

**GO Cincinnati:**  
Growth and Opportunities Study  
For the City of Cincinnati

**Business Development Division Action Steps  
For the Implementation of  
GO Cincinnati Recommendations**

**August/September 2009**



## GO Cincinnati Business Development Action Plan

### Executive Summary

In January 2008, Mayor Mallory's *GO Cincinnati: Growth and Opportunities Study for the City of Cincinnati Final Report* established an economic development strategy to increase City tax revenues. The GO Cincinnati Team, a study group co-chaired by Councilmember Chris Bortz and Chamber president Ellen Van der Horst, published the *GO Cincinnati Final Report*. The team consisted of representatives from the City of Cincinnati, the Cincinnati Regional Chamber, The Brookings Institution, KMK Consulting, RCLCO (a national real estate consulting firm), and business and community leaders. The Final Report is the result of the GO Cincinnati Team's efforts to determine the best strategy to address the City's trend of declining earning tax revenues.

The GO Cincinnati team concludes that the City must focus its resources on place-based development activities where the greatest opportunities exist. The report identifies the Existing Growth Opportunity Areas as the current primary sources of City tax revenue. The Existing Growth Opportunity Areas include the Central Business District (CBD), Over-The-Rhine (OTR), and the Uptown neighborhoods. The City has long considered these to be its primary growth areas, and has already focused much of its attention on these areas, led internally by the Economic Development Division of the City Manager's Office.

The report also identifies three New Growth Opportunity Areas:

- Madison Road Corridor
- Seymour/Reading Roads Corridor
- Queensgate/South Mill Creek Corridor

The report is clear that the City of Cincinnati does not have the kind of real estate product needed to capture 21<sup>st</sup> Century jobs in an urban friendly manner. So the GO Cincinnati team recommended new strategies for business and housing development in these areas. While the City is participating in many development projects in these areas, a more focused and coordinated action plan is necessary to achieve the results called for in the report. Therefore, the Department of Community Development's Business Development Division offers this action plan to specifically address the GO Cincinnati Final Report's recommendations on place-based development in the New Growth Opportunity Areas.

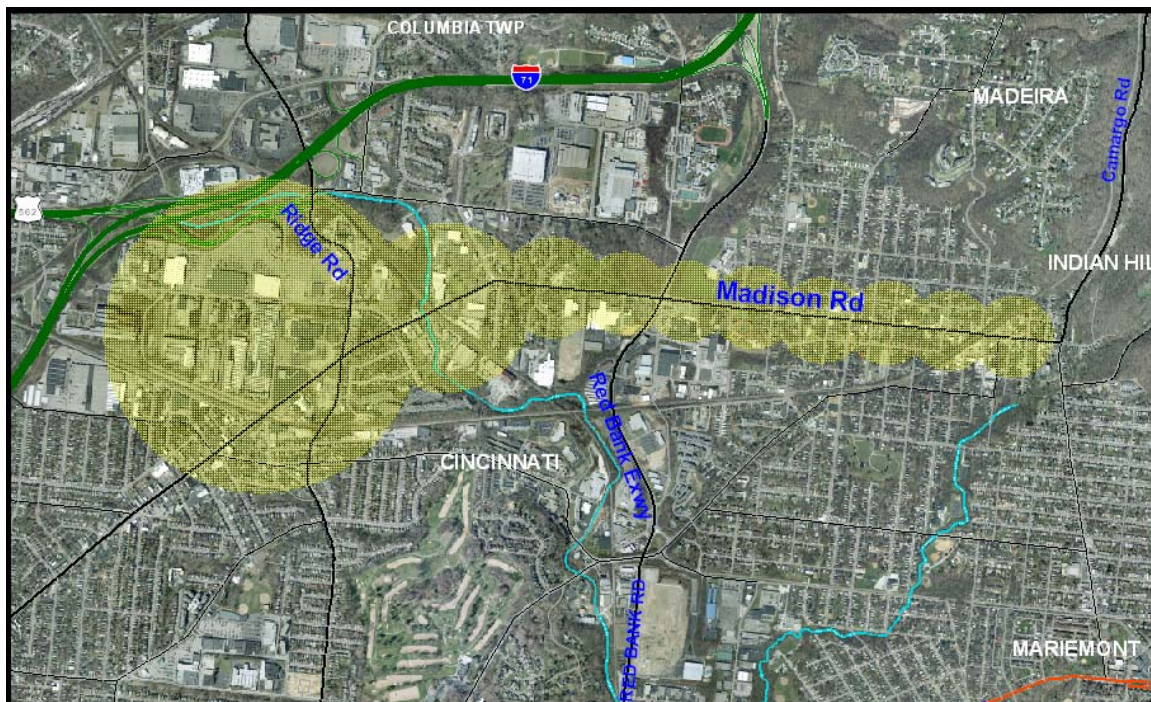
In this action plan, Business Development Division (BDD) outlines the steps it will take to attract jobs and increase City tax revenue in the New Growth Opportunity Areas. In outlining these steps, BDD emphasizes the broad coordination required of City departments, public utilities, and private development organizations. Furthermore, BDD will use this plan to direct funding, apply for grants, recommend new tools to expand the capacity of the City, existing CDCs, and local development stakeholders to effect redevelopment in the New Growth Opportunity Areas.

## Madison Road Corridor GO Cincinnati Development Area

The GO Cincinnati Report touts the Madison Road Corridor as ideally located to be a prime location for a complex office/retail/high density housing concentration. This area can provide the “drivable suburban” office location that the City is currently lacking and mix it in with a walkable redevelopment of Historic Madisonville. Due to its proximity to I-71, the CBD, and large swaths of excellent demographics, this corridor has a strong opportunity to capture growth in office and supporting retail demand.

### Development Area Boundary

The Madison Road Corridor loosely encompasses the few blocks north and south of Madison Road from the Center of Cincinnati shopping center at I-71(to the west) to the intersection with Camargo Road(to the east).



### DCD's Major Objectives in the Madison Road Corridor

- Actively compete for modern office demand; provide land and development support
- Simultaneously encourage walkable urban development and drivable suburban development
- Create a Land Use Plan for the corridor
- Potentially secure larger sites (3+ acres) to make them readily available to office developers

### Current Projects

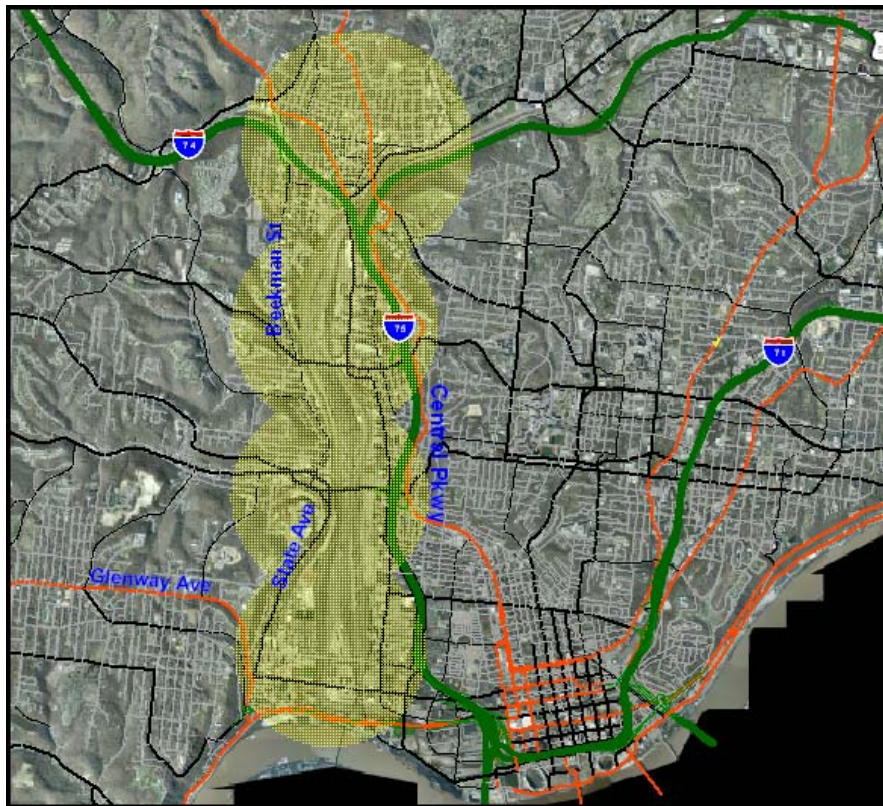
- Madisonville & Whetsel acq/demo/rehab
- Medpace development on former NuTone site
- Redevelopment of former Oakley Drive-In

## **Queensgate/ South Mill Creek Corridor Growth Opportunity Area**

The Queensgate/ South Mill Creek industrial corridor is ripe for redevelopment. Renewal of this area will contribute immensely to Cincinnati's tax base and improve the economy. Moreover, promotion of green development will provide additional linkages to leading global and national economic trends, while further branding Cincinnati as a champion of smart, sustainable development.

### **Area Boundary**

The Q/SMC Area is roughly bounded by the Ohio River to the south, I-75 to the east, I-74 to the north, and the Beekman/State Avenue corridor to the west.



### **Major Objectives in Queensgate/South Mill Creek Corridor**

- Identify and market the redevelopment of brownfield and underutilized sites to developers
- Showcase the economic & environmental benefits of green industrial development
- Illustrate how to connect employment training to redevelopment opportunities
- Create a Land Use Plan for the corridor

### **Current Opportunities**

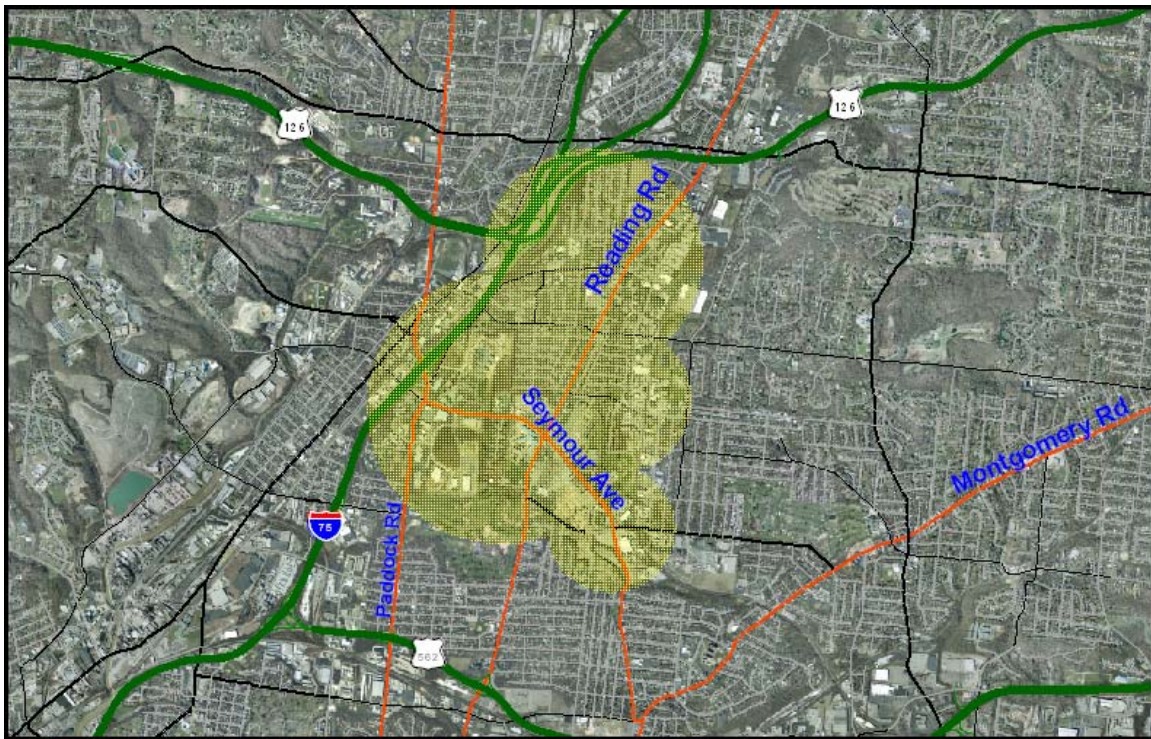
- MetroWest Commerce Park
- Queensgate South Redevelopment
- Crosley Building Environmental Assessment
- Provident North Environmental Assessment

## Seymour/Reading Corridor Growth Opportunity Area

The GO Cincinnati Report identifies the Seymour/Reading Road corridor as an area best served by a mix of drivable suburban and walkable urban environments. Of the two, drivable suburban office is highlighted as the dominate force in the corridor as a location for R&D, flex-industrial, and back office space uses located primarily along the Seymour and Paddock corridors. The walkable urban component should focus mixed use developments along the Reading Road corridor.

### Area Boundary

The proposed focus area is roughly bounded I-75 on the west, the Hamilton County Fairgrounds to the north, the Cincinnati Gardens to the east, and Maketewah Country Club to the south.



### Major Objectives in the Seymour/Reading Road Corridor

- Actively compete for R&D/light industrial demand; provide land and development support
- Identify major sites (3+ acres) that can be acquired or leveraged for redevelopment
- Encourage redevelopment of obsolete retail centers as walkable urban, mixed use sites
- Create a Land Use Plan for the corridor

### Current Opportunities

- Mill Creek Psychiatric Redevelopment
- Jordan Crossing Redevelopment
- TechSolve Technology Park
- Former Showcase Cinema Site

# GO Cincinnati Success Metrics

## Business Development Division Action Steps

The GO Cincinnati Report recommends 28 Success Metrics for implementing the plan and measuring its effectiveness. Achieving these goals will require the coordination of multiple City departments, public utilities, and private development organizations. **This Action Plan divides these metrics in to Short Term, Medium Term and Long Term goals to make the implementation more manageable. This Action Plan is also designed to guide the actions of DCD and BDD. In several cases these metrics are being carried out or should be carried out by other agencies. The Action steps for BDD will be in coordinating when necessary the real estate development with other initiatives.**

In this action plan, the Department of Community Development's (DCD) Business Development Division (BDD) outlines its role in each of these Success Metrics with an emphasis on the **Short Term goals** and redevelopment projects in each of the New Growth Opportunity Areas. Through these actions, Business Development can build the capacity of existing CDCs and local development stakeholders while attracting enough funds to effect change in the New Growth Opportunity Areas.

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
<b>Project Implementation Metrics</b>				
<p>1.) The Steering Committee should engage in discussions with leadership individuals at the CBC, 3CDC, TechSolve, the Museum Center and other key stakeholders to begin the process of creating the new catalytic development corporations (CDC) referenced in this report.</p> <p>1a.) These discussions will lead to crafting the conceptual structure for the CDC's both organizational and governance, the business plan, and the operating budgets for each, with an outline of sources and uses of funds. The sources of funds discussions should include, not only operating support, but also equity and debt for catalytic funding for CDC investments.</p> <p>1b.) This effort will also identify who should lead the particular CDC as chief staff executive and/or craft the scope (general job description) for these positions.</p>	<b>Short Term</b>	<p>Business Development Division (BDD) has a strong relationship with many existing development organizations such as the Cincinnati Regional Chamber, 3CDC, TechSolve, the Museum Center, and HURC (city-wide Development Corporation). Business Development believes that the existing organization should be utilized first before creating a new organization with the associated start-up costs and overhead.</p>	<p>BDD will work through existing organizations to achieve GO Cincinnati's goals. Therefore, BDD will engage existing CDC's in each Growth Opportunity Area on specific redevelopment projects and work to build the capacity of these organizations when necessary.</p>	

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
<p>2.) The Steering Committee should engage in discussions with City of Cincinnati and Hamilton County officials to further the support for bringing the Development Authority proposal to reality. This effort will require strong resolve by leadership to address issues raised by some within the City and within Hamilton County as to why such a single countywide development authority is either too bold or not necessary.</p>	<p><b>Short Term</b></p>	<p>Business Development works closely with the Port of Greater Cincinnati Development Authority (Port Authority) on most brownfield redevelopment projects in the City today. Currently, the Port Authority is in the process of expanding their development focus to include the types of large-land redevelopment projects advocated by GO Cincinnati.</p>	<p>Business Development will continue to work closely with the Port Authority in order to implement the GO Cincinnati action plan. BDD will work with the Port Authority and other existing CDC's to determine the most expeditious way to redevelop property.</p>	
<p>3.) The Mayor should appoint an Implementation Team when he publicly announces the adoption of GO Cincinnati recommendations:</p> <p>3a.) A number of Steering Committee members should transition onto the Implementation Team.</p> <p>3b.) The Implementation Team would assume responsibility for all further efforts and discussions relative to building the CDCs and the Development Authority.</p> <p>3c.) The Implementation Team would also serve as a primary resource to the City of Cincinnati relative to the other recommendations of the report, as well as the City's consideration and development of policies that would prioritize the three place based strategies relative to development opportunities.</p>	<p><b>Medium Term</b></p>	<p>This action plan should be viewed as an initial phase of the implementation. BDD will use the inter-departmental Strategic Program for Urban Development (SPUR) team as the implementation team of the initial phases. Departments represented are; Community Development, Economic Development, Law, Environmental Quality, Budget, Real Estate, and DOTE</p>	<p>Business Development will serve as the lead organization for projects located in the New Growth Opportunity Areas, while the Economic Development Division (EDD) will continue to lead large development efforts in the Existing Growth Opportunity Areas as specified in the report. DCD and EDD will engage the assistance of an interdepartmental team, much in the same manner as the Strategic Program for Urban Redevelopment, to ensure the successful implementation of projects.</p>	<p><b>F</b></p>

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
<b>Place-Based Development Metrics</b>				
4.) Create the privately-led catalytic development organizations to serve as the implementation agents for each of the three place-based strategies and secure a five-year funding source(s) for operations for each.	<b>Long Term</b>	Start-up and operational costs of creating new development corporations is currently not feasible.	Business Development will work with existing CDCs and local development stakeholders to prioritize projects for each funding opportunity based on the project's applicability and readiness. Where appropriate, Business Development will collaborate with CDCs to establish long-term funding sources to increase the capacity of these organizations.	<b>Business Development will continue to collaborate with existing CDCs, such as HURC, that have experience with complex land redevelopment projects in the New Growth Opportunity Areas.</b>
5.) Charge each of the catalytic development organizations with creating master development plans based on the Report's place-based strategies, including designation of each corridor's boundaries, and identification of a land development strategy specifying key parcels to acquire/assemble/rezone.	<b>Short Term</b>	Business Development has proposed boundaries for the three newly identified GO Cincinnati areas (New Growth Opportunity Areas) and identified current and future development opportunities in each area in this action plan.	Business Development will work with existing CDCs and neighborhood stakeholders to ensure that each project that is implemented will achieve the goals identified in GO Cincinnati. Business Development will continue promoting the incorporation of the GO Cincinnati Report into the Cincinnati Comprehensive Plan for 2010-2014, which will provide an updated framework for the implementation of development projects in each area.	
6.) As component of the strategies to develop a quality built environment in each of the three new Growth Opportunity Places, create clean and safe programs in each place utilizing (1) increased public investment through programs such as specialized safety police units (an existing model is the Cincinnati Police Department Downtown Services Unit) and (2) private-sector funding sources through Special Improvement Districts, or other dedicated funding, at a cost level based on an urban average of \$25,000 annually per block (an existing model is Downtown Cincinnati Inc.)	<b>Medium Term</b>	While clean and safe strategies are important, Business Development believes the lack of investment in the three new focus areas are more related to blight and lack of developable land. The developing of real estate that is competitively priced will attract investment.	Business Development will continue partnering with neighborhood organizations to establish clean & safe programs to enhance the viability of existing and new development. Business Development will identify local, State, Federal, and private funding opportunities to help build the capacity of clean & safe organizations in each New Growth Opportunity Area.	



GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
<p>7.) Identify and secure public-sector (local/state/federal) and private-sector funding to pursue land acquisition and predevelopment for the three place-based strategies; this "catalytic investment" is estimated to be required at a level of 20% of the total estimated development value of \$1.01035 Billion (Office, Industrial, Flex R&amp;D, Retail, Housing) and in the initial five-year development phase typically requires a 5:1 public/private funding ratio, estimated as follows:</p> <p>Total Development Value: \$1.01035 Billion 20% Catalytic Investment: \$202.07 Million</p> <p>20% Capital Investment: \$40.41 Million 80% Private Capital Investment: \$161.66 Million</p> <p>After an initial five-year phase, the percent of public funding required for ongoing development should reduce to 10% with 90% private sector investment.</p>	<p><b>Short Term</b></p>	<p>Business Development has identified a wide-range of funding assistance available to assist with the redevelopment projects in each of the new GO Cincinnati areas (see Exhibit B).As market viability increases in each New Growth Opportunity Area, Business Development will gradually decrease the amount of public funds needed for the successful completion of projects.</p>	<p>Business Development will use the established minimum 5:1 private to public financing ratio to evaluate and prioritize redevelopment projects in the New Growth Opportunity Areas. Since the financial metrics were determined prior to the 2008 fiscal crises, Business Development will commit to securing \$25 million in public capital investment over the next 60 months, in order to attract approximately \$125 million in private investment.</p>	<p><b>Example Project: MetroWest Commerce Park- estimated private to public leverage- 5.6:1.</b></p>
<p>8.) Increase total available real estate assets through new development/redevelopment in the three target growth opportunity places by 4.45 million square feet office/industrial/commercial and 2.0935 million square feet residential by the end of the five-year initial development phase as identified for each category:</p> <p>Office: 468,000 SF Industrial: 1,265,000 SF Flex/R&amp;D: 120,000 SF Retail: 857,000 SF Housing: 1,740 Dwelling Units/ 2,093,500 SF</p>	<p><b>Medium Term</b></p>	<p>The GO Cincinnati Performance metric was established in 2008 and does not account for the economic downturn. BD has subsequently adjusted the projections accordingly.</p>	<p>Business Development will work incrementally to take advantage of the market's inevitable rebound and achieve 2.5 million square feet of new or rehabilitated office/industrial/commercial space in the New Growth Areas over the next 60 months.</p>	<p><b>Example Projects: Mill Creek Redevelopment Site is estimated to attract over 300,000 sf of new research &amp; development space</b></p>

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
9.) Increase the City of Cincinnati's total net revenue collection in the three target Growth Opportunity Places by \$6.4 Million by the end of the five-year initial development phase with a total impact over twenty years of up to \$146 Million net revenue increase.	Medium Term	The GO Cincinnati Performance metric was established based on a larger public investment (see metrics #7) than is suggested by these initial action steps, therefore the development goal was adjusted accordingly.	Despite the current economic climate, Business Development will use the strategies identified herein to increase the City's total net revenue collection in the New Growth Opportunity Areas by \$3 million over the next 60 months.	<b>Example project: MetroWest Commerce Park is estimated to create approximately \$540,000 annually in new real property taxes and \$400,000 annually in new City earnings taxes in addition to reducing the cost of emergency services to 18 acres of blighted property.</b>
10.) Through implementation of the place-based strategies and economic development delivery system recommendations, the creation of an estimated 4.45 million square feet of new real estate assets will support the creation of nearly 5,000 new jobs.	Medium Term	City Council provides funding to promote Industrial and Commercial Development in the City. Business Development will focus those funds on these action steps and leverage other state, federal and private resources. However, they will not be at the level suggested in metric#7	Business Development will leverage all available public and private funds and development capacity in the New Growth Opportunity Areas in order to fully capture or exceed an estimated 2,500 jobs to the City within 60 months.	<b>Example project: MetroWest Commerce Park is estimated to create 400 new jobs on the site.</b>
<b><u>Residential Market Growth Metrics</u></b>				
11.) Convert obsolete commercial/office space to viable residential units/mixed-use by the end of the five-year initial development phase, focusing on but not limited to Downtown and Over-The-Rhine. Conversion of obsolete space shall continue without stopping as long as office vacancy rates remain above 15% for the CBD OR until market sustainable office rents exceed rents necessary to justify new construction. Over the next five years, this most likely will mean the conversion of between 1M and 2M SF of obsolete office space. (Removing subpar office/commercial space improves lease rates for existing office and potentially creates demand for new modern office construction, and new residential units increase demand for retail and restaurants.)	Medium Term		Business Development will continue to support EDD, the DCD's Housing Development Division, 3CDC, Downtown Cincinnati Incorporated, and various other public and private development stakeholders in the conversion of excess office space to residential units in the Existing Growth Opportunity Areas.	

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
12.) Develop a master plan to convert institutional/distressed housing into market-rate, for sale housing in the three new Growth Opportunity Places, focusing on but not limited to the Seymour/Reading Road and Madison Corridors.	Medium Term	Business Development will consult annually with the Housing Development & Property Maintenance/Code Enforcement Divisions to obtain a list of all institutional/distressed housing property.	Business Development will partner with the Housing Division and neighborhood stakeholders to identify opportunities for the conversion of institutional and distressed properties to market-rate housing units through the Housing Division's Notice of Funding Availability program. Business Development will also bring attention to these sites in the Comprehensive Plan process.	
13.) Capture at least 12% annually of new luxury multi-family projects developed in region and create an investment climate in the City, through public improvements focusing on walkable urban development (transit, parks, and other public components), to eliminate, after the initial five-year development phase, the necessity for public subsidy of residential projects in order for them to be viable.	Long Term		Business Development will work with EDD and the Housing Division as needed to attract new luxury multi-family projects in the region to the City. In addition to the urban core, Business Development will identify sites appropriate for the development of walkable urban development in the New Growth Opportunity Areas of Reading/Seymour and the Madison Road Corridor.	
<b><u>Office Market Growth Metrics</u></b>				
14.) Reduce and optimally stop the decline in the City's capture rate of occupied regional office space, which is averaging a 1% drop annually (2006 was 47.1%, down from 52.4% in 2000)	Long Term		The focused redevelopment activities outlined herein will result in many new office redevelopment opportunities. With more available sites, Business Development can more effectively market the City to private developers and office users resulting in a reduction of the declining capture rate of occupied regional office space.	<b>Example Project: Former NuTone Site is being prepared for the construction of over 330,000 sf of office and over 60,000 sf of retail space.</b>
15.) Retain 500,000 SF feet of corporate office space in the City by capturing projects relocating from the Central Business District and securing them in the Madison Road Corridor or Seymour/Reading Road Corridor, or elsewhere in the City. (Nearly 500,000 SF of new or renovated office space is projected to be added during the initial five-year development phase.)	Medium Term		Business Development will identify sites in the New Growth Opportunity Areas for redevelopment into campus-style corporate office sites to help retain corporate office space in the City.	<b>Example Project: Like the Keystone Parke project, the redevelopment of the former NuTone Site in Madisonville will offers users a model campus-style location in the City.</b>

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
<b>Industrial/R&amp;D/Flex Market Growth Metrics</b>				
<p>16.) Create an advisory panel of national experts on green industrial park development to guide the City's planning to develop a green industrial park, and include in this initiative visits to at least 2-3 green industrial parks identified as best-in-class in the nation and meetings with officials involved in each park's development and with park tenants. These visits should be conducted by a team comprised of City officials, developer representatives, and officials from companies engaged in green-manufacturing initiatives that have a regional presence including GE, Duke Energy, Toyota and Procter &amp; Gamble.</p>	<b>Medium Term</b>	<p>Business Development recommends that the short-term goal of gaining control of land needs to happen before determining they type of green development that can be created.</p>	<p>Business Development will implement this recommendation incrementally by utilizing the expertise of the Office of Environmental Quality and local green experts. Business Development will partner with the Office of Environmental Quality to position redevelopment projects to incorporate sustainable design.</p>	<p><b>Example Project: The MetroWest Commerce Park project involves the environmental remediation such as asbestos abatement and soil remediation, while Business Development has attracted a sustainable development team to attract businesses looking to operate in a "greener" environment.</b></p>
<p>17.) Create a team of locally based officials representing green-manufacturing corporations with a regional presence, including Toyota, Duke Energy, GE and Procter &amp; Gamble, to guide the City and the real estate development community in evaluating market demand for green industry ventures. The key role of this green industry opportunity team will be to leverage national expertise within their corporations on green sustainability practices and project planning to help the City and private sector developer align its green industrial economic development with potential opportunities in the marketplace.</p>	<b>Long Term</b>	<p>Business Development recommends that the short-term goal of gaining control of land needs to happen before determining they type of green development that can be created</p>	<p>Business Development will consult with the Regional Chamber to build the capacity necessary to establish this team of local experts to help evaluate market demand for green industry ventures.</p>	

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
<p>18.) As continuation of the work in items 13 &amp; 14, these additional actions should be accomplished as identified and directed by the national advisory panel and local green industry opportunity in the marketplace:</p> <p>18a.) Once market demand is evaluated, the City and green industry opportunity team should work with the Cincinnati USA Partnership to identify 20 potential green industrial/flex/R&amp;D company prospects to target for attraction (promote the City's new LEED-CRA tax incentive for green projects).</p> <p>18b.) Revise the City's zoning and building regulations to define and codify standards for modern/clean/green industrial development.</p> <p>18c.) Revise the City's zoning to expand and preserve sites that have been designated for modern industrial development, including as recommended in this Report, revising the City's zoning specific to opportunities in each of the Growth Opportunity Places, for example, to discourage big-box retail and preserve opportunities for R&amp;D/green industrial projects in the Seymour/Reading Road Corridor.</p> <p>18d.) Solicit, coordinate and close land/facility donations (surplus government/public and private) towards assembling property for development/redevelopment for green industrial and R&amp;D/Flex use.</p>	<p><b>Long Term</b></p>	<p>In order to capture new green industrial development and reduce the declining capture rate of occupied regional office space, as stated above, Business Development must rely on partnerships with a variety of public, private, and City stakeholders with the common purpose to position Cincinnati as a hub of green redevelopment and innovation.</p>	<p>Business Development will work with the Cincinnati Regional Chamber and the Ohio Department of Development to attract 20 companies interested in relocating to green industrial/flex/R&amp;D space. The Office of Environmental Quality, MSD, Water Works, and Business Development will consult with City Planning to update the City's zoning and building codes to better accommodate green redevelopment techniques and preserve opportunities for green redevelopment. Business Development will also consult with Law and Finance to determine the appropriate strategy for soliciting and accepting the donation of property in the three New Growth Opportunity Areas for the purpose of consolidating land for green industrial redevelopment.</p>	
<p>19.) Develop a green industrial/technology park of minimum acreage determined by the green industry opportunity team (or achieve the same amount of total acreage through two or three individual sites that have been assembled/redeveloped and/or through rehabilitation of existing buildings) focusing on but not limited to the Seymour/Reading Corridor and Queensgate/Mill Creek South Corridor.</p> <p><b>Timeframe: 48 months</b></p>	<p><b>Long Term</b></p>		<p>Business Development proposes the preparation of 80 acres, at minimum, for the construction of a green industrial/technology park(s) over the next 48 months.</p>	<p><b>Example Project: The Queensgate South Redevelopment project will return over 17 acres of old scrap yards to productive use as a green multi-modal, light industrial park.</b></p>

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
<b>Economic Development Delivery System Structure Metrics</b>				
20.) Create privately-led catalytic development organizations to serve as the implementation agents for each of the three place-based strategies and secure five-year funding source(s) for operations for each	<b>Short Term</b>		Similar to Metric #4, Business Development will continue to collaborate with existing CDC's, such as HURC, that have experience with complex land redevelopment projects in the New Growth Opportunity Areas.	
21.) Create City/County Development Authority and designated to it full authority to conduct economic development projects and programs on behalf of participating jurisdictions.	<b>Short Term</b>		Similar to Metric #2, Business Development will work closely with the existing Port Authority on applicable projects in the New Growth Opportunity Areas.	<b>Example Projects: Business Development has collaborated with the Port Authority that plans to submit a grant application for the environmental assessment of Crosley Building in Camp Washington.</b>
22.) Identify goals and metrics for formal Business Retention and Expansion Program, secure funding and launch the program either in-house or by contract.	<b>Long Term</b>	Retaining and serving the businesses already located in Cincinnati is at the core of any strong economic development policy. A comprehensive program needs to be developed by the City	Business Development will identify and meet with business associations located in each New Growth Opportunity Area to learn about their concerns and report on the progress of redevelopment projects in their vicinity. Business Development will also use this opportunity to connect businesses to the City's Small Business Task Force for technical assistance, tax abatement programs, and loans.	
23.) Identify goals and metrics for a formal Marketing and Communications Program, secure funding and launch the program either in-house or by contract.	<b>Medium Term</b>		Business Development will provide a regularly updated website to market its efforts to implement the GO Cincinnati metrics in each New Growth Opportunity Area. Business Development will also attend neighborhood business association meeting at least twice per year in order to personally market the GO Cincinnati strategy and communicate successes.	

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
24.) Re-organize the existing City Regulatory Advisory Committee to become the GO Cincinnati Opportunity Advisory Council and charge it with the scope of responsibilities recommended in the Report.	Medium Term		In lieu of a reorganization of the City Regulatory Advisory Committee, Business Development will prepare an annual report on its efforts to implement GO Cincinnati and present it to the Mayor, City Council, and the City Manager. The report will identify accomplishments of the past year and opportunities for the following year.	
<b><u>Transportation/Infrastructure Metrics</u></b>				
25.) Gain consensus and commitment to support the two key GO Cincinnati urban transit improvements, a street car system connecting job hubs in Downtown and Uptown and a direct interchange on interchange 71 connecting to Uptown, then launch a planning and lobbying initiative to secure local, state and federal funding.	Medium Term	Transportation and infrastructure improvements are a core function of municipal government. Business Development recognizes the importance that the key GO Cincinnati urban transit improvements will play in the redevelopment of the Existing Growth Opportunity Areas.	Business Development will obtain information on transportation and infrastructure improvements in each of the New Growth Opportunity Areas from DOTE, MSD, Water Works, & Duke Energy to ensure the success of redevelopment projects.	<b>Example Projects:</b> - Madison Road Widening & Former NuTone Site Redevelopment; - Eighth Street Viaduct Reconstruction; - MetroWest Commerce Park
26.) Secure funding to be used to construct the two key GO Cincinnati urban transit improvements from either local and state public/private sources as well as federal sources, but if federal funding is not provided or insufficient, secure from local and state public/private sources only.	Medium Term		Business Development does not have the capacity to implement this metric.	
<b><u>Workforce Metrics</u></b>				
27.) Charge a single entity to serve as a Workforce Development Collaborative with the responsibility and accountability to align workforce development goals among public and private workforce funders, providers and businesses, and to develop strategies to support GO Cincinnati initiatives.	Medium Term		Business Development will present this action plan to the Workforce Investment Board and any place-based job training programs in the New Growth Opportunity Areas. By establishing this line of communication, Business Development will identify active workforce development programs and connect development projects to employment opportunities.	

GO Cincinnati Success Metrics	Time Frame	Comments	Business Development Action Step	Notes
28.) Identify and procure additional funding annually to supplement/expand existing workforce training programs focusing on core skill sets for each of the currently identified business/industry clusters or for updated clusters if revised subsequent to this Report. The amount of funding needed and identification of core skill sets for each sector shall be designated by the Workforce Development Collaborative.	Medium Term		Where appropriate, Business Development will collaborate with active workforce development organizations to establish and enhance long-term funding sources to increase the capacity of these organizations. However, Business Development does not have the capacity to develop and implement its own workforce training program.	



**Exhibit A**

**City of Cincinnati Strategic Program for Urban Redevelopment (SPUR)  
 Brownfield Projects Summary of Accomplishments**

Project Name/Neighborhood Location	Role of SPUR	Project Duration	End Use	Project Status	Acreage	Est. Job Creation/Retention	Type of Remediation	Bldg. Sq. Footage Remed/Demo/Constr	City Council Legislative Action	Dev. Partners	Total Project Costs	Grant Funding	City Funding	Private Funding	Add'l funding needed/ Type of Project
<b>ONGOING PROJECTS</b>															
<b>American Can/Factory Square</b> Northside	Preliminary ESA, \$750K loan to developer, assessment/purchase of MJ property, tenant relocation.	2004 - present	135 res. units (incl. 93 loft apt, 30 townhs, 12 apts), 40K sf comm'l./retail, 20K office	Environmental remediation of American Can building underway. Developer pursuing new market and historic tax credits. Port assisting developer to obtain RLF from ODOD to cover add'l remedial costs.	8.5	TBD	Removal of pcb oil contamination in flooring and removal of lead.	165K+	Council approved loan through budget ordinance, acquisition of MJ prop., COAF application, zone chg.	American Can, LLC	\$27,895,030	\$763,000 Total (\$13K ULAP, \$750K COAF)	\$2,132,030 Total (\$52,030 ESAs, \$1.31M acquisition, \$750K CDBG loan, \$20K Tenant Relocation)	\$25M	0
<b>Camp Wash</b>	IAP, discuss projects with interested developers	2004 - present	Office, Light Indus.	IAP to be completed by City Planning staff once draft received from contractor.	TBD	TBD	TBD	TBD	Planning Comm. and City Council will be asked to approve URP.	N/A	TBD	Port/City/County applied for USEPA site assess grant in 2007. Awaiting award notice.	\$100,000 for IAP (CIP)	N/A	0
<b>Center Hill Landfill/Winton Hills</b>	Owner, worked with Port to obtain COAF grant for site assessment, executed sale/development agreement, manage fill operation, work with consultant to complete	2001-present	Light Indus.	NFA to be submitted to Ohio EPA in 4/08. Covenant Not To Sue expected to be in place by Summer '08. Filling operation continues. Add'l geotechnical research to be conducted.	60	300	Asbestos abatement, haz material removal, leachate collection.	120,000 sf demolished, 530,000 sf to be constructed.	City Council approved sale/development agreement. Approved transfer of Elmwood Place Landfill property	TBD	\$54M	\$410,000 Total (\$350K COAF, \$60K USEPA)	Development preparation Total - \$1,657,300 (\$100K Ph 2 ESA, \$36K borrow soil, \$1.2M CDBG asbestos abatement/demo of incinerator bldg, \$10K survey work, \$197,700 EP PH 1&2 ESA,\$9K	\$2,203,000 (MSD has spent \$203K for site assessment, \$2M for the construction of the leachate collection and bank stabilization.)	0

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Project Name/Neighborhood Location	Role of SPUR	Project Duration	End Use	Project Status	Acreage	Est. Job Creation/Retention	Type of Remediation	Bldg. Sq. Footage Remed/Demo/Constr	City Council Legislative Action	Dev. Partners	Total Project Costs	Grant Funding	City Funding	Private Funding	Add'l funding needed/ Type of Project
	VAP MOA requirements, developer RFP, ongoing discussions with OEPA, obtained EI, manage contract for sanitary sewer installation, contracted for incinerator bldg asbestos abate & demo., negotiated with preferred lender, provided MSD coordination for EP SEP project, obtained MOU with EP, arranged for transfer of EP property, presented site information at OEPA BF conference.			Negotiating contract with developer.					from EP to City.				combine CH & EP ESAs, \$4.6K well abandon, \$47K NFA/CNS docs, \$8K VI study, \$10K RAP/O&M docs, \$35K geotech.) PLUS approx. \$100K/yr. for previous long term O&M costs	+ \$50M+ developer and end-user financing	
<b>Metro West/ Lower Price Hill</b>	URP, multiple ESAs, purchase contracts, work with state/ fed agencies on prop regulatory status, devel RFP, property consolidation/ac quisition, organized media event, CORF applicant,	2004 - present	Light Indus.	Bids on 2/25/08. Work to begin 5/08. Still finalizing environ. insurance policy.	18	400	Soil and asbestos removal. Groundwater remediation.	250,000	City Council approved property purchases and zone change, CORF grant application, development agreement.	MetroWest I LLC (AI Neyer Inc. and Resurgence Group, LLC)	\$34M	\$3M CORF grant awarded at end of 2007. Draft grant agreement received from ODOD 11/07.	\$6,086,000 TOTAL (\$3.494M acquisition, \$417K relocation, \$575K CORF application/ESAs, \$100K environmental insurance, \$1.5M gap funding for demolition/remediation)	Estimated \$25M developer construction costs.	

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Project Name/Neighborhood Location	Role of SPUR	Project Duration	End Use	Project Status	Acreage	Est. Job Creation/Retention	Type of Remediation	Bldg. Sq. Footage Remed/Demo/Constr	City Council Legislative Action	Dev. Partners	Total Project Costs	Grant Funding	City Funding	Private Funding	Add'l funding needed/ Type of Project
	prepare bid specs and oversight for grant work, work to obtain environmental insurance.														
Millworks/Oakley	Clean Ohio Applicant, provide regular updates to ODOD/OEPA.	2005 - present	Office, retail, entertainment, dining, residence, and hotel.	Additional development agreement amendment to be submitted to City Council for approval. Port has approved issuance of Bonds (increased TIF). Developer to purchase property.	67+	1,000	Soil and asbestos removal.	2M sf to be constructed.	Approved application/acceptance of CORF grant, approved development concept plan, approved development agreement amendment	Vision Land Development	\$300M	\$3M CORF	\$55M TIF issued by Port (including \$6M for Kennedy Connector)	\$242M	0
Queensgate South/Queensgate	CORF applicant, discussions with OEPA and additional assessment to resolve compliance issues, work with LLC on development plan, sale/development contract, identify borrow soil sources, work w/USEPA to resolve remedial issues, request grant timeline extension provide regular	2003 - present	Office, Light Indus.	Grant timeline extended to 11/08. Developer entered into contract with new env. consultant. New consultant working to resolve RAP with USEPA and begin remediation where approval is already in place.	17	500	Asbestos abatement, PCB soil remediation	51K sf to be demolished. ?K sf to be constructed.	Approved sale/development agreement.	QSR LLC	\$5,175,400 (to date)	\$3M CORF	\$1,457,400 TOTAL (\$400K - MC, \$100K - NCS prop., \$850K - intersection, \$162K - ESA, \$50K - donated right of way, \$13,400 borrow soil assessment)	LLC - \$750K for Deutch property purchase.	0

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	updates to ODOD/OEPA.														
<b>COMPLETED PROJECTS</b>															
<b>Carthage Mills/ Carthage</b>	Negotiated/purchased environmental insurance terms. Participate in ongoing discussions with developer.	1999-2005	Housing	<b>Complete</b>	13	N/A	Asbestos and haz waste removal	57 single family homes at approx. 1500 sf each	ORD19902 126 – direct award to SRW for remediation and demo.	Potter Hill Homes	\$8.3M	N/A	\$8,201,000 TOTAL (\$2.1M – acq., \$30K – ESA, \$950K – remed., \$1M – demo, \$2,602,500 – reloc., \$1,467,500 – infrastructure, \$51K EI)	\$100,000 – property sellers contribution towards remediation	0
<b>City Bumper/ Lower Price Hill</b>	N/A	N/A	Light Indus.	<b>Complete</b>	2	TBD	Haz material removal, UST removal, mercury contaminated tower removal	TBD		N/A	TBD	N/A	(\$100K? for ESA, ? CDBG for demo)	\$4M - Responsible Parties	0
<b>Conrail/ Sedamsville</b>	Property owner, sale/ development agreement.	2001-2006	600,000 sf retail, 60,000 sf office	<b>Complete</b> (Non-SPUR team City activities continue toward site development.)	68	1,500	Contaminated soil removal.	660,000	City Council approved sale of 20 acres on 8/2/06.	Coldstream Interests LLC - Vandercar	\$45M	N/A	\$9M TIF	(City sold 40 acres previously to TPG at market rate for \$1.2M.)	0
<b>Corsica Hollow/ Madisonville</b>	N/A		Light Indus.	<b>Complete</b>											
<b>Herron Avenue/ South Cumminsville</b>	USEPA request for (3350 drum) time critical removal action, OEPA TBA grant applicant, funded/oversaw additional site assessment work.	2003 - 2006	Housing	<b>Complete</b> (City and property owner discussing housing options for site.)	4	N/A	Removal of 3350 drums filled with waste material. Remaining foundry sand fill may require cleanup or engineering controls.	15 single family homes at approx. 1500 sf each		WIN, SCCFBH/ WIN	\$1,865,745	\$20K OEPA TBA	\$945,745 TOTAL (\$115,745 – ESA and cap, \$750K – roadway, \$80K add'l ESA)	\$900K TOTAL (\$800K – USEPA drum removal, \$100K – acquisition and ESA)	0
<b>Ridgewood Arsenal/</b>	N/A	N/A	Light Indus.	<b>Complete</b>	60	TBD	UST removal, deep well	TBD		N/A		N/A	TBD	N/A	0

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Carthage							closure, minor soil contam.								
<b>NO FURTHER ACTION BY SPUR</b>															
Hilton Davis/Pleasant Ridge	Evaluate CMS for redevelop. options. Meet with property owners/users to discuss possible redevelopment plan.	2005	Office, Light Indus.	Redevelopment options are limited due to current and planned use of property by current tenant.	80	N/A	TBD	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTAL</b>															

Glossary

- BF – Brownfield
- CDBG – Community Development Block Grant
- CIP – Capital Improvement Program
- CMS – Corrective Measures Study
- COAF – Clean Ohio Assistance Fund
- CORF – Clean Ohio Revitalization Fund
- CP – Certified Professional
- EI – Environmental Insurance
- EP – Elmwood Place
- ESA – Environmental Site Assessment
- IAP – Industrial Area Plan
- LLC – Limited Liability Company
- MC – Mose Cohen
- N/A – not applicable
- NCS – Natalie Schwab property
- OEPA – Ohio Environmental Protection Agency
- PCB – polychlorinated biphenyls
- PTI – Permit To Install
- QCB – Queen City Barrel
- QSR – Queensgate South Redevelopment LLC
- RAP – Remedial Action Plan
- SCCFBH – South Cumminsville Community for Better Housing
- SEP – Supplemental Environmental Project
- TBA – Targeted Brownfield Assessment
- TBD – To Be Determined
- URP – Urban Renewal Plan
- USEPA – US Environmental Protection Agency
- UST – underground storage tank
- VAP MOA – Voluntary Action Program Memorandum of Agreement
- WIN – Working In Neighborhoods

**Exhibit B  
Funding Sources**

Program	Clean Ohio Revitalization Fund	Clean Ohio Assistance Fund	Job Ready Sites	Brownfield Revolving Loan Fund	Roadwork Development (629) Account	Ohio Rail Development Commission	Ohio Water Development Authority - Brownfield Fund	Industrial Site Improvement Fund	Rapid Outreach Grant	Regional 166 Direct Loan	Urban Redevelopment Loan
<b>Eligible Uses</b>	Remediation, demolition, land acquisition	Assessment, remediation, demolition	Site Development, land acquisition, utility upgrades, speculative construction	Assessment/cleanup, job training for residents of brownfield communities	Off-site public roadway improvements, engineering for such roadways, moving or replacing utilities associated with existing roads	Rail additions or improvements to support businesses	Engineering, design, construction, inspection, & legal for water and wastewater	Land/building acquisitions, building improvements, environmental remediation, utility lines	Infrastructure improvements to support businesses	Purchase of land, building, machinery; construction/renovation; long-term lease; purchase of fixed assets	Acquire land/building, remediate brownfields, infrastructure/site prep, demo, roads, bridges, parking, utilities, improve water/rail access
<b>Eligible Applicant</b>	City of Cincinnati; Port Authority	City of Cincinnati; Port Authority	City of Cincinnati; Port Authority	City of Cincinnati; Port Authority	Business creating or retaining jobs	Business creating or retaining jobs	City of Cincinnati, Port Authority, Private entities	ineligible in FY2009	Private business creating or retaining jobs	Private business creating or retaining jobs	City of Cincinnati, NP Econ Dev Org
<b>Maximum Amount</b>	\$3,000,000	\$750,000 (max \$300,000 for assessment)	\$5,000,000	\$1,000,000	none	none	\$500K for design, no max for construction	\$750,000/county	none	\$350,000	\$10,000,000
<b>Next Application Deadline</b>	24-Jul-09	Ongoing	Fall 2009	anticipated Nov 2009	Ongoing	Ongoing	15th of each month	3/2009, program unfunded going forward	Ongoing	Ongoing	Ongoing
<b>Program Contact</b>	Shane Mathey	Shane Mathey	Sheena Metzger	Deborah Orr	Matthew Kirk	Low Gennazo	Sue Farmer	Matthew Kirk	Matthew Kirk	Matthew Kirk	ODOD Staff

Program	Urban Redevelopment Loan	Ohio Enterprise Bond Fund	HUD Section 108 Loan	HUD Brownfields Economic Development Initiative (BEDI)	Economic Development Administration	U.S. EPA Assessment Grant	Recovery Zone Facility Bonds	SPUR/GO Cincinnati Capital Funds	Commercial & Industrial Public Improvements Capital Funds
<b>Eligible Uses</b>	Acquire land/building, remediate brownfields, infrastructure/site prep, demo, roads, bridges, parking, utilities, improve water/rail access	Purchase of land/building/machinery, construction/renovation, long term lease, purchase of fixed assets	Econ Dev. Activities eligible under CDBG, acquisition of real property, rehab publically owned property, public facilities, site improvement	Land write downs, site remediation, funding reserves, over-collateralizing or direct enhancement of a Section 108 loan, financing for-profit businesses at subsidized rates	Planning activities	Research/planning, inventory and characterization of sites, conducting community involvement	Any depreciable capital project other than residential rental	Acquisition, Assessment, Infrastructure, Site Prep, Maintenance, New Construction, Rehab	Acquisition, Assessment, Infrastructure, Site Prep, Maintenance, New Construction, Rehab
<b>Eligible Applicant</b>	City of Cincinnati, NP Econ Dev Org	Businesses engaged in R&D, development, distribution	City of Cincinnati	City of Cincinnati	City of Cincinnati, Port Authority, NP Org, Universities	City of Cincinnati, State of Ohio, Port Authority, quasi-gov entities,	Port Authority	n/a	n/a
<b>Maximum Amount</b>	\$10,000,000	\$10,000,000	5x city's CDBG entitlement	\$2,000,000/award		\$200,000 or \$400,000 w/waiver	- \$2.6M left	based on availability	based on availability
<b>Next Application Deadline</b>	Ongoing	Ongoing		6/2009, likely after Jan 1	Ongoing		n/a	Ongoing	Ongoing
<b>Program Contact</b>	ODOD Staff	Matthew Kirk	Hugh Allen	David Kaminsky	Robert Hickey	Ms. Deborah Orr	n/a	Sam J. Stephens	Sam J. Stephens