



# IMPLEMENTATION PLAN

*The Comprehensive Plan establishes a “road map” for growth and development within the City of Hudson over the next 15 years. The Plan is the culmination of the collective efforts of City staff and officials, the Comprehensive Plan Steering Committee, City Council, and the Hudson community. While adoption of the Comprehensive Plan represents the end of the planning process, it also represents the first step in the much longer journey of guiding change within the community and implementing the recommendations of the Plan.*

## **GOAL 2 RECOMMENDATIONS**

Foster a culture of collaboration and communication in order to successfully implement the Comprehensive and Downtown Phase II Plans.

- Use of the Comprehensive Plan on a day-to-day basis to inform City policies and assist in decision-making.
- Review and update of the Land Development Code to reflect recommendations presented in the Comprehensive Plan.
- Incorporate the Downtown Phase II Plan as a component of the Comprehensive Plan.
- Enhance public communication regarding City planning efforts.
- Expand the Capital Improvement Program to include improvements recommended in the Comprehensive Plan.
- Prepare an Implementation Strategy to inform implementation of the Comprehensive Plan.
- Explore funding sources that can help finance the Comprehensive Plan's recommendations.



## USE PLAN ON A DAY-TO-DAY BASIS

The Comprehensive Plan should become the City's official policy guide for land use, development, and community improvement. It is essential that the Plan be adopted and then used on a regular basis by City staff, boards, and commissions to review and evaluate all proposals for improvement and development in the years ahead. City management should meet with department heads to explain the purpose and benefits of the Comprehensive Plan.

To further educate the community about the Plan, the City should:

- Make copies of the Plan available online for free, provide hard copies at the City Hall for purchase, and have a copy on file at the public library for reference;
- Provide assistance to the public in explaining the Plan and its relationship to private and public development projects and other proposals, as appropriate;
- Assist the City Council and Planning Commission in the day-to-day administration, interpretation, and application of the Plan;
- Maintain a list of current possible amendments, issues, or needs which may be a subject of change, addition, or deletion from the Comprehensive Plan.

## REVIEW DEVELOPMENT CONTROLS

Zoning is an important regulatory tool for implementing planning policy. It establishes the types of uses to be allowed on specific properties and prescribes the overall character and intensity of permitted development. It is important that the City's various development controls including zoning, subdivision regulations, property maintenance, and other related codes and ordinances, are reviewed to ensure that all are consistent with and complementary to the Comprehensive Plan.

The Comprehensive Plan sets forth policies regarding the use of land within the City and establishes guidelines for the quality, character and intensity of new development to be promoted in the years ahead. The Plan's policies and guidelines should greatly assist the City in formulating new zoning and development code regulations that can better reflect the unique needs and aspirations of the Hudson community.

## INCORPORATE THE DOWNTOWN PHASE II PLAN AS A COMPONENT OF THE COMPREHENSIVE PLAN

In coordination with the Comprehensive Plan update, the City has also prepared a Downtown Phase II Plan. Downtown Phase II is a key part of the future of Hudson in terms of land use, quality of life and economic development. The City needs to adopt that plan as a component of the Comprehensive Plan to ensure that it is part of the long-term planning process of the City.

## CAPITAL IMPROVEMENT PROGRAM (CIP)

While the City has a Capital Improvement Summary in the five year plan, the City should review and update it as needed to reflect Plan recommendations. These projects might include the restoration and upgrading of existing utilities and infrastructure, and the renovation, expansion, or relocation of City facilities.

In reviewing the Capital Improvement Program, the City should first prepare a list of all public improvements within the next five years that are recommended in the Comprehensive Plan. All projects should then be reviewed and prioritized and cost estimates prepared along with potential funding sources. Financial resources within the City of Hudson, as in all municipalities, will always be limited and public dollars must be spent wisely.

Residents and businesses in the City of Hudson and surrounding areas receive their services from a variety of providers including the City, public utilities, and private companies. Service providers, whether public or private sector, frequently use a Capital Improvement Program to map out growth and investment in facilities and infrastructure. As the City updates and monitors its own CIP, City staff should coordinate with other service providers including the Ohio DOT and Summit County, to ensure that investment is occurring in a logical manner and synergies can be created between public, quasi-public, and private improvements.



## ENHANCE PUBLIC COMMUNICATION

The process undertaken to create the Comprehensive Plan was, in and of itself, an important step in educating the community about the relevance of planning and the City's role in defining its future. Through the Comprehensive Plan Steering Committee, a community vision workshop, resident questionnaire, and interactive web-based engagement, much positive momentum has been forged. In order to build on this foundation, the City should ensure that the Plan's major recommendations and "vision" for the future are conveyed to the entire community.

The City should also consider additional techniques for responding quickly to public questions and concerns regarding planning and development. For example, the City might prepare a new informational brochure and online information on how to apply for zoning, building, subdivision, and other development related permits and approvals. It might also consider special newsletter and/or webpage features that focus on frequently raised questions and concerns regarding planning and development.

## UPDATE THE PLAN ON A REGULAR BASIS

It is important to emphasize that the Comprehensive Plan is not a static document. If community attitudes change or new issues arise which are beyond the scope of the current Plan, the Plan should be revised and updated accordingly.

Although a proposal to amend the Plan can be brought forth at any time, the City should regularly undertake a systematic review of the Plan. Although an annual review is desirable, the City should assess the Plan at least every two to three years. Ideally, this review should coincide with the preparation of the annual budget and Capital Improvement Plan update. In this manner, recommendations or changes relating to capital improvements or other programs can be considered as part of the upcoming commitments for the fiscal year. In turn, development regulations may need to be amended to most accurately reflect the intent of any modifications to the Comprehensive Plan. Routine examination of the Plan will help ensure that the planning program remains relevant to community needs and aspirations.

## PREPARE AN IMPLEMENTATION STRATEGY

The City should prepare an implementation strategy which highlights the improvement and development projects and activities to be undertaken during the next few years. For example, the strategy might consist of:

- A detailed description of the projects and activities to be undertaken;
- The priority of each project or activity;
- An indication of the public and private sector responsibilities for initiating and participating in each activity; and,
- A suggestion of the funding sources and assistance programs that might potentially be available for implementing each project or activity.

To remain current, the strategy should be updated annually.

## EXPLORE FUNDING SOURCES & IMPLEMENTATION TECHNIQUES

Many of the projects and improvements called for in the Comprehensive Plan can be implemented through administrative and policy decisions or traditionally funded municipal programs. However, other projects may require special technical and/or financial assistance. The City should continue to explore and consider the wide range of local, state, and federal resources and programs that may be available to assist in the implementation of planning recommendations. For example, initiatives related to economic development, housing, sustainability and environment can receive assistance from grant programs established for specific categories of actions or projects.

There are several grant funding sources available to municipalities seeking to enhance local transportation infrastructure and parks and open space offerings. Many of the grants require that the requested funding be used to support Comprehensive Plan recommendations. As such, the Comprehensive Plan can be used to support grant applications, and plan graphics can serve as a starting point for mapping proposed improvements. City staff should possess the expertise necessary to apply for these grants, but outside assistance may be used if staff does not have adequate time to dedicate to the application process.

The grants identified in the following section do not represent an exhaustive list. In addition to these sources, the City of Hudson should continue to work with the State of Ohio, Summit County, and other agencies to request additional cost participation in the redevelopment of some areas, namely those areas impacting regional infrastructure.



### **TRANSPORTATION AND INFRASTRUCTURE FUNDING SOURCES**

There are various State and Federal funding sources available to help offset some or all of the cost of road and infrastructure improvements. While sources and funds may be available for isolated and unique projects the following highlights some of the larger programs applicable to City of Hudson plans and projects.

### **MOVING AHEAD FOR PROGRESS IN THE 21ST CENTURY (MAP-21)**

Moving Ahead for Progress in the 21st Century (MAP-21), is the transportation reauthorization bill that replaced the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), which expired in September 2009 and was extended multiple times. The goal of MAP-21 is to modernize and reform the current transportation system to help create jobs, accelerate economic recovery, and build the foundation for long-term prosperity. The City should continue to remain informed as to the status of programs and any new funding sources that may be introduced in the near future.

The following discussion summarizes grant programs covered under MAP-21 that could be utilized by the City to make enhancements to local transportation infrastructure, including roadways, bridges, sidewalks and trails.

### **SURFACE TRANSPORTATION PROGRAM (STP)**

In the past, these funds have been allocated to coordinating regional councils to be used for all roadway and roadway related items. Projects in this funding category have required a local sponsor and have been selected based on, among other factors, a ranking scale that takes into account the regional benefits provided by the project.

### **ROADWORK DEVELOPMENT (629)**

Roadwork Development (629) funds are available for public roadway improvements, including engineering and design costs. Funds are available for projects primarily involving manufacturing, research and development, high technology, corporate headquarters, and distribution activity. Projects must typically create or retain jobs. Grants are usually provided to a local jurisdiction and require local participation.

### **STATE REVOLVING FUND FOR INFRASTRUCTURE**

The State Revolving Fund (SRF) is the best choice to finance the design and construction of Ohio water and wastewater infrastructure. This includes funds for wastewater treatment, sewer rehabilitation, and stormwater quality improvements, as well as non-point source projects. Funds are also available for water treatment plants or improvements to existing facilities, water line extensions to existing unserved properties, water storage facilities, wells, and source water protection efforts.

These programs represent an opportunity for the City of Hudson to implement infrastructure enhancements that will have significant and multi-faceted benefits to the local environment, character, and other infrastructure systems.

### **ECONOMIC DEVELOPMENT**

The following is a summary of tools and resources that can be utilized in promoting and assisting with economic development initiatives. Some tools are currently in place and may be enhanced or expanded. The Hudson Economic Development Corporation's motto is "promoting tax relief through intelligent business growth". Diversifying the City's tax base and attracting development that provides revenue beyond the residential property taxes is a benefit to everyone. At the same time, it is important that economic development incentives do not facilitate development at the expense of the City's character or existing local businesses.

### **TAX INCREMENT FINANCING (TIF)**

The purpose of TIF funding is to incentivize and attract desired development within key commercial areas. TIF dollars can typically be used for infrastructure, streetscaping, public improvements, land assemblage, and offsetting the cost of development.

TIF utilizes future property tax revenues generated within a designated area or district, to pay for improvements and further incentivize continued reinvestment. As the Equalized Assessed Value (EAV) of properties within a TIF District increases, the incremental growth in property tax over the base year that the TIF was established, is reinvested in that area.

The City has effectively implemented and utilized TIF in the past, including at the First and Main development. That TIF expired in 2014. A new TIF District could be created for the Phase II Plan.



### **FACADE & SITE IMPROVEMENT PROGRAM**

Facade and site improvement programs can be used for beautification efforts and to improve the appearance of existing businesses. The program can be designed to offer matching grants to improve the exterior appearance of qualifying properties.

### **FOUNDATION & SPECIALIZED GRANTS**

The successful implementation of the Plan requires realization of projects that range in scale and scope. Foundation grants are a potential funding source that becomes increasingly significant when issue-specific projects or programs (tourism, performing arts, historic preservation, small business assistance, etc.) are considered.

### **OHIO HISTORIC PRESERVATION TAX CREDITS**

The Ohio Historic Preservation Tax Credit Program provides a tax credit in order to leverage the private redevelopment of historic buildings. The program is highly competitive and receives applications bi-annually.

### **ENTERPRISE ZONES**

Tax exemptions on real property for industrial projects, are available through the Summit County Enterprise Zone. An Enterprise Zone tax abatement can extend for up to 10 years for 75% of the total project cost.

### **COMMUNITY REINVESTMENT ACT (CRA)**

The Ohio Community Reinvestment Area program is an economic development tool administered by municipal and county governments that provides real property tax exemptions for property owners who renovate existing or construct new buildings. Community Reinvestment Areas are areas of land in which property owners can receive tax incentives for investing in real property improvements.

Real property tax exemptions may be offered for existing businesses planning to expand and to new businesses looking to move to Hudson. Exemptions of up to 100% for up to 15 years on the investment in a new industrial or commercial building or expansion are available.

### **FOREIGN TRADE ZONE (FTZ)**

This program assists U.S. companies engaged in international trade by offering significant, ongoing cost savings to help compete globally. The FTZ in north-east Ohio is a collaboration of Cleveland-Cuyahoga County Port Authority and NEOTEC, and includes Foreign Trade Zones in which the City of Hudson is located.

### **JOB CREATION TAX GRANT PROGRAM.**

Eligible businesses may be offered incentives to establish or expand operations in the City with plans to create and retain jobs, primarily in existing buildings. The City may offer an eligible company an annual grant payment based on a percentage of new employee payroll taxes collected by the City of Hudson.

### **PARKS AND OPEN SPACE FUNDING SOURCES**

#### **LAND AND WATER CONSERVATION FUND (LWCF)**

Land and Water Conservation Fund (LWCF) grants are available to cities, counties and school districts to be used for outdoor recreation projects. Projects require a 50% match. All funded projects are taken under perpetuity by the National Park Service and must only be used for outdoor recreational purposes.

### **RECREATIONAL TRAILS PROGRAM**

This federal program provides funding assistance for acquisition, development, rehabilitation and maintenance of both motorized and non-motorized recreation trails. By law, 30% of the State's Recreational Trails Program funding must be earmarked for motorized trail projects, 30% for non-motorized trail projects and the remaining 40% for multi-use (diversified) motorized and non-motorized trails or a combination of either. The RTP program can provide up to 80% federal funding on approved projects and requires a minimum 20% non-federal funding match.

### **NATUREWORKS**

NatureWorks is a parks and recreation grant administered by the Ohio Department of Natural Resources. It is funded through a bond issue approved by Ohio voters in November 1993. Since NatureWorks' inception, the grant has funded over 2,300 public park projects in all 88 counties.

The NatureWorks grant program provides up to 75% reimbursement assistance for local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas.

### **CLEAN OHIO TRAILS FUND**

The Clean Ohio Trails Fund works to improve outdoor recreational opportunities for Ohioans by funding trails for outdoor pursuits of all kinds. It is administered by the Ohio Department of Natural Resources and provides up to 80% project funding. Eligible projects include: land acquisition for a trail, trail development, trailhead facilities, engineering, and design.



## IMPLEMENTATION MATRIX

The Comprehensive and Downtown Phase II Plans include many recommended policies, projects, and strategies. The following matrix summarizes the key actions that can be undertaken by the City in order to achieve the community vision. It also establishes the anticipated time frame, partnerships, and general cost of each action.

The City should use this matrix to assign tasks to various departments, explore strategic partnerships, and identify funding sources relevant to each action. As actions are completed and the Plan is updated, the matrix should be revised to prioritize the remaining actions and add new ones as needed.

### POLICIES & ACTIONS

Each Plan chapter contains a list of recommendations that can help achieve the articulated goals of the Comprehensive and Downtown Phase II Plans. Recommendations have been classified into one of two categories:

- **Policies** = specific policy positions or regulations that the City should adopt and enforce, using administrative procedures, ordinances, and/or incentives; policies can be established "in-house" with City officials and resources
- **Actions** = specific capital or administrative projects that the City should undertake; actions often require proactive external activity

### COST

Each strategy has been assigned a cost estimate to the City. The sliding scale includes:

- **\$** = Lower cost, typically an administrative or staff action
- **\$\$** = Medium cost, likely paid for from grants, special revenues, or the annual budget process; in some cases, part of capital improvements programming
- **\$\$\$** = Higher cost, likely paid for from a variety of sources, including grants, special revenues (e.g. TIF, SSA, BID), annual budget items, a bond issuance, private funds, or part of a capital improvements programming

### PRIORITY

Each action item has been designated a priority level to aid with implementation of recommendations. Action item priorities are broken into three levels including:

- **1** - actions that have the highest priority. Though not necessarily more important, items listed as priority 1 may have an immediate impact on the community, may be more easily completed, or may be necessary actions for long term projects to begin.
- **2** - actions that have secondary priority include longer term projects, actions with indirect impacts on quality of life, and actions that require other projects be completed before they can be started.
- **Ongoing** - actions that have begun, including projects that are currently under construction.

### PARTNERSHIPS

Each recommendation also includes potential partnerships. This list is not exclusive, as other partners may be identified and involved over time.

## LAND USE & DEVELOPMENT PLAN CHAPTER 5 (PG 23–28)

Support a healthy balance of land uses that can continue to make Hudson an attractive place to live and work, and carefully manage new growth and investment to ensure preservation of the community's historic character and small-town charm.

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
1	Support the creation and maintenance of stable residential neighborhoods, ranging from medium- or large-lot single family homes to small-lot single family detached homes, duplexes, townhomes, condominiums, and apartments.	Policy	1	\$	
2	Enhance Downtown Hudson as the physical, civic, cultural, and social heart of the community and an exciting mixed-use environment.	Policy	Ongoing	\$	Destination Hudson
3	Concentrate commercial corridor uses at key nodes along Route 303 and 91.	Policy	Ongoing	\$	
4	Support the creation and maintenance of offices, industrial areas, and business parks of varying sizes that can accommodate a diverse array of industries, support well-paying jobs, and generate new tax revenue.	Policy	Ongoing	\$	Developers; Hudson Chamber of Commerce
5	Support the creation and maintenance of an integrated network of parks and open spaces that preserve Hudson's rural heritage, protect the natural environment and health of the community, and allow for recreational opportunities.	Policy	Ongoing	\$	Summit County Metro Parks; State of Ohio Department of Natural Resources
6	Prioritize development in areas of Hudson that are already served by infrastructure and services before investing in less developed areas.	Policy	Ongoing	\$	
7	Discourage the premature or unnecessary conversion of farmland or rural residential areas.	Policy	Ongoing	\$	Western Reserve Land Conservancy
8	Support the mission of the Western Reserve Land Conservancy and the usage of conservation easements to prevent development of environmentally sensitive and rural areas.	Policy	Ongoing	\$	Western Reserve Land Conservancy
9	Direct new residential and non-residential development to areas planned for such uses within the Land Use Plan, so that future land use patterns maximize the use and efficiency of public services, existing and planned infrastructure, and protect and reinforce existing land uses.	Policy	1	\$	
10	Continue to rigorously evaluate development proposals to ensure the intensity of any new development does not overburden existing and planned utility systems, water resources, schools, roads, and other infrastructure and taxing bodies.	Policy	Ongoing	\$	Other Infrastructure Providers
11	Continue to ensure new development reflects the scale of existing development within Hudson.	Policy	Ongoing	\$	
12	Continue to ensure that new developments utilize quality building materials, appropriately sensitive environmental strategies, and employ an architectural design that is in keeping with the existing character of the community and the Land Development Code.	Policy	1	\$	
13	Identify the highest, best, and most appropriate use for the YDC site.	Policy	2	\$	

## RESIDENTIAL AREAS FRAMEWORK PLAN CHAPTER 5 (PG 29–33)

Preserve and enhance the character of Hudson's established neighborhoods while accommodating incremental residential development that can diversify and expand the local housing stock.

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
1	Review and evaluate the Growth Management Residential Development Allocation System to balance continued management of new residential development with increased flexibility and responsiveness to market demands.	Policy	1	\$	
2	Continue to ensure that all residential development utilizes high-quality materials (including construction, repair, alteration, or addition) and conform to an architectural design that is in keeping with the existing character of the community.	Policy	Ongoing	\$	
3	Protect and preserve historic and architecturally significant homes within the City, including those outside of the Village Core.	Policy	1	\$	Hudson Heritage Association; State of Ohio Historic Preservation Office
4	Evaluate the present boundaries of the historic district and expand the district if appropriate.	Policy	2	\$	Hudson Heritage Association; State of Ohio Historic Preservation Office
5	Promote residential development and redevelopment of a variety of housing and dwelling unit types, tenures, and densities in accordance with the Land Use Plan.	Policy	1	\$	
6	Encourage housing development that provides diverse choices of style and cost.	Policy	1	\$	Developers
7	Support the development of "age targeted" housing units that allow Hudson's seniors to age in place and remain in the community.	Policy	1	\$	Developers
8	Focus the development of higher-density or multi-family units within the greater Downtown area.	Policy	1	\$	Developers
9	Provide developers with the flexibility to cluster residential development in certain portions of a site, thereby leaving larger contiguous areas of stream buffers, wetlands, tree stands, and other assets undisturbed.	Policy	1	\$	Developers
10	Continue to preserve natural features such as mature trees and green space by integrating them into the overall design of subdivisions.	Policy	Ongoing	\$	Developers
11	Evaluate changes to the Land Development Code that can allow greater flexibility in designing and developing higher-density homes such as duplexes and townhomes, in appropriately targeted areas.	Policy	1	\$	Developers
12	Preserve and maintain existing housing through regular and active code enforcement.	Policy & Action	Ongoing	\$	
13	Work with the Ohio Turnpike and Infrastructure Commission to mitigate interstate noise pollution into adjacent neighborhoods.	Action	2	\$	Ohio Turnpike and Infrastructure Commission

**COMMERCIAL & EMPLOYMENT AREAS FRAMEWORK PLAN CHAPTER 5 (PG 34-39)**

**Support and enhance Hudson's retail, office, and industrial areas to provide goods and services compatible with the desired character of Hudson, well-paying employment opportunities, and diversification of the tax base.**

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
1	Support commercial redevelopment (catering to both the local and regional population) along Darrow Road that can demonstrate Hudson's high standards when entering Hudson from the south.	Policy	2	\$	Developers
2	Continue enforcing existing architecture and site design regulations that ensure attractive properties and explore regulations that ensure the proper installation and maintenance of landscaping.	Policy	Ongoing	\$	
3	Continue to ensure that all nonresidential development is effectively screened and buffered from adjacent residential uses.	Policy	Ongoing	\$	
4	Where applicable, require the design of new developments to incorporate public amenities such as pocket parks, plazas, arcades, and connections to existing or proposed trails.	Policy	1	\$	
5	Prioritize completion and occupancy of existing vacant industrial and office parks, or redevelopment within existing industrial areas, before permitting green field development for industrial purposes.	Policy	1	\$	
6	Market and promote Hudson's well-educated workforce, quality schools, ease of commuting, and high quality of life to prospective white collar employers.	Action	Ongoing	\$/\$\$	Hudson Chamber of Commerce
7	Market and promote Hudson's interstate access, rail access, and available land to prospective industrial employers.	Action	Ongoing	\$/\$\$	Hudson Chamber of Commerce
8	Evaluate opportunities to simplify existing regulatory and permitting processes to make them more predictable, streamlined, and business-friendly.	Action	1	\$	Hudson Chamber of Commerce
9	Coordinate access with the intention of reducing curb cuts and promoting shared parking areas and internal cross access.	Action	1	\$	Property owners
10	Support the recruitment of new employers and expansion of existing businesses by establishing a close working relationship throughout all design, permitting, and construction phases.	Action	1	\$	Hudson Chamber of Commerce
11	Host annual breakfasts or meetings that bring together city staff and members of the business community to discuss challenges, share ideas, and answer regulatory questions.	Action	1	\$	Hudson Chamber of Commerce
12	Maintain excellent relationships with major employers to support their retention and expansion in Hudson.	Action	1	\$	Major employers
13	Conduct exit interviews with businesses that choose to relocate some or all functions from Hudson to better understand what influenced their decision.	Action	1	\$	
14	Maintain a centralized database of properties that is available for commercial or industrial development.	Action	1	\$	Realtors; Developers

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
15	Maintain Downtown Hudson as an exciting mixed-use environment and the heart of the community.	Policy	Ongoing	\$	Destination Hudson
16	Support the attraction and retention of a healthy mix of businesses that can contribute energy and vibrancy to Hudson.	Policy	Ongoing	\$	Hudson Chamber of Commerce; Destination Hudson
17	Continue to support the Hudson Chamber of Commerce and Destination Hudson's efforts to market Downtown Hudson.	Policy	Ongoing	\$	Hudson Chamber of Commerce; Destination Hudson
18	Evaluate the economic benefit of expanding utility services to currently underserved areas as a method of incentivizing economic growth.	Policy/Action	2	\$/\$\$/\$\$\$	
19	Support the designation of State Route 8 to I-380.	Policy/Action	Ongoing	\$	Neighboring Communities; Ohio Department of Transportation; Ohio Turnpike and Infrastructure Commission
20	Implement the North Main Streetscaping Plan.	Policy or Action	Ongoing		
21	Continue to invest in modern infrastructure such as broadband that can support innovative and technology-based industry within Hudson.	Action	2	\$/\$\$/\$\$\$	
22	Work with neighboring communities, the Ohio Department of Transportation, and Ohio Turnpike and Infrastructure Commission to ensure that industrial tenants have efficient interstate access.	Action	2	\$/\$\$/\$\$\$	Neighboring Communities; Ohio Department of Transportation; Ohio Turnpike and Infrastructure Commission
23	Work with developers and property owners to identify sites for redevelopment along the western fringe of the First & Main development to better integrate the existing Downtown with the proposed Downtown Phase II area.	Action	2	\$	Developers; Property Owners
24	Work with developers and property owners to identify sites for infill development that could continue the Clinton Street streetwall from Main Street to Morse Road.	Action	2	\$	Developers; Property Owners
25	Establish a parking management plan that would account for the overall amount of parking needed to serve commercial uses, locations of point parking, the need for time limits, access management, and circulation.	Action	1	\$\$	Consultant
26	Evaluate opportunities for infill development, such as the "Building 7" site and appropriate parking facilities.	Action	2	\$	Developers; Property Owners
27	Develop appropriate wayfinding signage that directs visitors to Downtown and other community destinations.	Action	1	\$\$	
28	Continue to publicize and host festivals and events that draw residents and tourists to Downtown, such as movie nights, ice cream socials, concerts, parades, food festivals, and more.	Action	Ongoing	\$	Destination Hudson
29	Complete a continuous multi-purpose trail through Downtown to provide transportation alternatives and enhanced economic vitality.	Action	Ongoing	\$\$/\$\$\$	
30	Implement the Downtown Phase II Plan and transform the study area into a vibrant area of office, mixed-use, and residential uses.	Action	1	\$\$\$	Developers; Property Owners

**DOWNTOWN PHASE II PLAN** CHAPTER 5 (PG 40-49)

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.

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
1	Support the usage of a "planned unit development" regulatory process for redevelopment within Downtown Phase II.	Policy	2	\$	
2	Ensure that new development is complementary to and supportive of the existing size, scale, and fabric of the Downtown area.	Policy	2	\$	
3	Encourage architectural design that capitalizes on the terminating vista at the intersection of Clinton Street and Morse Road.	Policy	2	\$	
4	Support and/or facilitate parcel assembly within Downtown Phase II.	Policy/Action	2	\$/\$\$\$	Developers; Property Owners
5	Continue to work with the Hudson School District to identify a suitable and cost-effective site for the relocation of their bus operations.	Action	Ongoing	\$\$\$	Hudson School District
6	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.	Action	Ongoing	\$\$\$	Windstream
7	Continue efforts to relocate the current Hudson Public Power and Public Works facilities to an alternate site.	Action	Ongoing	\$\$\$	
8	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.	Action	2	\$\$	Western Reserve Land Conservancy
9	Facilitate redevelopment of the area north and south of Owen Brown Street.	Action	2	\$\$\$	Developers; Property Owners
10	Evaluate opportunities to expand redevelopment eastward onto underutilized properties along the east side of Morse Road.	Action	2	\$\$\$	Developers; Property Owners

**TRANSPORTATION & MOBILITY PLAN** CHAPTER 5 (PG 50-57)

Provide a safe and efficient network of roads that meet the needs of Hudson's residents and businesses.

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
1	Work cooperatively with both the State of Ohio and Summit County on road and bridge improvements, balancing regional priorities with local objectives.	Policy	1	\$	Ohio Department of Transportation; Summit County
2	Re-evaluate existing policy to determine whether desired transportation projects should be funded locally when external funding is not available.	Policy	1	\$	
3	Budget for maintenance, repair, and upgrade of streets as a part of the Capital Improvement Plan, including for Norton Road.	Policy	1	\$	
4	Support the designation of State Route 8 to I-380.	Policy/Action	Ongoing	\$	Neighboring Communities; Ohio Department of Transportation; Ohio Turnpike and Infrastructure Commission
5	Improve traffic flow during peak travel times by utilizing intelligent traffic signaling, infrastructure improvements, traffic guards, road connections, and other applicable tools.	Action	2	\$\$\$	Ohio Department of Transportation
6	Improve roadways within and along the perimeter of the central Downtown area to help manage traffic more efficiently.	Action	Ongoing	\$\$\$	Ohio Department of Transportation
7	Work with the Ohio Department of Transportation to fund maintenance and improvement of Routes 8, 9I, and 303.	Action	2	\$/\$\$/\$\$\$	Ohio Department of Transportation
8	Identify and improve problematic intersections through signage, enhanced signalization, and realignment as needed (excluding the realignment of the Aurora Street, Main Street, and Clinton Street intersection).	Action	2	\$\$/\$\$\$	Ohio Department of Transportation
9	Working with neighboring municipalities and neighborhood groups, establish mutually-beneficial roadway connections between adjoining developments.	Action	2	\$\$/\$\$\$	Homeowners Associations
10	Identify and continue to support roadway extension projects that enhance circulation.	Action	Ongoing	\$\$\$	
11	Work with Norfolk Southern to separate rail and vehicle crossings by grade at Stow Road and Hines Hill Road.	Action	2	\$\$\$	Norfolk Southern
12	Take steps to provide safe pedestrian passage and traffic flow through the Owen Brown viaduct.	Action	Ongoing	\$/\$\$/\$\$\$	
13	Implement high-quality gateway features at major entry points to the community to communicate a positive first impression and let travelers know they have entered Hudson.	Action	Ongoing	\$\$	
14	Develop and install appropriate wayfinding signage at strategic locations that can direct visitors to Downtown Hudson and key community facilities.	Action	1	\$\$	
15	Work with Akron Metro to increase the desirability of using public transportation as a viable method of transportation.	Action	1	\$	Akron Metro Regional Transportation Authority
16	Work with Akron Metro to ensure employment hubs are properly served by public transportation, both by the location of bus stops as well as the frequency.	Action	1	\$	Akron Metro Regional Transportation Authority
17	Work with Norfolk Southern and the Akron Metro Regional Transportation Authority to reinstate the currently inactive rail line running in a southwesterly direction from roughly the center of Hudson to the Stow border, providing industrial users along Seasons Road with rail access.	Action	2	\$/\$\$/\$\$\$	Akron Metro Regional Transportation Authority; Norfolk Southern
18	Work with the railroad and federal and state agencies to construct a new underpass to extend Morse Road to Atterbury Boulevard.	Action	2	\$\$\$	Federal & State Agencies, Railroad

## TRANSPORTATION & MOBILITY PLAN CHAPTER 5 (PG 50-57)

Establish a well-connected network of sidewalks, pathways, and trails that increase the safety and desirability of walking and biking.

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
1	Encourage, incentivize, or require business owners and developers to include bike infrastructure and other pedestrian enhancements into new developments.	Policy/Action	1/2	\$/\$\$	
2	Support development of regional trail connections that can better connect Hudson with Cleveland and Akron, such as a new trail connection between the Hike Bike Trail and the Towpath Trail.	Policy/Action	1	\$/\$\$	Neighboring Communities; State of Ohio; Relevant Counties
3	Continue implementation of the Connectivity Plan, with an immediate focus on constructing new pathways along major roads such as Route 91, Route 303, Middleton Road, Boston Mills Road, and Barlow Road and phasing in sidewalks to other underserved areas in the mid- to long-term.	Action	Ongoing	\$\$\$	
4	Work with the Hudson School District and the city's private schools to ensure safe "walk to school routes" and identify critical gaps in the sidewalk system.	Action	Ongoing	\$\$/\$\$\$	Hudson School District
5	Continue to require the construction of sidewalks and the accommodation of trails within new development.	Policy	Ongoing	\$	
6	Establish short trails or pathways between subdivisions that can increase access to parks and open space and reduce the need to walk or bike along busier roadways.	Action	2	\$\$	
7	Continue development of bikeways or dedicated bike lanes along Route 91, Route 303, Terex Road, Barlow Road, Stow Road, Aurora Street, and Middleton Road.	Action	Ongoing	\$\$	
8	Aggressively pursue development of trail connections to the Summit MetroParks Bike and Hike Trail.	Action	Ongoing	\$\$\$	Neighboring Communities
9	Add pedestrian amenities, such as benches and trash receptacles, along trails and pathways in appropriate locations and intervals.	Action	2	\$\$	
10	Develop explicit and aggressive standards for traffic calming within neighborhoods, which standards may exceed state guidelines.	Action	1	\$	

## PARKS, OPEN SPACES, & ENVIRONMENTAL FEATURES PLAN CHAPTER 5 (PG 58-65)

Preserve and enhance an integrated network of parks, open spaces, and trails that strengthen the quality of life, protect the environment, and improve community health.

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
1	Explore ways to strengthen programs for the community's youth and senior citizens at parks, at the Barlow Community Center, and at identified common spaces.	Policy	Ongoing	\$	
2	Continue to require parkland dedication or a "Funds-In-Lieu-of-Parks Fund" contribution for all new residential developments.	Policy	Ongoing	\$	
3	Encourage or require private park or open space dedications within large industrial or commercial developments for employee usage.	Policy	1	\$	
4	Support the mission of the Western Reserve Land Conservancy and the usage of conservation easements to prevent development of environmentally sensitive and rural areas.	Policy	1	\$	Western Reserve Land Conservancy
5	Minimize development impacts on natural features such as wetlands, ponds, and mature trees, where applicable.	Policy	1	\$	
6	Evaluate changes to development regulations based on recommendations included in the Brandywine Creek Watershed Plan, such as establishing steep slope protections, developing a mitigation plan for wetland and riparian impacts, permitting flexible development by right, and implementing a low impact development ordinance.	Policy	1	\$	
7	Plan and budget for improvements to existing parks, and update the 2000 Parks Master Plan.	Policy/Action	1	\$/\$\$	Consultant
8	Support Summit County Metro Parks as it continues to develop additional park space within Hudson, such as TenBroeck Metro Park and Maple Grove Metro Park.	Policy/Action	1	\$	Summit County Metro Parks
9	Recognizing that many residents desire a Community Recreation Center, consider the feasibility, cost of construction, and required financing (construction and operation) of a Community Recreation Center that could serve all residents.	Action	1	\$/\$\$/\$\$\$	Consultant
10	Work to establish Hudson as a regional recreation destination.	Action	2	\$/\$\$	Destination Hudson
11	Identify locations for new neighborhood or pocket parks.	Action	2	\$	Park Board
12	Work with neighboring municipalities and Summit County to develop regional trail connections, such as the Veterans Trail, that can increase connectivity both within Hudson and the greater region.	Action	1	\$/\$\$/\$\$\$	Neighboring Communities; State of Ohio; Relevant Counties
13	Establish local trails or pathways between subdivisions that can increase access to parks, schools, Downtown, and open space and reduce the need to walk or bike along busier roadways.	Action	2	\$\$	
14	As development and redevelopment occurs, incrementally bury overhead utility lines to avoid potential conflicts with trees as they grow and mature.	Action	2	\$\$\$	
15	Work with regional and local partners to preserve, protect the function of, and prevent contamination of the four watersheds in which Hudson is located.	Action	1	\$	Neighboring Communities; State of Ohio
16	Minimize localized flooding in neighborhoods and commercial areas through investment in local detention facilities, green infrastructure, and traditional stormwater systems and watershed management.	Action	2	\$/\$\$/\$\$\$	
17	Work toward maintaining a tree canopy of 40% of the area of the City as recommended by the Tree Commission.	Policy	1	\$	

## COMMUNITY FACILITIES & SERVICES PLAN CHAPTER 5 (PG 66-73)

Provide, or support the provision of, community facilities and services that strengthen the quality of life within Hudson and make it one of the best places to live in Ohio.

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
1	Support the operations of the Hudson School District, Western Reserve Academy, Hudson Montessori School, Hudson Library and Historical Society, and Seton Catholic School, including expansion or relocation, as necessary and appropriate.	Policy	1	\$	Hudson School District,
2	Maintain positive channels of communication with all public and quasi-public agencies and community service providers to ensure better coordination of projects and better coordinated long-range plans.	Policy	1	\$	Various Organizations & Agencies
3	Continue to closely evaluate development proposals to ensure the intensity of any new development does not overburden existing and planned utility systems, water resources, schools, roads, and other infrastructure and taxing bodies.	Policy	1	\$	
4	Evaluate opportunities to better align, streamline, or consolidate garbage service within the city.	Policy/Action	1	\$	
5	Pursue the concept of a new Municipal Services Center (MSC).	Action	2	\$\$\$	
6	Evaluate the consolidation of the City's Public Works facilities into a single, shared, weather-protected facility.	Action	2	\$\$\$	
7	Evaluate opportunities for shared office space between the City and the administrative arm of the Hudson School District at the new MSC site.	Action	2	\$	Hudson School District
8	Evaluate the installation of fire hydrants in underserved locations.	Action	1	\$\$	
9	Work with public safety providers to ensure that emergency vehicles can effectively service all areas of the City.	Action	1	\$/\$\$	
10	Relocate civic/public uses currently located within the Downtown Phase II study area to locations that are more suitable and cost-effective.	Action		\$\$\$	Hudson School District
11	Increase cooperation between the city's four water providers to ensure consistency of delivery and parity in consumer cost, including evaluating opportunities for consolidation or transfer of water lines/service areas.	Action	1	\$	Cleveland Water; Akron Water; Stow Water
12	Address any portions of the stormwater sewer network that suffer from inflow and infiltration issues.	Action	2	\$\$/\$\$\$	
13	Fund and implement water infrastructure projects that can alleviate flooding and its impact on stormwater sewer system capacity.	Action	2	\$\$/\$\$\$	
14	Aspire that all areas of Hudson are served with water, power, sewer, broadband, and fire protection with hydrants.	Policy/Action	2	\$\$\$	

## IMPLEMENTATION CHAPTER 5 (PG 74-85)

Foster a culture of collaboration and communication in order to successfully implement the Comprehensive and Downtown Phase II Plans.

#	Recommendations	Policy or Action	Priority	Cost	Potential Partners
1	Use of the Comprehensive Plan on a day-to-day basis to inform City policies and assist in decision-making.	Policy	1	\$	
2	Review and update of the Land Development Code to reflect recommendations presented in the Comprehensive Plan.	Policy/Action	1	\$	
3	Incorporate the Downtown Phase II Plan as a component of the Comprehensive Plan.	Policy/Action	1	\$	
4	Enhance public communication regarding City planning efforts.	Policy/Action	1	\$	
5	Expand the Capital Improvement Program to include improvements recommended in the Comprehensive Plan.	Policy/Action	1	\$	
6	Prepare an Implementation Strategy to inform implementation of the Comprehensive Plan.	Policy/Action	1	\$	
7	Explore funding sources that can help finance the Comprehensive Plan's recommendations.	Policy/Action	1	\$	