



Hilliard Development Corporation

2019 Strategic Plan



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Executive Summary

The Hilliard Development Corporation (HDC) has prepared this strategic plan to advance, encourage and promote industrial, economic, commercial, and civic development within the City of Hilliard. This plan considers current economic development needs and opportunities and identifies some of the steps that may be achieved by the HDC to:

- Develop strategies to promote the long-term economic vitality of the City of Hilliard, and;
- Improve the quality of life for residents, businesses and visitors

HDC will attempt to identify community improvements, programs to support Hilliard businesses and strategies to acquire and sell real estate to enhance and benefit the community in accordance with the City of Hilliard Strategic Plan.

The HDC strategic plan outlines goals and objectives and serves as a guidebook of the HDC moving forward.



Mission

The Hilliard Development Corporation's mission is to advance, encourage and promote civic, economic, commercial and industrial development within the City of Hilliard.



Hilliard CIC History

Community Improvement Corporations (“CIC”s) are nonprofit corporations formed to advance, encourage, and promote the industrial, economic, commercial, and civic development of a community. The Hilliard Community Improvement Corporation was established in 1975. In 1977, the Hilliard CIC entered into an agreement with the City of Hilliard to become the city’s agency and instrumentality for industrial, commercial, distribution and research development projects.

By 1980, the Hilliard CIC was utilized to certify projects to Hilliard City Council for industrial revenue bonds (IRB) . The first known project was for Medex, Inc. to construct a \$2 million disposable medical supply facility. Eight IRBs were approved in 1980. The last known project reviewed by Hilliard CIC was for a \$960,000 debt issuance for National Sign Systems in 1999. From 1999 through 2010, there was little, if any activity conducted by the Hilliard CIC. In October 2010, the Hilliard CIC board approved the dissolution of the Hilliard CIC.

The Hilliard Development Corporation was established in 2004. Destination Hilliard (the City’s visitors and convention bureau) was established under the Hilliard Development Corporation from 2004 to 2015. In 2015, Destination Hilliard was reestablished as a separate non-for-profit and the HDC amended its Articles of Incorporation to reflect this separation and now operates under its current structure.



Organizational Structure

Board of Directors



Kirk Herath
President



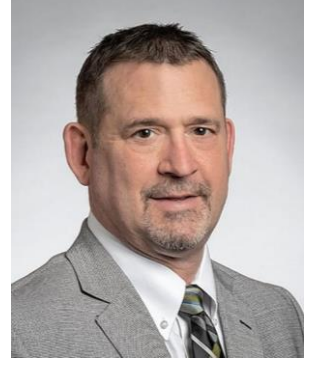
Dr. John Marschhausen
Vice President



Tom Baker
Board Member
Hilliard City Council



Michelle Crandall
Board Member
Hilliard City Manager



David Delande
Board Member
Hilliard Finance Director



Aristotle Hutras
Board Member



Liberty Schindel
Board Member

Officers

- President – Kirk Herath
- Vice President – Dr. John Marschhausen
- Secretary – David Meadows
- Treasurer – Greg Tantari

Overview of Current Activity

HDC has been operational with its current organizational structure since 2015. With assistance from a city grant, the HDC acquired a former NAPA property in the core of Old Hilliard on Center Street. The property was conveyed to the City of Hilliard in 2016. Additionally, the City conveyed the Center Street property back to the HDC and allowed it to keep the proceeds from its sale.

HDC awarded its first grant to assist in the relocation of Starliner Diner to a newly remodeled property in Old Hilliard.



Starliner Diner before relocation



Starliner Diner after relocation

The City of Hilliard increased its funding to fifty percent of its bed tax receipts in 2018. The increased funding allowed the HDC to take on several new initiatives.

Overview of Current Activity



Image: Plant Street Market & Crooked Can Brewery in Winter Garden, Florida

Center Street Market

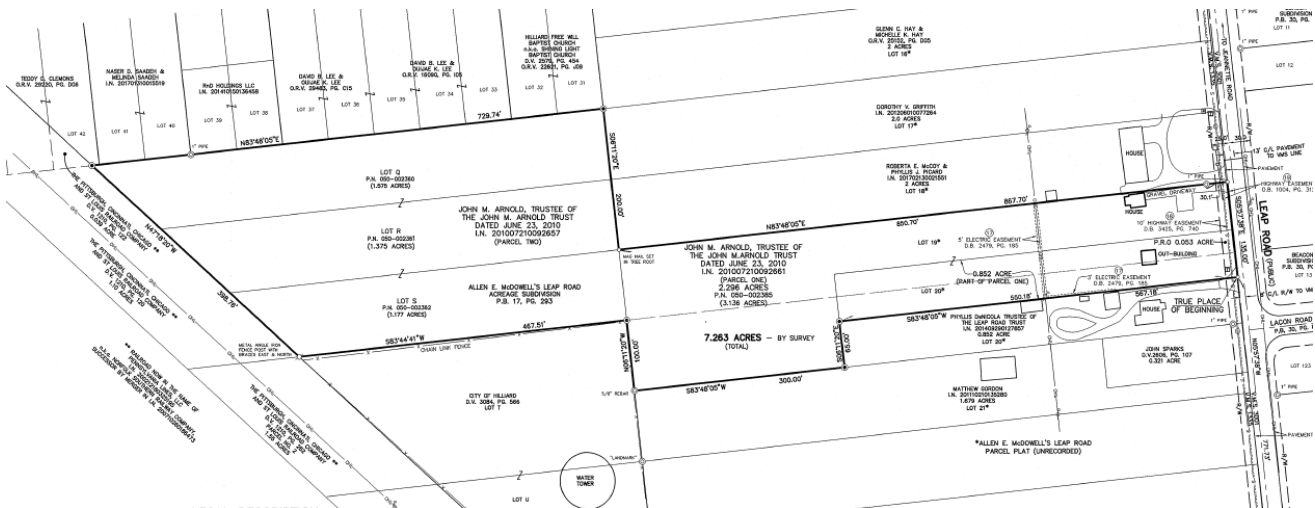
Thanks to the ongoing support from the City of Hilliard, HDC was able to secure a 16,895 SF brewery and market along Center Street. The Center Street Market and Crooked Can Brewery is modeled after their first location in Florida. In addition to bringing 12 new food and retail amenities to Old Hilliard, the \$3 million development is expected create 60 new jobs, serve as a community gathering spot and generate new real property tax. Construction completion is expected in late 2019.



Overview of Current Activity

Real Estate – Leap Road

HDC entered into a Real Estate Purchase Agreement to acquire 7.25 acres along Leap Road which is adjacent to the vacated Norfolk Southern rail right-of-way. This purchase can accommodate a multi-use path, road extension or parkland for the city while minimizing the need to displace residents for future projects. HDC arranged for the demolition of the existing structures, removed dead trees and regraded the property before conveying to the City in June of 2019.



Overview of Current Activity

Old Hilliard Façade Improvement Program (Established 2018)

HDC launched its first program, the Old Hilliard Façade Improvement Program. To-date, the HDC reimbursed \$21,270 to Old Hilliard businesses and property owners supporting more than \$382,000 in private investment and the program is available on an ongoing basis.



3987 Main Street before renovation



3987 Main Street after renovation



4120-4124 Wayne Street before parking lot repairs



4120-4124 Wayne Street after parking lot repairs

HDC Goals

HDC programs and activities must advance the following core goals that benefit the City of Hilliard:

Quality of Life

Strengthen the quality of life for those who live, work, and play in the Hilliard Community

Objective: Improve the live, work, play experience for the City of Hilliard by investing in infrastructure, generating sense of place and boosting community identity.

Economic Vitality

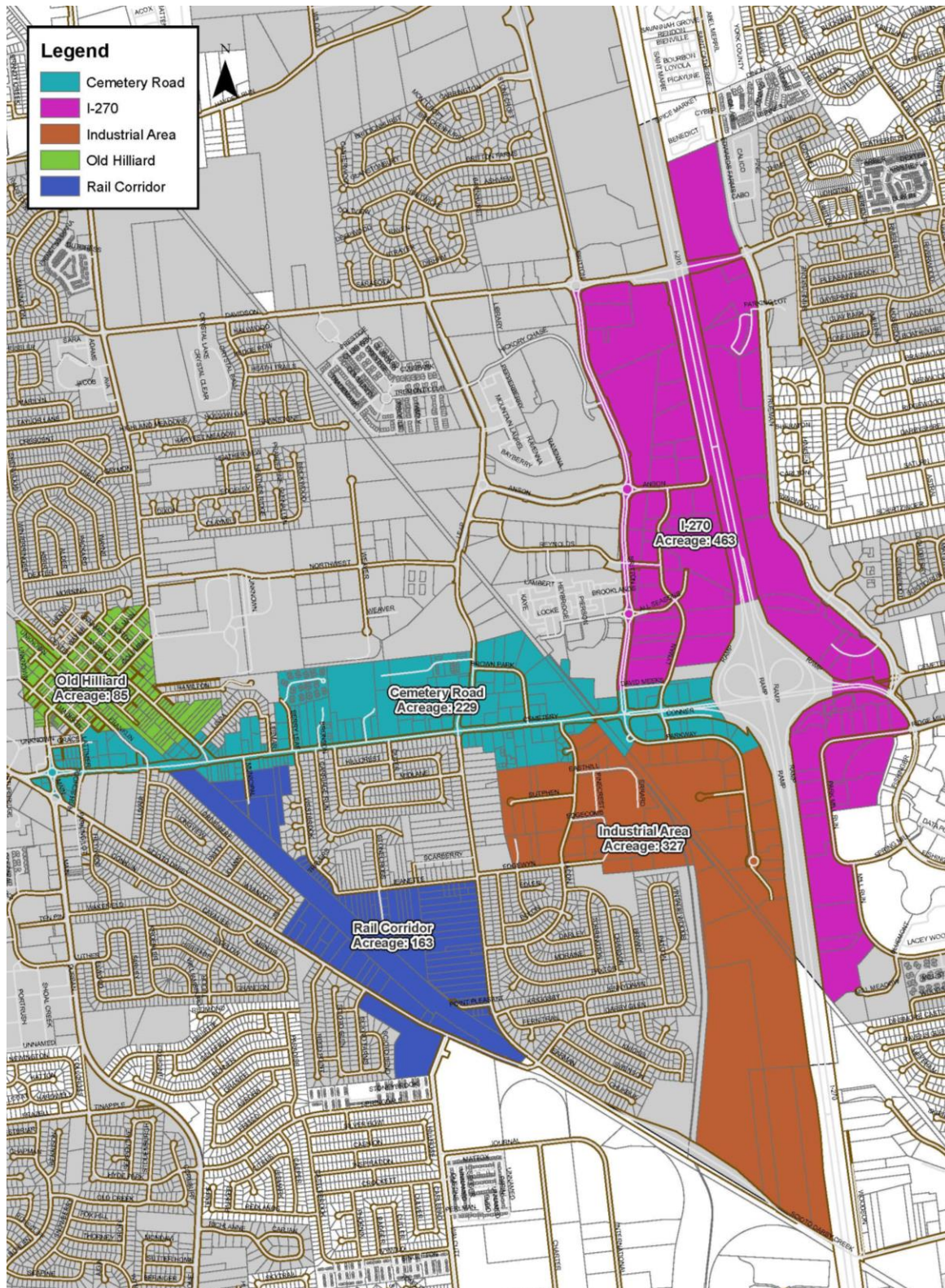
Support and promote economic opportunity and private investment to spur sustainable and resilient business growth and increase high quality employment

Objective: Generate economic growth and prosperity through targeted reinvestment, support to local businesses, and exploring emerging economic opportunities.



Priority Investment Areas

HDC programs and investments will target (but are not limited to) the following priority investment areas:



Map: HDC Priority Investment Areas

Action Items

Strategy 1: Acquire strategic real estate assets within the City of Hilliard			
Tasks	Purpose	Partners	Prior ity
Secure line-of-credit with a financial institution	<ul style="list-style-type: none"> • Increase purchasing capacity • Expedite closing process 	<ul style="list-style-type: none"> • Local Lender • City of Hilliard 	
Identify distressed, problem or opportunity real estate by monitoring sheriff's sales, repeat maintenance code offenders, or by observation	<ul style="list-style-type: none"> • Remove and prevent blight • Protect property values • Reduce enforcement burden 	<ul style="list-style-type: none"> • City of Hilliard • Land Strategies • County Auditor • Franklin County Sheriff 	
Develop a financial resource toolkit for redevelopment	<ul style="list-style-type: none"> • Outside funding can reduce HDC expenses • Redevelopment and brownfield development can be extremely expensive 	<ul style="list-style-type: none"> • ODSA • Franklin County Land Bank • JobsOhio • City of Hilliard 	
Grow relationship with local real estate agents	<ul style="list-style-type: none"> • Identify real estate opportunities before they reach the market • Improve visibility and awareness of HDC 	<ul style="list-style-type: none"> • City of Hilliard • Land Strategies • COCIE, NAIOP, etc 	
Accumulate capital for real estate acquisitions	<ul style="list-style-type: none"> • Increase reserves for larger strategic acquisitions 	<ul style="list-style-type: none"> • City of Hilliard • Corporate investors 	

Action Items

Strategy 2: Generate and support economic growth by creating programs that encourage private sector investment, job creation and payroll growth			
Tasks	Purpose	Partners	Priority
Expand the façade improvement program	<ul style="list-style-type: none"> • Supports small businesses • Increase property values • Add public amenities and services 	<ul style="list-style-type: none"> • Chamber • City of Hilliard 	
Develop a fiber connectivity program	<ul style="list-style-type: none"> • Improve competitiveness • Expedite the implementation of Hilliard Fiber Optic Network • Support and retain existing business 	<ul style="list-style-type: none"> • City of Hilliard IT • Chamber • Telecommunications installers 	
Create a research and development equipment grant	<ul style="list-style-type: none"> • Promote job creation of high wage jobs • Grow municipal income tax • Support entrepreneurship 	<ul style="list-style-type: none"> • Converge Technologies • City of Hilliard • Chamber 	
Support a small business lending program	<ul style="list-style-type: none"> • Improve the access to capital for small businesses • Reduce business costs to foster job and payroll growth 	<ul style="list-style-type: none"> • ECDI • Local lenders • Chamber 	

Action Items

Strategy 3: Promote awareness of HDC programs and initiatives			
Tasks	Purpose	Partners	Priority
Develop an HDC website	<ul style="list-style-type: none">• Improve awareness of HDC programs• Promote and solicit opportunities for real estate acquisition and sales	<ul style="list-style-type: none">• HCSD	
Reincorporate as a 501(c)3	<ul style="list-style-type: none">• Tax advantages for corporate investors• Better alignment with HDC mission	<ul style="list-style-type: none">• Outside counsel	

Operating Ground Rules

To position HDC and community for the greatest success, HDC must adhere to the following ground rules:

1. Activities will accomplish or advance HDC goals and mission
2. Must maintain operational and financial transparency with stakeholders
3. Investments will be consistent with the goals and objectives of the Hilliard Community Plan
4. HDC must maintain its flexibility
5. Approach investment decision-making with honest summation, feedback and guidance
6. Not seek to compete with private investment
7. Maintain a board of directors that bring a wealth business, public sector and community experience
8. Measure and track the impact, both qualitative and quantitative of HDC activity
9. The Board of Directors determines the vision and direction of the HDC

Reference Documents

- Hilliard Development Corporation *Articles of Incorporation* – 2004
- *Amended and Restated Code of Regulations of the Hilliard Development Corporation* - 2015
- *Hilliard Comprehensive Plan* – 2011
- *Thoroughfare Plan and Access Management Guidelines* – 2011
- *Comprehensive Parks and Public Spaces Master Plan* - 2015