source of the City of Hudson's revenue. This spreads out the income tax burden so it does not place such a heavy burden on Hudson residents as it would otherwise. By bringing more companies in or expanding existing companies' employment base, and continuing to pull in workers from surrounding communities, Hudson can continue to

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collect needed revenue with less pressure to raise income tax rates further on Hudson residents.

- ⇒ **Hudson homeowners pay higher taxes than surrounding communities. High property taxes place a disproportionate burden on Hudson homeowners, and this needs to be rebalanced.** Hudson's average mil rate for property taxes is 56.79, fourth highest among peer communities, including Stow, Beachwood, and Westlake. This places a high burden on Hudson residents. Since a portion of city revenues and most school revenues come from the property tax, this makes residents much more resistant to new tax levies. One of the benefits of companies locating or expanding in Hudson would be that they would pay a larger share of property taxes, and take some of the burden off Hudson homeowners.
- ⇒ **Hudson's future quality of life will depend largely on its success in attracting and retaining businesses.** The connection between Hudson's economic health and its tax base is clear to survey respondents as well as the participants in focus groups and interviews. The formula is very simple: to maintain the cornerstone of Hudson's revenue stream – the income tax, paid mostly by people who work but do not live in Hudson – the city must ensure that existing businesses can expand, that new businesses locate in Hudson, and that both types of businesses expand their employment base. This will keep the revenue stream from income taxes strong. The formula is the same for the schools: the more businesses located on Hudson property and paying Hudson property taxes, the more broadly the property tax base is spread, and the less of a property tax burden Hudson residents must shoulder. The bottom line is this: More business taxes will benefit schools and city services – key elements of the good quality of life Hudson residents have come to expect.
- ⇒ **Small companies that pay high wages would fit the desires of the community and the demand of the marketplace.** Smaller companies that offer high-paying jobs would fit Hudson well. These companies would employ workers who would pay a portion of their personal income tax to the City of Hudson, and the companies themselves would pay property taxes on their offices, which would also benefit the City of Hudson and the school district.
- ⇒ **Hudson residents believe that economic growth and quality of life can co-exist.** A major concern underlying all discussions during this process was a strong desire to ensure that the city's historic charm and high quality of life not fall victim to a desire for economic development. Clearly, Hudson residents who responded to the online survey posted on the project website believe there can be a balance between those two goals. By a ratio of 7 to 1, survey respondents indicated a belief that the City of Hudson should both encourage economic growth and protect Hudson's special character. Survey respondents clearly recognize the importance of balancing growth and preserving the special nature of Hudson. Both can be achieved; we will discuss strategies for making that happen in this report.

A Vision for the Community and Specific Ways to Get There

Angelou Economics took these conclusions, along with others, in developing the Economic Development Strategic Plan. The plan begins by establishing a vision for Hudson that should be used to guide economic development for the future:

Hudson seeks a vibrant economy based on a diverse tax base that will strengthen our community economically, while we keep our commitment to maintain a high quality of life and protect the city's historic heritage.

This statement makes clear the community's **two equally important** intentions: to strengthen the community's economy and maintain the city's quality of life and special characteristics. A firm commitment to **both** will be required if Hudson wants to achieve its economic goals. The goals and strategies that follow, as well as the recommended target businesses, seek to honor both of these intentions by balancing out both.

To realize this vision, the plan offers 24 recommendations in five major areas that affect economic development:

- **Business Climate.** These recommendations focus on improving the overall business climate in Hudson, but particularly on improving the land development process.
- **Quality of Life.** These recommendations focus on improving those tangible and intangible qualities that attract people to a place and make them want to stay there;
- **Sites & Infrastructure.** These recommendations focus on improving the physical systems that allow businesses to operate efficiently and successfully in Hudson.
- **Economic Development & Marketing.** These recommendations focus on improving the methods Hudson uses to sell itself to the residents of the region and to people and businesses outside the region that might consider moving there.
- **Workforce, Training, & Education.** These recommendations focus on improving the training system that help workers develop and maintain the skills they need to fill jobs in the recommended target businesses;

Angelou Economics recommends that Hudson focus on six types of target businesses in its economic development efforts:

FINANCIAL SERVICES: This is a high growth sector throughout the U.S. Hudson's best sectors are in regional divisions, sales offices, processing centers, and call centers. Financial service centers require low recurring costs, reliable utilities, and available office space. Hudson's good transportation access and high-income population will support the creation of financial services within the city, as well as support centers.

REGIONAL CORPORATE HEADQUARTERS: While not an "industry," Regional corporate headquarters have been an explicit target of economic developers for decades. "Regional corporate headquarters" are defined as an administrative division of a multi-location company that contains a large number of decision-makers and top managers. The headquarters might be for a product division, specific

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geographic region, or company-wide. Hudson's high quality suburban setting matches well with the image and access corporate or regional headquarters desire.

DISTRIBUTION: Distribution is a big industry in the U.S., as more and more goods are manufactured and procured from locations far from where they are consumed. Hudson's central location in a large regional economy, coupled with its excellent highway access, suggests a clear strength for Hudson in warehousing, distribution, and fulfillment. AngelouEconomics recommends that the city focus on high quality flex buildings that distribute Medical Devices/Supplies and Consumer Goods.

SPECIALTY HEALTH CARE: Specialty Health Services, according to our definition for Hudson, would include specialty cosmetic enhancements, spa-related health services, physical therapy centers, and rehabilitation centers. Health Services has been one of the fastest growing large industries in the United States for many years. Cosmetic surgery and elective self-improvement services are growing even faster. Hudson's unique peaceful town center, historic character, and existing health companies would support the development of a specialty health sector in Hudson.

TECHNOLOGY SERVICES: Primarily focused on software development, computer services, and research and development in areas such as polymers, liquid crystals, and biotechnology, Hudson has the opportunity to develop a technology entrepreneurial culture. These firms are highly mobile and are drawn to unique settings. In many ways, the small software company is an ideal fit with the community vision: a small office user in a downtown environment that pays high wages and employs young professionals. "High tech" types might demand wireless access at local eateries and coffee shops in exchange for their patronage and commitment to Hudson. Successfully supporting a few software startups in Hudson will also do much to change the Hudson brand to the outside world.

RETAIL: Restaurants, downtown retail, and regional retail have become the mainstays of communities around the country. Many cities are dependent on the tax revenue associated with these stores, and some perceive the steady improvement of retail options as a clear quality of life issue. Hudson's clear progress in its downtown retail environment can be expanded. New restaurants will keep more of Hudson's daytime workers inside the city limits, while additional regional retail will draw more residents into Hudson to shop. Hudson is in the enviable position of being able to choose the type and quality of development in its retail sector.

Though there are 24 recommendations, the ten highest priority recommendations will move Hudson closest to its economic development goals and stabilize its tax base. Those ten recommendations, in no particular order, are:

1. **Develop a brand for Hudson based on its historic character.** Communities that adopt a differentiating marketing theme appealing to their target audiences will have a greater chance of succeeding at marketing and economic development. The City and economic development-related organizations need to promote a consistent message. With the profusion of competition, those cities that promote a unified message gain more traction in the marketplace.
2. **Establish a fast-track processing schedule for projects that embrace the community's vision and add diversity and density in desired areas.** The development process should reward developers that bring in high quality plans and work to find innovative ways to provide high quality development to Hudson.

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3. **Provide flexibility in square footage requirements for retail developments in zoning districts six, seven, eight, nine, and ten to attract national “mini-anchor” stores as well as accompanying in-line developments.** Square footage limitations for retail developments need to be more flexible to help Hudson attract small anchor establishments, which can attract other development (such as businesses on the target list).
4. **Establish specific required time periods for each step in the development process, and require city staff to meet those time frames or provide a compelling reason why they cannot meet the time requirement.** There are currently no set time limits for different components of the process, which allows the process to drag on, sometimes for months. Setting specific time requirements city staff would have to meet for each component of the process would provide them an incentive to complete each step in the allotted time.
5. **Encourage a more mixed-use pattern of development in zoning districts six, seven, eight, nine, and ten.** These areas are all two to three miles from the Village Core, which makes them disconnected from a pedestrian’s standpoint. Each area could take on its own village character. This dispersion of density would allow multiple village centers surrounded by supporting residential development. The village centers would be able to provide the local goods and services necessary to nearby residents thus minimizing the need to travel across the city as often. This pattern of development encourages densification at each core in a manner that should support locally serving retail goods and services.
6. **Work to attract more retail establishments and restaurants to other parts of Hudson.** One of the chief issues regarding quality of life in the city is the lack of adequate retail establishments and restaurants. The high level of disposable income and the lack of restaurants in close proximity to many of Hudson’s major employers create excellent opportunities for retailers and restaurateurs. If Hudson wants to attract target businesses, it will have to develop retail and restaurant options outside downtown to make sites in other parts of town attractive.
7. **Work with Team NEO and the Greater Akron Chamber in their efforts to attract more young professionals to Northeast Ohio.** The loss of young professionals is a common problem for Northeast Ohio, and should be addressed on a regional basis. Team NEO already has programs in place to attract and retain young professionals; the organization is working to develop a strategy to keep students at the region’s 25 colleges and universities to stay in the region after graduation. Akron is just beginning to develop a program to attract and retain young professionals as well. Hudson can use their resources and learn from their efforts.
8. **Work to attract quality housing that will appeal to active adults and young professionals.** One of the significant attractions for young professionals is housing specifically geared to their desires and needs. Young professionals are more likely than other age groups to prefer living downtown and near the center of other things that attract them – close to work and entertainment options, in locations that do not require them to drive to get to work, restaurants, bars and night spots, and other attractions. Active adults – those adults 55 years of age and older – sometimes have no alternative housing options if they want to move from their homes to more affordable residences or homes that are easier to maintain, such as town homes or condominiums. Hudson will lose these residents, the money they have to spend, and the contributions they make to the community if it does not do something to remedy the situation.

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9. **Have the City Engineer conduct a complete inventory of available land to determine whether sites have necessary basic infrastructure.** There is a limited amount of land available for development in Hudson, particularly large tracts of land that might hold larger developments. One of the concerns regarding this available land is that not all of it is ready to be connected to basic infrastructure – water, sewer, electricity, and other essential services. This situation needs to be remedied to ensure that all available land can be made ready for development as quickly as possible.
10. **Provide additional resources to the City of Hudson Economic Development Department.** The City needs to provide additional human resources to effectively market Hudson as a great location in which to do business. The Economic Development Director position is currently part-time and needs to be made full-time. In addition, an Economic Development Specialist position needs to be created. In addition to assisting the Economic Development Director with general economic development tasks, the Specialist can serve as an Ombudsman to help developers negotiate the City's development process. With adequate staffing, the Economic Development Director can then focus efforts on critical economic development activities, instead of having to also shepherd people through the land development process.

This Economic Development Strategic Plan will help Hudson create a future in which it:

- Is considered a business friendly city that balances its goal to succeed in economic development with its goal to protect the historic charm that attracts people to the city in the first place.
- Has a land development process that encourages innovative, high-quality developments that increase the tax revenues to the city and the school system while protecting Hudson's character.
- Attracts a smart, highly skilled workforce that fills high-paying jobs at new, innovative companies that have located in Hudson
- Is a magnet for young professionals and active adults, a vibrant cultural community with a variety of entertainment venues, and the type of energy that makes it the "center of action"
- Has a distinct, positive image that allows Hudson to build on its twin goals of strengthening the community economically and protecting Hudson's heritage.
- Has a stronger economic development effort that attracts companies providing high-paying jobs, and enhances the city's and school system's revenue bases.

Hudson has a great product to sell that attracts the types of businesses and workers that enhance the economic climate and stabilize the tax base. More importantly, it can balance its desire to realize both economic development and protecting the community's character.

It will require a good faith discussion among all parties, and a commitment on everyone's part to succeed.

It's time to get to work. Join us in this effort to create an even better, stronger Hudson for the future.

This Economic Development Strategic Plan will serve as a roadmap for Hudson’s future economic development efforts. It reflects an eight-month planning process and input from hundreds of citizens, a 19-person Advisory Committee, and regional leaders. Hundreds of hours of research and discussion have led to this Strategy for the City of Hudson. Its objective is to direct and assist Hudson’s economic developers in their efforts.

This is the final report produced for this strategic planning process. The first report, the *Hudson Community Profile*, evaluated the City of Hudson’s performance in areas that are most critical to business and industry growth. The report evaluated Hudson’s readiness for economic growth and benchmarked the city against similar cities in the Cleveland, Akron and Columbus region in five key areas that are important to successful economic development. The report reached several key conclusions regarding Hudson’s ability to build its economy and stabilize its tax base:

- ⇒ **Hudson has an excellent strategic location, a great deal of historic charm, a high standard of living, a highly educated population, and a top-rated school system, all characteristics that many communities would love to have.** Hudson can build on this combination of positive characteristics to improve its business climate and its economy.
- ⇒ **Hudson has a poor business image, mainly due to its difficult land development process.** This negative perception will need to be altered if the city wants to attract businesses.
- ⇒ **A large portion of income tax comes from workers who are not Hudson residents.** Almost two-thirds – 64 percent – of income tax revenues collected by the City of Hudson come from people who work in Hudson but do not live here. Income taxes are the main source of the City of Hudson’s revenue. This spreads out the income tax burden so it does not place such a heavy burden on Hudson residents as it would otherwise. By bringing more companies in or expanding existing companies’ employment base, and continuing to pull in workers from surrounding communities, Hudson can continue to collect needed revenue with less pressure to raise income tax rates further on Hudson residents.
- ⇒ **Property taxes are high and place an excessive burden on Hudson residents more than residents of surrounding communities.** Hudson’s average mil rate for property taxes is 56.79, fourth highest among area communities, including Stow, Beachwood, and Westlake. This places a high burden on Hudson residents. Since a portion of city revenues and most school revenues come from the property tax, this makes residents much more resistant to new tax levies. One of the benefits of companies locating or expanding in Hudson would be that they would pay a larger share of property taxes, and take some of the burden off Hudson homeowners.

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- ⇒ **Hudson’s future quality of life will depend largely on its success in attracting and retaining companies.** The connection between Hudson’s economic health and its tax base is clear to survey respondents as well as the participants in focus groups and interviews. The formula is very simple: to maintain the cornerstone of Hudson’s revenue stream – the income tax, paid mostly by people who work but do not live in Hudson – the city must ensure that existing businesses can expand, that new businesses locate in Hudson, and that both types of businesses expand their employment base. This will keep the revenue stream from income taxes strong. The formula is the same for the schools: the more businesses located on Hudson property and paying Hudson property taxes, the more broadly the property tax base is spread, and the less of a property tax burden Hudson residents must shoulder. The bottom line is this: More business taxes will benefit schools and city services – key elements of the good quality of life Hudson residents have come to expect.
- ⇒ **Small companies that pay high wages would fit the desires of the community and the demand of the marketplace.** Smaller companies that offer high-paying jobs would fit Hudson well. These companies would employ workers who would pay a portion of their personal income tax to the City of Hudson, and the companies themselves would pay property taxes on their offices, which would also benefit the City of Hudson and the school district.
- ⇒ **Hudson’s residents believe that economic growth and quality of life can co-exist.** A major concern underlying all discussions during this process was a strong desire to ensure that the city’s historic charm and high quality of life not fall victim to a desire for economic development. Clearly, Hudson residents who responded to the online survey posted on the project website believe there can be a balance between those two goals. By a ratio of 7 to 1, survey respondents indicated a belief that the City of Hudson should both encourage economic growth and protect Hudson’s special character. Survey respondents clearly recognize the importance of balancing growth and preserving the special nature of Hudson. Both can be achieved; we will discuss strategies for making that happen in this report.
- ⇒ **Ohio’s economy has been declining as the national economy shifts from a manufacturing base to a knowledge-based economy, and this has had an effect on Hudson.** Ohio has lost almost 200,000 manufacturing jobs over the past four years. At the same time, Ohio has been negatively affected by a “brain drain”, the loss of young professionals that fuel the new knowledge economy. The state has lost more young professionals than any other state in the nation. All of these changes have been felt in Hudson as well, as local companies have either had to close or lay workers off.

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- ⇒ **The Hudson City School District will continue to face increasing reluctance on the part of voters to pass future property tax levies to continue the high quality of education Hudson residents have come to expect.** The school district has long had a reputation for providing a very high quality of education to Hudson students, and is considered one of the greatest contributors to the community's quality of life. As the property tax burden has increased for Hudson residents, however, voters have become more reluctant to support increased levies. If levies are not passed, maintaining the high quality of education will become increasingly difficult, one of the greatest components of Hudson's quality of life will be diminished.

All of the issues discussed in the bullet points above, and more, will be addressed in this ***Economic Development Strategic Plan***. The Plan will recommend improvements in the following areas:

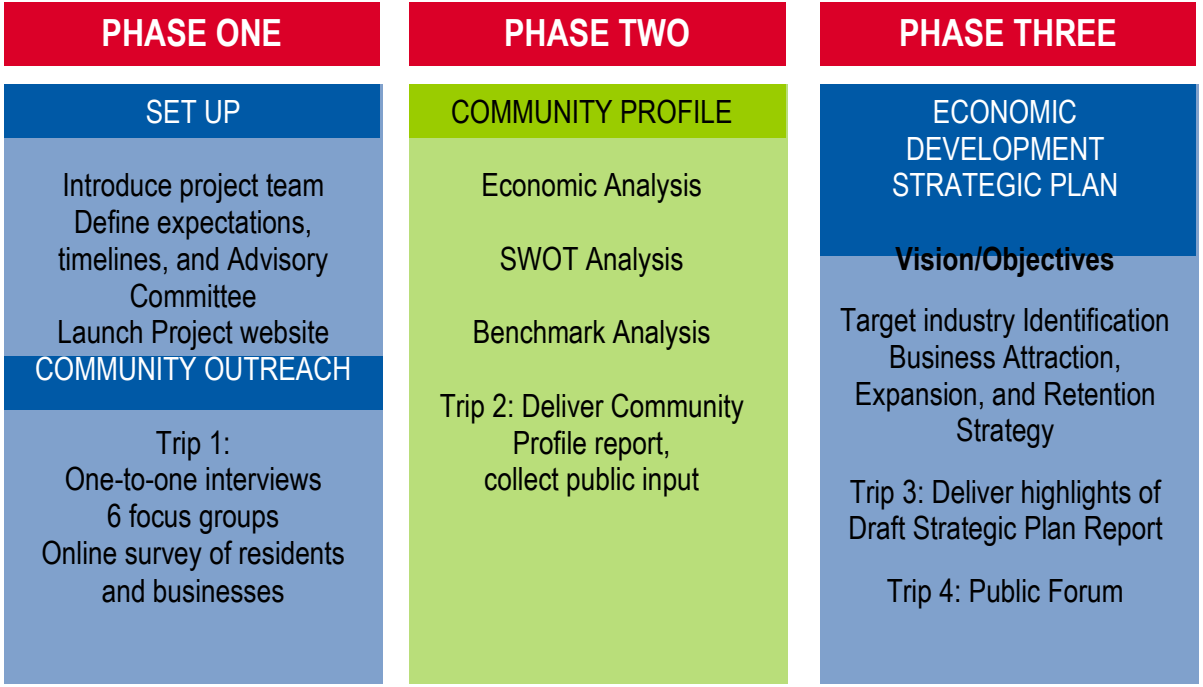
- ***Business Climate***, which focuses on improving the overall business climate in Hudson, but particularly on improving the land development process, a system that has given the city a negative reputation among developers and businesses;
- ***Quality of Life***, which focuses on improving those tangible and intangible qualities that attract people to a place and make them want to stay there;
- ***Sites & Infrastructure***, which focuses on improving the physical systems that allow businesses to operate;
- ***Economic Development & Marketing***, which focuses on improving the methods Hudson uses to sell itself to the residents of the region and to people and businesses outside the region that might consider moving there; and
- ***Workforce, Training, & Education***, which focuses on improving the training system that help workers develop and maintain the skills they need to fill jobs in the recommended target businesses.

This Plan establishes a vision statement for the City of Hudson's economic development efforts, recommended target businesses that fit Hudson, and a series of specific goals and strategies to improve the economic vitality of Hudson. The Plan also includes a five-year implementation guide. This guide provides the City with a list of recommendations, an implementation timeline, estimated costs (when available), and assignments of lead implementation roles to local organizations. The list of metrics will help economic development leaders measure progress and refocus efforts depending on success and changing market demands. And throughout the Plan, we have provided examples of best practices that will not only show the community how to implement these recommendations, but also serve as beacons of hope that other communities have faced the same situation as Hudson and have found a way to overcome their obstacles to economic vitality.

When approved, this report will be available online at www.envisionhudson.com.

INTRODUCTION

In presenting this Economic Development Strategic Plan, this planning process is nearing its end. As the diagram below indicates, the only remaining task is to unveil the Plan in a community-wide rollout event.



The rollout event will give the community an opportunity to rally behind its new Plan. Invite Steering Committee members to speak about their involvement in this project and how they plan to assist with implementation. The local media should attend and cover this event. By maintaining momentum and encouraging on-going participation, the City of Hudson can make implementation begin much more quickly and more successful.

ACKNOWLEDGEMENTS

AngelouEconomics would like to thank the staff at the City of Hudson for its support throughout the course of this project, particularly **Bernardine Matava-van Kessel**, Economic Development Director for the City, and **Doug Elliott**, Hudson City Manager. They both provided valuable insight and assistance in their positions with the City, and both served on the Advisory Committee. We would also like to show our appreciation to the other distinguished individuals on the Advisory Committee for their invaluable insight and ideas that led to the creation of this plan.

Name	Company
Ed Devlin	Principal Devlin Group, Inc. & Advisory Committee Co-Chair
Carolyn Konefal	Executive Director Hudson Chamber of Commerce
Brian McCue	Sales Manager Vi-jon
Andrew Duff	President, Board Of Education Hudson City School District
David Hall	LifeCenter Plus/Great Lakes Development
Gregory Wilson	Associate Vice President, Economic Development and Strategic Partnerships Kent State University
Peter Flood	Chairman / CEO The Flood Company
Brian Carney	Exec. VP and CFO Jo-Ann Stores, Inc.
Gregg Cramer	Assistant Director of Administration, Summit County Dept. of Economic and Community Development
Mike Wojno	President Summa Enterprise Group
Bob Kerscher	President Lexi-Comp, Inc.
Elaine Kuebler	Owner North End
Rick Organ	President Schneller Inc.
Jill Bacon-Madden	Communications Consultant
Christina Tait	Attorney and Former Deputy City Manager of Hudson
Wink Dougherty	President Morgan Bank
Bill Wooldredge	Trustee Hudson Economic Development Corporation

Every plan must begin with a vision that will guide the community in its economic development endeavors and make this plan a reality. A proper vision is the foundation of all activities that will make the community better, and drives every aspect of the plan.

CITY OF HUDSON VISION FOR ECONOMIC DEVELOPMENT

Hudson seeks a vibrant economy based on a diverse tax base that will strengthen our community economically, while we keep our commitment to maintain a high quality of life and protect the city's historic heritage.

This statement makes clear the community's two equally important intentions: to strengthen the community's economy and maintain the city's quality of life and special characteristics. A firm commitment to both will be required if Hudson wants to achieve its economic goals. The goals and strategies that follow, as well as the recommended target businesses, seek to honor both of these intentions by balancing out both.

Strategies within the report focus on the following industries. For more information about AngelouEconomics' methodology, Hudson's clusters, and in-depth profiles on each industry, see the Appendix.

Financial Services: a high growth sector, financial services has a total U.S. output valued at \$1.5 trillion. Today nearly 50% of all U.S. households hold stock, which has generated greater public interest than ever before in the financial services industry. Hudson's best sectors are in regional divisions, sales offices, processing centers, and call centers. Financial service centers require low recurring costs, reliable utilities, and available office space. Hudson's good transportation access and high-income population will support the creation of financial services within the city, as well as support centers.

Regional Corporate Headquarters: While not an "industry," regional corporate headquarters have been an explicit target of economic developers for decades. "Regional corporate headquarters" are defined as an administrative division of a multi-location company that contains a large number of decision-makers and top managers. The headquarters might be for a product division, specific geographic region, or company-wide. Hudson's high quality suburban setting matches well with the image and access corporate or regional headquarters desire.

Distribution: Distribution is a big industry in the U.S., as more and more goods are manufactured and procured from locations far from where they are consumed. Hudson's central location in a large regional economy, coupled with its excellent highway access, suggests a clear strength for Hudson in warehousing, distribution, and fulfillment. AngelouEconomics recommends that the city focus on high quality flex buildings that distribute Medical Devices/Supplies and Consumer Goods.

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Technology Services: Primarily focused on software development, computer services, and research and development in areas such as polymers, liquid crystals, and biotechnology, Hudson has the opportunity to develop a technology entrepreneurial culture. These firms are highly mobile and are drawn to unique settings. In many ways, the small software company is an ideal fit with the community vision: a small office user in a downtown environment that pays high wages and employs young professionals. "High tech" types might demand wireless access at local eateries and coffee shops in exchange for their patronage and commitment to Hudson. Successfully supporting a few software startups in Hudson will also do much to change the Hudson brand to the outside world.

Retail: Restaurants, downtown retail, and regional retail have become the mainstays of communities around the country. Many cities are dependent on the tax revenue associated with these stores, and some perceive the steady improvement of retail options as a clear quality of life issue. Hudson's clear

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progress in its downtown retail environment can be expanded. New restaurants will keep more of Hudson's daytime workers inside the city limits, while additional regional retail will draw more visitors into Hudson to shop and will encourage Hudson residents to spend their retail dollars within Hudson as opposed to outside of the community. Hudson is in the enviable position of being able to choose the type and quality of development in its retail sector.

Each of these targets will deliver a unique benefit to the city and meets a goal of the citizen input received throughout the planning process:

Benefits Summary

<i>Hudson Target</i>	<i>Community Vision/Benefit</i>
Regional Headquarters; Financial Services	These high profile businesses bring with them a strong professional brand and awareness, as well as high paying jobs
Technology Services	Small tech firms such as software programmers will bring an entrepreneurial culture that will not only improve Hudson's economy and tax base but also create an environment in which other businesses flourish.
Specialty Health Care	Hudson quality image will draw consumers looking for cosmetic and specialty medical services
Consumer goods distribution Medical Devices distribution	High level of investment in these companies will deliver significant new revenue to schools
Restaurants	Greater amenities for residents and daytime workers
Downtown boutiques Regional retail	More retail will create a synergy between shoppers looking for standard consumer items and unique items (clothing, gifts, etc)

The job creation benefits and tax revenue benefits of these targets are significant.

By targeting higher wage or high investment companies, Hudson will create new job opportunities for its citizens, while expanding the city's tax base. Hudson's city tax revenue is highly dependent on income taxes from local jobs. In fact, a majority of city tax revenue comes from people who are employed in Hudson but do not live in the city. These workers pay taxes to the city, but do not require a lot of city services. Since they don't live in Hudson, the school district is not financially burdened with additional school enrollment.

So, what does 100 new jobs mean to the city's tax base? Of course, it depends on the salary level and investment level. A software company that pays 100 people an average salary of \$60,000 would yield an additional **\$120,000 in city income tax revenue** and **approximately \$100,000 in new property tax revenue**.

A more capital-intensive facility like a distributor or retailer would yield significantly more in school tax revenue. A \$10 million investment by these companies would generate **over \$200,000 in new local property tax revenue each year**, in addition to over \$200,000 in new income tax revenue.

We profile what each of these facilities would look like in Hudson, and their resulting job creation and tax revenue impacts.

What Will These Targets Look Like?

These types of development will be high quality and of varying footprints:

Example: **Value Added Manufacturing / Distribution**

Typical specs:

- 120,000 s.f.
- \$10-15 million investment in building and equipment
- 300 jobs
- \$210,000 per year in local income tax revenue
- \$280,000 in local property tax revenue



Example: **Town Center-Style Retail**

Typical specs:

- 80,000 s.f.
- \$8 million investment in building and inventory
- 200 jobs
- \$50,000 per year in income tax revenue
- \$180,000 in local property tax revenue



Example: **Technology Services**

Typical specs:

- 50,000 s.f.
- \$5 million investment
- 200 jobs
- \$240,000 per year in local income tax revenue
- \$110,000 in local property tax revenue



ECONOMIC DEVELOPMENT ACTION PLAN

This economic development action plan sets a vision for the economic future of Hudson. It then sets broad goals to make that vision a reality and strategies to achieve the goals over the next five years.

This plan uses several important terms related to implementation that need to be defined. The following table explains each of those terms.

TERM	DEFINITION
Goal	Outcome statements that define what Hudson is trying to accomplish
Strategy	Courses of action designed to achieve a goal
Action	Steps that support the completion of a strategy
Primary Implementer	The organization with primary responsibility for carrying out a strategy in achievement of a goal
Supporting Implementer	The organization(s) that support the primary implementer in carrying out a strategy
Timeframe	Period of time in which an implementer should accomplish an objective
Performance Measurements	Tools to monitor, adjust, and rate the success of actions taken to accomplish a goal
Costs	Costs are estimated for strategies when possible. The costs of some strategies may be in staff time or volunteer efforts.

Goals

For Hudson to attract target businesses, expand its existing businesses, stabilize and strengthen its tax base, and improve its overall quality of life, it must achieve these goals. The strategies and actions in this Plan flow directly from one of these 5 goals.

- **GOAL ONE: Business Climate**
Create a more friendly business environment in Hudson that supports economic growth and development.
- **GOAL TWO: Quality of Life**
Ensure that Hudson remains an attractive place to live, work and visit.
- **GOAL THREE: Sites & Infrastructure**
Ensure that Hudson's infrastructure meets the needs of target businesses as well as existing businesses.
- **GOAL FOUR: Economic Development & Marketing**
Provide adequate resources to the City of Hudson's economic development efforts so the department can achieve the goals and strategies of this plan.
- **GOAL Five: Education, Training & Workforce Development**
Ensure that workers in Hudson and the surrounding area have the skills to fill jobs brought in by target businesses.

Review Of Hudson's Land Development Process

Before making recommendations regarding improvements in Hudson's business climate, quality of life, workforce, infrastructure, and economic development efforts, it is important to conduct an analysis of perhaps the most significant impediment to successful economic development in Hudson: its land development process. The difficulty, unpredictability, and expense of the development process have resulted in several developers vowing never to do business again in Hudson. While it is important to have a land development process that reflects the values of a community and protects those characteristics and features that are most valuable, the process should not be so onerous that it drives away all those wishing to do business in the community. Hudson's development process has reached that level of difficulty. This section will detail the problems with the process, and we will make recommendations for improving the process in the Business Climate section of this plan.

In its Comprehensive Plan, Hudson's stated goal is for limited growth (a population of 28,000 at build out) at a moderate to slow rate of one to one and one-half percent annually. To achieve that end, the City has enacted development standards that promote and ensure a scale and density of development consistent with the goal of limited growth. However, the code not only limits development of Hudson's population, but also limits the types of businesses that might want to locate in Hudson, and with them potential economic development. If it continues to pursue this limited growth scenario, Hudson and its residents will likely realize the following results:

- 1. An ever-increasing disparity between the cost of public services and the ability to generate tax revenue to pay for those services.** There is a direct connection between economic development and the tax burden on Hudson residents, a major issue discussed in the *Hudson Community Profile*. The major source of revenue for the City of Hudson is the income tax, while the main source of revenue for the school district is the property tax. If the city is not successful at improving the economy by growing existing businesses or attracting new ones, the tax burden on residents will continue growing. At some point, passing levies to increase either income or property taxes will become difficult if not impossible. The quality of services will decline, and with it a major feature of Hudson's quality of life and one of Hudson's major sources of attractiveness. Hudson will have to sustain some type of growth – preferably a growth in the number of businesses paying income and property taxes to continue a healthy revenue stream to provide quality services to its residents and a quality education to its children.

2. **An aging population that would eventually be reluctant to support schools and other services directed to young people and families.** The limited population growth of 28,000 envisioned in the Comprehensive Plan could discourage more people moving to the area, which would also limit the number of young families or young professionals moving to Hudson. That would result in an aging population over time. If this aging population shows the same tendencies as other areas with large aging populations, they would eventually become more reluctant to support public financing of services geared toward young people and families, such as schools.
3. **A potential decreasing interest by retailers to locate in the community.** The limits placed on retail exceeding certain square footage limits will limit the types of retail that will be attracted to Hudson. There are some types of retailers – including the “mini-anchors” described later in this section – that are popular in other communities, but will not attempt to locate in Hudson because their standard building footprints require more square footage than Hudson land development codes allow. In addition, the general difficulty of the land development process is likely to discourage retail businesses from building or expanding in Hudson, just as it discourages developers of other types of development.
4. **A trend toward a sprawl growth pattern.** A comprehensive plan that does not recognize the potential for significant growth and has no provision to assimilate that growth could produce suburban sprawl. The phenomenon of sprawl would produce the exact opposite effect that Hudson desires – a development pattern spread out over the city’s 25 square miles, increased traffic requirements, and a definite decrease in the quality of life in the city.

The risks of creating a sprawl growth pattern should not be underestimated. Sprawl represents one of the greatest threats to quality development today. The phenomenon has become so widespread that the Urban Land Institute, the Sierra Club, the National Multi-Housing Institute, and the American Institute of Architects recently completed a study entitled *Higher Density Development: Myth and Fact*. The study begins by contending that “The fact is that continuing the sprawling, low-density, haphazard development pattern of the past 40 years is unsustainable, financially and otherwise. It will exacerbate many of the problems sprawl has already created: dwindling natural areas and working farms, increasingly longer commutes, debilitating traffic congestion, and harmful smog and water pollution. Local officials now realize that paying for basic infrastructure – roadways and schools, libraries, fire, police, and sewer services – spread over large and sprawling distances is inefficient and expensive.”

The report also states, “Planning for growth is a comprehensive and complicated process that requires leaders to employ a variety of tools to balance diverse community interests. Arguably, no tool is more important than increasing the density of existing and new communities, which includes support for infill development, the rehabilitation and reuse of existing structures, and denser new development. Indeed, well-designed and well-integrated higher density development makes successful planning for growth possible.”

The report provides eight facts regarding higher density growth that are important for Hudson to remember as it pursues growth to spur economic development:

- Higher density housing tends to house fewer families with children, which puts less demand on schools and other public services than low-density housing. Higher density housing also tends to be more compact, which requires less extensive infrastructure to support it. This fact is important for Hudson to remember, particularly if it pursues recommendations later in this Plan regarding housing for active adults and young professionals.
- Higher density development does not cause any more depreciation of property values than other types of development, and in fact may increase values, according to studies conducted by Virginia Tech University showing that “over the long run, well-placed market-rate apartments with attractive design and landscaping actually increases the overall value of detached housing nearby.”
- Higher density development generates less traffic than low-density development per unit, makes walking and public transit more feasible, and creates opportunities for shared parking.
- Higher density development is not associated with higher crime rates any more than lower density developments are.
- Higher density development is much less destructive to the environment than low-density development, which tends to increase air and water pollution because of the need for increased car trips and destroys natural areas through pavement and urbanizing larger areas. The study states, “Higher density development offers the best solution to managing growth and protecting clean air and clean water. Placing new development into already urbanized areas that are equipped with all the basic infrastructure like utility lines, police and fire protection, schools, and shops eliminates the financial and environmental costs of stretching these services farther and farther out from the core community.”
- Higher density developments that are attractive, well designed, and well maintained tend to attract good residents and tenants and fit well into existing communities.
- Higher density housing is more acceptable to a more diverse population, even in suburban locations.
- People of all income levels (including those with higher income levels) choose higher density housing.

Given its desire to improve its economy and stabilize its tax base, Hudson will have to increase its development to some extent. To recruit new businesses to the area, Hudson should plan for growth on its own terms, and not simply deny that growth will occur beyond a certain point. The format and style of development need not threaten the historic significance and beauty of Hudson’s natural and built environments. The city should forge a plan that accommodates growth, balances revenues and expenses, protects the natural environment, and ensures quality of life for all residents.

DEVELOPMENT REGULATIONS

Hudson's Land Development Code (LDC) reinforces the goals and objectives laid out in the Comprehensive Plan through several means, including Zoning Classifications, Zoning Development and Site Plan Standards, Subdivision Design Standards, and Architectural & Design Standards. These regulations are consistent with a community intent on preserving its historical heritage and quality of the built environment. The LDC is a very thorough set of rules for detailed development but seems to lack guiding principles. However, there are principles that would ideally expand on the vision Hudson has for itself and address the following issues. These principles are derived from an education session sponsored by the Urban Land Institute on New Urban Community Planning and Design.

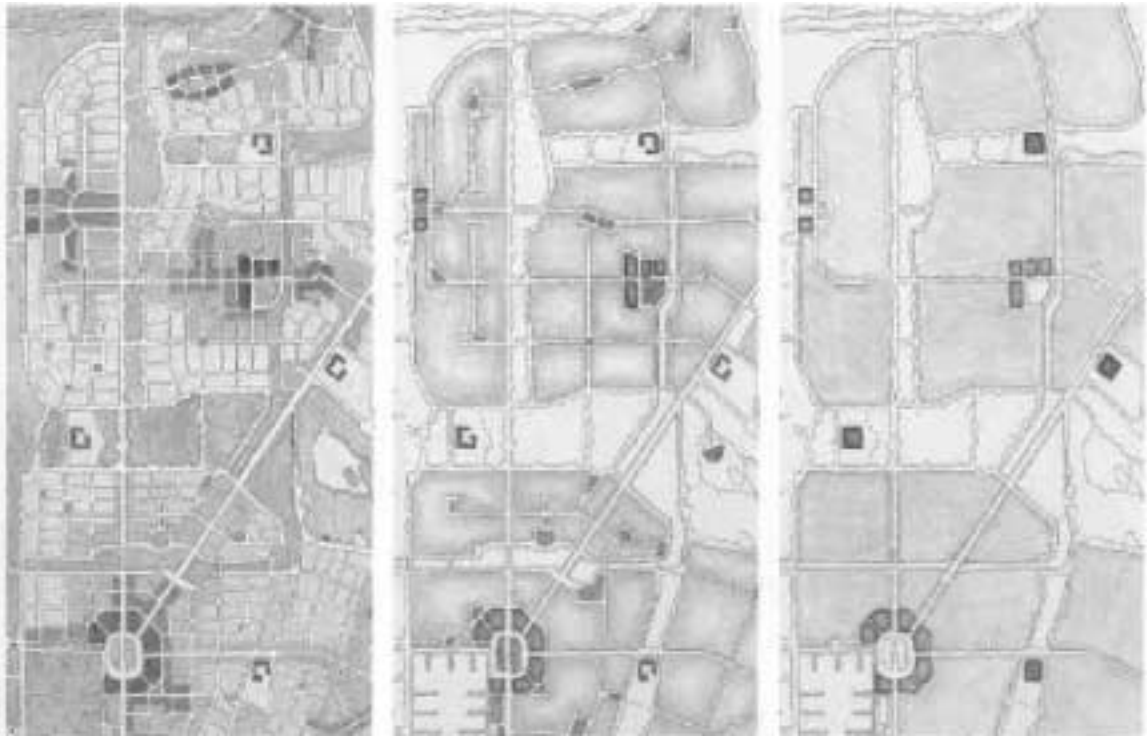
1. Respect the relationship of the neighborhood to the region and the city to the countryside.
2. Respect and preserve natural and man-made open spaces for present and future generations.
3. Minimize the number and length of automobile trips and offer viable alternatives to driving for those citizens who are unable to do so.
4. Organize appropriate building densities to support an evolving mix of uses and recognize the recyclable nature of well-built, general-purpose structures.
5. Integrate age and economic classes to form the bonds of an authentic community by providing a full range of housing types and workplaces.
6. Encourage citizens to come to know each other and to watch over their collective security by providing revered public spaces such as great streets and squares.
7. Encourage community activities in suitable civic and cultural buildings, which support the balanced evolution of society.
8. Recognize the role of appropriate sized schools as neighborhood anchors and role of the community at large in nurturing adolescents into fully functioning citizens.
9. Allow residents to stay in their neighborhood generation after generation.
10. Provide people of all ages with independence of movement by locating most daily activities within walking distance.

The vision embodied in these principles is vaguely alluded to in the Hudson Comprehensive Plan, but should be clarified and strengthened in the plan.

DEVELOPMENT PROCESS

The official development review period, if regularly followed, would not seem onerous compared to other towns and cities. However, the actual time and fees for approval are reported to significantly exceed those set forth in the LDC. According to the City of Hudson’s Community Development Department, the official length of the process (under “ideal” circumstances) is 9 weeks on average. If development projects could navigate the process on a regular basis in that length of time, the process would not likely be considered onerous. However, many projects cannot get through the development process in as short a period as 9 weeks. Some projects have taken as long as 6 months to get through the process, and some have taken over a year. Projects also sometimes incur unanticipated costs, such as exorbitant costs for basic water and wastewater connections.

If the review process continues to be lengthy and unpredictable, these impediments will continue to thwart development. This governing effect could be construed as an objective if slow growth is the community’s goal. However, slow growth with the stated ultimate population of 28,000 may not be economically sustainable. Should Hudson decide to reconsider its ultimate size and configuration the LDC should be altered to encourage development of the type and scale that reinforces the community’s vision. If a developer brings in a plan for approval that furthers the city’s vision, that plan should get expedited approval, using a “fast track” development process. The following excerpt from "The New Urbanism" by Peter Katz illustrates this idea (Illustration below, explanation at top of next page):



A Plan for the community of Southport in West Sacramento, California, by Duany and Plater-Zyberk proposes a unique implementation strategy. It links the ease of obtaining permits with a developer's willingness to follow a highly detailed regulating plan.

*This "carrot" approach outlines three levels of compliance. **Level I** of the plan (left illustration) determines the form of all streets, blocks, and public spaces. Developers seeking approval for such plans would face a modest fee and a six-week wait for permitting. This contrasts with the lengthy, expensive environmental review and public approval process that is the norm for development in most areas of California.*

***Level II** (center illustration) requires that major streets, retail centers, public buildings, and parks be sited according to the master plan. Conforming projects would require a six-month wait and somewhat larger fee.*

***Level III** developments (right illustration) are similar in scale to most "pod" projects now seen in the suburbs. This approach locates only the largest collector streets, activity centers, school sites, and green belts between each developed area. Developers in this scenario would face the "normal" battery of review for such projects. This typically means years of delay plus often-onerous fees for consultants, lawsuits, and mitigation of project impacts.*

DEVELOPMENT OF RETAIL ESTABLISHMENTS

When considering Hudson's desirability to national retailers, the maximum building square footages prescribed in the various zoning districts is a limiting factor from two points of view. First, successful retail centers tend to operate on the **anchored retail model**. A large retailer generating significant traffic is used to "anchor" the location, and the "in-line" tenants depend on that anchor to generate traffic for their stores. Large anchors are generally supermarkets or large department stores ranging in size from 45,000 to 100,000 square feet or more. However, some "mini-anchors," or specialty anchors, such as pharmacies and bookstores, do exist. These mini-anchors vary from 10,000 to 30,000 square feet in size. The in-line or specialty stores tend to range in size from 2,000 to 10,000 square feet, with an occasional anomaly in excess of 20,000 square feet.

Second, while the demographic profile of Hudson would entice most national credit tenants, the population is a little too small for regional anchors. Without these anchor retailers, many in-line national credit tenants would be reluctant to locate in a small market. Therefore, significantly increasing the maximum square footage limit is perhaps less an issue. However, given a standard city block (300' by 300'), which we recommend, a 10,000 square foot ground floor limit (by right) and up to 30,000 square foot limit (by variance) would be appropriate in some zoning districts. This could open the market to the smaller anchors and consequently draw some smaller in-line retailers. The architectural standards requiring 30-foot facade modulation and site development standards that encourage building close to the street should keep even a 30,000 square foot building from appearing out of scale.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

If Hudson chooses to allow denser retail developments in some zoning districts, the City can control the quality of these developments, and these national retailers will go to great lengths to meet the city's requirements to get an opportunity to get into this lucrative market. The extent to which these merchants will go to appease local concerns about building size and architectural style is directly proportional to their desire to be in a particular market. Simply put, the more people in an area with high disposable income the more likely a national retailer will be to comply with local building standards. The degree of change or adaptability can be categorized in two ways, aesthetic treatments, and basic format changes. The format changes usually require an exceptional market and aggressive design and site plan controls by the regulating entity. The best combination is usually a format change combined with aesthetic improvements. These concepts are illustrated below:



Aesthetic treatments combined with basic retail format modifications can result in a vastly improved public realm.

Recommendations to improve the development process are detailed in the Business Climate section of this plan. Appendix 2 includes examples of other communities that have employed the planning principles recommended in this Economic Development Strategic Plan. Those communities include Marion County, Florida, Onondaga County, New York, and the South Florida Water Management District.

Business Climate

GOAL: Create a more friendly business climate in Hudson that supports economic growth and development.

The following recommended changes to the process would make Hudson more business-friendly:

Business Climate Strategy One: Revamp The Land Development Code

Hudson's land development process is the reason the city has such a negative image as a difficult community to do business. The development process is slow, difficult, and costly for developers. Even under ideal conditions, Hudson's development process is slow. Unfortunately, according to developers, the actual development process is much longer than city officials report, since very few projects meet ideal conditions. If Hudson wants to successfully attract new businesses or help existing businesses expand, the city will have to revamp its land development process.

The process is slow. According to city officials, Hudson's development process takes about nine weeks on average, assuming that there are no problems with the project. However, the development process in Hudson is so complex that many projects encounter problems, and therefore do not complete the development process in the ideal time. All developers interviewed reported that the development process for commercial development can take at least six months, and in some cases could even exceed one year. For example, a major developer with significant experience in Northeast Ohio and Hudson remarked that the development process for an 8,000 SF office complex was completed in Twinsburg in just three formal meetings. The entire process was completed in 78 days. The developer estimated that the same project, if implemented in Hudson, could last six months.

The process can be expensive. The project in Twinsburg cited in the previous paragraph cost \$3,000 for a site review fee plus building costs. The developer estimated that the same project in Hudson could cost nearly five times as much as Twinsburg. Developers also report that codes and engineering standards are often open to interpretation that can lead to unexpected high costs and delays. There are also hidden costs. One developer reported having to pay \$46,000 in tap fees for a 2-inch water line while a 6-inch line would cost \$100,000 to tap. A similar project in Bainbridge cost \$16,000 for installation of similar water lines.

The process can be unpredictable, with very little guidance from the City. Hudson's development process is the most complex in the region. Its stringent regulations, its difficult components (including the architectural review and the upfront requirements during the preliminary site review), and the sheer difficulty of navigating the process even for developers experienced with it make Hudson's development process a long and frustrating one. Add the fact that getting help or guidance from the city staff on the development process can be difficult, and it becomes clear how developers and businesses could feel reluctant to do business in Hudson.

Business Climate Strategy Two: Establish a fast-track processing schedule for projects that embrace the community's vision and add diversity and density in desired areas.

Hudson can demand that developers comply with stringent development regulations that will result in high-quality development, but it should reward developers who meet those requirements by moving them through the process quickly.

The process can follow the example set by the community of Southport in West Sacramento, California, which follows the concepts of the “New Urbanism.” The more detailed plan a developer provides to the city early on in the process, the more easily and quickly a developer can obtain permits. The approach outlines three levels of compliance. Developers providing plans conforming to Level I must provide detailed information on all streets, blocks, and public spaces. Developers seeking approval for such plans would face a modest fee and a six-week wait for permitting. Level II requires developers to site major streets, retail centers, public buildings, and parks according to the master plan of the area. In exchange, have a six-month wait for approvals and must pay a larger fee. Level III developments only have to locate the largest collector streets, activity centers, school sites, and green belts between each developed area. In exchange, Developers in this scenario face the “normal” battery of reviews for such projects. This typically means years of delay plus onerous fees for consultants, lawsuits, and mitigation of project impacts. This type of process encourages developers to propose projects of high quality and to provide as much detail as possible early in the process. If they do, they are rewarded with a process that concludes quickly and is relatively inexpensive.

Business Climate Strategy Three: Provide flexibility in square footage requirements for retail developments in zoning districts six, seven, eight, nine, and ten to attract national “mini-anchor” stores as well as accompanying in-line developments.

Hudson currently limits square footage for retail establishments to 10,000 square feet all over the city. This places severe limits on developers of retail establishments, particularly those who want to attract a “mini-anchor” retail establishment such as bookstores, major office supply stores, and specialty stores such as Crate and Barrel. “Mini-anchors” are great draws for in-line retailers such as restaurants and other small retailers. They are also great attractions for companies thinking about locating in an area. Companies are looking for restaurants where their employees can have lunch without having to drive across town, places where their employees can shop, and in some cases, places that attract a large amount of foot traffic and car traffic. However, in order to attract mini-anchors and accompanying retail development, Hudson must relax its square footage limitation on retail establishments. **FOR EXAMPLES OF SQUARE FOOTAGE REQUIREMENTS OF VARIOUS MINI-ANCHORS AND SPECIALTY STORES, SEE APPENDIX 3 AT THE END OF THIS PLAN.**

Business Climate Strategy Four: Establish specific required time periods for each step in the development process, and require city staff to meet those time frames or provide a compelling reason why they cannot meet the time requirement.

One problem cited by many people participating in the public input process for this plan was the long period often required to complete the development process. There are currently no set time limits for different components of the process, which allows the process to drag on, sometimes for months.

Setting specific time requirements city staff would have to meet for each component of the process would provide them an incentive to complete each step in the allotted time.

City staff could take more time to complete a step of the process, but would have to provide a legitimate reason why a delay was necessary. This would introduce an element of predictability in the process for developers and make city staff accountable for moving applicants through the development process in a timely manner.

Business Climate Strategy Five: Adopt height regulations expressed in terms of a specific number of stories rather than a specific number of feet.

Adopting height restrictions expressed in stories rather than feet would give retail users the flexibility to build higher first floors without unduly limiting multi-story buildings. Vertical mixed-use buildings similar to the First and Main project could be developed by right rather than by variance.

Business Climate Strategy Six: Allow a vertical mixture of uses in zoning districts six, seven, eight, and nine.

This would encourage a denser mixed-use pattern of development, which promotes connectivity, adaptability, and diversity. It would also provide more flexibility to developers and encourage them to be creative in their designs while still adhering to the high standards established in the land development process.

Business Climate Strategy Seven: Establish a standard block layout of 300 feet by 300 feet with a maximum length of 600 feet and a maximum perimeter of 1800 feet.

Require buildings to be built close to the street with minimal parking in front. This will ensure a pattern of development that is similar to the historic development pattern. This standard could be applied in all zoning districts if the City so desires, or only in districts outside the Village Core if the City does not want to change development parameters downtown.

Business Climate Strategy Eight: Encourage a more mixed-use pattern of development in zoning districts six, seven, eight, nine, and ten.

These areas are all two to three miles from the Village Core, which makes them disconnected from a pedestrian's standpoint. Each area could take on its own village character. This dispersion of density would allow multiple village centers surrounded by supporting residential development. The village centers would be able to provide the local goods and services necessary to nearby residents thus minimizing the need to travel across the city as often. The following graphic on the next page illustrates the concept of multiple Village Centers. Each center is dispersed enough to have its own pedestrian-shed. As the illustration shows from the village center to the edge is generally the comfortable distance one can walk or bike. This pattern of development encourages densification at each core in a manner that should support locally serving retail goods and services. Typically, each center is also the place for civic structures such as schools, meeting halls and churches.



Business Climate Strategy Nine: Reinforce the alternative transportation goal in the Comprehensive Plan by considering implementation of a high quality bus or shuttle system linked with public parking structures to support densification in core areas.

Public parking structures could be handled like any other public infrastructure and would allow densification without sacrificing land to surface parking lots. A denser mixed-use pattern will also make walking and biking real transport alternatives. The following images show examples of municipal parking facilities carefully integrated into the city fabric.



NOTE: SINCE ALL OF THESE RECOMMENDATIONS RELATE TO THE LARGER TASK OF REVAMPING HUDSON'S LAND DEVELOPMENT CODE AND SHOULD NOT BE UNDERTAKEN IN A PIECEMEAL FASHION, WE PROVIDE ONE SET OF ACTIONS AND AN OVERALL COST AND TIMEFRAME.

Actions:

1. Draft a Request for Proposals (RFP) seeking a consultant to assist the City of Hudson in revamping its land development code.
2. Require applicants to address the methods and process they will use to revise the land development code. Applicants should specifically discuss how they will accomplish the City's desired changes to the code, including development of a fast-track development process, loosening square footage restrictions on retail establishments, establishing specific time requirements for city staff to move applicants through the process, height guidelines, vertical mixture of uses, establishing standard block layouts, and establishing more mixed-use patterns of development.
3. Ask the applicant how they would simplify the language of the land development code and how they would make the document more efficient.
4. Require applicants to establish a process the City can follow in the future to address alternative transportation issues.
5. Require applicants to detail how they will involve the public in the process so that the process has maximum input. Include methods for ensuring involvement of developers, city staff, and residents in the process.
6. Distribute the RFP to a large number of consultants to encourage a large number of responses.
7. Review proposals and select the most qualified applicant.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

8. City establishes an oversight committee to guide consultant in their work and ensure maximum public participation.
9. Consultant conducts the process to revamp the land development code with input from developers, city staff, and residents.

Primary Implementers: City of Hudson, Selected Consultant

Secondary Implementers: Developers, City Staff, Hudson Residents

Timeframe: June – December 2005 for Recommendations 1-7, January - December 2006 for Recommendations 8 and 9

Cost: Up to \$75,000

Benefit: Improving the land development code will make Hudson more attractive to business. While it is not possible to determine the monetary benefit of this improvement, the City of Hudson will benefit from increased income tax revenue and the Hudson School District will benefit from increased property tax revenue. See page 11 for the potential increase in jobs, investment, income tax, and property tax revenues from one facility in different target businesses.

Quality of Life

GOAL: Ensure that Hudson remains an attractive place to live, work and visit.

Hudson is already known for its great quality of life. The community is a wonderful place to raise a family, an affluent community that offers charming neighborhoods, a low crime rate, attractive parks, and excellent schools. Hudson is one of the most affluent cities in Ohio, and a city with a great deal of historic charm and character. Hudson residents are committed to preserving the community's Western Reserve character and small town feel.

However, Hudson's quality of life is linked to its success in economic development. The tax burden has increased for Hudson residents in the past year. Income tax rates were increased from 1 percent to 2 percent in January 2005, which put the rate in Hudson in the top tier of tax rates for peer communities. Levies to increase property tax rates for the school district have become more difficult to pass as the property tax burden on residents has steadily increased. The increasing tax burden could affect Hudson's quality of life if either of these tax sources is threatened. If residents begin resisting increased property tax levies, the quality of Hudson's schools (one of the most attractive features of its quality of life) could begin to decline.

Economic development will not only help stabilize these two revenue sources, but it will also ensure that the quality of the schools and the quality of city services – which both contribute greatly to Hudson's quality of life – remain excellent.

The recommendations in this section will also boost the quality of life in Hudson by addressing three issues that have not been adequately addressed: establishing more retail establishments and restaurants in Hudson; encouraging development of active adult housing; and encouraging development of housing to attract young professionals.

Quality of Life Strategy One: Work to attract more retail establishments and restaurants to other parts of Hudson.

One of the chief issues regarding quality of life in the city is the lack of adequate retail establishments and restaurants. The high level of disposable income and the lack of restaurants in close proximity to many of Hudson's major employers create excellent opportunities for retailers and restaurateurs. Workers at established businesses in the southern part of Hudson (such as Jo-Ann Stores) do not have restaurants where they can have lunch or retail shops where they can shop on their lunch breaks or after work. Workers take their dining and shopping business to other communities. If Hudson wants to attract target businesses, it will have to develop retail and restaurant options outside downtown to make sites in other parts of town attractive. Retail establishments and restaurants that are attractive to young professionals would also help attract more young professionals to the area.

Actions:

1. Have undergraduate business and MBA students at Kent State University conduct an analysis of retail spending patterns and projections for the city and surrounding communities.
2. The analysis should include a feasibility study of new location opportunities for retail establishments and restaurants.
3. Determine the specific types of retail and restaurants that are most suited for success.
4. The study should be updated on an annual basis.
5. This market research should be used to highlight the attractiveness of the community to national retail companies and restaurants, and the complete data should be provided by economic development organizations to any retail establishment or restaurant considering operations in the city.

Primary Implementer: Kent State University

Secondary Implementer: City of Hudson

Timeframe: September –December 2005

Cost: Cannot Determine

Benefit: The study described in this recommendation will help attract more retail establishments and restaurants to Hudson, making the city more attractive to businesses, young professionals, and visitors.

Quality of Life Strategy Two: Work to attract active adult housing developments to retain Hudson's mature population.

Participants in focus groups and interviews conducted as part of developing this plan raised concerns that there is not enough active adult housing in Hudson for people who want an alternative to single family housing. Many mature residents have no alternative options in housing if they want to move from their homes to more affordable residences or homes that are easier to maintain, such as condos and town homes. Hudson will lose these residents – and the money they have to spend – if it does not do something to remedy this situation.

Actions:

1. Work with the social science department at Kent State University to have students conduct an analysis of the growth trends in the active adult population in Hudson and a feasibility analysis of the need for active adult multi-housing development in the city.
2. This research should be used to highlight the attractiveness of the community to active adults, and the complete data should be provided by the Economic Development Department to any developers wishing to develop active adult and/or senior housing in the city.
3. Meet with developers to determine the feasibility of building active adult developments in Hudson.

Primary Implementer: City of Hudson

Secondary Implementer: Developers

Timeframe: Beginning January 2006

Cost: Cannot Determine. Depends on specifications of housing development

Benefit: Will help retain active adults in Hudson where they can continue contributing to the economy

Quality of Life Strategy Three: Work to attract housing that will appeal to young professionals.

One of the findings of the *Community Profile* was that the Northeast Ohio region as a whole is losing young professionals – the population 25 to 44 years old. This plan will address an overall strategy for attracting young professionals to the area in the Education, Training, and Workforce Development section. One of the significant attractions for young professionals is housing specifically geared to their desires and needs. Young professionals are more likely than other age groups to prefer living downtown and near the center of other things that attract them – close to work and entertainment options, in locations that do not require them to drive to get to work, restaurants, bars and night spots, and other attractions.

Actions:

1. Work with Team NEO to obtain data they have gathered on the needs of young professionals in Northeast Ohio, particularly housing needs.
2. The data should be used to compare the desires of young professionals to characteristics in Hudson, and determine the feasibility of building housing for young professionals or attracting them to existing housing developments. The complete data should be provided to any developers wishing to develop housing for young professionals in the city.
3. Meet with developers to determine the feasibility of building housing developments for young professionals in Hudson.

Primary Implementer: City of Hudson

Secondary Implementer: Developers

Timeframe: Beginning June 2006

Cost: Cannot Determine. Depends on specifications of housing development

Benefit: Will help attract young professionals to Hudson where they can fill jobs in target businesses, attract target businesses, and contribute to the economy

Sites & Infrastructure

GOAL: Ensure that Hudson’s infrastructure meets the needs of target businesses as well as existing businesses.

When choosing a development location within a state or region, the availability of infrastructure grows in importance. As more and better infrastructure becomes available in almost every city across the country, business prospects will compare a region or city’s infrastructure, both its availability and pricing. In that competitive environment, a community needs to find ways to meet the infrastructure needs of existing and target businesses.

Some aspects of Hudson’s infrastructure provide advantages for the city. For example, the City’s transportation access is excellent, due to its proximity to the Ohio Turnpike and other major State and interstate highways. However, other aspects of infrastructure need to be improved. For example, available large tracts of land, which would be attractive to many potential target businesses, are relatively scarce. Available land may not be connected to basic infrastructure. Infrastructure fees are relatively high, particularly tap-in fees. Traffic congestion in downtown Hudson gets very heavy during morning and afternoon drives to and from work. Though there are several problems that need to be addressed, Hudson should work on its most basic infrastructure problems first.

Sites & Infrastructure Strategy One: Have the City Engineer conduct a complete inventory of available land to determine whether sites have necessary basic infrastructure.

There is a limited amount of land available for development in Hudson, particularly large tracts of land that might hold larger developments. One of the concerns regarding this available land is that not all of it is ready to be connected to basic infrastructure – water, sewer, electricity, and other essential services. This situation needs to be remedied to ensure that all available land can be made ready for development as quickly as possible.

Actions:

1. The City conducts a complete inventory of every vacant parcel of land that might be used for a business location to determine whether it is capable of being connected to basic infrastructure, including water, sewer, electricity, telecommunications, and any other basic services.
2. The inventory should note any parcels of land that cannot readily be connected to basic infrastructure, and determine how it could be made ready to hook up to services.
3. The City should work to prepare those vacant parcels so they can be hooked up to services to make them more attractive to potential businesses seeking business locations.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

Primary Implementer: City Engineer

Secondary Implementer: Public Works, City Utilities

Timeframe: June –August 2005

Cost: Time

Benefit: Hudson will be better prepared to attract potential target businesses

Sites & Infrastructure Strategy Two: Add infrastructure availability information to the City's Available Properties database once the inventory is complete.

The Hudson Economic Development Department has done an excellent job of putting together a database of available properties that provides valuable information to target and existing businesses on available sites. The database provides information on property zoning, the total size of each property, and other valuable information. The information on whether properties are hooked up to infrastructure or can be readily connected to infrastructure needs to be added to the database when the inventory is complete.

Actions:

1. The City Engineer provides the results of the inventory of available land and its readiness to be connected to infrastructure to the City Economic Development Department.
2. The Economic Development Department adds the data on readiness to connect to infrastructure to information on each available property.

Primary Implementer: City Economic Development Department

Secondary Implementer: City Engineer

Timeframe: September 2005

Cost: Time

Benefit: Hudson will be better prepared to attract potential target businesses

Economic Development & Marketing

GOAL: Provide adequate resources to the City of Hudson's economic development efforts so the department can achieve the goals and strategies of this plan.

Hudson has made several important strides in economic development in the past few years. The City commissioned creation of this Economic Development Strategic Plan to provide a vision and direction to its economic development efforts. It hired its first Economic Development Director, who has set up several vital programs to improve the business climate in Hudson, including a business visitation program and building important regional alliances with other economic development organizations. The Director also set up a database listing all available industrial, commercial, and office properties in Hudson that can be used by businesses seeking locations in the city. The Department also established an Economic Development Incentive Committee to review company requests for incentives and work on tax abatement packages. However, a great deal must still be done.

The Department needs more staff so it can focus on more economic development activities, such as business attraction and marketing. The City needs to establish a brand and image it can sell to businesses it wants to attract. The City also needs to continue to build on the alliances established by the Economic Development Department. In addition, the Department needs to prepare to launch an aggressive external marketing campaign to systematically sell itself to target businesses identified in this plan.

Economic Development & Marketing Strategy One: Provide additional resources to the City of Hudson Economic Development Department.

The new City Manager and the Economic Development Director make a highly effective team, although limited in manpower and support resources.

The City needs to provide additional human resources to effectively market Hudson as a great location in which to do business. The Economic Development Director position is currently part-time and needs to be made full-time. In addition, an Economic Development Specialist position needs to be created. In addition to assisting the Economic Development Director with general economic development tasks, the Specialist can serve as an Ombudsman to help developers negotiate the City's development process. With adequate staffing, the Economic Development Director can then focus efforts on critical economic development activities, instead of having to also shepherd people through the land development process.

Actions:

1. Make the Economic Development Director position full time in FY 2006.
2. Hire an Economic Development Specialist (a position equivalent to an Associate Planner position in the Community Development Department) to assist the Economic Development Director with general economic development tasks and programs and serve as Ombudsman to assist applicants in the land development process in getting through the process.
3. The Economic Development Director is freed up to focus attention on current department programs and is then in a position to create and carry out additional programs.

Primary Implementer: Hudson City Council, City Economic Development Director

Secondary Implementer: City Human Resources Director

Timeframe: FY 2006

Cost: \$161,434 annually (Salary and benefits for full-time Economic Development Director and salary and benefits for full-time Economic Development Specialist)

Benefit: Allows the Economic Development Department to focus on more economic development efforts

Economic Development & Marketing Strategy Two: Continue adding information to the Economic Development website.

The department's website already contains some valuable information related to economic development, including the Available Properties database that lists all available properties in the manufacturing, office, retail, and vacant land. This is valuable information, but the department should add other information to the site once this plan is adopted, including information on the city's target businesses. Websites are one of the most effective communication tools. The more value a website provides a visitor, the more likely visitors will revisit the site and tell others about it. Expanding companies and site consultants begin researching communities through websites. Sites that are data rich and contain information targeted to specific industries are true marketing tools.

A majority of economic development-related organizations have their own websites. The Economic Development Department's website should be the primary communication piece for promoting economic development in Hudson.

Here is a list of good website practices the City of Hudson should adopt for its website.

1. Consistently use the economic development positioning throughout the website.
2. Dedicate a section for news and accolades. Organize news by target industry and keep this fresh.
3. Target the research you present. Have a web page dedicated to each target industry. For example, present regional assets that a Food Processing company would be most interested in, not everything you provide to a business.
4. Utilize PDF's to supply additional data, for instance a Target Industry Datasheet that states why the City of Hudson is attractive to Food Processing Companies.
5. Let users download economic and demographic figures (in Excel spreadsheets) and use with comparative data when appropriate to display how the region compares to others.
6. Make the site interactive by including GIS mapping, surveys, and forums.
7. Add local business testimonials.
8. Link to other economic development-related organizations and universities within the region.
9. Include contact information.
10. Allow web visitors to sign-up to receive e-newsletters.
11. Count number of web hits in relationship to the Economic Development Department pages.

A few best practice economic development web sites include:

- www.michigan.org – The State of Michigan's economic development and travel website
- www.crda.org – economic development website for the Charleston (South Carolina) Regional Development Alliance
- www.lped.com – Website for the Lincoln (Nebraska) Partnership for Economic Development.

Actions:

1. Include targeted up-to-date web site information, using the above list of practices and practices used on the list of effective websites as a guide.
2. Promote the web site URL in every marketing activity.

Primary Implementer: City Economic Development Director, City Web master

Secondary Implementer: City GIS Department, Team NEO (REDIS)

Timeframe: Immediately upon receiving this plan

Cost: Time (Team NEO will provide interactive GIS at no cost through its REDIS program)

Benefit: The Department's website will be an effective source of information for companies on Hudson

Economic Development & Marketing Strategy Three: Develop a brand for Hudson based on its historic character.

Communities that adopt a differentiating marketing theme appealing to their target audiences will have a greater chance of succeeding at marketing and economic development. The City and economic development-related organizations need to promote a consistent message. With the profusion of competition, those cities that promote a unified message gain more traction in the marketplace.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

Marketing themes and taglines are sensitive issues. Individuals carry different beliefs about what vision of attracting young professionals, entrepreneurs, and targeted businesses would be more effectively realized with an improved marketing message.

Examples of effective economic development taglines that target young professionals and businesses are:

- *Orlando: Putting Imagination to Work*
- *San Diego: Technology's Perfect Climate*
- *Santa Fe: Spirit of Creativity*

What differentiates Hudson from other communities? To answer this question, let us go through a branding process.

1. **Identify the largest industries / clusters in the city currently.** Manufacturing, Financial Services, Telecommunications, Retail, Business and Professional Services
2. **Identify industries with high growth potential for Hudson.** Financial Services, Distribution, Specialty Health Care, Technology Services, Retail, and Regional Headquarters
3. **Support the vision statement.** Key descriptors for positioning include: cultivating, outstanding, creative, energetic, premier, diverse, innovative, and advancing
4. **List the strengths that businesses value.** Population growth, location, existing technology cluster, high quality of life, good transportation, diverse economy, wide array of available sites, and growing young workforce
5. **Incorporate these factors, consider the target audiences for economic development, and add emotion to develop a new theme/tagline for Hudson.**

Using these steps, considering Hudson's strengths, considering where the community has been, and considering where the community would like to go, Hudson should establish a brand that blends its focus on its history and its vision for the future. Given these conditions, Hudson might want to consider a brand with a tagline such as "Hudson – Preserving the Past. Embracing the Future." Another option might be "Hudson – A Proud Past. A Bright Future." The tagline should capture the community's strong desire to recognize its past while charting a new economic course for the future.

Actions:

1. The City and local economic development partners need to agree on a brand they feel is appropriate, incorporating its reverence of its past and historic character.
2. Hire a local designer to design a new logo incorporating this tagline to use in economic development marketing.
3. Distribute a style guide with the new logo to all partners so that they can use this in their marketing. Promote the new message.

Primary Implementer: City Economic Development Department, Hudson Economic Development Corporation

Secondary Implementer: Hudson Chamber of Commerce, other economic development organizations

Timeframe: Immediately upon receiving this plan

Cost: \$5,000 – 8,000 for logo design

Benefit: A clear brand and image will help Hudson sell itself to businesses and create a positive image

Economic Development & Marketing Strategy Four: Build on existing relationships the City already has with neighboring economic development organizations and area universities.

Under the leadership of the Economic Development Director, the city has formed partnerships with regional economic development groups including the Greater Akron Chamber, Northeast Ohio Trade and Economic Consortium (NEOTEC), Kent State University’s Regional Development Division, JumpStart, Inc., Team NEO, the Governor’s Office for Region 9, and The University of Akron’s Institute for Polymer Science. Hudson should continue to build on these partnerships as a way to extend the City’s economic development efforts and maximize limited resources.

Actions:

1. Hudson economic developers should routinely attend meetings of regional economic development partners. Invite them to participate in the City’s efforts. For example, request regional economic developers to sit on Hudson’s economic development committees and vice versa.
2. Communicate Hudson’s new vision and priority projects to the City’s regional economic partners.
3. Invite all partner organizations to an annual event in Hudson to discuss key regional issues and achievements.

Primary Implementer: City Economic Development Department, Hudson Economic Development Corporation

Secondary Implementer: Regional economic development partners

Timeframe: First year and on-going

Cost: Time

Benefit: Hudson can extend its effectiveness and maximize limited economic development resources

Economic Development & Marketing Strategy Five: Build a large team of community promoters.

An effective economic development and marketing technique is to launch an internal marketing campaign that builds a team of Hudson promoters. One way to accomplish this is for the City to conduct quarterly **workshops on “How to Promote Hudson.”** The workshops should first be offered to City staff members, then to hospitality and restaurant associations, real estate professionals, and others who interact with the public. Hudson’s selling points (a high quality of life, high standard of living, great public school system, etc.) and the agreed upon theme/tagline should be discussed during training. Encourage City employees, who attend the workshop, to facilitate a future workshop. Workshop attendees should walk away with phrases to use when selling Hudson to a newcomer, employee, or business traveler. A PowerPoint and handout need to be distributed during workshops.

Another idea is for the City to create a webpage linked to the current site. The purpose of this webpage is to encourage City employees and other citizens to comment on **“What Hudson means to them.”** A similar campaign is underway in Houston. Citizens are invited to type in why Houston is “worth it” to them. Other web visitors can view people’s comments. Although the Hudson campaign has a different spin, it can generate a similar awareness effect. Visit the “Houston, It’s Worth It.” website at <http://www.houstonitsworthit.com/>.

Yet another way to build a team of promoters is by **City Economic Development staff attending local business association events**, such as the Rotary, to provide updates on economic development progress. Ask association members to help by promoting Hudson to other business leaders.

Gain **local media support** by identifying media champions on the Advisory Committee who can work with the City's economic development team. These champions should provide media interviews on topics related to economic development. It is important that local newspapers, radio, and television stations provide coverage of the City's efforts.

The City could improve its communication with the general population by asking the *Hudson Hub Times* to dedicate a section of its paper to the following topics: (1) news updates on Hudson's economic development; (2) how to start a company in Hudson and resources available to entrepreneurs; (3) profiles of each target industry with local business representation. The City should also distribute press releases to regional media contacts.

Actions:

1. Conduct "How to Promote Hudson" training workshops twice a month for one year.
2. Have Economic Development staff provide routine updates at local business association meetings and events.
3. Build a webpage for the "What Hudson Means to Me" campaign.
4. Identify Advisory Committee media champions.
5. Meet with the *Hudson Hub Times* about a dedicated section for economic development stories.

Primary Implementer: City Economic Development Department, Hudson community promoters

Secondary Implementer: HEDC, regional economic development partners

Timeframe: First year and on-going

Cost: \$5,000

Benefits: Hudson will have a team of champions that can promote the community, building a word of mouth positive campaign

Economic Development & Marketing Strategy Six: Establish an annual marketing budget to provide marketing materials and cover travel and business development expenses.

This plan establishes the City Economic Development Department as one of the major marketing organizations for Hudson. Given those responsibilities, the Department should have an annual marketing budget with which to develop marketing materials such as brochures, and cover expenses related to travel or business development associated with the marketing effort.

While this budget will likely expand in future years, we recommend an initial budget of \$50,000 to get the marketing effort started. Though the Department should approach the City Council to raise at least a portion of the funding, the Department should consider approaching private funding sources for at least a portion of the marketing budget, as a contingency if the City cannot afford the entire amount.

Actions:

1. The Economic Development Director and City Manager put together a marketing budget to present to the Hudson City Council and to potential private funding sources.
2. The Economic Development Director arranges and delivers presentations to potential private funding sources to raise a portion of the marketing budget.
3. The City Manager and Economic Development Director present the marketing budget to the City Council as part of the budget process for FY 2006.

Primary Implementer: Hudson City Manager, City Economic Development Department

Secondary Implementer: Hudson City Council, private funding sources

Timeframe: FY 2006

Cost: \$50,000

Benefits: Hudson will have the resources to develop appropriate marketing materials and market itself to potential businesses

Economic Development & Marketing Strategy Seven: Continue the Economic Development Department's current Business Visitation Program.

The Economic Development Department has initiated a program for business retention and expansion. This program, which is part of the Summit Business Partnership, is carried out in cooperation with the Hudson Economic Development Corporation, and has been very well received in the business community. It is important for the Department to continue this program, because it demonstrates the City's commitment to its existing business community, and is the primary vehicle for determining the needs of existing businesses.

Actions:

1. Continue the Business Visitation Program.
2. Recruit more volunteers to expand the program.

Primary Implementer: City Economic Development Department

Secondary Implementer: Hudson Economic Development Corporation

Timeframe: Ongoing

Cost: Already budgeted (City staff plus volunteers)

Benefits: Hudson will have more success in retaining its existing businesses.

Education, Training & Workforce Development

GOAL: Ensure that workers in Hudson and the surrounding area have the skills to fill jobs brought in by target businesses.

Increasingly, education, training options and workforce talent are seen as leading contributors to economic development. Fortunately, Hudson has excellent public schools, (one of the best systems in the state), and excellent colleges and universities in the region. Because these educational institutions are a vital part of the community's quality of life and image, they must be maintained.

Education, training, and workforce development recommendations have been established to help Hudson:

- Use existing resources in the region to attract young professionals to the community.
- Determine how ready the community's and area's workforce is to fill jobs available in target businesses.
- Use existing resources to provide training to the workforce to prepare them for jobs in target businesses.

Hudson is fortunate to be located in a region where there is a wealth of programs designed to attract and retain young professionals and to train the workforce for available jobs. There is no need for Hudson to create any new programs. A workforce development study conducted last year in the Cleveland region showed that there are over 500 workforce development programs in the area. There are also two efforts underway in the Cleveland-Akron PMSA to attract and retain young professionals to Northeast Ohio. One effort sponsored by Team NEO is an effort coordinated with the region's 25 colleges and universities to keep their students in the region after they graduate. The Greater Akron Chamber has recently undertaken a campaign to attract young professionals to the region and develop the "cool" characteristics of the Greater Akron community to attract them.

Workforce and economic development are closely linked. A strong workforce leads to business recruitment. A strong economic base generates a workforce that leads to entrepreneurship and long-term economic growth. A strong pool of workers is critical to business expansion and recruitment, industrial diversification, and growing the population of young professionals.

Education, Training & Workforce Development Strategy One: Work with Team NEO and the Greater Akron Chamber in their efforts to attract more young professionals to Northeast Ohio.

The loss of young professionals is a common problem for Northeast Ohio, and should be addressed on a regional basis. Team NEO already has programs in place to attract and retain young professionals; the organization is working to develop a strategy to keep students at the region's 25 colleges and universities to stay in the region after graduation. Akron is just beginning to develop a program to attract and retain young professionals as well. Hudson can use their resources and learn from their efforts.

Actions:

1. The Workforce Development Board of Summit County contacts representatives of Team NEO and the Greater Akron Chamber to obtain information on their programs to attract and retain young professionals.
2. Determine how Hudson can become part of one of these efforts and work to attract young professionals to the Hudson area.
3. Form a Young Professionals' Network in Hudson to serve as a networking opportunity for young professionals in the Hudson area and a forum for young professionals to improve the climate for young professionals in the area.
4. Empower the Young Professionals' Network to put together a marketing program to attract other young professionals to the Hudson area.
5. Incorporate additional promotional activities, such as e-newsletters, direct mailers, and advertising (jointly execute with area universities).

Primary Implementer: Workforce Development Board of Summit County

Secondary Implementer: Greater Akron Chamber, City of Hudson, Hudson Chamber of Commerce, Team NEO

Timeframe: Immediately and on-going

Cost: \$5,000 annually for networking events and advertising (seek private funds- work with Greater Akron Chamber)

Benefit: Attracting and retaining young professionals will help attract companies to Hudson and help improve the overall quality of life in the community.

Education, Training & Workforce Development Strategy Two: Determine workforce readiness to fill jobs in target businesses as well as existing Hudson businesses.

Hudson should focus any workforce training efforts on ensuring that appropriate skills to fill jobs in target industries are available and plentiful.

Actions:

1. Review the information in the appendix of this plan on target business characteristics and skill requirements to learn what skills the workforce needs to fill those jobs.
2. Arrange and conduct forums with existing Hudson businesses to determine their training needs and let them know about available programs to train their workers.
3. Work with providers to ensure they can meet the training needs of both existing and target businesses.

Primary Implementer: Workforce Development Board of Summit County

Secondary Implementer: City of Hudson

Timeframe: Immediately and on-going

Cost: Cannot be determined. Depends on the training needs of the employers and the number of employees that need to be trained.

Benefit: Will prepare the workforce to fill jobs in both existing businesses and target businesses, and provide another attractive characteristic that will draw businesses to the Hudson area.

Education, Training & Workforce Development Strategy Three: Work with organizations and universities in Northeast Ohio to provide training programs as needed to prepare workers for jobs in target businesses.

Hudson is located in a region that has an abundance of workforce development programs and institutions of higher education. There are over 500 workforce development programs in the Northeast Ohio region, and 25 colleges and universities. There are more than enough resources available to provide basic and specialized workforce training to workers, as well as a variety of degree programs to prepare workers for both existing jobs and jobs that will be created by companies in recommended target businesses. Hudson should work with organizations such as Team NEO and universities such as Kent State University and the University of Akron to prepare the area workforce.

Actions:

1. After determining the skill needs of both existing Hudson businesses and the target businesses Hudson is attempting to attract, work with Team NEO to arrange for workforce development programs to provide training to workers on a case-by-case basis.
2. Arrange partnerships between regional colleges and universities and employers to ensure that colleges and universities can produce graduates from degree programs meeting the skill needs of employers.

Primary Implementer: Workforce Development Board of Summit County

Secondary Implementer: City of Hudson

Timeframe: Immediately and on-going

Cost: Cannot be determined. Depends on the training needs of the employers and the number of employees that need to be trained.

Benefit: Will prepare the workforce to fill jobs in both existing businesses and target businesses, and provide another attractive characteristic that will draw businesses to the Hudson area.

EVALUATION PLAN

An important component of this Strategy's implementation is a plan to evaluate performance. By committing to such a plan, the City of Hudson will be joining the ranks of communities across the country that have developed successful benchmarking systems to monitor their economic performance. The performance metrics proposed in this plan provide economic developers an opportunity to demonstrate the positive results of their efforts and build confidence among the public that the economy is heading in the right direction.

AngelouEconomics has identified several data sets that we believe will be good measures of economic performance. These data are easily found at state and national sources, are available at the county level, and should be considered good indicators of the overall economic health of the community and its citizens. Performance metrics for each recommendation area of this plan are below:

Economic Development & Marketing

- Local, state and national media mentions relating to economic development
- Prospect activity (info requests or visits)
- Tourism revenues
- Changes in web traffic
- Local businesses expanding

*The City could have an annual "scorecard" meeting where an outside consultant reviews progress made and gives the City a score on each goal and strategies implemented or not implemented.

Business Climate & Entrepreneurship

- Net firm creation
- Venture capital inflows
- Membership in entrepreneurs associations
- Number of companies in the Business Retention Program

Education, Training & Workforce Development

- Job growth in non-manufacturing industries
- Average wage growth
- Percentage of college educated workers
- Changes in SAT scores
- Changes in educational attainment

*Another measure is through a survey to local business owners and managers that shows from their perspective local university and colleges' curriculum and workforce development training programs correspond to their workforce needs.

Infrastructure & Sites

- Existence of quality business parks and sites
- Available development acreage (with utility service)
- Commuter congestion
- Office and industrial vacancy rates

Quality of Life

- Percentage of population in the 25-44 year-old demographic

EVALUATION PLAN

- Net migration of new people to the county/region
- Poverty rate
- Per capita income
- Parkland acreage per capita

*Another measure is through a survey to citizens that shows entertainment options and affordable and more diverse housing options have “improved” in Hudson.

Target Industry Selection

In the Hudson Community Profile, AngelouEconomics analyzed the city’s economy, demographics, and tax base to determine which industry sectors should be targeted for future growth. In this appendix, we take a deeper look at the targets identified by AngelouEconomics and why they are a good fit for Hudson.

INDUSTRY LOCATION ANALYSIS BACKGROUND

Traditionally, the growth of economies has been described in terms of a region’s “basic” or “primary” industries. These industries typically export their goods or services outside the region, thereby supporting local industries such as retail, housing construction, and personal services through payroll and local purchases. Primary industries reflect an injection of outside money into the community and have a high economic impact. A typical primary business may create two additional jobs in the local economy for every one job at its facility. For this reason, communities across the country compete to recruit and retain these high-impact, primary businesses.

Manufacturing is a good example of a primary industry, as most customers are found throughout the U.S. and abroad. With the manufacturing industry in decline and business today increasingly global, many more industries are “primary” in their make-up. Distribution centers may serve a multi-state region, back office operations may serve a company’s global network of employees, and custom software companies can build Internet applications to serve businesses anywhere in the world. Federal installations such as Army bases or federal research labs are clear examples of how government can be classified as a primary industry. High wage jobs are usually found at national or global companies that are enjoying growth.

While businesses are more global in nature today, rapid gains in technology, telecommunications, and markets continue to alter the location requirements of many companies. Often the speed of business drives corporate location decisions. The competition for top talent is now viewed to be the most important component of a successful company. Today’s business environment requires that a community continue to upgrade the technological capabilities of its businesses while expanding the skills of its available workforce. Innovation and change are now the baselines for success.

“Site selection” is a broad term that describes a company’s process of selecting a city for a new office or a relocating division. This process involves executives from several divisions within the company (such as Executives, Human Resources, Facilities Planning, and Marketing) and often involves a consultant or real estate broker. Site selection is not a scientific process, but does involve a system of measurements and calculations.

HOW TO SELECT TARGET INDUSTRIES FOR A COMMUNITY

AngelouEconomics employs a combination of quantitative and qualitative analysis in selecting the best target industries for a community. The process is guided by the following four questions:

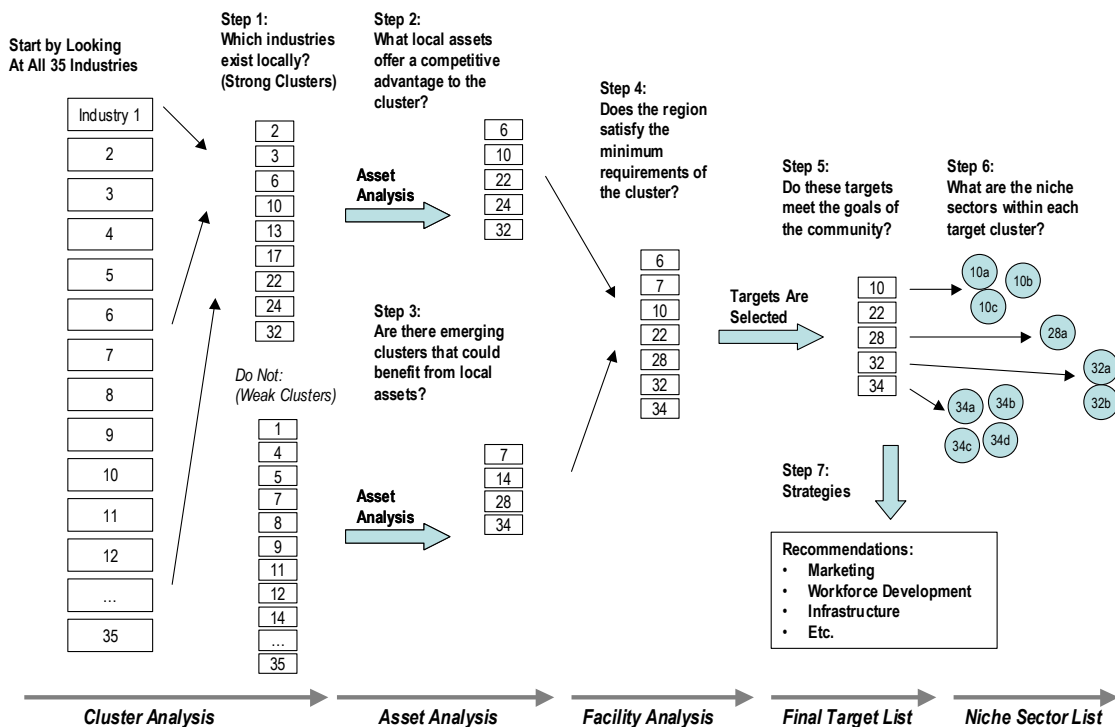
1. **What industries currently exist locally, and are they growing?** Immediate and obvious target candidates are those experiencing growth within the community or surrounding communities, particularly those growing faster than the national average. The large presence of an industry and a simultaneous lack of growth suggest the region is losing its competitiveness in this industry.
2. **Are there local assets that give specific industries a competitive edge?** Put another way, what local weaknesses/barriers will limit industry growth? Communities are as unique as people. Each one

has strengths that companies can leverage to create competitive advantages. These strengths can include such things as workforce skills, tax structure, infrastructure, or market proximity. Our challenge is to identify the key assets in the region that will support growth in a wide range of industries, while continuously working to improve the community “product” (e.g. workforce skills or infrastructure).

3. **Does the community meet the base requirements of the industry?** Many companies will have specific infrastructure and workforce requirements; knowing if the region can meet those requirements is crucial. For example, if the region is lacking water and wastewater capacity or has stringent environmental regulations, the community could be ruled out for food processing and semiconductor manufacturing. Sometimes lack of available land requires a more precise list of targets. Understanding the needs of target companies is essential to recruiting them and keeping them.
4. **Does the industry match the community goals?** The most important criterion is often whether or not the industry matches the stated economic goals of the community. Some communities may want to avoid manufacturing businesses or businesses that pay below average wages. Communities wanting to maintain a small-town appeal, for example, may target homegrown “soft” industries. Others wanting to transition into a more urban, metropolitan setting may focus more on corporate headquarters. Industries that can survive locally will struggle to succeed without the backing of the populace and its elected officials. Likewise, an aggressive marketing campaign and a solid commitment by government to support a target can often overcome specific deficiencies or cost disadvantages.

In many ways, target industry selection is better described as target industry “elimination.” The chart below illustrates AngelouEconomics’ systematic process by which an industry is selected as a target.

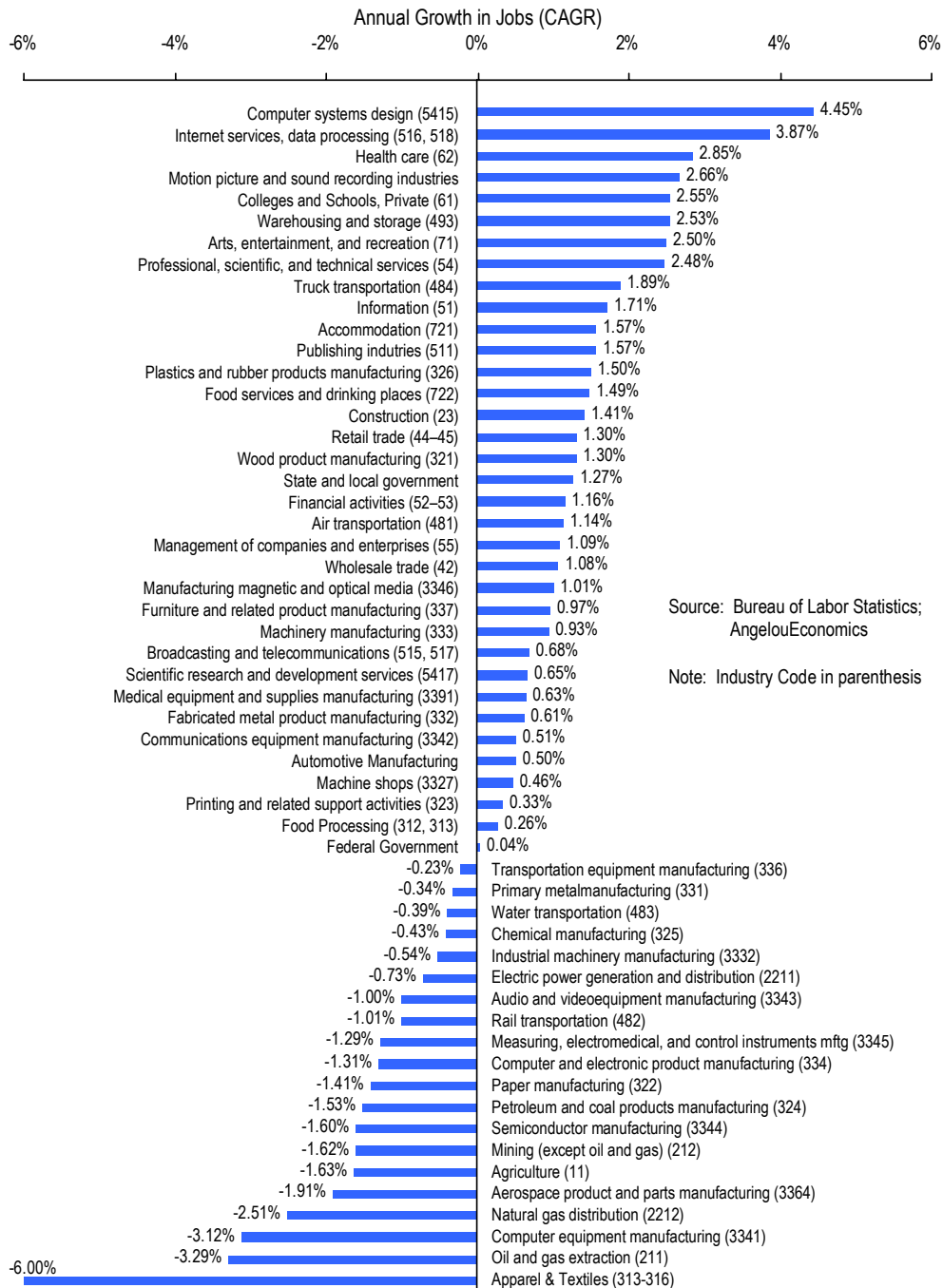
AngelouEconomics Target Selection Process



**STEP 1:
WHICH INDUSTRIES ARE GROWING NATIONALLY?**

In general, communities should target industries that are growing. Targets can include, however, low growth or negative growth industries as well. The following chart shows the anticipated growth trends for specific industries and clusters:

**U.S. Industry Employment Forecast
2002 – 2012**



Source: Bureau of Labor Statistics;
AngelouEconomics

Note: Industry Code in parenthesis

Technology sectors such as those relating to the use of computers and networks promise a high level of growth over the next 10 years. Productivity improvements continue to be felt in traditional companies that adopt new computer technologies. The highest rates of growth will be found in design and service sectors such as **Computer Systems Design** (4.5% per year), **Internet Services and Data Processing** (3.9%), and **Packaged Software Publishers, not custom** (5.3%). **Electronics, Semiconductor, and Computer Manufacturers** will shed jobs as more and more production is moved to low cost facilities overseas.

Healthcare will be a high growth industry, as the aging U.S. population becomes the dominant demographic over the next 20 years. By 2010, nearly 15% of the population will be seniors 65+, a period in one's life in which nearly half of healthcare expenditures occur. The senior population will be growing four times faster than the overall U.S. population by 2015. In 1950, there were 16 workers per retiree; today, the ratio is less than four-to-one, and by 2030, it will be two-to-one. With this massive demographic shift occurring, an estimated 4.4 million jobs will be created in the healthcare industry in the next 10 years, with residential and elderly care receiving the highest rates of growth. **Medical Instruments** and **Scientific R&D** will experience modest growth. **Biotechnology** and **Pharmaceuticals** are expected to see strong employment in the near and long term.

The steady growth of the overall U.S. population will drive the growth of industries that supply, feed, house and entertain us. Distribution of consumer goods will experience high growth: Warehousing and Storage (2.5% per year), Truck Transportation (1.9%), Couriers and Messengers, including overnight freight (3.5%), and Wholesalers (1.8%). Entertainment and tourism/accommodation industries will see high growth, and end-sales industries such as Retail Trade and Restaurants will see moderate growth. The Construction industry usually follows overall economic growth and is expected to experience modest growth.

Local and State Government will see job growth of 1.3%, slightly higher than total population growth (1%), as urbanization continues and federal jobs remain flat. Increasing wealth in the U.S. will require a larger **Financial Services** sector, which will also grow slightly faster than the population.

Manufacturing industries overall can expect continued job losses in the future due to continued technological improvements in the manufacturing process, large scale operations moving overseas, and for some, overall declines in final demand. Smaller, niche manufacturing sectors will see modest growth: **Machinery, Wood Products, Fabricated Metal, Machine Shops, Printing, and Food Processing**. Other sectors that will see falling job levels are **Agriculture, Oil and Gas Extraction and Refining, Chemicals, Mining, Apparel Manufacturing, Aerospace, and Rail Transportation**.

STEP 2: WHAT LOCAL ASSETS OFFER A UNIQUE COMPETITIVE ADVANTAGE TO THE TARGET?

For each of the target businesses, this analysis enumerates Hudson's top selling points that will be attractive to each target.

STEP 3: DOES THE COMMUNITY MEET THE BASE REQUIREMENTS OF THE INDUSTRY?

Hudson has several assets that give it a competitive advantage:

1. **Above average growth.** High growth communities are more attractive to relocating companies, as few companies desire a situation in which labor availability in one location worsens relative to availability at other facilities. A high growth area also offers more entrepreneurial opportunities. Hudson is a good fit to its target businesses in this regard
2. **Location.** Hudson is centrally located and has great access to major roadways such as the Ohio Turnpike and major interstates.

3. **Existing technology industry.** While Hudson does not have a significant technology presence, it does have a well-educated workforce and access to major colleges and universities, both for training and research.
4. **Good transportation system.** Hudson has an excellent transportation system. In addition to its access to major roadways, it has good air service from two airports.
5. **High quality of life.** Low crime rates, new entertainment amenities downtown, a nice park system, and a beautiful and well-planned city, Hudson has the quality of life other communities envy.
6. **Abundant, skilled labor supply.** Hudson offers a large well-educated workforce and access to many training programs in the region.

**STEP 4:
DOES THE TARGET MATCH THE COMMUNITY'S GOALS?**

The target businesses recommended in this report match well with the community's desires. During focus groups and on the online survey, respondents said they believe that "clean" businesses – such as high tech businesses or businesses that involve services or only some type of equipment assembly – would best meet the needs of Hudson's and the school system's tax base and not contradict the character of the community. Businesses such as retail, specialty medical care, technology services, distribution, financial services, and regional headquarters all fit in this category. With good planning, facilities for these businesses can fit the character of the community.

Recommended Target List

AngelouEconomics recommends that Hudson pursue the following target industries for new investment and job creation in the city:

1. **Financial Services**
2. **Regional Headquarters**
3. **Distribution**
 - a. **Medical Devices**
 - b. **Consumer Goods Distribution**
4. **Specialty Health Care**
5. **Technology Services**
6. **Retail**
 - a. **Restaurants**
 - b. **Downtown Boutiques**
 - c. **Regional Retailers**

Financial Services: a high growth sector, financial services has a total U.S. output valued at \$1.5 trillion. Today nearly 50% of all U.S. households hold stock, which has generated greater public interest than ever before in the financial services industry. Hudson's best sectors are in regional divisions, sales offices, processing centers, and call centers. Financial service centers require low recurring costs, reliable utilities, and available office space. Hudson's good transportation access and high-income population will support the creation of financial services within the city, as well as support centers.

Regional Corporate Headquarters: While not an "industry," Regional corporate headquarters have been an explicit target of economic developers for decades. "Regional corporate headquarters" are defined as an administrative division of a multi-location company that contains a large number of decision-makers and top managers. The headquarters might be for a product division, specific geographic region, or company-wide. Hudson's high quality suburban setting matches well with the image and access corporate or regional headquarters desire.

Distribution: Distribution is a big industry in the U.S., as more and more goods are manufactured and procured from locations far from where they are consumed. Hudson's central location in a large regional economy, coupled with its excellent highway access, suggests a clear strength for Hudson in warehousing, distribution, and fulfillment. AngelouEconomics recommends that the city focus on high quality flex buildings that distribute Medical Devices/Supplies and Consumer Goods.

Specialty Health Care: Specialty Health Services, according to our definition for Hudson, would include specialty cosmetic enhancements, spa-related health services, physical therapy centers, and rehabilitation centers. Health Services has been one of the fastest growing large industries in the United States for many years. Cosmetic surgery and elective self-improvement services are growing even faster. Hudson's unique peaceful town center, historic character, and existing health companies would support the development of a specialty health sector in Hudson.

Technology Services: Primarily focused on software development, computer services, and research and development for polymers, liquid crystals, and biotechnology, Hudson has the opportunity to develop a technology entrepreneurial culture. These firms are highly mobile and are drawn to unique settings. In many ways, the small software company is an ideal fit with the community vision: a small office user in a downtown environment that pays high wages and employs young professionals. "High tech" types might demand wireless access at local eateries and coffee shops in exchange for their patronage and commitment to Hudson. Successfully supporting a few software startups in Hudson will also do much to change the Hudson brand to the outside world.

Retail: Restaurants, downtown retail, and regional retail have become the mainstays of communities around the country. Many cities are dependent on the tax revenue associated with these stores, and some perceive the steady improvement of retail options as a clear quality of life issue. Hudson's clear progress in its downtown retail environment can be expanded. New restaurants will keep more of Hudson's daytime workers inside the city limits, while additional regional retail will draw more residents into Hudson to shop. Hudson is in the enviable position of being able to choose the type and quality of development in its retail sector.

To help the city prioritize these targets and understand the real estate requirements of each, we provide the following target matrix:

Hudson Target Recommendations

Target is		Real Estate Type					
Primary	Secondary	Small Office	Large Office	Small Retail	Large Retail	Flex / Industrial	Distribution

Regional Headquarters	Primary						X
Financial Services	Primary	X	X				
Medical Devices	Primary					X	X
Consumer Goods Distribution	Primary					X	X
Specialty Health Care	Primary	X					
Technology Services	Secondary	X					
Restaurants	Secondary				X		
Downtown Boutiques	Secondary				X		
Regional Retail	Secondary						X

Primary targets offer immediate opportunities to Hudson. They are currently growth industries in the region that have real estate and workforce needs that can be met by Hudson. Primary targets also represent new areas of focus – not just relying on the city’s past. Primary targets also define how a community brands itself and positions its marketing materials toward businesses.

Secondary targets for Hudson are either long-term (Technology Services) or already underway (downtown boutiques). Restaurants and larger Regional retail will build on Hudson’s current strengths and create even stronger demand for the city’s current retailers.

Each target is also identified by its **primary facility need**: small or large office, small or large retail, flex/industrial, or distribution.

For some citizens, targets should first be clarified in terms of buildings, not companies or industries. Being responsive to and accepting of new types of development in Hudson does not mean giving up on the city’s high quality character. **By targeting specific types of buildings** (with approved deed restrictions, façade requirements, and public amenities), **Hudson can enhance its historic character while creating the capacity to support new, high wage job creation.**

Each of these targets will deliver a unique benefit to the city and meets a goal of the citizen input received throughout the planning process:

Benefits Summary

Hudson Target	Community Vision/Benefit
Regional Headquarters; Financial Services	These high profile businesses bring with them a strong professional brand and awareness, as well as high paying jobs
Technology Services	Small tech firms such as software programmers will bring an entrepreneurial culture that will not only improve Hudson’s economy and tax base but also create an environment in which other businesses flourish.
Specialty Health Care	Hudson quality image will draw consumers looking for beauty and specialty medical services
Consumer Goods Distribution Medical Devices Distribution	High level of investment in these companies will deliver significant new revenue to schools
Restaurants	Greater amenities for residents and daytime workers
Downtown Boutiques Regional Retail	More retail will create a synergy between shoppers looking for standard consumer items and unique items (clothing, gifts, etc)

The job creation benefits and tax revenue benefits of these targets are significant.

By targeting higher wage or high investment companies, Hudson will create new job opportunities for its citizens, while expanding the city’s tax base. Hudson’s city tax revenue is highly dependent on income taxes from local jobs. In fact, a majority of city tax revenue comes from people who are employed in Hudson but do not live in the city. These workers pay taxes to the city, but do not require a lot of city services. Since they don’t live in Hudson, the school district is not financially burdened with additional school enrollment.

So, what does 100 new jobs mean to the city’s tax base? Of course, it depends on the salary level and investment level. A software company that pays 100 people an average salary of \$60,000 would yield

an additional **\$120,000 in city income tax revenue** and **approximately \$100,000 in new property tax revenue**.

A more capital-intensive facility like a distributor) or retailer would yield significantly more in school tax revenue. A \$10 million investment by these companies would generate **over \$200,000 in new local property tax revenue each year**, in addition to over \$200,000 in new income tax revenue.

We profile what each of these facilities would look like in Hudson, and their resulting job creation and tax revenue impacts.

What Will These Targets Look Like?

These types of development will be high quality and of varying footprints:

Example: **Value Added Manufacturing / Distribution**

Typical specs:

- 120,000 s.f.
- \$10-15 million investment in building and equipment
- 300 jobs
- \$210,000 per year in local income tax revenue
- \$280,000 in local property tax revenue



Example: **Town Center-Style Retail**

Typical specs:

- 80,000 s.f.
- \$8 million investment in building and inventory
- 200 jobs
- \$50,000 per year in income tax revenue
- \$180,000 in local property tax revenue



Example: **Technology Services**

Typical specs:

- 50,000 s.f.
- \$5 million investment
- 200 jobs
- \$240,000 per year in local income tax revenue
- \$110,000 in local property tax revenue



We profile each target on the following pages and include:

- A description and overview of the industry sector
- A description of the location criteria for the industry
 - Economic/market conditions
 - Infrastructure
 - Workforce
 - Cost of doing business
 - Research and development
- Hudson's key selling points

Target 1: Financial Services

Focus: regional divisions, sales offices, processing centers, and call centers

OVERVIEW

The Financial Services industry is comprised of commercial banks, savings institutions, financial leasing firms, and insurance companies. Financial service providers include equipment leasing companies, stockbrokers and investment banking firms, and back-office credit operations.

OUTLOOK

Today nearly 50% of all U.S. households hold stock, generating greater public interest than ever before in the financial services industry, which has a total U.S. output valued at \$1.5 trillion. Merger and acquisition activity led by the idea of “convergence” and the 1999 repeal of the Glass-Steagall act has allowed for the unification of banking, insurance, and securities services under one corporate roof. Globalization is also contributing to mergers and acquisition activity as U.S. companies have begun to compete with many foreign companies, which often operate under radically different rules.

Support staff members for companies in the Financial Services industry perform a variety of record keeping duties. They track revenues coming into and leaving organizations as well as provide customer support. They provide payroll, procurement, and auditing services for their clients. The growing number of retirees will require higher levels of financial services. However, productivity improvements from information technology will limit job growth for some financial professions.

SITE SELECTION REQUIREMENTS FOR FINANCIAL SERVICES

Primary Requirements: Financial service support centers require low recurring costs, reliable utilities, and available office space. Therefore, they tend to locate in small metropolitan and suburban areas of larger metropolitan areas.

- **Economic Conditions.** Financial service support organizations often look for non-metro and suburban communities for many reasons: competition for labor is low, wages are more competitive, housing costs are low and a large stock is available, and large campus tracts are available.
- **Structural Assets.** Back office operations serve as hubs for many other vital functions. Thus, it is important that power, telecommunication, and other ISP services be reliable and affordable. Other than power, these operations are light users of other utilities, making these businesses good for communities where other industries are excluded by water and wastewater constraints.
- **Workforce.** Financial service support centers require workers with high school diplomas and employees with some specialized accounting knowledge. Many mutual funds and brokerage call centers require

college degrees and specific industry certifications. Others seeking to lower their costs look to student populations.

- **Research & Development.** Financial services firms have minimal needs for R&D institutions nearby, but rely on local universities to train and deliver a well-educated workforce.
- **Cost of Doing Business.** Major expenses for the financial service industry include employee training and establishing communications infrastructure. Turnover is common amongst the back office support staff. Low cost real estate is important, as the cost of telecom is high. Firms within the industry receive a large amount of job based incentive packages including new job tax credits and community run training programs. Local laws are often an important aspect of the site selection process. South Dakota became a home to the credit card processing and call center industry in part by passing legislation allowing for higher usury rates.

HUDSON'S TOP SELLING POINTS

1. Access to a large regional workforce will provide a range of worker recruitment (low skill and high skill)
2. High quality image of the community will provide brand appeal to Hudson financial services companies
3. High income households in Hudson need financial services
4. Access to two airports offers more choice and greater value for traveling sales staff

Target 2: Regional Headquarters

Attracting the regional headquarters or division of a major corporation is an important step in the development of a smaller suburban community. It provides a business brand to the community, new jobs, and a new corporate citizen. Companies create regional headquarters in places that meet the fundamental strategic goals of the company and match with the interests of its management. Moving closer to customers and/or suppliers is a typical goal of headquarters relocation, but a company may also choose to set up in a key region that will significantly affect the company's competitive position in the present or future. When selecting a regional site, there are as many site selection factors as there are places to choose, and each "formula" depends heavily on company's primary industry. A few of the general selection criteria include logistics, business costs, incentives, and access to customers and labor force.


OVERVIEW

While not an "industry," corporate headquarters have been an explicit target of economic developers for decades. Corporate headquarters are considered an administrative division of a multi-location company that contains a large number of decision-makers and top managers. The headquarters can be for a product division, specific geographic region, or company-wide.

OUTLOOK

Corporate headquarters have become increasingly mobile and more strategic in nature. Companies no longer maintain the strong ties to their founding cities as before. The high profile nature of corporate headquarters offices, as well as the strong multiplier and community benefits that they deliver, have made corporate headquarters the cornerstone of many communities' economic development strategies.

Despite the high profile, media-grabbing nature of corporate headquarters, actual relocations happen rather infrequently. In fact, most relocations are for regional headquarters, or product divisions that may be lesser-known and more difficult to pinpoint.



The trend in the 1980s was for companies to relocate from central business districts (CBD) into the suburbs, due to cost concerns. Suburban locations offered a much lower cost of real estate and typically offered lower corporate and personal taxation environments. Oftentimes, these companies also relocated in search of improved transportation networks and telecommunications. While this drive toward cost efficiency has not abated, the boom of the late 1990s dropped cost issues from top position for many companies. Many sought the best location to recruit its base of talent, often developing corporate campuses that promoted a more creative work environment. Quality of life concerns and cost of living became increasingly important as well.

Relocations toward suburban locations are just as strong as before, but cities and states are increasingly creating incentives to encourage downtown locations as a defensive move to a declining urban tax base. Suburban cities are now suffering under their own success: increased traffic congestion, rising costs, and infrastructure strain. Suburban locations are now competing head-to-head with urban redevelopment options and must now focus on quality of life and amenities that serve the workforce, rather than purely cost issues.

SITE SELECTION REQUIREMENTS FOR REGIONAL HEADQUARTERS

- **A need for change or a “shake-up” in personnel.** Oftentimes, corporations use a relocation to make changes in management, to reinvigorate their workforce, or just to upgrade the corporate culture. Companies often view a change as an opportunity to make a break from the past (downsizing, slow growth, etc.) and orient the staff toward future plans. Companies frequently sight a need for fresh ideas and new talent.
- **A need to recruit a specialized workforce.** Companies that have gone through extensive corporate restructuring often find that the workforce available to them in their local environment does not align well with their corporate goals/needs. Relocation is always done with any eye toward upgrading personnel, and usually at a lower cost. Quality of life (and personal taxation) issues will affect a company’s ability to recruit top workers, and most companies place this need at the top of their list.
- **A movement closer to customers or suppliers.** Companies understand that they must stay close to customers and suppliers in order to gain the knowledge needed to stay current and competitive. When a product or service line changes over time, often companies will choose to relocate to re-orient themselves in the marketplace.
- **Growing up and international.** As companies mature, many need to relocate to larger markets to gain access to international markets and services. These companies look for regions that have exceptional airports, top-quality advertising and media services, large banks or financial partners, and networking opportunities for global CEOs.
- **A long-term need to reduce cost structure.** Companies that have evolved (sometimes downsizing) understand the need to reduce their costs long-term in order to stay competitive. Relocations to suburban locations in major U.S. cities site cost issues as primary motivators.
- **Desire to construct a campus-style office park.** Many companies view real estate as a means toward generating new ideas and attracting the best workers. Technology firms in particular are cognizant of the impact that their office space has on worker productivity. An emphasis on teamwork has driven many firms to consolidate operations and give workers the chance to work face-to-face. Lack of large land parcels in many major cities has forced companies to look to less-traveled areas in suburban locations.
- **Merger and acquisition activity.** Mergers usually force a reorganization of staff and responsibilities. Acquisitions of weaker companies or the merger of small into large usually result in a shake-up of management and relocation to new and progressive environments.

HUDSON'S TOP SELLING POINTS

1. A high quality suburban location in a low-cost region
2. A high quality of life
3. Good schools
4. Availability of executive-level housing
5. Existing professional workforce in Hudson
6. Regional labor force draw of low and high-skilled workers

Target 3: Distribution

Focus on warehousing and distribution within the region in two primary industries:

1. *Consumer Goods (foods, retail, and materials) and*
2. *Medical Devices and Equipment (hospital supplies, testing kits/materials, laboratory supply)*

OVERVIEW

Logistics is the process of planning, implementing, and controlling the efficient flow of goods and services through the supply chain from producer to consumer. Distribution includes all freight carriers (air, water, trucking, and intermodal) and warehousing. These companies warehouse and store goods that have been transported by air, water, freight, and rail. Until recently, most manufacturing firms took responsibility for the warehousing and coordination of their flow of materials. More often these services are outsourced to develop an advanced just in time delivery system.

OUTLOOK

Virtually every product sold moves through the distribution industry, meaning that this industry touches roughly a third of the nation's GDP. The movement of these goods, a \$264 billion industry, is increasingly coordinated by high-tech means such as global positioning satellites, real-time Internet tracking, and just-in-time inventory systems.

Therefore, the industry has two distinct sides. The distribution of goods will continue to be serviced by "low-tech" suppliers – trucks, airplanes, and ships. The logistical coordination, on the other hand, is a high value-added service that will differentiate companies and drive industry growth in coming years. Technical workers dominate employment in this field. Federal Express clearly pioneered the service side of distribution and more established companies have been racing in to catch up including the United States Postal Service.

Logistics and distribution is highly dependent upon trends in the general economy. Employment in distribution-related occupations is expected to grow by 22 percent between 2000 and 2010, compared to an average growth rate of 16 percent over all occupations. Job opportunities will abound for qualified truck drivers and service technicians.

SITE SELECTION REQUIREMENTS FOR REGIONAL DISTRIBUTION

Primary Requirements: The logistics and distribution industry is location specific. Firms need large tracts of land with excellent transportation infrastructure near end use market, whether that is the consumer or the final assembly line.

- o **Economic Conditions.** Logistics and distribution companies seek excellent highway access, affordable land on which to build their warehouses, a large market nearby, and no inventory tax. Economic growth is important as well. Much of a distributor's revenue can come from area firms and regional consumer

needs. In either case, distributors desire a growing regional economy expanding their potential client base. Large distribution firms locate near mid-size to large metros with a hub airport.

- **Structural Assets.** Logistics and distribution firms require large tracts of unencumbered land, cheap utilities, and an excellent transportation infrastructure. Affordable utilities are desired.
- **Workforce.** Occupations in logistics and distribution use varied skill sets. Entry-level positions are available as laborers and materials handlers. Truck drivers are also vital to the industry. A limited number of IT professionals are needed to support supply chain companies as well. The industry has high turnover so areas need to have a sizable available workforce. Many distribution facilities employ college students part-time, making a young population a key concern.
- **Research & Development.** Supply Chain research is conducted by many universities and companies such as Wal-mart and FedEx. Mathematicians, computer scientists, and operations experts conduct this research. Research and development is less important than in most industries.
- **Cost of Doing Business.** Logistics and Distribution companies invest primarily in warehouses, trucks, moving equipment, and IT infrastructure. Inventory taxes are avoided at all costs and many distributors look for special incentives such as reduced taxes on fuels. Those large operations require massive land tracts at low prices, and generally make low-end building improvements. Recent expansions have received tax abatements, tax credits, infrastructure improvements, and industrial revenue bonds.

HUDSON'S TOP SELLING POINTS

1. Excellent central location within the region
2. Access to several highways
3. Large tracts of land available at periphery of Hudson along highways
4. Existing manufacturing workforce can transition to distribution if layoffs occur
5. Large Cleveland-Akron region makes consumables and medical supplies a clear opportunity

Target 4: Specialty Health Care

Focus on cosmetic surgery, rehabilitation centers, and therapy centers.

INDUSTRY OVERVIEW

Specialty Health Services, according to our definition for Hudson, would include specialty cosmetic enhancements, spa-related health services, physical therapy centers, and rehabilitation centers.

Health Services has been one of the fastest growing large industries in the United States for many years. The U.S. healthcare market is estimated to be worth \$1.3 trillion annually and employs 11 million workers. The industry's employment is expected to grow by over 25% by 2010 to 14 million. Specific sectors will see even higher growth; the home-based health care sub-market is forecasted to grow by more than 60% by 2010. More health care is needed for the country's large aging population, and rising standards of living will boost demand by the general population even further. Due to the nature of its business, the health services industry is relatively immune to market fluctuations. The elderly population, a group with greater than average healthcare needs, will grow faster than the total population through 2008, increasing demand, especially for home health care, private practice, and personal care.

The United States is fast becoming a culture of cosmetic surgery. Instead of tackling their health problems at the core, people turn to cosmetic surgery to alter their appearance, forgetting that their health remains just as

compromised as ever. Plastic surgeons reported a 22 percent increase in cosmetic surgery and non-surgical procedures in 2004, according to a study released by the American Academy of Facial Plastic and Reconstructive Surgery. Medical spas also continue to rise in popularity, with 14 percent of surgeons saying they perform non-invasive procedures in this setting.

Cosmetic surgery appears to be a growing trend among men. Men appear to be catching up with women in demanding cosmetic surgery. Nearly 334,000 Botox injections were administered to men in 2003. The treatments, which typically run \$200 to \$400, reduce the appearance of facial wrinkles. Trend-watchers say men may be motivated by increased competition for corporate jobs, seeing a youthful appearance as an asset in the job market. From 2002 to 2003, traditional plastic surgery rose 10 percent among men.

SITE SELECTION REQUIREMENTS FOR RETAIL AND RESTAURANTS

Primary Requirements: Specialty health services organizations and clinics have location requirements that are similar to retailers in many ways. Population growth, high incomes, a high percentage of stay-at-home-spouses, good transportation access, and a location image that matches well with the business.

HUDSON'S TOP SELLING POINTS

1. High income, high purchasing citizen base
2. High quality setting and character makes Hudson an attractive location for self-improvement services
3. Great highway access in a central location in the region
4. Existing base of health services

Target 5: Technology Services

Focus on software, Information Technology companies, and research and development

INDUSTRY OVERVIEW

The software industry is comprised of computer programming services, prepackaged software, data processing, and information retrieval services. Design is focused on research and development of manufactured goods, primarily in the technology industry for this specific cluster. Demand for software is driven by efficiencies derived through computer automation or in the case of the gaming industry, through entertainment value. Technology services do not need to be limited just to software, however. It can also include research and development for a variety of industries, including polymers, liquid crystals, and biotechnology, among others. With the presence of research into polymers and liquid crystals at Kent State University, Hudson is a good potential location for research, development, and commercialization of these technologies.

OUTLOOK

Software firms now have worldwide revenues in excess of \$200 billion. Approximately half of these sales come from software applications, while developmental tools and infrastructure software split the remaining market. Major areas of growth are in data security and business intelligence. Due to the low start-up costs associated with a software firm, many small software companies exist. However, the industry is quickly maturing and many analysts forecast consolidation of these firms. Large software companies such as Microsoft, IBM, and Oracle have already bought many smaller companies.

Software firms are located in nearly every city in the United States. Major centers for the software and Internet industry are Seattle, San Jose, Washington D.C., Boston, Austin, New York, Raleigh, and Boulder. Design firms tend to cluster near significant technology clusters, such as San Jose and Austin. Computer systems design and support companies service a wide range of industries, which are heavy users of technology: manufacturing, financial services, real estate services, and government.

SITE SELECTION REQUIREMENTS FOR TECHNOLOGY SERVICES

Primary Requirements: The industry requires affordable office space, a well-trained workforce, and reliable utilities.

- **Economic Conditions.** Software and design companies seek communities with a well-educated and creative workforce. Software employees are highly mobile. Quality of life is highly important to attracting and retaining experienced technical workers, especially during periods of growth.
- **Structural Assets.** Software and design firms require reliable utility service at affordable rates. Many industry firms will require access to a SONET ring and numerous T-1 lines. Software companies may also require high-end office space. Design firms may require flex industrial rather than office space.
- **Workforce.** Software and Internet companies require computer scientists, computer engineers, and technicians. Software firms' need for well-trained workers will drive them to areas where they can meet recruitment needs. Design firms have similar needs. In addition, however, most design firms need a workforce with industry experience. For example, a semiconductor design company will tend to locate or start up in an area that is home to a significant semiconductor cluster.
- **Research & Development.** Due to the relatively low cost of computers, computer science development can occur nearly anywhere. Many significant developments are produced by hobbyists and entrepreneurs as well as by universities and corporations. Due to the large amount of proprietary information involved, software firms keep all R&D in house. Microsoft, for example, has never revealed the source code for its Windows operating system effectively suppressing any outside research. Some design companies may require access to university or federal lab space.
- **Cost of Doing Business.** Software and design companies' primary costs are computer and networking equipment and employee salaries. The Internet makes software distribution very cheap and efficient so transportation costs are not an issue. These firms pay high wages, employ highly skilled workers, and have minimal land use or environmental impact. As such, they are highly coveted by communities.

HUDSON'S TOP SELLING POINTS

1. Well-educated professional workforce offers the skills for niche software service firms
2. Central location to Cleveland and Akron offer a quick response to computer service firms to regional customers
3. Access to 2 airports offers more choice and greater value for traveling sales or technical staff
4. Downtown environment appeals to the technical entrepreneur or programmer

In many ways, the small software company is an ideal fit with the community vision: a small office user in a downtown environment that pays high wages and employs young professionals. "High tech" types might demand wireless access at local eateries and coffee shops in exchange for their patronage and commitment to Hudson. Successfully supporting a few software startups in Hudson will also do much to change the Hudson brand to the outside world.

Target 6: Retail

Focus on Regional Retail, Boutique Downtown Retail, and Restaurants

INDUSTRY OVERVIEW

Restaurants, downtown retail, and regional retail have become the mainstays of communities around the country. Many cities are dependent on the tax revenue associated with these stores, and some perceive the steady improvement of retail options as a clear quality of life issue. The retail industry continues to transform itself, as tenants seek greater visibility and brand awareness in a heavily saturated retail market. Real estate development and mixed-use construction are becoming an integral part of many retailers' growth plans.

Restaurant dining has become both a large part of the American way of life and a large part of the American economy. According to the National Restaurant Association, the restaurant industry is the nation's largest employer outside of government. The industry provides work for about 9 percent of the work force, and one-third of all adults at some time have worked in the industry. Studies show that the average American spends 43 percent of his/her food budget in restaurants, eating out an average of 4.2 times per week, and half of the population visits a restaurant on their birthdays. The restaurant industry has consistently grown faster than the U.S. economy.

SITE SELECTION REQUIREMENTS FOR RETAIL AND RESTAURANTS

Primary Requirements: Franchise retail and restaurant operators are looking for a very specific set of figures to maximize profitability. Population figures and growth rates, spending patterns, income levels, and traffic counts are all analyzed to determine if an area is ready for retail development. These criteria are not always written in stone, but a community must be close in order to attract the attention of franchisees and site selectors. The following tables show the varying requirements of some of the nation's leading restaurants and retailers:

Restaurant Site Selection Criteria		
	Population Criteria	Other
Applebee's	25k within 10 mi.	30k traffic count, tourist area
TGI Fridays	100k within 5 mi.	Next to Big Box devel.
Bennigans	50-70k within 5 mi.	Near theaters is ideal
Ponderosa	35-55k within 5 mi.	Similar restaurants in area
Ruby Tuesday	25k within 3 mi., 50k within 5 mi.	
Schlotzsky's Deli	10k within 1 mi., 20k within 2 mi.	10-30k daily traffic volume

Retail Site Selection Criteria		
	Population Criteria	Other
Blockbuster Video	n/a	20k cars daily
Radio Shack	40k within 3 mi.	n/a
Walgreens	20k within trade area	High visibility
Ace Hardware	10k within trade area	

HUDSON'S TOP SELLING POINTS

1. High income, high purchasing citizen base
2. Large commuter workforce seeking lunchtime restaurants
3. High quality setting and character matches well with small boutique retailers
4. Tracts of land along highway offer more retail options

Hudson is in the enviable position of being able to choose the type and quality of development in its retail sector.

NW Hillsborough County Florida



Location: Hillsborough County, Florida
 Type: Regional Plan
 Year Design: 1999
 Status: Under Permitting
 Size: 21,750 Acres
 Contract Fees: \$150,000
 Contact: Hillsborough County, Planning Department

Awarded a 2004 Charter Award by the Congress for the New Urbanism in the category of The Region: Metropolis, City, and Town.

The northwest sector of Hillsborough County, Florida, has been subjected to gradual suburbanization for 40 years. The negative consequences of this pattern are now becoming apparent, as traffic congestion grows increasingly intolerable and as land continues to be consumed at alarming rates by development patterns that detract more from the landscape than they provide

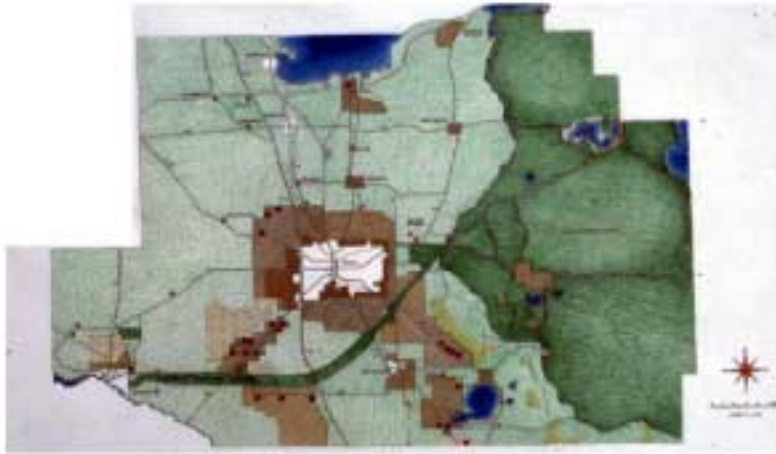
The population growth will continue, with an additional 39,000 residents projected by 2020. The master plan is proposed to guide this growth towards the more compact, mixed-use pattern of traditional neighborhoods. For this particular site, the design is shaped by existing natural and manmade patterns. The natural determinants delineate Rural Areas, and the manmade determinants delineate Community Areas. The

Rural Areas include Preserves, which are to remain free of development in perpetuity, and Reserves, which are intended for agricultural use or development at low densities.

The Community Areas encourage mixed-use Traditional Neighborhood Development (TND) throughout, as well as higher density commercial development at designated Town Centers. It is envisioned that this alternative development pattern, described in the master plan, be accomplished through incentives and market driven strategies. The higher density of the Town Centers is achieved by a transfer of development rights (TDR) from Rural Reserve Areas through purchase. These Reserves, voided of their density, then join the permanent Preserve areas.

The master plan also enables the evolution of existing suburban conditions into mature, mixed-use communities: the residential subdivisions into neighborhoods, the business parks and shopping centers into town centers. There is particular attention paid to the historic area of Citrus Park as a model on the use of the proposed TND ordinance.

Marion County Florida



Location: Marion County,
Florida
Type: Regional Plan
Year Design: 1991
Status: Under Permitting
Size: 16,000 Square Miles
Contact: Mr. Gus
Gianikas, Marion County
Planning Department,
904.620.3394

At approximately 16,000
square miles in area,
Marion County in North
Central Florida is the fourth
largest county in the state.
Developed urban areas

account for only a small percentage of the land, while almost one-third of the county is occupied by Ocala National Forest. A large segment of the population (approximately 30%) is housed in recreational vehicle (RV) classified housing in low elevation areas. County growth has historically been of the radial pattern model, with small towns and villages developing along the state roads that project outward from the City of Ocala in all directions. The county contains a number of especially beautiful natural areas, including the national forest, horse country to the northwest, and tourist attractions such as Silver Springs.

The current method of growth in the rural areas of Marion County is typified by low-density sprawl with many large, platted but unbuilt areas, frequently zoned as one unit per three acres. Entire corridors of the radial state roads to the southwest—particularly state Road 200—are experiencing continuous suburban sprawl. There are also large retirement communities located in remote locations that do not correspond to a rational growth pattern for the county or region, especially in terms of utility service extension.

Duany Plater-Zyberk & Company were asked to provide a 10-year growth plan for Marion County, in order to comply with the required State Comprehensive Land Use Act. The land use is divided into three major categories: urban land, rural land, and environmentally sensitive protected areas. As proposed, future growth will contain the low-density sprawl by extending the urban areas with complete, multi-use neighborhoods and by developing complete towns, villages, and hamlets for growth in rural areas. By clustering growth in the more traditional pattern, natural green space remains substantially intact and economic growth in the county is maintained.

Onondaga County New York



Location: Onondaga County,
New York
Type: Regional Plan
Year Design: 1999
Status: Under Permitting
Size: 512,000 Acres
Contact: Karen Kitney,
Director, Syracuse- Onondaga
County Planning Agency,
315.435.2611

The goal of creating an effective regional plan for the County presented a distinct challenge: to control the growth of an area



in which political leadership is almost entirely decentralized to local governments. Recognizing that the County could do little to enforce a large-scale plan, the decision was made to focus instead on creating a kit of tools that individual municipalities could use at their own discretion, tools that would sell themselves on their own merits.



These tools can be grouped into 3 categories: educating tools, regulating tools, and design tools. The educating tools include a Traditional Neighborhood Development Guideline and a County Transportation Policy, both of which instruct municipalities on the distinctions between current practice and health neighborhood planning principles. The regulating tools focus upon the Traditional Neighborhood Development Ordinance, which individual governments can pass as an optional but incentivized alternative to their conventional land-use regulations. The design tools consist of a series of case studies—“pilot projects”—representing the typical growth challenges facing the County’s municipalities. These include the revitalization of an urban neighborhood, the development of a brownfield, the expansion of a village, the growth of a hamlet, the reconstruction of a defunct shopping mall into a town center, the redesign of a strip shopping center, and the healing of a village damaged by highway traffic. In each of these projects, a strategy is proposed that could be

applied to the site under study or to any number of similar sites within the County.

A final pilot project, perhaps most important, is a regional plan for the town of Camilus showing how through the transfer of development rights, the town could focus its growth and preserve its farms and view sheds. This model provides a simple technique that each of the County’s eighteen towns can use to complete its own such plan. Many have expressed a desire to do so.

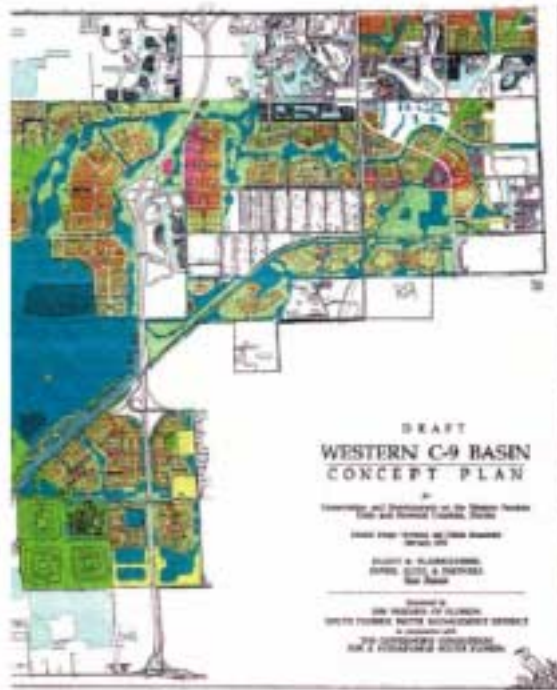
C-9 Basin Florida



Location: South Florida
 Type: Regional Plan
 Year Design: 1995
 Status: Planned
 Size: 3,800 Acres
 Contact: South Florida Water Management District, Dan Cary, 561.659.8031

The C-9 canal divides Dade and Broward Counties, and its surrounding areas face developmental pressures from both counties. The C-9 proposal addresses a number of problems confronting the region: low water levels to the east are causing water that should remain in the Everglades to go out to tide; suburban development is occurring haphazardly throughout the area; mitigation areas, drainage ponds, and conservation areas are disconnected and fail to

function properly as systems for water treatment, natural habitat, or recreation; and finally, the lakes resulting from rock mining are unusable for boating, wildlife, and/or water management. DPZ and Dover Kohl & Partners were brought in by the South Florida Water Management District to establish a development and water management plan for the region.



Under the plan, land is designated either for conservation or urban development. Those areas established as permanent conservation areas will be configured to catch the water that is seeping out to tide to help restore and maintain the Everglades. An urban edge will be established, and infill on remaining sites will take the form of compact, traditional neighborhoods with mixed uses and an interconnected street network. Existing subdivisions will be connected to surrounding areas and completed with mixed-use components. A new city will anchor the western lakefront at the scale of the South Miami Beach. The more urban, compact development of the region will permit larger mitigation areas and open space. The proposal illustrates a river loop, or a Sapphire Necklace, which will capture scarce water, clean it, and move it as needed. The mining areas will

become a part of a north-south lake belt for boating, reservoirs, and natural habitat.

This plan provides for conservation of environmentally sensitive areas, the enhancement of natural water systems, and a rational urban development pattern that allows for economic growth in the region.

APPENDIX 3 – SQUARE FOOTAGE REQUIREMENTS

The following list is a sample of national retailers and the typical size of their stores in square feet.

Anchor tenants

Lazarus	125,000/Floor
Saks	35,000/Floor
Dillard's	50,000/Floor
Nordstrom	85,000/Floor
Supermarket	45,000-90,000/Floor

Mini-anchors or Neighborhood anchor

CVS Pharmacy	10,000
Barnes & Noble	30,000/Floor
Sporting Goods	
Dick's, Oshman's,	
Gart, Academy	25,000/Floor
Border's Books & Music	35,000

Specialty Retailers

GAP	7,500
Ann Taylor	5,000
Virgin Records	24,000
P.F. Chang	7,000
American Eagle	5,000
Starbucks	2,000
Pier One	8,000
Chico's	2,000
Banana Republic	9,000
Williams Sonoma	9,000
Victoria's Secret	4,500
Crate & Barrel	25,000/Floor
Pottery Barn	10,000
Restoration Hardware	8,000
T.J. Maxx	30,000
Marshall's	31,000
Old Navy	25,000