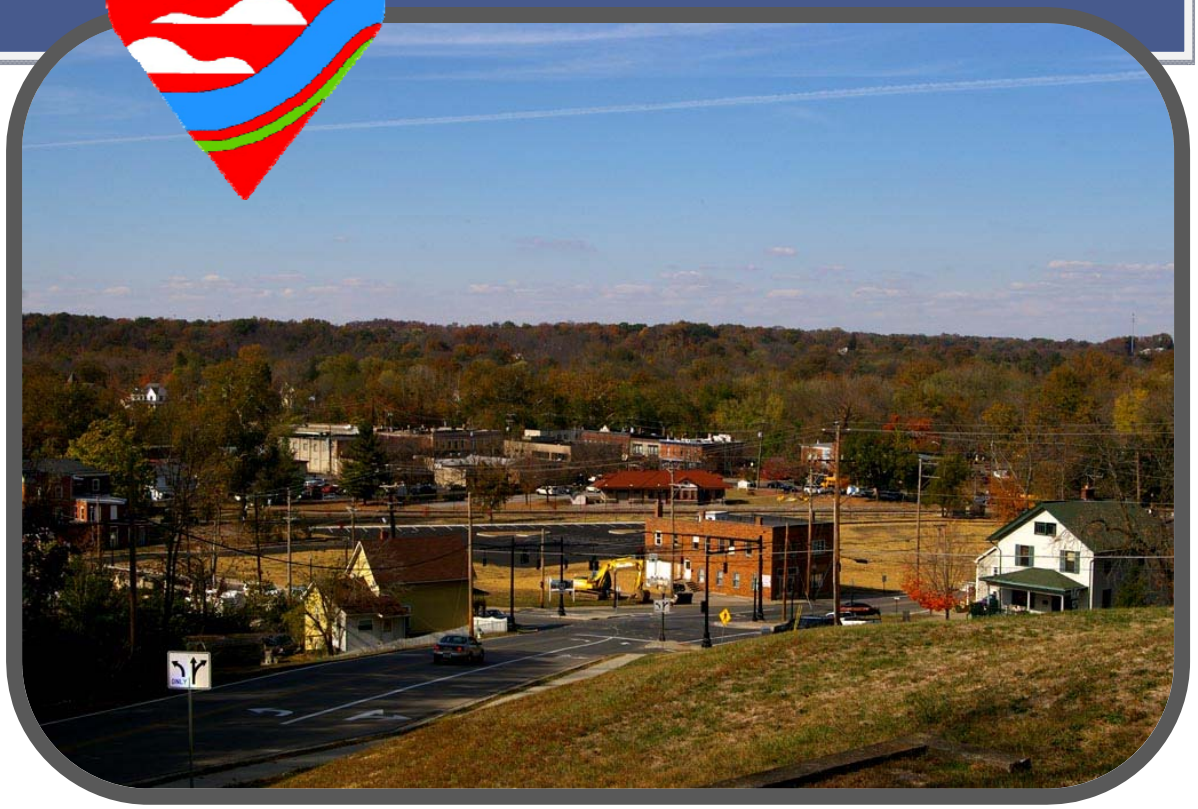
Loveland Redevelopment Initiative

Phase One Report



presented by

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February 8, 2011

Executive Summary

Resurgence Group, a consulting firm specializing in urban and brownfield redevelopment, lead a team of professionals that researched and studied Loveland in order to determine where the most viable opportunities for possible redevelopment or repurposing were located. This report reflects the results of that process.

In 2011 the City of Loveland finds itself uniquely qualified to excel as one of the most promising communities in the Greater Cincinnati Area. In spite of numerous challenges, the intrinsic qualities that define this small historic town could conceivably elevate Loveland as a community of choice for commercial and residential development. Local business owners and residents agree that their city has much to offer. The majority of those asked feel that Loveland is ready to take the next steps towards establishing Loveland as a popular spot to live, work and play – a virtual **City in the Country.**

Since the real estate market began its decline several years ago property values in our area have plummeted. Development projects have been abandoned or delayed and office and retail space is experiencing the highest vacancy rates in decades. Yet despite the many compelling reasons to forego project start-ups, real estate development activity in the Cincinnati area is still visible. The message: quality locations with an accompanying impetus to invest continue to motivate developers. Therefore,

> Does Loveland have the ability to compete for the limited number of hand-picked projects that are on the horizon?
>
> or. . .
>
> Does Loveland have the correct mix of elements for developers to commit to Loveland as a concentration of development projects?

Developers and investors who are venturing in to new projects are meticulously scrutinizing every detail of due diligence research before moving on to a formal commitment. During this process, one important consideration is current trends. One of these trends is the return to urban living.

With a new appreciation for the convenience, walkability and architectural character of an urban setting, young professionals and empty nesters lead the way in repopulating

downtown areas. And though Historic Downtown is radically different from what most envision as truly urban, with careful planning and execution it can become a nucleus of activity that offers all the of advantages of urban living with the added benefits of a safe and relaxed environment.

In order to lay the proper foundation that will provide a catalyst for the City of Loveland to embark on the formidable task of transforming its economic base, it is crucial to determine what activities warrant that level of investment in human and financial resources. Over the years, the City has been wise to recognize the importance of controlling certain properties. It is fortunate that two of these properties were chosen as Priority Redevelopment Areas:

> ***Loveland Station***
> As the heart of Loveland, decisions made around this three acre site will determine the future of Loveland.
>
> ***Chestnut Street***
> By dedicating the almost nine acres to commercial development, Loveland stands to create the kind of synergy that will, when coupled with the Loveland Station development, transform Loveland's image and utility.

With all its potential, Loveland can be classified as a genuine "diamond in the rough". The Historic Downtown area is flanked by natural beauty and man-made charm that together create an ideal opportunity for cultivating a residential component that will draw quality business throughout Loveland. The Loveland Madeira Road Corridor has a strong footing in retail and service and numerous areas to enhance and extend its commercial appeal. East Kemper Road/Riverside Drive offers potential to expand Loveland's commercial base or create additional areas for public use. But there is work to be done before attempting to sell Loveland as an enduring location for home and business. Recognizing and cultivating the symbiotic relationship between the three distinct areas of opportunity in Loveland is the first step in arriving at a holistic revitalization philosophy. Supporting the process is the second and most important step. Then the question becomes

> Is Loveland committed to reinventing itself as a mini-metropolis with a sustainable and self-reliant economy?

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Overview

Loveland is a small historic town currently in the throes of reestablishing itself as a viable retail and commercial location and, to a smaller extent, an option for select light industrial. In doing so, it hopes to encourage a new residential base. City leaders believe that revitalization with a focus on property redevelopment is a likely catalyst for attracting both visitors and businesses.

In order to ensure credible strategies for this ambitious project, Resurgence Group (RG) was commissioned by the City of Loveland to analyze and prioritize the redevelopment and repurposing opportunities within specific Areas of Interest: Historic Downtown Loveland, the Loveland Madeira Corridor and the E. Kemper Road/Riverside Drive Corridor. RG formed a team of industry professionals in the fields of real estate, planning, marketing and funding resources who could best determine,

the condition of real estate within the three areas,
their relationship to each other,
and the potential for redevelopment/repurposing in each area.

The goal of the project was to "Create a foundation to market the City of Loveland to developers and end users through real estate redevelopment and funding strategies".

This report represents the first phase of a process that will help to determine an economic development course of action based on the realities of the current market place and how Loveland's assets should be positioned within it. The findings and recommendations are based on individual and collective conclusions gathered from on-site research, past professional studies and community input. The key elements of the adopted approach were:

- holistically-based for developmental balance
- collaboration of "urban minds" accustomed to core challenges
- unconventional ideas

with the intention of

- compiling more knowledge of Loveland's real estate strengths and weaknesses
- minimizing developer/end user concerns
- creating a foundation for a marketing plan that targets business owners and developers

Scope of Work

Working with city staff, team members developed a scope of work the results of which would clarify what specific areas within Loveland warrant the City's immediate attention related to revitalization/redevelopment efforts. It was also necessary to explain why these properties were chosen and how certain recommendations were made as to their "highest and best use".

Objective:
Create a foundation to market the City of Loveland to developers and end users through real estate redevelopment and funding strategies

Areas of Interest:

Loveland-Madeira Road Corridor
Historic Downtown Loveland
E. Kemper Road/Riverside Drive Corridor

Itemized Tasks:

- Assemble and manage team members necessary to accomplish the defined Scope of Work
- Study and analyze previous reports
- Research property within Areas of Interest (parcel sizes/ownership/existing zoning)
- Rate properties within Areas of Interest
- SWOT Analysis (Strengths-Weaknesses-Obstacles-Threats)
- Property Ranking and Classification (Identify Priority Redevelopment Areas)
- Locate possible grants, funding and financing to support Priority Redevelopment Areas
- Identify markets and sub-markets for Priority Redevelopment Areas
- Recommend land use in Priority Redevelopment Areas
- Perform Amenities Gap Analysis
- Design and update Google Map of Priority Redevelopment Areas
- Set up and manage Base Camp Project Management tool

Industry Definitions

To clarify vernacular that may be unfamiliar to some, the following phrases and terminology are defined below.

Areas of Interest

sections or sites in and around Loveland identified as possible opportunities for revitalization and/or redevelopment

Assemblage

combining two or more contiguous or touching parcels into one new parcel

Clean Ohio Fund

restores, protects, and connects Ohio's important natural and urban places by preserving green space and farmland, improving outdoor recreation, and by cleaning up brownfields to encourage redevelopment and revitalize communities.

Clean Ohio Assistance Fund (COAF)/ Clean Ohio Revitalization Fund (CORF)

subsets of the Clean Ohio Fund that provide grant money for various activities, including asbestos surveys, Phase II Environmental Assessments, demolition, removal of contaminated soil and groundwater, and a host of other remediation strategies

Brownfield

real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant

Demographics

information on population and housing characteristics, including such aspects as age, employment, earnings, type of home ownership and housing value

Due Diligence

the process through which a potential acquirer or investor evaluates a target property before committing to purchasing

Flex & Light Industrial

industrial property includes factory, warehouse, light and heavy manufacturing, research and development parks; flex space is industrial space that can easily be converted to office space

Greenfield

areas of land that have not previously been developed such as woodlands, farmlands or fields typically located on an urban fringe

Greyfield
abandoned, obsolete or underutilized properties such as regional shopping malls or strip retail developments

Highest and Best Use
a concept in real estate appraisal stating that the value of a property is directly related to the use of that property; the highest and best use is the reasonably probable use that produces the highest property value

Holistic
considering all factors

Joint Economic Development District (JEDD)
an arrangement in Ohio where one or more municipalities and a township agree to work together to develop township land for commercial or industrial purposes.

Job Ready Sites Program
created by the ODOD and authorized by Ohio's voters under Issue 1 in 2005 to bolster the state's inventory of available facility locations served by utility and transportation infrastructure. Sites improved under the program are kept ready for future business prospects seeking locations for new or expanded operations. The State will sell $150 million in bonds during a seven-year period to fund the availability of these grant awards

Land Banking
a parcel or parcels of land or real estate purchased and held by a governmental jurisdiction, usually for future development

Leakage
a measure of the level of opportunity for new retail product related to that set of stores within a defined trade area

Office
a type of building used exclusively or primarily for office use (business), as opposed to manufacturing, warehousing or other uses. Medical office is included in this category

Market Driven
a result of public need

Ohio Department of Development
works to attract, create, grow, and retain businesses through competitive incentives and meaningful, targeted investments

Ohio Public Works Commission (OPWC)
assists in financing local public infrastructure improvements

Psychographics

the study of a group's characteristics that goes beyond personal data, such as place of residence, and includes more psychological aspects, such as interests and levels of aspiration. The MOSAIC database provides market insight into spending patterns and preferences for subgroups within the trade area

Public/Private Partnership

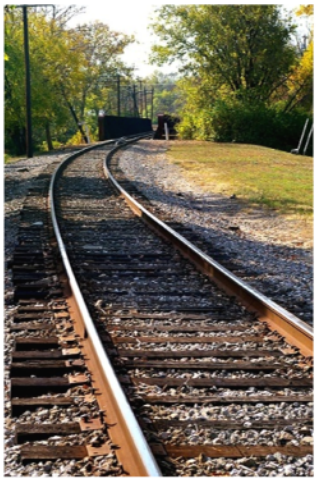
a contractual agreement between a public agency (federal, state or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility

Repurposing

to use or convert for use in another format or product (In real estate this can mean the use of an existing building or parcel for purposes other than originally intended, i.e. shopping center vacancies converted to college classrooms.)

Restaurant

includes fast-food and sit-down establishments



Retail GAP Analysis

estimates retail spending potential for a retail trade area based upon population, income, and consumer spending patterns. Determines the extent which a community is or is not capturing its sales potential

Retail Product Type

property to be used by a retail business for the sale of merchandise or services. For this report, retail demand is focused on smaller, service-oriented retail rather than department store or big box

Retail Sales Surplus

indicates that a community pulls consumers and retail dollars in from outside the trade area, thereby serving as a regional market. When local demand for a specific product is not being met within a trade area, consumers are going elsewhere to shop creating retail leakage

Shovel-Ready Site

a construction site or project that has been readied for immediate use

Sustainable Development

real estate development that "meets the needs of the present without compromising the ability of future generations to meet their own needs"

Urban Redevelopment

taking comprehensive measures in an existing community to identify and remedy problem areas that usually include obsolete or blighted buildings in need of repurposing, razing and/or environmental remediation

Urban Revitalization

making restorative improvements in an existing community that enhance the quality of life for residents and support progressive economic development

Team Bios

At this point it is appropriate to acknowledge the efforts of Gary Vidmar, Assistant City Manager for the City of Loveland. As team leader, his commitment and professionalism has been invaluable to the success of this project. His background in the private sector and his extensive knowledge of construction will continue to add a valuable perspective to Loveland's revitalization efforts.

Resurgence Group

Resurgence Group is a Cincinnati-based real estate consulting firm specializing in urban redevelopment management. They engage both public and private entities in the revitalization of underutilized properties using a systematic approach to resolve ownership, environmental, and funding issues that obstruct redevelopment opportunities.

Since 1973, the founders of Resurgence Group have been intimately involved with every aspect of corporate and commercial real estate development including many environmentally impaired sites known as "brownfields". This unique combination of experience lends an open-minded approach to every project, evaluating and identifying a property's true value and ultimate reuse which creates a functional plan for success that is both logical and uncomplicated.

Past interaction with residents living around our projects helps us to understand the importance of respecting the potential impact of redeveloping even the smallest site. Therefore, regardless of the ultimate end use - residential, retail, industrial or commercial - the redevelopment proposals that Resurgence Group initiate or support will benefit the existing population while attracting the appropriate base of business owners and residents.

Whether a project is a traditional real estate transaction or is exceptionally challenged, Resurgence Group makes certain that all aspects and details are addressed and monitored. They carefully manage the complexities and nuances of regulatory policies, private and public financing, community relations, and political sensitivities.

Our services:

- Real Estate Development/Redevelopment Management
- Brownfield/Greyfield Analysis and Recovery
- Real Estate Project Support
- Corporate Excess Property Disposition Management
- Grant Tracking/Writing
- LEED Consulting

Who we serve:

Governmental Jurisdictions	Community Development Corporations
Developers	Property Owners
Financial institutions	Law Firms
Real Estate Brokers	End Users

Kinzelman Kline Gossman (KKG)

KKG brings architects, landscape architects, certified planners, and economists together to offer creative design, planning, economic and sustainable solutions. They provide multidisciplinary professional services through its offices in Ohio, Kentucky and Indiana. Principal leadership and expertise guide six distinct areas of practice strength:

Urban Design	Private Development
Campus Planning	Healthcare
Parks and Recreation	Transportation

With stewardship of the environment, KKG provides creative and sustainable design, technical expertise and attentive service to a broad range of public and private clients through a multi-disciplinary collaboration and approach.

KKG considers the environmental, financial, and human impacts of design & development decisions. Specialized strategic planning, urban design and economic solutions can set the stage for livable communities and neighborhoods.

Clients:

Public Agencies	Municipalities
Private Developers	Property Managers
Private Estates	Higher Education Institutions

Services:

- Landscape Architecture
- Planning
- Urban Design
- Architecture
- Economic Modeling

advance4

Founded in 2000, advance4 was created to provide strategic, cost effective solutions to help organizations increase their sustained social impact - - to do more of what they do, and to do what they do better. advance4's services include:

Strategic Planning	Planning Studies
Research Projects	Communications and Outreach
Organizational Assessments	Organizational Development Assistance

Board Development

advance4's primary area of focus is on the resource development needs of organizations. We provide to our clients:

- analysis and strategy related to resource development
- grant writing
- business development
- partnership development

- individual donor development
- planned giving
- self-sustaining enterprise development assistance

We are particularly skilled in securing governmental grants, with success across a wide range of departments and program types.

All of our services are customized to meet the specific needs of the organization. We do not deliver "canned" solutions or utilize standard service models that require organizations to use time or services that aren't relevant to their specific situation. We seek to be responsive to the needs of the organizations we serve and stewards of their resources and time.

Norris Consulting

Kathleen Norris (Vice President/Director of Brandt/Urban Focus) is a specialist in urban retail revitalization. As Leasing Consultant for the Gateway Quarter, in Cincinnati's historic Over the Rhine, she developed the concept for a new destination retail center and in 2 years recruited more than 20 retailers and restaurant operators to Over the Rhine, creating one of the most popular new shopping and dining destinations in downtown Cincinnati. At present she is consulting to and recruiting tenants for Downtown Cincinnati, Uptown/Short Vine, Over the Rhine, DeSales Corner and other urban neighborhoods. Prior to becoming a realtor and consultant, Ms. Norris was an arts industry executive for more than 30 years, serving as CEO of performing arts companies in Cincinnati, New York and Sydney, Australia. She's a fourth generation real estate professional and a native Cincinnatian.

Past Studies – Summaries & Significance

The City of Loveland has invested substantial financial and human resources over the last several decades to explore plans for the Historic Downtown area and the Loveland Madeira Road Corridor. This has been complemented by the participation of many citizens and businesses of the community.

The review of these reports provides an historical perspective of the concepts and ideas evolution over the last several decades. This provides a foundation for this report's findings and recommendations for implementation.

Comprehensive Plan,The City of Loveland, Ohio (July 27, 1993)

This Plan established 9 focus areas within the Loveland Focus Area (the City and surrounding areas). Subareas 1 and 8 are Historic Loveland and Loveland Madeira Corridor, respectively. Goals for subareas were formed based on analysis of existing conditions and a process of review at public workshops, and recommendations as guiding principles for future development. The goals for these 2 areas are as follows:

Subarea 1 – Historic Loveland

- Improve the role of the downtown in Loveland's overall identity by developing a strategy for strengthening, stabilizing, and redeveloping the area.
- Preserve historic buildings, sites and historic atmosphere of the downtown.
- Maintain the village character of the downtown.
- Improve the relationship between the bike trail, commercial district and the Little Miami River in order to attract Loveland residents and newcomers to the downtown.
- Maintain the mixture of businesses and residences.
- Determine the appropriate commercial uses to be located in the downtown based on market analysis.
- Maintain the downtown as a government center.
- Increase the opportunities for development in downtown by reviewing and improving the zoning pattern.
- Develop an Urban Design Plan for the downtown to provide guidance on building design, streetscape improvements, traffic circulation, pedestrian circulation, signage, land use, and zoning.
- Improve parking facilities and opportunities in the downtown.

- *Subarea 8 – Loveland Madeira Corridor*
- Improve the aesthetic connection with downtown.
- Develop a corridor design plan that promotes continuing commercial development in a way that creates an attractive entry into the City.
- Establish Loveland Madeira Road as a gateway to the City of Loveland.
- Widen Loveland Madeira Road to relieve the congestion along the corridor.
- Give special attention to critical vacant parcels.
- Encourage development that is sensitive to severe slopes, hillsides, and appropriate floodplains.
- Explore possible connections between the bike trail and other public facilities.

- Explore the eventual conversion of industrial uses to other uses compatible with the gateway concept and the Little Miami River scenic character.

There are 10 land use designations in the Loveland Focus Area including residential, mixed use, commercial, industrial and public use. Historic Loveland is mixed use (includes commercial, office, residential, recreational and public use) and should continue as a matter of policy. Commercial use is concentrated in several corridors, including the Loveland Madeira corridor. It is City policy to guide commercial development here and is important to the economy and continued growth is beneficial.

Special Planning Districts (SPD) are recommended for consideration for both Historic Loveland and the Loveland Madeira Corridor. The purpose would be to control development within these areas.

The *Loveland Bike/Hike Trail System* is a combination of routes, lanes and the Path with the purpose of connecting schools, parks, shopping and employment areas, and the Bike Trail. Special attention is given to the congestion created in Historic Downtown due to the attraction of the trail and there are several suggestions for adding parking spaces. Should the railroad bridge become available, consideration should be given to direct access from the Chestnut Street area to the bike trail.

Historic Downtown Redevelopment (April 3, 1996 and July 15, 1996)

City Council appointed a Committee of 8 to review and study the redevelopment of Historic Downtown Loveland to come up with a vision and an action strategy and a report dated April 3, 1996 was prepared. The main goals established were:

- Create a pedestrian-friendly environment
- Create an obvious “arrival” point and public gathering place
- Accommodate and encourage visitors
- Strive to preserve the historic atmosphere
- Assure a commitment to the property and business owners

A time line was presented for construction and completion in 1997 with an estimated cost of $400,000 with 20% being contributed by property owners.

The intended benefit indicated that the use of capital improvement/streetscape projects would provide groundwork for future economic and physical development work.

There is also a plan dated July 15, 1996 (author not identified) focusing on economic development/urban renewal of West Loveland Avenue and the Historic Business District. The goals established were:

- Principally to eliminate blight in the business district.
- There were several minor goals: enhance economic development; improve the physical appearance of the Historic District.

In looking at existing conditions at the time, the area is characterized as somewhat attractive but deteriorating economically. The business area provided primarily for antique shoppers but residents and non-residents wanted to see expanded business and a restaurant base. Parking,

circulation and safety are specific concerns. Some development/redevelopment would require assemblage of parcels and it unreasonable to expect private development to take the excessive risk.

In conjunction with the primary goal of eliminating blight in the business district, the plan objectives were:

- Elimination of blight conditions in order to revitalize the area
- Promotion of a cohesive urban design that is oriented towards efficient movement of pedestrian and vehicular traffic
- The redevelopment of pedestrian pathways to increase movement ease
- The addition of aesthetic elements such as trees, benches, planters, pavers, and historic lighting
- Increase safety and potential for extended business hours
- The renovation of obsolete and dilapidated buildings
- Assembly of inefficient platted properties into efficient development sites
- Elimination of existing incompatible land uses
- Promotion of redevelopment of suitable office and similar uses with retail uses on ground floor
- Development of sufficient parking necessary to serve future uses
- Redevelopment of the project areas with buildings that are functionally oriented with necessary accessory facilities
- Improvement of overall area image

The City of Loveland Comprehensive Plan Update (February 12, 2002)

This is considered an update to the 1993 Comprehensive Plan. Amongst 4 accomplishments it revaluates and expands the goals and strategies for future growth and enhancement, and addresses future development along the Loveland Madeira Road corridor. The evaluation of the base analysis indicates changes and problems including the uses in downtown and along Loveland Madeira Road. Planning for the future looked at land use, transportation, community character, parks and open space, and public facilities. Overall goals and strategies were outlined and then applied to 11 defined action areas. The goals and strategies for Downtown and Loveland Madeira road are:

Downtown Core Goals and Strategies

- Should be an assembly point and the civic center, not just a destination for the bike trail of the location of government offices.
- Develop a strategy for strengthening, stabilizing, and redeveloping the area.
- Preserve historic buildings, sites and the historic atmosphere.
- Maintain the village character.
- Improve the relationship between the bike trail, commercial district and the Little Miami River to attract residents and newcomers.
- Maintain the mixture of businesses and residents.
- Determine appropriate commercial uses based upon a current market analysis.
- Maintain as the government and tourism center.
- Promote the development and redevelopment of housing and businesses provided they complement the historic urban fabric.
- Continue to implement the Urban Design Plan.
- Improve parking facilities.

- ~ Primary uses should be commercial, office, residential, and mixed use.
- ~ Provide additional residential development where appropriate.
- ~ Develop design guidelines for new construction and redevelopment

Loveland Madeira Road Goals and Strategies

- ~ Develop a zoning overlay or special planning district to regulate land usage and development character.
- ~ Develop uniform guidelines for landscaping, streetscaping, signage and architectural design.
- ~ Retail should be types to serve community residents.
- ~ Marketing is key to attracting new niche and non-retail businesses.
- ~ Lots with constraints from flooding or slopes should be preserved as greens[ace.
- ~ Investigate opportunities for a transit station or stand alone library.
- ~ Provide connection(s) to the Little Miami Bike Trail: (1) use existing sidewalk system; (2) extension across the river using the existing support adjacent to the railroad crossing; (3) create a bike path lane over the West Loveland Bridge.
- ~ Create more extensive directional signage to restaurants, businesses, and other attractions in downtown and along this corridor.
- ~ Investigate alternate connections to other areas of the City from the corridor.
- ~ The corridor is also identified as a Focus Area Plan and is divided into 9 subareas with observations and ideas for each. These range from maintaining the existing use to complete redevelopment and conversion to new uses.

A Market Study of the Loveland-Madeira Road Corridor and Historic Downtown, City of Loveland, Hamilton, Clermont, and Warren Counties, Ohio (June 10, 2003)

(Note: The demographics in the report are based upon 2002 4th quarter data and the observations and conclusions were prepared in June 2003. While there is some benefit, a new market study will need to be performed at some point in light of significant economic changes.)

This market study was focused on two specific areas within Loveland:

- … Loveland Madeira Road between the corporate limits and the intersection with West Loveland Avenue
- … Historic Downtown

A brief summary for each market that was studied is as follows:

Housing

- ~ The predominant housing type is single-family detached with future housing project needing to accommodate more lifestyle choices.
- ~ Mix of housing products introduced for empty-nesters" and "seniors" since 90% of the population growth since 1990 is in age brackets of 45 or older.
- ~ Upscale housing products will dominate with the City being the most likely location of new, higher density, attached housing products.

Office

- ~ The office inventory is limited in scope and commingled with other land uses and appeals to limited segments of neighborhood and community office markets.

- ~ Future office projects are more likely to be smaller scale, owner occupied projects with service businesses and professional practices as the likely occupants.
- ~ Conversion of retail strips could add to this inventory but continuation of piecemeal conversion serves to perpetuate the current condition of many centers in the corridor.
- ~ Downtown is a marginal area for new office due to limited thoroughfare access and the type of development.
- ~ Low-rise style with contiguous parking is the envisioned type of development and is more compatible with the Loveland Madeira Road corridor.

Retail

- ~ The demographics suggest a strong consumer marketplace but access and new competitive retail venues in other areas will reduce the effects of market growth.
- ~ The inventory is inconsistent with the small-scale nature of projected needs.
- ~ Specialty and niche retailers use small quantities of space and are better clustered in an easily accessible yet pedestrian friendly environment. The ambience of the location is often critical and therefore historic downtown offers the most desirable environment.
- ~ The Loveland Madeira Road corridor is the entryway into Loveland and link to I-275. This linkage suggests this should be the convenience retail and service corridor for Loveland.
- ~ Highway based businesses that are destination oriented and accessible by car appear to be the focus of future positing of the corridor.
- ~ The conversion of some centers to other uses has extended the economic lives beyond the limits of what they would have been without this.
- ~ Reuse and redevelopment opportunities will emerge along the Loveland Madeira corridor.

Loveland Madeira Corridor Master Plan (October 2002)

This master plan is an extension of the Loveland Madeira Focus Area Plan found in the 2002 Comprehensive Plan Update prepared by McBride Dale Clarion. The Corridor is defined as the roadway and adjacent properties along Loveland Madeira Road from Loveland Lanes on the south to West Loveland Avenue to the north. The goals of this plan are:

1. Outline short term and long term goals for streetscape improvements and future development
2. Prioritize projects and actions
3. Outline project cost estimates
4. Becomes a resource and guide for the community

The Plan is presented in 3 phases:

Phase One

This phase addresses streetscape improvement projects that could occur immediately:

- ~ Landscaping
- ~ Main Entry Gateway at the Public Works Building
- ~ Gateways at Loveland Madeira Road Intersections
- ~ Prune Existing Trees
- ~ Create Planting Beds

Phase Two

This phase addresses streetscape and development projects that can occur in the next five years:

- ~ Working with Business Owners
- ~ Increase the Right of Way
- ~ Add Sidewalks/Bike Path on the Eastern Side of Loveland Madeira Corridor
- ~ Reduce the Number of Curb Cuts
- ~ Re-work Greenspace in Areas with Increased Right of Way
- ~ Crosswalks
- ~ Park Area (between Loveland Lanes and Castle Skateland)
- ~ Site Furnishings
- ~ Utility Poles
- ~ Future Development Considerations for Business Owners

Phase Three
This phase addresses the long term (10 to 20 years) streetscape and development goals for the corridor as opportunities for development rise:

- ~ Working with Business Owners
- ~ Future Development Considerations
- ~ Utility Poles
- ~ Public Roadways and Parking Lots
- ~ Bike Path
- ~ Building Location and Design

Historic District Plan Update Planning Charette (October 2004)

McGill Smith Punshon (MSP) was engaged to review and update the Historic Loveland Redevelopment Plan. MSP conducted a visioning charrette on October 13, 2004 and reviewed at a public meeting on October 20, 2004.

October 13th Public Meeting

There were approximately 30 participants that were divided into 3 discussion groups and were asked to record ideas, concerns and other issues from the group. The 3 groups reconvened to share their recorded work and from that 32 statements/items were distilled. Next each participant (25 participated) was asked to rank their top 5 statements from the 32 collected on a scale of 1 to 5 with 5 being the most important.

October 20th Public Meeting

Two statements received the strongest support:

1. Keep historic charm-cobblestones-detailing (62 points from 15 of 25 participants)
2. Mixed use-old and modern buildings-balance commercial+residential-live,work,and shop nearby-not strictly a business district (52 points from 18 of 25 participants)

Six statements received strong support:

1. Public square-mixed use history wall (25 points from 9 of 25 participants)
2. Water-make river more visible, accessible-capitalize in an environmentally sensitive way (24 points from 9 of 25 participants)
3. Better parking+traffic-better way finding access-visibility-alternate traffic pattern options (23 points 8 of 25 participants)
4. Create/Find a unique niche that suits Loveland-don't copy others (20 points from 5 of 25 participants)
5. Expand to other (west) side of river-walking+biking access+pedestrian walkway across Little Miami (18 points 7 of 25 participants)

6. Protect/preserve green space & trees (18 points from 5 of 25 participants)

The remaining 24 statements received ranking scores for four or fewer participants and scores all less than 12.

One final activity was conducted with the 17 participants at this meeting. They were asked to vote on their view on growth and change and the level of participation by the City.

- ~ 13 felt the City should play an active role in shaping downtown's future.
- ~ 2 felt the City should strike a balance between causing change and shaping it.
- ~ 2 felt the City should play a limited role and that change in downtown should not be pursued.

Results Summary

The Loveland Historic District needs a balance of new construction with preservation – not all the same, with mixed uses and some historic charm and not overly restrictive development regulations.

1. The community should work to increase the variety of activities that make this historic district a destination.
2. The City should consider creating a plan that encourages more people to live downtown – more infill development with compatible residential and commercial uses. If something is taken down, don't leave a hole.
3. The City should increase river visibility without losing the natural character by creating filtered views – but still stay out of the flood way.
4. The City should explore ways to connect the historic district with the west side of the Little Miami River – especially increase the pedestrian desirability and ease for crossing.
5. The stakeholders reinforced that this charm is also linked to walkability of this district. Loveland needs to build upon this pedestrian-friendly and walking charm. This includes the preservation and addition of trees and streetscape features.

Phase I Property Assessment-Chestnut Street Property and Adjacent Properties, Loveland, Ohio (January 2007)

The assessment was conducted consistent with requirements of the Ohio Voluntary Action Program (VAP) which incorporates the Brownfields Revitalization Act All Appropriate Inquiry (AAI). The purpose of the assessment is to: (1) determine if there are any Identified Areas (IAs) at the property where known or suspected environmental issues are present; (2) determine if the property is eligible for VAP; (3) determine if a Phase II Property Assessment is necessary and if so, the scope of work. The assessment was performed on 14 parcels totaling approximately 13.03 acres. Three of the parcels are owned by the City of Loveland and totals approximately 8.33 acres. The findings and conclusions are:

1. *VAP Eligibility*
2. The majority of the property appears to be eligible. The one portion of the property that may not be eligible is the location of the former underground storage tanks (USTs) used by Loveland Oil at the Brogan's Machine Shop property.

Identified Areas

There are 5 IAs:

1. The use of septic tank/leach field systems by businesses that perform automotive maintenance operations, and use petroleum hydrocarbon compounds, and possibly solvent compounds, as part of their operations.

2. The former presence of various petroleum USTs and above ground storage tanks (ASTs) on the Brogan parcel with no documentation of soil and groundwater conditions at the time of closure.
3. The presence of various types of waste deposited across the Chestnut Street property.
4. Former USTs at Ken Marcotte Auto Service.
5. A heating oil UST located at King's Ford Auto Body Shop.
6. Subsequent to the Phase I being completed, a dry cleaning facility was discovered to be upgradient of the property during the Phase II.

Phase II Property Assessment

If a No Further Action Letter (NFA) is desired or further data to assess the IAs is desired, a Phase II Property Assessment would be required.

Phase I Environmental Site Assessment of Multiple Properties-West Loveland Avenue, South Second Street, Broadway Street and the B & O Lines, Loveland, Ohio 45140 (September 2007)

The assessment was conducted in general accordance with ASTM E 1527-05 Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment Process, which incorporates the Brownfields Revitalization Act All Appropriate Inquiry (AAI). The purpose of the assessment was to evaluate the property to determine if there were any recognized environmental conditions (RECs). The assessment evaluated 24 specific properties (area bounded by West Loveland Avenue, South Second Street, Broadway Street and the Railroad aka Loveland Station) and the surrounding area. The work was conducted in July and August 2007.

Additional Information

Subsequent to receipt of the final report, there were discussions between Hull & Associates (Hull) and former City Staff that further site evaluation in the form of a Preliminary Phase II Environmental Site Assessment would be appropriate at a point once potential site uses were better defined.

Now with discussions underway with a potential developer for the site, City Staff and Hull agreed that now is the appropriate time to perform the Phase II. To that end, a contract has been executed with Hull with the scope of work limited to the portions of the property that are intended to be sold to private parties for development. The area to be retained by the City of Loveland for parking is not included.

Phase II Groundwater Assessment for the Vacant City of Loveland Property located at Chestnut Street, Hamilton County, Loveland Ohio (October 2007)

A groundwater assessment was conducted on the approximately 8.33 acre site owned by the City of Loveland pursuant to the Ohio Voluntary action Program (VAP) Phase II Environmental Property Assessment guidelines. The purpose was to evaluate the presence or absence of environmental impacts to the groundwater from previous activities at the Property. Assessment activities were not designed to fully delineate potential contamination or source areas on the Property or prepare a No Further Action Letter.

As part of the Phase II requirements, a wetland determination and ecological assessment was conducted. No wetlands, streams or surface waters were identified on the property nor were important ecological receptors identified on the Property.

Drilling and installation of 5 monitoring wells and 3 soil borings were completed at the property.

Sampling Results

Groundwater samples in the unconsolidated sand and gravel aquifer contain PCE (a solvent) at concentrations that exceed the generic potable use standards for groundwater. The aquifer at the Property meets the definition of Critical Resource groundwater. It appears that the source is off-site and upgradient of the Property. However, with historical uses near the property and the illegal dumping on the site, the presence of an on-property source cannot be ruled out until a soil investigation is performed.

Recommendations

- Potential deed restriction to prevent the installation of groundwater extraction wells for any purpose on the Property
- Further investigation to evaluate potential exposure pathways if the property is redeveloped for residential land use
- On-Property soil sampling to determine if any portion of the PCE in groundwater is attributable to sources on the Property

If on-Property source is identified, additional data gathering to determine if ecological resources in the river could possibly be impacted by contaminants migrating to the river from the on-Property sources

Phase II Property Assessment for the Undeveloped Property Owned by The City of Loveland-Chestnut Street, Hamilton County, Loveland, Ohio (February 2008)

This Phase II Property Assessment was conducted to investigate possible on-Property sources of PCE. This solvent was discovered in groundwater as a result of the Phase II Groundwater Assessment performed in 2007. In addition, soil sampling was conducted to determine if other Chemicals of Concern (COCs) are present in soil. Test pits were installed and soil borings taken. The Phase I Property Assessment identified 6 Identified Areas (IAs) of which 2 are located within the limits of the Property:

1. The use of septic tank/leach field systems by businesses that perform automotive maintenance operations, and use petroleum hydrocarbon compounds, and possibly solvent compounds, as part of their operations.
2. The presence of various types of materials deposited within a former quarry occupying much of the Property.

Conclusions

- Lead was detected above VAP generic direct contact standards for residential land use, however, it is unlikely that persons will come in contact with soil in this area.
- Benzo(a)pyrene detected in soils appears to be contained within debris deposited on the Property.
- The presence of PCE in the soil/water interface is consistent with the observation that the source may be upgradient of the Property.

Community Input

Though a significant number of Loveland resident comments have been archived over the years through surveys and charettes and have been reviewed in preparation for this report, the Community Input section is limited to the team's personal interaction with two civic groups comprised of local business owners and citizens of Loveland. The better portion of the committee members both live and work in Loveland.

In order to assure that key members of the business community were able to provide historical background and share personal experiences, two meetings were scheduled.

The first meeting convened in the Loveland City Council Chambers on December 9, 2010. It included City staff, project team members and members of the Loveland Redevelopment Advisory Committee (LRAC) and the Downtown Development Resource Committee (DDRC). The project facilitator from Resurgence Group presented an update on the findings since the last meeting and a local developer presented a plan for a mixed use project on the Loveland Station site. Ensuing discussions favored further investigation in to the prospect of a project heavily weighted with residential versus a retail/office mix.

The second meeting took place on January 26, 2011, also in Loveland City Council Chambers. Members of LRAC and the DDRC were in attendance as well as City staff and the Resurgence Group. The project facilitator from Resurgence Group presented highlights from the project report draft which was distributed to attendees on January, 21, 2011. Later, discussion focused on the proposal that is being considered for the Loveland Station site. After much discussion both committees concurred that a recommendation should be made to City Council that the existing proposal be appropriately negotiated in order for the developer to begin the due diligence process.

Amenities Analysis

Loveland is unique in its business diversity and blessed with an inventory of interesting and durable attractions. It has a strong foundation of heritage and history. If planned and executed properly, the vision for Historic Downtown Loveland will ensure an optimistic future for the entire Loveland area. Restaurants, shops and entertainment venues will certainly increase visitor traffic and encourage interest in office and industry-based businesses. But what other amenities will capture the attention of business owners and house hunters looking for a community that offers a short walk or drive to everyday necessities and luxury features that enhance their lifestyle?

In Loveland are several enviable attractions that are not usually found in a community of its size and relatively remote location. However, it is possible that these businesses are undervalued and do not receive due consideration for their actual or potential contribution to the local economy. Most notable are the:

- ~ Bowling alley
- ~ Skating rink
- ~ Liquor store
- ~ Arts center
- ~ Music academy
- ~ Nature preserve
- ~ Hardware store

These businesses and attractions do more than occupy space. Their existence psychologically establishes a depth of community that is not functionally synergistic within Loveland at this time. In addition, there are notable features within the Loveland area that may be unrecognized as resources that can support and expand local themes such as:

- ~ Organic farms
- ~ Indoor volley ball arena
- ~ Garden center

Though big box retail, chain restaurants and movie theaters are accessible to Loveland, as in most communities, certain amenity gaps are apparent. They can be very important aspects of a well-rounded and sought after community. Serious consideration should be given to researching the possibilities of locating the following in Loveland:

- ~ Medical facilities/offices
- ~ Small hotel or inn
- ~ Community pool

- Delicatessen/take-home dinners
- Sports facilities (indoors and out)
- Luxury rental or condominium residential space
- Entertainment
- Pet parks

With additions that diminish its dependence on outlier service and retail sources, Loveland can enjoy a more self contained environment for its citizens and visitors while maintaining a healthy balance of sustainable and complementary businesses.

SWOT Analysis

Evaluating all factors that can impact the success of a redevelopment project is an essential step towards eliminating stalls and roadblocks. Anticipating investor and tenant objections by compiling and updating "the good, the bad and the ugly" will demonstrate that Loveland is serious in its commitment to sound economic development practices. To acknowledge imperfections is as important as emphasizing what is working. A responsible economic development strategy will include mechanisms that leverage **strengths**, minimize **weaknesses**, adapt to **obstacles** and eliminate **threats**.

Strengths

- Strong sense of community
- Multiple destination draws
- Distinct economic centers
- Access to major shopping sources
- Solid base for brand building
- Interstate access
- Cultural and socio-economic diversity
- Chamber partner
- Multiple redevelopment/repurposing opportunities

Weaknesses

- Multiple vacancies
- Convoluted traffic patterns
- Aging and obsolete shopping centers
- No sense-of-place gateways
- Landlocked
- No dedicated ED staff
- Inadequate roads
- No marketing program
- Targeted areas not controlled by city
- Poor connectivity between key areas

Obstacles

- Diminished pool of tenants/end users
- Lack of funding
- Infrastructure modifications
- Multiple owners within target areas

Threats

- Procrastination
- Unrealistic goals/expectations
- Regional cannibalization
- Intense competition for grant dollars
- Economic instability
- Lack of stakeholder consensus

Findings Analyses

Introduction

Over a century before terms such as "walkability" and "residential-over-retail" were spoken, residents of the then village were shopping and living in the same classic structures that stand today in Historic Downtown Loveland. These enduring footprints of the nineteenth century are constant reminders of the responsibility with which Loveland city leaders are charged. By managing the redevelopment process with an attitude of patience and flexibility, the pay off will be the kinds of businesses that will instinctively flourish in Loveland and pay homage to its heritage.

Dreams vs. Reality vs. Vision

Each Area of Interest has varying degrees of potential and difficulty and brings its own set of opportunities. For some it is easy to imagine replacing an aging factory with a lush park or a vacant shopping center with a community center. Many times these sorts of transformations are feasible and are, in fact, the highest and best use for a stale piece of real estate. However, land use decisions are ultimately based on the monetary value of the property and/or available resources (or combination of resources) to fund all the elements that will make up a proposed project. By blending the reality of economics with the dream of revitalization, a sustainably based vision is then created through healthy compromise.

Holistic Overview

In the course of changing or adjusting a community's landscape, policies and decisions related to redevelopment must be based on maintaining a holistic approach. This is especially true in a town the size of Loveland where wholesale modifications in one area, if not tempered with consideration for the needs and aspirations of the remaining areas as a whole, can cause irreversible trends in retail and commercial growth or lack of growth. Taking in to account both the short and long term affects of a redevelopment project eliminates the need for future damage control.

Revitalization vs. Redevelopment

The terms "urban revitalization" and "urban redevelopment" are often used interchangeably. While they both represent positive adjustments within a community, revitalization is actually an umbrella term that encompasses redevelopment. A community can embark on a revitalization campaign that includes projects such as city gateway development, landscaping, streetscaping and facade improvements as well as development and redevelopment activities.

Priority Redevelopment Areas

Priority redevelopment areas represent locations having favorable and/or critical issues and/or conditions that could have a profound and possibly immediate effect on revitalization efforts if coupled with a comprehensive and well-executed economic development campaign. It is important to emphasize that those areas not chosen as Priority Redevelopment Areas could and should be considered for reuse, revitalization or redevelopment at any time an opportunity arises assuming it facilitates its highest

and best use and does not conflict with newly established standards. All Areas of Interest will be market-driven hinging on the local and regional economy.

Public/Private Partnership

The potential for Loveland's successful redevelopment initiative will be enhanced with a public-private partnership that results in a development agreement between the City and private developers. This will maximize the resources each party can leverage for the area.

Property Ranking System

In order to understand the potential of each Area of Interest, the Property Ranking System was designed to gauge redevelopment potential using four (4) indicators. The system helps to distinguish which properties are most likely to contribute to Loveland's economic growth and merit the human and financial resources that will be necessary for a project of this undertaking.

1. *Location*
   access to roads, byways and/or interstates that will support the intended use; ease of ingress/egress
2. *Complexity (or lack of)*
   historical use (title issues, environmental issues, etc.); multiple and/or unmotivated owners; redevelopment costs (demolition, infrastructure updates, etc.)
3. *Functionality*
   current property conditions, vacancy rates, obsolete buildings
4. *Overall potential*
   economic and community impact; performance potential; funding/financing; developer appeal

In Loveland it is easy to recognize three separate commercial districts that make up the Areas of Interest. Whether by choice or by chance, the Loveland Madeira Road Corridor, Historic Downtown Loveland and the East Kemper Road/Riverside Corridor currently operate independently from one another. Each is segregated from the other by means of real or perceived barriers:

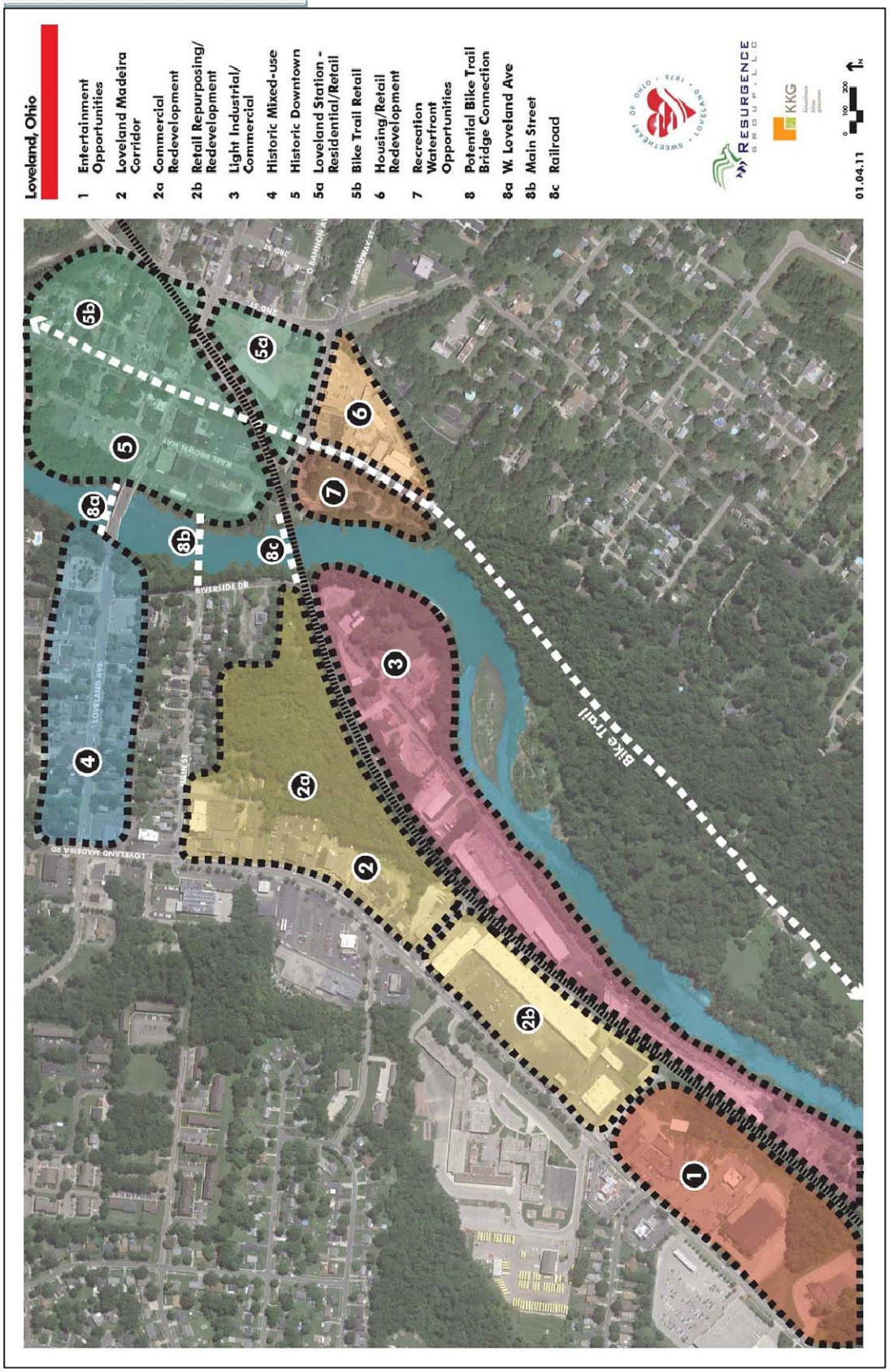
Geographical Topographical Psychological

The issue is not the barriers that separate the districts but the popular perception that they are essentially unrelated to each other in Loveland's revitalization efforts. In reality, each district represents distinctly different yet important opportunities to contribute to the Loveland community both fiscally and aesthetically. Understanding that the three districts are symbiotic in nature will be the first step in establishing a holistically-based plan for revitalization that positively impacts all of Loveland.

To better explain how commercial, retail and public uses can be organized in a way that creates more synergy in the Areas of Interest, the attached map shows the three target areas divided into subareas categorized as:

- **Areas 1, 2a** and **2b** – the east side of the Loveland Madeira Road Corridor from Loveland Lanes on the south end of the corridor to KOI on the north end.
- **Area 3** – E. Kemper Road/Riverside Drive
- **Area 4** – West Loveland Avenue in Hamilton County from Loveland Madeira Road to the bridge.
- **Areas 5, 6, 7 and 8** – Historic Downtown

Areas of Interest



Real Estate and Urban Land Planning Analysis

Priority Redevelopment Areas

Controlling a targeted area is one of the highest ranking factors when considering a redevelopment project. Extended negotiations, legal entanglements and clouded outcomes are major deterrents to revitalizations efforts.

In this case, the two Priority Redevelopment Areas selected are not only owned by the City, but rank highly in all other points of consideration included in the Property Ranking System (location, complexity, functionality, overall potential). These sites will serve as a catalyst for city-wide redevelopment by establishing the necessary critical mass for additional land assemblage and redevelopment efforts within two major areas. By far, the most significant opportunities that capture the City's vision are for economic depth are:

Loveland Station

Chestnut Street

(in conjunction with property assemblage on Loveland Madeira Rd.)

Singling out two very specific sites in Loveland should by no means suggest that every parcel within the Areas of Interest is not a significant piece in the success of revitalization initiatives. To the contrary, given the relationship of the three Areas of Interest, it is reasonable to believe that there is very little real estate located in Loveland that does not somehow affect the rest of the community. Below is a synopsis of the targeted areas broken down into subareas to distinguish multiple personalities and how the approach for each might differ. More detail is given the Loveland Madeira Road Corridor because of the complex nature of its tenant composition.

Area 1 - Entertainment Opportunities

Home to: Loveland Lanes, Castle Skateland, restaurants and retail
Acres: 15.5 acres
Property Owners: 5
Current Zoning: B-R Business Retail
Comments and Suggestions:

- ~ Explore other ideas to work with existing owners to attract additional community entertainment
- ~ Synergistic development
- ~ Family friendly entertainment
- ~ Create a true destination
- ~ Consider vista corridors toward the river
- ~ Adopt corridor design development

Area 2a – Commercial Redevelopment

Home to: retail businesses, the Loveland Art Studio, chiropractic office, city-owned vacant property
Acres: 19.1
Property Owners: 22
Current Zoning: B-R Business Retail
Comments and Suggestions:

- ~ Largest and best redevelopment area for economic development in Loveland
- ~ Best location for higher density development (office space to compliment the uses in Historic Downtown; avoids major parking and traffic issues)
- ~ Opportunities for land assemblage and consolidation (create the most viable development site)
- ~ Bike/pedestrian connection to Historic Downtown
- ~ Could yield 250,000 (+/-) square feet of new commercial development.
- ~ High quality architectural materials
- ~ Well screened sustainable site planning
- ~ Consider extension of street grid from Main Street to wooded area
- ~ Adopt corridor design development

Area 2b – Retail Repurposing/Redevelopment

Home to: Shoppers Haven and smaller retail centers
Acres: 9.1acres
Property Owners: 6
Current Zoning: B-R Business Retail
Comments and Suggestions:

- ~ Work with existing owners to improve their tenant mix and/or redevelop the property
- ~ Redevelopment could yield 130,000 (+/-) square feet of new retail/commercial/service space
- ~ Consider outlot development along the corridor to replace 25% +/- of in-line leasing
- ~ Consider facade improvements
- ~ Adopt corridor design development

(A note regarding the west side of the Loveland Madeira Corridor: This area extends from Kroger on the south end of the corridor to Dairy Mart on the north end. This side is much more static and has fewer property owners and redevelopment opportunities. However, these properties should be included in all comprehensive marketing and continually evaluated for repositioning or potential redevelopment.)

City of Loveland
Loveland Madeira Road Land Parcels
January 16, 2011

Summary

Area		Acres	# of
1	Entertainment Opportunities	16.497	5
2b	Retail Repurposing/Redevelopment	9.118	6
2a	Commercial Redevelopment	19.024	22

Map Key	Location	Owner	Area Acres	Purchase Date	Purchase Price	Auditor's Land MV	Auditor's Impr MV	Auditor's Total MV	Current Zoning	Future Use
Area 1										
1	621-0008-0007-00 897 Loveland Madeira Road	Maurice Richman	6.530	Dec-91	300,000	178,190	212,390	390,580	B-R	Entertainment Opportunities
2	621-0005-0244-00 Loveland Madeira Road	Artistic Land Development Corp	3.388	Oct-81	?	195,300	839,900	1,035,200	B-R	Entertainment Opportunities
3	621-0005-0243-00 903 Loveland Madeira Road	THS Properties LLC	2.159	Jun-05	?	264,180	602,100	866,280	B-R	Entertainment Opportunities
4	621-0005-0013-00 851 Loveland Madeira Road	THS Properties LLC	0.449	Jun-05	?	73,950	219,100	293,050	B-R	Entertainment Opportunities
5	621-0005-0001-00 807 Loveland Madeira Road	Shermark LLC	3.971	Dec-09	?	297,570	1,035,970	1,333,540	B-R	Entertainment Opportunities
Area 2b										
6	621-0005-0012-00 916 Loveland Madeira Road	JWCW Real Estate LLC	1.480	Oct-05	325,000	94,540	288,910	383,450	B-R	Retail Repurposing/ Redevelopment
7	621-0005-0220-00 912 Loveland Madeira Road	Wen Fengping & Qihong Kay Liao	0.459	Nov-08	300,000	68,560	193,040	261,600	B-R	Retail Repurposing/ Redevelopment
8	621-0005-0250-00 910 Loveland Madeira Road	TF Enterprises LLC	0.886	Aug-09	?	96,510	541,100	637,610	B-R	Retail Repurposing/ Redevelopment
9	621-0005-0241-00 531 Loveland Madeira Road	Shoppers Haven LTD	2.660	Jun-05	?	342,830	1,399,130	1,741,960	B-R	Retail Repurposing/ Redevelopment
10	621-0005-0053-00 Loveland Madeira Road	Shoppers Haven LTD	1.082	Jun-05	?	92,880	710,480	803,360	B-R	Retail Repurposing/ Redevelopment
11	621-0005-0241-00 531 Loveland Madeira Road	Shoppers Haven LTD	2.551	Jun-05	?	328,810	549,870	878,680	B-R	Retail Repurposing/ Redevelopment
Area 2a										
12	621-0005-0238-00 507 Loveland Madeira Road	DNC Inc	1.649	Jul-81	?	103,790	358,900	462,690	B-R	Commercial Redevelopment
13	621-0005-0008-00 501 Loveland Madeira Road	Brogan Richard J & Joan L	0.647	Jan-90	?	76,830	152,100	228,930	B-R	Commercial Redevelopment
14	621-0005-0237-00 400 Loveland Madeira Road	R S Ford Inc	1.003	May-83	?	120,740	319,870	440,610	B-R	Commercial Redevelopment
15	621-0005-0245-00 400 Loveland Madeira Road	R S Ford Inc	0.157	May-83	?	25,100		25,100	B-R	Commercial Redevelopment
16	621-0005-0006-00 409 Loveland Madeira Road	Singh Rakesh R & Sunita R	0.751	Dec-06	485,000	106,040	378,960	485,000	B-R	Commercial Redevelopment
17	621-0004-0014-00 301 Loveland Madeira Road	Ken Marcotte Properties LLC	1.182	Dec-04	?	90,850	278,220	369,070	B-R	Commercial Redevelopment
18	621-0003-0178-00 223 Elm Street	Jadillian LLC	0.569	May-06	?	112,500	476,330	588,830	B-R	Commercial Redevelopment
19	621-0003-0176-00 209 Loveland Madeira Road	KOI Warehouse Inc	0.311	Oct-93	975,200	61,420	188,790	250,210	B-R	Commercial Redevelopment
20	621-0003-0173-00 209 Loveland Madeira Road	KOI Warehouse Inc	0.217	Aug-07	209,800	209,800	132,280	342,080	B-R	Commercial Redevelopment
21	621-0004-0002-90 Chestnut Street	Loveland	3.434	Feb-94	?	42,200		42,200	B-R	Commercial Redevelopment
22	621-0004-0012-90 Riverside Drive	Loveland	2.790	?	?	35,600		35,600	B-R	Commercial Redevelopment
23	621-0003-0250-90 Riverside Drive	Loveland	2.106	?	?	3,500		3,500	B-R	Commercial Redevelopment
24	621-0003-0175-00 529 Main Street	Jacob Cutter Holding Company LLC	0.845	May-07	237,500	97,970	118,210	216,180	B-R	Commercial Redevelopment
25	621-0003-0181-00 220 Chestnut Street	Jacob Cutter Holding Company LLC	0.105	May-07	Included with above parcel	21,320		21,320	B-R	Commercial Redevelopment
26	621-0003-0189-00 215 Chestnut Street	Wilson Christopher D & Shana E	0.141	Jun-06	91,500	20,750	70,750	91,500	B-R	Commercial Redevelopment
27	621-0003-0188-00 219 Chestnut Street	Schmidt Louis E & Kenneth W	0.144	May-89	?	20,750	67,940	88,690	B-R	Commercial Redevelopment
28	621-0003-0187-00 223 Chestnut Street	Schmidt Louis E & Kenneth W	0.141	Aug-88	?	20,750	3,990	24,740	B-R	Commercial Redevelopment
29	621-0003-0186-90 225 Chestnut Street	Mt Calvary Baptist Church	0.175	Dec-06	?	26,000	88,900	114,900	B-R	Commercial Redevelopment
30	621-0003-0191-00 507 Main Street	First Missionary Baptist Church of Loveland	0.118	Mar-03	?	32,600	104,900	137,500	B-R	Commercial Redevelopment
31	621-0003-0228-00 211 Chestnut Street	First Missionary Baptist Church of Loveland	0.01	Sep-04	37,500	2,200		2,200	B-R	Commercial Redevelopment
32	621-0003-0190-00 211 Chestnut Street	First Missionary Baptist Church of Loveland	0.083	Sep-04	Included with above parcel	33,500		33,500	B-R	Commercial Redevelopment
33	621-0003-0209-00 220 Riverside Drive	Campion Randolph R & Janice G	2.446	Nov-95	160,000	58,940	221,060	280,000	B-R	Commercial Redevelopment

Area 3- Commercial/Light Industrial/Recreational

Comments and Suggestions:

- ~ Possible parks and other public uses
- ~ Rideshare lot
- ~ Re-tenanting/repurposing of existing structures
- ~ Redevelopment for warehousing, call center, etc.
- ~ High quality architectural materials
- ~ Consider sustainable site planning
- ~ Adopt corridor design development

Area 4 – Historic Mixed-Use

Transitions from Loveland Madeira Corridor into Historic Downtown

Current zoning: O-R Office-Residential

Comments and Suggestions:

- ~ The character and transition of uses contributes to and complements Historic Downtown
- ~ High quality architectural materials
- ~ Adopt context sensitive design standards for new infill and remodeling
- ~ Develop streetscape personality consistent with Historic Downtown
- ~ Integration of more public art

Area 5 – Historic Downtown "The Jewel" of Loveland

Comments and Suggestions:

- ~ Historic nature should be preserved while evolving to a new live-play-work walkable community
- ~ Young professionals/empty-nesters
- ~ High quality architectural materials
- ~ Adopt context sensitive design standards for new infill and remodeling
- ~ Develop streetscape personality consistent with historic downtown
- ~ Integration of more public art

Area 5a – Residential/Retail Loveland Station

Comments and Suggestions:

- ~ Medium density residential (rental or for-sale) with a component for niche retail
- ~ Marathon service station at West Loveland and Second Street complimentary site in redevelopment strategy

Area 5b – Bike Trail Retail

Comments and Suggestions:

Future services, retail, dining for trail/fitness related activities

Area 6 – Housing/Retail Redevelopment

Comments and Suggestions:

- ~ Future medium density residential (rental or for-sale) with a component for niche retail
- ~ Neo-traditional town planning
- ~ Walkable streets linked to Loveland Station along Broadway
- ~ Engage bike trail as integral "edge" of the development

Area 7 – Recreational Waterfront Opportunities

Comments and Suggestions:

- ~ Complement canoe/kayak business
- ~ Enhance visibility from the bike trail
- ~ Develop quality signage and way-finding features

Area 8a, b and c – Potential Bike Trail Bridge Connection

Comments and Suggestions:

- ~ Viable bike/hike connection between Downtown and Loveland Madeira Road
- ~ Promotes complementary development and land uses
- ~ Adopt a "municipal urban" design versus rural recreation
- ~ Integrate lighting for branding opportunity
- ~ Consider added width for multi-purpose opportunities

(The 3 preliminary locations for the bike/hike trail connection in the order of preference are: (8c) Railroad; (8b) Main Street; and, (8a) West Loveland Avenue.)

In order to design and implement changes that will create the kind of synergy that benefits Loveland as a whole, it is important to stress the following:

- ~ Historic Downtown Loveland will best serve residential, restaurants, niche retail, small office, resident services and infill development.
- ~ The Loveland Madeira Road Corridor should be positioned for office/commercial and community retail.

The basis for these conclusions is:

- ~ Parking for residential is self contained and will not encroach on the use of existing or additional spaces.
- ~ The impact on traffic flow/congestion is much less for residential than commercial/office use.
- ~ Fluctuation in occupancy is less for residential than commercial use.
- ~ The Chestnut Street property has the potential to be a substantial redevelopment option for commercial/retail expansion.
- ~ Various types of land use and development will be allowed as the market conditions and available financing change.

- ~ Long term goals are not compromised due to current market conditions.
- ~ The clear delineation of use creates the opportunity to reorient long term goals and capitalize on best practices for land use and economic benefit.

Urban Marketing Analysis

Downtown

Loveland has an intimate and lovely walkable downtown. Situated on the banks of the Little Miami River, the area has a charming history, important relationships, good buildings and desirable existing businesses. It has a diverse customer base, drawing not only from residents but also from an influx of bike trail and other seasonal visitors. And, relatively rare among small built out cities, it has development sites right in the heart of town.

The main emphasis downtown needs to be creating more opportunity to support retail. The obvious vehicle for this is Loveland Station. Ideally, this new development would be largely residential with select retail below. Encompassing the entire block and joining up to the Wagner Building, it can be phased over time if traffic logistics and parking problems can be solved. A "town square" concept can transform the area into a marketplace that will significantly enhance the dynamics downtown. Not only creating but controlling the customer experience will build loyalty and make Loveland a destination of choice for both residents and visitors.

Downtown can benefit greatly from a denser residential population by way of condos and/or apartments. Condos have the benefit of introducing ownership, but apartments also create opportunity. Quality rental housing will appeal to young professionals and empty-nesters who will also be drawn to Loveland's core of fitness activities, walkability and growing entertainment opportunities.

Once these residents are entrenched in Loveland, they are likely buyers for homes elsewhere in the community. Meanwhile, as renters, they add vitality and disposable income as well as increasing an under populated demographic in the community.

Currently, most of the spaces in Historic Downtown are relatively small. Such spaces generally appeal to independent merchants, as they are easier to manage and can be merchandised with a lower inventory investment. When designing new development, special attention should be paid to creating a more diverse inventory of sizes (up to 5000 sf) both to allow a broader array of opportunities as well as to allow move-up into larger premises by some merchants.

The one type of space in short supply is restaurant space that is already outfitted, either fully or partially. Greater dining diversity is a consistent request from residents in past

studies. (Restaurants are especially important to a walkable downtown because they attract pedestrian customers who will also visit other businesses.) However, food operations require special fittings, vent stacks and other expensive features. In order to attract a quality and diverse mix of restaurant tenants, developing city-sponsored incentives would help to mitigate these costs.

Downtown is fortunate to have a very low vacancy rate. However, the retail mix is awkward and office- based businesses with low daily traffic occupy valuable retail stock. Non-retail would be better placed in upper stories or on side streets. Highly visible street frontage is best dedicated to the market place, supporting the goal of vitality, high quality experience and creates the desire for regular repeat visits.

When recruiting retail tenants for downtown spaces, remember the established assets and aspirations of the community. Identify and recruit businesses that support them. Loveland has multiple themes to build on.

Fitness Family Arts Nature

Each theme has a natural constituency. Businesses that appeal to those customers are more likely to succeed, particularly in curated proximity to each other. Outlier businesses are more likely to fail and should not be included in planning or recruiting. A boutique inn/restaurant would be a tremendous asset to help complete the charm and functionality of Historic Downtown.

Loveland Madeira Road Corridor

In stark contrast to Historic Downtown is Loveland Madeira Road, a highly commercialized corridor which accommodates service retail outside the city center and is convenient to residents. Although the business population is unstructured and cumbersome, many of the establishments are popular and enjoy excellent reputations. Besides supplying daily needs such as gasoline and groceries, it is also home to several family restaurants and entertainment establishments, the elementary school and the post office. For many residents, it is the hub of Loveland.

The Loveland Madeira Corridor has very different issues than downtown. Obsolete and underutilized buildings consume too much of an otherwise promising stretch of real estate. In its current condition, it will be a challenge to repopulate with a tenant mix that complements the vision for downtown redevelopment. However, as the center city becomes more vital and better known for its growing appeal, opportunities for Loveland-Madeira Road will improve and encourage an ancillary focus that creates jobs and builds revenues.

E. Kemper Road/Riverside Drive

Though this area was not originally considered as part of the scope of this project, it a well-traveled entrance to Historic Downtown. Because the road is bordered to the west with railroad tracks and to the east with the river, its land depth ranges from shallow to very shallow and includes the right-of-way for the railroad.

Regardless of limited space, it has pockets for specific redevelopment opportunities such as light industrial and public space. As a disconnected mixture of residential and commercial uses, the area poses a different sort of challenge than the other two Areas of Interest. However, several points make it interesting for future consideration as part of the revitalization/redevelopment process:

- ~ River view
- ~ Close and accessible to downtown
- ~ Borders Chestnut Street site and Shoppers Haven
- ~ Secondary gateway to Loveland
- ~ Unsightly properties

Leasing Strategies

In general, from a retail leasing perspective, Loveland should develop a clear tenant/investor recruiting focus that re-establishes downtown activities as the economic driver in Loveland. Creating a marketing hierarchy will place a strong emphasis on exploiting the well established local themes, most of which originate on or around the river downtown. Loveland Madeira is then in the position to receive complementary offspring businesses that reinforce the themes and encourage economic sustainability. This will establish a clear relationship and improve integration

between the two key retail areas,

between and among the various attractions,

and within the bisected downtown core itself.

Perhaps the most common mistake in retail center revitalization is the belief that good spaces will, effectively, lease themselves. In reality, the leasing effort has to be consolidated, continuous and focused. It is most likely to be successful if a majority of stakeholders buy in to the strategy and effective recruiting tools are in place. But the right target is the right tenant, and by and large they insist on a few key items:

1. *Attractive sites*

There are more generous footprints along the Loveland Madeira corridor than downtown but the area lacks character and architectural consistency.

2. *Desirable Co-tenants Good neighbors make good retail.*

Good merchants are attentive to what businesses will be proximate to theirs. Good retail districts succeed because they appeal to a specific target consumer and offer multiple appealing opportunities to buy.

3. *Competitive Lease Rates*

Rental rates for the area depend on property condition, location and whether any additional incentives are offered. Downtown offerings will probably price better than those on Loveland-Madeira.

Landlords should consider discounting at the front of a lease to both attract tenants and allow them a lower cost start up period. This discount could amount to as much 35% initially, rising over the term. Tenants may also expect at least a short period of free rent.

4. *Tenant Improvement Allowances and Other Incentives*

This can be a key attraction tool but often a difficult one for owners of existing properties to offer. If the city can assist, it will enhance the appeal of spaces at every level. Facade grants, proximate parking, and start up loans and grants can be powerful closing tools and will serve to distinguish Loveland in a crowded recruiting environment. Relatively small sums can have major impact for independent entrepreneurs.

Focusing on the overall appeal of retail areas is important. Visual elements such as plantings, gateways, directional signage, and streetscapes contribute not only to a customer's perception of the area but also to the retailer those customers come to visit. City-wide marketing programs have important impact for retailers with limited dollars. A regular schedule of the kind of special events that drives traffic and increased familiarity is important.

Grant & Resource Development

While there are various opportunities that are directly relevant to the objectives of the City of Loveland, it is important to note that grant work is dependent upon effective resource development strategy and implementation. This is often overlooked.

Grants are one component of an effective resource development strategy. They are a tremendous source of financial leverage and assistance. But in order for grants or any funding source to be maximized, strategy and timely implementation are key.

There are three levels of "grants" opportunity for the Loveland community, and three levels of opportunity for resource development. These six levels should be pursued in full, with the appropriate staff or consultant resources to ensure success.

Grants

Direct opportunities for the City of Loveland

There are a number of identified opportunities that the City is eligible to apply for related to bike trail expansion and other needs. These opportunities are not static. They change frequently, particularly with changes in State and Federal Administrations, and cannot be assumed to be offered more than once, or to remain open long. Additionally, due to the high numbers of applications for funding, and the competitive nature of grants, even pools of funding that look significant in size are consumed quickly. We recommend that Loveland pursue grant opportunities that are appropriate to their development objectives in a timely manner with a sense of urgency; these opportunities will pass if not pursued.

Strategic collaboration and aligned objectives

Often individual entities overlook significant leverage by not looking to the entities around them. Non-profits, for example, represent one of the largest and most rapidly growing sectors in the nation, but frequently they are overlooked for their development potential. We recommend that potential partners be identified (Graillville, Loveland Children's Theatre, Goodwill, the public library, faith based organizations, etc.) and integrated into a broader grant process. This will involve the creation of constituent groups, possibly aligned around arts, social services, literacy, etc. and a development initiative formed in each of these constituent areas that supports and drives the overall development objectives. These partner entities, particularly the non-profits, are eligible for grant funding that is not accessible to the City, and as a result, have the capability to secure resources that not only forward their organizational objectives, but also to drive development goals for the community.

New non-profit

Some public entities (libraries, transit authorities, communities) are creating non-profit organizations that are connected to the entity as a way to pursue development opportunities that are not available to the public entity itself. The creation of such a non-profit allows for philanthropic contributions as well as the pursuit of new grant resources. We recommend that this concept be assessed by the City for feasibility and benefit.

Suggestions:

- ~ Select grants for pursuit and move forward. Utilize outside expertise appropriately to increase the likelihood of return.
- ~ Develop leverage or constituent groups around development objectives (arts, social service, etc.). Create strategies within each of these groups that will forward the needs of the participants as well as the objectives of the community. Implement the strategies with urgency.

Resource Development

In tandem with grants, a resource development strategy provides the opportunity to pursue additional opportunities for development in a strategic manner. Resource development is a highly relational, interactive process that integrates the concerns and interests of more than one party or parties with the hopes of achieving an identified result. While not all of the resources would come directly to the City, resource development through other pockets in the community (arts, social services, etc.) will ultimately drive the targeted objectives. The city has three levels of opportunity based on connections within the community and around the community. We recommend that these three levels of constituents be assessed, identified, and cultivated appropriately.

Direct relationships

The City presently has direct relationships with numerous entities, as the committees formed for this project reflected. These are business owners, consultants, development entities, housing providers, and others who have a direct interest in the financial, social, and overall success of the community.

Relationships once removed

The City has a number of entities that are present in the community but have yet to be talked to or interacted with. These may include business owners, non-profits, faith community leaders, residents, school teachers or a host of other individuals. To access these individuals, a connector is needed to link the relationship into the City. Making this connection may require a referral, an invitation, or a communication process.

Broader, undefined relationships that may be beneficial

This third category includes two types of entities/individuals: those who are not physically located in the community but have some level of investment in the success, those who are connected to a person, business, or organization in the community. For example, the leadership of Goodwill is not located in Loveland, but

Goodwill has an interest in the success of its store in Loveland because it has made a significant capital and operating investment in this store, and would like to see a solid return on this investment. Kroger's leadership is not located in Loveland, but again, Kroger ideally would like to see solid financial returns on its Loveland store.

Suggestions:
For all three types of relationships:

- ~ Create a map of possibilities (direct relationships, relationships once removed, and other) and begin a strategic cultivation process with each of these levels, moving from direct outward.
- ~ Recognize that communication with all levels of constituents needs to be consistent and truly informative - - not just informational.
- ~ People, businesses, non-profits, and other stakeholders need to know what the strategy is, why it is important, and how it will benefit them/their community.
- ~ Utilize outside expertise appropriately.

Grants and Assistance List

Research on this portion of the project was completed on October 2010. The following opportunities were screened and represent possible sources of funding through multiple agencies, both federal and state, and non-profit organizations. At this time, however, any or all of the following opportunities may have expired or experienced adjustments that could affect future funding or assistance.

Bike Trail Expansion

Ohio Department of Natural Resources Trail Grants
Clean Ohio Trails Fund
http://clean.ohio.gov/RecreationalTrails/

US Department of Transportation, Federal Highway Administration
Transportation and Community and System Preservation Program
http://www.fhwa.dot.gov/tcsp/

Ohio Department of Natural Resources
Nature Works Grants (Land Acquisition or Development Projects)
http://www.ohiodnr.com

US Department of Transportation, Federal Highway Administration
Congestion Mitigation and Air Quality Improvement Program
http://www.fhwa.dot.gov/environment/air_quality/cmaq/

National Park Service
Preserve America Grant Program
http://www.nps.gov/history/hps/hpg/PreserveAmerica/
http://www.preserveamerica.gov/communities.html

US Department of Energy
Energy Efficiency and Conservation Block Grant Program
http://www1.eere.energy.gov/wip/eecbg.html

Brownfield Assistance

Economic Development Administration, Public Works
Economic Adjustment Assistance and Global Climate Change Mitigation Incentive Fund Programs
http://www.eda.gov/PDF/FY%202011%20EDAP%20FFO-FINAL.pdf

Environmental Protection Agency
Brownfields and Land Revitalization
http://www.epa.gov/brownfields/applicat.htm

Ohio Department of Development
Clean Ohio Revitalization Fund
Brownfield Revitalization
Sustainable Reinvestment Pilot Track
http://clean.ohio.gov/BrownfieldRevitalization/

River Conservation

Clean Ohio Fund
Green Space Conservation
http://clean.ohio.gov/GreenSpaceConservation

River Network
http://www.rivernetwork.org/resource-library/filtered/fundraising-and-grants?keys=&tid=11

American Rivers
http://www.americanrivers.org/our-work/restoring-rivers/dams/noaa-grants-program.html

Additional Resources

National Recreation Trail Designation (technical assistance)
http://www.americantrails.org/nationalrecreationtrails/BenefitsNRT.html

National Park Service
*Rivers, Trails, and Conservation Assistance Program (*consulting available)
http://www.nps.gov/ncrc/programs/rtca/index.htm

Port of Greater Cincinnati Development Authority
http://www.cincinnatiport.org/

Financing

Conventional financing for commercial projects is difficult to obtain in the current economic environment without substantial upfront investment. Though creative lending programs are emerging and some lending institutions are starting to relax eligibility requirements, available financing is still a challenge for many business owners and developers.

Fortunately, small and minority business assistance has become a priority for several government agencies. Within some agency programs are low or no-interest loans for various aspects of small business needs and municipal improvements. Others offer technical assistance and consulting. The following programs are financial and assistance resources that may be available to be used directly by the City of Loveland or as recruitment tools for commercial and retail tenants. Consistent monitoring of lending trends is suggested in order to stay informed of adjustments, additions or enhancement to these and other emerging programs.

City of Loveland

Ohio Public Works Commission (OPWC)
http://www.pwc.state.oh.us/loan_program.htm

Business

Ohio Department of Development
Ohio 166 Loan
http://www.development.ohio.gov/Business/loans_grants.htm#166DR

US Small Business Administration
CDC/SBA 504 Loan
http://www.sba.gov/content/cdc504-loan-program

US Small Business Administration
SBA 7(a) Loan
http://www.sba.gov/category/navigation-structure/loans-grants/small-business-loans/sba- loan-programs/7a-loan-program

National Trust for Historic Preservation
http://www.preservationnation.org/resources/find-funding/loans/national-trust-loan-fund/

Ohio Department of Development
Innovation Ohio Loan Fund
http://www.development.ohio.gov/ohiothirdfrontier/InnovationOhioLoanFund.htm

Other Assistance

National Trust for Historic Preservation
Cincinnati Preservation Association
http://www.preservationnation.org/contacts/statewide-local-partners/cincinnati-preservation-associ.html

Recommendations & Suggestions

The ultimate purpose of this project was to compile information that would point to substantiated and credible places in Loveland on which to focus a city-wide redevelopment initiative. Many observations were noted in and around Loveland during this process. Observations and related data concerning each Area of Interest were then translated using the Property Ranking System which, in turn, revealed the two Priority Redevelopment Areas. Because this is a holistic exercise, a by-product of accumulating and comparing assets and deficiencies is the ability to advise on possible activities in one area without sacrificing the integrity of another. The following recommendations and suggestions indicate how the right strategies can help to leverage one another.

Recommendations for **Historic Downtown**

- ~ Focus on residential development for young professionals and empty nesters.
- ~ Focus on Areas 5a, 6 and the Marathon Convenience Store for redevelopment.
- ~ Complement residential growth with restaurant, niche retail and small office development incorporated into the residential and opportunity infill locations.
- ~ Seek qualified developers to form public-private partnerships.
- ~ Provide assistance for the renovation of the Wagner Building.
- ~ Work on Eads property for redevelopment.

Recommendations for **Loveland Madeira Road Corridor**

- ~ Focus on Area 2a, the Chestnut Street property and contiguous properties
- ~ Assemble contiguous parcels fronting on Loveland Madeira Road; assist businesses in relocation.
- ~ Establish this as the office/service area that will increase employment and revenues for the City.
- ~ Seek qualified developers to form public-private partnership

Recommendations for **E. Kemper Road/Riverside Drive**

- ~ Contact property owners to explore for possible property sales.
- ~ Pursue grants for park sites.
- ~ Offer incentives for property improvements.
- ~ Market vacant properties in this corridor.

Recommendations for **Little Miami River Crossing**

- ~ Evaluate and pursue the best alternatives to create a permanent pedestrian/bike path connecting Historic Downtown to Loveland Madeira Road through the Chestnut Street Property or Main Street
- ~ Work with Little Miami Inc for guidance in attaining permission to build over the Little Miami River

Recommendations for **Traffic & Parking**

There is no quick fix to alleviate these two vitally important issues. However, the sooner they are addressed, the sooner a major obstacle can be eliminated from redevelopment plans in Historic Downtown.

- ~ Authorize traffic impact and parking management studies
- ~ Research possibility of turn lane on W. Loveland Avenue (Railroad arm is an obstacle.)
- ~ Designate parking lot for cyclists away from immediate downtown area (sell biker-only stickers for weekend)
- ~ Install and enforce parking meters (tokens from merchants)

Recommendations for **Marketing**

"Marketing is used to identify the customer, to satisfy the customer, and to keep the customer", says *Wikipedia*. This philosophy not only applies to a product or service but to a community attempting to grow its commercial and residential base. A marketing campaign must be holistically based and incorporate every business in Loveland on some level.

- ~ Develop "product-oriented" advertising campaign
- ~ Pursue virtual social networking presence
- ~ Instigate cross-regional promotions
- ~ Host regular events for real estate professionals
- ~ Maintain available commercial/retail inventory
- ~ Actively market available property

Suggestions for positioning Loveland

While the above recommendations are items that are strongly advised, the following are suggestions that merit further investigation. They originate from observations made throughout the project as well as the research conducted on current events and national trends. Other information was obtained through interviews with industry leaders.

Attractions and Events

With controlled growth and appropriate venues, Loveland can be home to additional permanent attractions and host to premier events throughout the year. These are just a few ideas:

Attractions	Events
Meeting/party spaces	Wine/beer festival
Golf range/putting green	Outdoor/indoor sporting events
Zipline	Family night
Dinner train	Major cycling events
Indoor playground	Music festivals
	Farmer's market

Relocations

As mentioned previously, the liquor store seems to be an undervalued asset in Loveland. The potential for the existing store is tremendous outside of its current location. If a deal could be negotiated to move the liquor store to retail space in Loveland Station, the store would be more accessible to patrons with improved ingress and egress. The current location could be used by the City for public use and/or additional parking. Other relocations could be necessary as plans progress.

Civic Outreach

It is the responsibility of every community to stay in touch with the needs of its residents. A few programs that may help the City to increase their involvement are:

- Scholarship programs
- Ride Share/Car Share programs
- Community garden
- Participate in *Granny's Garden School* regional expansion

Cycling

Except for immediately around the bike path itself, there is little to suggest that this unique landmark exists in Loveland. Invest in practical measures and relationships that will increase Loveland's association with this local treasure.

- Install bicycle kiosks http://www.bcycle.com/howitworks.aspx
- Interact with Cincinnati Bike Association

~ Consider incorporating cycling icons into City logo

Business Concepts

Where there are businesses that stimulate the imagination and services that fill a basic need, there are people that frequent them. Setting guidelines and standards before launching a tenant recruiting campaign will help to build cohesion and maintain continuity throughout the business community.

~ Culinary school
~ "Party Source" model
~ Pop-up retail
~ "Play it again" model
~ Family entertainment complex
~ Surgery center
~ Take-home gourmet dinners
~ Indoor tennis-golf-volleyball-racquetball
~ "Green" product center
~ College/Technical School
~ Call center (E. Kemper Road/Riverside Drive)
~ Bike manufacturers/vendors (E. Kemper Road/Riverside Drive)

Business Retention

The best business practices include equal amounts of client development and client retention since the cost to maintain an existing client is far less than replacing one. The impact of the loss of a quality business in Loveland is felt by the City as well as the landlord.

~ Consistently monitor changes in ownership and tenants.
~ Develop incentives for business to locate and remain in Loveland.
~ Develop relocation packages for occupants of assemblage targets.
~ Periodically meet face-to-face with business and property owners.

Business Recruitment

More specific and attainable than those mentioned in the *Business Concepts* segment, the following types of businesses would improve the quality of life for local residents, entice prospective residents and encourage patronage from outlying areas.

Spa
Ceramic studio
Bicycle shop
Delicatessen
Used book shop
Florist
Medical offices
Micro brewery
Bakery

Small Business

According to the International Economic Development Council (IEDC), "American small businesses drive economic innovation, employ about half of all private sector workers and deliver goods and services locally and all over the globe." They are also a top priority for the federal government expressed through attractive loans, incentives and grants to assist in virtually every aspect of small business. Multiple small businesses usually mean more diversity in industry mix and thus the demand for a variety of skill sets. For Loveland to become "entrepreneur friendly", consider the following:

- Establish "Loveland University" classes (small business department)
- Entrepreneur "road map"
- Offer mini grants and loans
- Establish a small business incubator

Developer/Broker Services

There cannot be too much emphasis placed on the importance of keeping in close contact with local and regional companies involved in real estate development and sales. Seasoned professionals in this industry are an invaluable resource for monitoring potential deals and site searches.

- Develop a systematic communications system
- Create certification standards for "shovel-ready sites"
- Streamline approval process for developers
- Develop aggressive incentives programs
- Continue to land-bank key sites
- Assign a "green" specialist