



TRI-COUNTY

RETAIL DISTRICT PLAN FOR REVITALIZATION CITY OF SPRINGDALE, OHIO

KINZELMAN KLINE GOSSMAN
URBAN MARKETING COLLABORATIVE
BROWNSTONE DESIGN

October 2008

The Plan for Revitalization of the Tri-County retail district, located within the City of Springdale, focuses on retail district repositioning strategies to align one of the largest shopping districts in the State of Ohio to cater to the current and future customer needs and become one of the premier shopping, entertainment and restaurant destination of the region. Adjacent retail competition coupled with aged facilities, infrastructure, general character and maintenance has resulted in a reduced customer base over the last decade. To reverse that trend requires understanding the needs of the current marketplace, providing innovative yet practical solutions and delineating a clear path towards implementation.

Plan for Revitalization

TRI-COUNTY

City of Springdale, Ohio

Executive Summary

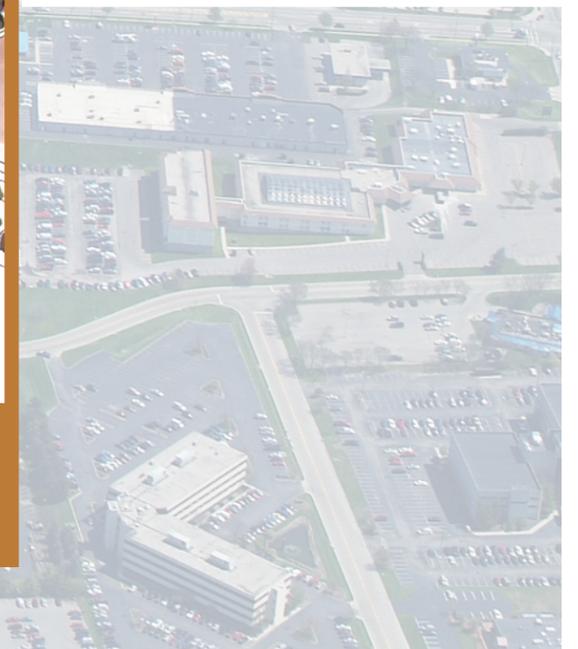
The Tri-County retail district is well positioned to capitalize on growing momentum and resurgence by the Tri-County Mall. Recent investments into the Mall have sparked renewed customer interest.



TRI-COUNTY

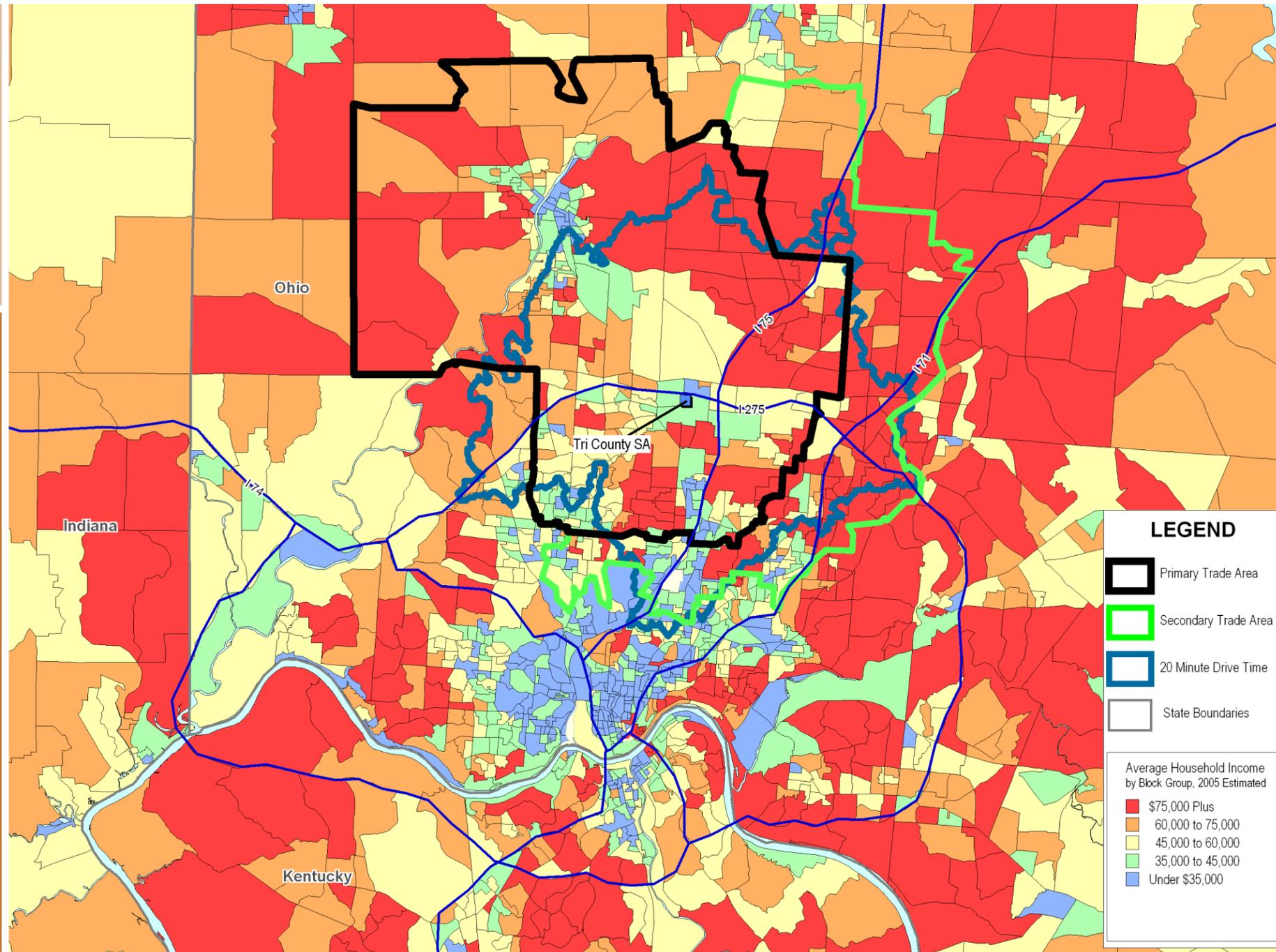


SPRINGDALE



Market

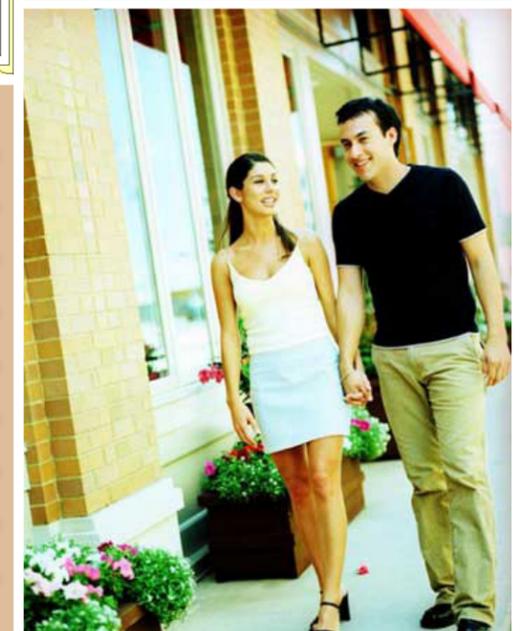
The study is based on detailed consumer and market analysis in addition to physical analysis of existing conditions. Visioning and repositioning principles were tailored around the research findings which led to pragmatic plan recommendations. Anchored by the Tri-County Mall, the district boasts a wide array of shopping choices, entertainment destinations, variety of restaurants and choices of Class A office spaces. Qualitative and quantitative research suggests tremendous market potential for retail and business.



- + 75% of shoppers reside within primary trade area and 85% within secondary trade area
- + Population within primary trade area is 361,660 and 622,159 within the secondary trade area
- + Median household income within primary trade area is \$61,732
- + Over 1.3 million sq.ft. of leasable space within the Tri-County Mall and 4.24 million sq.ft. in the entire retail area

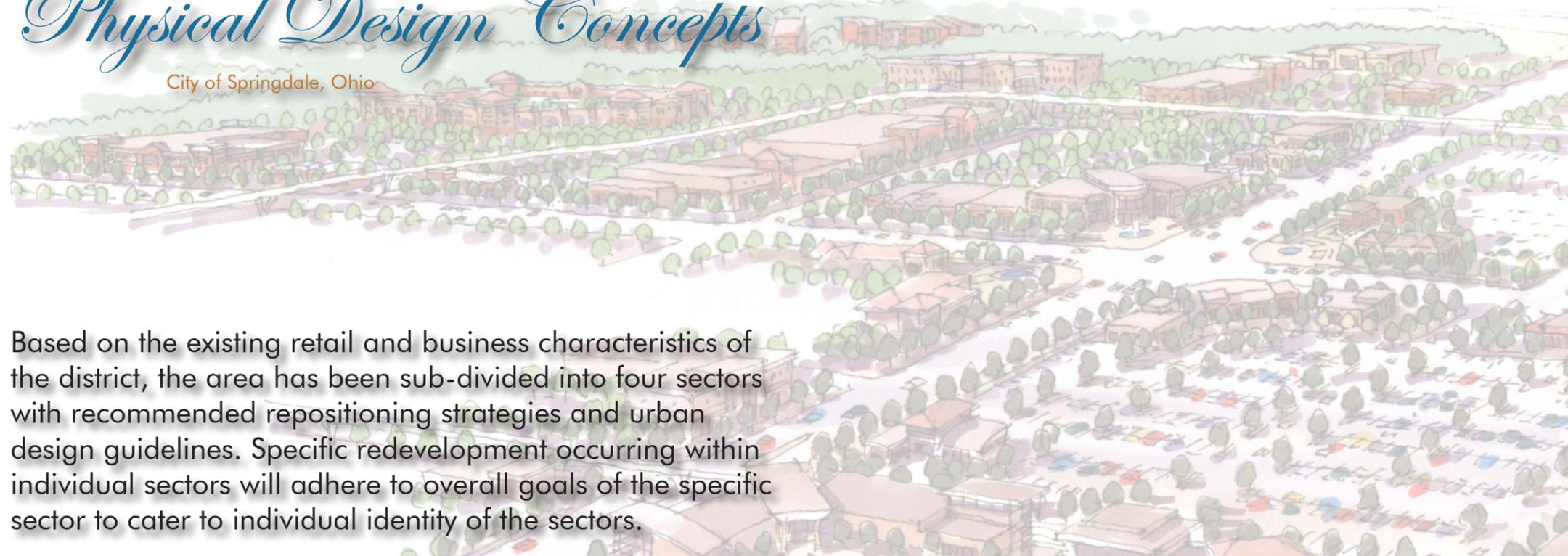
	Anchors		
Department	Macy's	Dillards	Sears
Discount	Wal-Mart	Target	Costco
Apparel	T.J. Maxx	Old Navy	DSW
Leisure	Hobby Lobby	Michael's	Dick's
Home	Ashley's	Haverty's	Ethan Allen
Electronics	Best Buy	Circuit City	HH Gregg

Existing Retail Mix	Area	Stores
Department Stores	740,591	3
Discount Stores	623,500	9
Apparel	333,750	55
Furniture & Home Furnishings	409,700	17
Drug Store	3,000	1
Grocery/Convenience	10,800	4
Full Service Restaurants	116,050	21
Fast Food Restaurants	61,675	31



Physical Design Concepts

City of Springdale, Ohio



Based on the existing retail and business characteristics of the district, the area has been sub-divided into four sectors with recommended repositioning strategies and urban design guidelines. Specific redevelopment occurring within individual sectors will adhere to overall goals of the specific sector to cater to individual identity of the sectors.

- Approach for Revitalization based on market analysis
- + Enhance existing retail centers and stores to improve physical environment
 - + Attract new development and redevelopment, specifically mixed use for sustainable approach
 - + Explore a district-wide developer/tenant retention and recruitment program
 - + Communicate with retailers and major tenants through local real estate representatives and joint marketing
 - + Improve specialty anchors and region's destination pull
 - + Public realm physical design improvements



- RETAIL VILLAGE SECTOR**
 - Core retail area with higher density and mixed use
 - Infill developments
 - Public realm improvements
- MALL SECTOR**
 - Facade improvement
 - Vehicular access and circulation modifications
- EAST RETAIL SECTOR**
 - Connectivity
 - Upgrade physical environment
 - Entertainment Focus
- OFFICE SECTOR**
 - Connectivity (alternative means of transportation)
 - Road way system adjustments (long-term)

Strategic Recommendations & Implementation

Although the success of the repositioning of the retail district is dependent upon the interest, reinvestment and willingness of the property owners and the tenants along with public-private partnering, the following are highlights of recommended approach.

ORGANIZATIONAL RECOMMENDATIONS

- + Plan implementation should be "championed" by City administration
- + Retention of a retail specialist
- + Formation of a District Development Consortium to gain leverage from property owners, tenants, regional Chamber of Commerce, and public officials
- + Creation of a Business Improvement District

FUNDING AND FINANCING RECOMMENDATIONS

- + Establishment of 300 acre TIF District
- + Enterprise zone tax abatements to offset business operating costs to incentivize development
- + Transportation related grants
- + Direct allocation of district generated sales tax through State and County legislation

ADDITIONAL RECOMMENDATIONS



- + Develop design and development guidelines for site planning, building design, parking and sustainable design elements
- + Update zoning regulations and institute streamlined review process (one-stop shop)
- + Consider special zoning overlay district to accelerate development approval process
- + Provide technical assistance programs to property owners, tenants and business enterprises
- + Focus streetscape improvements on Kemper Road and Princeton Pike corridors
- + Provide rolling trolleys as a first priority for mass transit movement within the retail district.
- + Long term future consideration for transit might include elevated people-mover.
- + Development within the retail district should adhere to the principles of environmental sustainability including site, building and parking lot design

Northwest Quadrant

- + Integrated development/redevelopment through partnership of property owners or consolidation into one ownership
- + Encourage mixed use development and infill buildings at the intersection of Princeton Pike and Kemper Road
- + Realign roadways for better connectivity between properties

Northeast Quadrant

- + Improvement of Mall entrance in the northern section
- + Facade reworks for Macy's and Sears, being highly patronized stores
- + Addition of outbuildings near the intersection of Princeton Pike and Kemper Road to align with the overall goal of intersection improvements of the core area

Southwest Quadrant

- + Streetscape improvements
- + Intersection improvement of Princeton Pike and Kemper Road

Southeast Quadrant

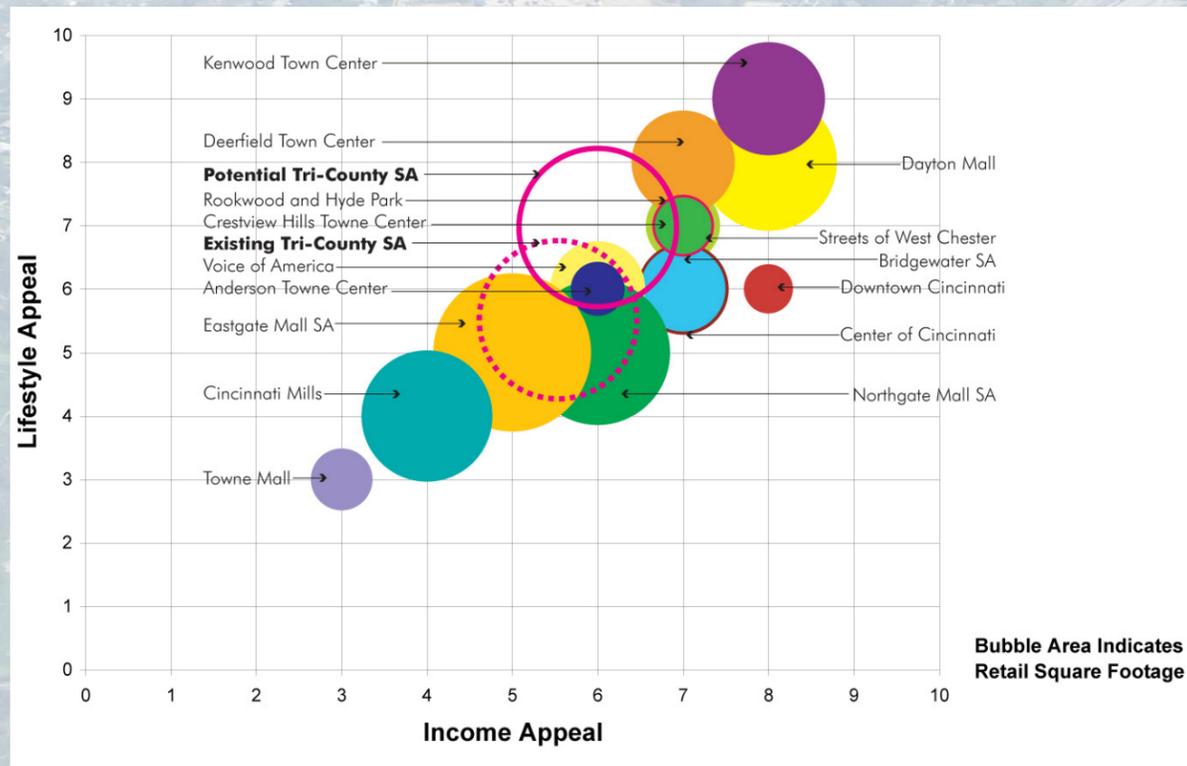
- + Integration of properties to create an overall mixed use character development
- + Encourage connectivity
- + Introduce residential component along southern edge abutting golf course

East Retail

- + Continued emphasis on discount large floor plate retailers
- + Encourage additional destination oriented entertainment uses
- + Encourage connectivity with core district

Master Plan Concepts

City of Springdale, Ohio



ENHANCED STREETSCAPE & INTERSECTION

- + For overall district identity enhancement, it is of prime importance that substantial public improvements need to occur, specifically retail area-wide streetscape design.
- + This main intersection is at the core of the district connecting to two major highways.



MIXED-USE EMPHASIS

- + Proposed mixed use redevelopment would offer addition of critical mass and provide sustainable approach for revitalization of the retail district.
- + The introduction of office and residential occupants in both redevelopments will also increase the tax base in the form of incremental income taxes.

TRI-COUNTY COMPETITIVE POSITIONING

- + Shifting the area's positioning upward would potentially unlock the latent draw of Tri-County's concentration and critical mass.
- + Increase the area's lifestyle appeal through an enhanced quality perception, all the while remaining true to its core value proposition.



GATEWAY CONCEPT

- + Strong gateways as recommended, using a combination of signage, landscaping, and architectural elements will be a critical part of a comprehensive directional/wayfinding program.



BRANDING & WAYFINDING SYSTEM

- + Balancing visual identity and functionality
- + Creating a "sense of place"
- + Visually strong without taking away from the visibility of the various retailers
- + Flexible and expandable in the future
- + Easily recognizable and visually consistent

Table of Contents

Executive Summary	i	Master Plan Concepts	29	- Infrastructure & Streetscape Aesthetics	62
		- Market Strengths	29	+ Princeton Pike & Kemper Corridors	62
Table of Contents	vi	- Market Challenges	30	+ Internal & External Roadways	62
		- Repositioning Strategy	31	+ People Mover & Transit	63
Acknowledgements	vii	- Master Plan Concepts	32	+ Environmental Sensitivity	63
		- Land Use	33	- Lifestyle Appeal/Mixed Use Emphasis	63
Retail District Profile	1	- Retail Sectors	34	+ Entertainment Opportunities	63
- Purpose of Study	1	- Connectivity and Greenways	35	- Potential Retail Mixes/Opportunities	64
- Planning Team	1	- Opportunity Sites	36	- Implementation/Schedules	65
- Study Phases	1	- Streetscape Concepts	37	+ Public Sector Roles	65
- Repositioning Policy Framework	2	- Intersection Concepts	39	+ Private Sector Roles	65
- Existing Conditions and Needs	2	- Branding Strategy	40	+ Implementation Matrix	65
- Land Uses	2	- Wayfinding System	42		
- Aerial View of District (Logos)	3	- Gateway Concept	43	Appendix	69
- Connectivity	4	- Transit Concepts	44	- Meet & Greet Meeting Comments	69
- Retail and Environmental Assessment	5	- NE Quadrant Concept	45	+ Sessions I, II & III	
- Economic Impacts	6	- NW Quadrant Concept	46	- Best Practice Examples	72
- Retail District Landscape	7	- Aerial View-NW Quadrant	47	+ Retail	72
		- Redevelopment Project Scaling	48	+ Transit/Streetscape	73
Retail and Market Analysis	9	- NW Quadrant Economic Analysis	48	+ Contemporary Architecture	74
- Introduction	9	- SE Quadrant Concept	50	+ Housing	75
- Methodology	9	- Aerial View-SE Quadrant	51	+ Mixed Use	76
- Trade Area Definition	9	- SE Quadrant Economic Analysis	52	+ Public Space	77
- Consumer Profile	10	- SW Quadrant Concept	54		
- Population Dynamics	10	- East Retail Sector Concept	55	Notes	78
- Wealth Indicators	10				
- Housing	11	Strategic Recommendations	57		
- Survey Results	12	- Project Specific - Opportunity Sites	57		
- Retail Area Assessment	12	+ NE Quadrant	57		
- Retail Mix	12	+ NW Quadrant	58		
- Ability to Draw	13	+ SE Quadrant	59		
- Merchandise Assortment	14	+ SW Quadrant	59		
- Ownership	14	+ East Retail Sector	60		
- Physical Attributes	15	- Organizational & Operational	60		
- Competitive Analysis	16	+ Organization	60		
- Competitive Summary	21	+ Safety & Security	60		
- Best Practices	23	+ Finance & Funding	61		
- Best Practices Summary	26	+ Design/Development Controls	61		
- Conclusion	28	+ Marketing & Promotion	61		
		+ Technical Assistance Programs	62		

Acknowledgements

City of Springdale:

Honorable Mayor Doyle Webster
Cecil Osborne, City Administrator
Kathy McNear, Clerk of Council / Finance Director
Jeff Tulloch, Economic Development Director

City Council

Marjorie Harlow, Council President
Tom Vanover, Council Vice President
Randy Danbury
Steve Galster
James Squires
Bob Diehl
Robert Wilson

City Planning Commission

Tony Butrum, Chairman
Dave Okum, Vice Chairman
Lawrence Hawkins III, Secretary
Carolyn Ghantous
Richard Bauer
Steve Galster
Tom Vanover

Consulting Team:

Kinzelman Kline Gossman

Craig Gossman, AIA, Principal-in-Charge
Aaron Whittaker, Market Analyst
Sukirti Ghosh, Planner/Urban Designer
Megan Minock, Planner/Urban Designer
Jane Jordan, Marketing Administrator

Urban Marketing Collaborative

Maureen Atkinson
John Archer
Andrew Graham

Brownstone Design

Erik Brown, Principal

List of Selected Participating Stakeholders

Public Entities

City of Springdale
Hamilton County
State of Ohio
Cincinnati Port Authority
Princeton City Schools

Investment Property Owners and Representatives

Kimco Realty Corporation
Princeton Plaza Group
NAI Bergman
Springdale Kemper Associates
Casto Corporation
Schottenstein Property Group
Paragon Consultants
Coventry Real Estate Advisors
Developers Diversified Realty Corp.
Thor Equities LLC
Phillips Edison & Company
Lormax Stern Development Company
Anchor Associates

Retailers

Macy's, Inc.
Sears Roebuck & Co.
Dillards Inc.
Costco Wholesale Corporation
Target Stores
Dave and Busters
Sweeney Automotive Group
Graeter's
T J Maxx Stores
Old Navy
Borders Books
Wal-Mart Stores Inc.
Krazy City/Advantage Entertainment Centers
Lowe's Home Improvement

Retail Industry Professionals

Brandt Retail Group
LeRoy Real Estate
US Bank Corp.
Hamilton County Development Corporation
Myers Y. Cooper Company
USA Partnership
Springdale Chamber of Commerce
Core Resources
Key Bank Corp.
CBRE
McBride Dale Clarion
CDS
Peck, Shaffer & Williams LLP
Kinzelman Kline Gossman
Urban Marketing Collaborative
Brownstone Design

Special thanks to all who participated in the Real Estate Meet and Greet, individual meetings and the formulation of the Plan for Revitalization.



Retail District Profile

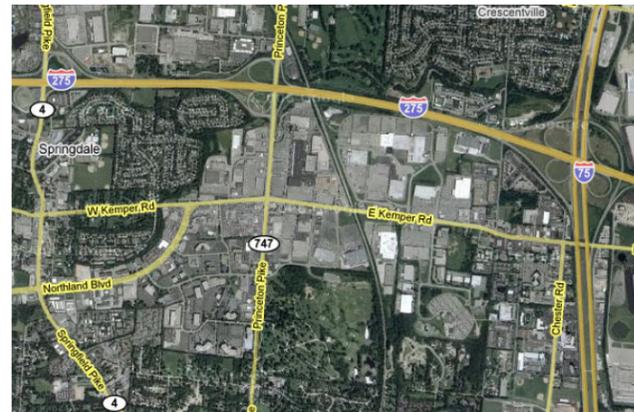
Purpose of the Study

The Springdale Retail District including Tri-County Mall is located within the City of Springdale and is recognized as one of the largest shopping districts in the State of Ohio. Although the the district contributes substantially to the economic health of the area, increased numbers of competing retail developments have been built in the trade area over the past ten years, which has lessened the market dominance once experienced by the district.

This has resulted in a somewhat smaller customer base resulting in some shop/store and anchor store closures and/or relocation to adjacent markets. This study shows that the lost customer base is not an alarming factor rather it is an opportunity to reposition the district in a way to cater to surrounding demographics including the residential neighborhoods, shoppers and office users. Also, it should be understood that the Springdale Retail District not only provides an urban shopping experience to the immediate demographics but it is truly a regional



Aerial View of Tri-County Retail Area



Springdale Retail Area Location

shopping destination that creates a consumer draw to the area that ultimately contributes to its long term sustainability.

An analysis of the retail and market strengths, weakness and opportunities is needed to provide for redevelopment initiatives that will help change the perception from its image of collection of conventional strip commercial centers to a pleasant and invigorating environment and enhanced shopping experience that competes with the new lifestyle centers in the region. This study evaluates important environmental characteristics that are important in defining the "strategic niche" for the district and a true "sense of place" to help induce an enthusiastic consumer base to expand in this new first-class marketplace. The repositioning ideas, the redevelopment concepts, the strategic recommendations and implementation guidelines will provide guidance for public officials and private real estate professionals to implement a shared shared vision of a renewed retail and mixed use district.

The multi-disciplinary planning, market analysis and architectural firm of Kinzelman Kline Gossman along with

Urban Marketing Collaborative and Brownstone Design were contracted in March 2007 by the City of Springdale to prepare the Springdale Retail District Study focusing on analysis of existing physical characteristics, market and retail analysis, opportunity site redevelopment and supporting strategic recommendations to create the strategy for the economic and physical revitalization of the district.

Planning Team

- Kinzelman Kline Gossman (KKG)
- + Urban Design
- + Architecture
- + Market Analysis
- + Strategic Planning
- Urban Marketing Collaborative (UMC)
- + Retail and Market Analysis
- Brownstone Design
- + Signage
- + Wayfinding
- + Brand Identity

Study Phases

The study consisted of four distinct phases:

Phase I: Physical Assessment and Urban Audit

In the first phase of the study (Tasks 1 & 3), the planning team conducted an analysis of the existing site conditions, studied current planning documents, and identified opportunities and constraints for redevelopment. The Planning Team presented their findings at several reviews with Plan Advisory Members (The Mayor, City Administrator and Economic Development Director) and shared the physical assessment, challenges and opportunities as a precursor to a public charrette process held on September 26, 2007.

Planning Process



Phase II: Retail and Market Analysis

Urban Marketing Collaborative, with the help of Aaron Whittaker, market analyst with KKG, conducted stakeholder interviews and phone interviews with property owners, business owners and adjacent residents to understand their perception of retail issues and their visions for the future of their properties, activities of consumers-their choice of shopping destinations, the way they shop, dine, etc. (Task 2). The retail area assessment is based on trade area designations and research of demographics, households, retail supply and demand, economic trends, consumer segmentation, regional competitive analysis and best practices of retail districts around the country. The retail and market analysis provided a framework for redevelopment concepts and were discussed in the above-mentioned meetings.

Phase III: Charrette/Workshop and Redevelopment Concepts

The planning team prepared several redevelopment scenarios for the Springdale retail area and shared the vision with Plan Advisory Members and participants of the charrette process (Task 4). These scenarios balanced the City's economic development policies with a vision to create specific characters appropriate to certain segments of the study area. The concepts are based on the level of development supported by market and impact of potential redevelopment in providing sustainable solutions. The redevelopment scenarios deal with overall growth and focused specifically on Princeton Plaza and Cassinelli Square with supporting concepts for branding, wayfinding and signages for the entire Tri-County retail area.

Phase IV: Strategic Plan

The final phase (Tasks 5 & 6) involved preparation of the strategic plan for the Springdale retail area. This included development of strategies and policies with implementation measures focusing on socio-economic and physical redevelopment.

Repositioning Policy Framework (Vision)

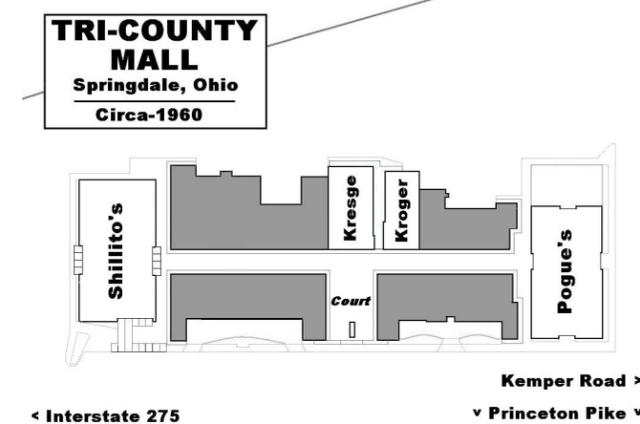
It is of prime importance to provide a strategic vision for the repositioning of the Springdale retail district in order for the City leadership to carry forward the implementation strategies of the plan and gain buy-in from stakeholders. Reestablishing confidence of the development community to embrace the vision and implement substantive changes to the district is the ultimate goal of the planning initiative. The following visions will help portray the framework of redevelopment concepts, the strategic recommendations and phase-wise implementation measures:

- + Incremental physical changes in the area to change perceptions-an initial "critical success"
- + Comprehensive strategy for new retail development (Market Niche)
- + Long term vision of the public sector focusing on the tri-county retail area and requisite investment opportunities moving forward
- + Public and private sector partnering to establish shared investment through a holistic approach
- + Strategic implementation of redevelopment concepts to evolve the area with the demands of the market
- + Embracing the vision of a vibrant mixed-use core, a redeveloped Tri-County Mall with adjacent large ("big-box") retailers, office district and residential development for a sustainable community.

Existing Conditions and Needs

Land Uses

The huge expanse of retail shopping/commercial areas along with substantial office uses in the Springdale retail area started with the Tri-County Mall when it opened on October 1960. With anchor stores such as Shillito's and Pogue and covering approximately 600,000 sq.ft. of retail area, it was one of the earliest regional shopping



Aerial View of Tri-County Mall-1960

Source: City of Springdale



Historic Springdale, Ohio

Source: City of Springdale

destinations in the state of Ohio. Currently it has over 1,300,000 sq.ft. of leasable space. Although the Mall is kind of an anchor to the entire retail district, the shopping area has other strip centers such as Princeton Plaza, Cassinelli Square etc., large retailers "big box" world on the east side of the railroad tracks and substantial amount of office uses in the southwest section of the retail district. Together, the entire retail district boasts of 4.24 million sq.ft. of office space, providing wide array of shopping destinations including home goods, apparel and accessories, electronics and appliances, automotive, eating and drinking places, etc.

Although there is a somewhat high amount of turnover rates among tenants, specifically within the Mall and the Cassinelli Square, the Springdale retail area sustains itself through a wide range of offerings. The retail area also suffers from limited "re-tenanting", which is a concern as far as stable and sustained growth and also to compete with nearby regional shopping destinations, most notably Kenwood Towne Center. Also, the opening of the IKEA store



*Retail District Aerial View
Showing Location of Specific Stores*



*Princeton Pike looking south
Cemetery to the left and Office Park to the right*

in nearby West Chester location will provide challenges for sustenance of the home goods/furnishings that Tri-County offers as one of the largest sectors of retail.

There are six (6) different zoning districts within the Tri-County retail area with the most prevalent being the GB: General Business District and PUD: Planned Unit Development. GB provides for community scale retail while PUD provides for public and semi-public areas usage, while preserving the landscape and appropriate flexibility in design. Other zoning districts are GI: General Industrial; OB: Office Building; PF-H: Public Facility High Intensity to promote the establishment and location of governmental, civic, welfare and recreational facilities which provide necessary services to the City and SS: Support Services for providing appropriate and convenient locations for service and related types of minor production and fabricating processes.



Enhanced Look of Tri-County Mall

The "Zoning Code" provides for general recommendations of permitted uses, lot dimensions, building sizes, density of development and parking requirements. The existing "Property Maintenance Code" also provides salient guidelines for improvement and maintenance of individual properties. These guidelines are sometimes deficient in providing for character specific to each district tied together by a unifying development theme for the entire retail area. As such for a toolkit of development, it is recommended to have design and development guidelines for the entire retail district to provide assistance to developers on several issues such as building height, location/placement, façade requirements that ties up the character of adjacent structures, signage regulations, landscaping regulations, etc. This will not only help the private developers and property owners in redevelopment of individual properties but also will create an expedited review process by public officials for quicker turnaround of project review, thus reducing the frustration of private property owners. Moreover a framework of highest and best uses of land catering to the market conditions is

required specifically in the demarcated opportunity sites to provide excitement among shoppers and visitors to the area. This will provide for increased revenues and subsequently return on investment for the property owners and public agencies.

Land Use Needs

- + Physical Redevelopment
- + Special Overlay District
- + Design and Development Guidelines

Connectivity

The retail district is accessible through two main thoroughfares namely Kemper Road and Princeton Pike (SR 747). These roadways are typically used by commuters for travelling to and from the retail district and also act as main connectors among residential zones present on all sides of the retail district. The roadways also serve existing office complex and other commercial centers. Numerous local roads connect these main thoroughfares to interior



Typical Vacant Strip Centers



Substantial Slope from Kemper to Princeton Plaza Site



High Traffic Zone at Princeton Pike & Kemper Road



Existing Streetscape along Princeton Pike

parcels and parking lots. The Tri-County Parkway, provides faster access through southern end of the retail district bypassing the main intersection of Princeton and Kemper Road. An important factor impeding connection is the railroad that physically divides the retail district from the large retail (“big-box”) world that lies to the east of the tracks. Currently, only East Kemper Road provides access to this area from the approximate center of the retail district i.e. the intersection of Princeton Pike and Kemper Road. There is opportunity to provide additional connections across the railroad tracks to provide ease of access.

As many of the stakeholder groups have suggested, it is sometimes confusing for the visitors to reach some destinations because of the lack of proper signage and formalized access. Such an example is the entry to the Tri-County Mall area going south on Princeton Pike that leads directly to the parking structure located at the rear of the Mall. Another example is the Tri-County Parkway, which in spite of providing a bypass route, is missed by many because of poor signage and wayfinding. As a result there



Existing Streetscape along E. Kemper Road

is opportunity to realign some of the local roads specifically on the southwest side of the intersection of Princeton and Kemper Roads and provide appropriate branding, signage and wayfinding in the entire retail district.

As a part of the ongoing renovations of the Tri-County Mall, a new traffic light has been installed on Kemper Road directly across from existing Haverty’s Furniture store on Cassinelli Square. This will help to ameliorate the traffic situation going in and out of the new entrance to the Tri-County Mall facing the corner of the intersection of the Kemper Road and Princeton Pike.

Existing transit service in the study area is provided by Metro transit services from various areas within the City of Springdale, surrounding neighborhoods and the City of Cincinnati. Current routes are 20 (local routing from Downtown Cincinnati), 23X (express routing from Downtown Cincinnati) and 78 (access from adjacent municipalities). There is also an existing park & ride at the northwest end of the Tri-County Mall. Although these

routes provide access for commuters from surrounding neighborhoods, there is a need for providing local transit service or people-mover solutions for connections of the residential and office complexes into the retail commercial areas. It will also help a visitor/shopper within the area where one can park in a certain location and catch the transit service/people mover to different retail areas.

Current streetscapes in the entire retail area are mainly focused around automobile traffic and access from one parking lot to another. Although there are sidewalks along the main thoroughfares, the physical assessment and the stakeholder comments reflected that visitors are intimidated at crossing the main roads to gain access to the numerous strip shopping centers. As such, they rely heavily on automobile even if to cross the road and gain access to the parking lot of the shopping center in the immediate vicinity. In this age of sustainability to preserve our precious resources of different forms of energy, pedestrian-friendly streetscape character is recommended. It is also recommended to provide screened parking with landscaped shrubs and trees to provide a “feel good”



Convenient Access of Retail Area via I-275 & I-75

experience to the visitors and shoppers and to soften the harsh streetscape of extensive expanse of asphalt roads and parking lots. The existing “Tree Preservation Ordinance” needs to be updated according to the principles of redevelopment and concepts.

Connectivity Needs

- + Better Connectivity across Individual Sites
- + Enhanced Streetscape
- + Additional Connection with “big-box” over CSX railroad tracks
- + Trolley, People-Mover

Retail and Environmental Assessment

Although much of the retail assessment will be discussed in the “Retail and Market Analysis” chapter, it is important to note the physical characteristics of the retail environment along with environmental considerations. Distinct characters are present on both the east and west sides of the railroad tracks with large retailers (“big-box”) dominating the landscape on the east side of the railroad tracks. Due to the railroad crossing and topographic reason, the highest point in this area is approximately near the intersection of Kemper Road and Century Boulevard.

Another significant environmental feature of the entire retail district is the presence of significant depression near the intersection of the exit from I-275E and Princeton Pike. This depression (approximate 24-30’) along with the swale that runs north toward the depression, is a significant cause of flooding during heavy rains. As such the redevelopment concept recommends having this as a water feature, which not only will create a gateway image but will also help to tie together the redevelopment areas on Princeton Plaza site. The presence of the golf



Absence of Landscaping in the Retail Area

course and the cemetery at the southeastern side of the retail district opens up opportunities for mixed use with residential components to take advantage of the views and also as the market conditions suggest. Another issue is the presence of rolling topography in the retail area, for which the commuters are confronted with rooftops of a large expanse of shopping centers.

The strip commercial centers at the Cassinelli Square and Princeton Plaza opportunity sites are recommended to be developed in a "mixed use village like character" to encourage live/work conditions in conjunction with retail spaces. This will open up opportunities for young professionals and empty nesters in the area. These areas are recommended to be developed in a way to encourage walking, biking and access by way of a people-mover and/or transit system.



Absence of Synergy and Haphazard Uses in Retail Landscape

Retail Environment Needs

- + Retail Closer to Core Area
- + Appropriate Tenanting
- + Graphic Wayfinding, Signage
- + Mixed Use

Economic Features Table

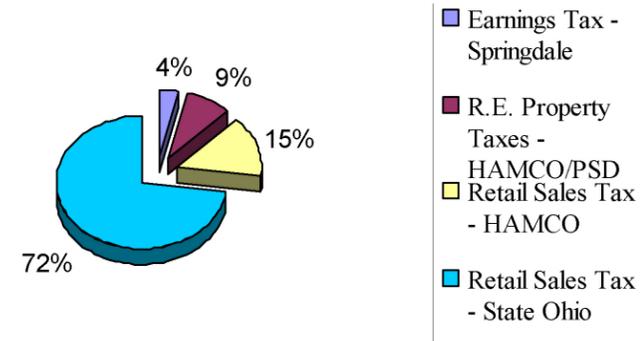
Building Areas:	4,240,000 SF
Jobs:	5,300 Avg.
Wages Paid:	\$116,000,000 / year
Retail Sales:	\$636,000,000 / year

Economic Impacts

The Springdale Retail District is a major economic generator in the metropolitan area, accounting for over 5,300 jobs and wages of over \$116,000,000 paid to workers. Retail sales account for well in excess of half a billion dollars. The resultant tax impacts to government are substantial, providing over \$43,560,000 in annual revenues from earnings, and property and sales taxes. The tables and charts below illustrate the economic impacts of the Retail District.

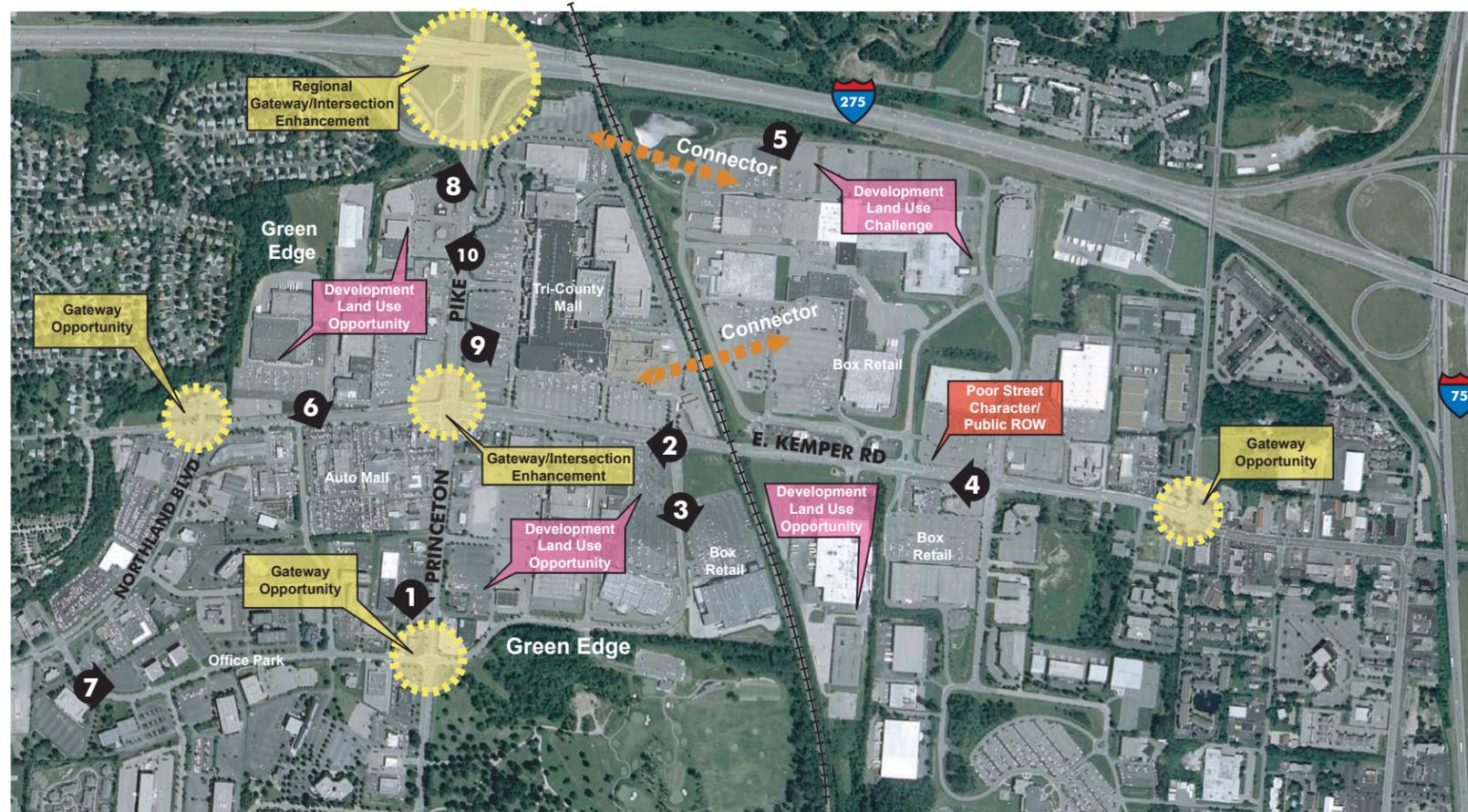
Obviously, the maintenance and enhancement of jobs and wages, retail sales revenues and tax receipts by area governmental bodies must be a major priority.

Tax Impact Chart (Annual)



Tax Impact Table (Annual)

Earnings Tax – Springdale	\$ 1,160,000	4%
R.E. Property Taxes – HAMCO/PSD	\$ 4,240,000	9%
Retail Sales Tax – HAMCO	\$ 6,360,000	15%
Retail Sales Tax – State Ohio	\$ 31,800,000	72%
Aggregate Tax Impact	\$ 43,560,000	100%



RETAIL DISTRICT LANDSCAPE

ANALYSIS MAP

ISSUES:

DISCONNECT BETWEEN STREETS AND USES
VISUAL (SLOPES AND ANGLES)
SCALE
AESTHETIC QUALITY

NON-COHESIVE ARRANGEMENT OF BUILDINGS,
SIGNAGE, AND PARKING .

ELEMENTS INSENSITIVE TO PUBLIC VISIBILITY
BLANK WALLS, REAR AND SIDE BUILDING
FACADES, SERVICE COURTS

MAINTENANCE OF STREETScape AND PROPERTIES

Retail and Market Analysis

Introduction

Falling within Task 2, the Tri-County Retail and Market Analysis follows the initial evaluation conducted in Task 1. The aim of this phase of the project is to provide a comprehensive understanding of the existing retail and market dynamics in order to pave the way for the charrette and strategic planning encompassed by Tasks 4 and 5 respectively. In preparing this analysis, Urban Marketing Collaborative pursued a detailed methodology that derived concrete recommendations based on a breadth of sources and research techniques. This was the basis for an internal meeting with the City of Springdale to discuss the results of the analysis and implications for redevelopment.

Methodology

Urban Marketing Collaborative commenced the Tri-County Retail and Market Analysis with a thorough review of existing reports. This provided a foundation of understanding on which key-person interviews were then conducted with property owners, mall operators, retail operators, and real estate professionals. The outcome of this series of interviews was a deeper appreciation of the core issues at stake in the Tri-County retail district.

In order to assess the retail composition of Tri-County in relation to its competitors, a commercial audit was conducted by Urban Marketing Collaborative. This offered further understanding of the merchandise mix and retail selling area in the region. In addition, each competitive retail area was visited while making note of retail mix, square footages, income, and lifestyle appeal. Using with information about competing shopping areas allowed Urban Marketing Collaborative to chart Cincinnati's major retail nodes on a competitive positioning matrix that incorporates size, income, and lifestyle appeal.

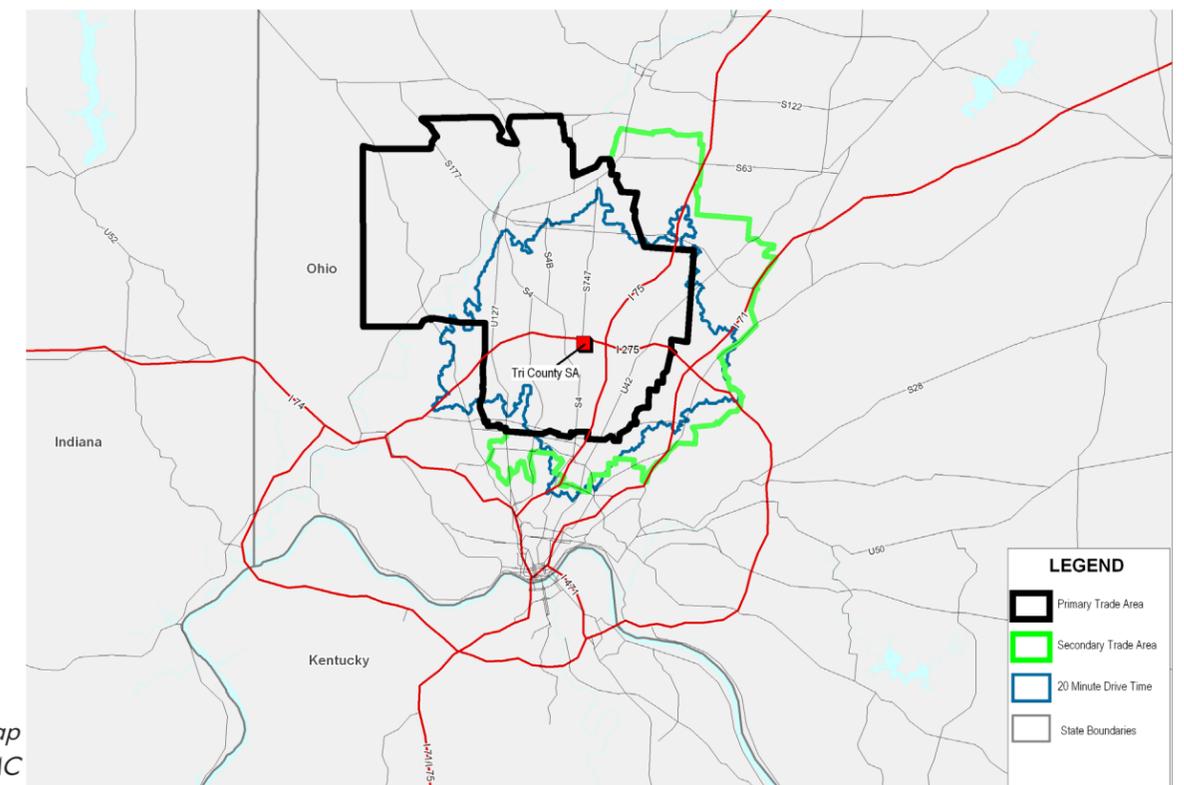
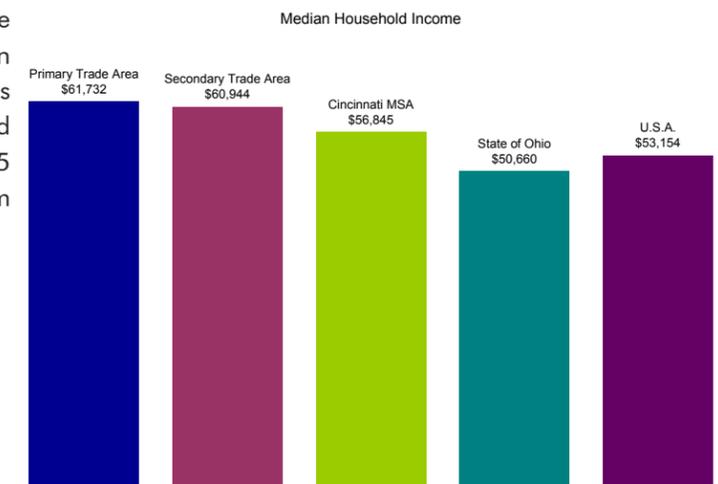
Concurrently with the aforementioned commercial audit, a 10-minute telephone survey was conducted among 400 trade area residents. Both visitors and non-visitors were interviewed in order gauge Tri-County's strengths and weaknesses while identifying opportunities and threats for the region. This information was also cross-tabulated based on primary and secondary trade area residents. Analyzed in tandem with a review of the trade area's demographic characteristics, these results fostered an understanding of the region's demand variables.

Best practice case studies were also compiled in order to provide insight into successful revitalization strategies and the key principles that can and should be applied to Tri-County. The analysis then concluded with a preliminary market issues and opportunities analysis.

Trade Area Definition

Developing a comprehensive consumer profile for Tri-County's shoppers is essential to laying the groundwork for identifying and addressing the site's opportunities and challenges. The trade area was initially based on survey results from Tri-County Mall. The broad geographic area spreading to the northwest of the City provided was used to create the sample for the telephone survey. For Tri-County shopping area, two trade areas have been created based on the results of these telephone surveys. The boundaries have been established such that 75% of Tri-County's shoppers reside within the primary trade area, a figure that grows to 85% when including the secondary trade area. As shown in the following map, a 20-minute drive time was also taken into consideration.

What becomes clear from the following diagram is the fact that Tri-County's trade area extends further north than south. The gravitational pull of downtown Cincinnati's retail concentration likely underlines this fact and emphasizes the importance of I-275, Route 747 and I-75 in channeling consumers into the Tri-County region from North, East, and West of the city.



Trade Area Map
Source: UMC

Consumer Profile

Based on these trade areas, data was acquired from the U.S. Census Bureau and ESRI. Tri-County's primary and secondary trade areas were compared and contrasted with the Cincinnati MSA (Metropolitan Statistical Area), the State of Ohio, and the U.S.A. Variations were identified as key areas for further consideration and have been grouped into factors related to population dynamics, wealth indicators, and housing. Each is addressed in the following paragraphs.

Population Dynamics

Tri-County's primary trade area is home to 361,660 residents, a figure that balloons to 622,159 when taking into account its secondary trade area as well. This is a striking reality since the secondary trade area represents a population that is nearly 30% the size of the entire Cincinnati MSA. Additionally, inner-city and suburban growth are driving the secondary trade area to grow at 0.8% annually, a rate that is twice the state average.

With a median age of 37.4 in the primary trade area and 37.7 in the secondary, Tri-County's consumers are moderately older than their urban counterparts in the Cincinnati MSA, whose median age is 36.4. This is likely a reflection of the number of ageing individuals that move towards the suburbs as they enter their family formation years. This premise is supported by the above average proportion of families in Tri-County's trade areas.

As shown above, Tri-County's primary and secondary trade areas have a significant proportion of family households. It's also worth noting that 53% of these families have related children living in the home.

Wealth Indicators

Residents within Tri-County's primary and secondary trade areas boast an above average degree of education. One in ten holds a master's, professional, or doctorate degree while more than a third has a college degree.

As shown to the right, there is an above-average share of residents in Tri-County's trade areas who have at least some post-secondary education. This ties in closely with the higher income levels seen in the region. Tri-County holds an enviable location, just west of Cincinnati's pockets of wealth housed in the suburbs east of I-75. Further I-275 allows Tri-County to tap into these residential areas, thanks to convenient highway access.

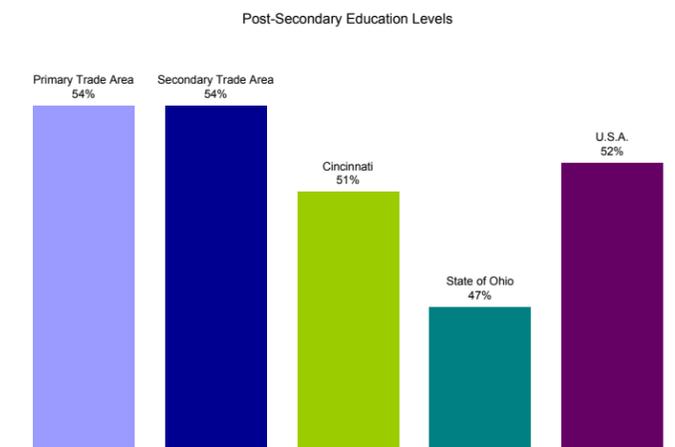
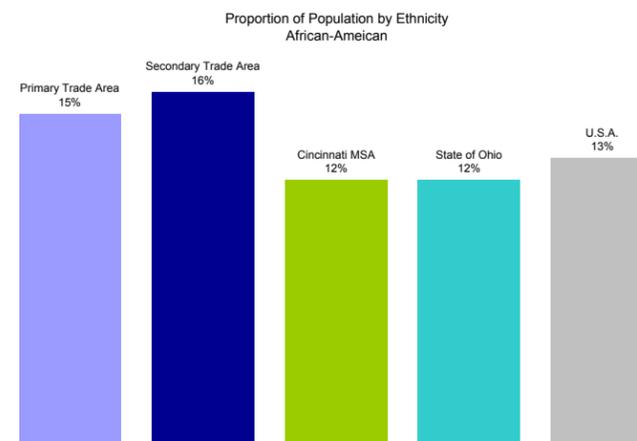
The chart on the next page outlines the encouraging income levels seen among Tri-County's primary and secondary trade area residents.

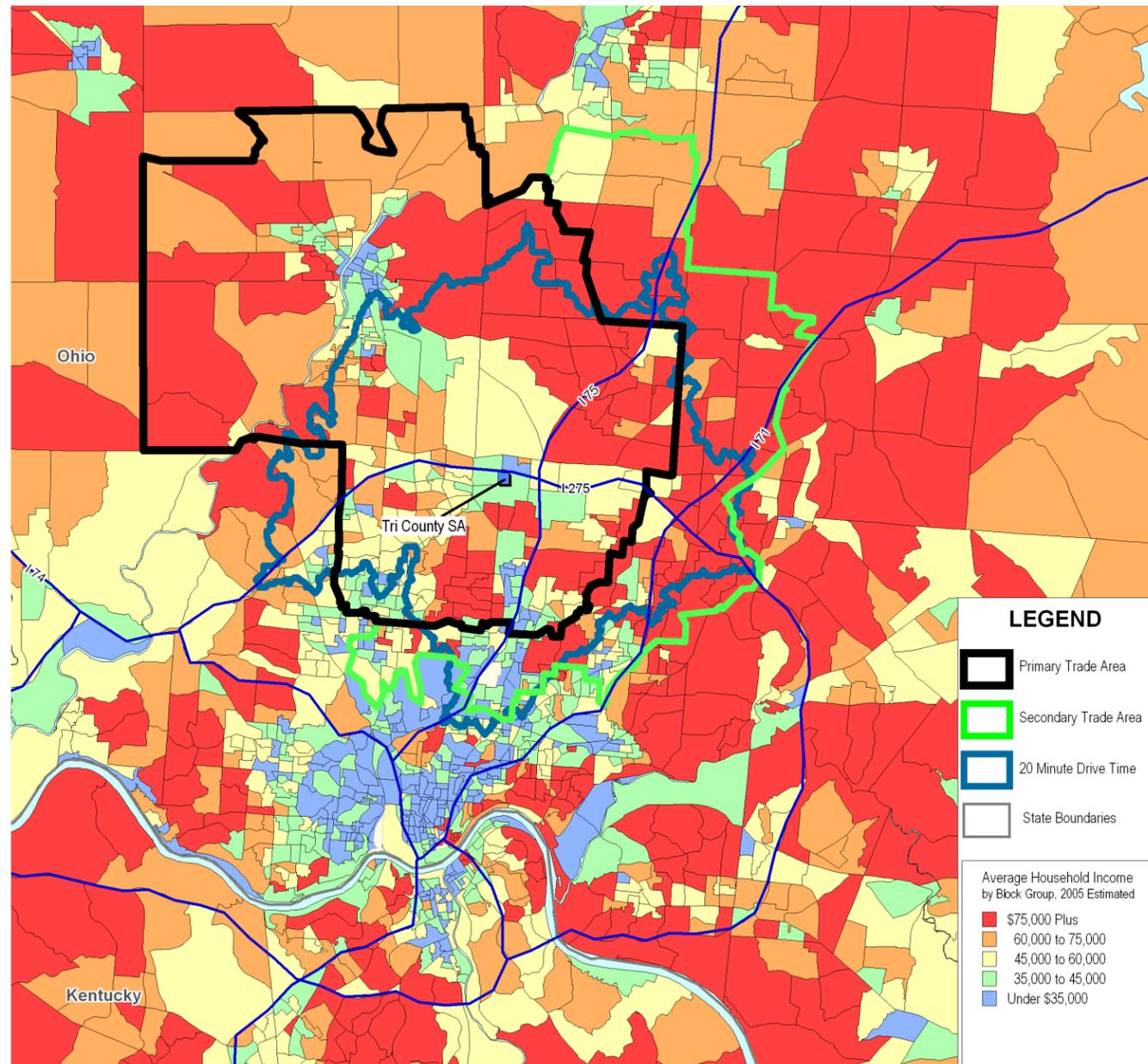
Noticeably higher than the state average, and even a decent step above the Cincinnati figure, the median income in Tri-County's surrounding areas is quite strong. This bodes well for the possibility of moving the area's retail mix towards the up-market segment, while leveraging opportunities for enhanced lifestyle appeal. Also, the projected 18% growth in the area's income over the next five years promises an increasingly optimistic outlook for Tri-County.

Given the integral role of I-275, SR-747 and I-75 in tapping into these valuable residential areas, convenient access and parking will be central to Tri-County's success. This is even more apparent when considering that trade area residents are noticeably more likely to be two or three car households.

Existing Retail Mix

	Area	Stores
Department Stores	740,591	3
Discount Stores	623,500	9
Apparel	333,750	55
Furniture & Home Furnishings	409,700	17
Drug Store	3,000	1
Grocery/Convenience	10,800	4
Full Service Restaurants	116,050	21
Fast Food Restaurants	61,675	31
Vacancy	461,512	45





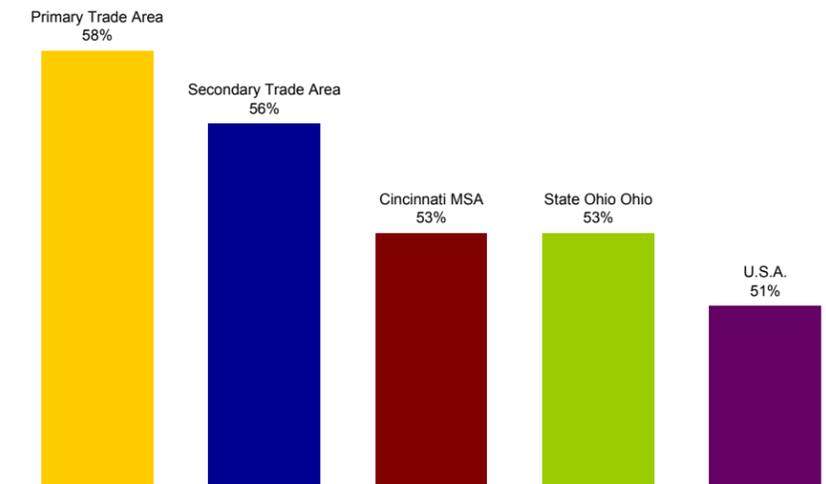
Housing

Tri-County's trade area has a higher proportion of single unit dwellings, an encouraging sign that reinforces the wealth of the region and the presence of families. 74% of homes in the primary trade area are single unit dwellings in comparison to 67% in the Cincinnati MSA, 71% in the State of Ohio, and 66% nationwide. Additionally, the homes within Tri-County's primary trade area are, for the most part, newer than in the surrounding regions. The median time of construction is 1970, compared to 1966 in the Cincinnati MSA, 1958 in Hamilton County, and 1962 in the State of Ohio.

Home ownership is also above average in Tri-County's trade areas. As shown below, nearly seven out of ten homes are owned by their residents.

From a retailer's perspective, this is encouraging given that strong property values enhance the wealth of the trade area's residents. The median home value in Tri-County's secondary trade area is \$152,729. This is above the Cincinnati MSA's figure which sits at \$149,375 and is also well ahead of the state median of \$129,643. Robust home ownership and property values, even amidst a turbulent housing market, offer an encouraging landscape for retailers. This is even more so for those focused on furniture and home furnishings.

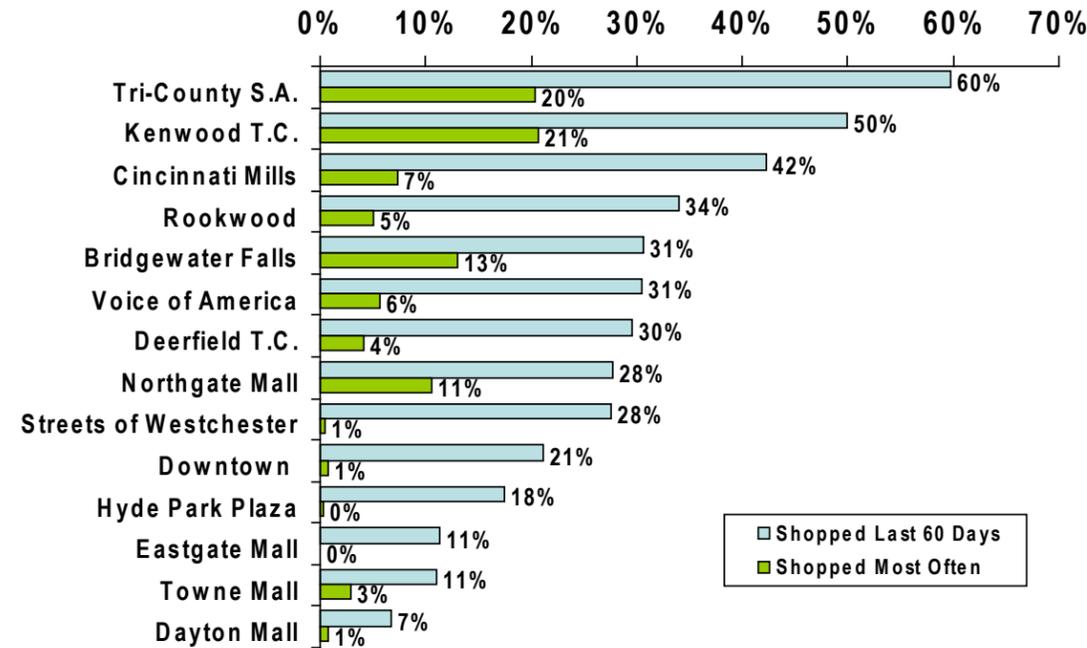
Proportion of Households with 2 or 3 Cars



Survey Results

A telephone survey was conducted in conjunction with the Tri-County retail market analysis. The survey's primary objective was to better understand the shopping habits of consumers in the designated trade area and identify opportunities for Tri-County. The 10 minute telephone survey was conducted with 400 residents of the Greater Cincinnati Area. Based on their zip code, respondents were further classified as primary and secondary trade area residents in relation to the Tri-County shopping area. The results were analyzed across visitors and non-visitors, as well as primary and secondary trade area residents. This insight into consumers' shopping behavior underlines the competitive context in which Tri-County must refine and renew their commercial landscape. As such, it underpins the broader retail market analysis that was subsequently undertaken.

60% of trade area residents shopped Tri-County in the last 60 days compared to 50% for Kenwood T.C. However, 21% stated Kenwood T.C. was their most shopped destination, compared to 20% for Tri-County.



	Primary Trade Area Residents	Secondary Trade Area Residents
Percent of sample	72%	28%
Population size	361,660	260,499
35 to 54 years of age	50%	51%
Incomes - % over \$75	41%	53%
Incomes - % over \$100	25%	31%
College/university degree	54%	59%
Married/common law	70%	68%
Children living at home	40%	40%
Non-Caucasian	8%	17%
Unaided awareness of Tri-County	83%	88%
Shop Tri-County most often	35%	26%
Visit Tri-County once/month +	72%	56%

Retail Area Assessment

Tri-County's position as an expansive retail node is indisputable. With over four million square feet of commercial activity, Tri-County dwarfs Eastgate Mall, Kenwood Town Centre, Northgate Mall, and Cincinnati Mills, all of which come in at less than half its size. Of Tri-County's impressive array of commercial space, retail composes nearly three million square feet. A detailed breakdown of this activity is provided in Appendix A with the following pages delving into the relevant attributes of the region's retail mix, destination pull, merchandise assortment, ownership, and physical attributes.

Retail Mix

Department stores and discount merchandisers dominate Tri-County's retail landscape, as they make up 17.5% and 14.7% of total square footage respectively. Including heavyweight brands such as Macy's, Sears, Costco and Target, these retailers are the region's anchors and define the nature of the commercial activity that surrounds them. Topping a total of 1.36 million square feet, the discount and department stores of Tri-County alone represent more sales area than competing shopping areas such as Dayton Mall, Rookwood and Hyde Park. The following

	Anchors		
Department	Macy's	Dillard's	Sears
Discount	Wal-Mart	Target	Costco
Apparel	T.J. Maxx	Old Navy	DSW
Leisure	Hobby Lobby	Michael's	Dick's
Home	Ashley	Haverty's	Ethan Allen

charts illustrate that while department and discount stores occupy the lion's share of Tri-County's retail area, they are few in number and represent a minor fraction of commercial locations.

As illustrated below, a handful of key categories dominate Tri-County's retail area while only representing a limited share of the total number of commercial locations. This underlines the significance of select large format stores in defining the region's commercial make up.

Apparel shows its significance, if not through the area it covers, through the 55 distinct stores that fall within this category. Despite an average footprint of just 6,068 square feet, the sheer number of apparel retailers underlines the role this category plays in defining Tri-County's commercial character.

Food service establishments also boast a strong presence in the region with 31 fast food restaurants and 21 full service establishments. Seven cafés complement this offering and round out the food services available in the region. Overall, the assortment is skewed towards moderate quality fast food establishments but also comprises middle market restaurants. The result is a somewhat uninspiring cross section of food services that, while numerous, play a minor role in driving the area's commercial activity.

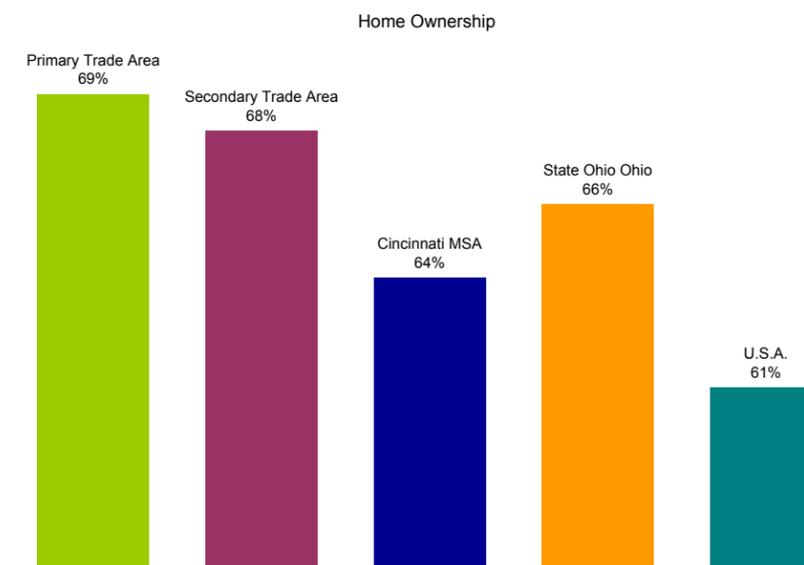
Home related retail, on the other hand, is a clear focus for Tri-County. The mixture of 17 electronics stores, 17 furniture and home furnishings stores, and two large home improvement stores, underscores the significance of this category whose retail area represents 16.5% of Tri-County's commercial activity.

Conspicuous gaps, however, do exist in Tri-County's retail

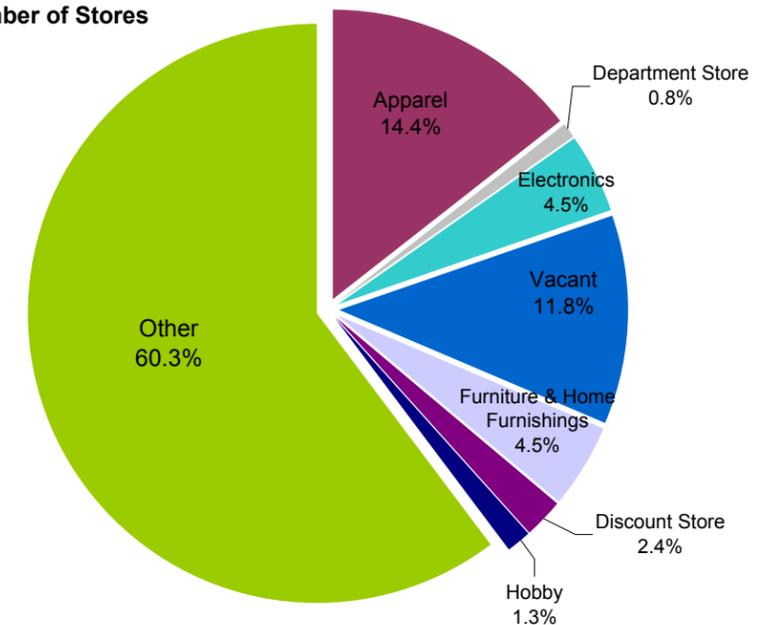
supply. Given the proximity of neighboring residential areas, as well as the area's high volume of traffic, the low level of convenience retail is striking. This includes drug stores, grocery, convenience, and specialty food stores. In total, this category occupies a mere 0.5% of Tri-County's commercial area and, with only 9 stores, accounts for 2.4% of commercial locations. Given that the combined sales of grocery and pharmacy and personal care stores represent more than 15% of all retail sales at the national level, the dearth of convenience commercial activity at Tri-County is clearly a factor that warrants consideration in charting the region's future retail mix.

Ability to Draw

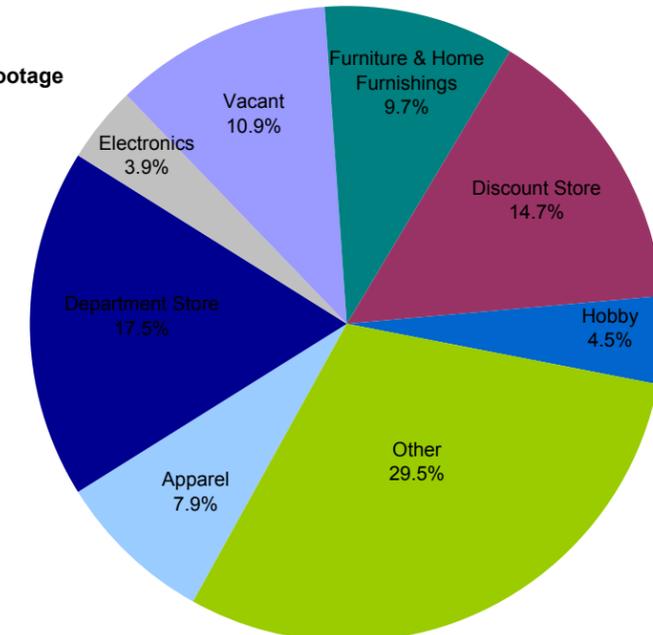
Consumers were asked where they shopped most often for five distinct categories. The following chart illustrates the percentage of respondents who indicated that Tri-County was their most frequent destination for the category in question.

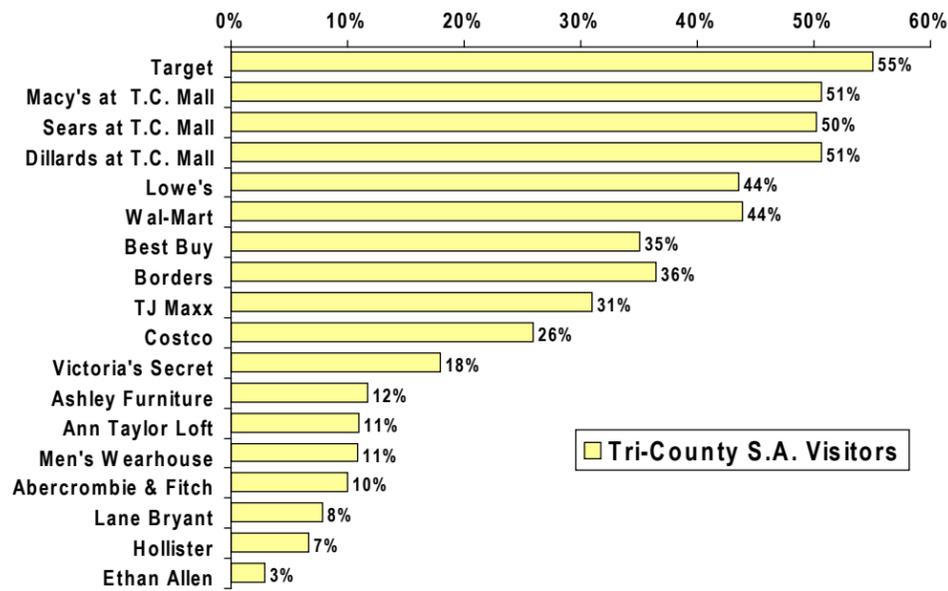


Proportion of Total Number of Stores



Proportion of Square Footage





As shown in the graphs, furniture and home furnishings are at the core of Tri-County's draw among shoppers. Out of all other commercial areas in the region, four out of ten Tri-County visitors (shopped within past 60 days) prefer to shop for such products in Tri-County, while that number still remains impressive at 14% when considering those who have not visited the area within the past 60 days (non-visitors).

Department and discount stores illustrate an above-average draw among visitors, likely in large part due to the sheer volume of their

sales area found in the Tri-County region. In contrast, this category shows modest appeal to non-visitors and therefore promises little potential as a lever in attracting a broader audience to the Tri-County area. That being said, these stores play an important role in driving shopping frequency. More than half of Tri-County customers indicated having shopped at Target, Macy's, Sears, and Dillard's within the past 60 days. Also, eight out of ten of those who shop at Wal-Mart in Tri-County visit at least once a month.

The preceding findings underline that furniture and home furnishings will be central to drawing shoppers into Tri-County, while the area's department store and discount anchors play a key role in driving shopping frequency.

Merchandise Assortment

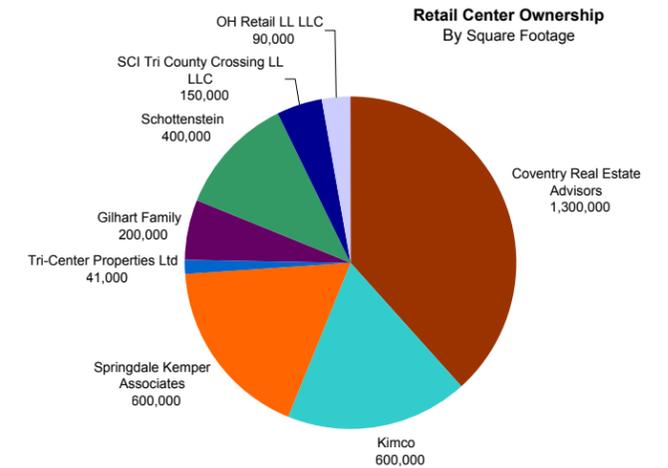
The breadth of merchandise categories encompassed by Tri-County's diverse commercial activity was already touched on earlier. Delving deeper into the specific opportunities for the region requires a more concerted look at the positioning of this assortment. The following map illustrates the disparate mix of merchandise categories that composes Tri-County's retail mix.

The dozens of smaller apparel and accessories outlets are primarily small chains or independent stores. Price points range from mid-market to low with very limited lifestyle appeal. Old Navy and T.J. Maxx offer exceptions to this bland landscape of clothiers but do little to foster lifestyle appeal since their off-price positioning targets value-conscious shoppers. Also, Tri-County mall offers a distinctly junior oriented assortment of apparel retailers.

The region's leisure retail boasts some more impressive chains with Borders and Dick's bringing distinctive brands into the area. Although these stores draw consumers into the region, they are hardly unique in as large an urban centre as Cincinnati. Also, they remain firmly fixated on the mid-market consumer and foster limited lifestyle appeal.

Tri-County's discount stores possess limited income appeal while the area's department stores offer a slightly higher market positioning. Names such as Macy's and Dillard's engender a certain lifestyle appeal, but the current execution of these brands in the region's dated store facades undermines their potential destination pull.

The most encouraging category in terms of merchandise price and lifestyle positioning is home related retail. While still firmly entrenched in the middle market, home furnishings retailers such as Ethan Allen and Arhaus foster

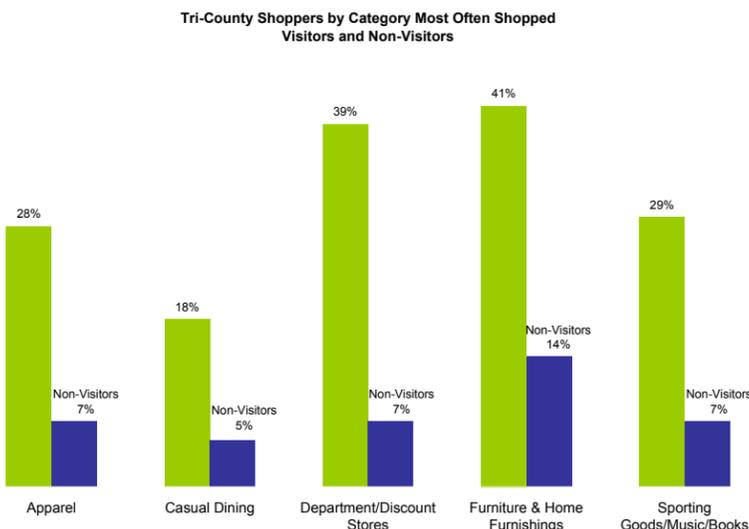


a lifestyle appeal paralleled by only a few in Tri-County's other categories. That being said, the influence of these stores is dampened by their surroundings.

Overall, Tri-County finds itself firmly planted in the mid market as it's middle income appeal and lackluster lifestyle positioning pale in comparison to the offering at competing commercial nodes. Revitalizing this region will require that the area's merchandise assortment be repositioned in a concerted effort to increase its income and lifestyle appeal.

Ownership

The viability of any revitalization of Tri-County will hinge on the will and conviction of key stakeholders. As a result, consideration must be given to the area's ownership structure. Thanks to their 90% ownership of Tri-County Mall, Coventry Real Estate Advisors is one of the area's most influential stakeholders. The chart above outlines the area of retail space held by other key players in Tri-County.



With 600,000 square feet each, Kimco and Springdale Kemper Associates are significant stakeholders as well. What the following chart underlines most strikingly is the sheer volume of retail space owned by smaller, independent property groups such as the Princeton Plaza Group and Springdale Kemper Associates. While intimately connected to the community, these stakeholders may lack the access to capital and best practices necessary to foster the region's revitalization. As such, supporting these stakeholders will be a central element in creating shared success in the area.

Ensuring the support of Tri-County's breadth of property owners is simply the first step in revitalizing the region. There are a variety of physical attributes that must also be brought under consideration.

Physical Attributes

Poised to help or hinder a commercial area's success, physical attributes underpin some of the very core elements that can determine a region's fate. Tri-County finds itself with both an array of beneficial and detrimental physical characteristics. The following paragraphs outline the most significant characteristics and underline their implications for the region's commercial viability.

Among the challenges facing Tri-County's retailers, the rail line dividing the area's retail clusters is one of the most pronounced. By creating an artificial barrier, these tracks obstruct traffic flow by forcing drivers onto a single bridge. This impediment is compounded by a perception of inconvenient parking. One in three Tri-County shoppers found parking to be inconvenient. This is particularly disconcerting since 82% consider it an important factor when deciding where to shop. Topographical elements are the final physical impediment worth noting. Visibility

is the lifeblood of retail activity. While some stores hold the envious position of being a truly destination retailer, the vast majority rely on high volumes of traffic and excellent visibility in order to broadcast their presence to consumers. Tri-County's hills and topographical layout not only create visual barriers, but also mental ones since the aforementioned concerns regarding congestion and parking are exacerbated by the impression of increased distance between shoppers and stores. Passersby find themselves looking down onto roofs and HVAC systems rather than appealing facades. Lastly, the decades old buildings of Tri-County's various developments are showing their wear and offer little inspiration to passing consumers. If visibility is the backbone of retail success, captivating storefronts are the appealing face required to secure shoppers' spending.

Tapping into Tri-County's latent potential will necessitate a defined push to leverage its physical strengths. One of the most glaring of which is its unrivalled location at the intersection of two of Cincinnati's largest interstate highways. Channeling thousands of vehicles past Tri-County's doorstep on a daily basis, I-275 and I-75 are truly unique physical attributes that work in the region's favor. The significant volume on adjacent thoroughfares is also another strong point as



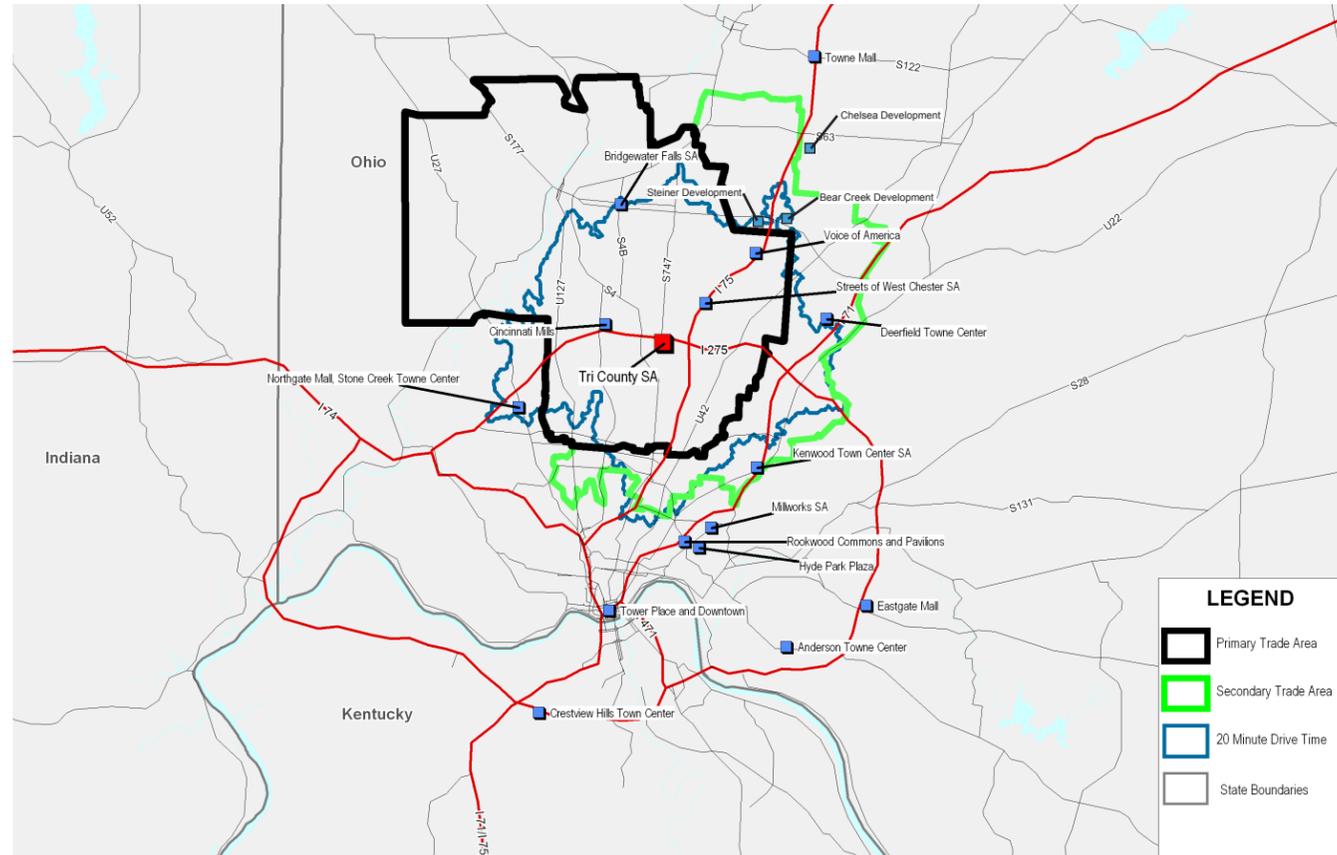
Princeton Pike and East Kemper Road provide a wealth of potential shoppers to the adjacent developments. Finally, the concentration and density of Tri-County's commercial activity generates a critical mass of retail that pulls its customers from throughout Cincinnati. With four million

square feet of commercial activity, Tri-County dwarfs all other retail nodes. Leveraging this clustered development and adjacency to immense volumes of traffic will be at the core of overcoming the aforementioned physical hurdles faced by Tri-County.

Competitive Analysis

Cincinnati is home to a wealth of retail activity with commercial clusters continuing to grow across the region. Clearly the giant among lesser retail nodes, Tri-County's age and ill-defined positioning have left it susceptible to advances among these newer and redeveloped commercial areas. Charting the course for the area's revitalization will hinge on a comprehensive appreciation of Cincinnati's competitive retail landscape. The preceding map illustrates 16 key competitors in relationship to Tri-County's primary and secondary trade areas.

In order to delve into the specific positioning and competitive attributes of the shopping areas outlined above, each will be examined individually. Understanding merchandise mix, sales area, design attributes, and anchors among Tri-County's competitors will act as a springboard in setting its future strategic course. There are important lessons to be learned from previous commercial developments and redevelopments.



Kenwood Town Center



With half of Tri-County shoppers having visited Kenwood Town Center in the past 60 days, it is clearly one of Tri-County's largest competitors. Located on I-71 south of Ronald Reagan Highway, Kenwood is a currently the center of up-market retailers for the Cincinnati area. An enclosed mall anchored with Dillard's (240,656 square feet) and Macy's (213,401 square feet), Kenwood will continue its push into the premium department store segment with the arrival of Nordstrom's in 2009. Kenwood also boasts several one-of-a-kind specialty and high end retailers (e.g., West Elm, Williams Sonoma Home, Pottery Barn, Sephora, L'Occitane en Provence, etc.). The mall offers valet parking for restaurants and an attractive façade of retailers and restaurants along the main access road.

The retail landscape at Kenwood is dominated by department stores with 40% including the proposed Nordstrom's. The center also offers an above average share of home furnishings retail with such merchants occupying 22% of the mall's footprint.

In addition to the broad array of retail within Kenwood Town Center, Sycamore Plaza offers even more retail immediately adjacent. With 384,222 square feet of selling area, Sycamore Plaza further enhances the destination pull of Kenwood Town Center. The site's anchors include Toys R Us, Dick's, Linens N Things, and Barnes and Noble. Despite being slightly down-market from Kenwood's assortment, Sycamore Plaza's retailers appeal to a similar demographic. Additionally, the nearby Trader Joe's also fosters increased draw to the region.

Difficulties include access and egress for the area.

Deerfield Towne Center

Despite the absence of a major department store anchor, Deerfield Towne Center remains a local shopping destination for many of northern Cincinnati's residents. With 415,475 square feet of retail, Deerfield Towne Center leverages the adjacent employment at Proctor & Gamble, as well as the destination pull of the Wal-Mart Supercenter on Mason Montgomery Road. Lowe's, Home Depot, and Bigg's can also be found just down the street.

Jointly owned by Casto and Jeffery R. Anderson Real Estate, Deerfield is a lifestyle center whose focus is on home



furnishings and leisure retailers, the latter occupying a relatively high 17% of the center's total square footage. 30% of Tri-County visitors have visited Deerfield Towne Center within the past 60 days. This significant appeal among Tri-County's consumers likely stems from the development's impressive portfolio of middle-to-up-market retailers. These include Talbot's, Ann Taylor LOFT, Coldwater Creek and Sharper Image among many others.

Northgate Mall

Comprising over 1.1 million square feet of retail, Northgate Mall joins Kenwood Town Center as one of Cincinnati's major commercial nodes. It is also joined by 378,901 square feet of retail at Colerain Towne Center in the nearby vicinity. In addition, although still under construction, Stone Creek Towne Center promises to add yet another 440,000 square feet with anchors such as Bed Bath & Beyond, Old Navy, Meijer, and J.C. Penney. Kroger, Avenue, Michael's,

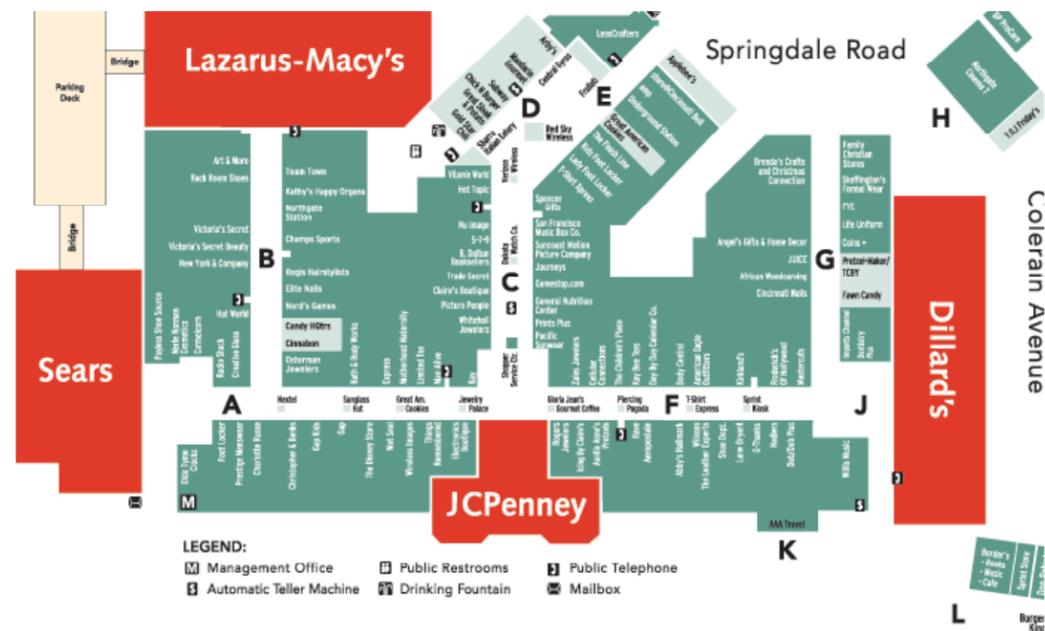
and Big Lots also occupy the surrounding area. Overall, this is an impressive amount of retail. While Stone Creek will be a modern outdoor center, Northgate Mall is similar to Eastgate Mall in overall appearance. Both malls have become dated and lack excitement.

Northgate Mall's focus remains on traditional department store retail with more than 40% of its area falling into that category. Its location off I-275 underlines its threat to Tri-County and explains why more than one in three Tri-County shoppers have visited Northgate within the past 60 days.

The preceding diagram illustrates Northgate's traditional, enclosed mall layout. Dillard's, J.C. Penney (to be relocated to Stone Creek Town Center), Sears and Macy's occupy the key anchor positions with middle market specialty retail filling the remaining space. Although the J.C. Penney

is slated to become a cinema, the center will still be characterized by its department store mastheads.

Owned by Feldman Mall Properties, Northgate Mall is a somewhat new competitor to Tri-County partly due to its size, proximity to trade area residents, and accessibility via I-275. The positioning remains middle market with modest lifestyle and income appeal.



Cincinnati Mills

Rivaling Kenwood Town Center with over 1.4 million square feet of enclosed retail space, Cincinnati Mills is truly a retail behemoth. The center is geared to discount shopping. It contains a 140,225 square foot Bass Pro Shop, 118, 281 square foot Kohl's and 83,678 square foot Burlington Coat Factory. However, the center is affected by significant vacancies. In addition, the large anchors create very long corridors of uninteresting store frontages.

Nearby retailers include the likes of Home Depot, Meijer, K-Mart, and a Wal-Mart Supercenter in Parkwood Plaza. Overall, the region's retail mix lends itself to a discount income and lifestyle appeal. Regardless, the sheer scale of Cincinnati Mills is sufficient in generating a certain destination pull.

Located just a few minutes west of Tri-County on I-275, Cincinnati Mills cannot be underestimated as a

competitive influence. 56% of Tri-County visitors have been to Cincinnati Mills within the past 60 days, a figure that surely commands attention.

Streets of West Chester

The Streets of West Chester is one of Cincinnati's more authentic lifestyle centers. However, the relatively small lifestyle center is anchored primarily by restaurants with very little retail and apparel merchandise. Stall parking throughout allows convenient access and tasteful store facades tie into their surroundings appropriately.

The physical attributes of the Streets of West Chester not only enhance the consumer's shopping experience, they have also allowed owner Continental Retail Development to attract a breadth of premier retailers. These include Mitchell's, Barnes & Noble, and PF Chang's. Rave Motion Pictures is also on site. The new IKEA on the west side of I-75 will increase the broad area's destination pull.



Currently, 35% of the Tri-County's shoppers have visited the Streets of West Chester within the past 60 days. Securing top of mind status among these consumers will invariably require that Tri-County devote itself to offering a shopping experience that rivals the Streets of West Chester's lifestyle concept.

Voice of America

Owned by Midland Atlantic Properties, Voice of America can be found north of the Streets of West Chester on I-75. With 525,000 square feet of retail, Voice of America is a moderately sized retail cluster with mid-level income and lifestyle appeal. Anchors include Target (125, 454 square feet), Linens N Things (28,000 square feet), Michael's (22,201 square feet), Office Depot (20,400 square feet) and PetsMart (18,000 square feet).

The open air power center has a fairly even and diverse array of stores that span all merchandise categories. Although not the most formidable of Tri-County's competitors, Voice of America does pose a moderate competitiveness, because of its accessibility via I-75.

Bridgewater Falls

Located at Princeton Road and Ohio 4 Bypass, Bridgewater Falls is a mix of lifestyle shopping center and power center owned by Premier Properties. Its open air concept is built around a central corridor of moderately sized specialty retail with a central plaza and fountain at its heart. Larger, big box retailers dot the outer periphery of the site with ample parking in between.

Totaling 630,000 square feet, Bridgewater Falls' retail assortment includes J.C. Penney, Target, Dick's, Michael's, Bed Bath & Beyond, Best Buy, PetsMart, and Dress Barn.

Department stores and leisure retail are important elements of the site's mix with each occupying 48% and 15% of the space respectively. Although offering limited lifestyle appeal, Bridgewater Falls does hold decent income appeal thanks to the affluent residential neighborhoods to its southeast. The interior lifestyle mall has several vacant units and its maze of streets can be confusing.

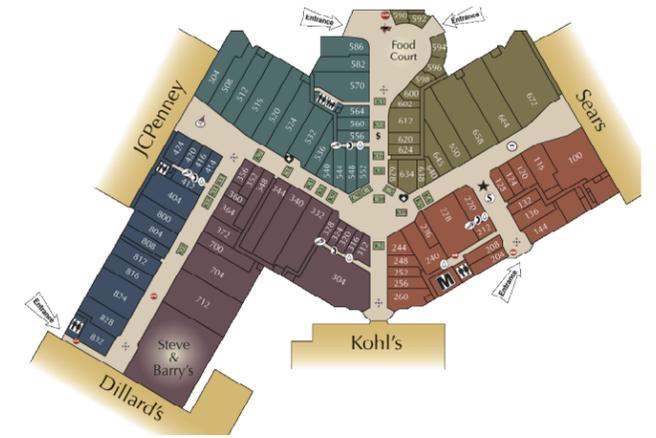
Bridgewater Falls is still relatively isolated. It does benefit from the destination pull generated by the power center located across the Ohio 4 Bypass. Composed of an Office



Depot, Kohl's, hhgregg, and Wal-Mart, this adjacent site adds to the region's retail concentration and critical mass.

Eastgate Mall

A large, enclosed, super regional mall, Eastgate represents 1.1 million square feet of retail activity located east of the city at I-275 and route 32. Sharing a major highway with Tri-County, this hub of commercial activity is a competitor although it is located outside the Tri-County trade area. Eastgate Mall boasts several of the same anchors as Tri-



County (e.g., Dillard's, Sears, Borders, and Circuit City) as well as other key shopping destinations (e.g., J.C. Penney, Kohl's, and Kroger). The mall itself is owned by CBL and Associates and is laid out in the following manner.

This enclosed retail area is complemented by three additional developments in the Eastgate shopping area. Eastgate Square is particularly noteworthy because, among its 230,182 square feet, shoppers can find an expansive Wal-Mart Supercenter. Nearby, Eastgate Pavilion is 231,730 square feet and home to a Best Buy, Bed Bath & Beyond, DSW, Dick's, and PetsMart among others. Amerishops Biggs Place offers 422,000 square feet of retail with a Bigg's location and a Hobby Lobby. Overall, the Eastgate shopping area is composed of nearly 1.9 million square feet of retail with a lower income and lifestyle appeal positioning. There has been limited redevelopment of the property.



Millworks

Located at the intersection of Highway 562 and I-71, Millworks' proposed build-out may be a formidable competitor thanks to its concentration of big box retail and variety of unique concepts. The site is outside of Tri-County's trade area. It may be more of a threat to Kenwood Town Center and Rookwood Pavilions/Commons than to Tri-County. Anchoring the site's phase one development is Home Depot's EXPO concept. This is complemented by more than half a million square feet of big box retail ranging from Sam's Club to Target, Circuit City, and even a cinema. Immediately across the interstate, Home Depot, Wal-Mart, Lowe's and Value City all have large locations, as shown below.

Owned by Brandt Retail Group, the development is striving for a lifestyle center concept, complete with ample trees, a large courtyard, and appealing pedestrian walkways at its core. As noted, this section of I-71 including Kenwood Town Center and Rookwood Pavilions/Commons is becoming very competitive for the local area.

Rookwood Commons and Pavilions

Encompassing two outdoor shopping areas, Rookwood Commons and Pavilions represent over 560,000 square feet of retail activity. Located just south of Millworks on I-71 it is outside of Tri-County's trade area. It is designed as two clusters of outdoor shops that back onto one another. Synergy between the two appears limited.

Rookwood Commons is owned by Casto and shares many of the standard anchors seen in Tri-County (e.g., Bed Bath & Beyond, DSW, etc.). It is also home to a Gap, Old Navy, Anthropologie, Banana Republic, TJ Maxx, Z Gallerie, and Home Goods. The inclusion of a Wild Oats location underlines some of the unique elements incorporated into the site. Overall, the development is heavily skewed towards apparel with more than a third of its total square footage in that category. Home Furnishings



is another area of significance as a quarter of the total selling area falls within that grouping. These focal points place Rookwood in direct competition with Tri-County's core strengths, as unearthed by the preceding commercial audit and consumer research.

Competing with Rookwood will require Tri-County to rely on more than its sheer size as the former boasts several public realm amenities (e.g., benches, wide walkways, appealing landscaping) while also capturing interest through distinctive and well-designed storefronts. Issues include visibility and synergy among retailers and the two developments.

Anderson Towne Center

The former Beechmont Mall (greyfield site) has been redeveloped as an outdoor center. While there is an emphasis on design, the center falls short on creating an active pedestrian environment. There appears to be little synergy between the retailers and the in-line retail is primarily local based retailers. The center is owned by Victory Real Estate Investments. Located on Beechmont Avenue, just west of I-275, Anderson Towne Center



represents over 400,000 square feet including Macy's, K-Mart, Kroger, Gold's Gym, and Bed Bath & Beyond.

Crestview Hills Town Center



Another mall that has been converted to an outdoor center includes Crestview Hills Town Center. Located in Kentucky just off I-275 the open-air lifestyle center with half a million square feet of retail is owned by Jeffery R. Anderson Real Estate. An expansive 210,000 square foot Dillard's acts as the center's primary anchor with other key retailers including Borders, Bed Bath & Beyond, J. Jill, and Chico's along a pedestrian street and restaurants strategically located on pads surrounding the development.

Ample parking and up-market retailers add to this area's draw however, it is relatively isolated from other commercial developments. While positioned to attract mid-to-higher income consumers, Crestview Hills also comprises a variety of dining establishments with 17% of the site's area devoted to eating and drinking.

Tower Place

Looking towards Downtown Cincinnati, one mall in particular warrants attention. Tower Place is home to a small cluster of luxury retail. Stores such as Brook's Brothers, Sak's Fifth Avenue, and Tiffany's draw those in search of premium goods. Spreading 220,000 square



feet over three levels and an entire city block, Tower Place is securely positioned with a strong income appeal despite limited lifestyle attraction. Also, its location at the city's heart is a tremendous boon for its tenants.

However, elsewhere in Downtown Cincinnati there are few complementary retailers.

Towne Mall

Found north of Cincinnati on I-75, Towne Mall is a CBL & Associates property located in Franklin. Offering 595,479 square feet in a traditional, enclosed regional mall format, Towne Mall is at the bottom of the area's retail activity in terms of income and lifestyle appeal. The mall is anchored by Sears (63,106 square feet), Dillard's (111,696 square feet), and Elder-Beerman (117,888 square feet), none of which lend themselves towards an up-market positioning. As shown below, several out parcels have also been developed to accommodate retailers such as Kroger and Staples.



Towne Mall's unremarkable design and mediocre merchandise assortment make it non-competitive to Tri-County, especially given its limited square footage.

Dayton Mall

Despite its distance from Cincinnati, Dayton Mall remains a force in the marketplace thanks to its unique scale and unrivalled up-market positioning. Owned by Glimcher, Dayton Mall has extremely high income and lifestyle appeal thanks to its engaging physical features and





impressive portfolio of tenants. 1,306,860 square feet of retail are divided between an immense enclosed super regional mall and an outdoor lifestyle center.

Anchors include Macy's (268,943 square feet), Elder Beerman (203,548 square feet), Sears (185,790 square feet), and J.C. Penney (178,686 square feet). Equally noteworthy are Linens N Things (30,625 square feet), Old Navy (24,333 square feet), Borders (22,552 square feet) and DSW (20,653 square feet).

The retail node is heavily concentrated in home furnishings with ample department stores and apparel as well. Engaging store facades and appealing streetscapes lend themselves to the site's firmly rooted up-market positioning.

The uniqueness of Dayton Mall's offering is sufficient to compete with Tri-County since such an attractive setting and prestigious retailers provide Dayton's residents with a viable alternative to traveling to North Cincinnati's retail offerings. Dayton Mall not only acts as a competitor to Tri-County, but also an opportunity to seek out inspiration and ideas for the region's revitalization.

Stone Creek Towne Center

Stone Creek Towne Center is located off interstate I-275 in Colerain Township to the west of metro Cincinnati region. With 500,000 square feet of retail and restaurant spaces and anchored by Meijer and JC Penney, the center has been designed by Kinzelman Kline Gossman (KKG) and developed by Trinity Development with the intent to capitalize on a market under-served by upscale retail and dining destinations. Tenants include Bed, Bath and Beyond, Old Navy, Lane Bryant, Justice, and a number of main street retail and restaurant choices.



SITE PLAN

- Anchors**
1. Elder-Beerman
 2. Macy's
 3. Sears
 4. JCPenney
 5. Old Navy
 6. DSW Shoe Warehouse
 7. Linens 'N Things
 8. Borders Books & Music

- The Village at Dayton Mall**
- Jared, The Galleria of Jewelry
 - P.F. Chang's China Bistro
 - Ann Taylor Loft
 - Men's Wearhouse
 - Bravo!
 - Orvis
 - Bombay Co.
 - Bonefish Grill
 - Winan's Fine Chocolates and Coffee



Cincinnati Premium Outlets

A conglomeration of high-end outlet stores is being developed by Simon Property Group, Inc. on a 117-acre site in Monroe, north of Cincinnati. Located off exit 29 on I-75 the center will comprise of 120 outlet stores in 400,000 sq. ft. area and will feature high-quality designer and name brands stores. The center is scheduled for an opening in Summer 2009.

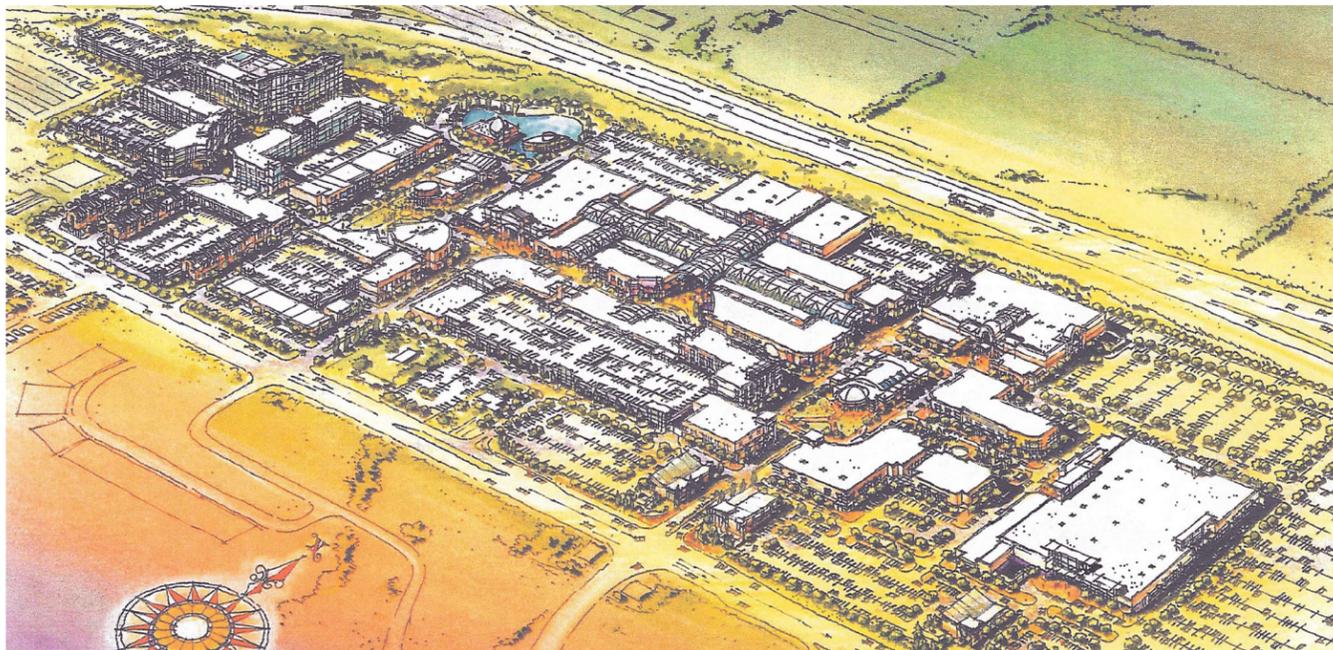
With its location within the primary trade area of Tri-County, the Premium Outlets provide competitive option for the region's consumers specifically the strong demographic presence of north Cincinnati.

Steiner Development

Adding to the ever-increasing competition of retail districts to the north of Cincinnati metro area is the Steiner Development in Liberty Township. The northern metro region of Cincinnati has the highest growth potential with 8% and estimated 25,000 population. Located off a new interchange on I-75 and costing more than 250 million in retail, restaurants, apartments, hotels and offices will be completed by 2010. The developers plan to build more than 2 million square feet of development there over time.

The first phase, which could begin as early as 2009, includes 250,000 square feet of office space, an upscale theater, two hotels, restaurants, three department stores, additional retail and about 200 apartments - 1.2 million square feet of total development costing about \$200 million.

Potential Steiner Development



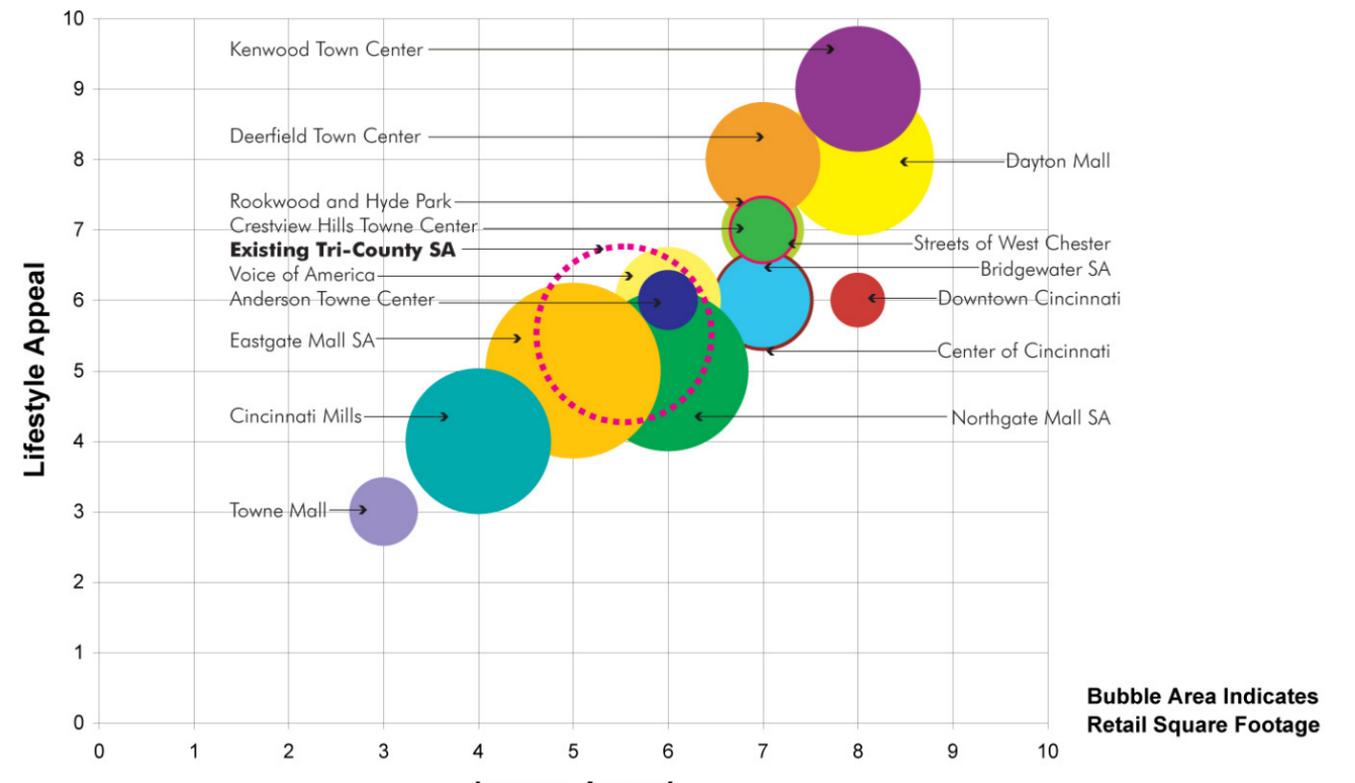
Competitive Summary

In addition to the preceding analyses, Urban Marketing Collaborative created a consolidated view of the competitive dynamics at play in Cincinnati's retail marketplace that compete with Tri-County. Based on audits conducted by Urban Marketing Collaborative, each of Tri-County's major competitive retail nodes were scored based on their lifestyle and income appeal. As determined by Urban Marketing Collaborative. This is based on experience in retail shopping center analysis.

In conjunction with estimates of retail square footage, the preceding analysis paved the way for the creation of the competitive positioning matrix shown below.

Tri-County is clearly positioned towards the middle end of the spectrum in terms of income and lifestyle appeal. Regardless, its sheer size distinguishes it among its peers. Shifting the area's positioning upward would potentially unlock the latent draw of Tri-County's concentration and critical mass.

Tri-County Competitive Positioning



Best Practices

In order to better understand the opportunities for Tri-County's revitalization, five exemplary commercial nodes have been examined in the following case studies. Through an analysis of retail mix, physical attributes, and branding, key strategies for success come to the foreground and offer insight into principles for guiding Tri-County's future growth.

Streets of Woodfield

The Streets of Woodfield is a 630,000 square foot lifestyle centre located in Schaumburg, Illinois. The open-air complex draws upon a mature and affluent residential population that surrounds the site and leverages historic street lights, decorative street furniture, fountains, wrought iron grating, ponds, decorative brick paving, and banners in fostering a small town atmosphere amidst suburban Illinois.



A central element of the site's branding strategy is a focus on entertainment and dining. Ranging from casual locations such as Starbucks and Jamba Juice, to full service restaurants such as Maggiano's and Shaw's Crab House, the Streets of Woodfield aims to create a complex where visitors can shop and dine in an appealing environment, thus prolonging their stay and multiplying their expenditure.

A 20 screen AMC cinema also fuels increased destination pull at the Streets of Woodfield while bringing life to the development well into the evening hours.

Central to all of this development is the convenient parking that surrounds the various retail elements of the Streets of Woodfield. 2,754 spaces are located on pads to the exterior of the development, as well as within an architecturally pleasing multi-level garage located near the cinema's entrance.

In addition to the emphasis placed on readily available parking, ample access points with distinctive markers distinguish the Streets of Woodfield from its surroundings while also facilitating traffic flow. With points of entry on all sides, the site gives drivers optimum flexibility and reduces congestion. Arches and signage demarcate the area's access points while enhancing its unique, historic flavor.

Despite its moderate size, the Streets of Woodfield has successfully distinguished itself by offering consumers a unique shopping experience that is convenient and engaging. A clear branding strategy, and the use of food and entertainment to invigorate the site, have both fostered a destination pull that rewards the

development's stakeholders with robust sales results. In fact, unmet demand has prompted the expansion of the site with a Whole Foods and additional retail in the Streets of Woodfield Annex.

Cherry Creek

A unique blend of regional mall and streetscape retail, Cherry Creek is an interesting example of one area's ability to foster up-market lifestyle appeal through its retail mix and innovative programming. The area's enclosed mall, Cherry Creek Center, holds 160 of the country's top retail chains with stores ranging from Burberry to Louis Vuitton, Lacoste to Tiffany's, and Saks to Hugo Boss.

The mall offers an upscale shopping experience for the neighborhood's affluent residents. This positioning is driven by the development's commitment to enhancing





only zone that acts as the heart of Cherry Creek North, is an ideal setting for the breadth of activities that generate destination pull. These range from



cigar clubs, to wine tasting, free outdoor films, and even cooking lessons.

the shopper's experience at every opportunity, whether through their seasonal indoor farmers' market, or the large children's play area under a spectacular atrium.

Adjacent to Cherry Creek Center is Cherry Creek North, an equally noteworthy retail destination. Over 320 independent businesses operate within this 16 block area. The region has managed to leverage Cherry Creek Center's destination pull rather than shrink in its shadow.

Cherry Creek North has differentiated itself through innovative programming that reinforces its brand among the area's wealthy residents. Filmore Plaza, a pedestrian

Cherry Creek North appreciates the importance of convenient parking and has therefore made accommodations for both on street and garage parking. In a particularly innovative twist, consumers can use Cherry Creek North gift cards to pay for their parking, in addition to cash and credit cards, at the neighborhood's automated payment kiosks.

It is not only the attention paid to such essential details that underpins Cherry Creek North's success, but its innovative foray into other areas as well. For example, free wireless

internet is available throughout the region, thus providing incentive for individuals to patronize the local cafés and extend their stay. As mentioned earlier, Cherry Creek North has its own gift card program with the flexibility of offering any denomination. The area's arts foundation is yet another distinguishing characteristic. The group offers guided tours of Cherry Creek North's art installations and strives towards enriching the neighborhood through the acquisition of public artwork.

Overall, Cherry Creek is an unrivalled destination for Denver's consumers thanks to the symbiotic relationship between Cherry Creek Center's up-market retail chains and Cherry Creek North's unique town center atmosphere.

The region offers many lessons in the art of integrating two traditionally adversarial retail formats.

Easton Town Center

The brainchild of Limited Brands founder Leslie Wexner, Easton Town Center is an immense lifestyle center located at the heart of a planned community outside of Columbus, Ohio. Adjacent to a development of more than 800 luxury apartments and townhouses, Easton Town Center not only caters to its immediate surroundings, but also attracts consumers from the broader Columbus area thanks to its destination pull. With over one and a half million square feet of retail, Easton Town Center is one of the pioneers in lifestyle center development.





As with many of the preceding exemplary shopping districts, Easton Town Center creates excitement and destination pull both through its impeccable street fixtures and extensive programming. During the design stages of the development, architects used storyboards to create a coherent narrative throughout the area's design. This encompasses the Barnes & Noble which resembles an old Carnegie town library, the fitness center that looks like a 1920's school house, and even an old fashioned style fire station that houses the complex's bakery. Meticulous attention was paid to such details throughout construction and subtle nuances, such as false second storey storefronts that create a sense of intimacy along side streets, remained central to Easton Town Center's vision and branding.

One element that is of particular interest is the manner in which Easton Town Center integrates a variety of retail formats. At its heart, Easton Town Center's town square is the center of gravity for the site.

Located immediately adjacent to the outdoor shopping and entertainment that surrounds the town square, Easton Town Center Station is a large enclosed mall that houses retail and offers visitors a comfortable shopping experience amidst inclement weather.

Easton Town Center Station also fosters destination pull through the 30 screen AMC cinema and myriad restaurants within its walls. This transforms the space from a purely daytime attraction to a venue which infuses the development with excitement and vitality well into the evening hours.

A final lesson to be gleaned from Easton Town Center is the importance of fresh, innovative retail in fuelling destination pull. With over 11 million visitors in its first year alone, phase one of the development was an indisputable success. Many attribute this to the fact that 30% of its retail and entertainment establishments were new to the Columbus market. This created enormous incentive for all of Columbus' residents to make the drive to Easton Town Center.

Through the integration of seamlessly appealing exterior streetscapes, unique retail, and up-market enclosed shopping and entertainment, Easton Town Center has leveraged each element of its expansive 1.5 million square feet of retail activity in fostering strong lifestyle appeal and driving unrivalled destination pull in the Columbus region.

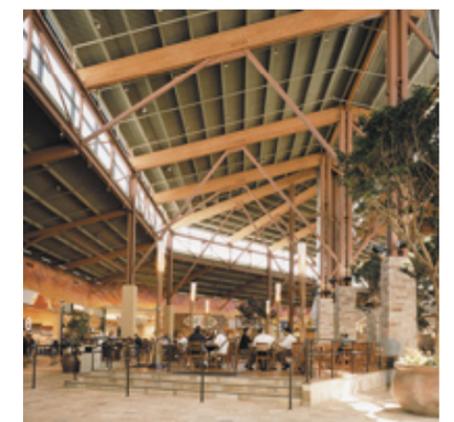
Flatiron Crossing

Flatiron Crossing is a distinctive blend of 1.5 million square feet of enclosed retail and a 250,000 square foot outdoor lifestyle center that sits between Denver and Boulder, Colorado. Often revered for its architectural excellence, the development distinguishes itself through unique design elements that reflect the character of the region. The site is anchored by Dillard's, Macy's and Nordstrom's department stores which are complemented by a Dick's Sporting Goods and AMC theatre. Started as an enclosed development, Flatiron Crossing has expanded through the construction of the Village, an outdoor lifestyle center with a cinema at its head.

The shopping district's appealing setting is further enhanced by amenities such as children's play areas. The summer season is also characterized by outdoor concerts and a weekly farmer's market.

Also, in collaboration with the Flatiron Improvement District BIA, Flatiron Crossing is conveniently connected to adjacent transit and shopping nodes thanks to a free shuttle service. This allows the site to leverage the critical mass and concentration of retail in the area, thus increasing Flatiron's overall destination pull among Denver and Boulder residents.

Through such innovative partnership with its surrounding community, and a distinctive design that resonates with consumers, Flatiron Crossing has created a unique indoor-outdoor shopping experience that draws 12.9 million shoppers to its impressive retail offering on an annual basis and fuels sales of \$424 per square foot.





The Streets at Southpoint

The Streets at Southpoint in Durham, North Carolina is a five year old development with 150 stores, 1.3 million square feet of retail, and 6,400 parking spaces.

Sprawling across two levels, the Streets at Southpoint is a two-tier super-regional mall with five anchors: Nordstrom, Macy's, J.C. Penney, Hudson Belk, and Sears. Its interior areas are noteworthy for their exceptional use of natural light, unique ceilings, and diverse storefronts. Indoor landscaping also enhances the shopping experience.

The mall's exterior facings promise an equally engaging welcome to shoppers while also striving to tie into the region's overarching architectural themes (e.g. shuttered windows, red brick facades, cobble stone roadways, etc.).

While the Streets at Southpoint follow suit with their lifestyle center counterparts by offering extensive programming, the site's appeal extends well beyond its free concerts and children's activities. One of its key distinguishing features is the seamless transition between the enclosed mall and the adjacent outdoor shopping area.

In addition, the Streets at Southpoint are able to extend their visitors' stays and optimise their return on investment by having designed exterior spaces that are conducive to evening strolls, fine dining, and a sense of community even after the sun's departure.

This engaging atmosphere is at the core of the Streets and Southpoint's appeal among shoppers and underlines its success as a truly integrated indoor outdoor shopping experience.

Best Practices Summary

Upon reviewing the preceding case studies, several key strategies come to the forefront of best practices employed by destination commercial nodes. In considering them as a whole, they can be grouped into three distinct themes: convenience is king, engage shoppers with their environment, and devotion to destination pull.

Convenience is King

The breadth and depth of commercial offerings in today's marketplace provide consumers with unrivalled choice. In order to seduce shoppers into devoting themselves to a specific area, merchants and developers must be committed to providing a retail experience that is seamless and convenient.

A central element of prioritizing convenience is providing ample parking that is readily accessible and easy to navigate. Ensuring that all areas of the development have adjacent parking is also an important element of balancing the flow of traffic throughout a site. In addition to convenient parking, clearly demarcated access points play a key role in channeling traffic into and out of a specific site.

Once within a development, consumers trade their cars for their feet and as such, emphasis must be placed on creating an experience that is conducive to pedestrians in both outdoor and indoor shopping areas. Whether dedicated pedestrian streets, or wide walkways and crosswalks, allowing shoppers to stroll unfettered by vehicular traffic is central to fostering convenience.



Engage Shoppers with their Environment

Engaging shoppers with their environment increases the length and frequency of their visits, thus fuelling incremental sales. In order to do so, a development's design must reflect the community in which it finds itself. Modern architecture amidst a traditional suburban setting may seem jarring and out of place, thus discouraging shoppers from feeling at ease in a particular site. It is also essential that there be a certain coherence throughout a region's retail developments. Indoor and outdoor sites should tie together in a logical and aesthetically appealing manner that is also consistent.

A center of gravity, such as a town square or marketplace, is another effective means of engaging consumers with their surroundings. It transforms a series of disparate retail outlets into a commercial community. At each stage of such strategic planning, developers must remain devoted to their vision and dedicate themselves to the details that will invariably define a region. Street fixtures, ranging from lamps to benches to fountains, embody a site's essence and will remain emblazoned in the minds of its consumers.

Only through a committed attention to detail and coherence will a commercial node resonate with its target market and foster the enduring loyalty that stems from engaging shoppers with their environment.

Devotion to Destination Pull

While most successful destination retail nodes have the luxury of being encircled by above average income residential, their success truly hinges on being able to supplement this market segment by drawing consumers from across their surrounding regions.

One tactic used in fostering this essential destination pull is offering extensive programming. Whether outdoor concerts, cooking classes, wine tastings, films, children's activities, or a farmer's market, comprehensive and complementary programming draws consumers from further a field and enlarges a development's trade area.

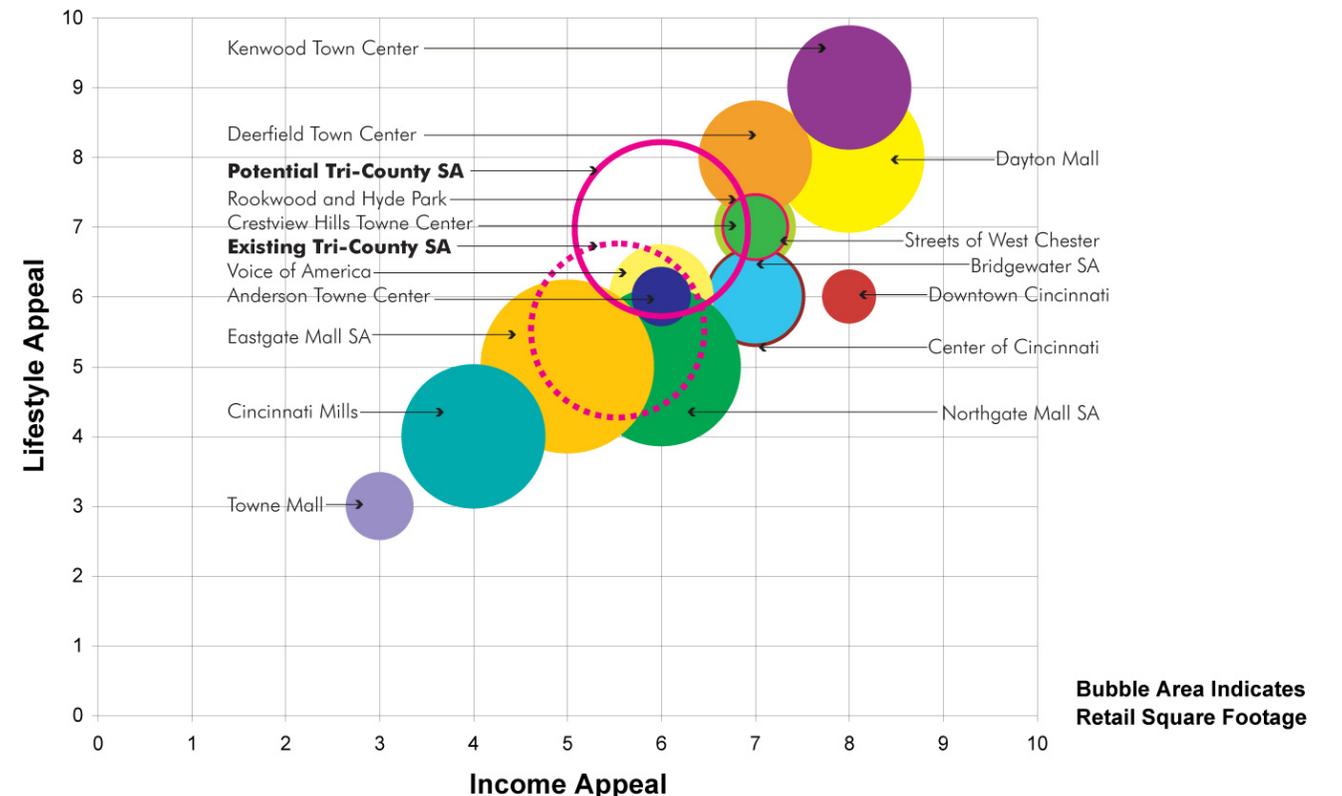
It is also important for a specific site to leverage the critical mass and concentration of the retail that surrounds it. One manner in which this is often done is through a complementary shuttle bus service that links commercial hubs that would otherwise require consumers to continually drive from parking lot to parking lot, or worse still, navigate large thoroughfares on foot.

Lastly, commercial areas are able to extend their profitability and destination pull by extending day into night. Invigorating a site with evening activities extends the revenue potential of a development through cinemas, restaurants, and other entertainment venues. Encouraging shoppers to visit the development after the sun has set also increases its overall destination pull as it rises to prominence in a consumer's evoke set.

Situational Analysis

Tri-County possesses a breadth of both strengths and issues that will prove significant considerations in charting the area's revitalization strategy. On the positive side, the region's large trade area encompasses over 620,000 residents with above average incomes. The site itself boasts the largest retail concentration in Cincinnati with its total selling area coming in at more than twice any other. Also, I-275, SR-747 and I-75 make Tri-County an extremely accessible location. As one of Cincinnati's most shopped destinations, Tri-County also holds a particular fortitude in home furnishings and specialty anchors such

Tri-County Competitive Positioning



as Target, Macy's, Sears, Dillard's, Lowe's, and Wal-Mart.

These advantages are balanced with a variety of issues that face Tri-County. From a demographic standpoint, Springdale is characterized by older residents whose income is notably lower than the broader trade area. The conservative nature of Cincinnati shoppers is another hurdle faced not only by Tri-County but by all area retail centers. As retailers continue to prioritize Kenwood as their preferred location, Tri-County suffers from falling

slightly behind this retail destination in terms of the region shopped most often by its trade area residents. Bridgewater, Rookwood, and IKEA all serve to further intensify the area's heated competition.

In addition, the Tri-County site possesses certain characteristics of concern. The fractured retail area impedes traffic access internally. Topographical issues stemming from the peaks and valleys in the area's landscape also result in poor visibility that leaves consumers peering

onto HVAC systems and unappealing rooftops. Excessive vacancy and concerns over safety among key persons persist while the site's buildings continue to look more and more run down. Old formats generate mixed retail performance while the lack of convenience goods leaves an apparent gap in the marketplace.

Despite this roster of issues facing Tri-County, one's spirits must remain buoyant thanks to the aforementioned strengths. The crux of the region's revitalization will therefore rest in playing one off the other in formulating a strategy that is poised to seize the opportunities currently at Tri-County's disposal.

Conclusion

At the core of Tri-County's revitalization strategy is a repositioning of the region's retail activity. The objective of this shift will be to increase the area's lifestyle appeal through an enhanced quality perception, all the while remaining true to its core value proposition. The following diagram outlines the implications of this shift in relation to Tri-County's current competitive positioning.

This particular approach will hinge on leveraging five opportunities available to Tri-County. The first involves improving the area's actual environment by enhancing the existing stores. This is paired with the second thrust that focuses on attracting new development and redevelopment, an approach that includes mixed use concepts.

Promotions and communications compose the third pillar of the strategic shift as local real estate representatives must be used in communicating with retailers and major tenants. This will also encompass joint marketing. Improving specialty anchors will act as the main draw and

improve the region's destination pull and lastly, physical environment improvements will occur in parallel, thus amplifying their shared impact on Tri-County's lifestyle appeal.

Through this five pronged approach, Tri-County's revitalization will seek to successfully reposition the region in a manner that leverages its strengths and overcomes the aforementioned issues amidst Cincinnati's increasingly competitive marketplace. Maintaining a clear and concerted strategy throughout the revitalization will be integral in ensuring that such efforts bear fruit and foster the enduring success of the Tri-County area.

Master Plan Concepts

The Retail Study Master Plan Concepts includes the physical redevelopment concepts based on the urban audit, retail and market analysis findings and will eventually help to provide a “new and improved” retail destination that will create excitement among the shoppers and visitors alike, thus changing the perception to a more positive image.

Prior to embarking on the redevelopment concepts, it is important to summarize the market strengths and challenges that eventually paved the way to the master plan of the Tri-County retail district.

Market Strengths

Although, there are numerous market strengths in the Springdale retail district with its offerings on “urban” mix of shopping, entertainment, restaurants and substantial presence of office uses, the district needs to “reposition” itself with appropriate land uses, tenancing and redeveloped image to re-emerge as the regional shopping destination. This study of existing physical attributes and socio-economic factors of the Tri-County retail district with recommendation for redevelopment, undertaken by the City of Springdale, is a good step forward towards urban renewal of the shopping district.

+ Strong Regional Economy/Regional Shopping Mall/Large Trade Area

One of prime strengths of the Springdale Retail district is the large trade area encompassing over 620,000 residents and some high income level of trade area residents. It truly signifies a regional shopping destination with one of the largest retail concentration in the State of Ohio (4.24 million square feet) and attracts shoppers and visitors from the greater



Accessible Location near Interstate Highway System



Enhanced Entrance to Tri-County Mall



New Entrance and look of Tri-County Mall

Cincinnati region. Although it is not the premier shopping destination as it used to be, the presence of the large trade area should act as an advantage for redevelopment.

+ Accessibility and Visibility

The business of Springdale retail area is assisted by very accessible location with its proximity to two major interstates of the region I-275 and I-75. Due to its adjacency, size and sprawling nature it is highly visible from these interstate highways, too. With its connection to I-275, it is well accessible also from I-71, the third major highway of the region. Not only does it attract the local and regional shoppers and visitors through the interstates but the location of retail area being near the intersection of Princeton Pike and Kemper Road, both major arterials, provides access to adjacent trade area municipalities and neighborhoods. Together with the Route 4 retail area

adjacent to I-275 (including cinema and restaurants) to the west and Sharonville Convention Center to the east, this area provides a “powerhouse” of options which includes retail shopping, eating and drinking places, meeting places and hospitality industry.

+ Strong Tri-County Identity

Through the process of the study, including telephone intercept surveys and stakeholder participation, it is quite clear that shoppers and visitors both inside and outside of the trade area, recognize the retail district as “Tri-County”. Although the Tri-County Mall renders a visual perception, the district identity is generally carried forward through the “Tri-County” tag. It remains the top shopped area in the region with particular strength in home furnishings and specialty anchors (Target, Macy’s, Sears, Dillard’s, Lowe’s, Walmart). The redevelopment concepts and marketing initiatives discussed in this study are not only to augment the “Tri-

County” identity but to put forth a “new & improved” district identity with redeveloped streetscape, efficient wayfinding and signage, attractive façade treatments, property owner/tenant opportunities, appropriate land uses and tenanting which will infuse renewed vigor and excitement among shoppers and visitors.

+ Redevelopment of Tri-County Mall (Changing market perceptions and realities)

The redevelopment of the Tri-County Mall with a new anchor store and entrance to the Mall near the intersection of Princeton Pike and Kemper Road will provide a necessary “facelift” and required tenanting to the mall, which is, of course one of the main strengths of the retail district. Although the redevelopment/renewal process will shape up in the next 5,10 and 15 year time frame, incremental redevelopment efforts like this will help to instill new confidence in customers with an improved façade and more convenient access to the Mall. More importantly, it will start to show some changes to sway shopper and visitor mentality towards a positive perception and gearing up for future district-wide redevelopment.

Market Challenges

With the ongoing and future redevelopment efforts for the re-emergence of the Springdale retail area, it is of prime importance to acknowledge the challenges of the market trade area. Local/regional competition, consumer’s less-enthusiastic perception of the Tri-County shopping environment, due in part to the conservative Cincinnati shopper, demographics of the City of Springdale and lack of reinvestment into district is evidence of significant



Unattractive and Haphazard Shopping Destinations

disincentive for redevelopment. There is opportunity to overcome these challenges through building upon the market strengths and augmenting it with physical changes as well as economic initiatives for the property owners, developers and retailers.

+ Unattractive Shopping Destinations

In general, majority of shoppers and visitors are attracted to a healthy shopping and business environment with high quality architecture and facades, maintained landscape and safe, well-lit atmosphere. Although some façade improvements are in progress in the retail district, many of the shopping destinations bear an image of dreary and lifeless parking lots and unmaintained facades primarily because of vacant stores and/or uninterested property owners. Vacancy removal with appropriate tenanting and physical improvements will help bring shoppers and visitors to these shopping centers. More stores will translate



Visual Clutter along Princeton Pike

into more people and cars and will mean a safer environment for shopping and entertainment.

+ Lack of High Quality Retail, Retail Mix

Attractive shopping destinations are also enhanced by presence of an wide array of offerings including different type of retail, entertainment, eating and drinking places, office uses and lodging destinations. Currently, the retail district shows signs of strength in the areas of family retail and entertainment such as home goods and home improvements. Little synergy exists today within the district or each retail center. This haphazard non-focused retail tenanting creates consumer shopping patterns that promotes heavy vehicular movement and little cross shopping. Re-emergence of the Springdale retail area as a high quality shopping destination will require well-thought out development and marketing policy for appropriate tenant retention and recruitment, self sustenance with

opportunity for mixed use and cluster of uses to create synergy and activity zones.

+ Lack of High Quality Streetscape

The best practice research around the country for comparable shopping destinations reveal that the most successful districts thrive from the presence of a streetscape character that celebrate and promote a vibrant retail district while suggesting walkability and adequate physical connections within the sub-districts. Local examples like Kenwood, Rookwood, Bridgewater Falls exemplify the necessity of some high quality streetscape character. In the case of Springdale, retail area traffic and internal access is convoluted with some presence to absence of well-defined rights-of-way, pedestrian access, landscaping and screening. In areas like this with substantial amount of parking areas, it is required to have appropriate amounts of screening, pedestrian-oriented streetscape with street furnishings and trees/shrubs to tone down the harshness with “softer” feel. It is not the intention to recommend that all areas of the shopping district be pedestrian/bike friendly, but efforts should be garnered towards creating pedestrian friendly streetscapes and environments within individual shopping centers.

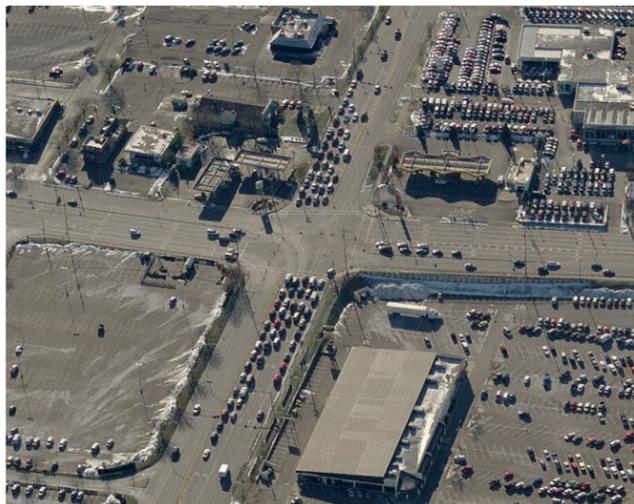
+ Lack of Wayfinding Signage

Another problem with the Tri-County shopping area is the lack of wayfinding and appropriate signage. The area is abundant with sporadic placement of public and private signage catering to individual shopping centers with absence of unifying theme. Internal traffic and access is also confusing without specific directions to particular center/cluster. Strong

wayfinding and signage with branding is necessary to lend a cutting edge identity both from outside and within the shopping area.

+ Traffic Corridor

Although the Tri-County shopping area is well accessible with the presence of major arterials and interstate system, it is also one of the major travelled routes in the region. Commuters use Kemper Road and Princeton Pike for not only to gain access from their place of business to residential neighborhoods, but also to outlying residential neighborhoods and adjacent communities. Although the traffic in the retail area moves very effectively but these being the main thoroughfares, it carries a high volume of traffic that does not relate to the adjacent retail areas. It is imperative to realign some roads within the shopping



High Volume Traffic Zone and Large Expanse of Surface Parking

Source: maps.live.com

district with wayfinding system for easier access to bypass the main intersections and provide easier access from one center to the other.

+ Existing and Potential Future Competition

The surveys and stakeholder interviews undertaken by the planning team revealed that comparable shopping destinations such as Kenwood and Bridgewater Falls are the preferred and most shopped centers by the trade area residents of Tri-County shopping area. The opening of the IKEA store at the West Chester location has provided another competitor specifically in the home goods section of retail offerings. It is, therefore, important to build on the strengths of the Tri-County area with opportunities for higher and better land uses for sustainability and retail offerings by appropriate tenants as the market demands through better and



Steep Grade Change at Princeton Plaza Site and Disconnected Retail from Streetscape

improved stores, surroundings and environment.

+ Site Constraints (Railroad, Steep Grades)

Last but not the least, the presence of rolling topography of the region and the railroad that physically divides the region from the large retail chains ("big-box") creates problems for physical redevelopment. Commuters are confronted with roofs of the shopping centers rather than attractive storefronts in some places, while travelling on Kemper Road. Same is the situation while commuting on the south end of Princeton Pike. There is ample opportunity to overcome these challenges through appropriate screening and increasing the number of floors, real and/or false, with appropriate tenants.

The shopping area is also comprised of a number of parcels of varied size and fractured ownership. Implementing a vision for the entire area will require some consensus and cooperation among the multiple property owners, especially since the by-right zoning does not allow or promote the vision of a vibrant, mixed use core surrounding the Tri-County Mall.

Repositioning Strategy

The redevelopment initiative of the Tri-County retail area embarked upon by the City of Springdale is the first step towards a high demand shopping destination. To make this possible, the thing of utmost importance is the consensus of varied property owners in realization of the vision of this study followed by public-private partnering in accomplishing several projects. Although the City of Springdale has to provide, among other things, public improvements in the process of revamped streetscape and an efficient/faster design review process for development/redevelopment projects to lessen the frustration of private developers, but it is the private property owners/developers providing incremental approach to redevelopment that will instill confidence in the shoppers and visitors. An example of the private investment is the façade improvement of the Tri-County Mall, as undertaken by the developer Thor Equities/DDR. The redevelopment process to fulfill the strategies of this plan will take at least 20 -30 years to reach full potential and the process has to continuously adapt to prevalent market demands for long-term sustainability. It is the incremental improvements that will help build confidence among both the shoppers and business owners. Although there are many facets of the rebuilding process, the redevelopment process can be elucidated through the following basic steps:

- + Tri-County Retail Study-The study undertaken by the City is the first step towards revitalization as it brings forth the retail/market analysis followed by recommended strategies towards redevelopment from both physical and socio-economic perspective
- + Public Improvements-City of Springdale instituting TIF district, among other financing tools, and providing improved streetscape character at the gateway to the district from north

- + Private Investments-Redevelopment of Tri-County Mall, Cassinelli Square and Princeton Plaza
 - + Mixed Use Concept – Mixed use is encouraged along with development of critical mass through additional family-oriented retail, restaurants, groceries etc. This will create a more sustainable development in the long run and spur further redevelopment in the area.
 - + The retail and market analysis recommendations show the need for appropriate retail mix, “tighter” core retail area with clusters and mixed use for sustainability.
 - + Appropriate design and development guidelines should be developed prior to any redevelopment. This will not only help in promoting the higher standard of design according to the strategic goals, but also harmonious character in the retail district redevelopment. Character development should be based on the “Potential Tri-County Competitive Positioning” and as explained in the sliding scale of “rustic” to “contemporary” where the retail district should be positioned near the “contemporary” character for better district identity and to compete with the local and regional influences.
- + The marketplace and the demands are going to dictate the repositioning as retail with poor performance is leaving and “good” retail is positioning themselves according to the current and future demands. As per the retail and market analysis, the retail area has some significant strength in the marketplace, such as in the home goods and furniture section. Although it is going to be challenged by local and regional influences, repositioning should happen around such home goods/furniture sections of retail and additionally around convenience retail centered on family to tap into the existing local and regional demographics. Also, the

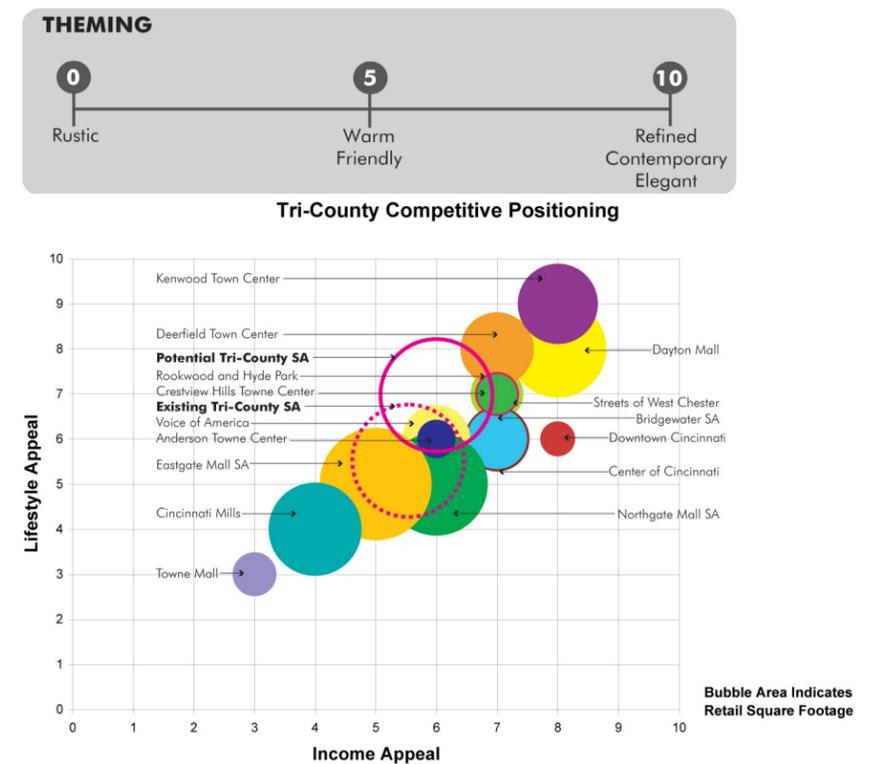
- family oriented retail and other businesses will cater to the residential and office mixed use component of the conceptual redevelopment framework.
- + Once the critical mass is achieved through such development, retail repositioning should reach out to other segments as per demand. Recruitment of retail should be appropriately chosen, based on global need and should be positioned on increasing the density with mixed use development that provide the value added to jobs, housing and plays into the convenience factor.
 - + As the enhanced Tri-County Mall continues to work as the largest “magnet” to the retail area, additional opportunities for redevelopment of the Mall are recommended, specifically façade redevelopment of department stores such as Sears, Macy’s etc. This will assist in upgrade of the retail district identity along with on-going and proposed physical improvements which in turn will change perception and create excitement among visitors and shoppers alike.
 - + Although access to the retail district is enhanced by its location near the interstate highway systems of I-75 and I-275, the problem of circulation from one center to another can be encountered with better streetscape and introduction of transit system and an “elevated people-mover” system. The concepts recommend not endangering the main traffic thoroughfares of Kemper Road and Princeton Pike, but rather enhancing the pedestrian access way in the retail core.
 - + Also, future connections with the large retail area (“big-box” world) on the east side of the retail district over the CSX railroad tracks is recommended for better connectivity. According to the OKI regional plan for transit improvements, the CSX railroad tracks can be used for light rail transit which can further enhance accessibility to the retail area.

Master Plan Concepts

The master plan concepts provide the physical framework upon which the Tri-County retail area should reposition itself in the future to cater to the local and regional demographics and compete with the local and regional influences. The following points signify the overall redevelopment aspects and physical redevelopment both from the public and private perspective that will play a major role in repositioning the area:

- + Improved Image
 - + Physical Redevelopment of Opportunity Sites
 - + Family Oriented
 - + Housing
 - + Tri-County Mall Redevelopment
 - + Specialty Uses
 - + “Big-Box” Connectivity
- + Branding
- + Wayfinding
- + Streetscape
- + Transportation
- + Green Connectivity
- + Mixed Use Projects
- + Leasing/Tenancing
- + Marketing

It is recommended that the character of the Tri-County redevelopment should follow the character between “warm/friendly” and “contemporary” in the attached sliding scale shown along with the competitive positioning diagram. The character position should define proposed developments, tenancing, marketing etc., and help find the niche to position the Tri-County area in the context of the regional marketplace.

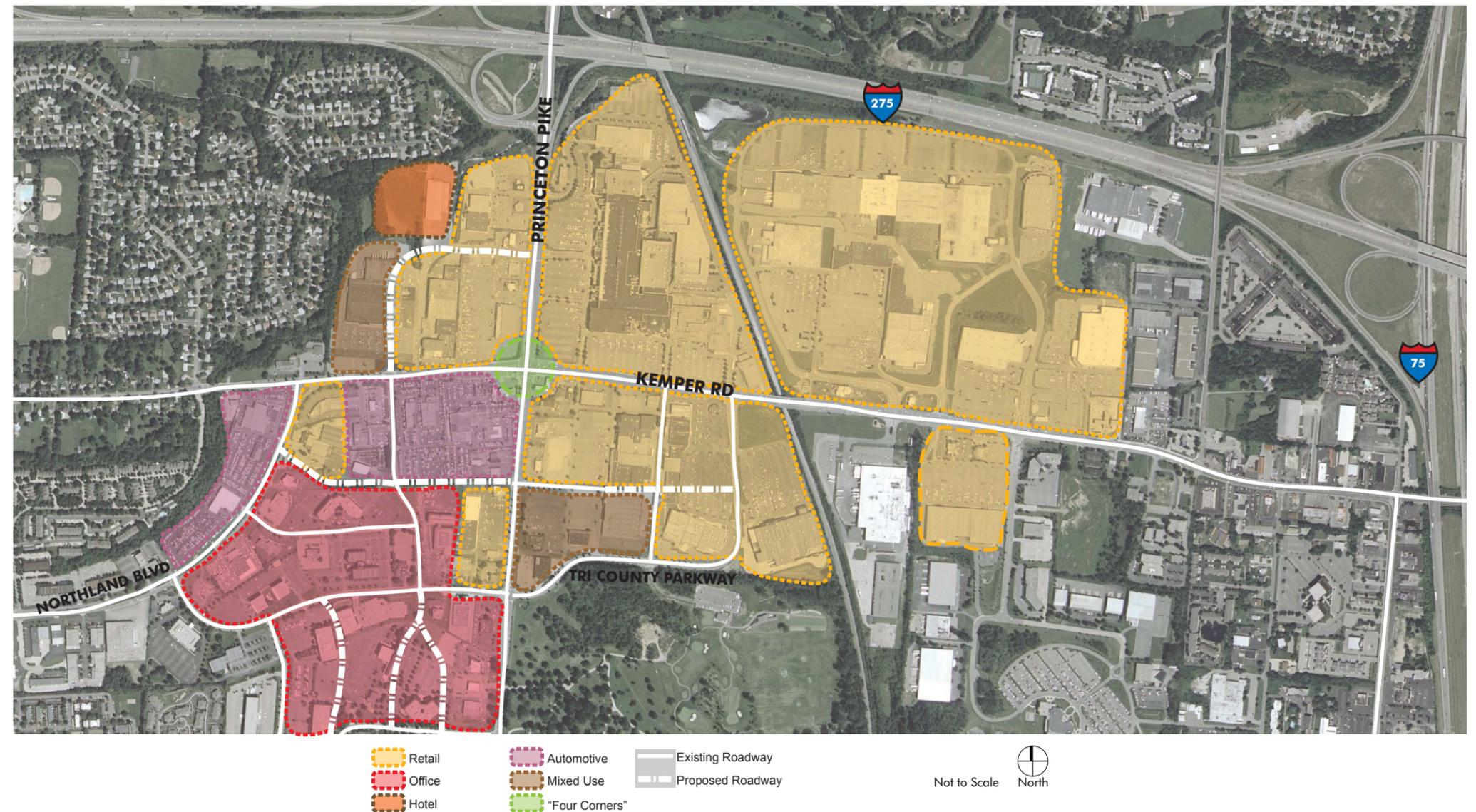


Theming Diagram vis-a-vis Potential Competitive Positioning
Source: KKG, UMC

Land Use

The future land use plan is a result of the existing and proposed uses, as per the recommendations of the Retail District Study. The following are the salient points of the recommended land use plan:

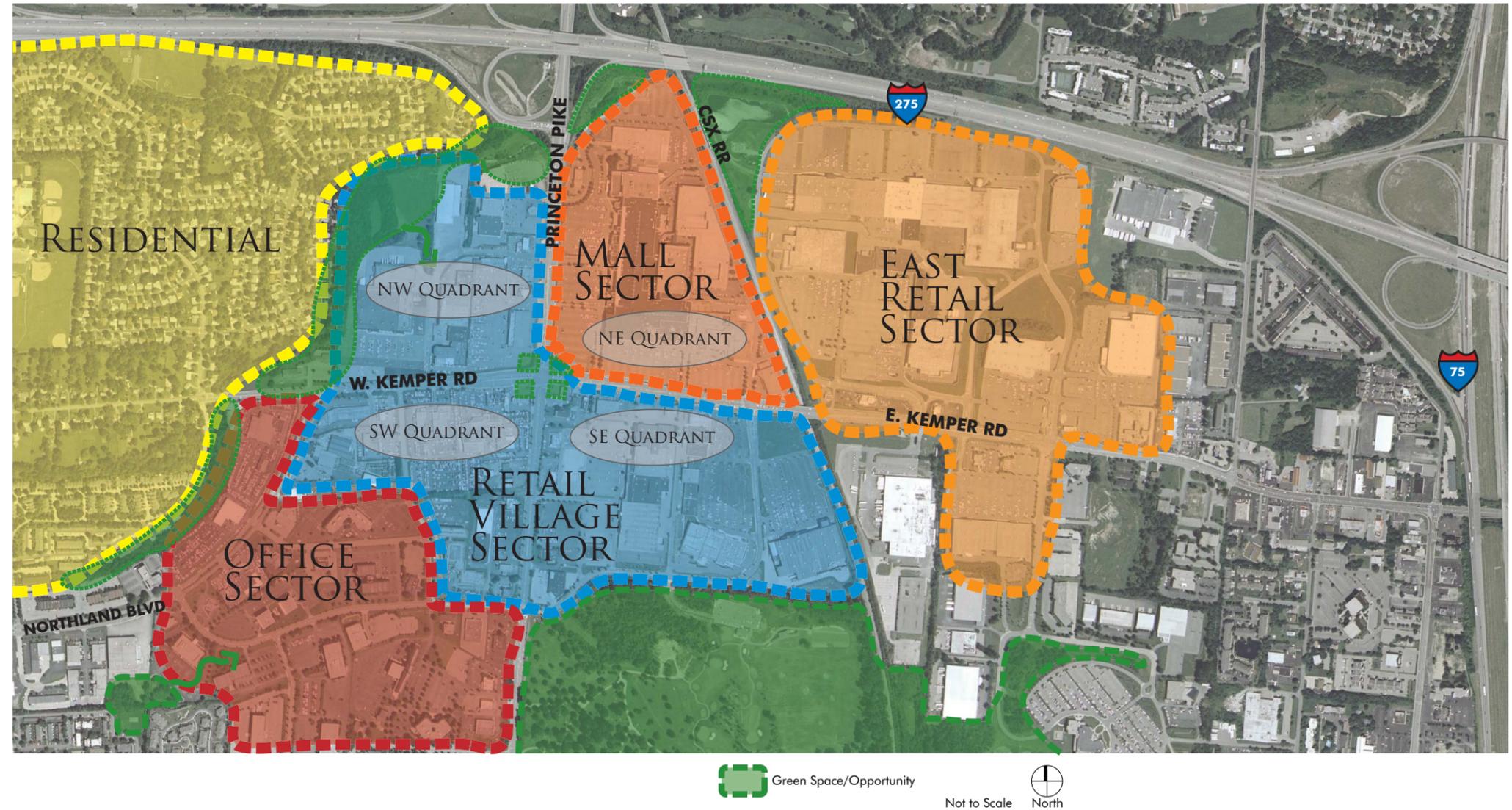
- + The retail area (shown in yellow) covers the Tri-County Mall, Princeton Plaza, Cassinelli Square and adjoining large retail centers (“big-box world”).
- + The retail core should be strengthened through development of the corners of the intersection of Kemper Road and Princeton Pike.
- + Mixed uses are recommended near the green edge towards the northwest side of Princeton Plaza and southeast side of Cassinelli Square within the study area. The location is driven by the existing substantial green space adjoining both the areas. The proposed housing component within the mixed use will take advantage of the green space and the office component, mainly within the southeast sector of mixed use, will augment the existing office park in the southwest sector of the retail area.
- + Future hotel sites are recommended adjoining the north and northwest sector adjoining Princeton Plaza site. This will provide for the hospitality and convention facilities that will complement the office use needs.
- + Proposed roadways are recommended that will add to the existing street grids and assist in better connectivity within the individual sites.



Retail Sectors

The districting concept, as result of the recommendations of the proposed land use plan, provides for conglomeration of similar characters within the Springdale retail area. The proposed design and development guidelines will provide benchmark for future development that is harmonious within each district, yet ties into the overall retail district redevelopment/repositioning concept. The following are the salient points:

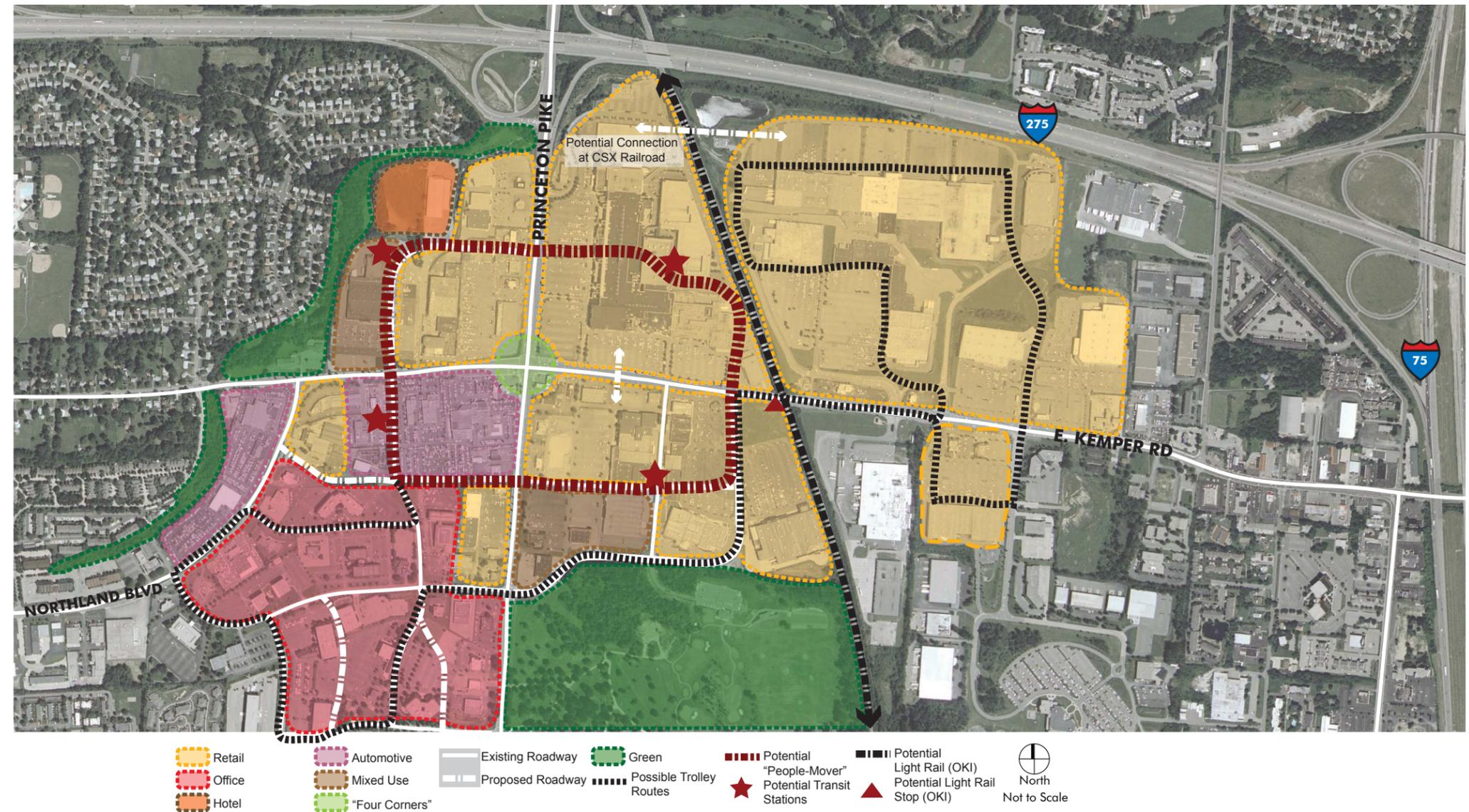
- + The "Retail Village" consists of the core retail area and recommended to be of higher density, along with mixed uses. Walkability within individual sites, streetscape enhancements and façade remodeling are the primary focus. Also, the approximate center of the retail village district, the intersection of Kemper Road and Princeton Pike, is recommended to be enhanced with infill developments and intersection improvements with public plazas and green spaces. These improvements along with streetscape redevelopment will provide for enhanced Tri-County area identity.
- + The "Retail Village (Mall)" comprising of the Tri-County Mall envisions façade remodeling of the major anchor stores such as Sears and Macy's along with out-lot development.
- + The "Large Retail" consists of the major discount stores and miscellaneous "big-box" retailers. Additional connectivity, as overpass above CSX railroad tracks, is recommended for better access and circulation to this area.
- + The "Office" district comprises of the existing office park and connectivity with the adjacent retail village district is recommended with proposed roadways and transit systems.



Connectivity and Greenways

The following are the important concepts for better connectivity and circulation within the retail area:

- + Minimize curb cuts from main thoroughfares, i.e. Kemper Road and Princeton Pike.
- + Improve connectivity and circulation within individual sites through improved road network.
- + A pilot project for elevated "people-mover" is recommended that will connect the four quadrants within the retail village district, for easier access within the individual sites that will overpass the high volume traffic zones.
- + Adjacent areas are recommended to be connected with possible trolleys.
- + Green buffer zones are recommended to be preserved and further developed around the retail district.



Opportunity Sites

While the repositioning policy framework is based on overall district identity, appropriate tenanting and marketing, the perception of change is going to be achieved by the physical redevelopments of some opportunity sites that currently create an eyesore to the entire retail district. These visually unappealing properties are not only suffering from aging façade treatments but are also losing tenants who are repositioning themselves in a more competitive environment with fresh aesthetic appeal and pleasant surroundings. The physical redevelopment of these opportunity areas/sites will help create fresh new look that in turn will assist in generating enthusiasm amongst the retail tenants and visitors to the shopping area.

Tri-County Mall, with its ongoing redevelopment (upgrading existing entrance to the Mall, adding new entrance at the southwest corner, incorporating new streetscapes) acts as a model which can be used as guide for further redevelopments. The major anchor stores such as Macy’s and Sears need new façade treatments and the improvement of the overall look of the Mall façade will go a long way in establishing further confidence among adjacent property owners.

Being near the center of the retail area, the Tri-County Mall area, Princeton Plaza and Cassinelli Square are recommended for redevelopment. The “conceptual plans” for redevelopment will provide benchmarks for development density, appropriate site allocations and land use which are based on the preliminary research and retail & market analysis findings. Preliminary pro-forma of development is included along with the conceptual master plans.



**Conceptual Site Plan
Overall Physical
Redevelopment**

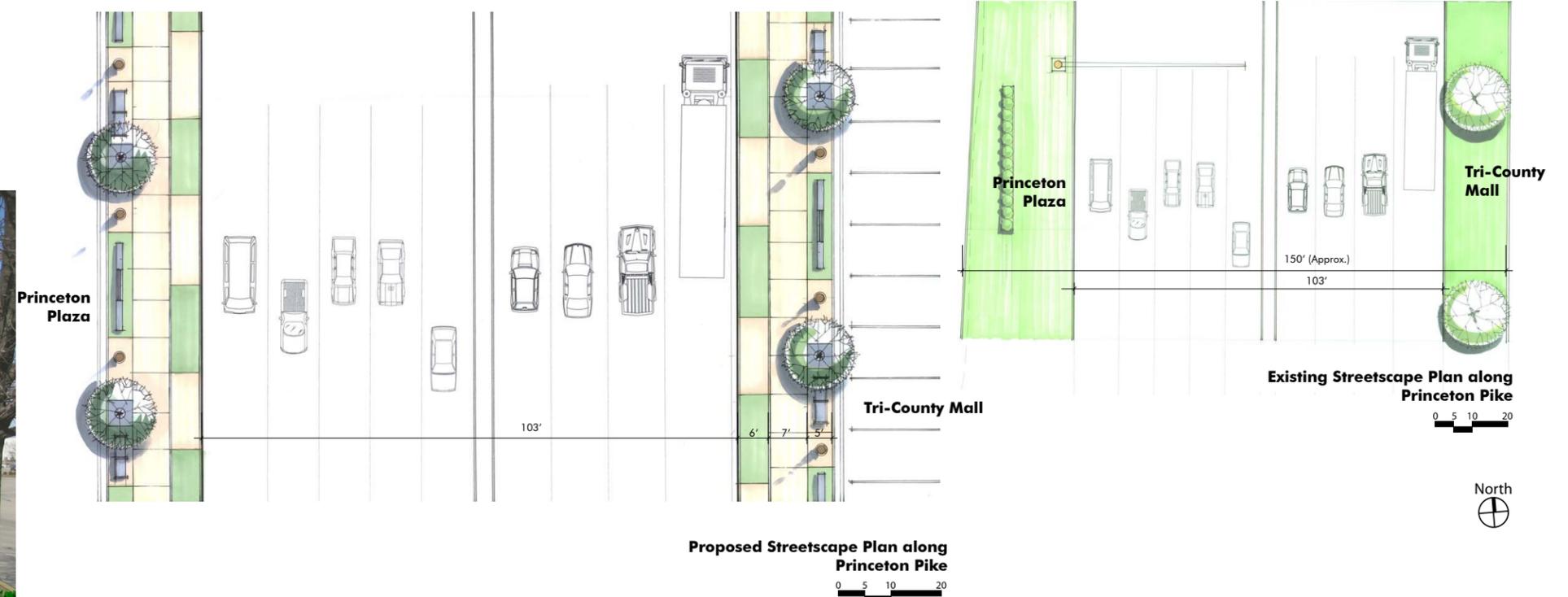
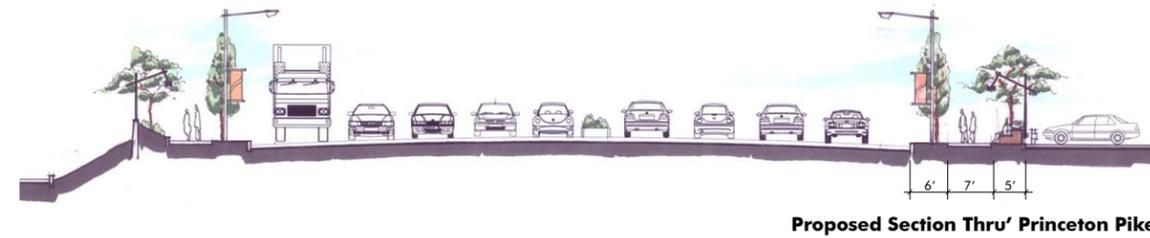
- Existing Buildings
- Proposed Buildings



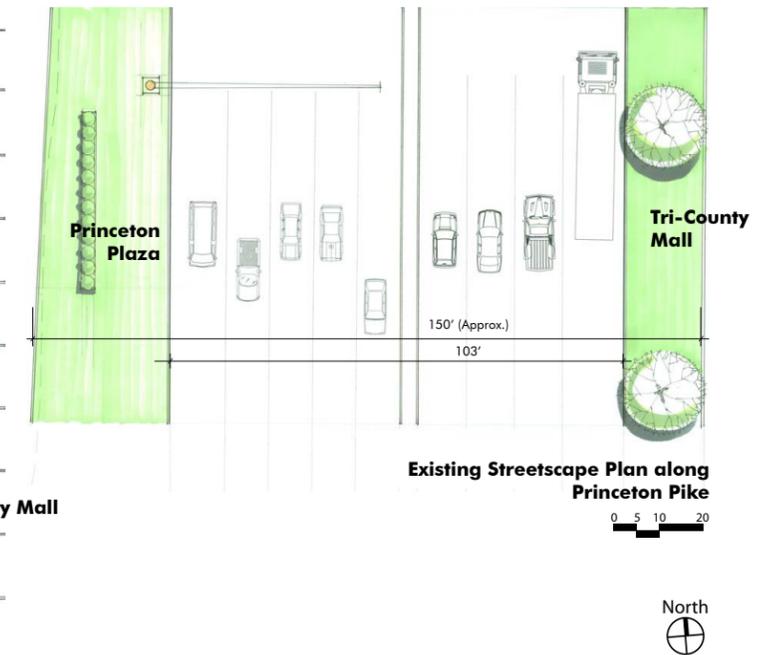
Cross Sections and Elevations

For overall district identity enhancement, it is of prime importance that substantial public improvements need to occur, specifically retail area-wide streetscape design, branding and wayfinding elements. Although streetscape improvements are recommended for entire retail district, Princeton Pike streetscape enhancements between I-275 and Kemper Road section should be a priority, as it acts as the main gateway to the retail area. The conceptual streetscape designs will provide guidelines for further design and development process.

View of Proposed Streetscape
Princeton Pike



Streetscape Concepts Princeton Pike





Architectural Features, Planters and Logo Panel

Seating Area, Trolley Stop and Light Fixture

Back-lit Advertisement Panel and Trash Can

Seasonal Advertisement Panel

Streetscape Concepts Princeton Pike



Lighting Fixtures

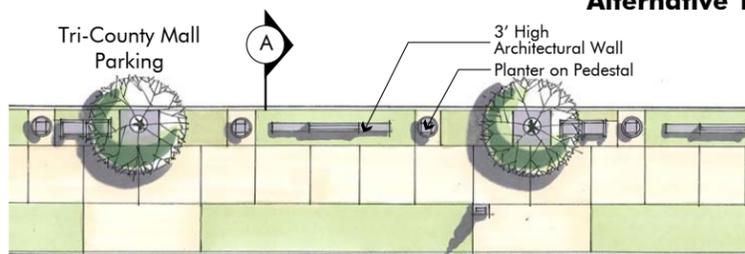
Typical Streetscape Elements



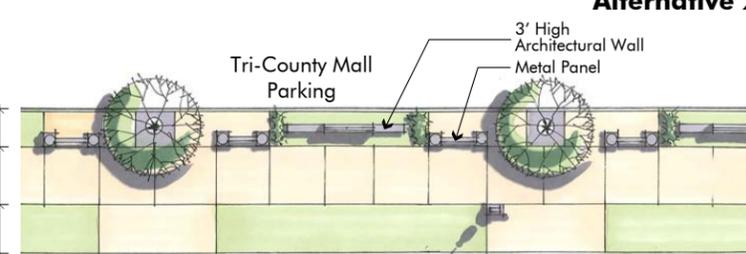
**Elevation
Alternative 1**



**Elevation
Alternative 2**



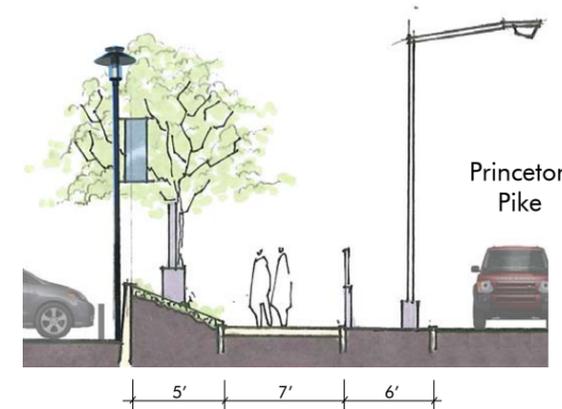
**Streetscape Plan
Alternative 1**



**Streetscape Plan
Alternative 2**

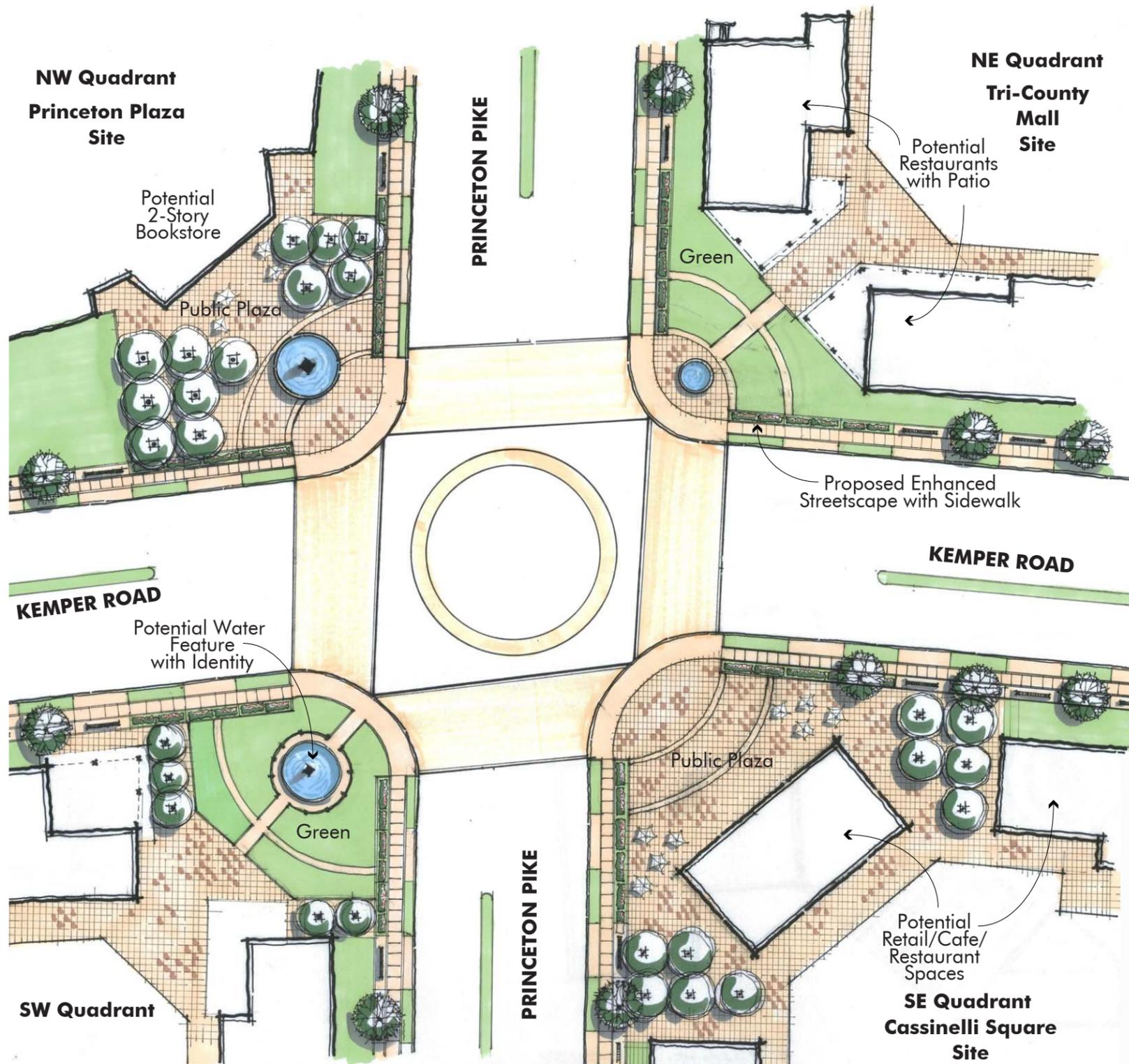


New Streetscape and Light Fixtures Tri-County Mall



Section A





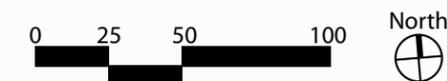
Intersection Concept at Princeton Pike and Kemper Road

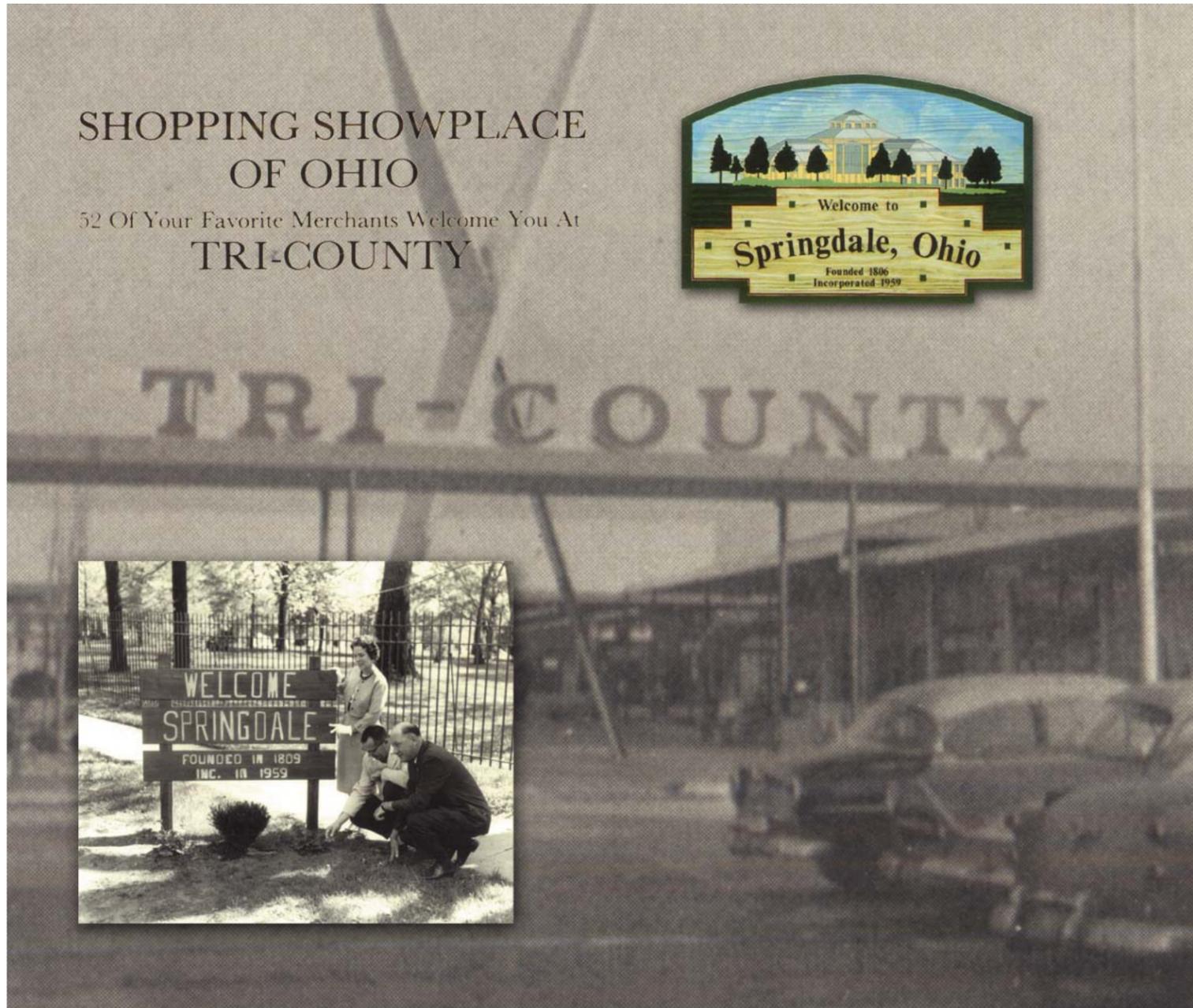
To add to the district identity, the enhancement of this intersection could play a key role in refocusing this area to a pedestrian level. This main intersection is at the core of the district connecting to two major highways. Bringing buildings closer to the road and additional landscaped public realm will increase the "sense of place".



Existing Intersection

Note: Proposed intersection improvements recommended to include wayfinding elements, mast arm traffic signals.





BRANDING STRATEGY

BALANCING VISUAL IDENTITY AND FUNCTIONALITY

Presenting a new face to the world is a critical part of establishing a new brand identity and creating a vehicle to show local support. The development of a new identity is a stepping stone to reinventing the personality of the Tri-County area.

A new Brand Identity is a tool that can be used to portray a sense of change to people outside of the area. The sense of place that a new identity creates will reintroduce Tri-County to developers who may not consider the area, but may simply review a feasibility study. A new identity will also present an opportunity to help to establish the sense of place once visitors arrive.

One of the most valuable benefits of a new identity is that it can serve as a visual focus that can invigorate a show of community involvement and regional excitement. Visible support, initiative and positive involvement can prove to be an enticing component in courting potential new investors and reintroducing Tri-County as a safe, more contemporary destination.

BRANDING STRATEGY

BALANCING VISUAL IDENTITY AND FUNCTIONALITY

VISUAL IDENTITY - KEY POINTS

- CREATE A DISTINCTIVE LOOK
- UNIQUE AND EASILY RECOGNIZABLE
- SUCCESSFULLY USED IN WHOLE OR IN PART

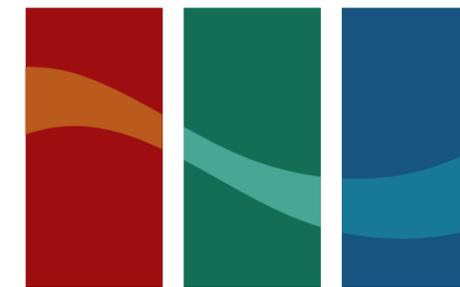
FUNCTIONALITY - KEY POINTS

- ADDRESS THE THREE SECTOR APPROACH
 - RETAIL VILLAGE
 - EAST RETAIL
 - OFFICE
- BE FLEXIBLE ENOUGH TO ALLOW FOR A WIDE AND VERY DIVERSE VARIETY OF APPLICATIONS WHILE MAINTAINING THE VISUAL STRENGTH AND BRAND RECOGNITION.



TRI-COUNTY
SPRINGDALE

TRI-COUNTY



SPRINGDALE

TRI-COUNTY
SPRINGDALE

TRI-COUNTY
SPRINGDALE

TRI-COUNTY
SPRINGDALE



WAYFINDING SYSTEM

BALANCING VISUAL IDENTITY AND FUNCTIONALITY

KEY ISSUES & DESIGN GOALS

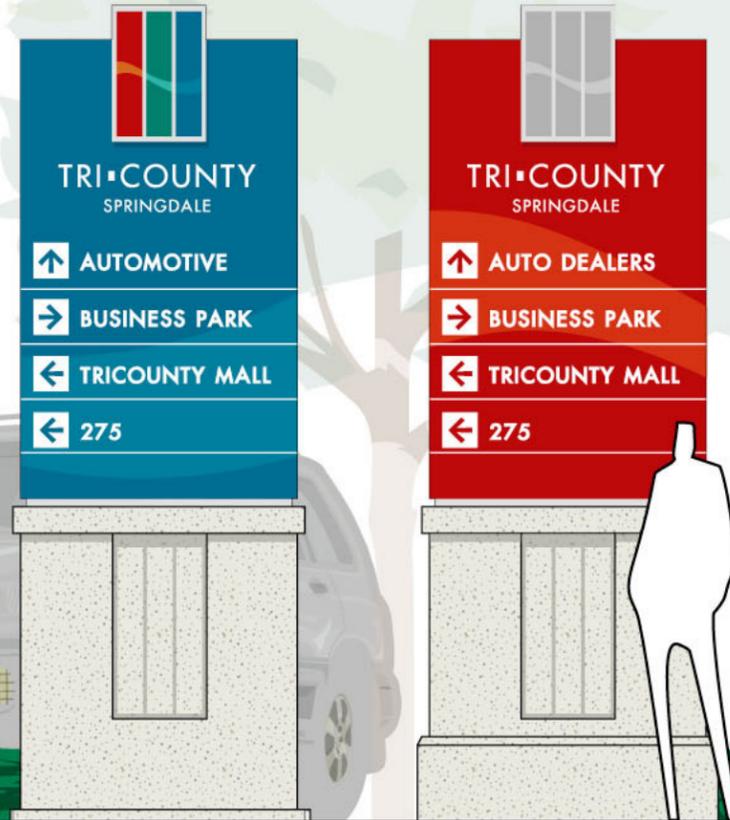
- EASILY RECOGNIZABLE
- VISUALLY CONSISTENT
- VISUALLY STRONG WITHOUT TAKING AWAY FROM THE VISIBILITY OF THE VARIOUS RETAILERS
- FLEXIBLE AND EXPANDABLE IN THE FUTURE



BANNER SYSTEM



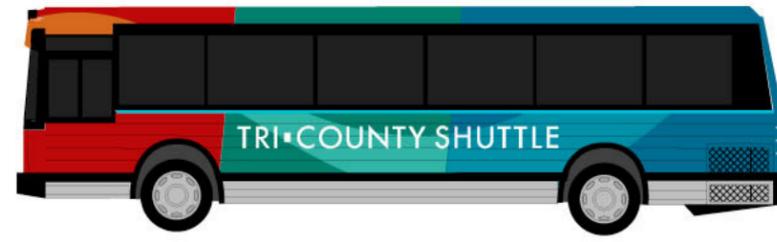
SECONDARY & TERTIARY DIRECTIONAL SIGNAGE



PRIMARY DIRECTIONAL SIGNAGE



DIRECTORY



STREET SIGN
STREET SIGN
STREET SIGN

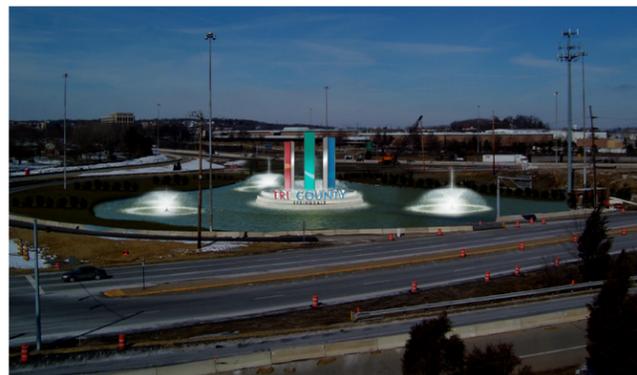
Gateway Concept

Strong gateways as recommended, using a combination of signage, landscaping, and architectural elements will be a critical part of a comprehensive directional/wayfinding program. This site at Princeton Pike and I-275 is a prime location for a gateway that marks the district during the day and night. Water features and lighting will help soften and enhance this once unappealing entrance into the district.



Existing Site

Potential Gateway Element
Night-time View



Potential Gateway
Element



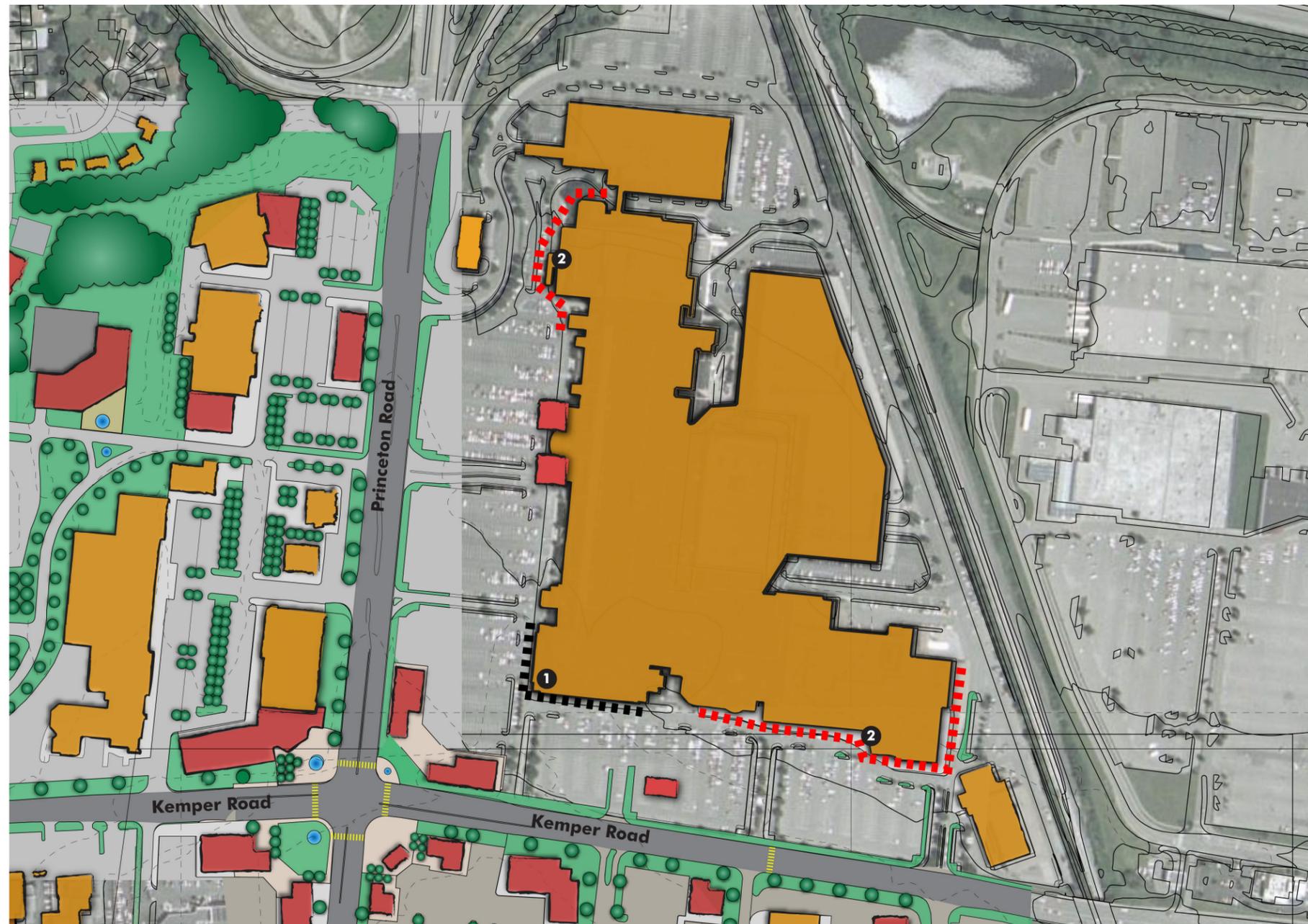
Transit Concepts

The connection to each sector in the district could be enhanced with a mode of mass transit. A shuttle or a people mover would give easier access to office workers and consumers to patronize the other businesses in the district without using a personal vehicle. This would decrease congestion and allow a more efficient shopping, dining or entertainment experience.

Potential Tri-County Shuttle



Potential Tri-County People-Mover
(On Elevated Tracks)



Northeast Quadrant Tri-County Mall Concept

- 1 Enhanced Streetscape
Facade Improvement
New Entry
- 2 Enhanced Streetscape
Facade Improvement
- Existing Buildings
- Proposed Buildings





Northwest Quadrant Princeton Plaza/Value City/ Princeton Marketplace Concept

- ① Hotel
- ② Hotel/Office
- ③ Townhomes
- ④ Retail
- ⑤ Housing (Mid-Rise)
- ⑥ Parking Deck (With optional Roof Deck for Tenants)
- ⑦ Wayfinding/Graphic Identity
- Pedestrian Connection
- Ⓟ Parking
- Existing Buildings
- Proposed Buildings





Aerial View
(showing the intersection of
Princeton Pike and Kemper Road
and adjacent Redevelopment
Concepts)

Redevelopment Project Scaling

Two opportunity sites have been selected for further financial and economic analysis. The magnitude of these redevelopments will obviously carry significant cost but should also result in a lift in revenue and return for the equity owners of the properties. This would subsequently result in an increase in taxable value as well as other positive impacts to the public economy.

The following series of analysis tables estimates the scope and potential economic scale of the envisioned redevelopment of the opportunity sites in the Springdale Tri-County Retail District. The source of project scaling tables is KKG Estimates, unless otherwise noted.

NW Quadrant-Princeton Plaza

The redevelopment of the Princeton Plaza property would involve reconfiguration of some of the existing space, adding hospitality and mixed use along with improvements to circulation throughout the northwest corner superblock.

The existing Princeton Plaza and adjacent development sites contain over 540,000 square feet (sf) of leasable space. Proposed mixed use redevelopment would substantially increase the size and surface area of the NW Quadrant as shown in Table 1.

Table 1
NW Quadrant - Princeton Plaza / Value City / TC Marketplace

Current and Proposed Property Profiles

Current Retail Space	540,000	SF
Current Parking	2,160	Spaces
Proposed Retail Space	170,000	SF
Proposed Office Space	100,000	SF
Proposed Mid Rise Housing	386,000	SF
Proposed Parking Deck	135,000	SF
Surface and Deck Parking	2,610	Spaces

Table 2 details the preliminary estimates of costs associated with the proposed reconfiguration and expansion of the Princeton Plaza and adjacent parcels. The project, as explained separately, will include a mix of uses including redeveloped retail, hotel, office, residential and structured and surface parking. In addition, new vehicular and pedestrian circulation will be added.

The total cost of the proposed changes is estimated to be approximately \$102 million.

This is not intended as a detailed construction cost estimate and is shown for illustration and analysis purposes only. Based on conservative estimates of yield, the redevelopment is expected to generate much high lease rates and operating income.

Table 2
NW Quadrant

Redevelopment Cost Estimates

Demo/Site Work/	\$600,000
Proposed Retail Space	\$17,000,000
Proposed Office Space	\$12,500,000
Proposed Mid Rise Housing	\$48,250,000
Proposed Surface and Deck Parking	\$6,750,000
Soft Cost/Relocation/Contingency	\$17,020,000
Total Proposed Cost	\$102,120,000

Based on conservative estimates of yield, the redevelopment is expected to generate much high lease rates and operating income as shown in Table 3.

Table 3
NW Quadrant

Redevelopment Revenues

Proposed Hotel Pad Land Lease	\$200,000
Proposed Retail Space	\$4,250,000
Proposed Office Space	\$1,500,000
Proposed Mid Rise Housing	\$4,632,000
Total Proposed Revenues	\$10,582,000

Based on the estimated revenues, the project is anticipated to carry a derived value of over \$138 million as shown in Table 4.

The county tax assessor reports that the parcels making up the property pay just over \$300,000 in property taxes.

Table 4
NW Quadrant

Projected Valuation

Capitalized Value	7.5%	\$141,093,333
Investment Cost		\$102,120,000
Net Value		\$38,973,333

The redevelopment is estimated to increase the value of the property by more than 2.5 times. It is logical to assume a similar increase in property taxes suggesting that there is an opportunity for incremental tax revenues of approximately \$500,000 as shown in Table 5.

Table 5
NW Quadrant

Public Improvements & Tax Impacts

New Property Tax Estimate	\$522,045
TIF Bond Value of Tax/Service Payments	\$6,525,567

NW Quadrant Summary

Based on the schematic plans and financial assumptions set forth herein, it would appear the redevelopment of the NW Quadrant has great potential.

Clearly there are strong upside potentials for the public economy. Increased valuation brings increased property taxes. In addition, the developments also bring the potential for expansion of earnings and income taxes.

In addition to property taxes, the redevelopments will introduce both residential and office uses. Likewise, residential occupants in both redevelopments will also increase the tax base in the form of incremental income taxes.

Finally, the redevelopments include significant public improvements that could be offset by Tax Increment Financing. Such partnerships between the public and private developers recognize the positive impacts of the developer's investments and leverage the public's ability to facilitate such development for the long term economic enhancement of the community. Bond council and public financing underwriters would be required to explore this opportunity further.



Southeast Quadrant Cassinelli Square & Corner/ Springdale Plaza Concept

- 1 Office
- 2 Parking Deck (With optional Roof Deck for Tenants)
- 3 Mixed Use (Housing/office above retail)
- 4 Mixed Use (Office above retail)
- 5 Housing (Mid-rise)
- 6 Retail
- 7 Wayfinding/Graphic Identity
- P Parking
- Existing Buildings
- Proposed Buildings





Aerial View
(showing the Cassinelli
Square and adjacent
Redevelopment
Concepts)

Redevelopment Project Scaling

SE Quadrant-Cassinelli Square

The redevelopment of the Cassinelli Square property would involve reconfiguration of some of the existing space along with addition of a number of other uses on the site.

The existing Cassinelli Square development contains approximately 308,000 square feet (sf) of leasable space. Proposed mixed use redevelopment would greatly increase the size and complexity of the SE Quadrant as shown in Table 6.

Table 6
SE Quadrant - Cassinelli Square & Corner

Current and Proposed Property Profiles

Current Retail Space	308,000	SF
Current Parking	1,600	Spaces
Proposed Retail Space	180,000	SF
Proposed Office Space	356,000	SF
Proposed Mid Rise Housing	375,000	SF
Proposed Parking Deck	466,000	SF
Surface and Deck Parking	2,583	Spaces

Table 7 details the preliminary estimate of costs associated with the proposed reconfiguration and expansion of the Cassinelli Square site. The project will include a mix of uses including redeveloped retail, office, residential and structured parking.

The total cost of the redevelopment is estimated to be approximately \$159 million. This includes estimates

of demo and site work, construction, soft and other contingency costs.

This is not intended as a detailed construction cost estimate and is shown for illustration and analysis purposes only.

Table 7
SE Quadrant

Redevelopment Cost Estimates

Demo/Site Work/	\$500,000
Proposed Retail Space	\$18,000,000
Proposed Office Space	\$44,500,000
Proposed Mid Rise Housing	\$46,875,000
Proposed Surface and Deck Parking	\$23,300,000
Soft Cost/Relocation/Contingency	\$26,635,000
Total Proposed Cost	\$159,810,000

As shown in Table 8, the redevelopment and reconfiguration is designed to improve the revenue opportunity for the equity owners of the property by enhancing the configuration and utilization of retail space and introducing opportunities for revenue from additional property types - office and residential.

Table 8
SE Quadrant

Redevelopment Revenues

Proposed Retail Space	4,500,000
Proposed Office Space	5,340,000
Proposed Mid Rise Housing	4,500,000
Total Proposed Revenues	14,340,000

Based on conservative estimates of yield, the redevelopment is expected to generate higher lease rates and operating income.

Based on the estimated revenues and an assumption of a lower CAP valuation rate with the development's new configuration, the project is anticipated to carry a derived value of nearly \$204 million.

The county tax assessor reports that the parcels making up the Cassinelli Square property pay just over \$100,000 in annual property taxes. The redevelopment is estimated Table 9

SE Quadrant

Projected Valuation

Capitalized Value	7%	\$204,857,143
Investment Cost		\$159,810,000
Net Value		\$45,047,143

to increase the value of the property substantiually. It is logical to assume a similar increase in property taxes, suggesting that there is an opportunity for incremental tax revenues of approximately \$750,000 as shown in Table 10. The tax increment could be used to refine good debt for public improvements requirements.

In addition to property taxes, the redevelopment will introduce both residential and office uses. Office users working in the 350,000 sf of planned professional office will impact the public economy by generating earning taxes. Assuming an average of 400 sf per employee, we expect 875 workers. If each earns only Springdale's per capita income of \$29,186, the expected payroll will exceed \$25 million annually. The 1.5% earnings tax is therefore expected to contribute nearly \$400,000 annually in increased revenue to the City. Likewise, residential occupants will also increase the tax base in the form of incremental income taxes.

SE Quadrant Summary

Based on the schematic plans and financial assumptions setforth herein, it would appear the redevelopment of the SE Quadrant has great potential.

Clearly there are strong upside potentials for the public economy. Increased valuation brings increased property taxes. In addition, the developments also bring the potential for expansion of earnings and income taxes.

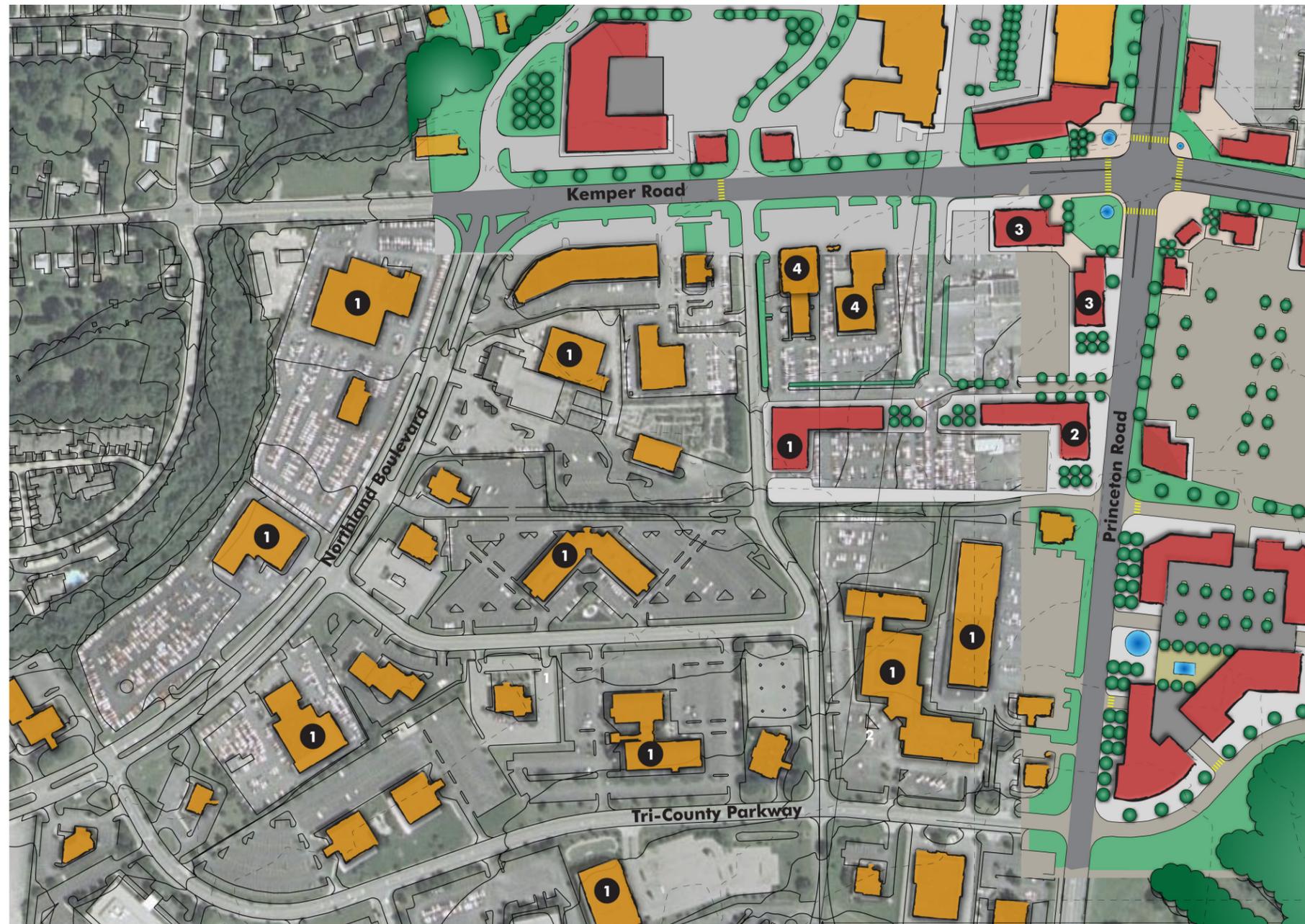
In addition to property taxes, the redevelopments will introduce both residential and office uses. As one example, office users in Cassinelli Square could expand the earnings tax by over \$400,000 annually. Likewise, residential occupants in both redevelopments will also increase the tax base in the form of incremental income taxes.

Finally, the redevelopments include significant public improvements that could be offset by Tax Increment Financing. Such partnerships between the public and private developers recognize the positive impacts of the developer's investments and leverage the public's ability to facilitate such development for the long term economic enhancement of the community. Bond council and public financing underwriters would be required to explore this opportunity further.

Table 10
SE Quadrant

Public Improvements & Tax Impacts

New Property Tax Estimate	\$750,000
TIF Bond Value of Tax/Service Payments	\$9,375,000



**Southwest Quadrant
Office Park
Auto Dealers
Concept**

- ① Office Campus
- ② Office with Retail
- ③ Retail
- ④ Auto Dealerships
- Existing Buildings
- Proposed Buildings





East Retail Sector Concept

- ① Retail
- Existing Buildings
- Proposed Buildings



Strategic Recommendations and Implementation

Strategic Recommendations

It is the intention of the Springdale Retail District Study to identify opportunities for repositioning of the District through physical redevelopment, tenancing, marketing and to provide guidance to both public officials and private interests for the implementation of a strategic plan. The recommendations and implementation policies are an outcome of the findings of physical evaluation of the District, retail and market analysis and dialogue with business stakeholders within the District. The recommendations are intended to provide direction to implement the tasks and visions represented in the Master Plan Concepts.

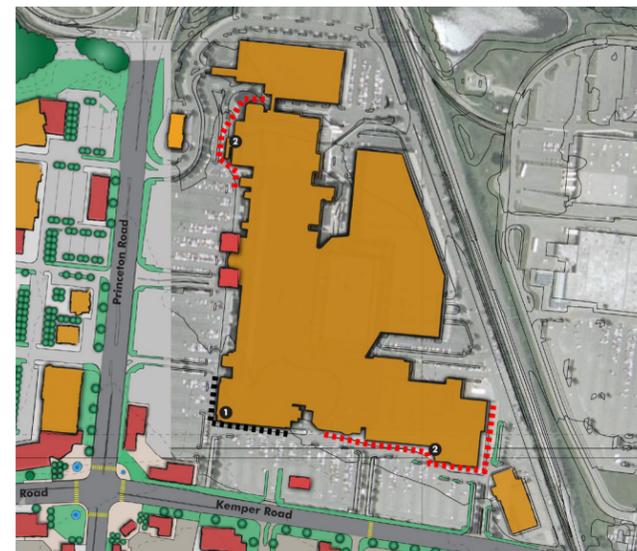
Project Specific Recommendations

The success of the repositioning of the Springdale Retail District will largely be determined by the willingness of property owners and lessees to reinvest in their respective properties. The purpose of this section is to describe specific property re-development / investment scenarios which would have the greatest impact on the repositioning of the Retail District.

It should be noted that the redevelopment plans proposed may be visionary in nature and should be viewed in the context of a plan, starting in the very near term and continuing for many years thereafter.

NE Quadrant / Tri-County Mall:

Tri-County Mall is the hallmark development of the Retail District and represents a regional retail icon being the first major mall development in Cincinnati. Tri-County Mall has reinvented itself in four major redevelopments in as many



*NE Quadrant Redevelopment Concept
(Refer Master Plan Concepts for Details)*

decades. The Mall has kept pace with needed changes in retail appeal, facility renewal and infrastructure services.

Currently, the Mall is undergoing its fourth major revitalization in a \$20,000,000 project focusing on the re-tenancing of the SW corner of the building and the addition of life-style oriented tenants. Five new restaurants will provide much needed and demanding quality food services.

While Tri-County Mall may be considered work in progress, additional improvements, beyond those currently underway, are recommended in the near term:

- + Property Façade: Façade reworks for Sears and Macy's would do much to complete the image and consumer appeal of the Mall. Both Macy's and Sears



*Tri-County Mall
Showing New Improvements and Existing Façade of
Sears and Dillard's*

are two of the most highly patronized retail stores in the Retail District and as such should present a fresh and first-class image. Recently, both of these retailers have invested substantial time and money for interior re-fixturing and upgrading of their stores. External improvements to building facades would do much to enhance customer appeal and attraction, particularly if the modifications reflect a life style/streetscape appeal.

- + Mall Access: The Retail District continues to be one of the least traffic congested retail areas in the area. Continual investments in roadway improvements have allowed the District to function effectively despite significant recent growth. Recently, Mall ingress and egress has been substantially improved with the construction of the new signalized East Kemper Road

intersection and the completion of East Kemper Phase III improvements. A further needed change would be the improvement of the Mall Entrance A intersection being the most northerly intersection on Princeton Pike adjacent to Macy's. A rework of this intersection could provide better ingress and egress for Macy's and other Mall tenants at the north end of the Mall.

- + Outbuildings: Mall appeal could be significantly enhanced with the addition of architecturally significant outbuildings at the Princeton Pike / E. Kemper Road Intersection. The buildings would add to the streetscape appeal of the Princeton Pike Corridor; would add GLA to the asset; and would provide space for ancillary services and retailers which would supplement Mall attraction.



NW Quadrant Redevelopment Concept
(Refer Master Plan Concepts for Details)

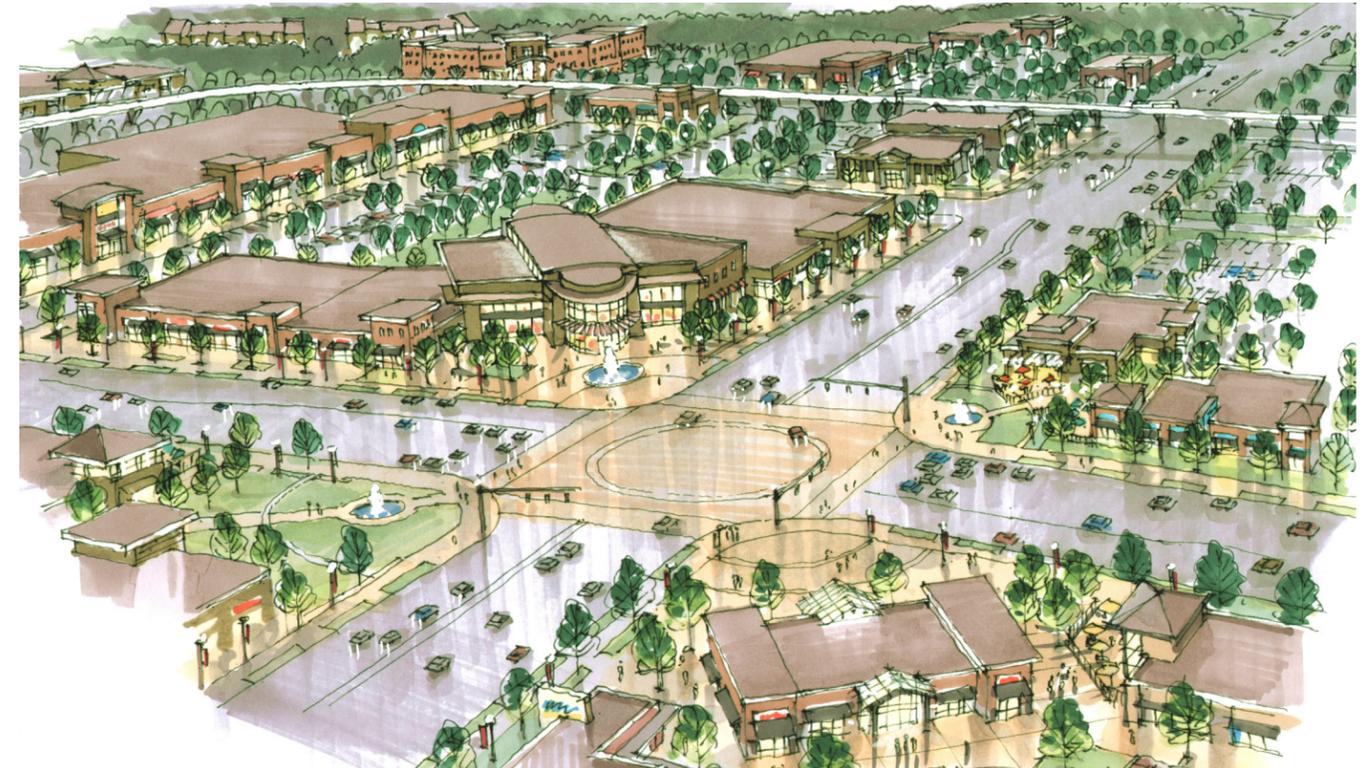
NW Quadrant / Princeton Plaza, Value City, Princeton Marketplace:

These three properties share an important locational attribute with Tri-County Mall in-that they are at the “ front door “of the Springdale Retail District. People entering the District at Princeton & I-275 are immediately exposed to the Mall and the NW Quadrant centers giving them a major competitive benefit in attracting shoppers. While these NW Quadrant Centers have traditionally been very successful, competition and altered shopping needs have suggested the need for re-positioning. Recommendations include:

- + NW Quadrant Integrated Development: The NW Quadrant would be best considered as an integrated

development as opposed to three separate projects. This could be accomplished by means of partnership agreements or consolidation into one ownership / control. The current physical layout precludes cross traffic access by shoppers which represents a major negative for retailers and shoppers. Cross shopping and access has consistently proven to be a positive for any retail project. A distinct side benefit is the limiting of traffic impacts on Princeton Pike as shoppers move on the public ROW from center....or elect to go elsewhere once they enter the public ROW arterial. Cross access between the three centers is critical to future success. A more significant retail massing of 600,000+ square feet, along with more effective and coordinated tenant mix would make for an improved asset.

- + Mixed Use Features: The NW Quadrant offers excellent opportunities for mixed uses including retail, office, hotel and housing. The schematic plans enclosed depict suggested layouts for such uses. In addition to the traditional success of retail in Springdale, office uses have been singularly successful with close to 2,000,000 square feet of office facilities boasting very low vacancy rates. A need for additional office facilities exists, particularly those which are designed for smaller users and those which require a retail oriented customer exposure. The housing and hotel elements may require further investigation and feasibility evaluation, but it would appear that the NW Quadrant would readily accommodate such uses in successful projects.
- + Project Design Features: The artists’ rendering enclosed provides a depiction of the future view of the Quadrant under re-development. In addition to the enhanced



NW Quadrant Redevelopment Concept
(Refer Master Plan Concepts for enlarged view)

architectural quality, the re-development scheme adds a new building at the intersection of Princeton Pike and Kemper Road. This building would add significant GLA and represent a streetscape oriented mixed – use building at this prominent location. Street level plaza and 2nd level exposure with 1st level access from the parking field is contemplated.

- + Roadway Improvements: The development scheme contemplated the design and construction of an extension of Frances Lane from Princeton Pike through

to Northland Boulevard. This ROW would benefit the integration of the three properties; provide for better traffic flow on the Kemper / Princeton corridors; and provide ROW access to properties without public ROW exposure thereby increasing the available developable area.

SE Quadrant / Cassinelli Square & Corner, Springdale Plaza, Mitchell's Center:

This quadrant consists of four major retail properties which occupy a prominent site within the Retail District. Having been initially developed as a "mini-mall" center anchored by Gold Circle and Service Merchandise, Cassinelli has evolved into a mixed off-price / conventional center with limited aesthetic appeal. Springdale Plaza has undergone a very successful re-vitalization with the accommodation of prominent retailers such as DSW, Circuit City, Panerra and Bed Bath & Beyond. Notwithstanding its physical orientation away from the focal point of the Retail District, Springdale Plaza continues to be a significant retail destination within the District.

*SE Quadrant Redevelopment Concept
(Refer Master Plan Concepts for Details)*



*SE Quadrant Redevelopment Concept
(Refer Master Plan Concepts for enlarged view)*

The conceptual plan for this quadrant offers some of the most exciting and promising plans for re-development within the District. Recommendations for the quadrant include:

- + **Integrated Development Matters:** Several opportunities exist for the integration of individual property developments. The approximate four acres referred to as Cassinelli Corner has significant potential for upgraded redevelopment. This site represents one of the most desirable retail development sites in the metropolitan area. Ingress / egress problems could be resolved with cross access agreements and the Cassinelli Square property and redevelopment of the corner could open-up visual access to the Square. Both properties would benefit and values would be increased.

Integrating Cassinelli Square and Springdale Plaza could likely bring benefits to both properties by the construction of a cross access roadway between Princeton Pike and Tri-County Parkway. While this initially would require the loss of some GLA, it could be picked up otherwise and off-set by some higher rents, due to accessibility.

- + **Mixed Use / Life Style Opportunities:** The primary feature and exciting potential for the Cassinelli Square property is the incorporation of an intensive mixed use development at the southerly end of the site adjacent to Tri-County Parkway. A mix of multi-story retail, service, residential, office and structured parking uses would lay adjacent to the extensive green space south of the Parkway, creating an exceptionally inviting environment. Existing buildings would receive

façade renovations compatible with the new multi-use development. It is recommended that other outbuilding developments reflect an upgraded architectural treatment and accommodate life style type retailers. The opportunity for mixed use reduces the dependency of the quadrant solely upon retail, thereby creating a more enduring property value.

SW Quadrant / Sweeney Et Al:

The SW Quadrant is dominated by the Sweeney Automotive Group which operates five very successful auto dealerships in a very confined area at the intersection of Princeton and Kemper. The Sweeney Automotive Group itself is a thriving enterprise with a significant business history in the City. The SW quadrant site is a highly exposed one which offers ongoing service to the Sweeney Automotive Group dealerships. Generally, future development should focus on streetscape improvements to enhance the aesthetics and property values in the corridor. Re-development

*SW Quadrant Redevelopment Concept
(Refer Master Plan Concepts for Details)*



of the immediate corner of Princeton and Kemper in an architecturally significant way would be desirable as and when the existing filling station use is no longer considered viable. Improvements to facades of existing retail buildings should be encouraged similar to that which has occurred recently at Kemper Crossings at the intersection of Kemper and Northland.

East Retail Sector:

The East Retail Sector consists of all properties lying easterly of the CSX RR tracks through to Chesterdale Road which properties include Beltway Center, Kemper Commons, Target and Costco on the north side of Kemper Road and Springdale Crossings on the south side of Kemper Road. All tolled, these properties represent approximately 1.4 million square feet or 1/3 of the retail area of the district. Many of the retail uses are either "big box" or "junior anchor" stores. The retail components which offer a major challenge currently and a significant opportunity in the future are the Beltway and Kemper Commons centers.

No schematic plans for re-development are offered herein however near term and long range considerations should include the following:

+ **Kemper Commons:** Kemper Commons is well anchored with Wal-Mart, Sam's Club, HH Gregg and David's Bridal. Expansion of the Wal-Mart store to incorporate a grocery component and an upgrade of the overall store is encouraged. A re-do of the building façade would do much to improve the appeal of the center as would the elimination of the auto service unit at the westerly egress drive at Kemper. Other basic maintenance and improvement efforts would do much to enhance the appeal of Kemper Commons. Recent

major improvements to East Kemper by Springdale significantly improved access to the center.

+ **Beltway Center:** Beltway Center has gone through several significant re-tenanting modifications in the past decade primarily due to corporate realignments and cost cutting, but has continued to be viable. It has traditionally succeeded as an origin / destination center featuring big box and specialty retail, furniture and entertainment uses. A significant opportunity appears to exist for entertainment venues which would capitalize on, and support the existing Dave and Buster's. Concert hall, convention and meeting facilities, being destination types of activities could offer good potential, as opposed to strictly retail uses.

+ **Long Term Integrated Development:** The current Kemper Commons and Beltway Centers originally consisted of the former 600,000 square foot Kroger Candy Plant. Adaptive reuse concepts in the late 1980's gave rise to the current development which bifurcated the site to produce two marginally effective project, one which faces I-275 with less than desirable access, and one which faces East Kemper with limited identity.

In the future, this property would have the potential of accommodating a major mixed use development encompassing the features of a "new town in town" with residential, office, retail, service and entertainment uses. Essential to this development would be the need for better ingress and egress from I-275 potentially offered by a connector road running from Princeton Pike at I-275 across CSX RR into the Beltway / Kemper Commons complex. This connector would form a part of the Springdale roadway arterial system benefiting

traffic movements on the Princeton and East Kemper roadways.

The East Retail Sector is envisioned to gradually evolve into entertainment-oriented destination to build upon the existing tenancy of Dave & Busters etc.

Organizational / Operational Elements

Organization:

It is beyond the scope of this report to define a specific organization structure for the conduct of the execution of the Repositioning Plan. Suffice it to say that some appropriate form of organization will be required, but the form will be dependant upon future needs. It is evident that the City has been the initiator of the effort to date and it is likely that a continuation of this role in the near term is most appropriate. Plan execution should be carried out under the office of the City Administration, specifically the Economic Development Department. Strong liaison with the Building and Zoning department will be important. Depending upon the velocity and complexity of Plan implementation, future considerations may include:

- + Retention of a retail specialist to focus solely on matters concerning the Retail District as defined in the strategic recommendations including technical assistance services, business recruitment efforts and District promotion.
- + Formation of a District Development Consortium consisting of District property owners, District businesses, local and regional Chambers of Commerce, County HCDC, Ohio EDD, and public officials which would meet periodically as a "Board of Directors" helping guide the Re-positioning effort.



Mayor addressing Property and Business Owners. Similar meetings and collective organized approach recommended

- + Creation of a Business Improvement District as a public / private partnership to provide for property assessments, the funds from which would go to the promotion and enhancement of the Retail District.

Safety & Security:

Security and safety are cornerstones for the stability of any retail enterprise or district. People must be made safe and must be made to feel safe in their shopping and business environment. Springdale has an excellent track record in this regard largely due to the full Police, Fire, Building and Health Departments. Recommendations for future efforts would include the continuance and expansion of patrolling and surveillance efforts by Springdale PD with strong and close coordination with private businesses.

Finance & Funding:

Both private capital and public funding sources will be essential for the implementation of Plan strategies. Notwithstanding short term adjustments in the private debt and equity markets, funds for redevelopment will be available for project execution.

Similarly, a variety of public funding sources are available for various specific purposes. Sources would include:

- + Tax Increment Financing District: Establishment of a 300 acre (statutory maximum size / roughly the size of the District) TIF District is advisable. This would allow for the capture of incremental tax revenues for application to debt retirement of bonds issued by the City. For further information Ohio Department of Development, Tax Increment Financing.
- + Enterprise Zone Tax Abatements: In selected instances, for non-retail/residential projects, Real Property Tax Abatements could be offered to offset business operating costs as an incentive to development.
- + Supplemental grants for selected streetscape, roadway and utility infrastructure improvements may be available from or through County, Regional, State and Federal sources. Local funding sources should be used as local matching funds leverage such sources of capital. Springdale has been very proactive in securing such supplemental grant funding for such projects as the Springfield Pike Corridor Improvement Project, the SR 747 / CSX Railroad Underpass and the Phase III East Kemper Road Utility and Road Widening Project. These projects represent over \$22,000,000 in capital allocations.
- + A more innovative, and not currently sanctioned, source of funding would be a tax increment financing

or direct allocation of the District generated sales tax revenues to support redevelopment. This would require both State and County legislation, but would represent a wise commitment by these bodies in improving and sustaining the high levels of sales tax revenues generated by the District.

- + Consideration of discretionary direct funding of selected public works and services efforts should be considered. The technical assistance program previously discussed would represent an erstwhile investment. Similarly, a façade improvement matching grant program may encourage businesses to improve aged facades, thereby enhancing the appeal of /District buildings.
- + Finally, the creation of a Business Improvement District (BID) which would assess properties within the District could offer funds for promotion and marketing of the District. Such a special assessment would be collected by the County and returned to the BID for program funding. Sixty percent of property owners within the District would have to concur on such an undertaking. Governance of the BID would be by both private and public sector representatives. A special assessment of \$.10 could provide as much as \$420,000 annually to support marketing and promotional efforts.

Design / Development Controls:

To improve the character of the retail area and overall quality of the retail experience of shoppers, it is recommended to develop design and development guidelines for better sense of place, architectural value, aesthetic quality and creation of identity. Although the development of the guidelines are beyond the scope of the study, the City should work with design professionals to help create the distinct character as envisioned in the conceptual plans. The guidelines should be crafted in a

way to provide leverage to property owners and tenants to incorporate their retail space design, yet provide for a unified theme for the retail sectors. The design guidelines can guide development efforts to achieve a refined and appropriate solution, sustaining high level of design threshold according to the visions of this plan and the conceptual designs. The guidelines are not intended to replace any City of Springdale codes or other regulations and ordinances. These will be intended to augment those regulations and ordinances and provide a common platform of understanding between developers and the City, from which the City can assess the quality of the proposed development plan.

The following items should be addressed as a part of the design and development guidelines:

- + Site planning and layout (orientation, approach, curbs-cuts, cross access, shared parking, pedestrian walkways, signage, landscape, stormwater management, snow storage, refuse enclosures, transit stops, site furniture etc.)
- + Building Design (context, branding, entry, façade, walls, windows and openings, roofs, ornamentation, signage, materials, colors, lighting etc.) (Refer Appendix Section for Best Practice Example Images)
- + Parking design
- + Green building and sustainable design

Streamlined approval process: To ease the review and development process, it is recommended to have a streamlined review process by the public officials of any development plan, most preferably through a “one-stop shop” manner. This can be accomplished mainly by the Building Department where property owners/developers can submit the development plans and all associated applications. The department can potentially process

the applications with the assistance of other relevant departments instead of the developer/property owner working with different departments at the same time. This will reduce time of review and hardships the developers face while working simultaneously with different departments.

Also, a Design Review Board is recommended to be created which will have the responsibility of review and approval of development plans in accordance with the applicable codes, regulations and design & development guidelines.

- + Update zoning code
To administer the concepts of this revitalization plan and the development process for the Springdale retail district, it is necessary to make modifications to the existing zoning regulations. It is recommended to provide a Special Overlay District based on the retail sector concept and regulations should reflect the character of development as explained in the policy framework and the master plan concepts.

Marketing & Promotion:

The Springdale Retail District has a lot to offer the consuming public by way of shopping opportunities, services and entertainment venues. As with any enterprise the business must be promoted, marketed and advertised. Failure to do so can and will result in lost revenues. Marketing and promotion should not be forestalled until Plan implementation or realization. The Retail District should be promoted in the near term through the design and formulation of a seasonal promotional program focusing on seasonal events as opposed to solely using media advertising. This would be of benefit to the retailer in the district as well as an opportunity for the City to



Example of Festival in Retail District

expose itself to the region in a meaningful and positive way.

Promotions might include:

- + Major multi-weekend Christmas celebrations.
- + Memorial and Labor Day events.

Promotions should look to capitalize on key shopping periods, the intent being the attention to the District as well as the draw of customers to the District.

Technical Assistance Program:

In recent years, Springdale has carried out a successful, yet informal, technical program wherein the Economic Development Department has provided technical advisory assistance to private business, particularly in the area of real estate development and related matters. Such services as site planning, traffic analysis, property acquisition, proforma formulation, zoning analysis, specific market analysis and the like have been performed. Services such as these (whether directly or by third party consulting services) that help stimulate development should be provided.

Re-investment Hospitality Shop Opportunities Destination Renew the experience

Retail Planning Study
Strategic Retail District Redevelopment Plan Market Analysis

City of Springdale
The Springdale Tri-County business district, while still a premier destination for retail sales, is facing ever increasing competition from greenfield developments to the north. In order to meet or exceed this competition and enhance the economic viability of the area, the City of Springdale has undertaken a comprehensive study that will assess current market conditions, and formulate an action plan to reposition the Springdale Tri-County retail district. This multi-disciplined approach will include experts in city planning, economic development, marketing and finance and should take six to nine months to complete. The effort will also solicit input from the major retail stakeholders in the district.

The intent of this project is not to merely fill up vacant retail storefronts. Recommendations may include the total redevelopment of major portions of the district. Including a more vertical, higher density mixed-use pattern involving retail, office and residential uses on the same property. District branding and identity development, wayfinding, streetscape and public space recommendations.

The strategic planning initiative will be lead by Kinzelman Kline Gossman, design and planning with the retail market analysis conducted by the Toronto, Canada based Urban Marketing Collaborative.

Jeff Tulloch, Economic Development Director
1700 Springfield Pike Springdale, Ohio 45246
513 346-5700 Fax (513) 346-5745

Tri-County Mall Renovation
Tri-County Mall, is currently undergoing a multi-million-dollar renovation. Improvements include adding a glass-enclosed atrium and several street side storefronts.

Located at the interchange of Ohio Route 747 and Interstate 275 in the City of Springdale, Ohio Tri-County Mall was one of the earliest regional shopping centers to be built in Metro-Cincinnati, and the second in the area that could be referred to as a "mall".

Currently, the 170 store "super regional" mall has over 1,300,000 square feet of leasable space anchored by Macy's, Dillard's and Sears. Tri-County Mall is majority owned by the real estate firms Developers Diversified, in Cleveland, and Coventry Real Estate Advisors, in New York, which acquired their stake from Thor Equities for about \$190 million in May 2006. Planned investments in the site top \$220 million.

Tri-County Mall
1700 Princeton Pike Cincinnati, OH 45246

District Redevelopment Plan

Renew the experience Mixed Use Play Lifestyle

Springdale Tri-County Area Retail Destination

KKG
Kinzelman Kline Gossman
Landscape Architecture Planning Urban Design Architecture
www.kkgstudio.net
100 Whitestone Alley Cincinnati, Ohio 45202
513 532 0502 Tel 513 531 0912 Fax

Example of Marketing and Promotional Brochure

Infrastructure & Streetscape Aesthetics

Focus on Princeton Pike and Kemper Corridors:

This Study recommends that the Princeton Pike Corridor from I-275 through to the southerly extent of Kemper Road be considered the focal area for initial streetscape enhancements. It is an area of defined scope and major initial aesthetic impact and as such could be an immediately implementable project with visible results. The prior

section provides preliminary schematic designs which demonstrate the positive impacts of such improvements. In addition to the streetscape improvements plans the City should consider:

- + Improvements within the Limited Access ROW of I-275 at Princeton Pike to provide an upgraded sense of entry to the City and the District.
- + The intersection of Princeton Pike and Kemper Road is considered "ground zero" for the Retail District.

Properties in the immediate vicinity of the intersection at each of the four quadrants should be developed / redeveloped with a common, streetscape theme to create a strong sense of place at this prominent intersection. Schematic plans in the prior section provide depictions of what this development and redevelopment might look like.

- + Future expansion of the streetscape program would occur Easterly & Westerly along Kemper Road and southerly of Princeton Pike to Tri-County Parkway.
- + Prevalent major utility distribution and transmission lines greatly impact the aesthetic quality of the corridor. Specific attention should be paid to changing power poles, burial of lines and/or location of lines. Coordination with Duke Energy engineering groups is recommended.

Internal & External Roadways:

Springdale boasts one of the best roadway systems in the metropolitan area, effectively dealing with regular business traffic as well as seasonal surges. This has represented major ongoing investments over the past three decades. Specific internal and external improvements associated with or impacting the Retail District Plan include:

- + External Improvements: The I-275 improvement and expansion project is one which will substantially improve traffic movements on the interstate and the ingress / egress movements at the two Springdale interchanges. This project will be completed in early 2010 and will serve effectively for the next two decades. The combination of these improvements and the recently completed SR 747 / CSX RR underpass will make the Retail District one of the most readily accessed areas in the metropolitan area.

- + **Minor Connectors:** Two minor roadway connectors are represented in the Plan documents contained herein. The first constitutes an extension of Frances Lane, through Princeton Plaza and Value City properties, to the intersection of Northland Boulevard and W. Kemper Road. This connector would open up development opportunities in the NW Quadrant and provide an important traffic reliever to Princeton Pike and Kemper Roads. The second minor connector constitutes the extension of a roadway from Princeton Pike to Tri-County Parkway through both Cassinelli Square and Springdale Plaza. The primary intent of this connector would be to open up development opportunities in the SE Quadrant.
- + **Beltway Connector:** The Beltway Connector represents a project which would connect Princeton Pike to East Kemper Road thereby creating a complete easterly loop in the roadway network. While this connector has been discussed over several decades, its cost and complexity have retarded its construction. It is likely that such an undertaking, which would require crossing (under or over) the CSX RR, would need to be stimulated by major redevelopment of the Beltway / Kemper Commons project described in this section.

People Mover and Transit:

In the near term, it is likely that conventional vehicular use will serve customers and shoppers in the retail District. Consideration, in the near to intermediate term, may be given to dedicated bus systems moving between and among the retail zones within the District. Future considerations of alternative forms of transit within the District should be thoroughly studied as to feasibility and effectiveness. In the longer term as energy costs escalate and light rail systems (ie. CSX ROW) become feasible, internal transits



Potential Transit Alternative



Potential Elevated People-Mover

systems should be coordinated and integrated with such light rail systems.

Environmental Sensitivity:

Re-development within the District should be approached with attention to environmental enhancement and sensitivity. Such basic enhancements as parking area grit separators and rain gardens should be encouraged where feasible. Also, environmental feasibility analysis should be performed to evaluate the potential for development on opportunity sites.

Life Style Appeal / Mixed Use Emphasis

As described in the earlier section “Master Plan Concepts”, future development and redevelopment in the District should have life style appeal components and represent mixed uses where appropriate. Greater life style and income appeal will allow the District to relate more effectively to consumer needs and desires. This is essential to the future success of the District.

Entertainment / Lodging / Residential Opportunities:

The District offers excellent potential for entertainment, lodging and multi-family residential opportunities. Springdale’s north central location within the metropolitan area, along with it’s ease of vehicular access and pervasive identity, make it a logical and optimal place for lodging, entertainment and residential uses.

- + Such uses as Showcase Cinemas, Dave & Busters and Krazy City have proven to be very successful within Springdale due to the factors previously noted.

Inclusion of entertainment venues in re-development projects has significant appeal to the consuming public and should be encouraged.

- + Existing lodging facilities within Springdale are not overly appealing nor are they, in general, viable facilities for the business and traveling public. Notwithstanding this, new lodging facilities located in the heart of the Village Zone along Princeton Pike would be an excellent contribution to the area. Developed in conjunction with the re-development of the NW Quadrant, a hotel facility or multiple facilities would serve the existing business population of Springdale and environs as well as the traveling public.
- + Multi-family residential uses are suggested for the NW and SE Quadrants of the study area. Demands for new residential environments by both young professionals and empty-nesters exist and would represent a significant contribution to the residential population of Springdale. The City should conduct market / feasibility studies to determine the actual demand for such residential uses.

Potential Retail Mixes / Opportunities

As the Tri-County area seeks to optimize its commercial tenant mix, it is important that a strategic and opportunistic approach be taken in filling any vacancies that arise over the coming years. This will require a targeted retail recruitment program that is aligned with the long term vision for the area. Based on these principles, a variety of retail categories have been identified as either high or low potential areas for recruitment.

High Potential Categories

- + Convenience (e.g., Personal Care and Grocery)
- + Personal Services (e.g., Spa, Gym, Salon, Dry Cleaners, Bank, etc.)
- + Hobby and Leisure
- + Furniture and Home Furnishings
- + Consumer Electronics
- + Casual Eating and Drinking

Low Potential Categories

- + Clothing and Accessories
- + Discount General Merchandisers
- + Department Stores
- + Quick Service Restaurants

Based on the targeted categories outlined above, a preliminary list of retailers has been assembled in order to offer examples of the types of tenants that should be sought out for the Tri-County area. It is worth noting that while many of the retailers found below would prefer to locate at Kenwood or West Chester in the current competitive landscape, these examples are provided in order to underline the longer term tenant mix that would be suitable for a revitalised Tri-County region.

Category	Retailer Examples
Convenience	Trader Joe's, Fresh Start Market, Sunflower, Walgreen's, Rite Aid
Personal Services	Aveda, Curves, Gymboree, Dinner MyWay
Hobby and Leisure	REI, Athlete's Foot,
Furniture and Home Furnishings	West Elm, CB2, Crate&Barrel,
Consumer Electronics	Apple, The City, Escape
Casual Eating and Drinking	Montana's, Outback Steakhouse, Cheesecake Factory



Potential Fresh Foods



Potential Home Furnishings

In addition to the examples noted above, the following table outlines the expansion of several of the nation's leading retailers.

Retailer	Expansion
7-Eleven	1,000 (next four years)
Apple	35-40
Athlete's Foot	100
Bed Bath & Beyond	58 (next two years)
Best Buy	90
Coach	35
Charlotte Russe	50 (200 in three-five years)
Chico's	130-145
Circuit City	165 (next two years)
Dollar General	300 in 2007, 400 in 2008 (a reduction from 600 in 2006)
Home Depot	115 (\$2.2 billion in capital spending in 2007)
H&M	500-1,000 (ten or more years)
J.C. Penney	50 (250 in five years—175 standalones)
Kohl's	110-115
Rite Aid	125 (new and renovated)
Starbucks	2,000+
Target	500 (next five years)
Tesco	150 (\$472 million a year)
Tom Ford	100 stores (next 10 years)
TopShop	First 3 U.S. stores-\$100 million
Walgreens	500
Wal-Mart	190-200 U.S. Supercenters; 305-330 Trad. Stores; 325 Renovation
Wet Seal	68-72

Source: State of the Industry 2007/2008, DDI



Potential Casual Eating and Drinking Places

Potential Home Furnishings



Finally, in addition to the proactive recruitment of strategic tenants in order to fill existing vacancy, it is imperative that attention be devoted to the area's current commercial mix. Retaining destination oriented retailers must be a priority. Additionally, as national chains such as Best Buy, Borders, TGI Fridays, Circuit City, and Bed Bath & Beyond continue to expand, it is important to convince these retailers of the value that lies in reinvesting in their somewhat outdated locations in Tri-County. The combination of current tenant improvement and strategic tenant recruitment will be intrinsic to the region's revitalization.

Implementation of Recommendations

This Study and Plan represent the beginning of a process through which the Springdale Retail District will begin to realize the repositioning framework. Public officials, individual property owners, tenant representatives, retail, residential and office development interests should be engaged in the ongoing future re-development roles. Creating public – private relationships and partnerships for achieving the sum of the goals of the Study and Plan will be a key requirement. Public funding of infrastructure improvements and aesthetic enhancements will be essential, as will be the private investment necessary for enhanced property viability and values.

It is recommended that the Retail Study and Plan be revisited and updated on a timely basis to make necessary adjustments, as market conditions dictate. The City of Springdale and the ownership of Tri-County Mall have taken a proactive role in initiating a revitalization of the Mall property which will provide a positive impetus for redevelopment throughout the in the Retail District. The City can certainly induce new real estate investment for development by private interests by implementing sound and meaningful public projects during the first phase of the Re-positioning Plan. A prime example of public investment in conjunction with private investment was the recent construction of the new signalized intersection on Kemper Road, adjacent to Tri-County Mall and Cassinelli Square. The design and execution of an enhanced streetscape project along Princeton Pike between I-275 and Kemper Road should be an initial focus. These improvements, along with way-finding and branding elements can stimulate private confidence in the reality of District repositioning resulting in the leverage of project reinvestment.

Public Sector Roles:

The following are appropriate roles for the Public Sector:

- + Provide streetscape and infrastructure improvements
- + Design and execution of branding and way-finding elements
- + Initiation of Tax Increment Financing District
- + Solicitation and coordination of federal, state, regional, county and local funding sources
- + Identification of new programs and practices for funding both private and public investments through such initiatives as sales tax incremental financing or creation of Business Improvement Districts.
- + Provide zoning updates, incentives, creation of design development guidelines and mixed-use overlay districts to match re-development visions.
- + Streamline approval processes.
- + Coordinate marketing, promotion and public relations as a public / private effort for the overall Retail District.
- + Continue to provide technical assistance for the encouragement of redevelopment projects, such as the conduct of traffic studies, coordination of property owner interests and selected market research reports which relate to the re-positioning of the District.
- + Define programs to stimulate private reinvestment.

The preliminary list of public improvements / investments would include:

- + Princeton Pike Streetscape
- + Tri-County Mall Entrance A Modifications
- + 747/I-275 Entrance Features
- + Four Quadrant Plaza spaces as public spaces
- + Frances Lane Extension
- + Cassinelli – Springdale Plaza Road Extension
- + Utility / Power Line Burial, Relocation, Modification on Kemper and 747

Private Sector Roles:

Roles for the private sector inclusive of property owner, businesses, developers and investors include:

- + Partnering with the City in the execution of redevelopment plans.
- + Execution of plans for upgrading of facilities to accommodate life style developments and building façade improvements.
- + Participation in aggressive marketing and promotion plans for the District.
- + Aggressive tenant retention and attraction efforts focusing on life-style uses.

Implementation Matrix:

An implementation matrix has been created for better understanding of the strategic recommendations and to provide guidance for execution of the Plan. The matrix consists of five columns as denoted below:

- + Strategy Component: Denotes specific strategy per recommendations.
- + Actions required: Individual actions necessary for execution of strategies.
- + Responsible Party: Denotes public or private party responsible.
- + Funding Sources: Identifies prospective funding sources for project execution.
- + Timeline: Provides a near term (0-5 years) and long term (30 years+) timeline for plan execution.

Implementation Matrix

No.	Strategy	Action	Responsible Party	Timeline			
				0-5 Years	5-10 Years	10-20 Years	20-30 Years
O1	Initiate Repositioning Policies	Plan Promotion	City	■			
		Create Development Consortium Retail Specialist Retention	City, Property and Business Owners	■			
		Create Business Improvement	City, Property and Business Owners		■		
O2	Establish funding/ financing strategies	Establish Tax Increment Financing District	City, State of Ohio	■	■	■	■
		Provide Enterprise Zone Tax abatements	State of Ohio		■	■	■
		Direct allocation of district generated sales tax revenues	State of Ohio, Hamilton County			■	■
O3	Institute Design Development Controls	Establish design guidelines	City	■			
		Establish design review board	City	■			
		Adopt special overlay district under	City	■			
O4	Marketing and Promotions	Promote retail district wide festivals	City, Business and Property Owners	■	■	■	■
		Promote marketing of the district	Business and Property Owners	■	■	■	■



No.	Strategy	Action	Responsible Party	Timeline			
				0-5 Years	5-10 Years	10-20 Years	20-30 Years
O5	Infrastructure and Streetscape Aesthetics	Promote gateway to district from I-275	City	█			
		Establish streetscape design from I-275 to the intersection of Kemper and Princeton	City	█			
		Expand streetscape design within entire district	City		█		
		Promote realignment and extension of internal roadways	City		█		
		Establish Beltway Connector	City, CSX RR			█	
		Establish alternate transit system such as trolleys, shuttle etc.	City, ODOT	█			
		Establish light rail/elevated people mover	City, ODOT				█
O6	Project Specific Redevelopment	Redevelopment of Tri-County Mall-Façade Improvement of anchor stores	Macy's, Sears, TCM Owner	█			
		Improve Mall Access	ODOT, City	█			
		Redevelopment of NW Quadrant	Property Owner/City	█			
		Redevelopment of SE Quadrant	Property Owner	█			
		Redevelopment of SW Quadrant	Property Owner		█		
		Redevelopment of East Retail Sector (Kemper Commons)	Property Owner				█
		Redevelopment of East Retail Sector (Beltway Center)	Property Owner				█

Appendix

Meet & Greet Meeting Comments

The following are the comments expressed by the stakeholders in the Meet & Greet held in the City of Springdale Administration Building on September 26, 2007.



Session I

Identity

- + "Tri-County" brand is solid/known quantity. Need to say "Springdale" with a "Tri-County" subheading for people to know where Springdale is. "Kenwood is a good example of name recognition. Everyone knows where it is and associates the area with the name "Kenwood" even though it isn't actually in Kenwood.
- + Need improved image
- + Easton
- + Greene
- + Streets of West Chester
- + The "Town Center" is the first thing that people come to its "District A". It is essential that there be a bigger/ better graphic statement made at Kemper and 747

- + The perception of "Quality" is the key. It should be evident in the streetscape elements and especially in areas like the 747 interchange which need to present more of an inviting statement- a sense of quality.
- + The most significant detail is the entranceway to area from Princeton Pike. However, the "Entranceway" isn't working from 275 to Princeton. Priority should be entrance way and streetscape elements.
- + Four quadrants/ corners at the main intersection (Kemper & 747) must work together. Key is traffic flow and connectivity.

Retail Environment

- + Create Lifestyle Amenities
- + Fix Kemper & 747
- + More of a "Town Center" feel
- + Change tenant mix
- + Maximize association draw of target
- + Streets not walkable
- + "Bridge the Tracks" (over CSX railroad) for better connectivity with "big-box" world. Long term concept
- + Retail too spread out/fragmented
- + Too little cross shopping
- + Create diversity to appeal to local customers
- + Pull down customers from north via upper quality
- + Upgrade mix of uses
- + Appeal to night and evening customer (suburbanite)
- + Cluster of uses
- + Entertainment
- + Needs theatre
- + Connect to Dave & Busters
- + Hotels on outside

- + People Movers
- + A people mover may take the focus off of the "Town Center" area. On the other hand, the way things are currently will not allow people to walk the area because it is uncomfortable for pedestrian traffic.
- + Lunch-business-traffic issues: people in the business park don't go to lunch in the area because they have to drive there. A people mover could work for them

Mixed Use

- + Office above retail and residential above retail – both are viable. Princeton Plaza could be a good place for offices above retail. In general there is more potential for office than residential. So mixed use does have potential.
- + Mixed-use development requires "critical mass." There has to be enough quality amenities around it and an overall footprint that is large enough to hold them. The cost to build this kind of project is really expensive. It has to be a very big project to work.
- + Office is important – hard to sell to major players
- + Residential a priority
- + Entertainment
- + Retail bays/parking expense an obstacle
- + Economic considerations
- + Market forces
- + Economic considerations should be on the top of the list. Need a "common value" that makes economic sense. West Chester land, for example, is much less in comparison from a "land cost" standpoint. This is a challenge for the City. Economic considerations must work first.

General Comments

- + The area remains very diverse from an economic standpoint. Even though that is changing we can't "Market Down". The quality of the stores in the area is critical.
- + The demographics of the area are changing, causing many of the "West Chester" customers staying towards the retail opportunities to the north. More ambiance and streetscape development will bring many of those customers back. In the meantime, retailers are adjusting to a more "Urban" mix of offerings.
- + "There is currently no compelling reason to go to Tri County"
- + Sears: thinking month to month, not long term. Changing their store to be more upscale. Looking for "wealthy bargain hunters."
- + Green space is good but isn't good for security there must be a compromise. Mixed use/aesthetics: must be a good mix, not really over focused on one.
- + Dave & Busters big box area would be a great area for hotel. Redesign this in a way to increase more traffic.
- + Area west of the tracks becoming a lifestyle higher level mix. The entertainment component is at route 4. Therefore, you will not have an entertainment component without a movie theater.
- + Dave and Busters is pretty successful; however, people are just going to Dave & Busters. Therefore it isn't really feeding into the rest of the district.

Other Project Examples

- + Easton is a high end box but not something easily achievable here. Emulate some components.
- + The "Easton Concept" nice to look at but doesn't relate to Tri-County.
- + Very large footprint in comparison to the "Easton Concept." Bring things closer to the retail core. Put hotels etc. on the outer edge. Things must get "tighter" in the core.
- + "Shops at Woodfield" (Chicago) is a good example. The perception is that it's successful now. Same deal: the people in the middle are very happy while the folks around the edges aren't. The idea made all the difference there.

Session II

Retail Environment

- + Is 4-5 million sq. ft. retail too much?



- + Like hotel idea
- + Currently, no Convention center/Hotel facility for the office clusters
- + Redevelopment opportunity
- + More contemporary mixed use
- + More cohesive shopping district
- + Not sure about trolley, pedestrian friendly
- + Identity as shopping district-enhance
- + Clustering
- + As long as it doesn't let suffer the other retail
- + Collaborative dialog between same interest groups – different
- + Shoppers – need pleasant experience
- + Bring in housing
- + Office, housing – look at Easton
- + New market area tied to home development in West Chester, Butler County
- + Strength is still there, perception is there
- + Keys are in place, needs to fine tune
- + Aggressive about marketing

Traffic and Access

- + Accessibility to area is good with interstate systems
- + Access is a large issue between individual sites
- + Too many trips within sites
- + Crossing intersections – hazardous
- + Most people wouldn't leave for lunch
- + Lot of office workers
- + Possible trolley system – feasible idea

District Identity

- + Changing branding – wrong
- + Expand the identity – yes
- + Would make sense if upgrade the stores and uplift image

- + Bridging the railroad tracks (probably multiple times)
- + Infrastructure too big
- + District Identity – Tri-County
- + Everyone's perception is the infrastructure
- + "Physically New Tri-County"
- + City level improvements
- + Property level improvements
- + Partnership between community, city, commercial
- + New selection – new businesses

Mixed Use

- + Initiative to bring housing – new retail engine
- + Every retailer here to make money
- + Asking for something – deliver something
- + Res. – closer they are, more they will shop
- + Notion of bringing office-goers
- + Big strengths – office workers
- + Church is huge – doing expansion
- + All demographics – capture them

Session III

Important Concepts

- + District Identity
- + Chasing "Niche" Strategy
- + Mixed Use Development
- + Brand Identity

Current Retail Environment

- + Tired, there's no synergy
- + Tarnished, ugly
- + Everyone is leaving
- + Not very pretty around here
- + Concrete berms on Kemper are ugly
- + Lost our identity

The Mall

- + An "Urban Mall"
- + Urban but safe
- + Mall concept is dissipating
- + JCPenny's is ahead of the game by leaving malls and becoming an independent store
- + Don't like going to the mall-it's junky
- + Quality of merchandise is day and night compared to other places – Tri-County is lower quality
- + Tri-County used to be a must when the new retail comes in

Development

- + Would like to see housing expand
- + Easton – has a whole new clientele
- + Like the concept of a people mover
- + There's no flow between developments
- + Mixed use is a must but maybe not a Town Center – should be the "next wave"
- + Maybe get hotels to break into the retail at Kemper
- + Need a reason for people to be house here, need groceries eg. Dorothy Lane Market in Dayton
- + City council – get complaints about not having a grocery store
- + Like the concept of Town Center

Connections

- + Need connection between the four corners at the intersection of Princeton Pike and Kemper Road
- + Perception of traffic issues both positive and negative
- + Need to incorporate the interstate
- + The exit/on ramp is also an issue
- + Topography is an issue

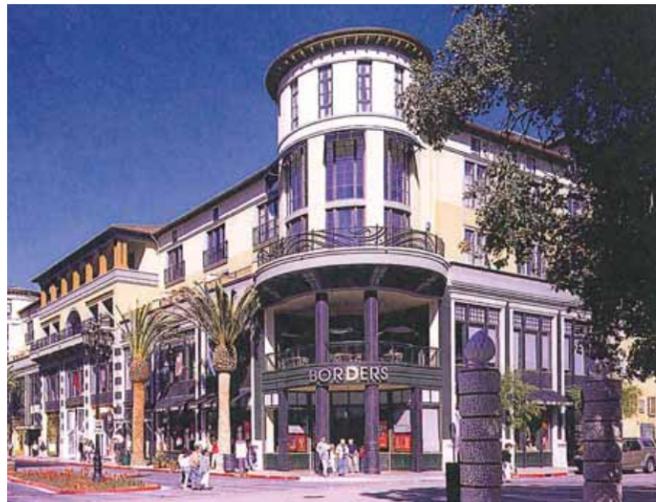
Marketing

- + How do we entice the workers to stay after hours?
- + Business lunches to make workers get in the door
- + Marketing initiative needs to be aggressive
- + Glad to see the City taking this step
- + Dead on number with percentage lost
- + Marketing is a key necessity!!!



Retail

Best Practice Examples

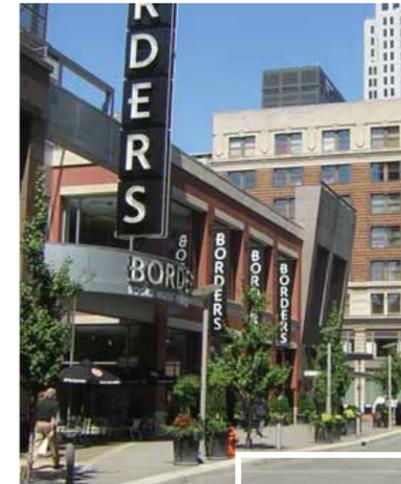




Transit



Best Practice Examples



Intersection



Streetscape



Contemporary Architecture



Best Practice
Examples



Housing



Best Practice
Examples



Mixed-Use

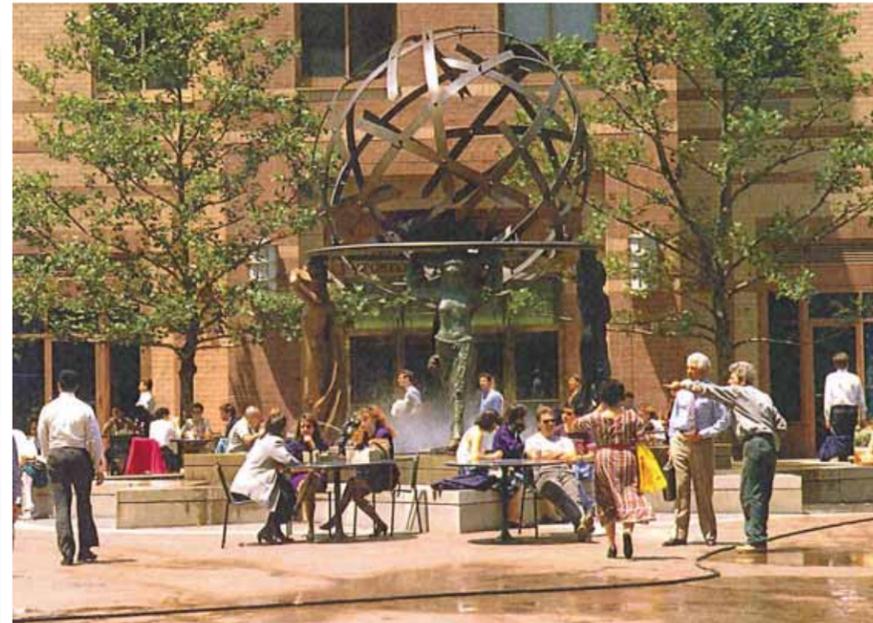


Best Practice
Examples



Public Space

Best Practice Examples



NOTES

NOTES

