



COMMUNITY DEVELOPMENT • 115 Executive Parkway, Suite 400 • Hudson, Ohio 44236 • (330) 342-1790

REQUEST FOR QUALIFICATIONS

Downtown Development Opportunity City of Hudson, Summit County, Ohio

Prepared and Issued by:
City of Hudson
115 Executive Parkway – Suite 400
Hudson, Ohio 44236

Responses are due at 4:00 p.m. TBD, 2016



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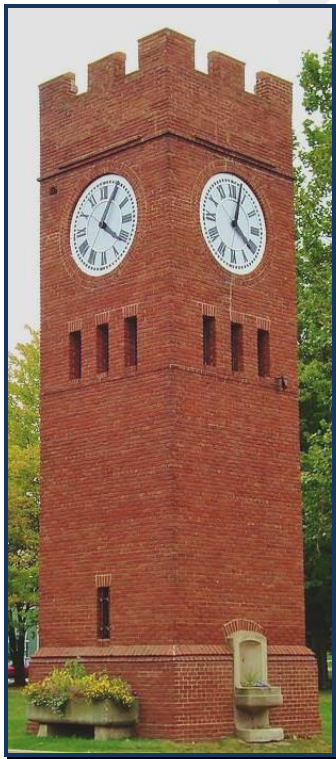
PART I: OPPORTUNITY OVERVIEW

The City of Hudson Ohio is seeking a firm to develop over 20 acres of land within the downtown district. The City of Hudson is excited to work with a qualified developer to achieve a successful project that will serve as a regional and national model for progressive, community driven mixed use downtown development. The availability of 20.5 acres of land within the downtown core of the community presents a unique opportunity to the community and to the selected development team.

The foundation to redevelop the area was established as part of a year long citizen driven Downtown Development Plan, completed as part of the City's 2015 Comprehensive Plan. The plan targets a mix of office and residential units to address needs in the community and to support the existing downtown retail district. The City of Hudson began to aggressively implement the community guided plan by pursuing control of all applicable properties, initiating the relocation of existing uses, completing environmental assessments, and preparing the area for redevelopment. The city is pursuing restoration of Brandywine Creek adjacent to the development area into a linear greenway including a multipurpose trail extension from the project area to the regional trail network. The City is also completing significant market analysis to confirm the viability of the adopted plan and to be utilized as a resource for the selected development team.

Many factors contribute to make this distinctive opportunity attractive including:

- Significant city funds and resources are being committed to support the development partner.
- Negotiations are being finalized for City control of all applicable parcels.
- City of Hudson is tracking several companies that have expressed interest in leasing office space estimated to total 30-50,000 sq ft.
- Downtown Hudson is home to the nationally recognized Historic Main Street and First and Main, a 200,000 sq ft lifestyle center.
- Hudson is consistently rated as one of the most livable communities in the State of Ohio.
- Hudson City Schools are consistently rated within the top 2% of Ohio
- Significant downtown streetscape enhancements are to be constructed in 2016 to strengthen the Main Street retail district.
- A linear greenway adjacent to the development area will restore Brandywine Creek, create an amenity area linking the development area to First and Main, and contain trail connections to Cuyahoga Valley National Park, Akron, and Cleveland.
- Velocity Broadband utility offering high speed fiber-optic broadband is available within the development area.
- Hudson's business community contains hundreds of companies including major employers Allstate Insurance, Jo-Ann Fabric and Craft Stores, Little Tikes, Myer Distributing, and Wolters Kluwer.



Project Milestones: The following generalized milestones demonstrate the significant funds and resources the city has applied to the project and the desire to continue to support the project to completion:

2015	1 st Qtr	○ Downtown development plan commenced
	3 rd Qtr	○ Phase I ESA, title report, survey for northern block
	4 th Qtr	○ Residential and Office Market Analysis commenced
		○ Phase II ESA commenced for Northern block
		○ Traffic Impact Analysis of existing conditions commenced

2016	1 st Qtr	○ Downtown development plan adopted as part of Comprehensive Plan
		○ TIF framework completed to fund the relocation of existing public facilities
	2 nd Qtr	○ Issuance of request for qualifications for development partner
		○ Phase I ESA, title and surveys for southern block commenced
		○ Property acquisition completed
		○ Preferred development team selected
	4 th Qtr	○ Agreement completed with development team
		○ Relocation of Hudson Public Power completed

2017	1 st Qtr	○ Development review process completed for initial phase
	2 nd Qtr	○ Commencement of first phase of construction – southern block
	3 rd Qtr	○ Relocation of Hudson City Schools completed
	4 th Qtr	○ Commencement of construction on northern block

2018		○ Completion of first building on southern block
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2019		○ Completion of first building on northern block
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2020-21		○ Desired project completion
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PART II: DOWNTOWN DEVELOPMENT PLAN

The Downtown Phase II Development Plan (Plan) has been recently adopted as part of the 2015 Comprehensive Plan. The Plan has been prepared as part of a community driven, year long effort to establish a vision for underutilized land to the north and west of Hudson's highly successful First and Main (Phase I of the downtown area) mixed use development. The Plan should serve as a guide to the development team; however, the City of Hudson encourages responders to provide their expertise and creativity to the development.

Key findings of the Plan which will guide the development design include:

- Develop an integrated and walkable extension of downtown, comprised primarily of commercial office and residential uses.
- Facilitate redevelopment of the area north of Owen Brown Street as a mix of office space and dense residential housing.
- Facilitate development of the area south of Owen Brown Street with high quality office space as the primary use.
- Ensure that new development is complementary to the existing size, scale, and fabric of the downtown area.
- The development area represents an opportunity to provide a mixture of housing types and densities including both rental and owner-occupied units.
- The adjacent First and Main development was constructed in a tasteful, compatible style in keeping with Hudson local character. The development within Phase II must equally blend with surrounding development and maintain the small town character and be compatible with the Western Reserve architecture of the community.
- Retail and restaurant uses should be kept to a minimum within the development. The proposed development should be directed towards supporting the existing retail and dining within the downtown area.
- New development should enhance downtown walkability and bikeability and encourage multiple modes of transportation.



PART III: COMMUNITY BACKGROUND

About the City of Hudson: Hudson is part of the Cleveland-Akron-Canton combined statistical area, the largest metropolitan area in Ohio. Hudson boasts an extremely educated work force, high average household income, and a stable housing market. More than two-thirds of our residents have four or more years of college. Hudson has an outstanding education system, historic neighborhoods, high-end shopping and dining, and an overall outstanding quality of life. Hudson offers an idyllic lifestyle to its residents, including charming architecture, the best in culture and entertainment, and wonderful small-town quality of life.

Another exciting part of Hudson is our downtown lifestyle center which includes quaint retail shops, and fine dining, as well as village greens and pedestrian family shopping. The City hosts approximately 75 special events each year, including weekly concerts in the bandstand gazebo and in the First & Main shopping area, entertainment from the local theatre group as well as large events that draw people from all over the region, such as Taste of Hudson and Art on the Green.



Hudson History: David Hudson founded the community within the Connecticut Western Reserve region of Ohio in 1799, establishing a traditional New England Green and founding the First Congregational Church in 1802 and the Western Reserve College in 1826. The underground railroad had many active stations in Hudson and the community was home to abolitionist John Brown. In the last half of the nineteenth century, a series of events including the 1882 departure of the college to Cleveland and a terrible fire on Main Street in 1892 sent the town into decline. Community benefactor James W.

Ellsworth revitalized Hudson in the early twentieth century with new infrastructure and the reopening the college as Western Reserve Academy, recognized today as one of the nation's premier preparatory boarding schools.

In recent years the city has led many progressive community projects to ensure the small town historic community remains vibrant. Hudson is a leader in historic preservation, establishing one of the nation's first architectural design review districts in the 1970s and expanding to city wide architectural design review in the 1990s. The city instituted an innovative growth management system in the 1990s to manage residential growth within the community. In 2004, the city purchased land to the west of the historic main street and facilitated the nationally recognized First and Main lifestyle center built to blend with the existing historic main street. The outstanding success of the First and Main development serves as a model for the current development opportunity. In 2015 the City initiated installation of the Velocity Broadband utility offering high speed fiber-optic broadband, becoming the first gigabit city in Northeast Ohio.



Downtown Hudson: Downtown Hudson contains well preserved 19th century main street shops and the adjacent First and Main mixed use development. The nationally recognized First and Main development, opened in 2004, was established as a city led public-private partnership to strengthen downtown Hudson as a viable retail and civic destination. The 200,000 sq ft development contains a mix of retail, restaurants, offices, residences, and the public library to seamlessly blend with the historic main street shops. The Downtown Phase II development is intended to build on the success of First and Main and strengthen downtown Hudson’s viability and establish the community as a regional and national leader in progressive, community supported development.



Project Site: The project area is bounded by Morse Road to the east, the Villas of Hudson development to the north, and the Norfolk and Southern railroad tracks to the west/southwest. The total project area is approximately 20 acres in size. The existing major uses within the project area are the City of Hudson Public Works Department, Hudson School District bus garage facility, and Windstream Communications.

The city is completing final negotiations to control ownership of 20 acres of land for redevelopment (Development Area – Appendix 1). The City of Hudson has already begun to aggressively implement the development plan by initiating the relocation of existing uses, completing environmental assessments, and preparing the area for redevelopment. Additionally grant funding has been applied for to restore Brandywine Creek adjacent to the development area into a linear park including a multipurpose trail extension to the Summit County Hike and Bike trail network. The City has also completed extensive market analysis to confirm the viability of the plan and to be a resource to the selected development team.

The subject development consists of the following parcels:

Address	Current Property Owner	Parcel No.	Zoning District	Acreage
95 Owen Brown St	City of Hudson	3201855	D5	7.86
Morse Rd	City of Hudson	3203716	D4	2.07
91 Owen Brown St	Hudson City School District	3200823	D5	3.83
95 Owen Brown St	City of Hudson	3203132	D5	2.82
Owen Brown St	Windstream	3201946	D5	1.54
100 Owen Brown St	Windstream	3201945	D5	1.25
94 Owen Brown St	Windstream	3202096	D5	2.17 ¹
			Total	21.54

1. Note: The City of Hudson is finalizing negotiations to acquire Windstream property and establish a residual one acre parcel for the existing building located at 94 Owen Brown Street leaving a total development area of approximately 20.5 acres.

PART IV: STATEMENT OF QUALIFICATIONS CONTENT REQUIREMENTS

The text shall be concise, with emphasis upon completeness and clarity, and not to exceed 25 sheets of paper including cover letter. Responders shall be evaluated based on the following submitted information and interview:

Background: Provide a brief description of the development team and individuals involved listing the project manager, general experience and specific capabilities. A single developer may respond with a stated interest in the full development, a team of firms may partner for the various office and residential components, or a developer may respond with only an interest in a portion of the development area. In addition to the background of the developer(s), list key members of the team including the project architectural firm and other team members, if known, that may oversee engineering, landscape design, marketing, or other key components.

Management Summary: Provide a concise description of the organizational structure, subsidiary companies, identification of principals or parent companies, length of time in business, office locations and size, and overall number of personnel by discipline. If the developer is a joint venture, the developer shall furnish this information for each entity forming the joint venture and indicate the reason for the joint venture as it directly applies to this response. Provide a brief statement of the team's capacity to finance the project through completion.

Relevant Experience: Provide brief descriptions of at least three current or completed projects your team has performed, which are similar to the complexities of this project. Representative projects should demonstrate experience with public-private partnerships, mixed use developments, and development within historic downtowns. Indicate relevant experience with LEED certification, green infrastructure, or related sustainable development practices. With each project provide a contact name, address and phone number of the person who would have the most knowledge of your firm's performance on that project.



Understanding of the Development Area and the Downtown Development Plan: Discuss the intent your team is proposing for the development. Provide a brief narrative and visuals as necessary to demonstrate the team's understanding of the project area and the local community. The developer shall demonstrate an understanding of the plan, provide general insight on the viability of the plan, and indicate if any significant changes or alterations to the plan should be considered due to market conditions or creative ideas of the development team. The responder shall also demonstrate the ability to utilize development practices that are sensitive to the adjacent historic neighborhoods and maintain compatible scale and exceptional design quality. Responders are not requested to prepare site specific site plans or renderings.

PART IV: GENERAL INFORMATION AND REQUIREMENTS

Purpose: The purpose of this Request for Qualifications (RFQ) is to solicit qualified development teams for the redevelopment of 20.5 acres of land within the downtown core of the community. The City of Hudson desires the successful redevelopment of the area to serve as a regional and national model for progressive, community driven mixed-use downtown development.

Issuing Department: The City of Hudson Administration Department has prepared the RFQ. Questions relating to its contents shall be addressed to Mr. Greg Hannan, City Planner; telephone (330) 342-1790, ghannan@hudson.oh.us.

Rejection of Qualifications: The City of Hudson reserves the right to reject any and all responses received as a result of this RFQ, or to negotiate separately with any source whatsoever, to serve the best interests of the City.

Completeness of the Submittal: The response shall address all items completely and thoroughly in accordance with the format requested and shall be signed by an officer of the firm authorized to bind the responder to its stated provisions. The contents and commitments in the qualification shall remain firm for one hundred twenty (120) calendar days from the submittal due date.

Selection Process: After the qualifications have been reviewed, the selection committee may elect to invite a limited number of responders for an interview before the final scoring and selection. The selection committee will recommend the preferred responder to the City Administration. The City will then work to negotiate a development agreement with the preferred responder for review and acceptance by City Council. If an agreement cannot be reached, the City may proceed to negotiate with the next highest rated responder until an agreement can be reached.

Responses: Seven (7) print copies of the Statement of Qualifications shall be submitted to Mr. Greg Hannan, City of Hudson, 115 Executive Parkway, Suite 400, Hudson, Ohio, 44236 and one electronic pdf version emailed to ghannan@hudson.oh.us by 4:00 P.M. on TBD, 2016.

Timeline:

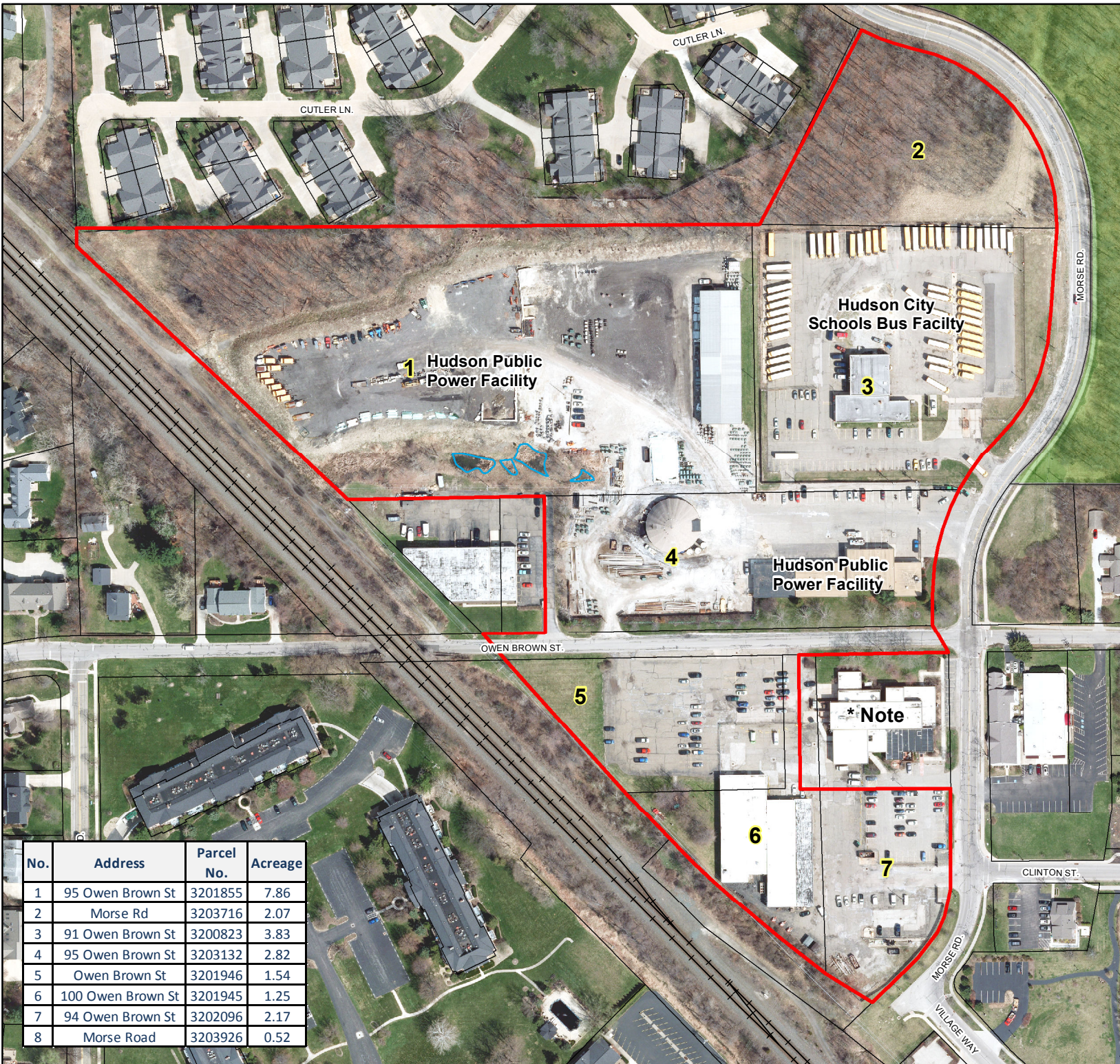
Request for Qualifications released	Week 1
Responses due	Week 5
Initial review completed, responders contacted for interviews	Week 7
Interviews conducted	Week 9
Selection Committee recommendation	Week 11


PART V: APPENDIX

The following resource documents have been provided:

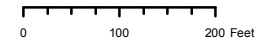
1. Aerial layout of the development area
2. Aerial layout of downtown Hudson
3. Demographic data for City of Hudson
4. Excerpt from *50 Great American Places*
5. Downtown Phase II Development Plan Excerpt (Chapter 6 of 2015 Comprehensive Plan):
Full plan is available at <http://www.hudson.oh.us/index.aspx?NID=694>

Development Area Overview Plan



-  Railroads
-  Conservation Easement
-  Development Area
-  Rivers & Streams
-  Parcels

* One acre parcel to be maintained for Windstream Communications



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

City of Hudson, Ohio
 Department of Community Development
 GIS Division

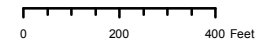
Map Compiled: April 2016

No.	Address	Parcel No.	Acreage
1	95 Owen Brown St	3201855	7.86
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4	95 Owen Brown St	3203132	2.82
5	Owen Brown St	3201946	1.54
6	100 Owen Brown St	3201945	1.25
7	94 Owen Brown St	3202096	2.17
8	Morse Road	3203926	0.52



Downtown Overview

- Conservation Easement
- Development Area
- Rivers & Streams
- Railroads
- Streets



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Map Compiled: April 2016



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Demographic statistics for Downtown Hudson

	1 mile	3 mile	5 mile
Population	5,309	24,921	64,550
Median age	43.6	43.7	41.3
Population attaining at least Bachelor Degree	61.5%	60.0%	45.2%
Median household income	\$112,686	\$112,783	\$84,997
Median home value	\$279,154	\$279,297	\$220,226
Owner occupied Housing	85.1%	87.4%	76.7%

Note: Demographic statistics from Costar report of downtown Hudson.

Additional resources available at: <http://www.census.gov/quickfacts/map/INC110213/3936651>

VILLAGE GREEN

HUDSON, OHIO

In 1800, thirty Connecticut residents migrated to a new settlement in a section of northeastern Ohio known as the Western Reserve. The previous year, David Hudson and a group of surveyors had laid out the town that would bear his name. He was one of thirty-five shareholders in the Connecticut Land Company who had purchased more than three million acres of land at forty cents an acre from the state of Connecticut in 1795, thereby ending the state's long-standing claim to land that extended west to the Pacific Ocean. The land company encouraged settlement by selling tracts to Connecticut developers who brought with them traditions of town planning, religious faith, antislavery politics, and support for education. Hudson has retained this New England heritage anchored by a ten-acre village green and scores of well-preserved homes, churches, businesses, and public buildings from the nineteenth and early twentieth centuries.

Within ten years after its founding, around two hundred people lived in Hudson. Those first families included Owen Brown, his wife, Ruth, their daughter, and three sons. The oldest boy, John, was five when the family left Torrington, Connecticut, and made a five-hundred-mile, forty-eight-day journey along the southern tier of New York, south through Pittsburgh, and across the Allegheny River to the Mahoning Indian trail that led to the Western Reserve. Owen Brown built a log cabin on the north side of the village green and eventually owned a small farm and tannery. A leader in education, he was an incorporator of Western Reserve College (1826), sometimes referred to as the Yale of the West, and a trustee of Oberlin Collegiate Institute (1833) in nearby Elyria, now Oberlin College in Oberlin, Ohio.

HUDSON HISTORICAL SOCIETY AND LIBRARY



Hudson Clock Tower

Both schools established reputations for academic excellence and for promoting the abolitionist movement that grew in Ohio and other Northern states in the 1830s and 1840s. Hudson was one of the earliest centers of the Underground Railroad, with at least ten stations in operation, including one at Owen Brown's home. Thousands of enslaved men, women, and children made the perilous journey along the Ohio River, called the River Jordan by fugitives, and its tributaries to Lake Erie and on to Canada, referred to as "the Promised Land."

John Brown spent his youth in Hudson, absorbing his father's strict Calvinist faith and his passionate opposition to slavery. He left Hudson in 1820 to start a utopian community in Pennsylvania but returned in 1825 to establish a tannery north of town. A converted hayloft in his barn became an Underground Railroad station. In 1837, in reaction to the murder of an Illinois abolitionist editor, Brown stood up in Hudson's Congregational Church and declared, "Here, before God, in the presence of these witnesses, from this time, I consecrate my life to the destruction of slavery."

In the 1850s, Brown grew more militant in his opposition to slavery. In 1855, he joined his sons and other pioneers in Kansas to promote that territory as a free state and engaged in several violent clashes with proslavery forces, which caused the state to become known as "Bleeding Kansas." In May 1856 he organized the defense of Lawrence, and a few weeks later, led a brutal attack in Pottawatomie that killed five proslavery men. Before the conflict ended in 1859, fifty-six men on both sides had died. Brown was now a celebrated and notorious abolitionist. He journeyed through the Northern states, including a stop in Hudson, to raise money and attract supporters for his audacious and dramatic attack on the federal arsenal in Harpers Ferry, Virginia, on October 16, 1859. Brown's hope that the raid would inspire a national liberation movement did not materialize; he was captured and executed on December 2. Most historians agree that the Harpers Ferry raid was a leading cause of the Civil War.

During the antebellum decades, Hudson prospered as a commercial

center with the completion of the Ohio and Erie Canal in 1825 and the arrival of the Cleveland and Pittsburgh Railroad, completed in 1851. However, the financial panic of 1857 led to a gradual decline for the rest of the nineteenth century. Western Reserve College (now Case Western Reserve University), faced with shrinking enrollment, relocated to Cleveland in 1882. A major fire in 1892 destroyed much of the central business district and many residents left town for opportunities in larger cities.

One exception to this exodus was James Ellsworth, a Hudson native who left in 1869 and earned an enormous fortune in coal mining and banking. He returned in 1907 and found Hudson in a deplorable state. He made a personal commitment to create a "model town" with paved streets, new utilities, and other public improvements. As a symbol of renewal, Ellsworth built a clock tower on the village green in 1912. Designed by E. Howard Clockworks of Boston, it remains the centerpiece of a town that prides itself on its rich history, well-preserved architecture, and a lively cultural life.

Ellsworth was an early supporter of the Hudson Library and Historical Society, founded by Caroline Baldwin Babcock, which continues today as a valuable research institution and an advocate for preserving the town's heritage. The society sponsors programs on local history and guided walking tours on various themes. The tour on the abolitionist movement includes sites where John Brown harbored fugitive slaves, where he first spoke publicly against slavery, and where he addressed a crowd in the summer of 1859 prior to his final battle in Harpers Ferry.

Hudson has a well-deserved reputation for historic preservation. Two large historic districts comprise more than five hundred buildings that reflect every style and period from the earliest settlement. Highlights include the Loomis Observatory (1838), the oldest astronomical observatory in the United States, other buildings associated with Case Western Reserve University, and a residential district near downtown with dozens of examples of Greek Revival and Victorian architecture. The town retains its New England plan organized around the village green, the setting for festivals, farmer's markets, and holiday events. It provides

an enduring connection to small-town values, ideals, and traditions that shaped American democracy.

WEBSITES

Hudson Library and Historical Society, www.hudsonlibrary.org

NEARBY PLACES

Loomis Observatory, www.observatoriestofohio.org/loomis-observatory

Stan Hywet Hall & Gardens, www.stanhywet.org

Western Reserve Historical Society, www.wrhs.org

Cuyahoga Valley National Park, www.nps.gov/cuva



DOWNTOWN PHASE II PLAN

The Downtown Phase II Plan establishes a new vision for the underutilized area to the west and northwest of the First and Main development. It envisions a mixture of office uses, condominiums, and single family attached homes within a mixed-use, walkable environment that blends in seamlessly with Downtown Hudson.

The development program will: help diversify the housing stock by providing attractive new residences for young professionals, young families, empty nesters, and seniors; add desirable office space for entrepreneurs and businesses seeking a location in the heart of the community; generate density that can support Downtown businesses; increase the vibrancy of the area; and produce new tax revenue.

The Downtown Phase II Plan is composed of several pieces:

- **Process**, providing a brief overview of the community engagement and consultancy process that resulted in the development of the plan;
- **Role of the Plan**, establishing the purpose and role of the Plan;
- **Study Area & Existing Conditions**, outlining the study area and providing key data on sites within the study area;
- **Guiding Principles**, articulating the key principles that should guide redevelopment of the site;
- **Downtown Phase II Framework Plan**, a graphic of the site's redevelopment potential highlighting the flexibility that needs to be maintained as the development program moves forward; and
- **Cost, Benefits, Phasing, & Implementation**, detailing and analyzing key concepts relating to implementation of the project.

GOAL 2 RECOMMENDATIONS

Redevelop the "Downtown Phase II" study area as an integrated and walkable extension of the existing Downtown, comprised primarily of commercial office and residential uses.

- Continue to work with the Hudson School District to identify a suitable and cost-effective site for the relocation of their bus operations.
 - Continue to work with Windstream to relocate part of their communications operations to another suitable location, recognizing that the facility at the corner of Morse Road and Owen Brown Street will likely remain due to the housing of costly infrastructure.
 - Continue efforts to relocate the current Hudson Public Power and Public Works facilities to an alternate site.
 - Work with the Western Reserve Land Conservancy to evaluate opportunities for a nature trail, pathway, or small park through the City-owned property on the east side of Morse Road between roughly Prospect Street and Owen Brown Street.
- Facilitate redevelopment of the area north and south of Owen Brown Street.
 - Evaluate opportunities to expand redevelopment eastward onto underutilized properties along the east side of Morse Road.
 - Support and/or facilitate parcel assembly within Downtown Phase II.
 - Support the usage of a "planned unit development" regulatory process for redevelopment within Downtown Phase II.
 - Ensure that new development is complementary to and supportive of the existing size, scale, and fabric of the Downtown area.
 - Encourage architectural design that capitalizes on the terminating vista at the intersection of Clinton Street and Morse Road.

#	Existing Ownership	Acreege	Developable Acreege	Existing Use	# of Parcels	Environmental Constraints
1	City of Hudson	14.97	2.77	Undeveloped / Open Space	3	Waterway, forest, floodplain, wetlands, conservation easement
2	Hudson City School District	3.83	3.83	Public (Bus Depot)	1	None
3	City of Hudson	10.68	10.50	Public (Public Works)	2	Forest, small wetland
4	City of Hudson	0.52	0.52	Public (Rail ROW)	1	None
5	Hudson Library & Historical Society	0.8	0.8	Public / Semi-Public	1	None
6	Private	0.93	0.93	Industrial	2	None
7	Private (Windstream)	4.96	4.96	Industrial (Telecommunications)	3	None
8	Private	1.33	1.33	Commercial	2	None
9	Private	0.36	0.36	Office	1	None
TOTAL		38.38	26.0	--	16	--

PROCESS

The Downtown Phase II Plan is the result of a multi-year process that has engaged residents, elected officials, civic stakeholders, and the development community. A Downtown Plan Advisory Committee (DPAC), composed of residents and stakeholders, was selected by the City of Hudson to oversee the project and ensure that it is reflective of the community's wishes and desires. These desires were then aligned by the consultant team with market realities and economic data. The Plan was developed in tandem with the update to the City's Comprehensive Plan, and is considered a vital part of that document.

The development program is ambitious, but the Hudson community has a track record of undertaking and successfully completing similar projects. The City's initial 1995 Comprehensive Plan also dreamed big and identified undesirable areas west of Main Street as an opportunity to expand Downtown and create a walkable mixed-use environment. In 2004, the First and Main development opened ("Phase I"), a national model for high-quality "small town" city core development. The remaining area to the west and northwest, however, remains underutilized. The Downtown Phase II Plan establishes a revitalization and redevelopment vision for that area.

ROLE OF THE PLAN

The Downtown Phase II Plan provides an overall vision, with the Land Use Framework Plan depicting a desirable development program for the project study area. However, flexibility should be maintained and the City should remain responsive to the market, but in keeping with the guiding principles. Building sizes and footprints will likely vary between the proposed development program within this plan and what is eventually constructed. The Plan should guide development but not limit or constrict it.

STUDY AREA & EXISTING CONDITIONS

The Phase II project is roughly bounded by frontage along the east side of Morse Road, the Villas of Hudson on the north, the Norfolk-Southern rail line on the west, and Village Way to the south. In total, the project area contains 16 parcels totaling 26 acres. Private properties are not bound by the Plan but if opportunities arise, they should be considered for redevelopment. The existing public and industrial uses in the Phase II area are considered incompatible with the existing Downtown area and do not provide the connectivity, energy, tax revenue, or critical mass of employees that the neighboring First and Main contributes to the city core.





HOUSING DIVERSITY

Single family detached homes make up approximately 87% of Hudson's housing stock, and this composition can make it difficult to attract young families and young professionals or retain empty nesters and provide for seniors. Phase II represents an opportunity to provide a mixture of housing types and densities within a walkable environment, including both rental and owner-occupied units.



QUALITY OFFICE SPACE

Attraction and retention of well-paying employers is a priority. Phase II's location within a walkable environment with access to restaurants, bars, retail, and civic uses makes it an attractive environment for office development. High quality office space in Downtown Hudson is already in high demand. Phase II presents an opportunity to expand Downtown Hudson's office stock, and generate additional tax revenue.



LESS EMPHASIS ON RETAIL

Hudson already has a very sizable retail base for a city of its size and the regional market is relatively saturated. Retail and restaurant uses should be kept to a minimum within Downtown Phase II, and efforts should be directed towards supporting existing retail and dining within the Downtown area. However, a limited volume may be appropriate for ground floor uses within identified mixed-use buildings, if supported by the market.

GUIDING PRINCIPLES

While elements of the development program may vary as implementation begins, it is important that what is eventually constructed aligns with key principles established by the community.



EMPHASIS ON CONNECTIVITY

The community has expressed an overwhelming desire for increased connectivity, including the addition of new sidewalks, trails, and bikeways. New development should enhance Downtown's walkability and bikeability and encourage multiple modes of transportation. It should also connect easily to the regional trail network.



PRESERVATION OF HUDSON'S CHARACTER

The First and Main development was constructed in a tasteful and attractive style in keeping with Hudson's local character, blending in well with Main Street. Throughout all outreach efforts, residents continually reinforced the need to safeguard Hudson's small town charm and Western Reserve architecture from incompatible development. Whatever is ultimately developed within Phase II, it is integral that its scale and style be compatible with the existing character of the area.



COST, BENEFITS, PHASING & IMPLEMENTATION

This section addresses potential cost considerations associated with redevelopment as well as the corresponding benefits. Phasing and implementation of concept plan components and the preliminary development program are also addressed.

The majority of the acreage contained within the Downtown Phase II study area is publicly-owned, including the school bus facility and the sites housing Hudson Power and Hudson Public Works. While there is existing private property on the site, most notably Windstream, the site does not generate any significant revenue for the City or other taxing jurisdictions. Correspondingly, it does not place much demand on City services.

RELOCATION OF EXISTING USES

Nearly all of the existing uses on the site would need to be relocated to accommodate redevelopment. A portion of the Windstream facility would remain due to the associated cost of relocation. That building would be integrated into the larger site redevelopment.

Alternate sites for the school bus facility, Hudson Power and Hudson Public Works have been identified by the City and are included in **Chapter 9: Community Facilities & Services Plan**. There is no cost associated with site acquisition, as they are municipally-owned. The City will reportedly pay the cost of constructing a new school bus facility in exchange for the existing property.

SITE ACQUISITION

Private property, including the surplus Windstream property, would need to be secured by the City or subject to redevelopment agreements with a developer(s) in order to facilitate development. The value of that property would be subject to appraisal and negotiation based on the size and developable site area.

With the exception of the private properties located outside of the original Phase II area, it is not recommended that site redevelopment begin without controlling or securing redevelopment agreements for all properties. The properties defined outside of the original Phase II boundaries provide connectivity and continuity with the existing Downtown but are not integral to the larger site redevelopment.

While portions of the outlined development program could be accommodated as land is taken down and secured, complete control would allow for more flexibility and increase the likelihood of realizing the vision for Phase II. The certainty provided by the City controlling the site or working with a developer to ensure control of remaining parcels provides additional confidence to potential investors and buyers and provides the City with leverage in developer negotiations.



PHASING

All segments of development will likely require phasing. While all components are capable of coming online simultaneously, the City should remain flexible in working with developers in determining a construction phasing schedule. Actual phasing will be driven by market conditions at the time of construction, development costs and subject to the terms of the City's redevelopment agreement(s). Construction needs to be sensitive to existing uses and property owners as well as other ongoing development, particularly residential uses.

The preliminary concept plan includes a mix of residential, office, and mixed-use development.

RESIDENTIAL

The residential component of the area includes both multi-family units (rentals and condominiums) and townhomes. This mixture of residences will help diversify the City's housing stock as well as provide units for empty nesters, young professionals, young families, seniors, and more. Unit sizes and amenities will vary. The development should include a diversity and mix of price points.

- **Multifamily:** A total of 155 units. Individual unit sizes will vary depending on mix.
- **Townhomes:** A total of 52 townhomes averaging 3,000 square feet apiece (with garages).

RETAIL

The Phase II development program does not directly include any retail uses. Hudson already has a very sizable retail base for a city of its size and the market is relatively saturated. Retail and restaurant uses should be directed to the existing Downtown and First and Main areas, unless market conditions change.

OFFICE

The office component of Phase II contains approximately 145,500 square feet of space (including common areas) designed to accommodate a variety of users from corporate to medical professionals to live-work space. The need for new office space was documented in the market analysis as well as in conversations with brokers, developers and business representatives, and this level of square footage should be able to be absorbed over time given its quality and central location.

The office component also creates additional activity to support retail and restaurant uses throughout Downtown. Depending on use, office space typically ranges from 175 to 225 square feet per worker. For approximately 145,500 square feet of space, that would translate to roughly 647 to 831 workers. The International Council of Shopping Centers (ICSC) estimates the average weekly expenditure at stores and restaurants in close proximity to work at \$129 per office worker (includes buying grocery items and larger ticket items at retail stores).

Even if a more conservative approach is taken and average weekly spending is reduced to \$100, it would equate to between \$3.4 and \$4.3 million per year in additional expenditures in the immediate area.

Buildings may be constructed simultaneously for economies of scale. However, it is likely that a developer will phase construction until meeting prelease and/or prelease thresholds for the first building.

MIXED USE/FLEX

The mixed use component of the development would be located just outside of the Phase II boundaries but also provide connectivity to the existing Downtown environment. This would be designed to be market driven and flexible to accommodate potential retail uses on the ground floor and office or residential above. Civic uses are also acceptable.



PARKING

At this time, it is not anticipated that an additional parking structure in the Phase II development is needed. Parking is accommodated on site for each use and additional spillover/shared public parking is also provided within the area designated as flex space in the concept plan. It is envisioned that this space could accommodate additional demand from Phase II development, the library, trail use or special events.

However, a parking structure may be supported if the community needs and development parameters change over time. A Comprehensive Downtown Parking Study should be conducted prior to actual development to determine the best course of action.

MORSE ROAD REALIGNMENT

The realignment of Morse Road between Owen Brown Street and the Villas of Hudson was considered as part of the redevelopment plan. At this time, relocation is not considered the best course of action, however, it may be revisited in the future if the development parameters change.

There are several issues associated with realignment that need to be addressed and considered before proceeding or incorporating realignment into a redevelopment plan.

- **Cost.** The associated cost for just the road reconfiguration is estimated at \$750,000 not including private utilities. In order to provide a larger development site, existing utility lines would need to be relocated or placed underground. The cost of utility relocation and/or burying underground is very expensive and contingent upon agreement and cooperation with providers.

- **Cooperation with Land Conservancy.** Development would backup to Land Conservancy property and depending on site layout, a construction easement, at a minimum would need to be secured. Relocating utilities would also require utilizing Land Conservancy property as well.
- **Site Yield.** The presence of overhead utility wires and a conservation easement may limit the amount of developable property east of Morse Road. The total number of units realized relative to cost of construction, road realignment and infrastructure would have a significant impact on development feasibility.

If the City wishes to further explore the realignment of Morse Road, discussions should take place with the Land Conservancy to determine what may be agreeable in terms of encroachment. In addition a detailed engineering study should be conducted to determine underlying issues and cost as well as determination of the feasibility of relocating or burying utilities underground.

DEVELOPMENT BENEFITS AND IMPACTS

As previously mentioned, existing uses do not generate any significant revenue for the City. The daily traversing of school buses through the Downtown has a negative impact on road infrastructure and creates congestion and traffic conflicts during peak hours. In addition the nature of uses including public works is not conducive to the surrounding residential uses and open space. Redevelopment will provide continuity and connectivity to the area and linkage to First and Main.

A summary of benefits includes:

- Increased tax revenue for the City of Hudson and Hudson Schools
- New residential options for seniors and young professionals
- Increase in available Downtown office space
- Alleviation of bus traffic through Downtown
- New more modern facilities for all existing public uses
- Potential for new mixed use development
- Increase in Downtown activity to help existing merchants and business

While long-term benefits outweigh potential negatives, during any discussion of benefits it is equally important to discuss potential negative impacts as well. Those may include:

- Traffic to and from the new development
- Potential increased demand on City and emergency services
- Impact on surrounding uses during construction
- Cost associated with acquisition, redevelopment and infrastructure improvements



IMPLEMENTATION

The next step in the process in realizing the vision for Downtown Phase II will be to vacate and secure as much of the property as possible through direct acquisition or options. Engineering studies will need to be conducted to determine site conditions and net developable area.

Separately, the City needs to make a policy decision as to whether they wish to further use Tax Increment Financing (TIF) to incentivize development of the site. The City's only TIF, which covered the First & Main area, expired in 2014. While a TIF eligibility study would need to be performed, eligibility factors most certainly exist in this area. The importance of establishing the TIF on the front end is that it provides an additional tool in soliciting developer and investor interest.

The City should then begin the process of preparing a developer RFQ (request for qualifications) process in which the City first solicits responses from developers or development teams to determine interest. This allows for developers to respond without a significant investment in cost and resources. Depending on the number of responses, the City can then create a "short-list" of developers from which to request more detailed proposals including preliminary development pro formas.

Once a developer or development team has been selected, the City can then begin the process of creating a developer agreement and redevelopment plan including the potential level of assistance that may be required to facilitate the desired program. Again, a benefit of controlling the property is that the City has leverage and flexibility in negotiations.

Additional development incentives and assistance can be evaluated on a case by case basis based on specific uses or businesses. This may or may not include financial incentives and could include such things as assistance with site improvements or waiving of permit fees.

One opportunity would be to assist property owners in the creation of a Special Improvement District (SID), authorized and outlined in Ohio Revised Code (ORC) 1710. A SID would allow Phase II properties (or a broader area, depending on the boundaries established) to tax themselves to provide for desired public improvements and services beyond the level currently provided. Depending on the number of property owners and the desired jurisdiction, the SID represents one additional tool to help revitalize the area.

Regardless of the incentives utilized, the City should be continuously mindful of the impact on existing Downtown businesses and property owners to ensure that Phase II development complements and does not compete with or negatively impact those individuals.

PHASING/NEXT STEPS

The following is an overview of steps to realize the vision for Phase II development. Some steps may take place simultaneously and/or overlap and others are contingent on completion or outcome of a preceding step or task. This is not intended to be an exhaustive list, but rather an overview of phasing steps.

PHASING/NEXT STEPS

Tasks	1	2	3	4	5	6	7
Secure property acquisition or options on all properties							
Relocate Hudson Public Power and Hudson City Schools bus garage							
Relocate City Public Works facility							
Work with Windstream on site needs							
Conduct Phase One environmental assessments							
Prepare site remediation if required							
Complete TIF Eligibility study and subsequent decision on establishment of TIF District and development incentives							
Prepare developer RFQ to qualify prospective developers							
Create short-list of developers							
Prepare developer RFP to solicit development proposals							
Select developer(s) – separate developers may be selected based on plan component							
Negotiate and secure redevelopment agreement							
Prepare marketing and promotion of Phase II							
Prepare/construct public infrastructure and improvements							
Begin construction and preleasing/presales							

Note: These are steps and not timelines. Timing is contingent upon the completion of subsequent tasks and policy decisions. However, initial tasks can begin immediately.