

An aerial architectural rendering of a proposed campus business district. The plan shows a central cluster of modern, multi-story office buildings with flat roofs, arranged around a central green space and parking areas. Several large, dark asphalt parking lots are interspersed among the buildings. A winding blue stream or canal flows through the left side of the development. In the background, a baseball field is visible. The surrounding area includes existing residential neighborhoods with smaller houses and trees. The overall design emphasizes a mix of commercial, recreational, and natural elements.

CAMPUS BUSINESS DISTRICT **TOWN CENTER FRAMEWORK PLAN**

RICHLAND COUNTY, OHIO

NOVEMBER 22, 2016

Acknowledgements

Forward

A collaboration in 2014 between the Richland Community Development Group (RCDG), Richland County Regional Planning Commission (RCRPC), Ohio State University Mansfield and North Central State College focused on evaluating and planning for community and economic development on a County-wide/Regional basis.

The Richland County Economic Strategic Plan (Spring 2014) was developed with assistance from the OSU Knowlton School of Architecture City & Urban Planning Undergraduate Studio. The genesis of this work naturally led to a Richland County Strategic Activities Development and Implementation Plan (Fall 2014) with assistance from the OSU Fisher Professional Service Team. The Campus District Town Center is one of five Richland County long range economic and community development strategic segment opportunities identified.

The Campus District Leadership Team began meeting in earnest in 2015. The Vision was launched to create a growing and sustainable life-style community that attracts and retains talent, increases educational attainment, and promotes economic growth. Planning proceeded with strong guidance and support of public and private committee leadership. A U.S. Department of Agriculture Rural Development Grant was obtained and a consultant hired to provide more robust site analysis & physical planning, market analysis & programming, funding & development strategies, and example zoning for the Town Center. This analysis began in April 2016 and will be finished in October 2016.

The concept of a Campus District on the north end of Ontario & Mansfield has already been embraced by the Campus, Community and Businesses there. Residential and retail growth continues along north Lex-Springmill Road and developer interest remains sharp on the Town Center initiative.

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SECTION 1: INTRODUCTION

Plan Overview

Partners in the Mansfield/Ontario region have identified a desire to create a new mixed-use amenity to serve the region in the form of a town center-style development. This development is intended to serve the region in the following ways:

- Leverage the assets of The Ohio State University-Mansfield (OSU-M) and North Central State College (NC State) campus and the market interest in the area;
- Recognize and brand the area to help it realize its potential;
- Provide a mixed use environment to help meet the needs of current students and faculty and act as a draw for potential students;
- Act as a community gathering place for the city of Ontario and surrounding areas of Mansfield and Shelby;
- Create new residential, office and retail development opportunities for the area that do not currently exist; and,
- Provide an environment for professionals moving to the area and help retain area talent.

Despite a high level of interest in a town center development to serve the Mansfield/Ontario region, there has yet to be a clear definition of where such a development would be located, what it would look like, or how it would be accomplished. The OSU-Mansfield Campus Business District Town Center (CBD Town Center) Plan outlines a strategy for achieving a CBD Town Center development.



CAMPUS BUSINESS DISTRICT TOWN CENTER PLANNING PROCESS DIAGRAM

LEADERSHIP GROUP PARTICIPANTS

- The Ohio State University
- North Central State College
- City of Mansfield
- City of Ontario
- Richland County Commissioners
- Richland County Regional Planning
- Richland Chamber of Commerce
- Richland Convention & Visitors Bureau
- Richland County Development Group
- Richland Young Professionals

STAKEHOLDER INTERVIEWS INCLUDED

- Local Jurisdictions
- Key Businesses & Employers
- Key Private Land Owners

PROCESS

The development of the Campus Business District Town Center Plan was a collaborative effort between regional partners. The process was led by a Leadership Group and informed by interviews with key stakeholders. The Leadership Group and stakeholder interviews provided invaluable insight into the existing conditions and challenges of the area and helped shape the vision and concept for the CBD Town Center contained herein.

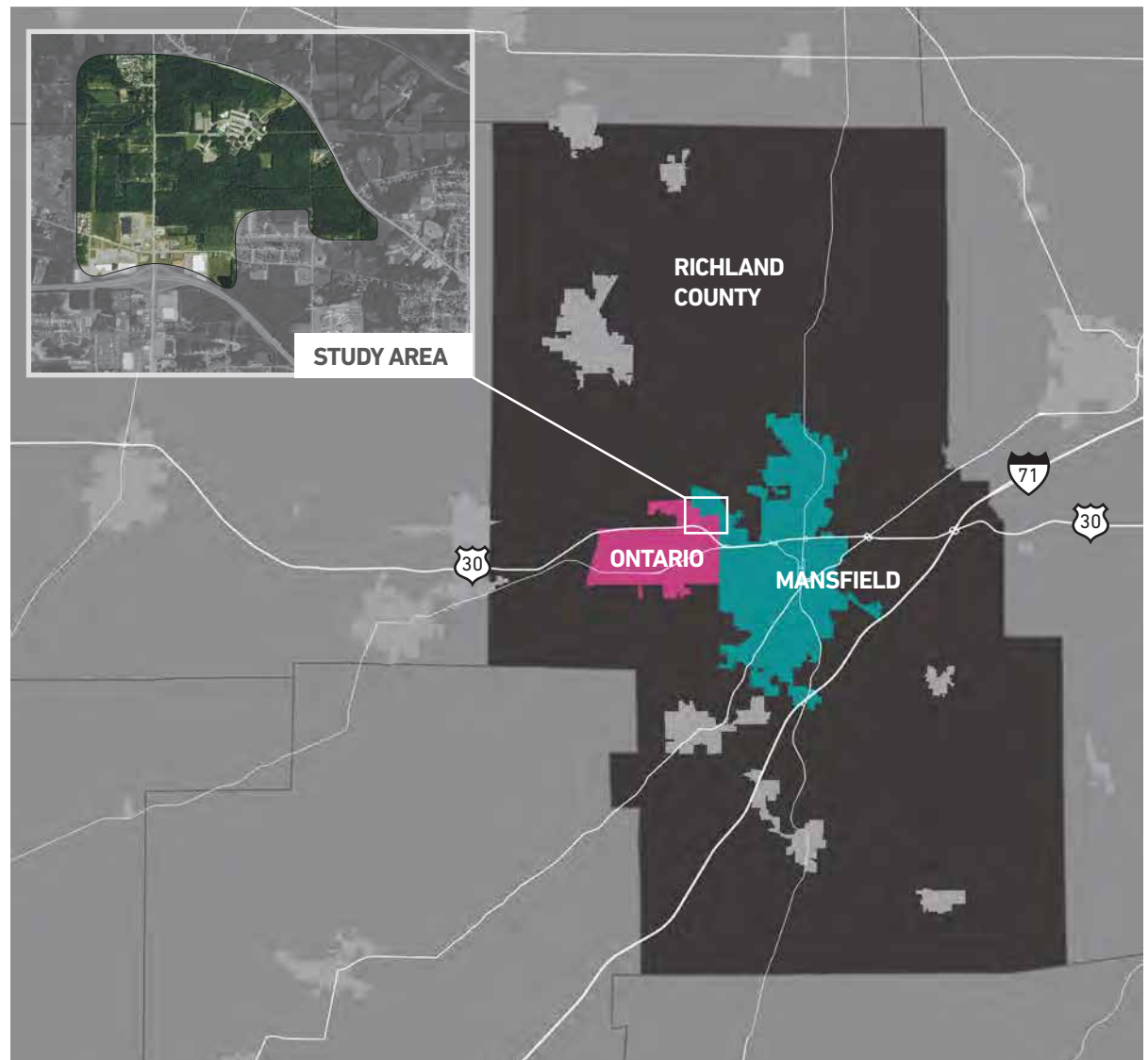
CAMPUS BUSINESS DISTRICT

The Leadership Group identified the Campus Business District boundaries as the OSU-M and North Central State campus together with the area along Lexington-Springmill Road north of Highway 30 up to Springmill Road. This area was selected due to its proximity to the OSU-M and NC State campus, undeveloped land, strong regional accessibility, and potential synergies with area amenities and needs. One of the tasks for this study was locating potential sites for the Town Center within the Campus Business District.

PLAN ORGANIZATION

The following document identifies potential locations and scenarios for the CBD Town Center within this study area. The plan is organized as follows:

- Section 2: Existing physical conditions of the study area as well as national and local demographic trends
- Section 3: Market analysis identifying existing and future market trends
- Section 4: Market strategy recommending CBD Town Center components
- Section 5: Potential sites identification, analysis and general concepts
- Section 6: Example site detailed concept
- Section 7: Implementation strategy



REGIONAL CONTEXT AND STUDY AREA INSET

SECTION 1: INTRODUCTION

Key Components of Successful Town Centers

KEY COMPONENTS

Creating a vibrant Campus Business District Town Center (CBD Town Center) that serves as a retail and commercial destination as well as a community social hub and neighborhood requires implementing key design and development features. Analysis of existing town centers—both historic and recent developments—provides lessons on best practices for a vibrant and economically thriving town center. Key components of a successful town center include:

- Mixed land uses
- Quality streetscapes
- Walkability and connectivity
- Residential density
- Organizing greenspace

Incorporating these elements into the design of the CBD Town Center is critical to the economic success of the development. These features are also what will set this development apart from others in the region. A well-designed and implemented CBD Town Center will fill identified gaps in the retail and housing market—as discussed in Section 3: Market Analysis & Strategy—and support changing local and regional preferences for housing and retail options—as discussed in Section 2: Existing Conditions.



CIVIC USES SUPPORT COMMUNITY GATHERING SPACE

Mixed Land Uses

A mix of land uses attracts a variety of residents, patrons, businesses and community members. This mix of uses must be in close proximity to each other, i.e. walkable. With its proximity to the campus, the mix in the CBD Town Center should include:

- New retail and commercial uses that appeal to students, young professionals and older residents;
- Retail uses on the first floor and office or residential uses on the upper floors to provide daytime and evening patrons for businesses and a density to create a neighborhood; and,
- Civic uses to support social and community activation—which may include municipality offices, libraries, or recreation centers, etc.—and serve as anchors to the town center’s identity as a community space and regional attraction.



QUALITY STREETSCAPES ATTRACT CUSTOMERS

Quality Streetscapes

A pedestrian-oriented, high-quality streetscape design encourages walkability and activates the streets with users. Design components of quality streetscapes include:

- Wide sidewalks with a buffer between pedestrians and moving traffic;
- Street trees and landscaping such as pots and planters;
- Buildings adjacent to the wide sidewalks with engaging storefronts with front doors, large windows, displays and outdoor dining;
- On-street parking in front of store fronts;
- Off-street parking located behind the buildings; and,
- Attention to architectural materials at a pedestrian scale.



RESIDENTIAL DENSITY SUPPORTS BUSINESSES

Walkability and Connectivity

Successful town centers are enjoyably walkable and have multiple vehicular and pedestrian connections, often in a grid network. Connections serve to:

- Integrate a town center into its surroundings, whether a neighborhood or campus; and,
- Disperse traffic, slow speeds, decrease congestion and promote a pedestrian-friendly atmosphere.

Residential Density

Historic town centers include residential uses and serve as a model of success for newer town centers. Higher-density residential uses in a town center:

- Help build a neighborhood community;
- Provide a housing type desired by the marketplace;
- Provide customers to support area businesses;
- Add vibrancy to the area after business hours;
- Support the town center as a social hub; and,
- Make a place feel real.



WELL-DESIGNED GREENSPACE DRAWS ACTIVITY

Organizing Greenspace

Incorporating well-designed public greenspace into a town center strengthens the development. Successful central greenspace will:

- Serve as an organizing element for the layout of the town center development;
- Create a community gathering place that fosters daily interactions and supports community events;
- Provide visual and physical greenspace within the built environment; and,
- Create a central destination for the region with unique, memorable design elements.

APPLICABILITY TO THE CBD TOWN CENTER

Applying these key town center components to the CBD Town Center will help create a commercial and social hub that serves a multitude of purposes including:

- Providing a new retail experience not currently available in the area;
- Establishing the desired walkable, mixed-use environment that is attractive to young professionals, students and empty nesters;
- Attracting prospective students and faculty to the OSU-M and NC State campus;
- Introducing housing options not currently available in the area, especially types that appeal to young professionals and empty nesters; and
- Creating a unique, recognizable place that supports local community events while also acting as a regional draw.

To ensure that a Town Center development is achieved that provides this design, zoning and/or development controls must be put in place in exchange for the public investment. This is discussed further in Section 7: Implementation.

SECTION 2: EXISTING CONDITIONS

Site Analysis

PHYSICAL ANALYSIS AND POLICY FACTORS

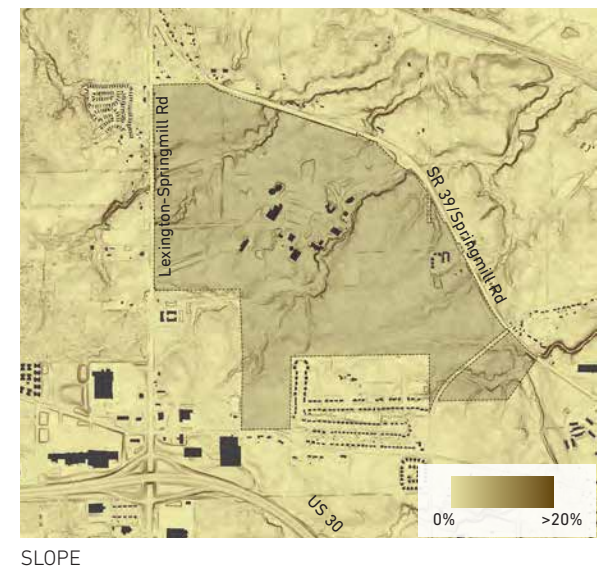
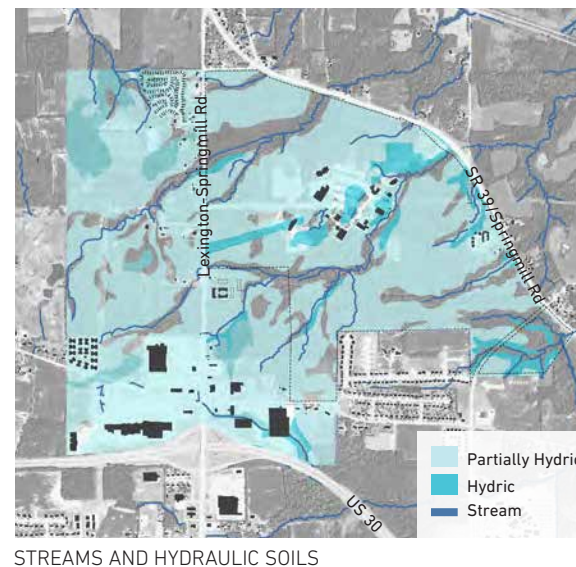
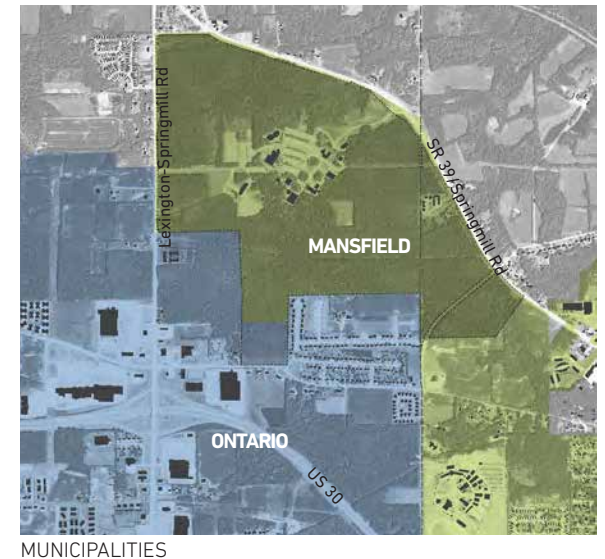
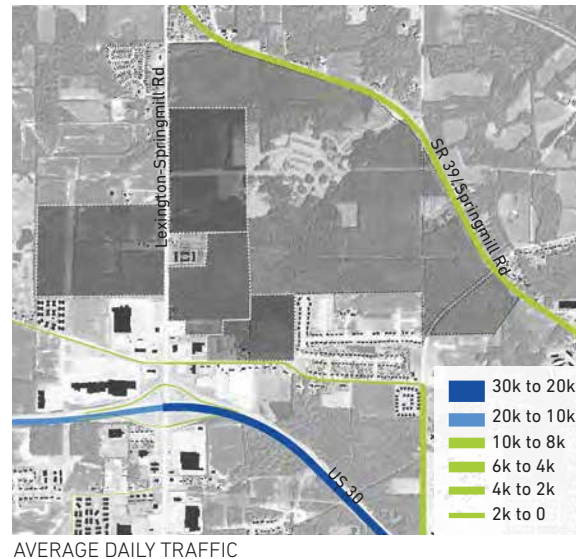
The existing conditions analysis considered the physical and natural features of the study area and local policy factors in order to inform the site selection of a Campus Business District Town Center (CBD Town Center). The analysis included the following factors:

- Site visits and photo-documentation of existing conditions
- Average Daily Traffic Counts
- Soil inventory
- Streams and hydraulic soils
- Elevation and slopes
- Existing zoning
- Existing development
- Existing traffic counts
- Property ownership
- Jurisdictional boundaries

KEY FINDINGS

Key findings from the analysis include the following:

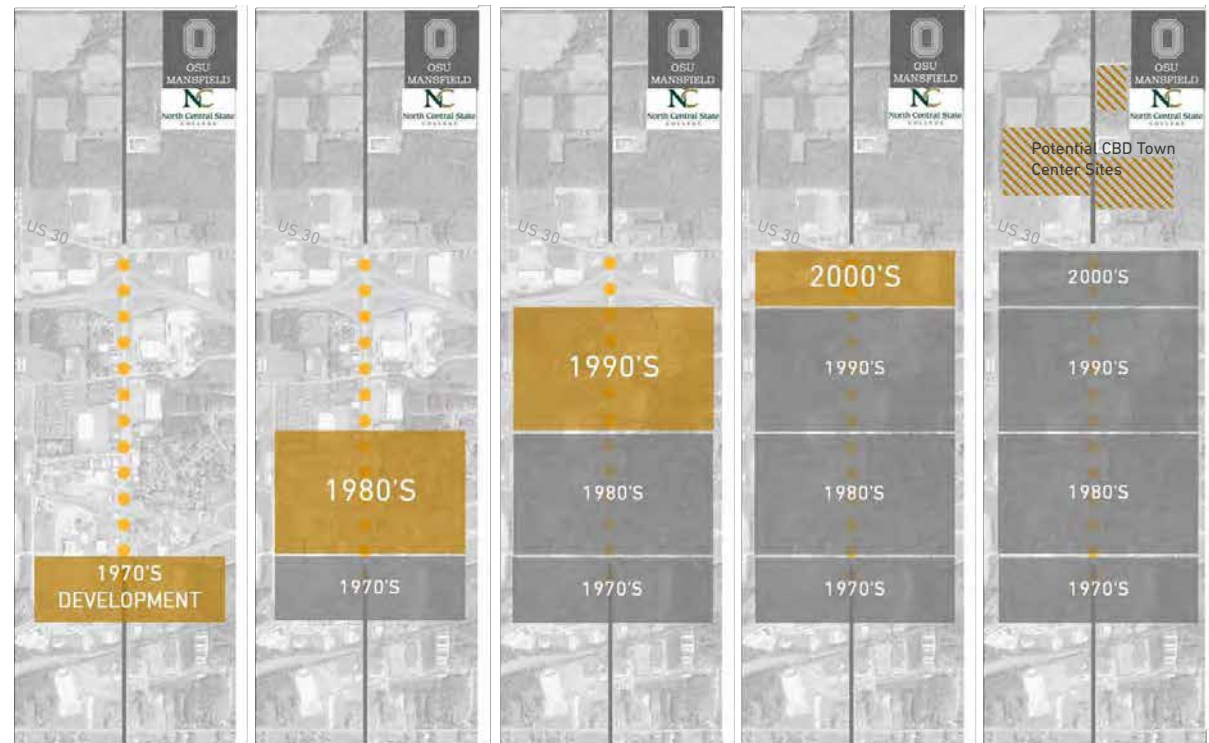
- There are significant natural features within the study area including mature tree stands, wetlands, streams, and slope/elevation changes.
- The study area is divided between three jurisdictions: the City of Ontario, the City of Mansfield, and Springfield Township.
- Proximity to US Highway 30 and traffic along Lexington-Springmill are important locational attractions for new development.



PATTERN OF DEVELOPMENT

The potential Campus Business District Town Center development sites sit in the path of development along the Lexington-Springmill Corridor, which over the past few decades has pushed northward from Park Avenue West. Though development has not been completely confined to the areas in the corresponding diagram, since the development of the Richland Mall Shopping Center in 1969, big box and out-lot retail have continued moving northward along the corridor with the most recent development north of the Highway 30 interchange starting in the 2000s.

Though the overall supply of retail currently exceeds local residential retail demand from the community, development will likely continue along its northward trajectory as new retailers enter the market and/or older retail spaces become obsolete. A strategically placed CBD Town Center development could maximize the opportunities of this highly visible corridor and regional connection as well as provide retail options that are not currently served in the market—niche market retail as discussed in detail in Section 2: Market Analysis & Strategy.



GENERALIZED DEVELOPMENT PATTERN ALONG THE LEXINGTON-SPRINGMILL CORRIDOR

SECTION 2: EXISTING CONDITIONS

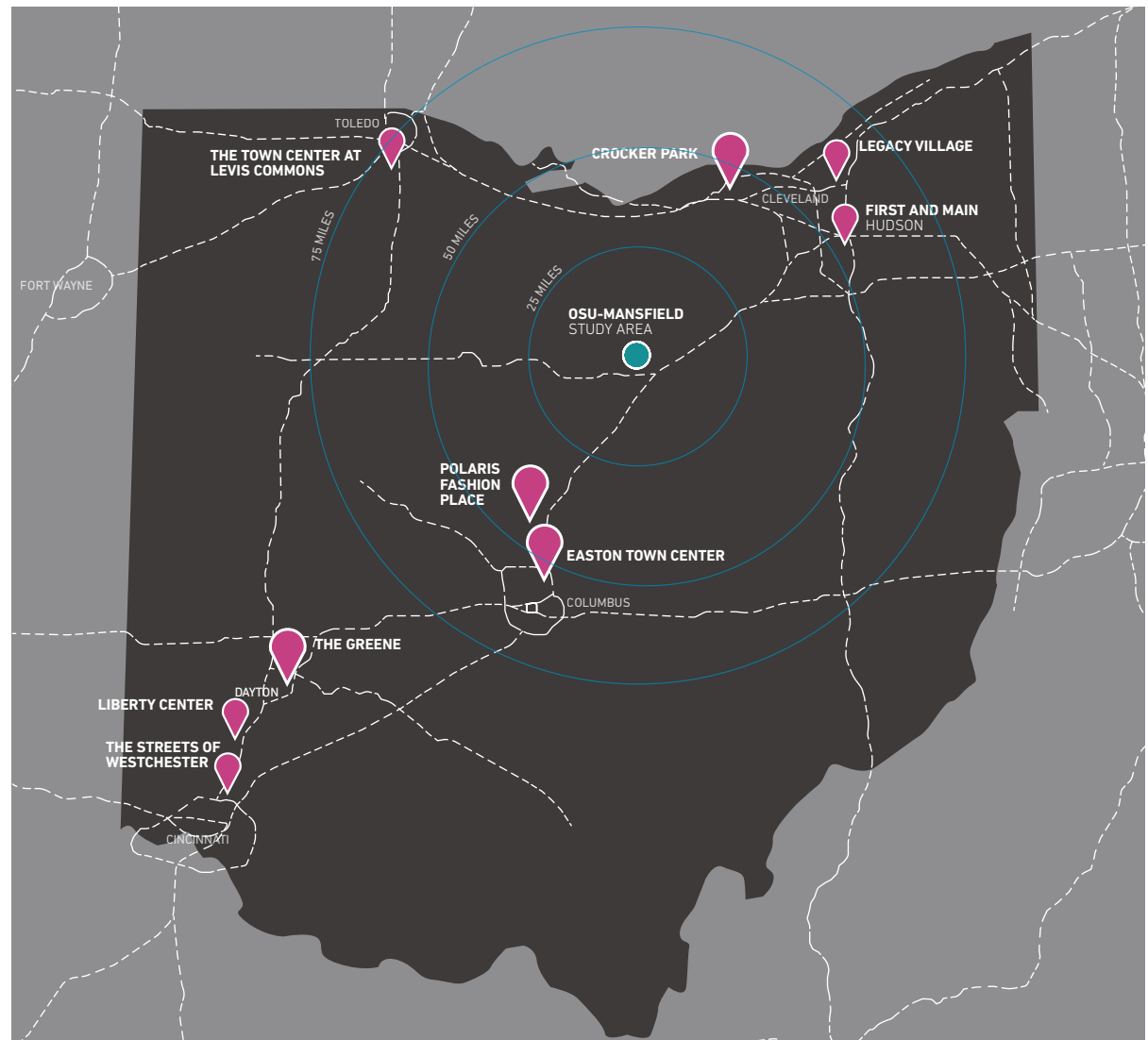
REGIONAL CONTEXT

The existing conditions analysis considered regional context by identifying successful town centers of varying sizes in Ohio that could serve as benchmarks for the CBD Town Center. While many of these are much larger in scale than contemplated here, this exercise provided examples of best practices. It also revealed that there are no similar town centers within a 25-mile radius of the study area.

Creating the CBD Town Center could provide a new type of retail experience for the region, attracting a consumer base that is within a short drive-time. Additionally, Cleveland, Columbus, and Toledo are all within a 75 mile radius of the study area. While these cities are a farther drive, they may potentially provide CBD Town Center customers.

SOCIAL/COMMUNITY CONTEXT

In addition to a retail experience, the Leadership Group and stakeholder input emphasized the need to create a CBD Town Center that will serve as an important community and social hub for the region. Currently, the City of Ontario does not have a central location that residents identify as the community core of the city. Additionally, there are few non-campus amenities for students within close proximity to the OSU-M and NC State campus, and none that are walkable. Creating a new type of commercial and social gathering place can strengthen the sense of community in the area and create a more appealing draw to the campus and the Mansfield/Ontario region.



BENCHMARK OHIO TOWN CENTERS

Demographic Analysis

Demographic trends within the study area and the surrounding region were evaluated and compared to national trends in order to inform the market strategy and recommended development program for a CBD Town Center.

NATIONAL DEMOGRAPHIC TRENDS

Regions across America continue to experience significant changes in development patterns, which can be attributed to changes in household composition and preferences. These changes include the following key trends and findings:

Decrease in household type and size

- The proportion of “traditional” households (married couples with children) is declining.
- Non-family households consisting of singles, couples with few or no children, and non-related roommates are increasing.
- Some projections indicate that by 2025, approximately 72 percent of American households will be non-family households. (Martha Fransworth Riche)
- In 1970 there were, on average, 3.1 persons per household in the United States. In 2014, the average was 2.6 persons per household.

Changes in housing preferences

- According to a survey by the National Association of Realtors, 66 percent of households would compromise for smaller housing and smaller lots to be closer to work and in a walkable area with a mix of uses.

Changes in retail preferences

- The internet has changed the way people shop—according to the U.S. Census, from 1999 to 2010 web-based electronic sales increased by an astounding 3,700 percent.
- This change has had negative effects on large retailers nationwide and strengthened the support for small-scale, local retail along historic main streets and in new development designed with a similar main street pattern.
- Though the internet has created a global marketplace regardless of location, there is support for local and other retailers especially in walkable, urban environments.
- Existing brick and mortar retailers are combating this by creating shopping experiences. This includes locating in Main Street/Town Center areas with events, programming, and other experiences.



The world is reordering itself economically and socially.

SECTION 2: EXISTING CONDITIONS

LOCAL DEMOGRAPHIC OVERVIEW

In the first step of identifying the market potential and challenges with developing a town center, it is critical to understand the study area's position within the context of the region. Key findings from local demographic analysis include:

- Over the last 15 years, the combined population of the cities of Mansfield and Ontario have decreased by almost 10 percent, losing about 5,600 residents.
- There have been areas of growth, particularly in the city of Ontario, which enhances the marketability of the development sites.
- Average household size in Richland County has decreased from 2.8 to 2.4 from 1970 to 2014. This has strong implications on the types and sizes of housing needed to accommodate smaller households.
- The City of Mansfield has relatively weaker socioeconomic conditions than the City of Ontario and Richland County in terms of median household income, median housing value, and educational attainment. Conditions in Ontario are generally comparable to Ohio.

Population Change (2000 – 2010)

From 2000 to 2010, most of the core central neighborhoods in Mansfield lost population. There were pockets of growth in the southwestern and northern portions of the city. Most of the City of Ontario experienced growth during this time frame. From 2000 to 2010, population declined in the city of Mansfield and Richland County, but increased by almost 13 percent in the city of Ontario.

	MANSFIELD	ONTARIO	RICHLAND COUNTY	OHIO
Median Age	39	44	42	40
Median Household Income	\$32,300	\$52,700	\$43,000	\$49,000
Owner-occupied Units	53%	68%	67%	65%
Median Housing Value	\$91K	\$134K	\$116K	\$146K
College Degree	22%	35%	25%	35%
Population Change				
2000 - 2010	(8.7%)	12.7%	(3.4%)	1.6%
2010 - 2015	(3.6%)	(0.3%)	(2.4%)	0.6%
2015 – 2020 (Proj.)	(1.9%)	(0.7%)	(1.6%)	1.1%

Population Change (2010 – 2015)

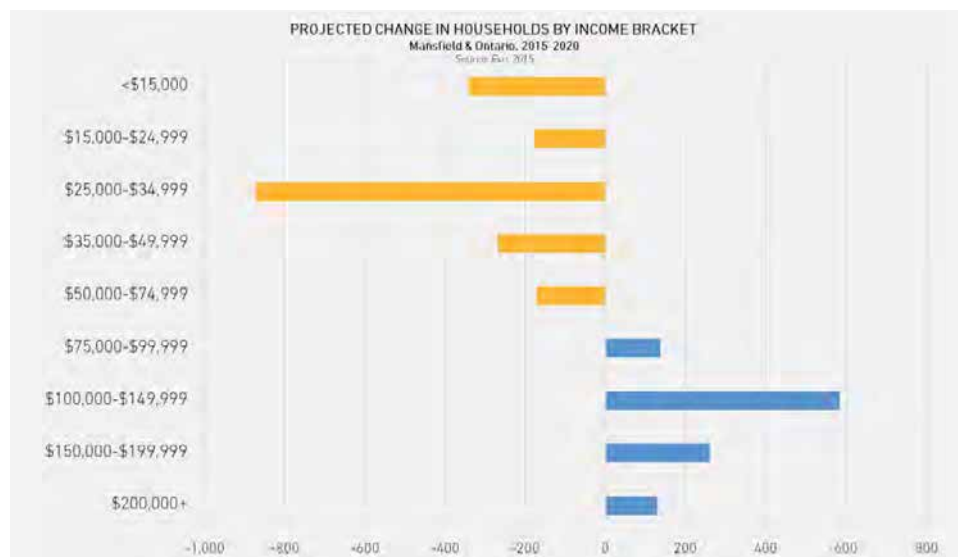
The lack of growth is evidence of a limited recovery from the Great Recession. Since 2010, population has stabilized in Ontario, but continues to decline in the region as a whole (2.4 percent decrease).

Population Projection (2015 – 2020)

Continued decline is projected over the next five years. Based on projections from the Ohio Development Services Agency, the regional population is expected to decrease by around six percent by 2040.

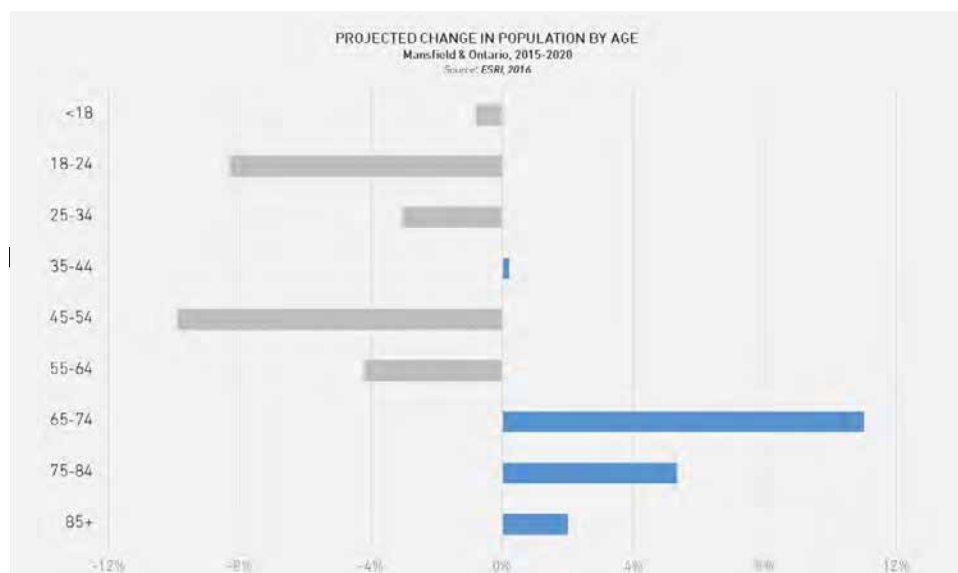
PROJECTED POPULATION CHANGE BY INCOME

Projected population decline in Mansfield and Ontario over the next five years (2015 to 2020) will primarily be from lower income households. However, there will be a net increase in households earning more than \$75,000 annually. This implies that there will be more employment opportunities for higher-skilled professional sector professions moving forward and lower-skilled households will likely have to leave the region to find work.



PROJECTED POPULATION CHANGE BY AGE

Consistent with national trends, over the next five years, there will be a growing cohort of older households (aged 65 and older). Younger households will decrease. These are the result of more households entering retirement and fewer employment opportunities in the region for working age households. There is a growing preference for “empty nesters” in the 65 to 74-year-old bracket to downsize and move to smaller housing products in more walkable environments near amenities.



SECTION 3: MARKET ANALYSIS

Introduction

MARKET ANALYSIS & STRATEGY

Market and economic analysis, like the design and development process, requires vision and knowledge of what is possible given a set of resources. It requires an understanding of development sites—the opportunities and constraints they represent, the types of people who might live, work, or shop there, and the types of real estate products necessary to attract them.

More than simply a “market study”, market and economic analyses define the scale and scope of realistic opportunities over five, ten, or fifteen years, and identify ways in which governments and anchor institutions can be leveraged to catalyze additional private investment.

While the market analysis provides a baseline of understanding, it is the strategy that provides a tool for decision-makers. A market strategy ensures the right types of products will be delivered to the right market, thereby reducing risk to developers and the public sector while increasing the likelihood of a lasting, sustainable development.

Without a sound market strategy, market analysis provides little more than a program—an amount of supply that could be delivered to a market to satisfy unmet demand. But not all housing, office, industrial, and retail developments consist solely of commodity products. By leveraging investments in place and the public realm, sound urban design and architecture, anchors to drive traffic, and coordination of complementary uses, a development, district, or community can be created that is greater than the sum of its parts.

OPPORTUNITY FOR CBD TOWN CENTER

There are market-based opportunities for developing a mixed-use town center despite the region having relatively weak economic growth since the early 2000s with limited projected employment and population growth moving forward. A successful town center will leverage its proximity to The Ohio State University–Mansfield (OSU-M) and North Central State College (NC State) and improve the overall shopping experience, residential options, and quality of life in the region.

Growing Industries and Higher Education

Higher-skilled and higher-paying industries, including healthcare and professional services, have experienced an increase in employment since the early 2000s and a net gain since the Great Recession. These types of industries tend to attract a more upwardly-mobile and transient population seeking higher-quality rental options, which are scarce in the market. Additionally, the number of residents with an Associate’s degree or higher has increased by almost 25 percent since 2006.

Under-served Residential Market Demand

Demand for higher-quality housing and retail will continue to increase. Consistent with the changing regional economy, projections over the next five years indicate that there will be a net increase in households earning more than \$50,000 annually.

Shifting Housing Preferences

Growing segments of the population, especially Millennials, young professionals, and retirees, are seeking a variety of housing types in more walkable, mixed-use environments in close proximity to amenities. These types include townhomes, attached single-family housing and apartments. On average, household sizes are becoming smaller and couples are choosing to have fewer or no children. These factors reduce the need for housing that can accommodate larger families.

Institutional Involvement

The involvement of OSU-M and NC State along with public sector interests presents an opportunity for a well-planned development with an emphasis on placemaking and public spaces. Unlike the private sector with time pressures for return on investment, institutional-driven initiatives can be patient (assuming site control) and more selective. Institutional involvement can ensure the proposed development creates a positive impact on the community.

Median Household Income

The study sites are proximate to areas with higher levels of household income (and stronger buying power) compared to the central areas of Mansfield. This enhances the marketability of higher quality

retail and residential development at the sites.

SITE MARKETABILITY

In terms of visibility and access, the most marketable development site for a CBD Town Center would have frontage on Lexington-Springmill Road, proximity to the interchange and connectivity to the core campus via street and/or path system.

The marketability and success of commercial and retail land uses are dependent on visibility and accessibility. Lexington-Springmill Road carries relatively high volumes of vehicular traffic; therefore, frontage is critical. Proximity to the Highway 30 interchange just south of the development sites is also critical, since retailers typically prefer sites within a mile of major highway interchanges. The success of for-sale residential is less dependent on visibility (and at times, visibility can limit marketability), but apartment properties tend to be more successful in highly visible locations.

Employment Concentrations

Part of the success of a town center development will hinge on its ability to attract daily shoppers and residents given the proximity of nearby employers. Though the primary employment concentrations in the region are Downtown and OhioHealth Mansfield Hospital, these areas are still within a 10-minute drive of the development sites. The expansion of Avita Health System at Richland Mall will also enhance the marketability of the developer sites.



SITE MARKETABILITY ANALYSIS

SECTION 3: MARKET ANALYSIS

Economic Overview

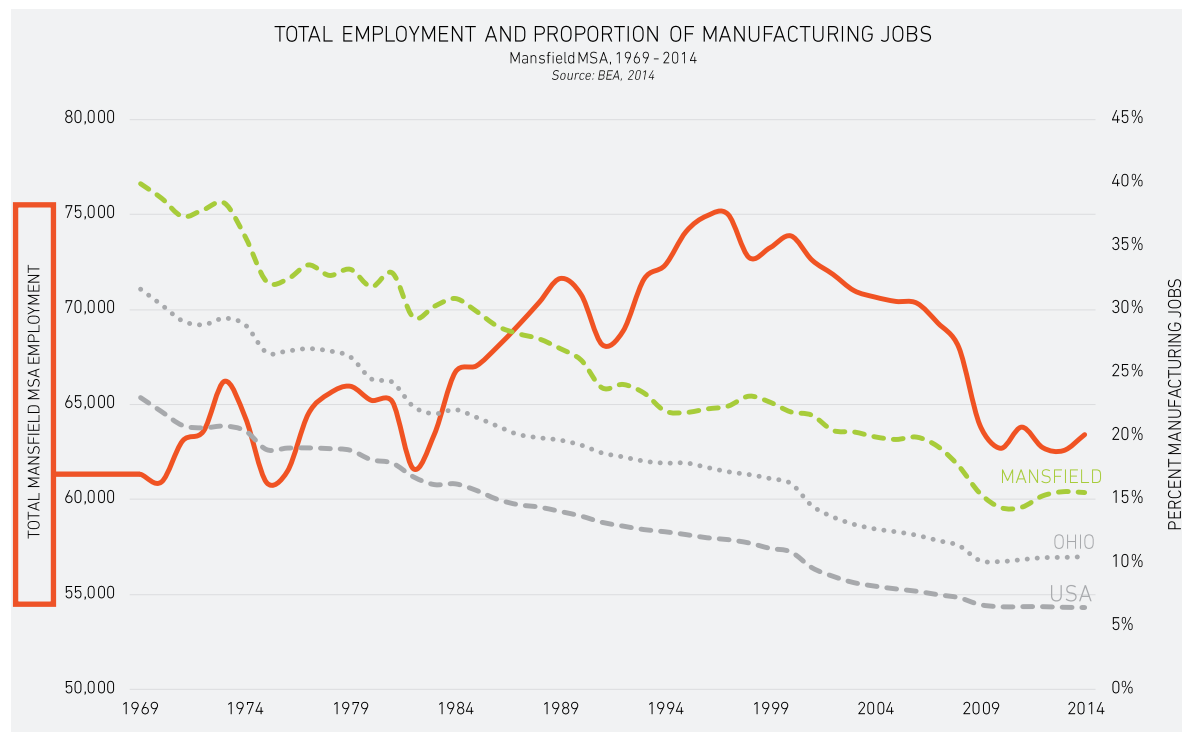
EMPLOYMENT OVERVIEW

Despite decades of manufacturing employment decline, the Mansfield region still has an above average proportion of manufacturing jobs (LQ of 2.42). The Mansfield region also has an above average number of employees in Retail Trade, Administrative and Support Services, Health Care, Accommodations and Food Services, and Government. The region has relatively fewer “white collar” jobs in the Management, Professional, Scientific, and Technical Services, and Finance and Insurance sectors.

Though the manufacturing sector remains the primary employer in the region (just under 16 percent of total employment), the healthcare industry has the second highest concentration in employment with just over 13 percent, up from around 10 percent in 2001.

Location quotients (LQs) identify a region’s relative strengths and weaknesses by industry sector by comparing the proportion of a region’s employment by industry sector to nationwide averages.

In this case, employment in the Mansfield metropolitan statistical area (MSA) is compared to the national average for MSAs (remote/rural areas are excluded since they would skew the data). LQs of 1.0 indicate the region has the same proportion of employment as the nation, while LQs greater than 1.0 indicate a higher proportion of employment.



DECLINE IN MANUFACTURING EMPLOYMENT

After employment peaked at around 75,000 in the late-1990s, the Mansfield region has been experiencing a gradual decline in employment. Much of the region’s decline in employment can be attributed to the loss of its strong manufacturing base once anchored by the now-closed GM plant with its approximately 3,500 employees in the late-1980s. In 1969, the manufacturing

sector represented nearly 40 percent of total employment in the region. Manufacturing jobs now represent only about 15 percent of total employment. This trend is generally consistent with statewide and national declines in manufacturing employment. Since the end of the Recession, employment has stabilized in the region with gains in select professional services sectors.

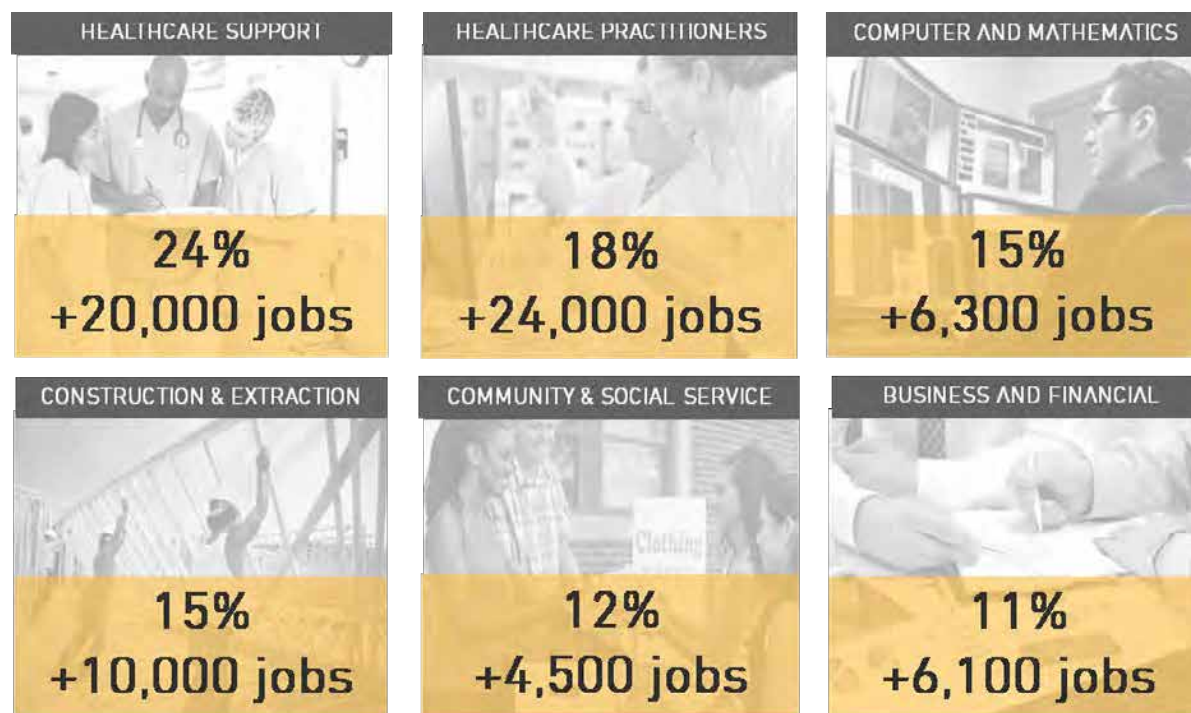
INCREASING SERVICE ECONOMY

Employment in professional services sectors has increased by nine percent since 2001. These sectors are defined to include Finance and Insurance, Real Estate, Professional, Scientific, and Technical Services, Management of Companies and Enterprises, Administrative Support, Educational Services, and Healthcare and Social Assistance.

This shift influences the types of housing, retail, and other services the region needs to provide in order to remain competitive and attractive to this workforce. Higher-skilled workers are upwardly mobile and tend to be more transient—emphasizing the need for higher-quality rental housing options. These groups also tend to place more importance on health, quality of life, public spaces, and walkability.

PROJECTED EMPLOYMENT GROWTH BY OCCUPATION

Based on the latest projections from the Ohio Department of Job and Family Services, the fastest growing occupations in Northeast Ohio generally require higher levels of educational attainment and are higher paying. The Mansfield region is well-positioned to attract a portion of this growth given its already strong healthcare sector. Outside of the healthcare sector, the Mansfield regional economy should also aim to reposition itself to capture a larger share of the projected growth in Computer and Mathematics and Business and Financial occupations.



Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, June 2015

PROJECTED JOB GROWTH BY INDUSTRY FOR NORTHEAST OHIO

SECTION 3: MARKET ANALYSIS

Housing Market Analysis

MARKET OVERVIEW

Building permit issuance provides a high-level overview of the pace and types of residential development over the past few years. This can be used to establish reasonable projections for new development moving forward.

Building permit issuance for Richland County has generally trended upward since the end of the Recession, but is still less than half of pre-Recession levels. Since 2009, there has been an average of about 50 single-family permits issued annually, but little to no multi-family building activity.

HOUSING SUPPLY

According to data from ESRI, Mansfield and Ontario have a total of around 25,000 housing units, of which, only 2,550 were in structures with

10 or more units, indicating that the majority of the nearly 10,000 renter-households live in smaller rental properties or single-family homes.

The cities of Mansfield and Ontario have roughly 25,000 housing units combined, with the majority of the housing stock built before 1960 and only around seven percent of the housing units built since 2000.

Professionally Managed Apartments

High occupancy rates in Mansfield and Ontario indicate high demand for apartments, but there are no higher-quality properties in the market.

There have been no larger-scale multi-family properties built since 2000 and most of the existing rental housing stock consists of garden-style properties in average condition built before 1990.

Most of the older rental housing stock is located in the south and southwestern parts of Mansfield with rents generally ranging from between \$0.50 and \$0.75 per square foot.

Of the properties included in the housing market analysis, all had occupancies above 95 percent and some carried wait lists. These factors indicate a very high demand for rental housing in the Mansfield/Ontario area.

The following examples of professionally managed apartments in Mansfield and Ontario include Glenview Estates, apartments on Ferguson Road, Concord Square and Sunset Boulevard Apartments.

Glenview Estates

YEAR BUILT	2000
TOTAL UNITS	70
TWO BR UNIT RENT	\$725 (\$0.66 PSF)
OCCUPANCY RATE	97%

Ferguson Road

YEAR BUILT	1988
TOTAL UNITS	12
ONE BR UNIT RENT	\$575 (\$0.82 PSF)
OCCUPANCY RATE	>95%

Concord Square

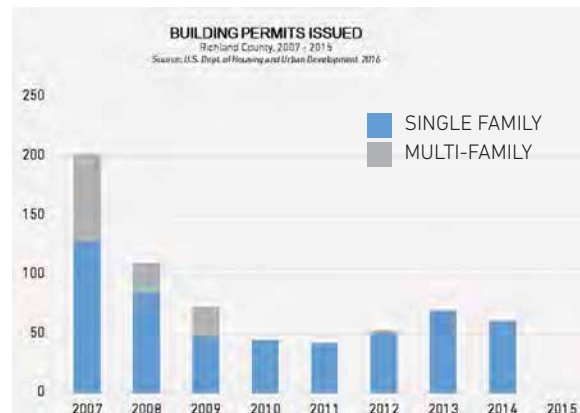
YEAR BUILT	1984
TOTAL UNITS	73
ONE BR UNIT RENT	\$459 (\$0.79 PSF)
TWO BR UNIT RENT	\$685 (\$1.59 PSF)
OCCUPANCY RATE	>95%

Other Rental Properties

"Other rental properties" includes single family homes and apartments with less than 10 total units. Single family homes capture the highest value per square foot with a large variation due to quality. Two examples of rental properties at the high-end of the market include 2205 Cloverdale Drive and 610 Holiday Drive.

Other Rental Properties Averages

ONE BR UNITS	\$400 (\$0.60 PSF)
TWO BR UNITS	\$550 (\$0.59 PSF)
THREE BR UNITS	\$775 (\$0.59 PSF)
SINGLE FAMILY HOMES	\$0.80+ PSF





2205 CLOVERDALE DRIVE

2205 Cloverdale Drive

YEAR BUILT	1968
TOTAL SQUARE FEET	1,500
BEDROOMS	3
UNIT RENT	\$1,175 (\$0.78 PSF)

610 Holiday Drive

YEAR BUILT	1971
TOTAL SQUARE FEET	2,050
BEDROOMS	4
UNIT RENT	\$1,695 (\$0.83 PSF)

For-Sale Housing Supply

Approximately 64 percent of the housing units in Mansfield and Ontario are single-family detached homes. Given the relatively high number of renters in the market, many of these homes are renter occupied. There has been limited new single-family construction in Mansfield and Ontario over the last five to ten years, but there have been a number of single-family attached developments that have entered the market and represent the newest, and some of the highest quality, for-sale product in the market.

According to data from Trulia, the median sales prices in the Mansfield region are generally back to pre-Recession levels, although values have been relatively flat since the early-2000s and monthly sales activity is about 50 to 60 percent lower.

The following tables summarize Mansfield average home sales along with two recent examples of attached units in the area. The first, Stone Landings, is located less than a mile from the CBD Town Center development study sites and adjacent to a golf course, but there are limited community amenities. Second is the newest and highest quality attached home development, Bridgewater, which anticipates future development phases. Bridgewater community amenities are more extensive with a club house and swimming pool.

Mansfield Averages

HOUSING TYPE	64% DETACHED SINGLE-FAMILY HOMES
AVERAGE VALUE	\$91,000 – \$134,000
RECENT SALES	\$175,000 – \$225,000

Stone Landings

YEAR BUILT	2000s
TOTAL HOMES	60 ATTACHED UNITS
RECENT SALES	\$100,000 – \$130,000 (\$70 – \$90 PSF)

Bridgewater

YEAR BUILT	2009
TOTAL HOMES	80 ATTACHED UNITS
RECENT SALES	\$208,000 – \$300,000 (\$110 – \$150 PSF)



808 YORK STREET SOLD FOR \$197,000 IN 2015



STONE LANDINGS



BRIDGEWATER

SECTION 3: MARKET ANALYSIS

HOUSING DEMAND

Despite having limited higher-quality rental options in the market, there is a broad range of renter households that could afford higher priced products in the Mansfield area. This finding is built on an analysis of household income and housing affordability. Analyzing these factors tends to lead to the most accurate understanding of housing demands in housing markets, such as Mansfield, that have not experienced significant development in a number of years.

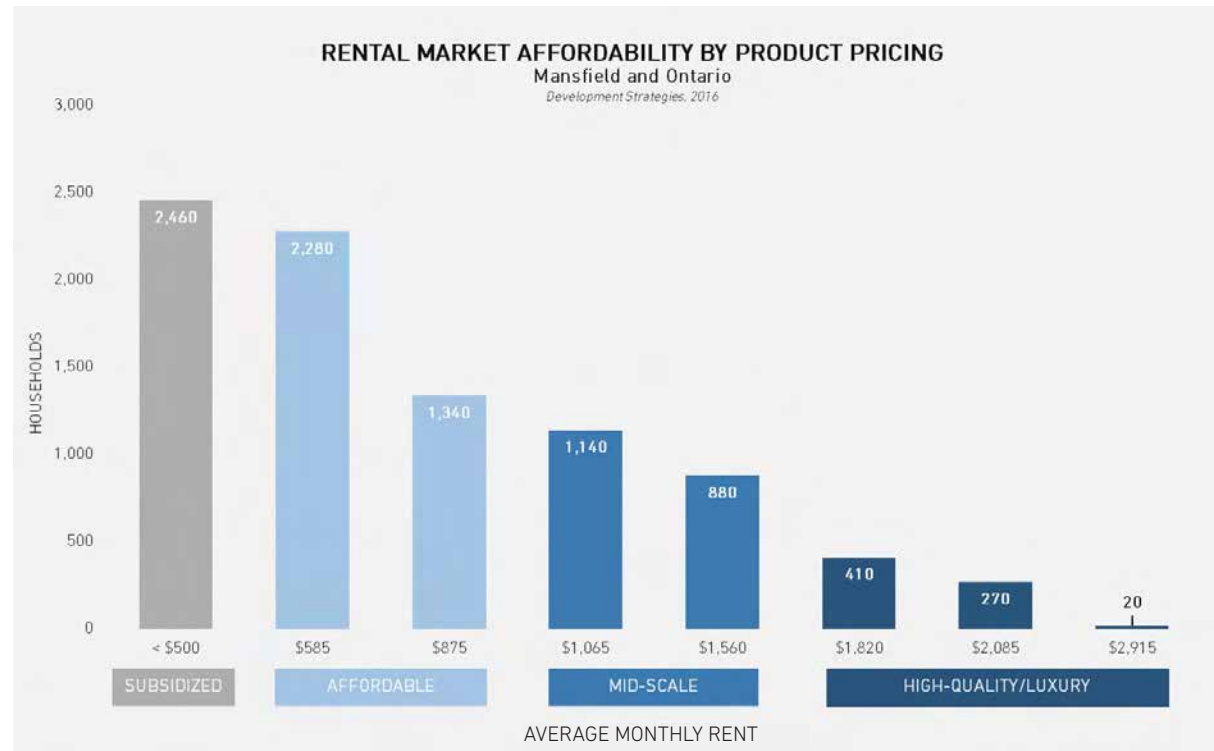
Rental

A tremendous opportunity for the development of higher-quality rental housing exists given household affordability levels and limited competition in the Mansfield market.

More than 2,700 renter households, nearly one-third, could afford rents of more than \$1,000 and close to 20 percent (1,580 renter households) could afford rents of more than \$1,500.

Nearly 2,500 renter households, 28 percent, can afford rents of up to \$500, indicating these households likely live in subsidized or substandard housing.

Just over 3,600 renter households, 41 percent, can afford rents between \$585 and \$875. Based on the supply analysis, most of the rental housing stock in Mansfield and Ontario accommodates this income bracket.



The chart above shows a broad range of household affordability in Mansfield and Ontario. Based on the income profile of households living in Mansfield and Ontario, the estimated number of renter households by income level, and average expenditures on monthly rent by income level.

KEY FINDINGS

- There is a growing household base in the area making over \$75,000 annually. They are professionals looking for higher quality, amenity housing that is not currently available in the market.
- There is unmet demand in the market area for higher quality rental housing.
- As of 2016, 30% of the region's renters could afford mid-scale and higher quality rental housing over \$1,000 monthly rent.

Retail Market Analysis

OVERVIEW

In the case of the Mansfield region, there is a significant oversupply of retail, but there are still opportunities to diversify and improve the overall shopping experience. The retail market is influenced by a host of factors, including demand and buying power from households, visitors, and local workforce, as well as broader regional economic trends.

Understanding the market potential for retail on a specific site or sites also includes a number of place-based factors such as location and accessibility, type and quality of tenant mix, and design and environment. The retail market analysis performed identifies gaps in the supply and demand for certain retail types or providers. Though this type of analysis provides a baseline assessment of the retail conditions in a given area, it does not necessarily identify opportunities for the development of a specific site or sites. A market strategy—summarized in detail in the subsequent section of this report—presents elements that could be incorporated into a given site, including tenant mix and design elements, that enhance value and increase marketability and competitiveness.

RETAIL SUPPLY

According to data from CoStar, Richland County had approximately 6.9 million square feet of retail in the First Quarter of 2015. There has been limited retail construction in the region since 2010 with a net increase of only 70,000 square feet (a one percent increase).

The Lexington-Springmill Corridor is the most competitive retail concentration in the region with roughly half of the region's total retail supply (3.7 million square feet) capturing nearly two-thirds of the region's new supply since 2010 (46,000 square feet). Average rents are higher in the corridor (\$9.21 per square foot) compared to the region (\$7.24 per square foot). Vacancy has been stable (between four and six percent) over the last four years.

Primary Retail Centers

The primary retail developments within the corridor include Ontario Towne Center (345,000 square feet), built in the early 2000s about a mile southwest of the development sites, Town and County Shopping Center (145,000 square feet), built in 1980; and Richland Mall (735,000), built in the late 1960s. These three developments alone capture approximately one-third of the corridor's total supply. The corridor also includes a number of free-standing big-box retail stores, including Sam's Club, Lowe's Home Improvement, Walmart, Home Depot, Menards, Meijer, and Office Max as well as a number of national fast food chains and gas stations. Essentially, most of the larger-scale national chain retailers are represented.

Richland Mall

Richland Mall is starting to lose its competitive market position given the increasing supply in the corridor and changing retail preferences. In Richland county and nation-wide, shopping malls are becoming obsolete. Many are abandoned and slated for demolition, while others have begun to repurpose space for alternative uses.

Though Richland Mall is anchored with JCPenney and Sears department stores, it has begun to evolve as a mixed-use center with Avita Health System now occupying 187,000 square feet of the former Macy's (formerly Lazarus) wing.

Aging Retail Strip Centers

Most of the other retail strip centers in the region are lower-quality and are showing signs of age and deterioration, including West Park Shopping Center (160,000 square feet) and Appleseed Shopping Center (162,000 square feet). Given their location and quality, these developments would offer little to no competition with the CBD Town Center development sites.



RICHLAND MALL



APPLESEED SHOPPING CENTER

SECTION 3: MARKET ANALYSIS

RETAIL DEMAND

Demand Gap Analysis

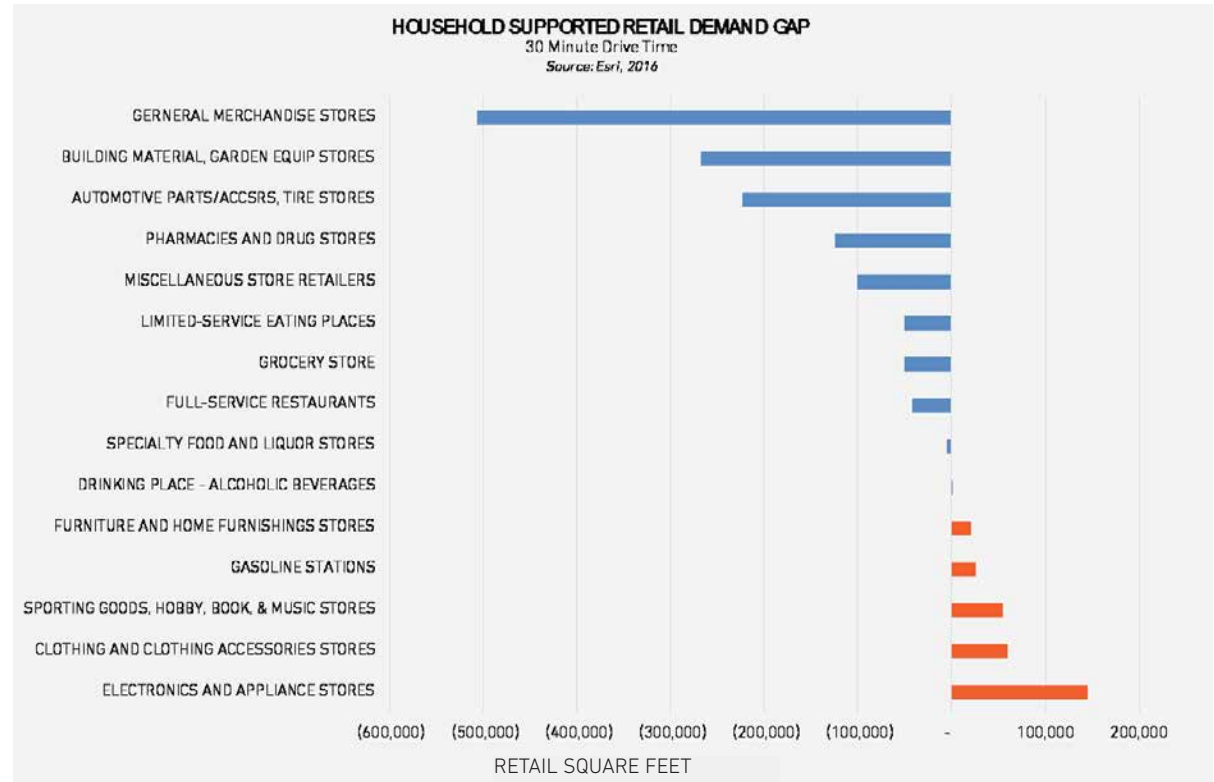
Demand analysis reveals an oversupply of retail serving residents living within a 10-, 20-, and 30-minute drive of the potential development sites. This indicates the larger retail concentrations such as Richland Mall and Ontario Towne Center are drawing from a much broader market and therefore serve as regional destinations.

Households living within a 10-minute drive of the potential CBD Town Center development sites provide approximately \$186 million in buying power annually. The local supply generates approximately \$880 million in annual sales. These factors indicate an oversupply of roughly 2.4 million square feet (based on average sales per square foot by retail type). Therefore, existing retail supply must be supported by households living beyond a 10-minute radius.

When analyzing retail demand within a 20-minute drive, there is an oversupply of 1.7 million square feet of retail. Within a 30-minute drive, there is an oversupply of 1.1 million square feet.

Within a 30-minute-drive radius, there is an under supply for select retail sectors, including electronics (145,000 sf), clothing (60,000 sf), and hobby/sporting goods stores (55,000 sf). There is not enough demand for other niche big box retail stores such as a Bass Pro Shop.

Beyond a 30-minute drive, households would likely be drawn to other markets, including Columbus, Akron, and Cleveland.



This chart shows the over- and under-supply by retail sector supported by households living within a 30-minute drive of the development sites. Given these findings and representation of larger-scale retailers in the corridor, there are limited market opportunities for retail development. However, there may be opportunities for smaller-scale retailers that serve niche markets. Any new retail development must be strategically positioned in order to compete with the existing supply.

KEY FINDINGS

- With an overall oversupply of retail, new retail development must be strategically planned and located in order to be feasible. The Demand Analysis indicates potential support for small-scale, niche-market retail such as electronics, clothing, and hobby/sporting goods.
- The demand analysis indicates insufficient demand for additional big-box retailers.

TARGETED DEMAND SEGMENTS

Targeted segments of demand, including students at OSU-M and NC State and the local workforce, could support new smaller-scale daily-needs retail.

Students

Between OSU-M and NC State there are approximately 5,500 students. According to a survey from College Board, college students spend an average of \$2,100 annually on “other expenses” which excludes tuition, room and board, books and supplies, and transportation costs. Based on this data, students at OSU-Mansfield and NC State spend an estimated \$11.4 million annually on other retail expenses.

Assuming average retail sales of \$300 per square foot, student spending would support around 38,000 square feet annually. While this spending would occur throughout the region, the finding demonstrates retail potential at the development sites to capture a portion of this student demand.

Local Workforce

The daily spending by the local workforce also presents an opportunity to include strategically positioned retail tenants. According to the U.S. Census Bureau, there are approximately 21,000 jobs within a 10-minute drive of the development sites, plus the 350 employees moving into Avita’s Health’s planned expansion at the former Macy’s at Richland Mall. Assuming average weekly spending of \$20 on lunch, coffee, and other daily provisions, this results in the annual spending of \$22.2 million by the local workforce, which supports approximately 74,000 square feet of retail space.



Students

SUPPORTS
40,000 Square Feet

\$2,100 annual retail spending*



Local Workforce (18 min drive)

SUPPORTS
75,000 Square Feet

\$20 weekly retail spending on daily needs**

*College Board **Development Strategies estimates

RETAIL SQUARE FOOTAGE DEMAND BASED ON TARGETED DEMAND SEGMENTS ANALYSIS

SECTION 3: MARKET ANALYSIS

Office Market Analysis

OFFICE SUPPLY

Historically, there has not been a strong market for professional office space in the Mansfield region. However, given the concentration of healthcare-related employment, there are a number of medical office properties throughout.

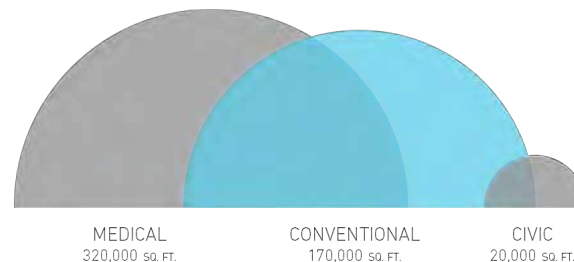
There has been no new office construction of any kind for decades. Most of the existing medical office stock consists of one- and two-story brick buildings built before 1980. Lease rates are generally around \$10 per square foot.

Most of the existing professional office space is located Downtown in historic buildings in average condition. For example, Chase Tower at 28 Park Avenue West, in the heart of Downtown, is the tallest building in Mansfield offering standard office space for approximately \$8.00 to \$12.00 per square foot. Despite its presence as one of the most notable historic office buildings Downtown, 22,575 of its 38,400 square feet are vacant (59 percent).

OFFICE DEMAND

There is a very limited supply of quality office space due to little to no new construction in the past few decades. Given employment projections and the gradual shift to a more service-oriented economy in the Mansfield region, there will be demand for both medical and professional office space over the next ten years.

Based on occupational projections data from the Ohio Department of Job and Family Services for Northeast Ohio (there is no specific employment projection data for the Mansfield MSA) and Bureau of Labor Statistics, the region will have an estimated net increase in demand of around 500,000 square feet over the next 10 years. The majority of this demand will come from medical office users (320,000 square feet) with around 170,000 square feet for conventional office users and 20,000 square feet for civic-related uses. A portion of this demand will occur in the Mansfield region.



PROJECTED RANGE OF OFFICE USES AND SQUARE FOOTAGE —
NORTHEAST OHIO



CHASE TOWER, 28 PARK AVENUE WEST (PROF. OFFICE)



680 PARK AVENUE WEST (MEDICAL OFFICE)



380 CLINE AVENUE (MEDICAL OFFICE)

Market Analysis Key Findings

The potential CBD Town Center development sites present a unique and special opportunity to bring new housing products, higher-quality retail, and attractive medical and conventional office space to the region. There is an opportunity to create a new activity center in the region that includes civic and recreational uses—not only helping to build community identity and pride, but also creating a new amenity for students and “gateway” to the OSU-Mansfield and NC State College—thereby improving the campus’ image and brand.

It is rare to find development sites with such excellent access to major transportation corridors, proximity to major employers and institutions, and in the current path of development.

With a thoughtful, market-based, design-forward approach, the site could become home to a high-quality, mixed-use development that would be catalytic for the entire Mansfield Metropolitan area.

RESIDENTIAL KEY FINDINGS

- Existing demand for increased housing options
- Gap in rental supply for middle- to higher-income renter households
- Increase in healthcare and professional services industries which tend to attract a mobile workforce seeking higher-quality rental options
- Growing national and regional preferences for housing in mixed-use/walkable environments
- New residential development integrated into a Town Center could satisfy demand for professionals, families, students, and seniors

RETAIL KEY FINDINGS

- Oversupply of traditional retail
- Opportunity to improve and diversify the retail experience including small-scale, niche markets
- Lexington-Springmill Corridor continues to evolve (development moving north)
- Limited mid- to higher-end options in terms of restaurants and retail
- Very few nearby retailers cater towards students
- No competitive walkable “Main Street” style retail in corridor
- Current retail strip centers dated in terms of quality and design
- Future retail development could complement Downtown without competing with Downtown







OFFICE KEY FINDINGS

- Growing number of healthcare and professional services jobs will increase demand for quality office space
- Limited supply of high-quality conventional office space
- Opportunities to improve and expand Medical office supply
- Potential expansion of OSU-Mansfield or NC State administrative operations
- Millennials, the largest workforce demographic, prefer office environments that are part of a larger, walkable mixed-use environment.

SECTION 4: MARKET STRATEGY

Development Program

Based on the market analysis, the following development program provides a framework for the types of uses, scale, and achievable rents/prices that would be feasible in a town center development over a 5- to 10-year development period.

	USE	AMOUNT	DENSITY LAND NEEDED	UNIT TYPE AND SIZE	PRICE/RATE
	HIGHER-DENSITY SINGLE-FAMILY	150 units	4-6 units per acre 20-25 acres	2 BR 1,500 sf 3 BR 1,900 sf	\$202,500 \$247,000
	MARKET RATE APARTMENTS	250 units	20 units per acre 12.5 acres	1 BR 725 sf 2 BR 1,000 sf 3 BR 1,250 sf	\$750 \$1,000 \$1,200
	CIVIC/INSTITUTIONAL	TBD			NA
	CLASS A OFFICE	20-40K sf	0.25 FAR		\$14+ psf
	MEDICAL OFFICE	60-90K sf	0.25 FAR		\$14+ psf
	RETAIL – JUNIOR ANCHOR	20-40K sf	0.30 FAR		TBD
	RETAIL – IN-LINE	30K sf	0.30 FAR		\$12 psf \$25+ psf (chain)
	RETAIL - PAD	Up to 6 pads	TBD		\$25+ psf

BR = bedroom
SF = square feet
FAR = floor/area ratio
PSF = per square foot

Market Strategy Overview

A market strategy ensures the right types of products will be delivered to the right market, thereby reducing risk to developers and the public sector while increasing the likelihood of a lasting, sustainable development.

Market analysis in itself does not demonstrate the opportunities for new development. A market strategy is needed to identify opportunities and how to achieve them.

DEVELOPMENT FRAMEWORK

The results of the market analysis point to the need for a market strategy that leverages the site's physical assets and opportunities to capture growth. Target growth opportunities include the identified segments of the population that are seeking living and shopping environments designed with an emphasis on placemaking and public spaces.

There is a need and opportunity to:

- Create a definable place/town center;
- Provide space and amenities for the evolving workforce and local economy;
- Diversify and improve the quality of the housing stock;
- Concentrate investment;
- Improve the overall shopping experience;
- Leverage natural assets; and,
- Co-locate public, private, civic, and

Placemaking Strategy

institutional uses.

PLACE AND ECONOMIC DEVELOPMENT

Research shows where the place is more inviting, shoppers stay longer and spend more. A town center—when properly emphasizing place, walkability and community—paves the foundation for value creation. Over the past decade, a measurable positive market response has been well-documented in areas with great character and placemaking principles—main streets, town centers, walkable neighborhoods, historic districts, transit-oriented development—with the following value appreciation for property owners:

- Greater retail traffic;
- Greater desirability as a location for employers and employees; and,

- Greater real estate revenues (which make quality development more economically viable).

PLACEMAKING ELEMENTS FOR SUCCESS

The following placemaking elements have been identified as key contributors to value in an urban setting, but a town center development can incorporate these elements as part of a larger-scale green-field development:

1. Street Environment and Retail
2. Main Street Model
3. Public Spaces



PUBLIC SPACES BUILD COMMUNITY AND DRAW BUSINESS



HOUSING PROXIMATE TO MAIN STREET CAPTURES HIGH VALUE

SECTION 4: MARKET STRATEGY

4. Parks and Greenspace

Street Environment and Retail

The quality of the street environment can boost retail traffic. A high-quality retail street environment may include the following elements:

- Wide sidewalks;
- Frequent street trees;
- Opportunities for outdoor dining;
- Traffic-calming measures such as buffers;
- No curb cuts or surface parking lots; and,
- On-street parking where walkability and storefront retail is most desired.



QUALITY OF THE STREET BOOSTS RETAIL TRAFFIC

Main Street Model

Many revitalizing communities are leveraging their historic main streets to capture retail sales and increase home values. Successful town centers often borrow design elements from historic main streets—not necessarily historical architecture styles but pedestrian scale design elements. The success of Main Street relies on the sense of enclosure customers experience when they shop and dine. Design elements that create this sensation include:

- Multi-story buildings on each side of the street;
- Narrow street lanes;
- Street furniture and patios;
- Mature street trees; and,
- Surface parking located behind buildings and not visible from Main St.



A SENSE OF ENCLOSURE CREATES INVITING RETAIL SPACES

Public Spaces

Parks, plazas and public spaces can be significant value-creating assets that improve property values. Plazas and activity areas in town center developments are often accomplished in partnership with private and public entities.

Parks and Greenways

Linear parks, trails, and greenways can also create real estate value. One study by John L. Crompton showed that residential properties with access and views to the Barton Creek Greenbelt in Austin, Texas had 20 percent property value premiums as opposed to adjacent properties with no access or views.



PARKS AND GREENWAYS INCREASE PROPERTY VALUES

Retail Strategy

FACILITATING INDEPENDENT RETAIL

The market analysis identified gaps in niche markets with an emphasis on independent retail. Given achievable rents for independent versus national retailers, the financial underwriting for a CBD Town Center will likely require a number of national retailers to “subsidize” the rents for independent retailers in order to achieve the targeted average retail rents.

STRATEGIC TENANTING

Retail tenanting should place an emphasis on restaurants, cafes, and service providers that create vibrancy and satisfy the demand of the targeted consumer segments: students and local workforce.

National retailers offering fast-casual dining may be successful, such as 5 Guys, Culvers, and Chick-fil-a. These types of establishments have become increasingly popular with students and young professionals.

The fast casual industry has grown by 550 percent since 1999—outpacing traditional fast food that grew by only 50 percent during this time period. Another advantage of targeting fast-casual restaurants is they tend to be flexible with design standards and able to locate in specialized retail environments, such as a town center.

Most larger-scale apparel retailers are represented in the region. However, anchor tenants such as DSW or Marshalls may be successful given the identified gap in clothing retail.

Design Strategy

With the inclusion of national retailers, the rent structures could then support independent businesses that would be attractive to students and the local workforce. Independent retailers may include a coffee shop, bicycle shop, micro brewery, restaurant, fitness center or university bookstore.

DESIGN STANDARDS

Consistent design standards for the town center are critical to the success of the retail environment. Design standards—such as architectural, materials, signage, and landscaping standards—should be informed by the critical elements discussed in detail in this document.



Design Standards for the CBD Town Center should rely on:

- The Key Components of a Successful Town Center, pages 6 – 7;
- Placemaking Elements for Success, pages 27 –28; and,
- New Urbanist design principles: page 32.

Though attracting independently-owned retail will be necessary for satisfying the demand of students and young professionals, there are countless examples of chain retailers that are able and willing to conform to design guidelines that follow these principles.

NATIONAL RETAILER STRATEGY —NO SUBSIDY—

- 5 Guys
- Culvers
- Chick-fil-a
- Red Robin
- Other fast casual restaurants
- Longhorn Steakhouse
- Marshall's
- DSW

INDEPENDANT RETAILER STRATEGY —REQUIRES SUBSIDY—

- Coffee Shop
- Bakery
- Breakfast Diner
- Bicycle Shop
- Micro Brewery
- Barbeque Restaurant
- University Bookstore
- Fitness Center/ Yoga
- Sports Bar

SECTION 4: MARKET STRATEGY

Residential Strategy

The residential components integrated in a mixed-use town center favor New Urbanist design principals with a strong emphasis on density, design, and quality. There are three residential products that would be appropriate in this case:

- Medium-density apartments
- Townhomes
- Single-family homes

Apartments

The development program includes 250 apartment units with a density of around 20 units per acre, covering approximately 12.5 total acres of land.

Apartment properties in town center environments are typically integrated as part of the retail experience with residential units above ground floor/street-level spaces. However, this integration is dependent on site characteristics and constraints. In some cases, apartment properties can be free standing structures as part of the town center, but still independent of the retail environment, or centered around a civic use such as a park, greenway, or plaza.

Townhomes/Condominiums

The development program includes the development of 120 townhome units with a density of around four to six units per acre, covering approximately 20 –25 total acres of land. Townhomes with front doors on the street and multi-level living areas are highly successful components of Town Centers. Locating townhomes on streets that are directly connected to the main retail street provides strong synergy for the values of the homes and the success of main street retail.

Single Family Homes

Single-family homes can be part of a town center development program, even if the homes are not fully integrated as part of the retail/ civic environment. The homes can be part of a residential subdivision that is connected with multiple streets and walkable access to the town center. This access to amenities increases their marketability and value, which enables the developer to build smaller units, but at similar prices (if not higher) than traditional, suburban-style, single-family developments.



RESIDENTIAL USES IN TOWN CENTERS ARE MEDIUM- TO HIGH-DENSITY APARTMENTS, TOWNHOMES AND SINGLE FAMILY HOMES THAT ADHERE TO NEW URBANIST DESIGN PRINCIPLES (SEE PAGE 32)

Office Strategy

Office

There are opportunities to integrate office space as part of the walkable retail and civic environment. However, there are examples of successful town center's with free-standing office components. The continued growth of the local health care industry will drive demand for new quality medical office space. Also, the proximity of the OSU-M and NC State campus presents the opportunity to utilize some new office space for administrative offices.



FREE STANDING AND MIXED USE OFFICE OPPORTUNITIES

Civic Strategy

Civic

The integration of civic uses such as libraries, public agencies, schools, and recreational amenities can greatly enhance the overall marketability of a town center. However, the development of civic uses is typically based on the availability of public resources as opposed to market-driven demand. Civic users enhance the vibrancy of a destination. Adding civic or other public uses to a town center draws a broader range of "users" to the development. Typically, civic uses need to be planned and integrated into the Town Center design from the start.



CIVIC SPACES DRAW A WIDER VARIETY OF USERS TO THE SITE AND ENHANCE THE COMMUNITY STRUCTURE OF A TOWN CENTER



SECTION 4: MARKET STRATEGY

New Urbanist Design Principles

THE CONGRESS FOR NEW URBANISM

New Urbanist Design Principles are communicated nationwide by the non-profit Congress for New Urbanism (CNU), an organization of professionals, leaders, advocates and citizens.

"CNU helps create vibrant and walkable cities, towns, and neighborhoods where people have diverse choices for how they live, work, shop, and get around. People want to live in well-designed places that are unique and authentic. CNU's mission is to help build those places." —www.cnu.org

CNU has a charter of 27 key principles. Select items from the charter—with particular relevance to the CBD Town Center residential strategy and overall design recommendations—are paraphrased below. For the full list, visit: www.cnu.org/who-we-are/charter-new-urbanism.

PRINCIPLE 4 Development patterns should conserve environmental resources, economic investment, and social fabric. . . . Metropolitan regions should develop strategies to encourage such infill development over peripheral expansion.

PRINCIPLE 5 New development contiguous to urban boundaries should be organized as neighborhoods and districts, and be integrated with the existing urban pattern. . .

PRINCIPLE 6 The development and redevelopment of towns and cities should respect historical

patterns, precedents, and boundaries.

PRINCIPLE 11 Neighborhoods should be compact, pedestrian friendly, and mixed-use. . .

PRINCIPLE 12 Many activities of daily living should occur within walking distance. . . Interconnected networks of streets should be designed to encourage walking, reduce the number and length of automobile trips, and conserve energy.

PRINCIPLE 13 Within neighborhoods, a broad range of housing types and price levels can bring people of diverse ages, races, and incomes into daily interaction, strengthening the personal and civic bonds essential to an authentic community.

PRINCIPLE 15 Appropriate building densities and land uses should be within walking distance of transit stops, permitting public transit to become a viable alternative to the automobile.

PRINCIPLE 16 Concentrations of civic, institutional, and commercial activity should be embedded in neighborhoods and districts, not isolated in remote, single-use complexes.

PRINCIPLE 17 The economic health and harmonious evolution of neighborhoods, districts, and corridors can be improved through graphic urban design codes that serve as predictable guides for change.

PRINCIPLE 18 A range of parks, from tot-lots

and village greens to ballfields and community gardens, **should be distributed within neighborhoods.** . .

PRINCIPLE 20 Individual architectural projects should be seamlessly linked to their surroundings. This issue transcends style.

PRINCIPLE 21 The revitalization of urban places depends on safety and security. The design of streets and buildings should reinforce safe environments, but not at the expense of accessibility and openness.

PRINCIPLE 23 Streets and squares should be safe, comfortable, and interesting to the pedestrian. Properly configured, they encourage walking and enable neighbors to know each other and protect their communities.

PRINCIPLE 24 Architecture and landscape design should grow from local climate, topography, history, and building practice.

PRINCIPLE 25 Civic buildings and public gathering places require important sites to reinforce community identity and the culture of democracy. They deserve distinctive form, because their role is different from that of other buildings and places that constitute the fabric of the city.

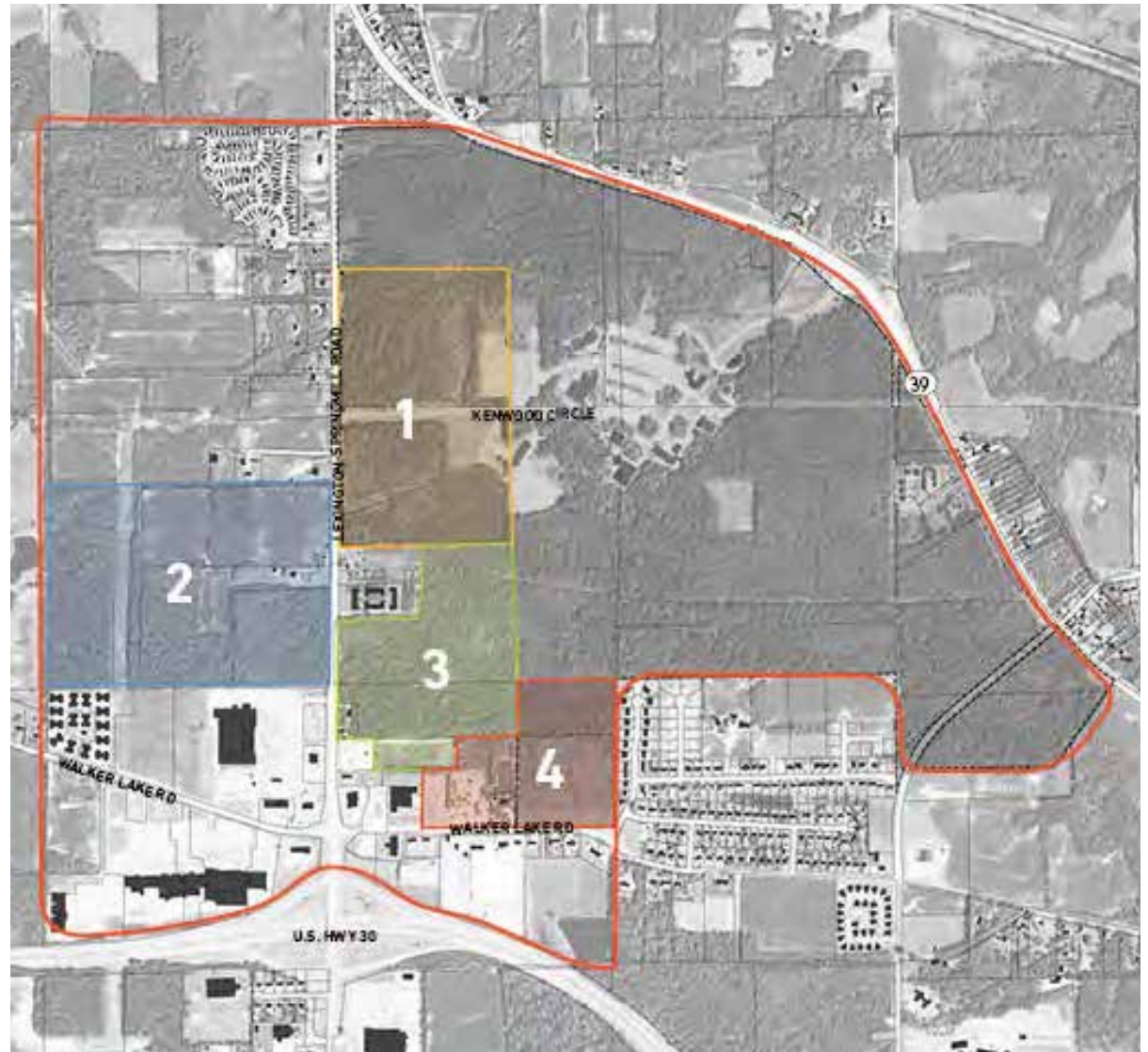
SECTION 5: SITE ANALYSIS

Potential Town Center Sites

Within the study area, four potential sites were identified for the potential Campus Business District Town Center (CBD Town Center) site. These locations were selected based on the following factors:

- Appropriate size
- Property ownership;
- Presence or accessibility of utilities;
- Proximity to US Route 30;
- Existing natural features;
- Proximity to the OSU-M and NCSC campus and to existing student housing; and,
- Frontage along Lexington-Springmill Road and/or Walker Lake Road.

The potential town center sites, identified on the diagram to the right, were evaluated in more detail in order to understand the opportunities and constraints of each. Because there are many natural features in this area, site photos and GIS mapping were used to document and understand how these would impact the developable ground of the sites. Potential concepts were drafted for each site to understand the capacity of the site to explore how a town center concept could be incorporated.



SITE LOCATIONS

SECTION 5: SITE ANALYSIS

Site One

EXISTING CONDITIONS

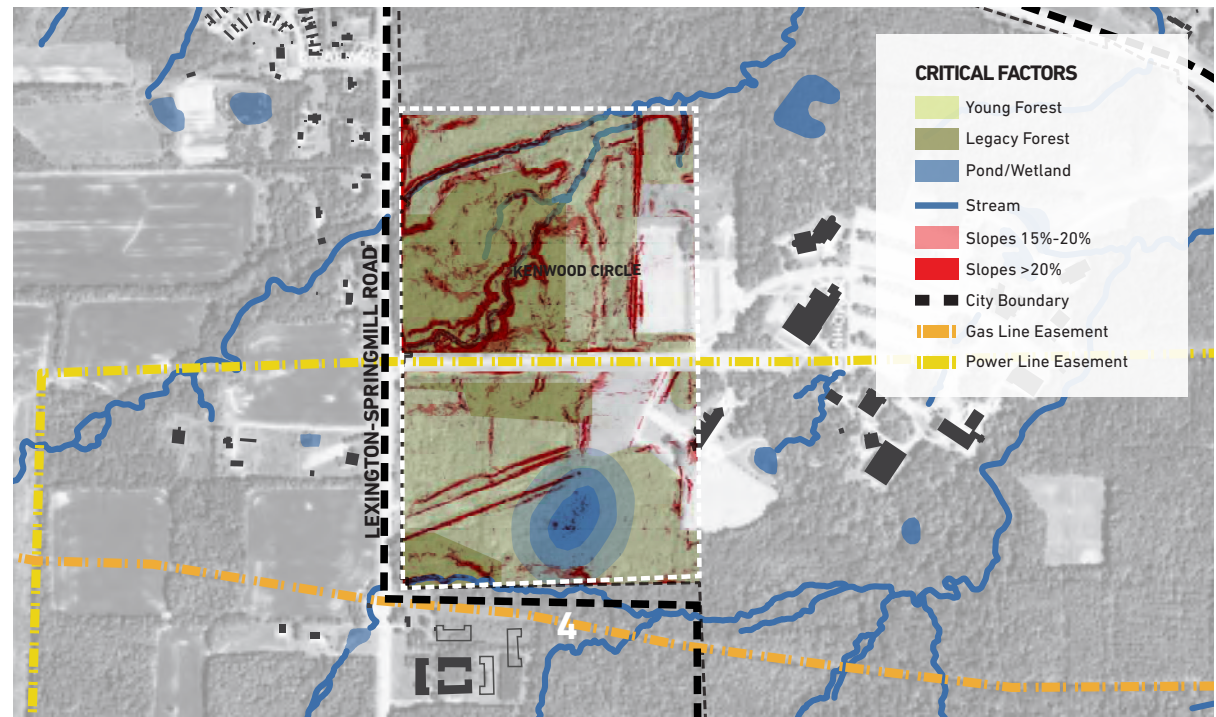
Site One is located at the existing entrance to the Campus, along the east side of Lexington-Springmill Road and within the Mansfield municipal boundary.

Advantages to CBD Town Center development on Site One include:

- Current University-owned property;
- Close proximity to central campus;
- Frontage on Lexington-Springmill Road;
- Potential to create an impactful gateway to the campus;
- Close proximity to Buckeye Village Apartments; and,
- Location includes the proposed new campus drive.

Constraints to CBD Town Center development on Site One include:

- Natural features constrict the buildable area of the site, particularly north of existing entry road;
- Streams and grading considerations North of the existing entry drive impact the site layout of a town center;
- Wetland/vernal pool south of the entry drive; and,
- Older growth woodlands on the site;
- A lift station would be necessary to enable sewer access, adding significant costs to any potential development.

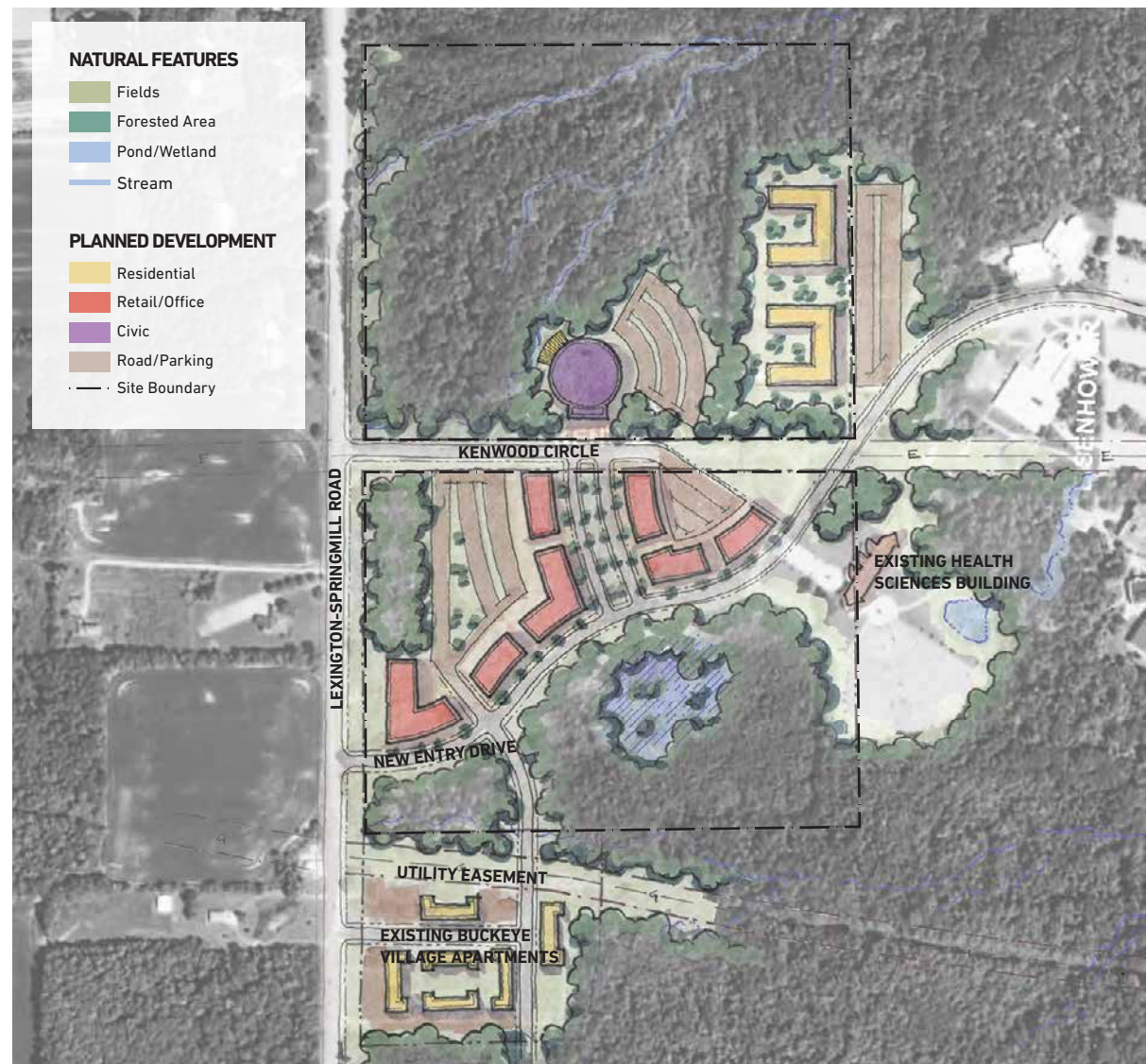


SITE ONE DEVELOPMENT CONSIDERATIONS

SITE ONE SCENARIO

A potential town center scenario for Site One is illustrated to the right. This approximately 50 acre scenario respects the existing natural features of the site and focuses development along the proposed new entry to the OSU-M campus. The majority of retail fronts north side of the new access drive, with the south side protecting the sensitive environmental considerations. A boulevard connects a new civic use with the primary retail core. The design includes new student-oriented residential. Vehicular and bicycle connections link Buckeye Apartments to the new town center, while also creating stronger, internal connections to the campus.

Note, the valuable frontage along Lexington-Springmill Road could be developed more extensively than shown here. This would help visibility and retail uses, but might lessen the OSU-M/NSCS campus identity.



SITE ONE CBD TOWN CENTER DEVELOPMENT SCENARIO

SECTION 5: SITE ANALYSIS

Site Two

EXISTING CONDITIONS

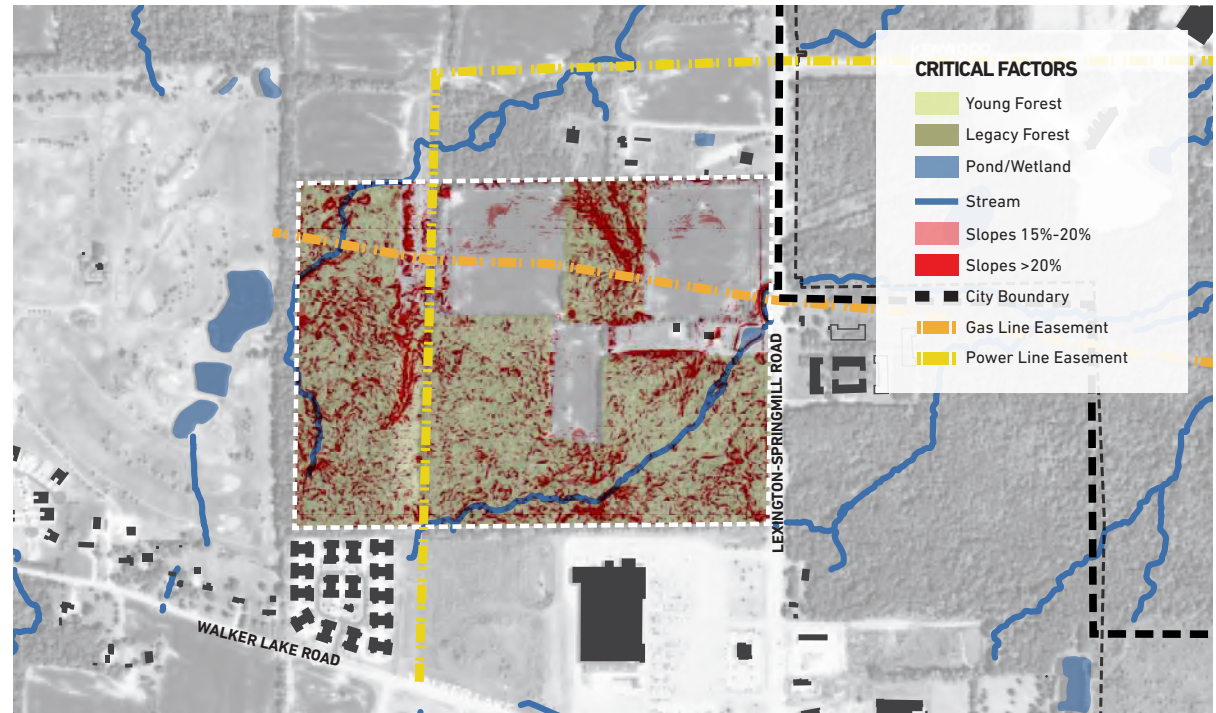
Site two is located on the west side of Lexington-Springmill Road, across from Buckeye Village Apartments and the proposed new campus entry drive, and within the Ontario municipal boundary.

Advantages to CBD Town Center development on Site Two include:

- Flatter topography than other potential sites;
- Close proximity to the campus and Buckeye Village;
- Frontage along Lexington-Springmill Road;
- Adjacency to a golf course; and,
- Does not require a lift station in order to provide sanitary service to future development.

Constraints to CBD Town Center development on Site Two include:

- Pedestrian/students would have to cross Lexington-Springmill Road to access campus from the CBD Town Center.
- Existing utility easement along Lexington-Springmill Road;
- Gas line and utility easements that run east-west and north-south through the site;
- Multiple land owners, which can make site control more complicated; and,



SITE TWO DEVELOPMENT CONSIDERATIONS

SITE TWO SCENARIO

A potential town center scenario for Site Two is illustrated to the right. In this approximately 115 acre concept, single family residential homes are introduced along the western edge of the site, adjacent to the golf course and the existing condominiums along Walker Lake Road. Higher density residential is located east of this—transitioning from single-family density to the mixed-use town center uses located closer to Lexington-Springmill Road. The design incorporates the existing stream and ravine that bisects the site frontage. It uses this area as informal and formal greenspace that provides views into the development from Lexington-Springmill Road. A formal greenspace, terminated by a civic use adds an organizational element.



SITE TWO CBD TOWN CENTER DEVELOPMENT SCENARIO

SECTION 5: SITE ANALYSIS

Site Three

EXISTING CONDITIONS

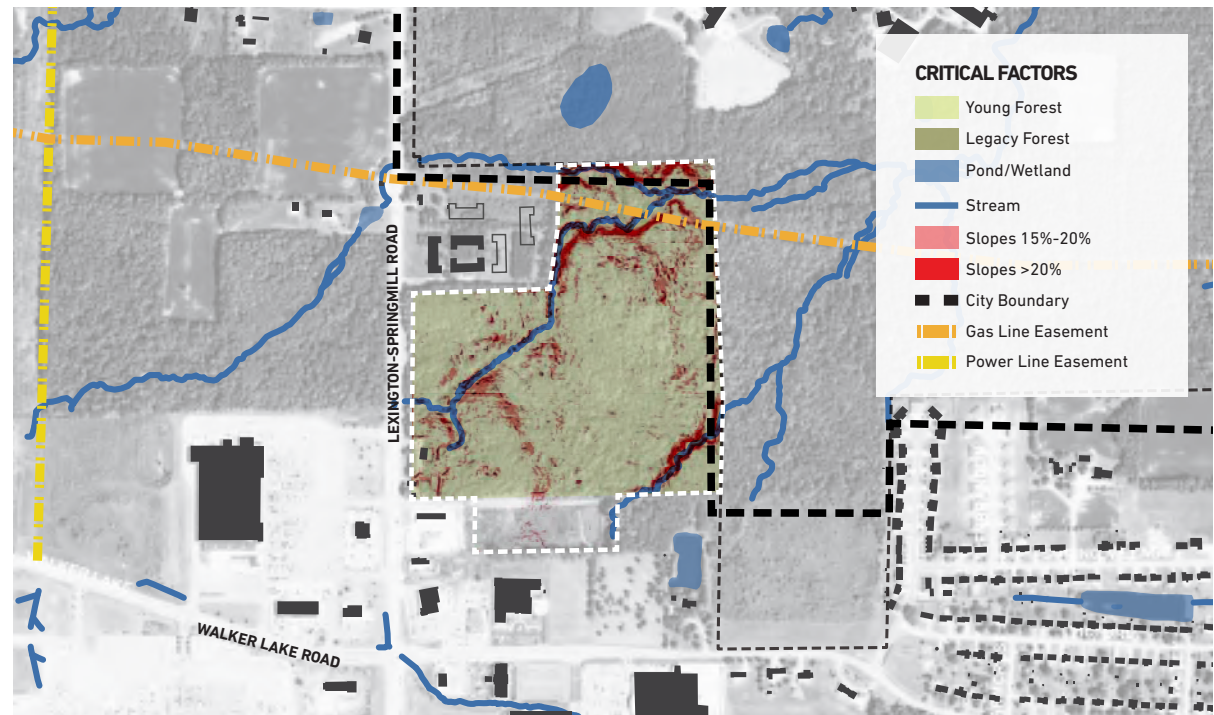
Site Three is located on the east side of Lexington-Springmill Road directly south of Site One, and lies largely within the Ontario municipal boundary.

Advantages to CBD Town Center development on Site Three include:

- Proximity to Buckeye Village Apartments and the OSU-M campus;
- Closer access to the freeway;
- Location on the right side of north bound travel from US 30;
- Frontage along Lexington-Springmill Road; and,
- Opportunities to connect to both Buckeye Village Apartments and the campus through new trails.

Constraints to CBD Town Center development on Site Three include:

- Significant natural features including a stream, sloping terrain, and existing tree stands, particularly in the northern portion of the site;
- Natural features that limit the developability and interconnectivity of the Lexington-Springmill road frontage;
- Gas line easement through the northern portion of the site;
- Extension of sanitary sewer from SR 39/ Springmill Road;



SITE THREE DEVELOPMENT CONSIDERATIONS

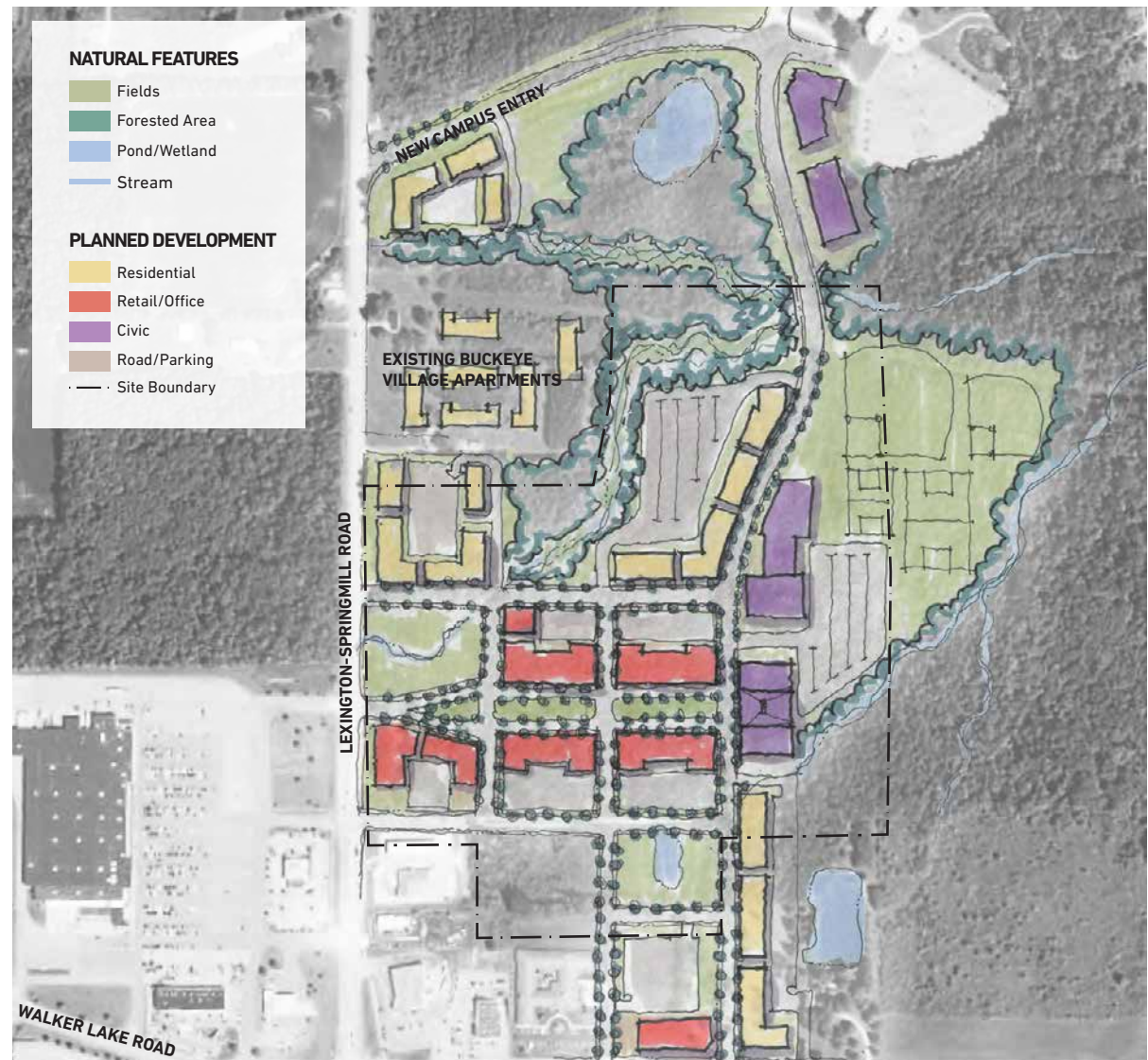
- Adjacent, existing development along road frontage that dilutes desired Town Center brand and character; and,
- Private ownership, which requires participation of landowner in partnership, or gaining site control.

SITE THREE SCENARIO

A potential town center scenario for Site Three, approximately 90 acres, is illustrated to the right. This property is partially owned by The Ohio State University, which may increase the development potential of Site Three.

This concept introduces a boulevard off Lexington-Springmill Road which serves as the primary commercial spine for the town center. The boulevard terminates into a civic building, which could serve as the anchor for the development. The design incorporates higher-density residential uses adjacent to Buckeye Village Apartments and along a new north-south road connection between the town center and the campus. Natural features are preserved and incorporated into the layout of the site. Potential recreational fields are also shown.

The illustrated concept also illustrates an expansion of this concept both north and south of Site Three. Expanding the concept this way secures the connection to campus and creates frontage along Walker Lake Road.



SITE THREE CBD TOWN CENTER DEVELOPMENT SCENARIO

SECTION 5: SITE ANALYSIS

Site Four

EXISTING CONDITIONS

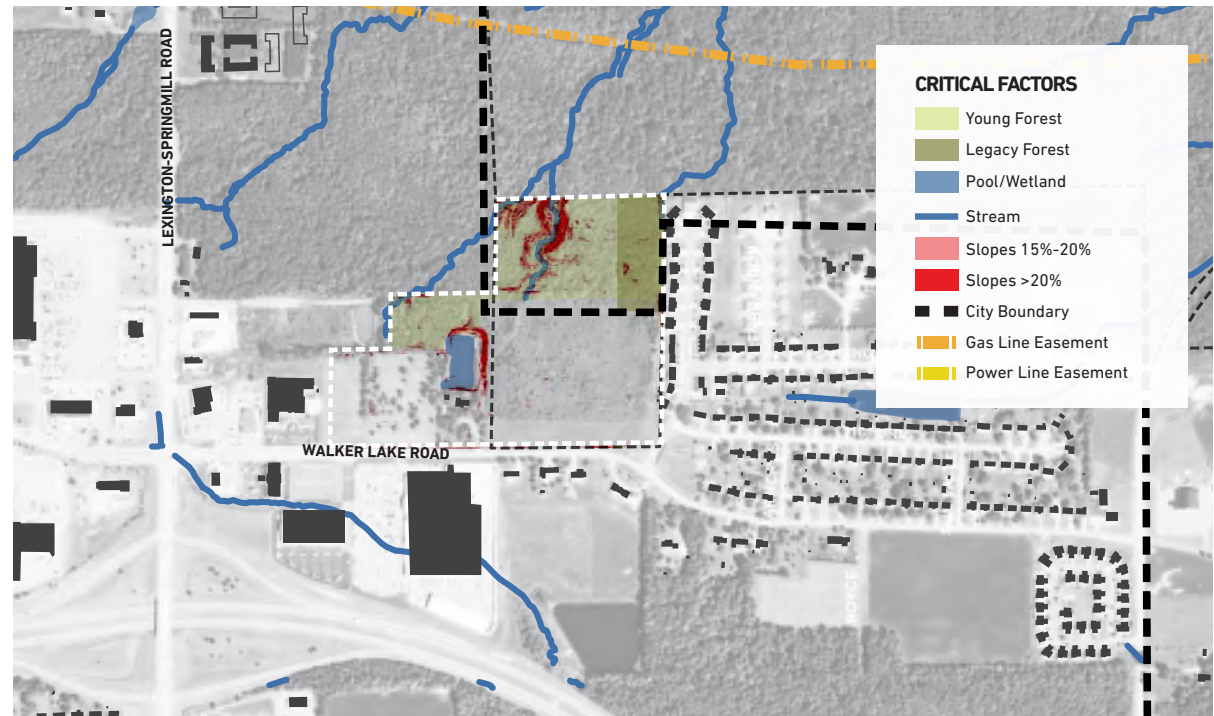
Site Four is located along Walker Lake Road, just west of the existing residential neighborhood.

Advantages to CBD Town Center development on Site Four include:

- Generally flat topography;
- OSU is one of two owners, and the other parcel is currently for sale;
- Frontage along Walker Lake Road; and,
- Trail connection opportunities to campus.

Constraints to CBD Town Center development on Site Four include:

- City of Ontario and City of Mansfield jurisdictional boundaries divide the site;
- Direct adjacency to existing low-density residential neighborhood;
- Lack of frontage or visibility along Lexington-Springmill Road, the prime corridor/connection to US30 interchange; and,
- Adjacent road frontage already developed in multiple formats (big box, single family residential, etc.) thus diluting the desired Town Center brand and character.



SITE FOUR DEVELOPMENT CONSIDERATIONS

SITE FOUR SCENARIO

A potential town center scenario for Site Four is illustrated to the right. In this approximately 55 acre concept, higher-density residential is introduced adjacent to the existing residential neighborhood and along the northern edge of the site. Retail and office uses are located west of the residential, along with a civic anchor.

Although this site does include frontage along Walker Lake Road, additional connections would be needed for a successful development, particularly to Lexington-Springmill Road, to the campus and to the existing Buckeye Village Apartments to the north. Extension of the existing (unnamed) access road would be a primary east-west access to the site.

This concept shows the creation of an east-west commercial “main street” but it results in surface lots along Walker Lake Road. This site could be rotated 90 degrees to run north south and screen parking from Walker-Lake Road. Because this site is relatively small, there are opportunities to combine development concepts for this site and other adjacent, potential sites.



SITE FOUR CBD TOWN CENTER DEVELOPMENT SCENARIO

SECTION 6: EXAMPLE SITE CONCEPT

CBD Town Center Example Site & Concept

EXAMPLE SITE

Based upon the existing conditions analysis and the site analysis exercise, Sites Three and Four were selected to serve as an example site for the development of the Campus Business District Town Center (CBD Town Center). Advantages to CBD Town Center development on this combined site include:

- Direct adjacency to Buckeye Village Apartments;
- Opportunities for direct trail and road connections to campus;
- Frontage along both Lexington-Springmill Road and Walker Lake Road;
- Access to two regional streets; Larger acreage to create both a town center and adjacent supportive and connected residential development;
- Does not require pedestrians/students to cross Lexington-Springmill Road;
- Does not require a lift station for utilities;
- Closest possible freeway access; and,
- OSU owns a portion of Site Four.

Constraints to CBD Town Center development on the example site include:

- Site Three includes significant natural features including a stream, slopes, and existing trees;
- Site Three includes a gas line through the property;

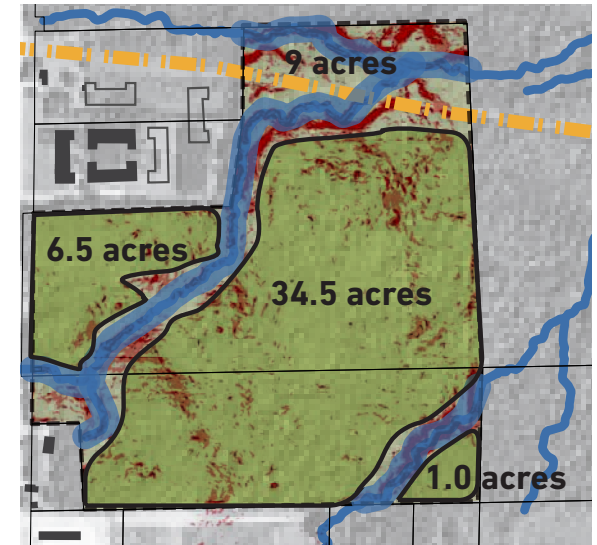
- Existing residential neighborhood within close proximity;
- Site Four is split between the City of Ontario and the City of Mansfield; and,
- Significant portions of the property are under private ownership, so partnership or site acquisition would be required.

Control of the Site

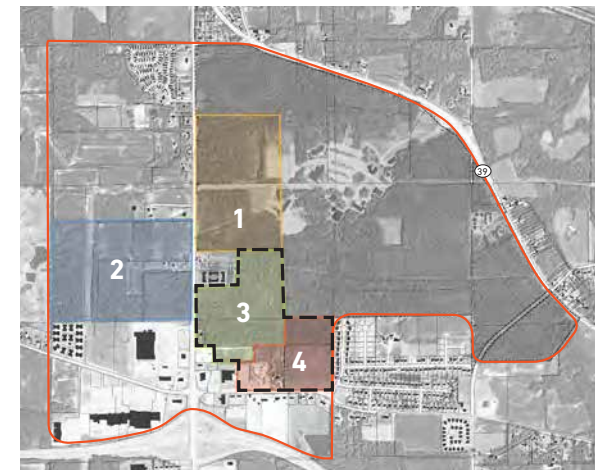
One of the most important considerations for the selected site is the need to purchase the property. The Ohio State University currently owns the western portion of Site Four. OSU does not own the eastern portion of Site Four or any portion of Site Three. At the time of this plan, Site Three is for sale. Acquiring control of a site or developing partnerships with the landowners for a CBD Town Center is required in order for the concept to be developed. If this cannot be accomplished, then other sites, like Site One, should be considered where site control can be achieved.

Additional Site Considerations

The Site Analysis section evaluated the opportunities and constraints of each of the sites. Based on these analyses, the natural features of Site Three present more constraints to development than Site Four. While Site Three is 55 total acres, it contains only 42 acres of developable area. If the property were to be purchased, net developable area is pertinent to determine an appropriate purchase price. Further, sanitary sewer must be extended through OSU-M, a substantial cost.



THE DEVELOPABLE AREA OF SITE THREE IS ONLY 42 OUT OF 55 TOTAL ACRES



CBD TOWN CENTER SITE CONCEPT COMBINES SITES 3 AND 4



CBD TOWN CENTER CONCEPT

The CBD Town Center Site Design builds on the foundation of the initial Site Concepts (pages 39 and 41) and incorporates the Market Strategy Development Program (page 26).

This site layout relies on a primary boulevard that connects Lexington-Springmill Road east-west through the CBD Town Center. The boulevard culminates in a public greenspace/plaza - the "Town Green" - in front of a civic anchor that may also include private office uses. Retail uses are located along the boulevard and include mixed-use buildings and junior anchor stores. Residential and office uses fill the upper stories of the mixed-use buildings.

New public road connections, streets "C" and "D," are incorporated from Walker Lake Road and Lexington-Springmill Road. These connections fully integrate the development into the existing street network. "Street A" connects the CBD Town Center and OSU-M/NCSC campus, creating a direct connection via the planned new campus entrance.

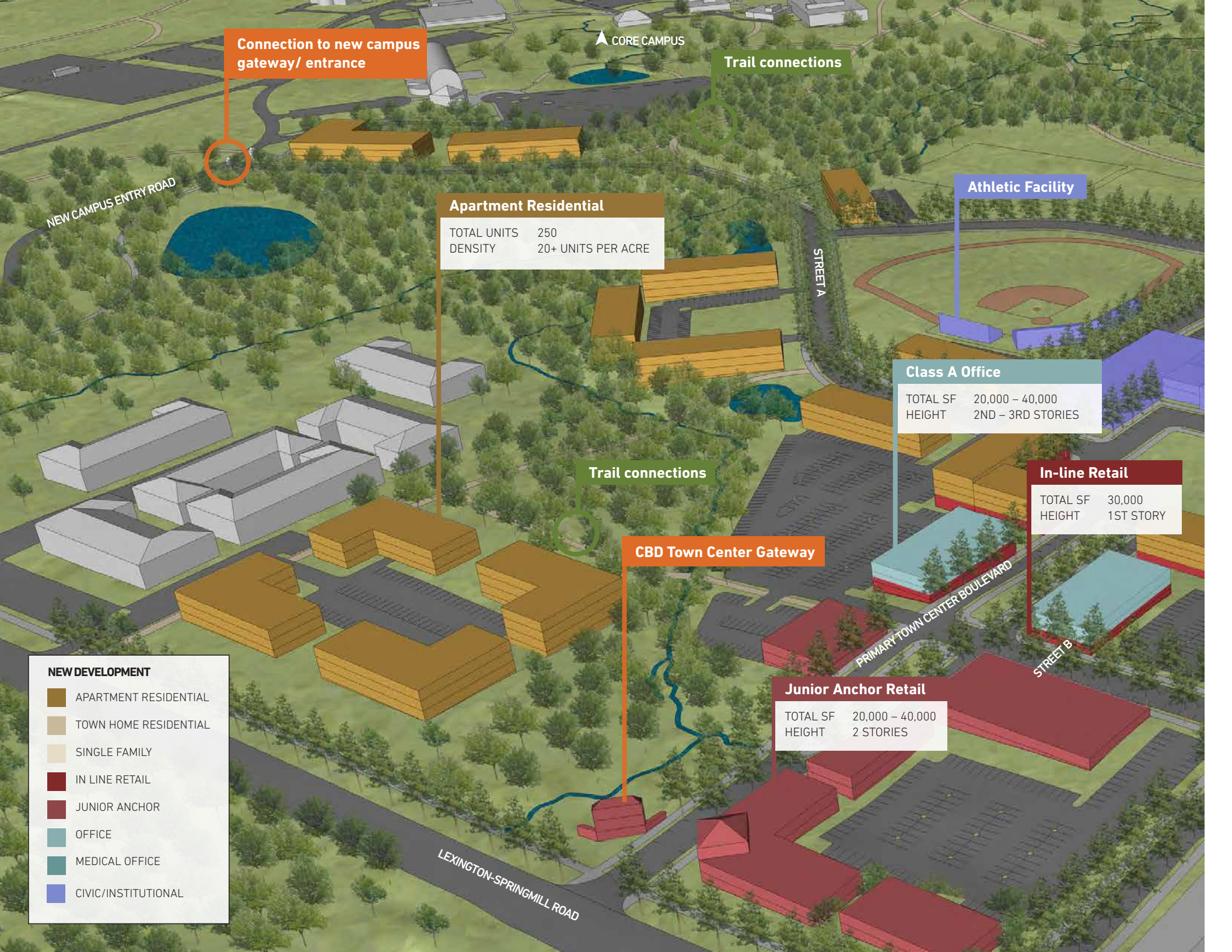
Townhomes are located along "Street B," supporting the town center and providing a transition from the higher density core to the lower-density development on the outskirts. This site layout also provides new small lot single-family residential development that connects with the town center, addresses market need, and helps with the development transition. Townhomes are also introduced along Street A.

Apartments are shown adjacent to Buckeye Village Apartments, along Lexington-Springmill Road. These apartments could instead be retail that is integrated into the town center to create a stronger presence along this frontage.

Trail connections and sidewalks ensure strong pedestrian connection within the Town Center and to campus, student housing, and the adjacent neighborhoods.

This site plan includes a potential fire station (though it uses valuable frontage) and sports fields.

The following section explores these different elements in more detail, discussing recommendations that are applicable to the example site layout, or in any other site design.



Connection to new campus gateway/ entrance

▲ CORE CAMPUS

Trail connections

NEW CAMPUS ENTRY ROAD

Apartment Residential

TOTAL UNITS	250
DENSITY	20+ UNITS PER ACRE

Athletic Facility

Class A Office

TOTAL SF	20,000 – 40,000
HEIGHT	2ND – 3RD STORIES

In-line Retail

TOTAL SF	30,000
HEIGHT	1ST STORY

Trail connections

CBD Town Center Gateway

PRIMARY TOWN CENTER BOULEVARD

STREET B

Junior Anchor Retail

TOTAL SF	20,000 – 40,000
HEIGHT	2 STORIES

NEW DEVELOPMENT

- APARTMENT RESIDENTIAL
- TOWN HOME RESIDENTIAL
- SINGLE FAMILY
- IN LINE RETAIL
- JUNIOR ANCHOR
- OFFICE
- MEDICAL OFFICE
- CIVIC/INSTITUTIONAL

LEXINGTON-SPRINGMILL ROAD

Trail connections

Civic Anchor and Town Center Square

POTENTIAL USES
ONTARIO CITY HALL
ATHLETIC FACILITY/YMCA
RECREATION CENTER
HEALTH CARE FACILITY

Medical Office

TOTAL SF 60,000 – 90,000
HEIGHT 2 – 3 STORIES

Single-Family Residential

TOTAL UNITS 137
DENSITY 4 – 6 UNITS PER ACRE

Townhome Residential

TOTAL UNITS 120
DENSITY 7 – 9 UNITS PER ACRE

Fire Station

VALUABLE
WALKER ROAD
FRONTAGE COULD
BE ADDITIONAL
TOWN CENTER IF
NO FIRE STATION
PROGRAM

WALKER LAKE ROAD

STREET C

STREET D

SECTION 6: EXAMPLE SITE CONCEPT

View of Town Center Looking East



View of Town Square Looking North



SECTION 6: EXAMPLE SITE CONCEPT

Concept Components

RETAIL/COMMERCIAL

Two types of retail are identified for the CBD Town Center—junior anchor stores and in-line retail. The market strategy identified the opportunity for new retail that provides a more appealing shopping experience than currently exists in the area, giving patrons the opportunity to not only stroll by shops and purchase the items they may be looking for, but also to grab dinner or experience other events at the town center. This creates a park-once and window shopping environment where people meet each other serendipitously along the sidewalk.

Junior anchor stores are located close to Lexington-Springmill Road, with a gateway building featured at the CBD Town Center entrance. Junior anchor stores will occupy more space than in-line retail and will help draw people into the development. The concept includes 20,000 to 40,000 square feet of junior anchor retail.

In-line retail occupies the first floor of the mixed-use buildings along the walkable boulevard and around the Town Square. These shops could provide mid- to higher-end products identified in the Market Analysis and Strategy. The concept shows 30,000 square feet of in-line retail.

Junior anchor stores and strategic in-line retail stores include national retailers at rates high enough to subsidise rental rates for local and independent retail opportunities.

JUNIOR ANCHOR	
Market Demand	20,000 - 40,000 sq ft
Height	2 stories
Price/Rate	TBD
JUNIOR ANCHOR shown on plan:	20,000 - 40,000 sq ft

IN-LINE RETAIL	
Market Demand	30,000 sq ft
Height	1 ST story
Price/Rate	\$25+ per square foot (chain)
IN-LINE RETAIL shown on plan:	30,000 sq ft



JUNIOR ANCHOR STORES IN FEATURE LOCATIONS



IN-LINE RETAIL SHOPPING EXPERIENCE

Civic/Institutional

CIVIC/INSTITUTIONAL

Several civic and institutional elements are featured in the CBD Town Center Site Concept. Civic uses greatly enhance a town center development. In addition to serving as anchors that draw people and activity to the center, they make it feel less like a private development and more like a true community space for all.

The key is to integrate civic uses into the Town Center so that they contribute to the activity and walkability. To that end, buildings should be located close to the sidewalk, with front doors along the street and parking areas behind the building.

A civic building serves as focal point for the CBD Town Center. There are several potential uses for this building including a library or a new City of Ontario City Hall. This building could also incorporate a recreation component, such as a YMCA, or a health care facility. Incorporating an anchor that provides community-oriented services will strengthen the role of the CBD Town Center as a community hub within the region.

A civic plaza space—Town Center Square—lies central to the CBD Town Center and serves both as an amenity to the community and as an organizational greenspace to the concept design. It is discussed further on Page 52.

Recreational fields including a baseball diamond are shown near the civic anchor building. These recreational fields can serve the campus and the community, drawing people to the town center. If not desired, this space can be adapted for other

POTENTIAL CIVIC/INSTITUTIONAL COMPONENTS

GREAT FOR TOWN CENTER

- Plaza
- Ontario City Hall
- Athletic Facility/YMCA/Recreation Center
- Health Care Facility
- Library

PERIPHERAL

- Other Active Sports Fields
- Fire Station

uses or the fields moved east to connect more closely to campus. Additionally, more land to the east may be added for increased acreage of recreational fields based on local demand or, for example, minimum sizes needed to attract tournaments. Note any development further east would require significant grading.

A new fire station is shown along Walker Lake Road. This use was requested by the Client. This location allows for easy access into and out of the station without having to interfere with areas of heavy pedestrian traffic. Ideally however, this frontage would include additional town center retail uses that extend the Town Center visibility to Walker Lake Road.



CIVIC USE AS PRIMARY ANCHOR FOR TOWN CENTER



CIVIC USE EXAMPLES

SECTION 6: EXAMPLE SITE CONCEPT

Concept Components

RESIDENTIAL USES

The Site Concept includes a mix of residential uses. This variety provides target housing opportunities identified by the Market Strategy. The concept introduces the higher-quality housing options in a walkable area desired by students, young professionals and retirees. Architecture, design, materials, and landscape must be high-quality to reflect the Town Center brand and market and will set a new standard for the region (see Development Standards in Section 7).

The Example Site Concept includes:

- Market Rate Apartments
- Townhomes
- Single Family Homes



HIGHER-DENSITY SINGLE FAMILY HOME EXAMPLE

Single Family Homes

Higher-density single family homes are introduced adjacent to the existing residential neighborhood on Walker Lake Road. These are homes with smaller lot sizes arranged into a more compact neighborhood. The units could be served by an alley system, placing garages behind the homes and decreasing the number of curb-cuts. These homes would be on a grid of connected streets (no cul-de-sacs) and have their own green. Multiple connections are shown between the neighborhood and the CBD Town Center.

The Development Strategy recommends approximately 150 units at a density of 4-6 units per acre with a price point between \$202,500 and \$247,000. The Site Concept shows 137 units. The units per acre in the table below contain averages that include 120 townhome units, with a total land area of 30 –35 acres and a density of 7 – 9 units per acre.



TOWNHOMES EXAMPLE

Townhomes

Townhomes are located along the new public street A between the CBD Town Center and the campus, as well as along extended public street B, parallel to and south of the main boulevard. These units would be within walking distance of both the campus and the amenities within the CBD Town Center. These units could be either for-sale or rental, and would provide the type of higher-quality rental product that could be desirable to healthcare and professional service employees is indicated by the market study and strategy. Approximately 120 townhomes are shown in the concept, with an average of 20 attached units per structure.

SINGLE FAMILY / TOWNHOMES	
Market Demand (townhomes)	150 units
Density	7 - 9 units per acre
Land Needed	30 - 35 acres
Unit Type & Size	2 bedroom - 1,500 sq ft 3 bedroom - 1,900 sq ft
Price/Rate	2 bedroom - \$202,500 3 bedroom - \$247,000
HIGHER DENSITY SINGLE FAMILY shown on plan:	137 UNITS
TOWNHOMES shown on plan:	120 UNITS

Apartments

Market Rate Apartments are located adjacent to the existing Buckeye Village Apartments and as upper-story uses for the mixed-use buildings. Proposed unit sizes range from 750 square feet to 1,250 square feet, with price points from \$750 to \$1,250.

MARKET RATE APARTMENTS	
Market Demand	250 units
Density	20+ units per acre
Land Needed	12.5 acres
Unit Type & Size	1 bedroom - 725 sq ft
	2 bedroom - 1,000 sq ft
	3 bedroom - 1,250 sq ft
Price/Rate	1 bedroom - \$750
	2 bedroom - \$1,000
	3 bedroom - \$1,200
MARKET RATE APARTMENTS shown on plan:	200 UNITS



APARTMENTS EXAMPLE

OFFICE USES

The Site Concept addresses the market strategy by showing Class A office and medical office. The Class A office is located on the upper stories of the mixed use buildings along the boulevard and around the Town Square, and the medical office as a component of the civic anchor building.

Office uses in the CBD Town Center will activate the town center during work days/hours. These new office spaces create opportunities for regional businesses to be located in an area that provides walkable amenities and residential opportunities for their employees. The proximity of offices to campus may also foster collaboration efforts between businesses and the college/university's faculty and students.



FREE STANDING OFFICE EXAMPLE

MEDICAL OFFICE	
Market Demand	60,000 - 90,000 sq ft
Height	2 -3 stories
Price/Rate	\$14+ per square foot
MEDICAL OFFICE shown on plan:	86,000 sq ft

CLASS A OFFICE	
Market Demand	20,000 - 40,000 sq ft
Height	2 -3 stories
Price/Rate	\$14+ per square foot
CLASS A OFFICE shown on plan:	24,000 sq ft



OFFICE IN MIXED-USE BUILDINGS EXAMPLE

SECTION 6: EXAMPLE SITE CONCEPT

Organizing Greenspace

TOWN CENTER SQUARE

The civic plaza—Town Center Square—functions both as an amenity to the community and as an organizational greenspace to the CBD Town Center Site Design. The Town Square is an approximately one-acre site situated in the center of the primary buildings of the Site Concept. The Town Square is surrounded by the civic anchor, in-line retail, office and residential uses. The following photos diagram potential Town Square design and benchmark examples.

As mentioned, the civic plaza is key to making the Town Center feel less like a private development and more like a true community space for all. The plaza becomes the heart of the development. A successful center greenspace will be designed to host family events, concerts on the green, festivals, holiday events/tree lighting, art shows, race/run starts and finishes, etc. When needed, portions of the street in front of the civic building could be closed off for these events.

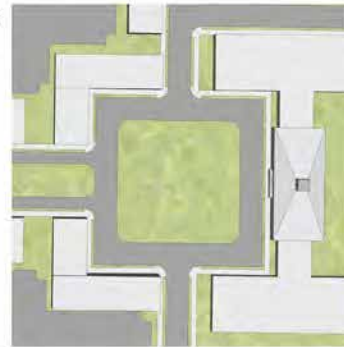
To ensure the success of the square itself—and the success of surrounding retail—the space must be programmed with such events as mentioned. And it must not be too large. At close to one acre, the Town Center would shape the retail environment optimally and could hold events in the following configurations.

1 acre fits

- 4,500 to 5,000 people standing
- 3,000 to 3,500 people with seating
- 2,000 to 2,500 people on blankets

Example Site
Town Center
Square

± 1 acre



Mount Vernon

± 1 acre



Medina

± 2.25 acres



Mansfield

± 2 acres



CBD TOWN CENTER ORGANIZING GREENSPACE—TOWN CENTER SQUARE AND COMPARATIVE BENCHMARKS



CIVIC PLAZA EXAMPLES



SECTION 7: IMPLEMENTATION

Overview

The following section provides recommended actions for implementing and achieving a Campus Business District Town Center development. It is organized by the following topics:

- Site Control
- Utility Extension/Site Preparation
- Probable Cost
- Infrastructure Funding
- Phasing
- Site Planning Options
- Development Controls

SITE CONTROL

Site control refers to the land owners' rights to develop a property. Development cannot occur without the willingness and agreement of the land owner(s). Options for controlling the CBD Town Center site include:

- **Purchase the land** through CIC or other similar entity (preferred option);
- Work with land owners as partners to the development; and/or,
- Encourage developer(s) to acquire the site.

The plan recommends the Ontario Growth Corporation (CIC) purchase the land. This provides the most flexibility and would allow for the Ontario Growth Corporation to establish development standards, work with the cities to extend needed infrastructure, develop an improvement funding



CURRENT SITE OWNERSHIP

NOTE: THE PLAN RECOMMENDS GAINING SITE CONTROL OF ALL LAND THROUGH PURCHASE OR PARTNERSHIP AND IMPLEMENTATION OF DEVELOPMENT CONTROLS PRIOR TO ANY PHASE OF CBD TOWN CENTER DEVELOPMENT

and incentives package, issue a developer RFP, and guide the development to ensure it meets the greater community objectives.

The goal is to make the development process attractive. The more entities a prospective developer must negotiate with in order to secure basic site control, the less attractive the project - particularly in this market. The second and third options increase risk and exposure to the developer and will likely dissuade them from investing in a CBD Town Center.

This recommendation may necessitate the Leadership Group to consider alternate sites—currently under ownership or easier to acquire—in order to ensure site control for the CBD Town Center.

SECTION 7: IMPLEMENTATION

Utility Extension/Site Preparation

The following utilities would need to be extended to the site to make the CBD Town Center development possible.

- Centralized Water
- Centralized Sewer
- Stormwater
- Fiber
- Roads
- Town Square and Trails

Centralized Water

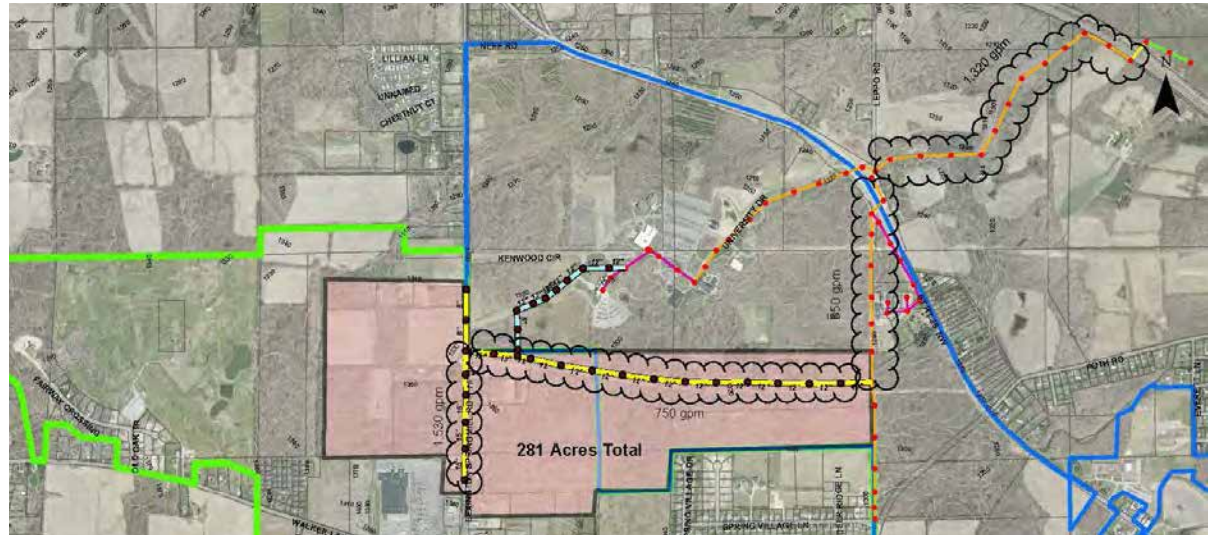
Site analysis should be conducted to finalize centralized water connection options. It appears that water can be extended from the City of Ontario.

Centralized Sewer

Sanitary sewer service must be provided by the extension of the City of Mansfield system. The preferred connection option is highlighted in yellow on the corresponding map. While sanitary service could be extended from the south, it would require a lift station and does not have the capacity for any substantial development.

Stormwater

Because of the topography and substantial proposed development, stormwater will need to be calculated and addressed as the area is developed – both quantity and quality. Once the first phase is identified it would be prudent to consider an overall stormwater management plan for the entire CBD Town Center and related development.



SEWER EXTENSION PREFERRED OPTION

SOURCE: OSU-MANSFIELD/LEXINGTON-SPRINGMILL REGIONAL SANITARY SERVICE AREA ANALYSIS, FEBRUARY 2014, APPENDIX H

Fiber

With increasing demand for internet speed and capacity, fiber-optic connectivity is highly favored by new development. If the university has any capacity to provide this connection in the CBTDC site, especially the Core Phase, it is highly recommended.

Streets

New streets are fundamental to the CBD Town Center development concept. These streets ensure walkability and connectivity for the CBD Town Center and surrounding residential neighborhoods. These streets are tree-lined with wide sidewalks, decoartive street lights, and have on-street parking in places. These are essential components. New roads in the plan include:

- Core Phase: Signature boulevard through CBD Town Center core, branching east from Lexington-Springmill Road.
- Residential Phase: Connected grid of residential roads surrounding a neighborhood park with two access points to Walker Road & Town Center.
- Connecting street south of the CBD Town Center branching east from Lexington-Springmill Road to the neighborhood constructed in phase two.

Town Square and Trails

The Town Square is essential to the plan. This is a high-quality, flexible public space. In addition the entire development will be internally connected with trails as well as trail connections to the campus and surrounding areas.

Probable Cost

Because of all of the new infrastructure required to successfully achieve a Town Center, it is important to understand the magnitude of investment so that a capital improvements and funding plan can be developed. Many improvements like new streets and streetscape, trail connections, and main water and sewer line extensions will be public – either built publicly or built privately and dedicated to the public. Often this level of infrastructure is extended publicly as part of a development agreement where taxes or other funds are captured from the new development (the extent to which is committed to by the developer) to pay back bonds for the new infrastructure.

To assist in this process, an order of magnitude cost analysis has been prepared for the CBD Town Center development as highlighted in the preferred plan. These are planning level costs only.

For precise phasing and implementation, further analysis of costs and market are recommended. This table highlights preliminary cost analyses for the traditionally public infrastructure portion of the CBD Town Center based on the market strategy.

According to this analysis, between \$23-30 million in public infrastructure will be required to achieve this vision (in 2016 dollars). This level of public infrastructure investment is expected to leverage \$230 million in private development if the full market potential of the vision is realized.

Campus Business District Town Center Framework Plan

10/12/2016

ALL COSTS APPROXIMATE

Generalized Estimate of Costs: Public Infrastructure*

TYPE	FULL PLAN	TOTALS
Public Infrastructure		
ROADWAYS		
Roadway (LF)	19,300	
Roadway (SF)	772,000	
Roadway Unit Cost (\$)	\$250 to \$315	
Alley (LF)	2,885	
Roadway (SF)	57,700	
Roadway Unit Cost (\$)	\$250 to \$315	
Total Roadway Cost (\$) (includes lighting, does not include parking aisles)		\$5,546,000 to \$6,988,000
STREETSCAPE		
Streetscape (LF)	19,300	
Streetscape Unit Cost (\$) (75' ROW)	\$300 to \$375	
Total Streetscape Cost (\$)		\$5,790,000 to \$7,237,500
UTILITY AND ROADWAY STORMWATER		
Sanitary Sewer	\$1,816,700 to \$2,270,900	
Water Service	\$3,633,300 to \$4,541,600	
Electrical & Comm Service	\$2,270,800 to \$2,838,500	
Gas Service	\$190,800 to \$238,500	
Stormwater Lines & Structures	\$2,270,800 to \$2,838,500	
Total Utility and Roadway Stormwater Cost (\$)		\$10,182,400 to \$12,728,000
PARKS AND GREENSPACE		
Urban Park SF	76,600	
Urban Park Cost per SF	\$23 to \$28.75	
Total Urban Park Cost	\$1,761,800 to \$2,202,250	
Trails LF (15' width)	7,240	
Trails Unit Cost (LF)	\$20 to \$25	
Trails Total	\$144,800 to \$181,000	
Total Parks and Greenspace Cost (\$)		\$1,906,600 to 2,383,250
Total Public Infrastructure Cost (\$)		\$23,425,250 to \$29,337,000

*Note that all costs are in 2016 dollars

SECTION 7: IMPLEMENTATION

Infrastructure Funding

As the order of magnitude Probable Cost demonstrates, the Town Center represents a substantial public infrastructure investment to attract the desired private development. To accomplish such a multifaceted development often requires a complex, layered revenue-generation and funding approach composed of tools that raise or redirect revenues from the new development, municipal and county capital improvement programs, and grant/loan programs.

There are a number of grant, loan, and infrastructure assistance programs at the national, state, and regional level, but they are competitive and success often depends on a well-reasoned, community supported project. Often the request needs to be specific and related to a particular infrastructure component that supports economic development and/or greater community development goals. This Campus Business District Town Center Framework Plan establishes a vision for pursuing these funding avenues.

Financing Plan Advisor

Because of this complexity and the changing laws related to a number of the programs, it is recommended that the Leadership Group bring in a financing consultant to help craft a detailed funding program. One organization with whom to begin conversations is the CDFA, Council of Development Finance Agencies, a national association located in Columbus, Ohio. The Ohio Development Services Agency is another great resource. It is also worthwhile to continue dialogue with the U.S. Department of Agriculture Rural Development, sponsor of this plan. In

addition, members of the Leadership Group have a better understanding of the local programs, availability, and funding and should continue to explore available mechanisms for achieving the CBD Town Center.

CRA/TIF

Current tools already in place in the study area include a CRA, Community Reinvestment Area, and a TIF, Tax Increment Financing District. According to the Leadership Group, these two areas have co-terminus boundaries as highlighted in the map on page 57. Community Reinvestment Areas are areas of land in which property owners can receive tax incentives for investing in real property improvements. Tax Increment Financing Districts are an economic development mechanism available to local governments in Ohio to finance public infrastructure improvements. They direct a portion of the increased value on land post-development toward infrastructure improvements. It is important for the CBD Town Center that at a minimum the TIF District be extended to cover the properties within the Campus Business District to allow increased property taxes from new development to be directed toward infrastructure improvements that will make the Town Center possible.

Infrastructure Extension Agreement

Again, it is important to note that infrastructure should not be extended into this area (Campus Business District) to facilitate new development until financing mechanisms, development agreements and development standards are in place. It should cover the entirety of the Campus

Business District to preserve the options for the Town Center to be sited where site control can be achieved. Otherwise the ability to achieve a Town Center will be greatly compromised.

Often a Development Agreement is created between land owners and the municipality/ municipalities extending services at substantial public cost. These Development Agreements establish required development targets, types and revenue forecasts in exchange for extension of the needed services, like sanitary sewer service in the case of the Town Center area. In this way, the government entities protect their investment in public infrastructure and guide the desired development. Such a Development Agreement(s) will help ensure that the Town Center Vision is achieved to create a growing and sustainable lifestyle community that attracts and retains talent, increases educational attainment, and promotes economic growth for the region.

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036-00-145-01-000

036-00-144-19-000

036-00-145-15-000

036-00-118-15-000

036-00-318-28-000

036-00-318-000

EXINGTON SPRINGMILL ROAD

WALKER LAKE ROAD

11-10-1987-11

 CAMPUS BOUNDARY CRA/TIF DISTRICT

SECTION 7: IMPLEMENTATION

Project Phasing

A Town Center development is typically built in phases over time. There are several options for phasing the CBD Town Center, but it is critical that the mixed use retail and Town Square portion of the plan be achieved early in the process as this will establish the identity and brand of the development and create the market to achieve the vision established in this plan. It is also important to note that the key utilities and street connections to Lexington-Springmill and the OSU-M/NCSC campus need to occur earlier in the phasing.

IMPORTANT NOTE: In no way should sanitary sewer be extended to any subarea without revenue generating agreements and development controls in place for these areas. The preferred plan could be phased as follows:

1. Core Phase

The Core Phase establishes the primary town center environment including the signature boulevard, civic anchor, Town Square, junior anchor retail, in-line retail, office and residential spaces. This phase creates the identity of the CBD Town Center and introduces the development as a regional destination. This phase may be broken down into the following subphases:

1A - Town Center Core

The Town Center Core phase establishes the core CBD Town Center destination, including the boulevard and all central amenities and pedestrian connections together with the Main Street and Town Square retail.

1B - Apartments or Anchor Retail/Office

The initial investment in market rate apartments on Lexington-Springmill Road will generate revenue to leverage the streetscape investment and overall development quality of the Town

Core Phase

CIVIC ANCHOR	TBD SF
MEDICAL OFFICE	86,000 SF
IN-LINE RETAIL	30,000 SF
CLASS A OFFICE	24,000 SF
APARTMENTS	250 UNITS



CORE PHASE

1A

TOWN CENTER CORE



1A

1B

MARKET RATE
APARTMENTS OR
ANCHOR RETAIL/
OFFICE



1B

1C

ADDITIONAL
APARTMENTS



1C

1D

ATHLETIC FACILITIES



1D

Center phase. Alternatively, retail or office uses may be considered in this prime frontage location. With Subarea 1A occurring first, the Town Center Core subarea can set the tone and allow the market to help determine what should occur on Subarea 1B. In either case, strong pedestrian connections across the natural ravine/stream area are essential to making this physically part of the Town Center.

1C - Additional Apartments

Subarea 1C builds the street connection between the Town Center core and the OSU-M/ NCSC campus. Additional apartments and/or townhomes strengthen the connection and activity between the campus and the CBD Town Center.

1D - Athletic Facilities

Captured development revenues from the above subareas in the Town Center make further investment in pedestrian and recreational amenities possible. As mentioned previously, this could take the form of needed campus/community recreation fields or additional complementary development.

2. Single Family Phase

The Single Family Phase establishes the higher-density, walkable neighborhood adjacent to the core CBD Town Center. This neighborhood provides housing that appeals to target markets, increases customer base for the new businesses, and helps the CBD Town Center fit into the context of its surroundings. This could occur as Phase 2 or 3. Revenues from this development must be linked to help support and offset the Town Center infrastructure development.

Single Family Phase

TOTAL UNITS	211
DENSITY PER ACRE	4 – 6
LAND AREA, ACRE	20 – 25



SINGLE FAMILY PHASE

Townhome Phase

TOTAL UNITS	120
UNIT TYPE/SIZE	2BR, 1,500 SF
	3BR, 1,900 SF



TOWNHOME PHASE

3. Townhome Phase

The Townhome Phase introduces a new housing product into the market and connects the CBD Town Center to its residential components with a new street. This phase will support the walkability of the CBD Town Center, offer housing options in

demand from target markets, and further increase the customer support for CBD Town Center businesses.

SECTION 7: IMPLEMENTATION



PHASE 1: CORE PHASE—ESTABLISH CBD TOWN CENTER IDENTITY
PHASE 2: SINGLE FAMILY PHASE—DEVELOP IN CONTEXT
PHASE 3: TOWNHOME PHASE—INCREASE USERS AND WALKABILITY

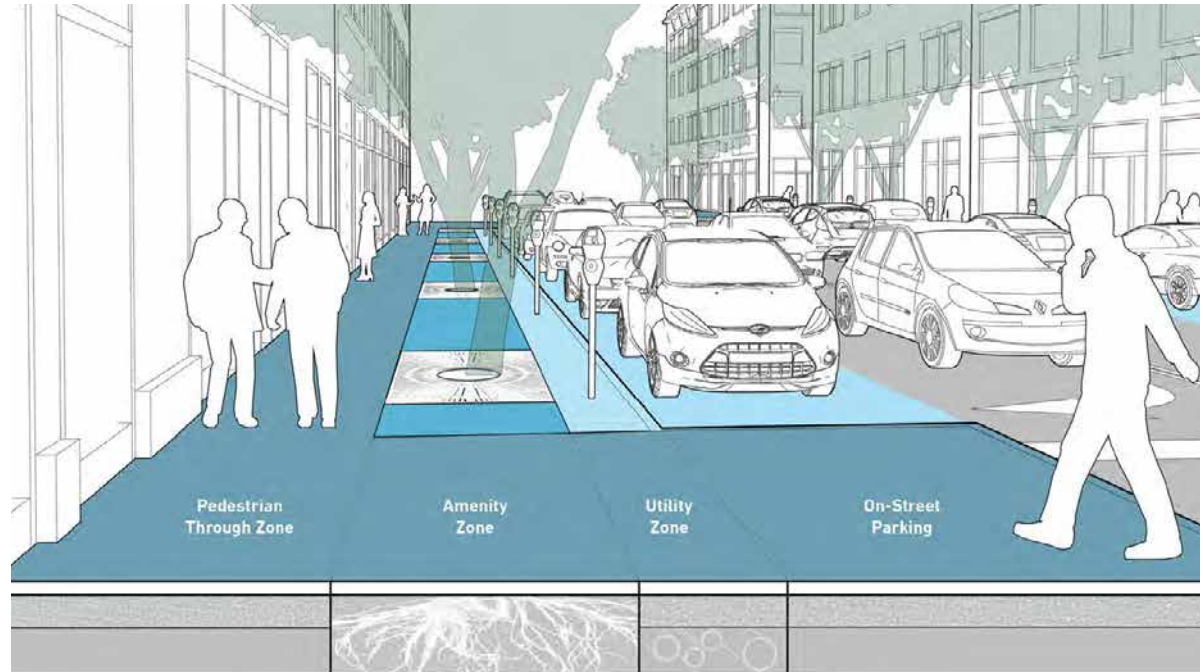
Development Control

The entire Market Strategy and development success for the Town Center is based upon the assumption that a new, high-quality mixed use environment is created that is interconnected, walkable, and designed with New Urbanist Principles. Absent this coherent development pattern and form, it is highly unlikely that the market potential can be achieved. Creating such a Town Center takes discipline across time and the best form of discipline is a single-dedicated owner/developer with strong development controls on the land.

To ensure the development matches the CBD Town Center concept, development controls should be put in place for all of the land that will be part of the town center. These could take the form of a development plan or an overlay zoning district.

Development Plan

If the site is controlled by a single, friendly entity (like the Ontario Growth Corp), the most effective control would be a development plan. This is a set of development requirements and standards that establish the quality and character of everything from the streets and streetscapes to the building architecture, materials, and signs. This development plan can be attached to the land with review by the developer/owner, or it could be adopted as a Planned Development text by the jurisdictions at the request of the land owner. Even if the CBD Town Center is not under single control, working with the land owners to adopt a Planned Development zoning is advised.



FORM BASED CONTROLS ENSURE DEVELOPMENT TAKES DESIRED QUALITY AND FORM WITH FOCUS ON PUBLIC REALM

Overlay Zoning

For sites not under control by a single entity, an overlay zoning is a way to enforce character and design. An overlay zoning district establishes an additional set of development standards above and beyond the existing zoning districts. Overlay Zoning can be adopted by City Council without land-owner consent. Typically however, overlay zoning allows for more development intensity (a boon for the land owner) in exchange for development standards, so land owners are willing partners. That is what would be proposed here. The level of development shown in this CBD Town Center Plan is much greater that would otherwise be possible under the existing zoning.

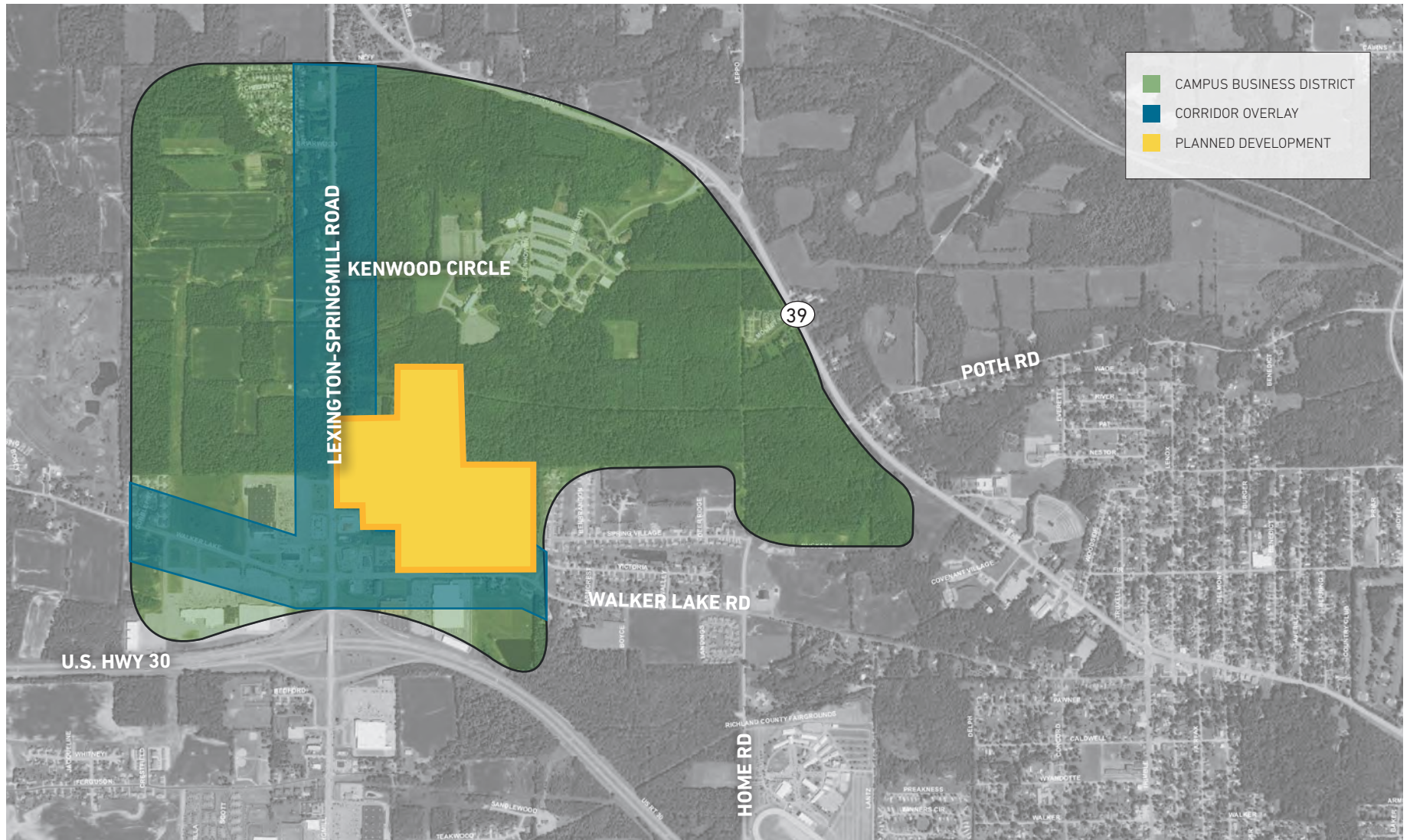
It is advised that a CBD Town Center Zoning Overlay be adopted along Lexington-Springmill Road (and possibly Walker Lake Road) to ensure that any new corridor development is compatible with the proposed Town Center. Samples of Overlay Zoning have been provided to the Client for reference.

Form Based Controls Overlay Zoning Option

Form-based codes create a predictable public realm by controlling physical form—with a lesser focus on land usage—through city regulations. This can be implemented for a CBD Town Center in the form of zoning overlay(s) with form based controls.

SECTION 7: IMPLEMENTATION

Potential Zoning Areas



POTENTIAL ZONING AREAS (AS DISCUSSED ON PAGE 61)