



SiteOhio Wave 5
996 Hines Road
Summit County, OH
2024

Get Ready.

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996 HINES ROAD SITE WAVE 5 SITE PATH FORWARD

The City of Hudson Economic Development Department submitted a Data Template on the 996 Hines Road Site (170 Acres) for Wave 5 of the SiteOhio Program. After processing and scoring the data template and prioritizing the site, InSite conducted a site visit to the 996 Hines Road Site. Throughout the visit, the consulting team made observations that are reflected below on initial impressions of the community as well as the site and verified submitted information/specifications of the data template during the site tour. The community is to be commended for undertaking this important project, all to improve the ability to respond and be more competitive in the site selection process.

The 170-acre site is the former youth development center with frontage on I-80. The site is community-owned with a list price of \$8.2M for its entirety, not subdividable. While the site is zoned industrial, it allows for a broad range of conditional uses and lacks restrictive covenants. All utilities run to the site boundaries with robust excess water capacity of 1 MGD, but the low excess sewer capacity of 100,000 GPD is counterproductive to marketability. Norfolk Southern serves the site, and several existing encumbrances are associated with the site as well. In addition to conservation easements and numerous infrastructure lines affecting the site, physical infrastructure such as an ODOT salt storage facility, existing bridges, and a two-acre pond with a floodplain are located onsite. A wetlands study is currently underway.

Based on the data template submission, InSite's desktop analysis, on-site visit, and the community's site presentation, the following provides recommendations for the 996 Hines Road Site progressing to SiteOhio's Pipeline Status. The pipeline stage is a preparatory phase. It indicates that a site is conditionally ready for authentication but requires completion of specific tasks, detailed below, within the next 12 months. This stage is critical as it ensures all sites meet the compliance thresholds before moving forward to authentication. InSite's "graded" site data template, detailing a quantifiable gap-to-success analyses, has been distributed and discussed with the City of Hudson Economic Development Department.

The following are **mandatory path forward items** to be completed by the City of Hudson Economic Development Department to progress from Pipeline to Authentication. Please submit each completed item to InSite, JobsOhio, and your JobsOhio Network Partner upon completion. If you are unwilling to execute any of the below, please let the team know which items as soon as possible. The list below will be a reference document for the site's program progress and status going forward:

1. Use your graded template to update your original submission (all other data template updates should be made to your original).
2. The site must be up-to-date and accurately represented within Zoom Prospector.
3. Subdivide the site and determine the sales price per acre.
4. Obtain a letter from an engineering firm confirming the existing onsite bridges are rated and suitable for future car and truck traffic. If bridges cannot accommodate future traffic, develop a budget and schedule for improving.
5. Once the wetlands study is complete, obtain a Final JD from USACE.
6. Develop and record restrictive covenants for the entire site.
7. Phase 1 ESA completed to include:
 - a. Engineer's summary letter of findings exactly per template provided in the data template. All other letter formats will be rejected.
8. Geotechnical Study completed to include:
 - a. Engineer's summary letter of findings exactly per template provided in the data template. All other letter formats will be rejected.

9. Wetlands Delineation Study completed to include:
 - a. Final, not preliminary, APPROVED JD Letter.
10. Phase I Cultural Resources Study completed to include:
 - a. Engineer's summary letter of findings exactly per template provided in the data template. All other letter formats will be rejected.
 - b. Findings' map.
 - c. SHPO Concurrence Letter.
11. Endangered Species Study completed to include:
 - a. Engineer's summary letter of findings exactly per template provided in the data template. All other letter formats will be rejected.
 - b. Findings' map.
 - c. USFW Letter.
12. Based on **all due diligence findings/maps** and other known impediments, such as infrastructure lines, creeks, streams, rivers, roads, wells, etc., redetermine accurate maximum, contiguous, developable acreage lots. Use these natural lots lines as the site's boundaries:
 - a. Do not prematurely subdivide/plat into small, arbitrary lots.
 - b. Do not run any type of infrastructure into or through the site.
13. Based on each maximum, natural lot/site, provide a conceptual building plan illustrating maximum square footage each lot/site can accommodate. Make sure it is a realistic representation versus random lines that cross over natural or manmade impediments to construction.
14. Develop a conceptual master plan that coincides with the City of Hudson's character.
15. Relocate the ODOT salt storage facility.
16. Cut grass and underbrush.
17. Develop a landscape maintenance plan for the site.
18. Remove all remaining items such as goalposts, soccer goals, etc. that were from the previous YDC use.

RECOMMENDATIONS

1. With frontage on I-80, the surrounding conservation easements, location within the City of Hudson, low excess sewer capacity, and how the property is naturally divided by streams, a pond, and floodplain, InSite recommends developing this site to attract corporate headquarters and research & development facilities.
2. Rebrand the site utilizing Ohio or Cleveland in the name such as the "I-80 Ohio Enterprise Park" or "Northeast Ohio Commerce Center.
3. Introduce the new park to JO project managers, NEO team, and regional companies via Zoom and in-person.

STRIVE FOR SUSTAINABILITY (PROGRAM FUNDING AND STAFFING)

Fully and adequately funded and staffed programs are imperative to not only be competitive but sustainable in today's economic development landscape. Organizations that lack sufficient funding and staffing often struggle with viability and credibility, which can cause businesses to seek out locations that offer stronger support for economic development. In today's economic climate that prioritizes sustainability, having one or one and a half person(s) manage a functioning, sustainable economic development department or organization is impossible and outdated. In this context, InSite recommends reaching for the following goals for your program if they are not already in place:

1. Program budget of at least \$300,000, funded through a combination of city, county, and private investment. This includes baseline staff of two and operating budget that includes:
 - a. Salaries and benefits (minimum for 2 positions of \$185,000/year to include benefits); office space and utilities; office supplies and equipment; marketing and branding (minimum to maintain website, letterhead, collateral materials, etc.); travel and meals (minimum of \$5,000/year); community engagements and events (minimum of \$4,000/year); professional fees (legal, accounting, grant writing, etc.); and contingency fund (5% – 10% of budget).
2. The team should consist of at least two/three full-time professionals solely focused on economic development and capable of conducting research, managing a consistent business retention and expansion program, overseeing site development, and driving business recruitment.
3. Revised or new economic development strategic plan to accomplish the above.

While a \$300,000 budget and two/three professionals may seem challenging, it is important to note that rural communities with populations as small as 3,000 or less across the country successfully maintain baseline budgets of \$300,000 or more to be competitive and sustainable. Communities can achieve this, but the first hurdle is overcoming the mindset of “we can't do that.” The reality is you can; there are many creative ways to fund a sustainable economic development organization.

CONCLUSION

In conclusion, the rigorous implementation of this process has proven invaluable in guiding all parties to a point where internal, fiscally responsible, and quantifiable decisions can be made on this site with confidence. It has paved the way for the development of actionable strategies that benefit all stakeholders involved, including the site owner, local economic development team, the region, and JobsOhio. By fostering collaboration and strategic foresight, we have not only identified viable paths forward but also laid the groundwork for reasonable decision-making based on future return on investment.

