

Columbia Township, Ohio

Ridge and Highland Business District Corridor Study

September 2004



Prepared for:

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Ridge and Highland Business District Corridor Study

Executive Summary

Introduction

Columbia Township commissioned the Hamilton County Development Company to conduct an analysis of the Ridge and Highland commercial area. This area is the largest property tax revenue generator for the township and maintaining its viability as a commercial district will help preserve the township's tax base. The goal of the study is to determine the best options for redevelopment of existing sites and to identify opportunities for new investment that will make the area more viable. In addition, the types of businesses and land uses that would be most successful in the Ridge and Highland area will be identified and possible implementation tools will be recommended.

The study begins by outlining the existing conditions in the area such as road and utility infrastructure, zoning, land use and physical characteristics, and then explores the demographics and consumer spending patterns of area residents. A survey of developers, business owners and employees who work nearby provides additional insight into how the Ridge and Highland area is currently used and its future potential. Finally, several redevelopment scenarios, potential viable businesses and implementation tools are presented for the township to consider from a public policy perspective.

Background

The Ridge and Highland area is a centralized location in Hamilton County that has attracted national and local retailers over the last forty years, peaking in the late 1990's. At its peak, several large retailers such as Home Depot, Kmart, Sam's Club, Wal-mart, Circuit City and a Ford dealership drew customers from both adjacent neighborhoods and from the larger region.

However, in the last three or four years, several retailers have vacated their facilities in the study area to move to new locations on the east side of Interstate 71, causing some concern about vacant buildings impacting property values and long term business viability. Despite several buildings becoming vacant, new businesses, such as Home Emporium and AJ Wright, have recently occupied existing retail buildings in the area. This re-use of retail buildings is a testament that the Ridge and Highland area is a strong location for retail uses.

Demographics, Surveys and Research Findings

Analysis of several data sources was conducted to determine what types of businesses would have the best chance of success, given the trade area demographics, market voids, commuting patterns and input from developers, business owners and employees that work in the area. Based on these data sources, the uses that can be supported are : casual sit down restaurants, office uses and value-oriented retail. It should be noted that any new retail tenants that are developed should fill un met market demands or potential new markets associated with new office development.

Redevelopment Scenarios

Several redevelopment scenarios reconfiguring the physical environment are presented which vary in scope. In simple terms – the wider the scope and the greater the investment of resources, the

greater the potential benefit. Each scenario allows for flexibility in the land uses developed and coordination between other scenarios as resources become available. The specific land uses developed will be a function of market demands at the time of development and also what a developer or land owner wants to do with a specific site. However, retail, restaurants and offices, as mentioned above, are the uses with the best chance for success within any of redevelopment scenarios proposed.

The study provides scenarios that detail parcel by parcel redevelopment and build on each other to encompass additional land. Subsequent scenarios include more parcels and provide additional benefits such as increased redevelopment opportunities, better access and safety and a more efficient use of land, which will allow for more square footage to be built.

A conceptual cost/benefit analysis is also provided that outlines the relative costs (such as financial and time resources) and benefits (such as increased tax revenues, preserving the area as a viable business location, enhanced shopping options and improved safety and access for users) of each scenario. This should also be considered by township leaders as decisions are made regarding redevelopment.

Next Steps

In order for this study to be useful to the township, it is imperative that the township take the lead in the implementation of a redevelopment strategy. The implementation phase can entail carrying out all or a portion of the recommendations suggested in the study. While the township can be the catalyst to spur revitalization, the ultimate success is dependent on partnerships being developed between the public and private sectors.

The township should consider some of the following steps to begin the implementation phase:

- Make this study available to all Ridge and Highland area property owners and potential developers.
- Seek input from potential partners (developers, landowners, investors) on the ideas presented.
- Potentially adopt a resolution stating the township's position on the study and making decisions on which recommendations it would like to implement. These decisions could also break the recommendations into timeframe categories such as short term (in the next one to two years), medium term (in the next three to five years) and long term (in the next six to ten years). Those recommendations that do not take any specific funding, should be implemented in the short term, while those with specific funding needs would be implemented over a longer term while strategies to secure funding are identified.

Existing Conditions

Location

The Ridge and Highland area of Columbia Township is located northeast of the intersection of Interstate 71 and State Route 562, between the City of Cincinnati and City of Norwood. (see Exhibit One) This is a centralized location within the Cincinnati region with connections to surrounding areas via the existing roads such as Ridge, Highland, and Kennedy Avenues. The study area extends along Ridge Avenue from Acomb Avenue on the north down to its intersection with Interstate 71, along Highland Avenue from just east of Lester Road to its intersection with Kennedy Avenue. The study area also includes the areas along Kennedy Avenue from its southern terminus northerly to Hill and Dale Drive. (see Exhibit Two for existing roads and buildings)

Existing Land Use

The Ridge and Highland study area has a mix of commercial and residential land uses. Commercial land uses dominate the western and southern portions of the study area near the intersection of Ridge and Highland and extend south towards I-71 as well as Kennedy Avenue, while residential areas exist to the east along Kenoak Lane. As a percentage of the land area within the study area, (see Table One) commercial land uses make up 47% or 120 acres, multi-family residential 17% or 43 acres, single family residential 8% or 19 acres, light industrial 4% or nine acres, office 1% or two acres, vacant land 6% or 17 acres, and roads and utilities 19% or 46 acres. (See Exhibit Three which outlines the existing land use by parcel and Exhibit Four for a pie chart outlining each land use category as a percentage.)

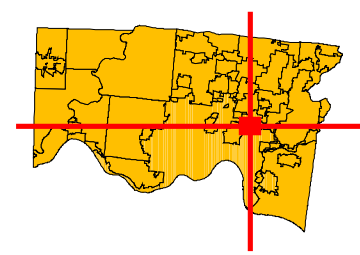
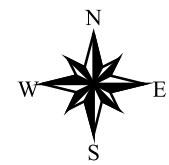
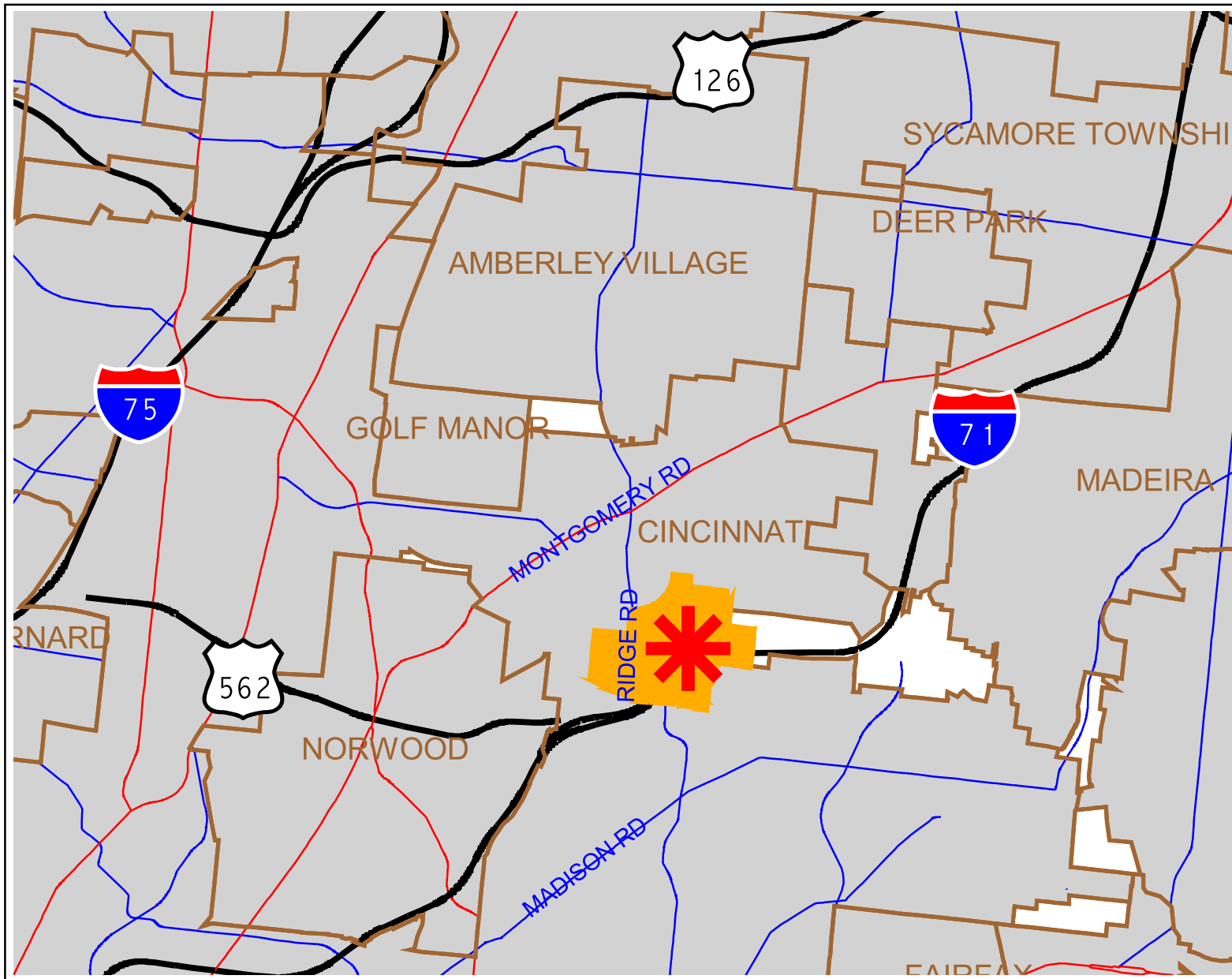
Table One

Land Use	Acreage	Percentage
Commercial	119.54	46.81%
Transportation	46.34	18.15%
Multi-Family	43.13	16.89%
Single Family	19.22	7.53%
Vacant	16.50	6.46%
Light Industrial	8.57	3.36%
Office	1.46	0.57%
Public Utilities	0.60	0.24%
	255.35	100 %

The commercial uses in the study area are large and small retailers within the “big box”, “strip mall” and “stand alone” building style formats. The retail categories serve both nearby neighborhoods (for example; a video rental store) and a larger area of four to five mile radius (for example; home improvement warehouse store). The specific types of retail in the study area include home improvement, general merchandise, car dealership, office supply, grocery store, restaurant, gasoline stations, discount dollar store, women’s apparel, carpet, hair salons and video rental. (Listed on page thirty are the existing businesses in the study area.) Other commercial land uses include professional offices and two hotels. There are also small areas of light industrial and vacant land.

Columbia Township - Ridge & Highland Study Area Location

Exhibit 1



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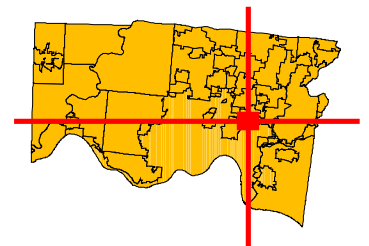
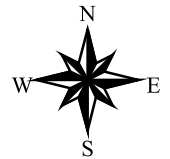


Columbia Township - Ridge & Highland Study Area Existing Conditions

Exhibit 2



- Municipalities & Townships
- Streets
 - Local
 - Interstate
 - Arterial Roads
 - Collector Roads
 - Highway Ramps
- Parcel Polygons
- Buildings

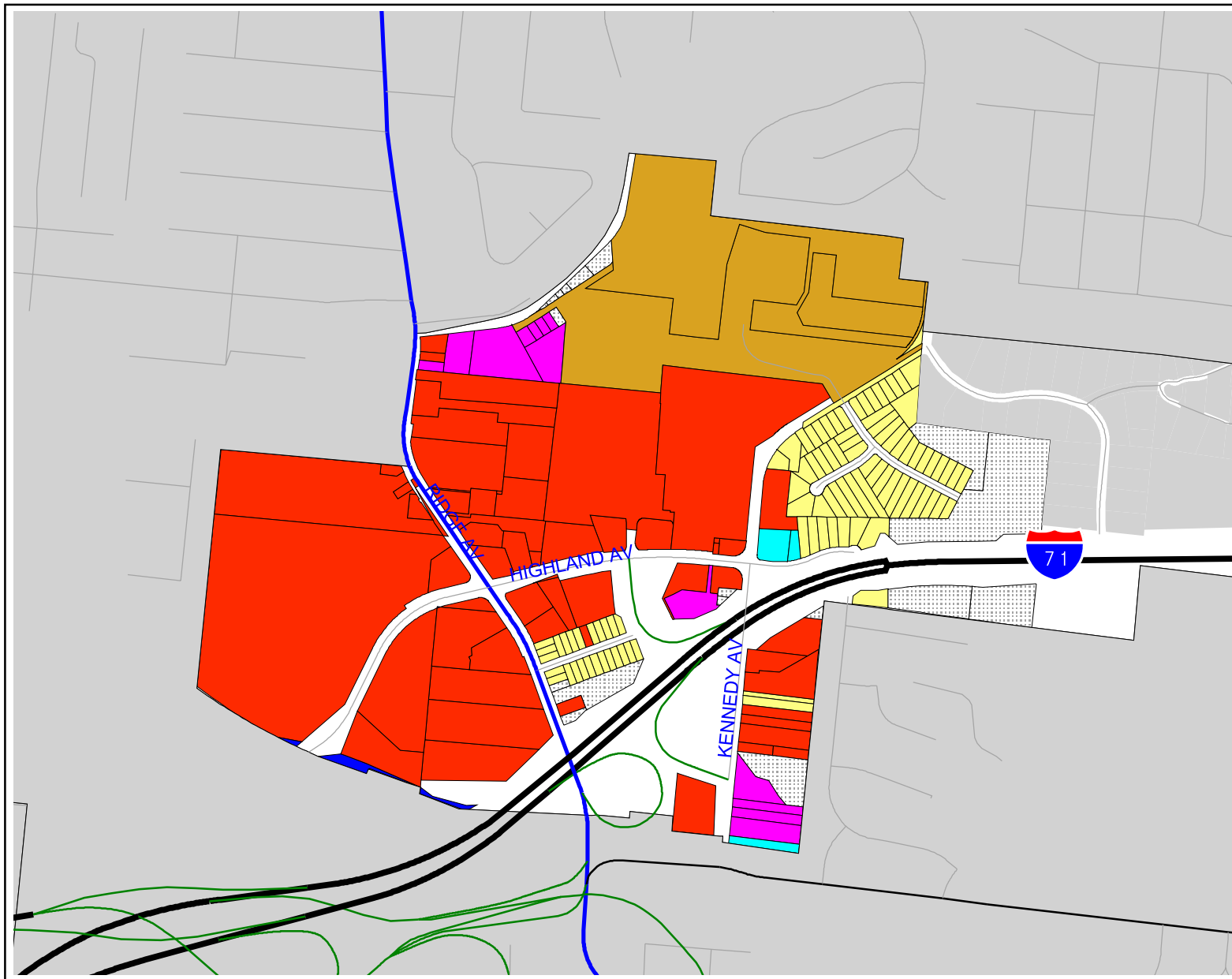


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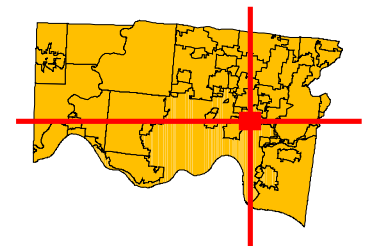


Columbia Township - Ridge & Highland Study Area Existing Land Use

Exhibit 3



- Streets
 - Local
 - Interstate
 - Arterial Roads
 - Collector Roads
 - Highway Ramps
- Existing Land Use
 - Agriculture
 - Vacant
 - Single Family
 - Two Family
 - Mobile Homes
 - Congregate Housing
 - Multi Family
 - Mixed Use
 - Office
 - Public/Semi Public
 - Commercial
 - Light Industrial
 - Heavy Industrial
 - Educational
 - Institutional
 - Public Utilities
 - Parks & Recreation

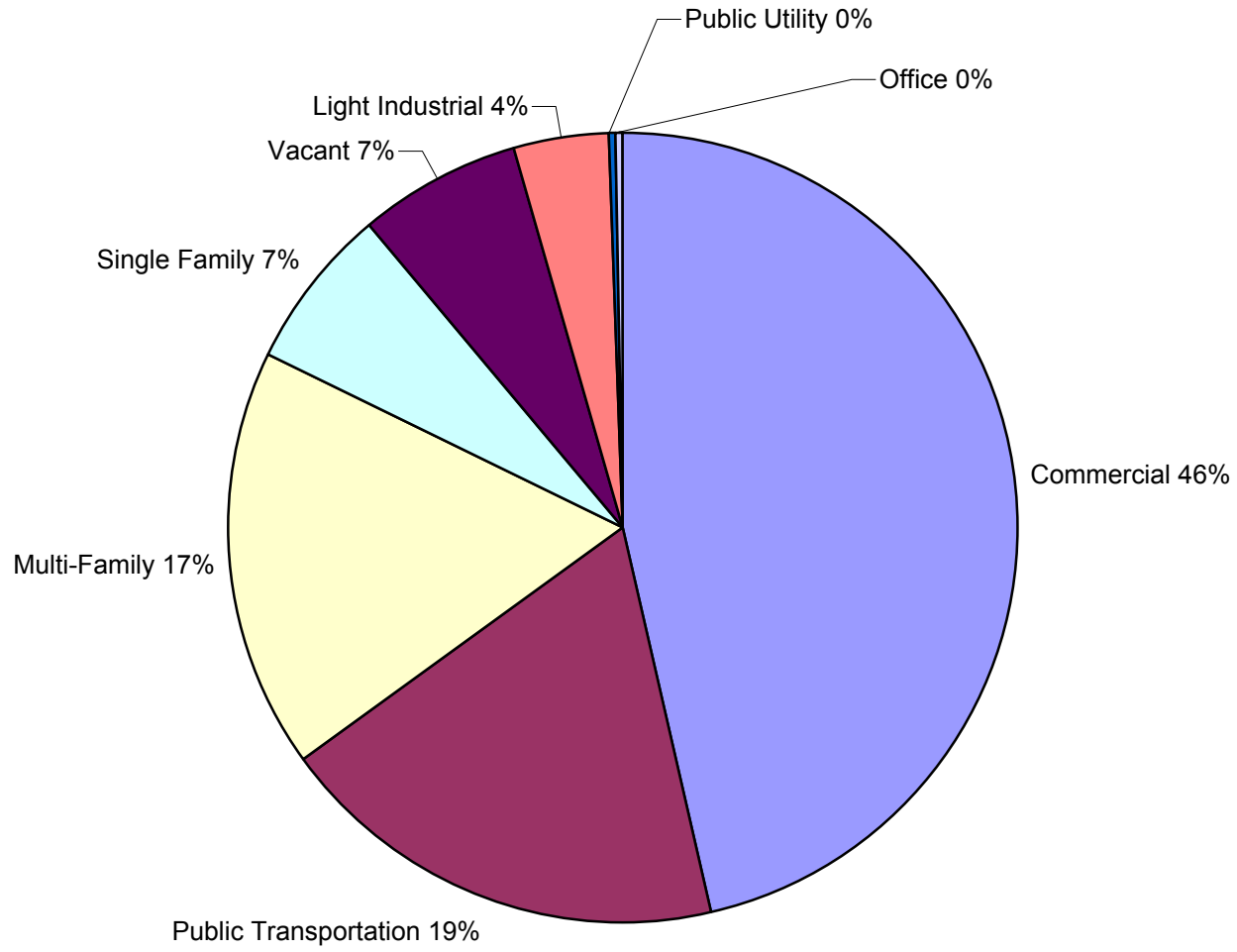


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Columbia Township - Highland & Ridge Study Area
Existing Land Use

Exhibit 4



Commercial structures in the study area are dominated by one-story buildings. All of the retail and commercial uses near the intersection of Ridge and Highland are one-story, except for the hotels, which are two-stories.



Lowe's in the Ridgewater Plaza is an example of the typical one story retail building.

The residential uses located toward the eastern edge of the study area include both single-family and multi-family areas. Many of the residential streets are located on a ridge that runs along the northern edge of the study area and are able to take advantage of the views available on the ridge.

Donald Street, which is located off of Ridge near Interstate 71 is a residential street surrounded by commercial uses. The homes on this street are on small lots and recent home sales occurred in the \$40,000 to \$101,000 range over the last two years. The long term viability of this street for continued residential purposes is questionable given the impacts of traffic congestion and commercial land uses surrounding the homes and its location near Interstate 71.

Due to the area being an outstanding location, reinvestment in the building stock continues. As buildings become vacant, new tenants reinvest in the area. For example, the old Sam's Club building has been filled by Home Emporium, while the vacant Circuit City space in Ridgewater Plaza is being occupied by AJ Wright. AJ Wright is also investing in a new façade for their space. This reinvestment pattern indicates that this is a successful location for certain retail uses.



The new façade for AJ Wright, in Ridgewater Plaza, is under construction.

Zoning and Development Regulations

The Ridge and Highland area is zoned into five different zoning classifications. The zoning classifications used are retail, light industrial, heavy industrial, single-family and multi-family. The areas closest to the intersection of Ridge and Highland are generally zoned for retail and industrial uses while areas to the east along Kenoak Lane are zoned single-family residential and the area to the north is zoned for multi-family. (See Exhibit Five to review the zoning map of the study area.)

The current industrial zoning classifications indicate the area was previously used for industrial purposes. However, over time, the industrial facilities moved out of the area. Conversely, various retail users took advantage of the large sites abandoned by industrial users in this location to establish retail stores. Several large retailers located in the study area as part of the evolution of this area to its current retail base.

Multiple entities, such as the Hamilton County Rural Zoning Commission and the Hamilton County Engineer, regulate development, design and land use, but do not require coordination of street curb cuts, street design, street network, internal traffic movement, sidewalk requirements, or other elements. As a result, the development regulations deliver a mix of one-story retail uses that are automobile oriented and difficult to access as well as difficult to move from one property to another.

It is important to note that while the Hamilton County Zoning Ordinance controls land use, zoning and some other design elements, the transportation infrastructure and road access are regulated by the County Engineer. The approvals of zoning and approvals for curb cuts and site access are not directly linked and therefore decisions about each have been made independently from one another as this area developed. This disconnect between land use and transportation, has allowed for the uncoordinated construction of curb cuts in the study area and the resultant traffic, maneuvering and ingress and egress issues that cause problems today.

Physical Characteristics

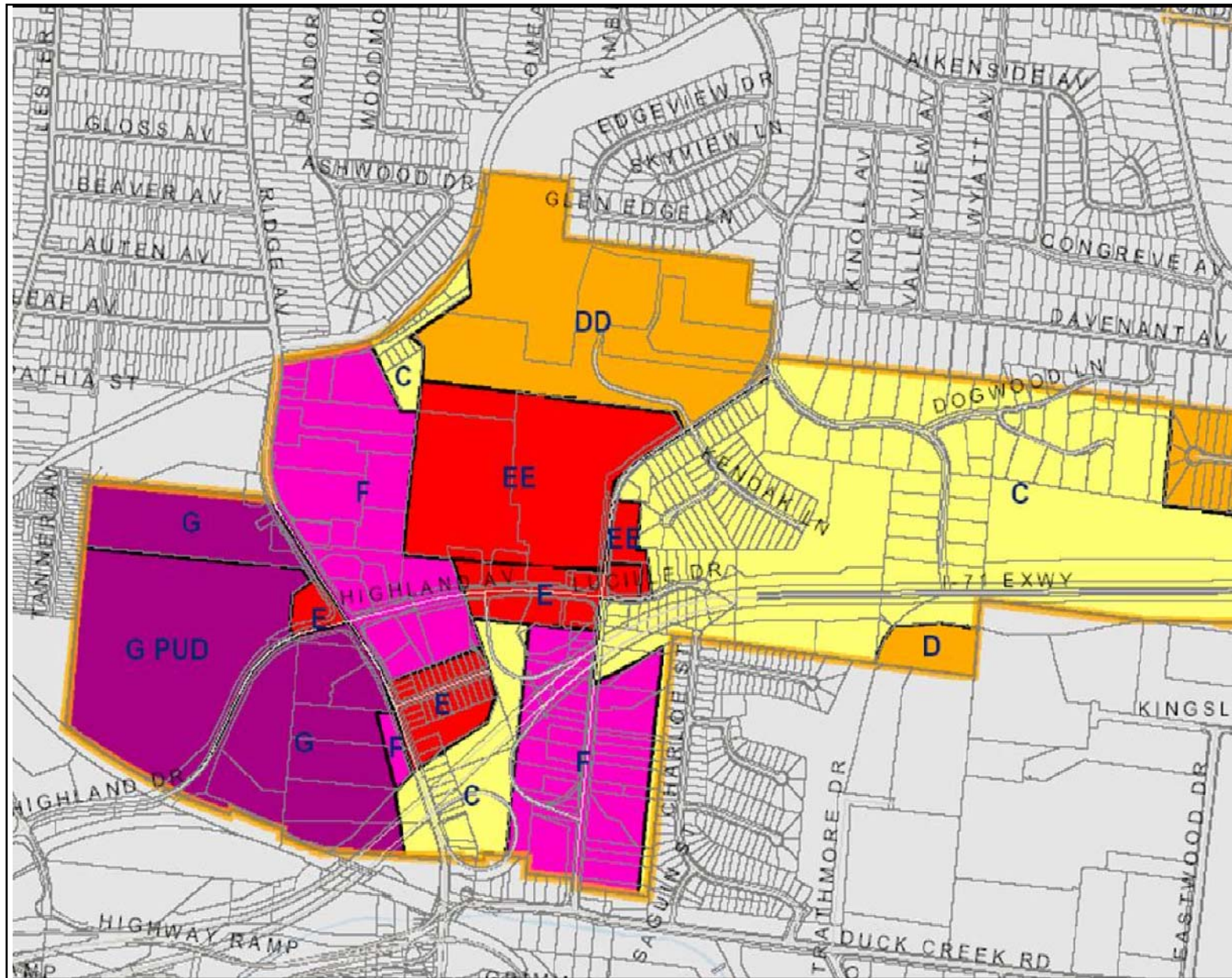
The physical characteristics of the area include several aesthetic elements such as building appearance, landscaping and signage as well as more technical elements such as the functionality of the streets, parking lots and topography. Several building facades are outdated. Utilities are provided via overhead wires.

There is little differentiation as one travels between adjacent political jurisdictions into this portion of Columbia Township indicating that one has arrived in Columbia Township. Small road signs state "Welcome to Columbia Township" as one travels across the political jurisdiction line into Columbia Township.

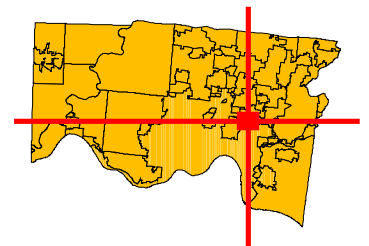
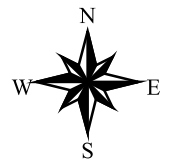
Several technical issues, such as ingress and egress to various businesses and movement between sites, cause difficulty for drivers to navigate and is unsafe. Completing "left" turns as one exits or enters various sites are difficult due to the high volume of traffic on the roads providing few breaks in traffic. In addition, the uncoordinated nature of curb cut locations, their close proximity to road intersections and the lack of cross access between sites causes unsafe and confusing conditions for motorists and pedestrians alike.

Columbia Township - Ridge & Highland Study Area Zoning

Exhibit 5



- Zoning
- Single Family
 - Multi Family
 - Retail
 - Light Industry
 - Heavy Industry



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During peak periods, traffic backs up turning left from Highland (near Frank's) onto Ridge causing ingress/egress problems for adjacent businesses.

From the intersection of Ridge and Highland Avenue, visibility towards several shopping areas to the east and south is adequate, however, Ridgewater Plaza (to the southwest) is blocked from view by several outlot buildings near the corner. In addition, the development is oriented towards Highland Avenue, which has almost half of the traffic volume as Ridge, minimizing the potential drive-by business.

The study area does not have good visibility from either Interstate 71 or from State Route 562. The interstates are significantly lower in elevation than the study area and a visual connection is hampered by very steep slopes adjacent to the interstate. However, the area with Big Bob's Carpet and Home Depot has some visibility from Interstate 71.

From a topographical perspective, the commercial areas near the intersection of Ridge and Highland are at the top of a hill and provide visibility to surrounding sites to the north, south and west. However, a significant downward slope exists towards the east, which visually and physically cuts off the Home Depot/Wal-Mart area from the Ridge and Highland intersection and the remaining areas to the west.

The residential areas along Viewpoint Drive are significantly higher than the rest of the study area and have views towards the south and east. The other residential areas along Kenoak Drive have views back to the south. These residential areas are within walking distance to adjacent shopping areas.

Utilities and Transportation Infrastructure

Ridge and Highland Avenues are the main transportation routes within the study area. Both roads serve multiple roles, providing access to businesses and shopping areas within the study area, as

well as providing access to Interstate 71 and State Route 562 via the Ridge Avenue interchange. Indicative of this area's automobile orientation is the absence of on-street parking and sidewalks, yet the existence of numerous curb cuts.

Traffic volumes in the Ridge and Highland area have been constant over the past few years. According to the Hamilton County Engineer's office, in the year 2000 (the most recent data available), Ridge Avenue had 35,700 vehicles per day south of Highland Avenue and 30,276 north of Highland Avenue. Traffic counts for Highland Avenue in 2000 were 24,916 east of Ridge Avenue and 16,832 west of Ridge Avenue. The total vehicles per day that travel through the intersection of Ridge and Highland was 53,862 vehicles in 2000. The traffic counts had very little change between 1998 and 2000 with the 2000 numbers being slightly lower than the 1998 figures, but on average within 2% of the 1998 figure. However, the total vehicles per day at the intersection of Highland Avenue, Lucille Drive and Kennedy Avenues increased 18% from 17,406 in 1998 to 20,688 in 2000. (See Exhibit Six for a graphic depiction of traffic counts.)

Ridge and Highland are four lane roads with left turn lanes near the intersection of Ridge and Highland. However, both roads narrow to three or even two lanes towards the perimeter of the study area. The street has an inconsistent pattern of sidewalks along Ridge Avenue and Highland Avenue with sidewalks existing in front of newer businesses and missing in front of older businesses. There are also sidewalks along portions of Kennedy Avenue.

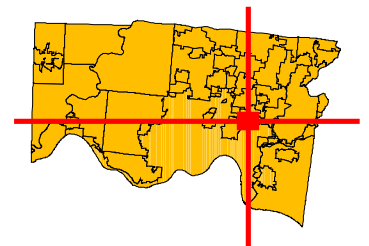
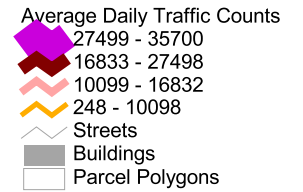
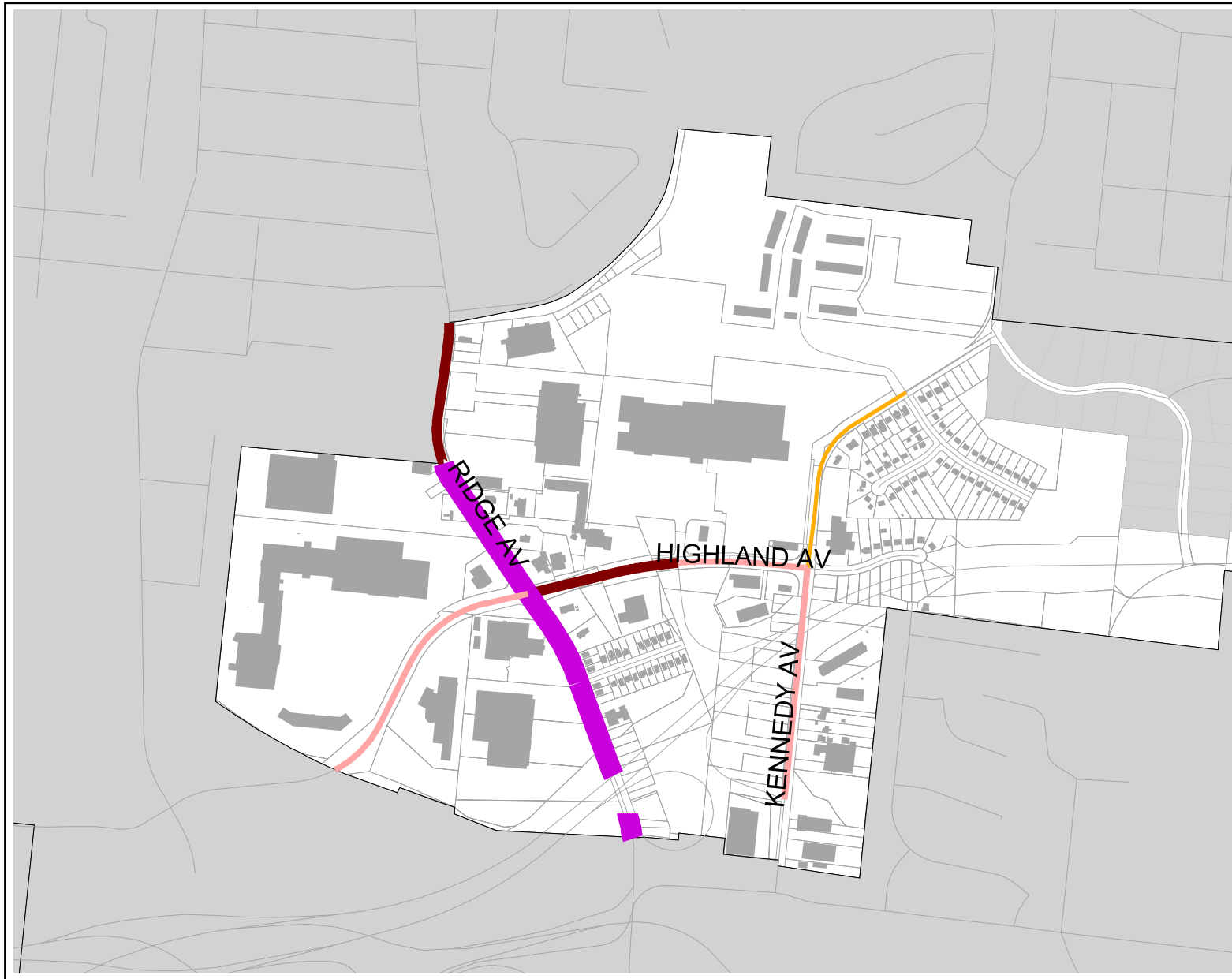


Ridge Road is four lanes with a left turn lane near Highland Avenue.

The design capacity of Ridge Avenue and Highland Avenue does not match the current demands for travel in the study area. Congestion problems occur in areas where left turn lanes (and stacking traffic) conflict with adjacent curb cuts. These problems are most problematic near the intersection of Ridge and Highland. The existing capacity and traffic conflicts impact the safe travel

Columbia Township - Ridge & Highland Study Area Traffic Counts 2000

Exhibit 6



08/2004



of vehicles, inhibits ease of accessibility to adjacent businesses and may cause some shoppers to avoid the area.

According to the Ohio Department of Transportation web-site, Interstate 71 had a traffic volume of 130,000 vehicles per day at the Ridge Avenue intersection in the year 2002. This was the most up to date traffic count information. Ridge Avenue provides a connection for commuters to and from Interstate 71 from adjacent neighborhoods such as Pleasant Ridge.

Water, sewer, gas, electric and phone service are all provided throughout the commercial portion of the study area. The Kenoak Drive residential area also has full utilities. This area has been developed for some time and has no issues with utility availability. (See Exhibit Seven for the location of water and sewer lines within the study area.)

Eastern Corridor Transportation Plan

According to the Eastern Corridor Interstate 71 and Ridge Avenue Sub-Area Transportation Study, the following issues and recommendations are highlighted in the plan.

Ridge Avenue

At peak hours traffic on Ridge Avenue is congested. The plan also notes that additional redevelopment in the area and or expansions of existing development will add more traffic strain to area roadways, unless the new use has less intensive traffic patterns. The capacity of Ridge Avenue is restricted by a number of factors including an inconsistent number of travel lanes during its length and the lack of turn lanes to handle left turn traffic. Without turn lanes, left turning traffic on Ridge causes problems with traffic exiting adjacent businesses.

Ridge and Highland Intersection

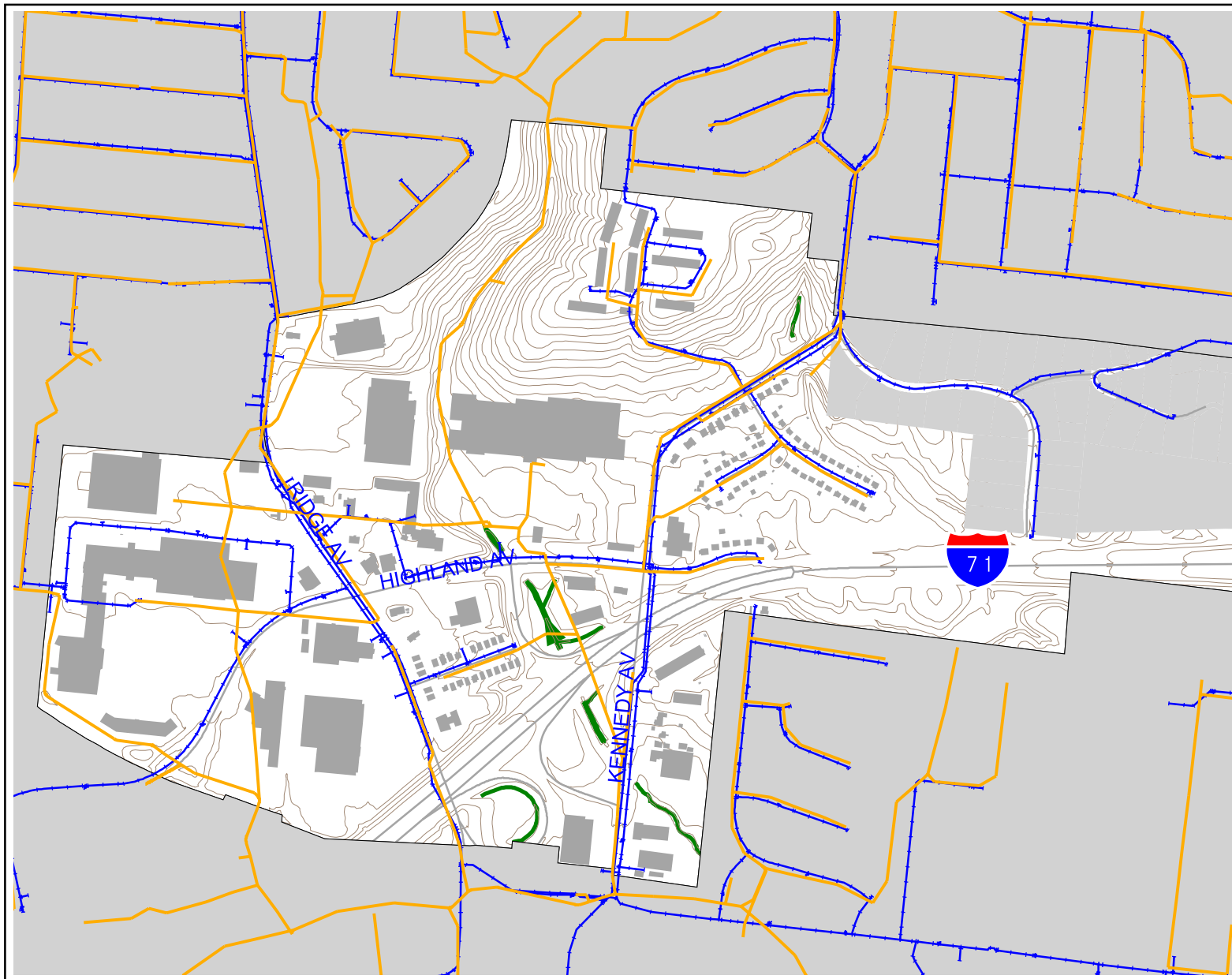
The volume of traffic at this intersection exceeds capacity causing congestion and safety issues. This intersection is one of the top five accident prone intersections in Hamilton County.

Recommendations of the Eastern Corridor Transportation Plan:

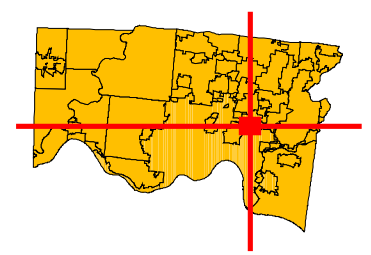
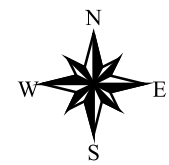
- Address capacity and access management issues along Ridge and Highland Avenues by including connector roads around the intersection of Ridge and Highland within all four quadrants surrounding the intersection. Also, the possible addition of a lane on Ridge Avenue during its entire length within Columbia Township. (See Exhibit Eight for transportation improvements as proposed by the Eastern Corridor Transportation Plan.)
- Address capacity issues at the Ridge and Highland Avenue intersection with improvements to the intersection such as adding or lengthening turn lanes and a new traffic signal.
- Build the “Kennedy Connector/extension” from the southern terminus of Kennedy to Ridge Avenue or Madison Road to the south. (see the Appendix for a detailed road layout for this design concept.)

Columbia Township - Ridge & Highland Study Area Utilities & Topography

Exhibit 7



- Sewers
- Cww Water Mains
- Streets
- Buildings
- 10' Contours
- Drainage

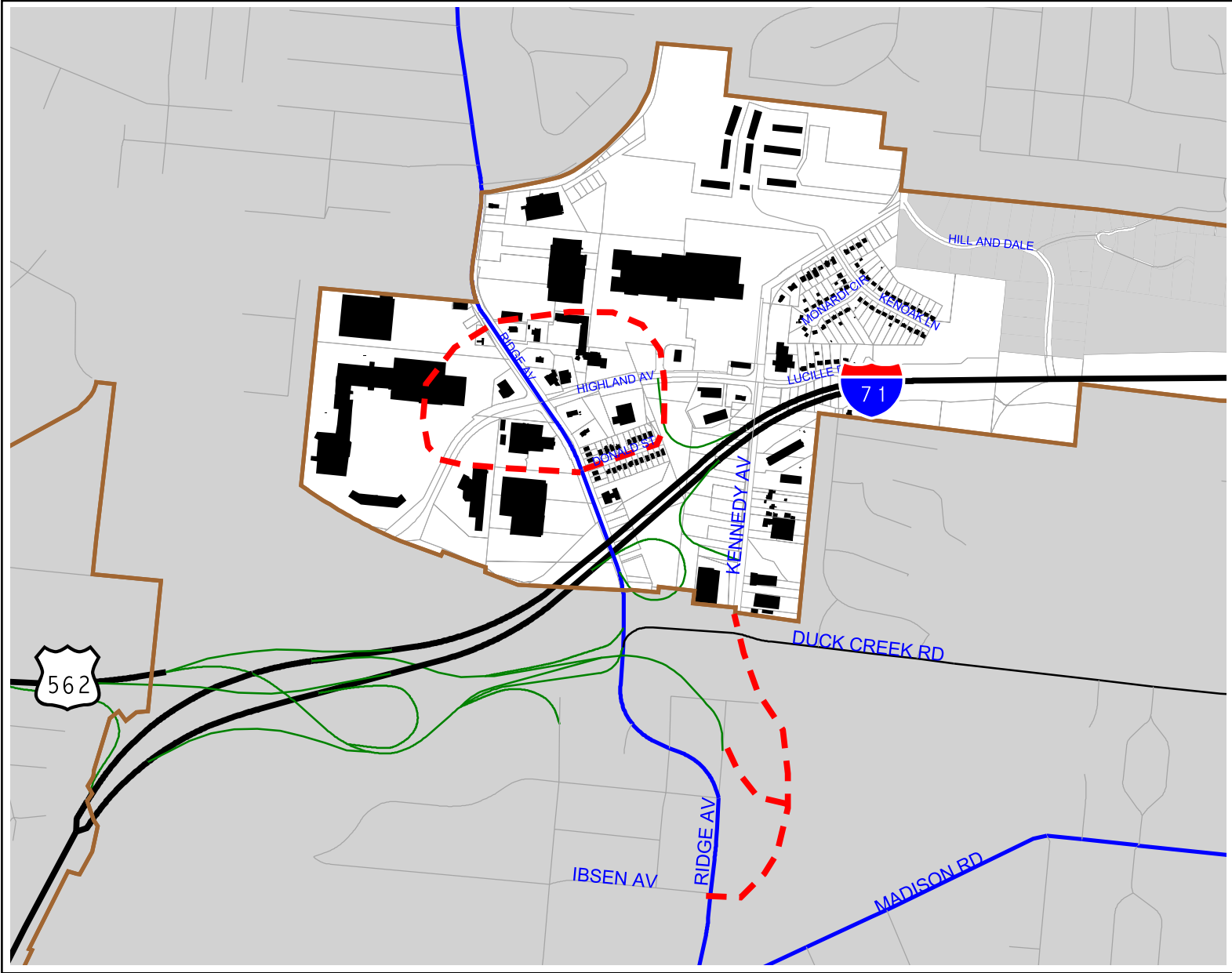


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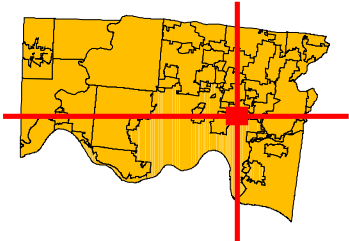


Columbia Township - Ridge & Highland Study Area Eastern Corridor Study Transportation Recommendations

Exhibit 8



- - - Eastern Corridor Study Recommendations
- Municipalities & Townships
- Streets
- Local
- Interstate
- Arterial Roads
- Collector Roads
- Highway Ramps
- Buildings
- Parcel Polygons



08/2004



Demographics and Employment Information

The demographic information outlined in this report was obtained from Claritas Inc. The information presented includes residential population, daytime employment, consumer spending patterns by trade area and “PRIZM” demographic cluster lifestyle traits. The demographics information outlined does not focus on the residents of the Ridge and Highland area, but focuses on the characteristics of several trade areas and the market demands of those trade areas as related to supporting potential new businesses located in the Ridge and Highland study area.

Data is outlined for the two, four, ten-mile radii and ten-minute drivetime trade areas from the intersection of Ridge & Highland Avenues. The different geographic breakdowns account for the differing trade areas from which the businesses attract their customers and include (from smallest to largest) the neighborhood, local, regional and total market trade areas. (See Exhibits Nine and Ten for maps of the trade area boundaries.)

Existing businesses in the study area may not attract customers from more than a five mile radius, but the following trade areas are outlined for analytical purposes. Stores that serve the immediate “neighborhood trade area” or approximately a two-mile radius, include video stores, hair salons, and dry cleaners/laundry. The “local trade area” attracts customers from a larger area, approximately a four mile radius and includes stores such as grocery stores, banks, restaurants, and other specialty stores. The third trade area outlined is the “regional trade area” and attracts customers from approximately a ten-minute drivetime or approximately a five or six mile radius. Regional stores include discount department stores, home improvement warehouses, electronic stores and carpet stores. The fourth trade area is the “total market area” and attracts customers from a ten mile radius, including adjacent counties. Total market area stores potentially attract customers to a collection of businesses that fit a specific niche or lifestyle and include specialty retailers, destination restaurants and entertainment type uses. The study area is not known as a specialty/destination shopping area.

Detailed demographic information for each trade area is included in the appendix. However, consumer spending patterns are outlined in this section. Consumer spending data includes apparel, entertainment, food, household purchases, transportation, alcohol and furniture. Mortgage, rent, taxes, health insurance, investments, retirement funds and other such non-consumable expenditures are not represented in these calculations. It is important to note when analyzing spending patterns that the Cincinnati area has a lower than average cost of living. According to the Greater Cincinnati Chamber of Commerce website, Cincinnati’s cost of living is five percent below the national average, which means that it costs about five percent less to live here and make purchases etc. than the national average.

Consumer Expenditure Trends

As Chart One outlines on page twenty, consumer expenditures are the highest, and similar to the national average of \$41,533, for the ten-mile radius at 97% (\$40,409) and the four-mile radius at 94% (\$39,056) of the national average. Given the lower cost of living in Cincinnati, there is a negligible difference between the national average and the spending patterns in the four and ten mile trade areas. While the four and ten mile trade areas mirror the national average, the two-mile and ten minute drivetime spending patterns are significantly below the national average at 84% (\$34,888) and 89% (\$37,097) respectively. Comparing consumer spending in the four trade areas

Area Map

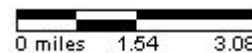
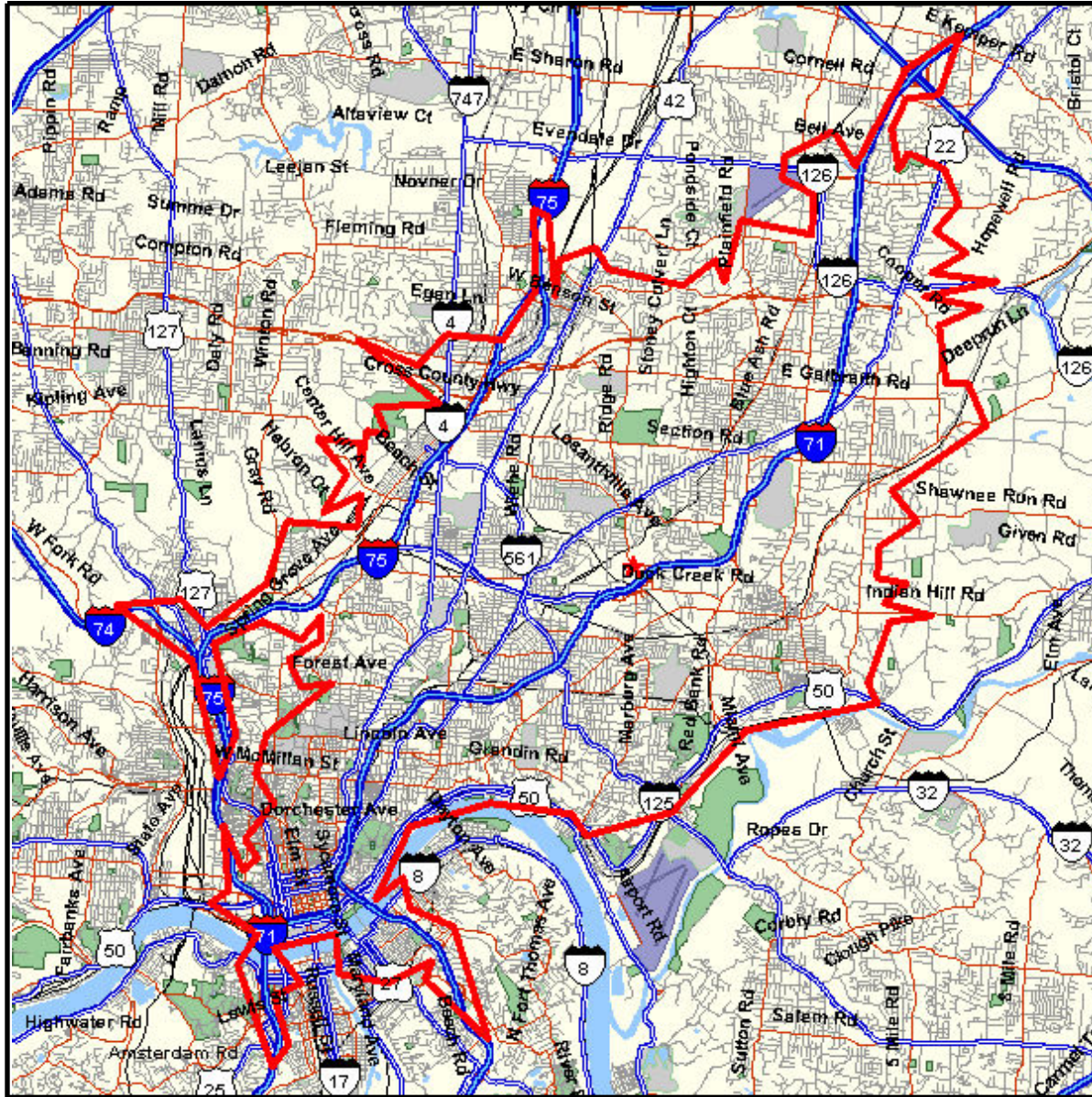
Prepared For: HAMILTON COUNTY DEVELOPMENT
 Project Code: 1636428-10 MINUTE DRIVE TIME

Order #: 962944765
 Site: 01

RIDGE AVE AND HIGHLAND AVE
 CINCINNATI, OH

Polygon

Coord: 39.170000 -84.425200



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Area Map

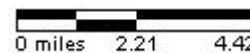
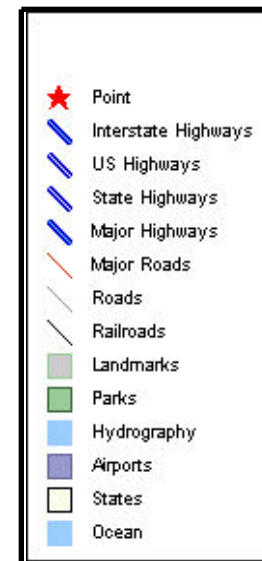
Prepared For: HAMILTON COUNTY DEVELOPMENT
 Project Code: 1636427

Order #: 962944716
 Site: 01

RIDGE AVE AND HIGHLAND AVE
 CINCINNATI, OH

2.00, 4.00 and 10.00 Mile Radii

Coord: 39.170000 -84.425200

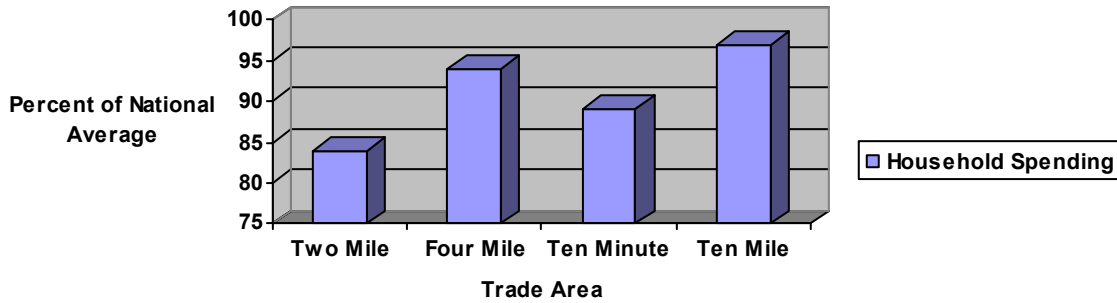


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suggests that attracting businesses that meet the needs of the four-mile trade area has the best chance of success, given the higher spending patterns associated with this area and the fact that the existing stores in the area draw from a similar radius. While the ten mile radius has strong spending patterns, the stores in the study area do not draw customers from the ten mile trade area.

Chart One



The four mile trade area had spending patterns greater than the other trade areas in the apparel category. Businesses that focus on this category could have the best chance for success due to the spending patterns.

Households

Hamilton County households have continued to increase over the last twenty years. The number of households increased from 322,238 in 1980 to 338,881 in 1990 then increased to 346,790 in 2000. This 7.6% increase in households from 1980 to 2000 may have supported and expanded home improvement consumer opportunities, however a slight county population decline of 3%, from 873,224 in 1980 to 845,303 in 2000, may have caused a decline in sales in other categories.

Employment

The Madison Road and Duck Creek Road areas, which surround the study area, have several large employers that represent potential customers for businesses at Ridge and Highland. The Fifth Third Bank processing center has 2,800 employees, the Coca Cola Bottling facility has 850 employees, IlSCO Corporation has 500 employees and Utilco has 500 employees, Barr Laboratories has 300 employees and Precision Industrial has 150 employees to name a few. This information is from the "Greater Cincinnati and Northern Kentucky Manufacturers Locator Guide," "The Greater Cincinnati Chamber of Commerce Business Connections Guide," and a news article from the October 6, 2003 Cincinnati Business Courier. While there are numerous large employers immediately surrounding the study area, there are over 36,000 employees within a two mile radius that also represent a strong potential market. In addition, if new office space was developed in the study area, the new office workers would represent additional potential customers for new retail shops and restaurants.

PRIZM Segments

PRIZM segments information can be used by retailers, advertisers and government agencies to target the types of stores recruited to an area. The PRIZM segments are created by the demographers at Claritas Inc. to present "snapshots" of the traits, lifestyle preferences, spending patterns and behaviors of a given demographic group. Businesses that match or serve the needs

of these segments have the best chance to attract shoppers. Listed in Table Two are the top ten PRIZM segments for the two, four and ten-mile radius trade areas. Additional detailed information about the PRIZM clusters is located in the appendix.

Table Two

Top Ten PRIZM Categories for the Two, Four and Ten Mile Trade Areas
Multi-Culti Mosaic
American Dreams
Old Glories
Young Influentials
New Beginnings
Domestic Duos
Suburban Sprawl
Low-Rise Living
Home Sweet Home
Suburban Pioneers

PRIZM Categories Expenditure Trends

A summary of the lifestyle traits in restaurants, shopping and entertainment encompassing the top PRIZM segments is shown below in Table Three. Family restaurants, sports bars, carry-out and fast food are specifically noted as being popular by the top demographic groups. Shoe, bicycling, gardening, computer, music, video, and video game stores are highlighted as being desirable. Detailed descriptions of the PRIZM segment lifestyle traits are outlined in the appendix.

Table Three
PRIZM Categories Lifestyle Traits

Restaurants	Shopping	Entertainment
Eat at family restaurants, order home delivery meals, fast food	Athletic Shoes, Mountain Biking, Indoor Gardening, Computers, Buy/Rent Videos, Internet Games, Music	Bowling, Attend Movies four times a month

Interviews with Developers

HCDC conducted interviews with the following developers: Al Neyer Inc., Regency Shopping Centers, Midland Atlantic Properties, Vandercar Holdings, Ackermann Group and Neyer Properties in order to gather insights and opinions on the potential of the study area. A summary of the responses is below.

What is your overall perception or impression of the area?

The overall perception and impression of the area was dominated by comments about the poor, unsightly, tired appearance of the area. In addition, the traffic congestion issues were highlighted as a major issue. The area is perceived as a value / discount-oriented shopping area.

What are the advantages or opportunities of this area?

Some of the advantages outlined include:

- Good roof counts and demographics nearby with this location having the most number of people within three miles of this location than anywhere else in the city.
- The centralized location.
- Existence of larger parcels that make redevelopment more attractive.
- An active political leadership.
- Bus line provides transportation for employees.
- Lack of local income tax when compared to other locations (especially for office uses).
- One developer commented that if the infrastructure issues are addressed, he sees this area becoming an attractive area for redevelopment.

What are the disadvantages constraints of this area?

The disadvantages mentioned include:

- Traffic congestion at numerous points along Ridge and Highland.
- Infrastructure improvements need to be made including a wider bridge on Ridge over I-71.
- Unplanned pattern for curb cuts and internal traffic circulation which hinders access to and between various parcels. In addition, traffic choke points at the Ridge Avenue bridge.
- Lack of sidewalks.
- Restrictive leases on existing empty buildings and strategy of leaseholders to pay rent for an empty building rather than allow the space to be potentially occupied by a competitor.
- Land assembly of smaller parcels to allow for coordinated development.

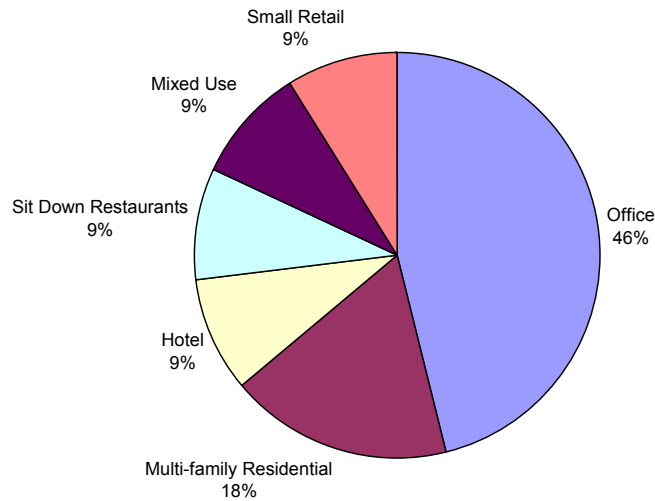
What type of future development do you envision being successful?

Several uses were mentioned as possible future land uses including:

- Limited service hotel.
- Casual sit down family restaurant.
- Multi-family residential.
- Office or back office.
- Small retailers.
- It was noted that the entertainment and shopping combo is popular; but saturated and therefore not recommended.

Analysis of the responses indicates that five out of six, or 83% of the developers surveyed, suggested that office uses could be successful. In addition, out of all six land use suggestions, office uses were chosen 46% of the time as the most popular potential use. The following pie chart indicates the relative popularity of potential uses based on all of the land uses mentioned.

Most Popular Suggested Land Use by Developers



What are the primary areas of competition for the study area?

The following areas were mentioned as the primary competition to the study area:

- Center of Cincinnati development with Target, Sam’s Club and Meijer, Cincinnati Mills (potential future development), the Pleasant Ridge and Oakley business districts serve several adjacent neighborhoods.
- The Kenwood Mall and Rookwood Mall/Hyde Park areas provide higher end retail shopping opportunities near the study area.

Interviews with Area Businesses and Employees

HCDC conducted a survey of area businesses, both those located in and those nearby the study area, in order to gain input and opinions on the potential of the area and how it is used. The following is a summary of the responses.

What are your overall impressions of the Ridge and Highland area?

Impressions of the area as a place to do business were generally “good” or “fair” although there were several responses that indicated “below average.”

What are the advantages of this location as a place to do business?

Location, customer base and access/transportation were the most predominant advantages for doing business, although several respondents indicated that the fact that there is no earnings tax was also an advantage.

What are the disadvantages of this location as a place to do business?

Traffic congestion, appearance, and lack of visibility were the most predominant disadvantages for businesses, although several respondents indicated that the perception of crime was also a disadvantage.

Would you like to expand your business in this location?

Respondents were mixed in their views about expansion with both yes and no being equally popular responses. There were several “maybe” responses.

From where do you draw a majority of your customers?

A majority of the respondents drew a majority of their customers from the five mile radius or the Cincinnati region, however there were several indicated that they draw their customers from a two mile radius.

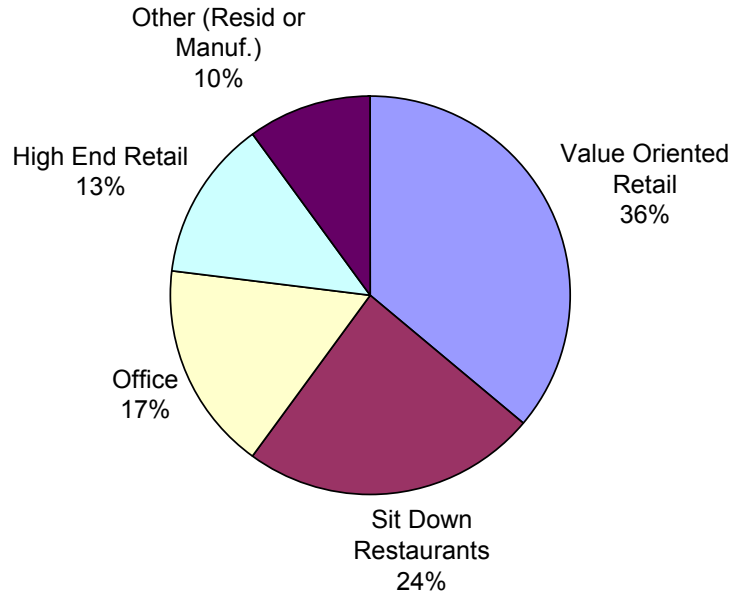
How often do you and or your employees use the Ridge and Highland area?

Respondents that work within the study area indicated that they use the area on a daily basis. However, those that work outside of the study area frequent the area less often (weekly) and typically use the area for lunches only.

If the Ridge and Highland area were redeveloped, what types of businesses would most likely succeed?

Value oriented retail and restaurants other than fast food were the most common uses mentioned, although high end retail, office, light manufacturing and residential uses were also indicated. As shown in the pie chart below, value oriented retail was the most popular suggested potential land use with 36%, followed by casual sit down restaurants at 24% and office at 17%. (See the chart on the next page.)

Most Popular Potential Land Uses Suggested



It was indicated by several respondents who work outside of the study area, that they use the Kenwood Mall area for lunch and shopping, rather than the Ridge and Highland area. This was due to the quick access to Kenwood via Red Bank Road as well as the higher level of restaurant options and less traffic congestion. This may indicate that if additional restaurants were developed and the traffic issues improved, then some of these workers may patronize the Ridge and Highland area instead.

Other Comments

Additional bus line routes or bus stops located closer to major businesses was requested from a safety perspective as sidewalks are not available to allow pedestrians and bus users (employees) a safe walking route to their job.

Retail Categories Analysis and Competitive Shopping Areas

A retail category analysis determines what retail categories might be missing from a certain area. The analysis takes into account the existing square footage of retail within a trade area. In the case of the Ridge and Highland area, documentation of the retail uses within the study area and the surrounding competitive areas is outlined in this section.

The Center of Cincinnati and downtown Pleasant Ridge were chosen as the main competitive areas due to their location within the neighborhood/two mile trade area and their close proximity to the study area. The Center of Cincinnati has recently become a hub of large format discount retailing with the re-location of several retailers formerly located in the Ridge and Highland study area. Downtown Pleasant Ridge has some smaller, specialty retailers within a more “main street” and pedestrian oriented pattern.

As outlined in Table Four below, the number of establishments and the approximate square footage of various retail categories is outlined for the study area. Additional columns outline whether or not a retail category is represented in Wal-mart (which is in the study area) or in the Center of Cincinnati area, which is located approximately one half mile from the study area and is a prime competitor of the study area. The categories without square footage (in the study area) would be considered under represented in the market and could potentially be successful if offered.

Table Four

<i>Retail Category</i>	<i>Square Footage (SF) in the Ridge and Highland Study Area</i>	<i>Is there SF in Wal-Mart (Within Study Area)</i>	<i>Square Footage in Downtown Pleasant Ridge</i>	<i>Is there SF in Center of Cincinnati Area</i>
Women's apparel	(1) 4,000 (Fashion Bug)	Yes		Yes-Target
Women's shoes	(1) 500 (Payless Shoes)	Yes		Yes-Target
Men's apparel		Yes	(1) 1,000	Yes-Target
Men's shoes	(1) 500 (Payless)	Yes		Yes-Target
Children's apparel		Yes		Yes-Target
Children's shoes	(1) 500 (Payless)	Yes		Yes-Target
Neighborhood/Family Restaurants	(1) 3,000 (Golden Corral)		(2) 6,000	(1) 4,000
Fast food restaurants/deli	(9) 17,000 (KFC, McDonald's, Rally's, Subway, Wendy's, Long John Silvers, Taco Bell, White Castle, Gold Star Chili, Pizza Hut)	yes	(2) 3,000	(1) 2,000
Coffee shop			(1) 2,000	Yes-Meijer
Grocery store	(1) 50,000 (Bigg's)		(1) 10,000	(1) 60,000 Meijer
Meat and Fish market			(1) 2,000	Yes-Meijer
Fruit / Vegetable market			(1) 2,000	Yes-Meijer
Ice cream parlor			(1) 500 UDF	
Retail bakery	(yes-Biggs)			Yes-Meijer
Liquor wine store	Yes-Biggs- wine		(1) 1,000 wine	Yes-Meijer

Retail Category	Square Footage (SF) in the Ridge and Highland Study Area	Is there SF in Wal-Mart (Within Study Area)	Square Footage in Downtown Pleasant Ridge	Is there SF in Center of Cincinnati Area
Bar / tavern	(1) 3,000 (Hooligan's)		(1) 2,000	
Appliance / electronic store		yes		(1) 30,000 (Circuit City)
Automobile sales	(1) 48,000 Ford			
Art, Craft and sewing	(1) 14,000 (Frank's Nursery and Crafts)	yes	(1) 2,000	Yes-Target
Auto supply tires	(1) 5,000 (Tire Discounters)			Yes-Sam's Club
Bank				(1) 1,000
Book store				
Card and gift shop		yes		Yes-Target
Cell phone / pager			(1) 500	
Computers and accessories				
convenience and gasoline	(3) 10,000 (BP, Speedway, Exxon)			(2) yes-Sam's Club
Discount merchandise store, furniture	(4) 250,000 (Wal-mart, Big Lots, Dollar Deals, Value City)			(3) 330,000 (Meijer, Target & Sam's Club)
Drug store		yes	(1) 15,000	Yes- Meijers, Target
Florist				Yes-Meijers
Health and beauty		yes		Yes-Target
Home improvement, home décor, furnishings, carpets, accessories	(3) 365,000 (Home Depot, Lowe's, Home Emporium, Big Bob's Carpet, Buddy's Carpet)	yes	(2) 6,000	Yes-Target, Sam's
Jewelry		yes	(1) 2,000	Yes-Target
Laundry / dry cleaning			(1) 3,000	
Luggage				Yes-Target
Medical supply			(1) 3,000	
Movie theatre				
Music cd		yes	(1) 4,000	Yes-Target
Optical vision care		yes		
Office supply	(1) 20,000 (Office Depot)	yes		Yes-Target
Personal services hair	(2) 4,000 (Mr. G's Barbershop, Sally's Beauty)		(3) 3,000	
Pet supply				(1) 30,000 Petsmart;
Photographic		yes		Yes-Meijer
Shoe repair			(1) 1,000	
Sporting goods		yes		Yes-Target
Toy and hobby		Yes	(1) 2,000	Yes-Target
Video rental / sales	(2) 15,000 Hollywood Blockbuster Video)	Yes		Yes-Target

Please note that the numbers in parenthesis in the Table Four, indicates the number of establishments. The second number in each box represents the approximate total square footage. Listed on the next page are the current businesses located in the Ridge and Highland Study area. This list was used to help complete the Retail Categories Analysis.

Based on the retail category analysis (missing store categories and commuter traffic volumes); the following types of stores could potentially be supported in the Ridge and Highland area: coffee shop, bank, bagel shop, florist, dry cleaner, optical, photo, bookstore, dine-in and carry-out family restaurants and sports bar/pub.

It is important to note that there are other major competitive shopping areas nearby. These include the Kenwood Mall and Rookwood Mall/Hyde Park areas. These two areas are known for their higher end and specialty retail shopping opportunities. The existence of these successful shopping areas in close proximity to the trade area may limit the attraction of higher end retail stores to the Ridge and Highland area as existing retailers will not locate additional stores too close to their current stores.

List of Current Businesses in the Ridge and Highland Study Area

Retail

Bigg's
Big Lots
Office Depot
Fashion Bug
Time Warner
Deals
Game Stop
Sally's Beauty Supply
Blockbuster
Natural Nails & Spa
Hollywood Video
Value City
Payless Shoesource
Mr. G's Barbershop
The Warehouse Office Furniture Mart
Laxland
RETech
Loshin's Danceware
Walmart
Exercise & Leisure

Services

Fast Sign
H&R Block
Armed Forces
Cash Advance
Check N Go
Norton Photography
Morgan & Sons Custom Stone and Concrete
Work
Cintas
Proscan Imaging
Midland

Home Improvement

Carpet Barn
Buddy's Carpet

Home Depot
Home Emporium
Lowe's

Auto Oriented Service

John Nolan Ford
Exxon Gasoline
Subway
Speedway Gasoline
Enterprise Car Rental
Macco
Tire Discounters
Marathon Gasoline

Restaurant

Rally's
Golden Corral
Gengis Khan's Buffet
Wendy's
Pizza Hut
Taco Bell
Hooligan's
Grand Buffet
McDonald's
Gold Star Chili
Long John Silver's
Kentucky Fried Chicken
White Castle

Office

Prodigy Properties
Stohmaier Design Group
Thomas Medics
Scherzinger Pest Control

Lodging

Motel 6
Howard Johnson's

Recommendations

The Ridge and Highland area has been a successful commercial corridor due to its location along high traffic volume thoroughfares, access to Interstate 71, and proximity to a large household and employment base. Businesses and consumers continue to be drawn to the area, however, challenges have emerged in recent years. As discussed in the existing conditions section, challenges with traffic, business visibility, flexibility for business expansions and an outdated physical layout have been identified. Recently, the area has experienced some business relocations to neighboring areas with up to date big box retail designs. Despite businesses moving from the area, new businesses have stepped in to invest and revitalize several buildings.

In order to pro-actively enhance the area, however, strategies to coordinate and leverage investment resources and guide redevelopment should be explored. Implementation of pro-active strategies will yield additional benefits and provide for long term viability of the area. Several strategies to redevelop the Ridge and Highland area are outlined below. The first section (i) suggests the types of businesses that could be successful in the Ridge and Highland area, the second section (ii) presents potential redevelopment scenarios providing a land development guide, the third section (iii) highlights useful tools to encourage redevelopment investment, and the fourth section (iv) outlines the “next steps” that the township could take to begin the implementation process.

(i) Potential New Businesses

Identifying and attracting companies which best compliment the existing businesses, fill market voids and serve the surrounding population is one part of any redevelopment strategy. Proactive targeting will bring businesses that commuters, area residents and existing employees in the area will patronize. Diversifying the business base at Ridge and Highland will be a challenge given the reputation the area has as a place for “value” oriented retail and the fact that more upscale retail areas exist nearby in Kenwood and Norwood/Hyde Park. However, given its excellent location and the existence of several unfilled market demands, there are several types of businesses, such as restaurants, retail and offices that could be attracted to the area.

HCDC conducted research and interviews to formulate an understanding of market demands and to determine what types of businesses could be viable at this location. Outlined below is a summary of the potential businesses that have the best chance to be successful based on the related data source.

Retail Analysis Data Source

The retail analysis and commuting traffic volumes suggest that the following types of stores could be supported in the Ridge and Highland area: coffee shop, bank, bagel shop/deli, florist, dry cleaner, optical, bookstore, dine-in and carry-out family restaurants and sports bar/pub. These recommended uses are based on two facts. The first fact is that Ridge Avenue is a key route for commuters to Interstate 71 and handles almost 36,000 cars a day south of Highland, while Interstate 71 carries a volume of 130,000 cars per day. Commuters could choose to patronize additional businesses at the Ridge and Highland location (such as a coffeeshop, bank, bagel/sandwich shop, dry cleaners) if the stores were there and marketing strategies were in place. The second fact is that several types of stores mentioned are not provided in the Ridge and Highland area, and if provided, could potentially fill market voids. It is important to note that in

order to draw traffic from Interstate 71, signage would need to be placed in a location visible from Interstate 71 to market the area as a place to shop.

Interview Data Source- Developers, Business Owners and Employees in the Area

Interviews with land developers indicates that five out of six, or 83% of the developers surveyed, suggested that office uses could be successful. In addition, out of all six land use suggestions, (office, sit down restaurants, hotel, mixed use, small retail and multi-family) office uses were chosen 46% of the time as the most popular potential use. The other uses suggested include family-style sit down restaurants, multi-family housing such as condos, apartments and townhouses; small retail, mixed use and a limited service hotel.

Data from interviews with business owners and employees who work in the area indicate that value oriented retail is the most popular choice for additional uses at 36% of all responses while sit down restaurants garnered 24% of the respondents choices, office uses gained 17% and high end retail 13%. It is important to note that respondents who worked near the Ridge and Highland area have several options for lunch and shopping destinations and that the Kenwood Mall area was mentioned as a more popular location due to the larger selection of restaurants and stores.

Consumer Spending Patterns Data Source

The demographics, consumer spending patterns and PRIZM lifestyle traits of area consumers indicated that the following types of stores could potentially be supported in the Ridge and Highland area: apparel, dine-in family restaurants and carry-out restaurants, sports bar establishments, shoe, bicycling, computer, and music. The strong consumer expenditure levels in the four mile trade area of \$39,000 (which mirror the national average for consumer spending) lend support to these retail uses in this location. In addition, it is important to note that a critical mass of home improvement retail stores attracts traffic to the area that could represent some additional spending if complementary stores are developed.

The uses outlined above that have support from more than one data source include sit down restaurants, value oriented retail, and offices. These potential new uses could capitalize on the excellent location of Ridge and Highland to jump-start redevelopment and diversify the business base in the area. The new uses could locate within existing buildings or new buildings constructed as part of any of the redevelopment scenarios outlined later in this section.

As developers and Columbia Township move forward with redevelopment, what types of development to pursue must relate to potential markets. There may be a “if you build it they will come” scenario for potential daytime workforce users and commuters, who currently patronize other business districts for lunch or shopping errands instead of the Ridge and Highland area. It is also important to choose potential new uses that will not compete with nearby retail areas such as Rookwood and Kenwood, as any retailers that exist nearby may not want to open additional stores in close proximity to an existing store.

(ii) Redevelopment Opportunities and Scenarios

Several scenarios to re-configure the physical environment are presented. In simple terms – the wider the scope and the greater the investment of resources, the greater the potential benefit. Each scenario allows for flexibility in the land uses developed as each developer will determine market demands at the time of development.

A conceptual cost/benefit analysis is also provided that outlines the relative costs (such as financial and time resources) and benefits (such as increased tax revenues, preserving the area as a viable business location, enhanced shopping options and improved safety and access for users) of each scenario. This should also be considered by township leaders as decisions are made regarding redevelopment.

Scenario “One” - Status Quo Upgrade

Scenario One focuses on enhancing the current situation by marketing the existing vacant buildings and sites for redevelopment with restaurants, retail and offices. Simple streetscape upgrades to the existing Ridge and Highland streets; such as sidewalks, street trees and turn lanes could be implemented as funding is identified and secured to improve traffic and pedestrian safety and access. From a cost/benefit analysis perspective, this is the low cost, low benefit option.

The remaining scenarios identify redevelopment opportunities on a larger scale than Scenario “One” with several parcels combined together for more efficient development and improved traffic flows. Each subsequent scenario also builds on the previous scenario as more land is added and more redevelopment opportunities are created.

Scenario “Two” - Pro-Active Change-Value Oriented Style

Scenario Two (see Exhibit Eleven) involves two parcels, the vacant K-mart building site and the Wal-Mart/Home Depot site. Redevelopment of the vacant K-mart site into a re-positioned big box retail store (perhaps a re-located Home Depot) and therefore allowing the existing Wal-mart to expand into the old Home Depot building area with their “supercenter” store is the basis of this scenario.

In addition, a loop road through the two parcels, connecting Ridge to Highland would be built to ease traffic congestion and provide improved access to each store. Reconfiguration of the existing outlots within the new layout would improve accessibility, ease traffic congestion and provide for the expansion of two current big box businesses. Streetscaping improvements could also be implemented. From a cost/benefit analysis perspective, this is a medium cost, medium benefit option.



The vacant K-mart building could be torn down and a new, modern retail building could be more efficiently developed when this parcel is combined with the Wal-Mart/Home Depot parcel.

Columbia Township - Ridge & Highland Study Area

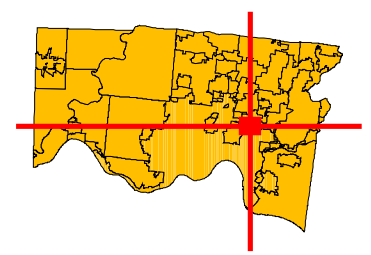
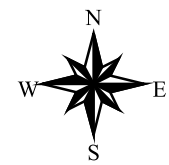
Scenario 2 - Value Oriented

Exhibit 11



Big Box Retail

- New Streets
- Existing Streets
- Municipalities & Townships
- Pavement
- Buildings



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Scenario "Three"- Pro-Active Change-Value Oriented Style Plus

Scenario Three (see Exhibit Twelve) builds on scenario two, but adds the remaining parcels within the northeast quadrant of the intersection of Ridge and Highland. The inclusion of the additional parcels further enhances the redevelopment opportunities, access and traffic flow of the entire quadrant as discussed in Scenario Two. The current businesses in the area, such as the hotel and restaurants could be re-positioned within a more efficient new layout and several new development opportunities could be created. From a cost/benefit analysis perspective, this is also a medium cost, medium benefit scenario.

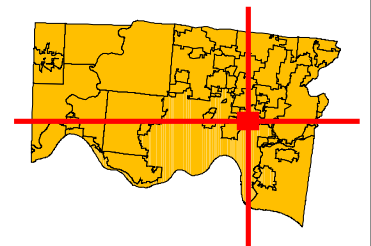
Columbia Township - Ridge & Highland Study Area

Scenario 3 - Value Oriented Plus

Exhibit 12



- New Streets
- Existing Streets
- Municipalities & Townships
- Pavement
- Buildings



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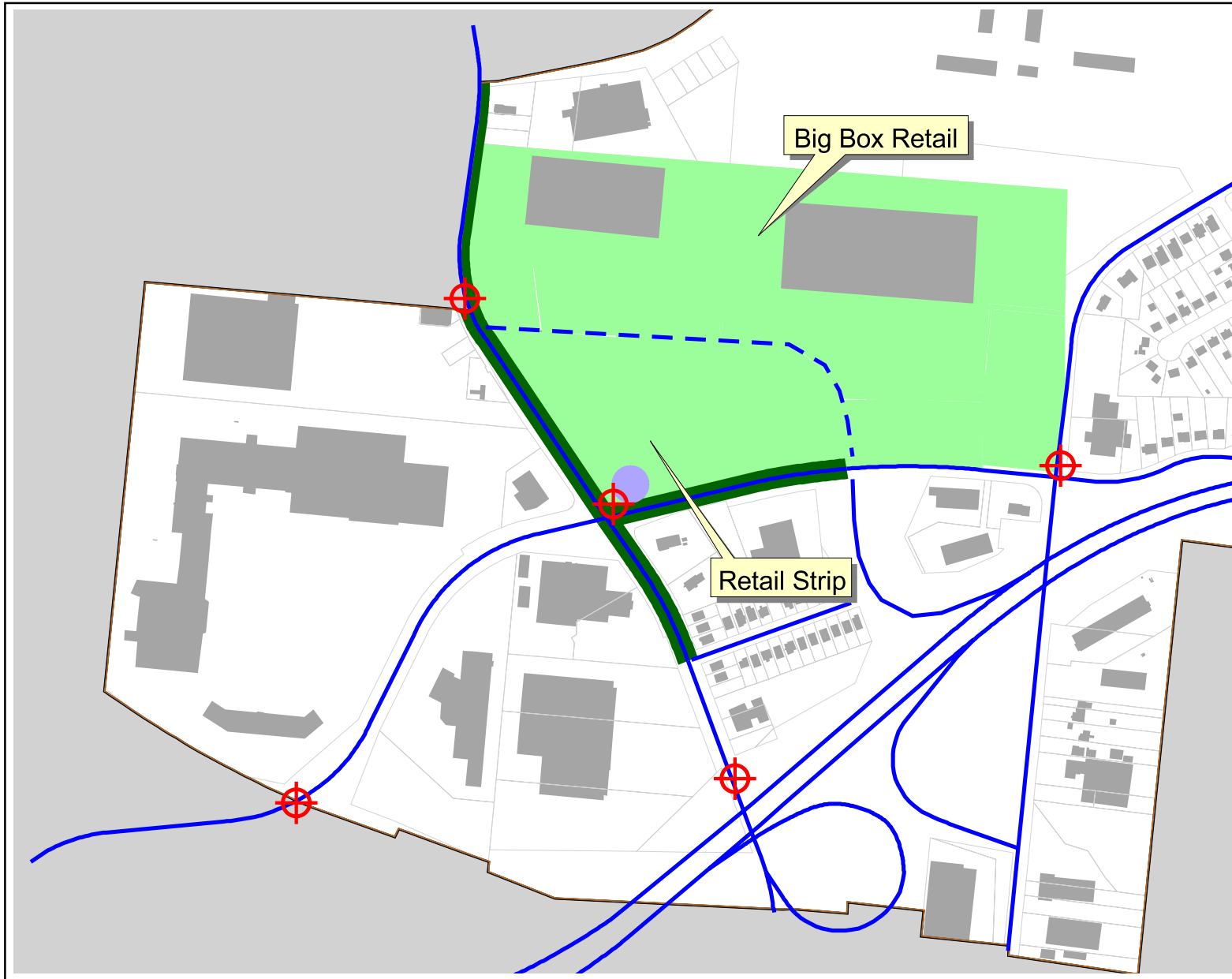
Scenario "Four"- Pro-Active Change-Retail Strip/Value Oriented

Scenario Four (see Exhibit Thirteen) focuses on the same geographic area as scenario Three (the northeast quadrant of the intersection of Ridge and Highland), but also provides for additional upgrades to the Ridge and Highland streetscape. Streetscape upgrades, such as a small plaza or gateway feature at the corner of Ridge and Highland, as well as sidewalks will help create an identity for this area. The gateway feature could be framed by new buildings on each side that extend along Ridge and Highland. As in prior scenarios, the loop road and re-configured layout will provide easier access to and from the big box and retail stores, restaurants and other commercial uses developed. From a cost/benefit analysis perspective, this is also a medium cost, medium benefit scenario.

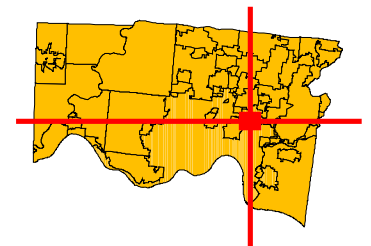
Columbia Township - Ridge & Highland Study Area

Scenario 4 - Retail Strip/Value Oriented

Exhibit 13



- Gateway Signage
- Gateway Feature
- New Streets
- Existing Streets
- Municipalities & Townships
- Streetscaping
- Buildings



08/2004



Scenario “Five”- Aggressive Change

Scenario Five (see Exhibit Fourteen) builds on Scenarios Three and Four, but adds additional land within the scope of the recommendation. The additional areas included are the entire southeast quadrant of the intersection of Ridge and Highland (the area surrounding Donald Drive) and the site that contains a Value City department store. Additional access roads could be built in the southeast quadrant. One access road could extend into the area from Highland and one from Ridge providing additional access to businesses and to new development opportunities with very high visibility from Interstate 71. Visibility, access and safety will be enhanced within this quadrant. Potential recommended uses include restaurants and retail along Ridge Road while offices and a hotel could be located behind, in locations visible from Interstate 71.

Across Ridge Road, the Value City site could also be redeveloped. A more efficient building layout with additional retail or office square footage could capitalize on this highly visible location. Access and traffic congestion would be improved by the construction of an access road from Ridge Road at its intersection with Donald Drive into the site to allow for smoother and safer ingress and egress. This site is one of the few sites with direct visibility of pole signs from Interstate 71 and this fact should be capitalized on for marketing of the site and the entire Ridge and Highland area.

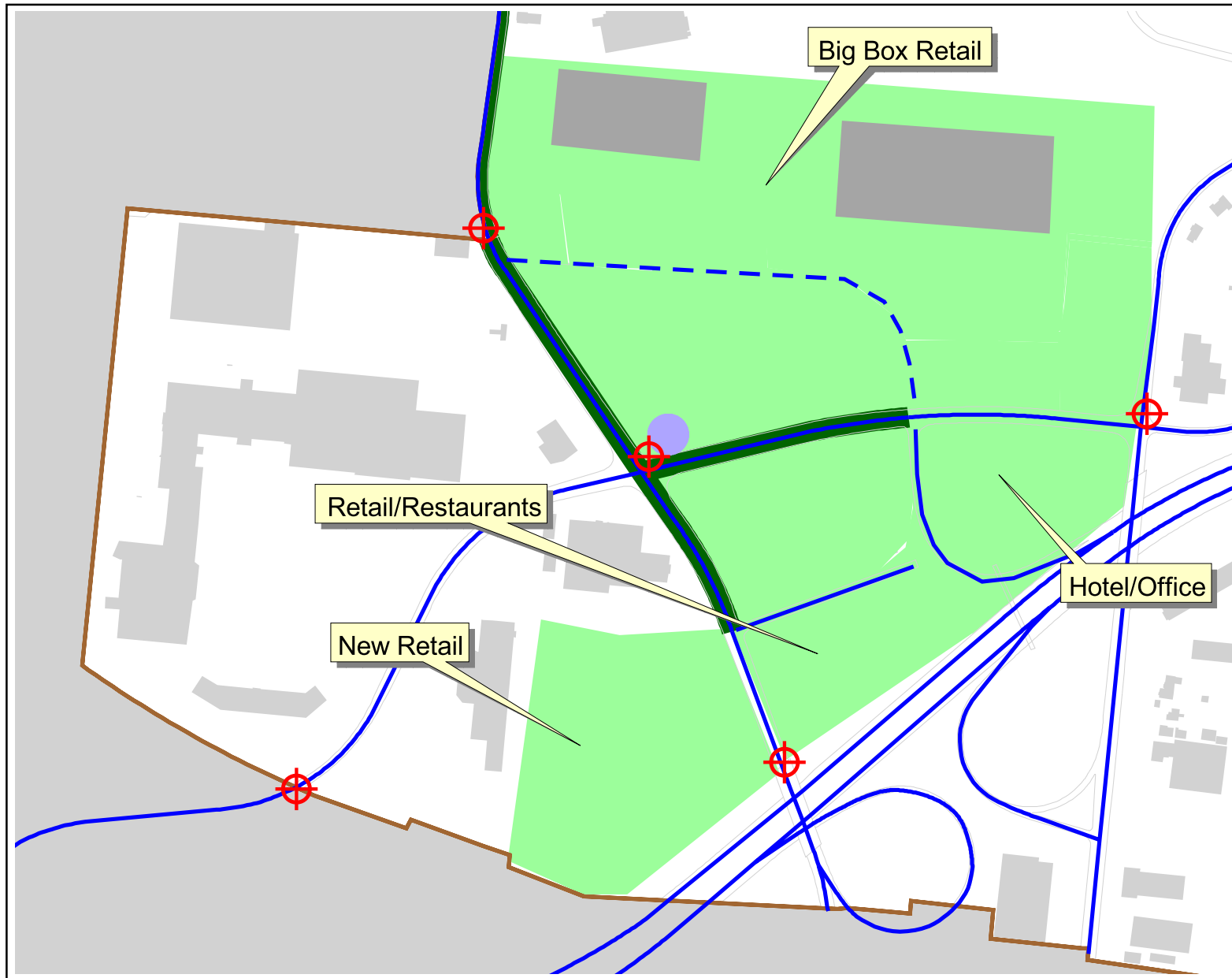


The Value City site is a highly visible, yet underutilized site and could support additional development.

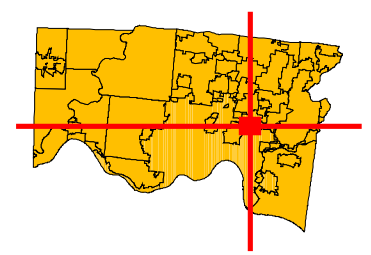
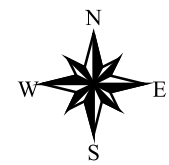
From a cost benefit analysis perspective, this is the highest cost (in terms of time commitment and financial resources) and highest benefit scenario.

Columbia Township - Ridge & Highland Study Area Scenario 5 - Aggressive

Exhibit 14



- Gateway Signage
- New Streets
- Existing Streets
- Gateway Feature
- Municipalities & Townships
- Pavement
- Streetscaping
- Buildings



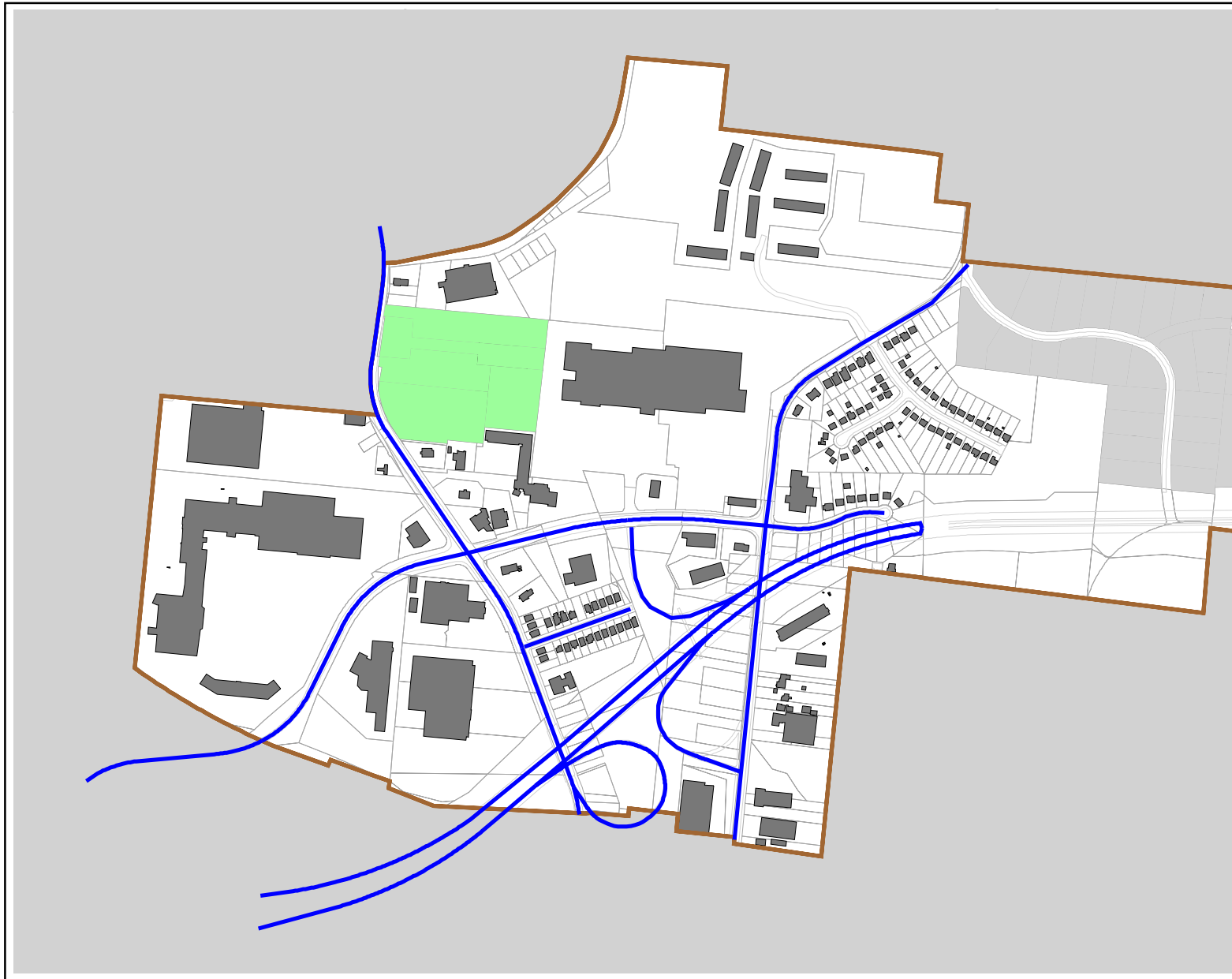
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Scenario "6" - Light Manufacturing/Back Office

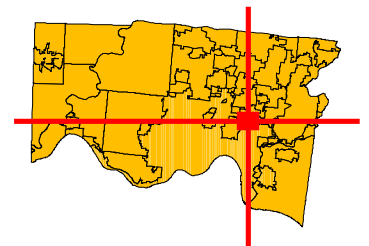
Scenario Six (see Exhibit Fifteen) provides a site for light manufacturing or back office uses on the vacant K-mart site if there is a market for that type of use. The site is flat, easily accessible and these uses would be compatible with adjacent light industrial uses.

Columbia Township - Ridge & Highland Study Area Scenario 6 - Light Manufacturing / Back Office

Exhibit 15



-  Existing Streets
-  Municipalities & Townships
-  Pavement
-  Buildings



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The following Cost-Benefit analysis shows, at a conceptual level, the relative costs and benefits for five of the redevelopment scenarios outlined above. Scenarios Two, Three and Four are similar so they are included in the same column.

Cost Benefit Analysis of Potential Redevelopment Scenarios

	Scenario 1	Scenarios 2, 3 and 4	Scenario 5
Costs			
Physical Improvements			
Infrastructure Improvements	Low	Moderate	High
Building Construction & Re-orientation	Low	Moderate	High
Parcel Consolidation	None	Moderate	High
Scale of Redevelopment	Site Specific	Quadrant	Area-Wide
Project Coordination			
Governmental Involvement & Commitment	Low	Moderate	High
Time to Plan and Coordinate	0 to 3 years	0 to 5 years	5 to 15 years
Tenant/Property Owner Buy-In	Low	Some	High
Total Public and Private Costs	Low	Moderate	High
Benefits			
Tax Revenue Increase Potential			
Land and Building Value Increase	Low	Moderate	High
*Income Tax Revenue (if JEDD is used)	Some	Moderate	Highest
Aesthetic Qualities			
Overall Impression	Status Quo	Improvement	Excitement
Convenience & Accessibility	Low	Improved	Achieved
Compatibility of Land Uses	Low	Achieved	Achieved
Visibility	Mixed	Improved	Achieved
Flexibility of Design	Low	Moderate	High
Safety of Motorists and Pedestrians	Low	Improved	High
Economic Viability			
Regional Draw	Low	Low to Moderate	High
Remain a Viable Business District	Questionable	Increasing	Yes
Diversity & Number of Businesses	Low	Stable	Increasing
Total Public and Private Benefits	Low	Moderate	High

*The following potential income tax revenues (if a JEDD is adopted) are based on a hypothetical example of 100,000 square feet of office space being developed in the southeast quadrant (as outlined in scenario five). With an average of five office workers per 1,000 square feet of space, this yields 500 office workers. Using an average salary of \$35,000 for all staff and accounting for 500 workers, this yields an annual payroll of \$17.5 million. Applying earnings tax rates of a 2.1% for Cincinnati and 1.25% for Silverton to the \$17.5 million payroll yields annual earnings tax revenues of \$367,500 and \$218,750 respectively.

(iii) Implementation Tools

The following section outlines the implementation tools that could be used as a catalyst to spur any of the redevelopment scenarios outlined above. These implementation tools are important to redeveloping the Ridge and Highland area because they will make it easier to attract investment and pay for improvements. Without implementation tools, the challenges of redevelopment in this area would minimize interest in the area by new investors. The following tools could be used by the township to spur investment and to provide possible revenue streams to fund infrastructure improvements for possible redevelopment scenarios.

- Create a Tax Increment Financing (TIF) district to create revenue streams to help pay for public improvements within the district. A TIF district is a mechanism that collects property tax revenue based on the “increase in tax revenues due to improvements” from a specific geographic area. For example, a TIF could be set up to help pay for road and streetscape improvements in the Ridge and Highland area. Under the TIF agreement, future property tax revenue increases are used to help pay for the road and streetscape improvements.
- Create a Joint Economic Development District (JEDD) to create revenue streams to help pay for public improvements within the district. A JEDD is an agreement between two local governmental entities (usually a township and a municipality) to share income tax revenues generated within a certain geographic boundary. For example, a JEDD agreement would allow for an earnings tax to be levied on workers within certain boundaries in the township and those revenues would be shared with whatever municipality partners with the township. This money can be used to pay for public improvements within the district and provide a new income stream.
- Adopt Enterprise Zone (EZ) legislation to incentivize new private commercial investment within the area. This program allows for tax exemptions on new investment in buildings and equipment for office and industrial uses. Retail and residential uses are not eligible for tax exemptions under this program. Tax exemptions allow for companies to reduce their costs over the short term while they establish their business. For example, a new office building could be built where the property taxes are reduced by up to 60%, which could save the owner and the tenants significant amounts of money for several years. After the tax exemption expires, property tax revenues revert to their normal levels. This program creates a long term tax base increase with a short term tax incentive.
- Adopt Community Reinvestment Area (CRA) legislation to incentivize new private commercial and residential investment in buildings. All land uses including retail, residential and commercial are eligible for exemptions under this program. Tax exemptions allow for companies to reduce their costs over the short term while they establish their business. For example, a new retail building could be built where the property taxes are reduced by up to 75%, which could save the owner and the tenants significant amounts of money for several years. After the tax exemption expires, property tax revenues revert their normal levels. This program creates a long term tax base increase with a short term tax incentive.
- Create a Special Improvement District (SID) to create a revenue stream to fund improvements. A SID is a district, created by petition of the property owners, where an additional assessment

is made on every property in the district and collected funds are used for marketing, landscaping, streetscape improvements, business recruitment, parking or other uses identified by the SID.

- Explore the possibility of using eminent domain to acquire any needed lands for public improvements such as roads and sidewalks; and in areas where existing conditions could justify its use. Explore the possibility of using eminent domain for economic development purposes. This tool could allow for land acquisition for any necessary infrastructure expansions and the assemblage of smaller properties into larger redevelopment sites.
- Adopt a performance based zoning and design code that allows for a big picture (more than one parcel) view of development and safeguards property values. This could be accomplished through an overlay code and could include regulations for landscaping, curb cut coordination, internal maneuvering/access between parcels, sidewalks, pedestrian oriented elements, building placement, building façade design, signage and a density bonus system to incentivize mixed use and higher density development. (A density bonus system can help incentivize investment to allow for more intense development if certain parameters are met by the developer such as building design and placement). This type of code can be used for any new redevelopment under any of the previously mentioned scenarios.
- Establish public/private partnerships with property owners, existing businesses, developers, residents and others who will champion the redevelopment of the Ridge and Highland area.

Other Recommendations

The following additional recommendations are important to enhancing and marketing the Ridge and Highland area but could be implemented independently of the previously discussed recommendations.

Physical / Aesthetics Enhancements

- Build sidewalks and place street trees along the existing Ridge and Highland roads and any other new roads.
- Place new utilities and existing utilities underground during redevelopment if cost and engineering considerations deem it feasible. This should be coordinated with street tree and sidewalk improvements.
- Coordinate commercial on-site signage for each quadrant of the study area.
- Place new, larger and customized “welcome to Columbia Township” signage at strategic gateway points into the township’s Ridge and Highland area. This could also include signage or benches at the intersection of Ridge and Highland as part of the redevelopment scenarios.
- Strive for additional involvement by the community and its leaders in redevelopment efforts.

Marketing Opportunities

- Market sites and buildings to businesses and uses with realtors, developers, and specific end users/franchisees outlined previously in this report.
- Identify signage opportunities advertising the area as a business district. Specifically, pole signs on the Value City site or other sites with frontage on Interstate 71 could be possible signage sites.

Infrastructure

- Support recommendations of Eastern Corridor Transportation Plan as outlined previously in this report to alleviate traffic flow and access issues in the study area. (see Exhibit Eight)

(iv) Next Steps

In order for this study to be useful to the township, it is imperative that the township take the lead in the implementation of a redevelopment strategy. The implementation phase can entail carrying out all or a portion of the recommendations suggested in the study. While the township can be the catalyst to spur revitalization, the ultimate success is dependent on partnerships being developed between the public and private sectors.

The township should consider some of the following steps to begin the implementation phase:

- Make this study available to all Ridge and Highland area property owners and potential developers.
- Seek input from potential partners (developers, landowners, investors) on the ideas presented.
- Potentially adopt a resolution stating the township's position on the study and making decisions on which recommendations it would like to implement. These decisions could also break the recommendations into timeframe categories such as short term (in the next one to two years), medium term (in the next three to five years) and long term (in the next six to ten years). Those recommendations that do not take any specific funding, should be implemented in the short term, while those with specific funding needs would be implemented over a longer term while strategies to secure funding are identified.

HCDC would be happy to work with the township to implement any of the recommendations outlined in this study or any other development projects the township deems important.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A summary of the strengths, weaknesses, opportunities and threats to the Ridge and Highland Avenue Study area is outlined below.

Strengths

- Centralized location in the heart of a county with 900,000 population and an eight county region with a population of two million people
- Strong local demographics to support shopping
- Location accessible from I-71 & SR 562
- High traffic counts on Ridge (35,000 vehicles per day)
- Commuting traffic passes through to access I-71
- Identity as a location of inexpensive retailers & services
- Multiple services such as fast food, car rental & repair, video rental
- Neighborhood retail for Norwood/Pleasant Ridge/Kennedy Heights/Silverton/Oakley
- Some recent renovations and updating
- Location of a regional big box retail center (Lowe's & Home Depot) (nearest stores 10 miles away)
- High level of local government interest in guiding corridor development

Weaknesses

- Confusing road network
- Traffic congestion at the intersection of Ridge and Highland
- Unattractive appearance of development

Unplanned and uncoordinated nature of existing development
 Landlocked sites limit horizontal expansions
 Lack of coordination in curb cut/access and site access issues
 Several small and irregular parcels make redevelopment difficult
 Uncoordinated signage
 No bypass except via Kennedy Ave (then only to Duck Creek)
 Poor visibility to Ridgewater Plaza from corner of Highland & Ridge

Opportunities

Large parcels available for redevelopment
 Connecting / linking parcels together for coordinated development
 Transportation improvements
 Development of an overall plan for redevelopment
 More efficient use of and or higher density development
 Excess/unused capacity of parking lots are redevelopment opportunities

Threats

Concerns about businesses moving to Center of Cincinnati
 Competing retail and business areas (Center of Cincinnati, suburban retail locations)
 Continued deterioration due to disinvestment
 Crime or perception of crime

Development Opportunities Site Inventory

Site	Owner / Contact	Current Use	Site Acreage	Building Size
Bigg's / Lowe's	GC Acquisition Corp 3333 New Hyde Park Road New Hyde Park, NY 11042	Retail	28.1 acres	250,000 sf
Old Sam's Club	Town Development 1303 SE 10 th Street Bentonville, AR 72716	Retail	9.6 acres	108,000 sf
Old K-mart	J and W Cincinnati LLC 810 Seventh Avenue 28 th floor New York, NY 10019	Vacant	11.5 acres	106,000 sf
Home Depot	Highland Associates Limited Part. 8163 Old Yankee Road #B Dayton, OH 45458	Retail	13.5 acres	112,000 sf
Wal-mart	Highland Associates Limited Part. 8163 Old Yankee Road #B Dayton, OH 45458	Retail	14.1 acres	130,000 sf
Value City	Value City Dept. Stores 3241 Westerville Road Columbus, OH 43224	Retail	9.1 acres	100,000 sf

This scenario outlines a vision based on redeveloping a significant portion of the study area with new sites and roads into a “town center” (see Exhibit __). The addition of a loop road through the northeast and northwest quadrants will provide alternative routes, access and create new development opportunities. Visibility, access and pedestrian and motorist safety will be enhanced with the new land development pattern.

Redevelopment could follow a development pattern based on the type of building design. This means that the type of building design (big box, outlot style or mainstreet) would be matched to a particular location. This would provide several location options for businesses depending on a business’ particular needs. The suggested building type options are a “Main Street” area (an area with three or four story mixed-use buildings with the buildings close to the street, with doors that open to a sidewalk and parking lots in the rear), an “Outlot Parcel” area (an area of single story, single-use buildings with parking lots surrounding each individual building) and a “Big Box Retail Building” area (an area with large format, single story, single-use buildings with large parking lots in front of each building). For example, a retailer could locate in the Mainstreet area if they wanted a more pedestrian or streetscape oriented location, but if they wanted a more suburban style “outlot” location, they could choose that alternative as well. An example of this could be a hotel, which could be a part of a main street with a front door on the “Mainstreet” or they could choose an outlot location.

APPENDIX

PRIZM Demographic Cluster Information

Trade Area Demographic Information Details

Eastern Corridor Transportation Study and Design Concept

Relevant News Articles

PRIZM Demographic Cluster Information

PRIZM Social Groups

PRIZM's fourteen social groups are based on urbanicity and affluence, two important variables used in the production of PRIZM. The segments are placed in one of four urbanicity categories. Urbanicity is determined by the population density of an area and its neighboring areas. A population density score ranging from one (low density) to 99 (high density) is assigned to each area.

The Ridge and Highland market area is composed of two out of the four area types.

- **Urban** areas (U) have population density scores between 85 and 99. They include both the downtowns of major cities and surrounding neighborhoods. These areas often extend beyond the city limits and into surrounding jurisdictions.
- **Suburbs** (S) have population density scores between 40 and 90, and are clearly dependent on urban areas or second cities. Population density rises as you approach the city, and decreases as you move away from it.

Urban

Urban Uptown

The five segments in Urban Uptown are home to the nation's wealthiest urban consumers. Members of this social group tend to be affluent to middle class, college educated and ethnically diverse, with above-average concentrations of Asian and Hispanic Americans. Although this group is diverse in terms of housing styles and family sizes, residents share an upscale urban perspective that's reflected in their marketplace choices. Urban Uptown consumers tend to frequent the arts, shop at exclusive retailers, drive luxury imports, travel abroad and spend heavily on computer and wireless technology.

Midtown Mix

Diversity is the hallmark of Midtown Mix, a group of midscale urban segments. It's the most ethnically diverse social group, besides containing a mix of singles and couples, homeowners and renters, college alumnae and high school graduates. In U2, the households are dominated by childless consumers who pursue active social lives—frequenting bars, health clubs and restaurants at high rates—listen to progressive music, drive small imports and acquire the latest consumer electronics.

Urban Cores

Urban Cores segments are characterized by relatively modest incomes, educations and rental apartments, but affordable housing is part of the allure for the group's young singles and aging retirees. One of the least affluent social groups, U3 has a high concentration of Hispanics and African-Americans, and surveys indicate a fondness for both ethnic and mainstream media and products. Among the group's preferences: TV news and daytime programming, Spanish and black radio, telephone services and pagers, cheap fast food and high-end department stores.

Suburbs

The Affluentials

The six segments in The Affluentials are one socioeconomic rung down from the Elite Suburbs—with a 25 percent drop in median income—but their residents still enjoy comfortable, suburban lifestyles. The median income in S2 is nearly \$60,000, the median home value is about \$200,000. The mostly couples in this social group tend to have college degrees and white-collar jobs. Asian Americans make up an important minority in these predominantly white segments. As consumers, The Affluentials are big fans of health foods, computer equipment, consumer electronics and the full range of big-box retailers.

Suburbs - Middleburbs

The five segments that comprise Middleburbs share a middle-class, suburban perspective, but there the similarity ends. Two groups are filled with very young residents, two are filled with seniors and one is middle-aged. In addition, S3 includes a mix of both, homeowners and renters as well as high school graduates and college alums. With good jobs and money in their jeans, the members of Middleburbs tend to have plenty of discretionary income to visit nightclubs and casual-dining restaurants, shop at midscale department stores, buy dance and easy listening CDs by the dozen and travel across the U.S. and Canada.

Suburbs - Inner Suburbs

The four segments in the Inner Suburbs social group are concentrated in the inner-ring suburbs of major metros—areas where residents tend to be high school educated, unmarried and lower-middle class. There's diversity in this group, with segments that are racially mixed, divided evenly between homeowners and renters and filled with households that are either young or aging in place. However, the consumer behavior of the S4 segments are dominated by older Americans who enjoy social activities at veterans clubs and fraternal orders, TV news and talk shows, and shopping at discount department stores.

PRIZM Lifestage Groups

PRIZM's Lifestage classifications are based on the age of each segment's residents and the presence of children, two powerful predictors of consumer behavior.

The first class, Younger Years, consists of 22 segments where singles and couples are typically under 45 years old and child-free: residents may be too young to have kids or they're approaching middle age and chose not to have them.

The second class, Family Life, is composed of 20 lifestyle types that all have high indexes for middle-aged adults and children.

The final class, The Mature Years, comprises 24 segments, all with residents who tend to be over 45 years old and childless; segments with high rates for both 50-year-old residents *and* children are included in Family Life. Finally, within each class, all the segments are sorted into groups based on affluence, another powerful demographic predictor of consumer behavior.

Younger Years

Midlife Success

The eight segments in Midlife Success typically are filled with childless singles and couples in their thirties and forties. The wealthiest of the Younger Years class, this group is home to many white, college-educated residents who make six-figure incomes at executive and professional jobs but also extends to more middle class segments. Most of these segments are found in suburban and exurban communities, and consumers here are big fans of the latest technology, financial products, aerobic exercise and travel.

Mainstream Singles

Young, hip singles are the prime residents of Mainstream Singles, a lifestage group of twentysomethings who've recently settled in metro neighborhoods. Their incomes range from working-class to well-to-do, but most residents are still renting apartments in cities or close-in suburbs. These seven segments contain a high percentage of Asian singles, and there's a decidedly progressive sensibility in their tastes as reflected in the group's liberal politics, alternative music and lively nightlife. Mainstream Singles segments are twice as likely as the general population to include college students living in group quarters.

Striving Singles

The seven segments in Striving Singles make up the most downscale of the Younger Years class. Centered in exurban towns and satellite cities, these twentysomething singles typically have low incomes—often under \$25,000 a year—from service jobs or part-time work they take on while going to college. Housing for this group consists of a mix of cheap apartment complexes, dormitories and mobile homes. As consumers, the residents in these segments score high for outdoor sports, movies and music, fast food and inexpensive cars.

Family Life

Young Accumulators

Compared to the Accumulated Wealth group, the five segments in Young Accumulators are slightly younger and less affluent than their upscale peers. Ethnically diverse, these households include an above-average number of Hispanic and Asian Americans. Adults typically have college educations and work a mix of white-collar managerial and professional jobs. Found mostly in suburban and exurban areas, the large families in Young Accumulators have fashioned comfortable, upscale lifestyles in their mid-sized homes. They favor outdoor sports, kid-friendly technology and adult toys like campers, powerboats and motorcycles. Their media tastes lean towards cable networks targeted to children and teenagers.

Mainstream Families

Mainstream Families refers to a collection of seven segments of middle- and working-class child-filled households. While the age range of adults is broad—from 25 to 54—most families have at least one child under 18. And residents in this exurban group share similar consumption patterns, living in modestly priced homes—including mobile homes—and ranking high for owning three or more cars. As consumers, Mainstream Families maintain lifestyles befitting large families in the nation's small towns: lots of sports, electronic toys, groceries in bulk and televised media.

Sustaining Families

Sustaining Families is the least affluent of Family Life groups, an assortment of segments that range from working-class to decidedly downscale. Ethnically mixed, with a high percentage of African American, Asian and Hispanic families, these segments also display geographic diversity—from inner cities to some of the most isolated communities in the nation. Most adults hold blue-collar and service jobs, earning wages that relegate their families to small, older apartments and mobile homes. And the lifestyles are similarly modest: Households here are into playing games and sports, shopping at discount chains and convenience stores, and tuning into nearly everything that airs on TV and radio.

Mature Years

Cautious Couples

Another large group of Mature Years segments is Cautious Couples, featuring an over-55-year-old mix of singles, couples and widows. Widely scattered throughout the nation, the residents in these seven segments typically are working-class and white, with some college education and a high rate of homeownership. Given their blue-collar roots, Cautious Couples today pursue sedate lifestyles. They have high rates for reading, travel, eating out at family restaurants and pursuing home-based hobbies like coin collecting and gardening.

Detailed Traits of PRIZM Clusters

Detailed profiles of each PRIZM category is outlined below and includes a variety of consumer categories, including travel, dining out, shopping, and auto purchases. Demographic characteristics such as education, income and housing also shown.

Multi-Culti Mosaic

An immigrant gateway community, Multi-Culti Mosaic is the urban home for a mixed populace of younger Hispanic, Asian and African-American singles and families. With nearly a quarter of the residents foreign born, this segment is a mecca for first-generation Americans who are striving to improve their lower-middle-class status.

Group: Midtown Mix

2003 Statistics:

US Households: 1,937,194 (1.77%)

US Population: 5,878,396 (2.02%)

Median HH Income: \$33,659

Lifestyle Traits

1. Eat at family restaurants
2. Shop at Footlocker
3. Read Car & Driver
4. Watch BET
5. Drive a Toyota Echo

Demographics Traits:

Family Types: Mix

Age Ranges: 25-44

Education Levels: High School

Employment Levels: BC, WC, Service

Housing Types: Mix

Urbanicity: Urban

Income: Lower Middle

American Dreams

American Dreams is a living example of how ethnically diverse the nation has become: more than half the residents are Hispanic, Asian or African-American. In these multilingual neighborhoods - one in ten speaks a language other than English- middle-aged immigrants and their children live in middle-class comfort.

Group: Urban Uptown

2003 Statistics:

US Households: 2,473,784 (2.26%)

US Population: 7,215,065 (2.48%)

Median HH Income: \$50,816

Lifestyle Traits

1. Go mountain biking
2. Buy Spanish/Latin music
3. Read Ebony
4. Listen to Spanish radio
5. Drive a Toyota Sienna minivan

Demographics Traits:

Family Types: Mix

Age Ranges: 25-44

Education Levels: H.S./College

Employment Levels: White-Collar, Service

Housing Types: Homeowners

Urbanicity: Urban

Income: Midscale

Old Glories

Old Glories are the nation's downscale suburban retirees, Americans aging in place in older apartment complexes. These racially mixed households often contain widows and widowers living on fixed incomes, and they tend to lead home-centered lifestyles. They're among the nation's most ardent television fans, watching game shows, soaps, talk shows and newsmagazines at high rates.
Group: Inner Suburbs

2003 Statistics:

US Households: 1,081,810 (0.99%)

US Population: 2,509,375 (0.86%)

Median HH Income: \$30,194

Lifestyle Traits

1. Do indoor gardening
2. Belong to a veterans club
3. Read Modern Maturity
4. Watch The Price is Right
5. Drive a Ford Taurus

Demographics Traits:

Family Types: Singles

Age Ranges: 65+

Education Levels: High School

Employment Levels: BC, WC, Service

Housing Types: Renters

Urbanicity: Suburban

Income: Downscale

Young Influentials

Once known as the home of the nation's yuppies, Young Influentials reflects the fading glow of acquisitive yuppiedom. Today, the segment is a common address for young, middle-class singles and couples who are more preoccupied with balancing work and leisure pursuits. Having recently left college dorms, they now live in apartment complexes surrounded by ball fields, health clubs and casual-dining restaurants.
Group: Middleburbs

2003 Statistics:

US Households: 1,610,569 (1.47%)

US Population: 3,486,511 (1.2%)

Median HH Income: \$47,378

Lifestyle Traits

1. Buy high-end computers
2. Eat at Hooters
3. Read Rolling Stone
4. Watch That 70s Show
5. Drive a Mazda Protege

Demographics Traits:

Family Types: Singles

Age Ranges: <35

Education Levels: H.S./College

Employment Levels: Prof, White-Collar

Housing Types: Renters

Urbanicity: Suburban

Income: Midscale

New Beginnings

Filled with young, single adults, New Beginnings is a magnet for adults in transition. Many of its residents are twentysomething singles and couples just starting out on their career paths -or starting over after recent divorces or company transfers. Ethnically diverse -with nearly half its residents Hispanic, Asian or African-American- New Beginnings households tend to have the modest living standards typical of transient apartment dwellers.

Group: Inner Suburbs

2003 Statistics:

US Households: 1,670,584 (1.53%)

US Population: 4,154,752 (1.43%)

Median HH Income: \$31,213

Lifestyle Traits

1. Rent/buy at Hollywood Video
2. Play games on the Internet
3. Read Star
4. Watch Jerry Springer in synd.
5. Drive a Saturn SC

Demographics Traits:

Family Types: Mix

Age Ranges: <35

Education Levels: High School

Employment Levels: White-Collar, Service

Housing Types: Renters

Urbanicity: Suburban

Income: Lower Middle

Domestic Duos

Domestic Duos represents a middle-class mix of mainly over 55 singles and married couples living in older suburban homes. With their high-school educations and fixed incomes, segment residents maintain an easy-going lifestyle. Residents like to socialize by going bowling, seeing a play, meeting at the local fraternal order or going out to eat.

Group: Middleburbs

2003 Statistics:

US Households: 1,185,992 (1.08%)

US Population: 2,947,591 (1.01%)

Median HH Income: \$46,642

Lifestyle Traits

1. Go bowling
2. Spend 15+ nights on domestic travel
3. Watch NBC Sun Today Show
4. Listen to adult standards radio
5. Drive a Mercury Grand Marquis

Demographics Traits:

Family Types: Singles/Couples

Age Ranges: 55+

Education Levels: High School

Employment Levels: WC, Service, BC

Housing Types: Homeowners

Urbanicity: Suburban

Income: Midscale

Suburban Sprawl

Suburban Sprawl is an unusual American lifestyle: a collection of mid-scale, middle-aged singles and couples living in the heart of suburbia. Typically members of the Baby Boom generation, they hold decent jobs, own older homes and condos, and pursue cocooning versions of the American Dream. Among their favorite activities are jogging on treadmills, playing trivia games and renting videos.

Group: Middleburbs

2003 Statistics:

US Households: 1,438,196 (1.31%)

US Population: 3,469,450 (1.19%)

Median HH Income: \$48,580

Lifestyle Traits

1. Order home-delivery meals
2. Research Internet car purchase
3. Read Jet
4. Watch TVLand
5. Drive a Nissan Xterra

Demographics Traits:

Family Types: Singles/Couples

Age Ranges: 25-44

Education Levels: H.S./College

Employment Levels: WC, Service, BC

Housing Types: Homeowners

Urbanicity: Suburban

Income: Midscale

Low-Rise Living

The most economically challenged urban segment, Low-Rise Living is known as a transient world for young, ethnically diverse singles and single parents. Home values are low -about half the national average- and even then less than a quarter of residents can afford to own real estate. Typically, the commercial base of Mom-and-Pop stores is struggling and in need of a renaissance.

Group: Urban Cores

2003 Statistics:

US Households: 1,366,915 (1.25%)

US Population: 4,707,089 (1.62%)

Median HH Income: \$22,511

Lifestyle Traits

1. Buy gospel music
2. Shop at Footlocker
3. Read Ebony
4. Watch Steve Harvey Show
5. Drive a Mitsubishi Gallant

Demographics Traits:

Family Types: Mix

Age Ranges: <35

Education Levels: Elementary/H.S.

Employment Levels: Service, BC, WC,

Housing Types: Renters

Urbanicity: Urban

Income: Poor

Home Sweet Home

Widely scattered across the nation's suburbs, the residents of Home Sweet Home tend to be upper-middle-class married couples living in mid-sized homes with few children. The adults in the segment, mostly between the ages of 25 and 54, have gone to college and hold professional and white-collar jobs. With their upscale incomes and small families, these folks have fashioned comfortable lifestyles, filling their homes with toys, TV sets and pets.

Group: The Affluentials

2003 Statistics:

US Households: 1,918,108 (1.75%)

US Population: 4,875,799 (1.68%)

Median HH Income: \$63,754

Lifestyle Traits

1. Go to movies 4+ times/mo
2. Eat at fast food burger
3. Read Entertainment Weekly
4. Watch ESPN Classic
5. Drive a Chevy Blazer

Demographics Traits:

Family Types: Mix

Age Ranges: 25-44

Education Levels: H.S./College

Employment Levels: Prof, White-Collar

Housing Types: Homeowners

Urbanicity: Suburban

Income: Upper Middle

Suburban Pioneers

Suburban Pioneers represents one of the nation's eclectic lifestyles, a mix of young singles, recently divorced and single parents who have moved into older, inner-ring suburbs. They live in aging homes and garden-style apartment buildings, where the jobs are blue-collar and the money is tight. But what unites these residents -a diverse mix of whites, Hispanics and African-Americans- is a working-class sensibility and an appreciation for their off-the-beaten-track neighborhoods.

Group: Inner Suburbs

2003 Statistics:

US Households: 1,134,202 (1.04%)

US Population: 3,233,043 (1.11%)

Median HH Income: \$33,355

Lifestyle Traits

1. Play softball
2. Buy collectables by mail
3. Read Star
4. Watch Bold and Beautiful
5. Drive a Hyundai Accent

Detailed Trade Area and Demographic Information

Neighborhood Trade Area / Two-Mile Radius

The Neighborhood trade area is the smallest trade area and is considered the market for neighborhood service type retail uses. This approximate two-mile radius includes the communities immediately surrounding the study area such as Kennedy Heights, Pleasant Ridge, Madisonville, Oakley, Norwood, Golf Manor, Silverton, Columbia Township and Amberley Village.

The two-mile radius has a residential population of 55,394 and the households within the two-mile boundary spent \$931 million or \$34,888 per household in 2003 on consumer expenditures and are predicted to spend over \$1.8 billion in 2008. Total consumer expenditures are 84% of the average US market spending which means the population in this area spent \$0.84 on consumer expenditures compared to the national average of \$1.00.

There are 36,101 people employed within the two mile trade area boundary at 2,134 businesses. The largest employment sector is the services sector with 13,082 employees comprising 36% of employment. Manufacturing was the second largest employment category with 8,601 employees accounting for 24% of employment and Retail Trade constituted 8,448 employees or 23% of employment. These top three account for 83% of the employees in this area. The remaining 17% of employees are in the Finance-Insurance-Real Estate, Construction, Transportation, Communication/Public Utilities, Wholesale Trade, Government, and Agriculture sectors.

Local Trade Area / Four-Mile Radius

The local trade area is considered the market for neighborhood retail plus some specialty or larger scale retail such as a grocery store. There may be several neighborhood business areas that compete against each other within the four-mile radius/local trade area boundary. The four-mile radius includes all of the communities within the two-mile radius plus the communities of Roselawn, Carthage, Paddock Hills, Avondale, North Avondale, Evanston, Walnut Hills, Mount Lookout, East Walnut Hills, Linwood, Reading, Arlington Heights, and portions of Newtown, Anderson Township, Springfield Township, Indian Hill, Sycamore Township and Hyde Park.

The four-mile radius has a residential population of 185,544 and the households within the four-mile boundary spent \$3.3 billion, or \$39,056 per household in 2003 on consumer expenditures and are predicted to spend over \$3.9 billion in 2008. Total consumer expenditures are 94% of the average US market spending which means the population in this area spent \$0.94 on consumer expenditures compared to national average of \$1.00.

There are 106,888 people employed within this boundary at 7,702 businesses. As is the case in the two-mile radius, Services, Retail Trade, and Manufacturing are the top three employment sectors for the four-mile radius encompassing 78% of employees.

Regional / Ten-Minute Drive Time Boundary

The regional trade area is considered the market for regional scale retail uses such as a home improvement warehouse or home decor store. The ten-minute drive time includes the areas of the four-mile radius plus areas further north and south along Interstate 71 from downtown Cincinnati to the intersection of Interstate 275. The boundary covers a considerable portion of the City of Cincinnati, eastern Hamilton County suburbs, and several communities in northern Kentucky.

The ten-minute drivetime has a residential population of 279,992 and the households within the ten-minute drivetime boundary spent \$4.6 billion, or \$37,097 per household in 2003 on consumer expenditures and are predicted to spend over \$5.5 billion in 2008. Total consumer expenditures are 89% of the average US market spending. This means the local population spent \$0.89 on consumable goods and services compared to the national average of \$1.00.

Total Market Area / Ten-Mile Radius

The total market trade area is considered the market for niche retail, lifestyle and entertainment type retail uses. The total market area or approximately a ten-mile radius, covers the majority of Hamilton County and portions of Warren, Butler, and Clermont Counties in the State of Ohio and Campbell and Kenton Counties in the State of Kentucky.

The ten-mile radius has a residential population of 810,788 and the households within the ten mile boundary spent \$13.9 billion, or \$40,409 per household in 2003 on consumer expenditures and are predicted to spend over \$16.9 billion in 2008. Overall the population in this area spent 97% or \$0.97 on consumer expenditures compared to national average of \$1.00.

The ten-mile radius employs 615,614 in 36,017 business locations. This denotes the edge of a market area both for employees and consumers. Services, Retail Trade, and Manufacturing continue to be the major sectors of employment in the ten-mile radius. However, the ten-mile radius has 5.6% fewer employees employed in the Retail Trade sector in comparison to the two-mile radius. This suggests that the study area's two-mile radius has a specialization or concentration of home improvement and general merchandise stores and the required employees to run these stores compared to the overall region.

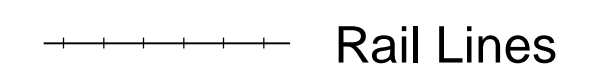
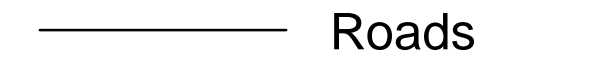
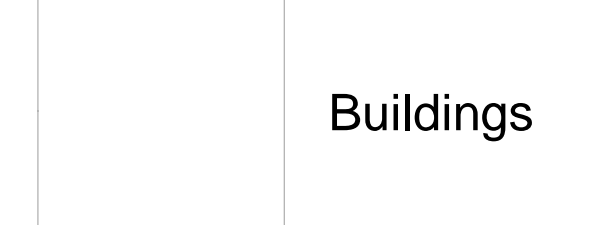
Eastern Corridor Transportation Plan Information

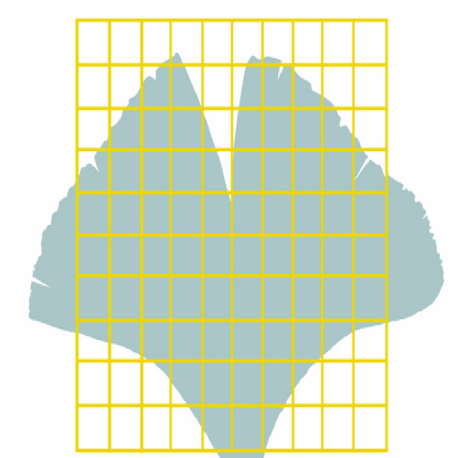
Relevant News Articles

Transportation Issues

Legend

- A-** Capacity on Ridge Avenue
- B-** Geometry of I-71 / Norwod Lateral Ramps
- C-** Capacity on Duck Creek Road
- D-** Capacity at Ridge and Highland Intersection
- E-** Proposed Transit Hub in the Vicinity of Ridge Road
- F-** Capacity at Highland and Kennedy Intersection
- G-** Capacity at Alamo and Ridge Intersection
- H-** Capacity at Duck Creek and Red Bank Road
- I-** Pedestrian Movements
- J-** Other Intersections

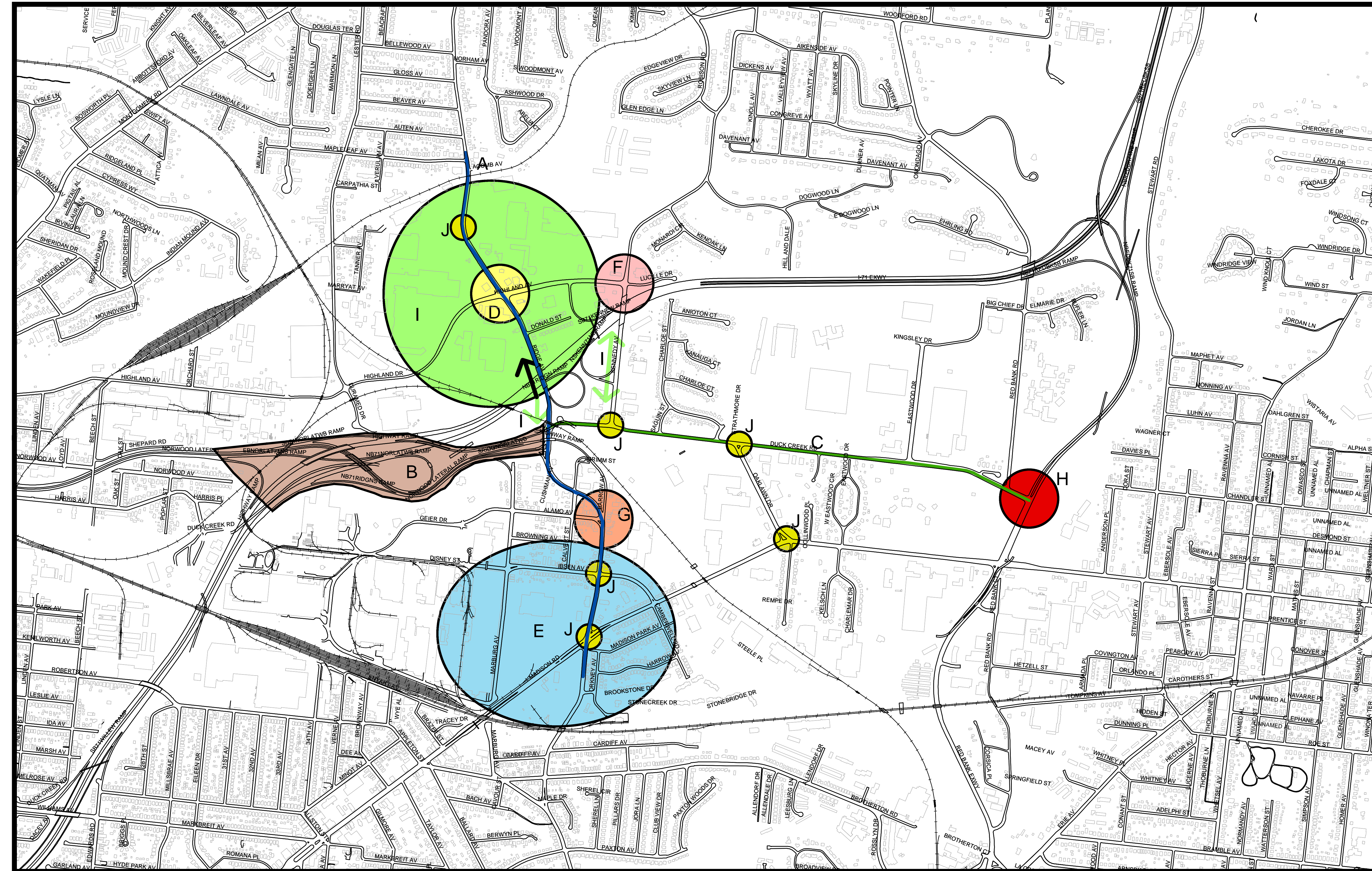
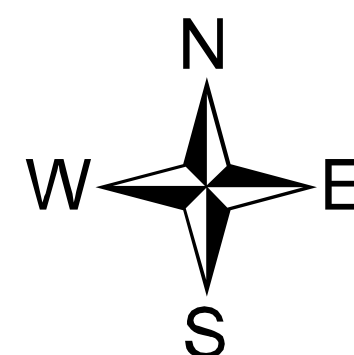
-  Rail Lines
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Eastern Corridor PE/EIS

Eastern Corridor Sub-Area Scoping Study

I-71 and Ridge Area

I-71 and Ridge Ave (Including Duck Creek, Kennedy and Highland)

City of Cincinnati – Columbia Township

Prepared by:

**Woolpert, LLC
Meisner + Associates / LandVision
Balke American**

April 2003

Eastern Corridor Sub-Area Scoping Study
I-71 and Ridge Avenue Area
Columbia Township – City of Cincinnati
I-71 / Ridge Ave / Highland Ave / Kennedy Ave / Duck Creek Road Area

April 2003

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Eastern Corridor Sub-Area Scoping Study – I-71 and Ridge Avenue
Final Report – April 2003

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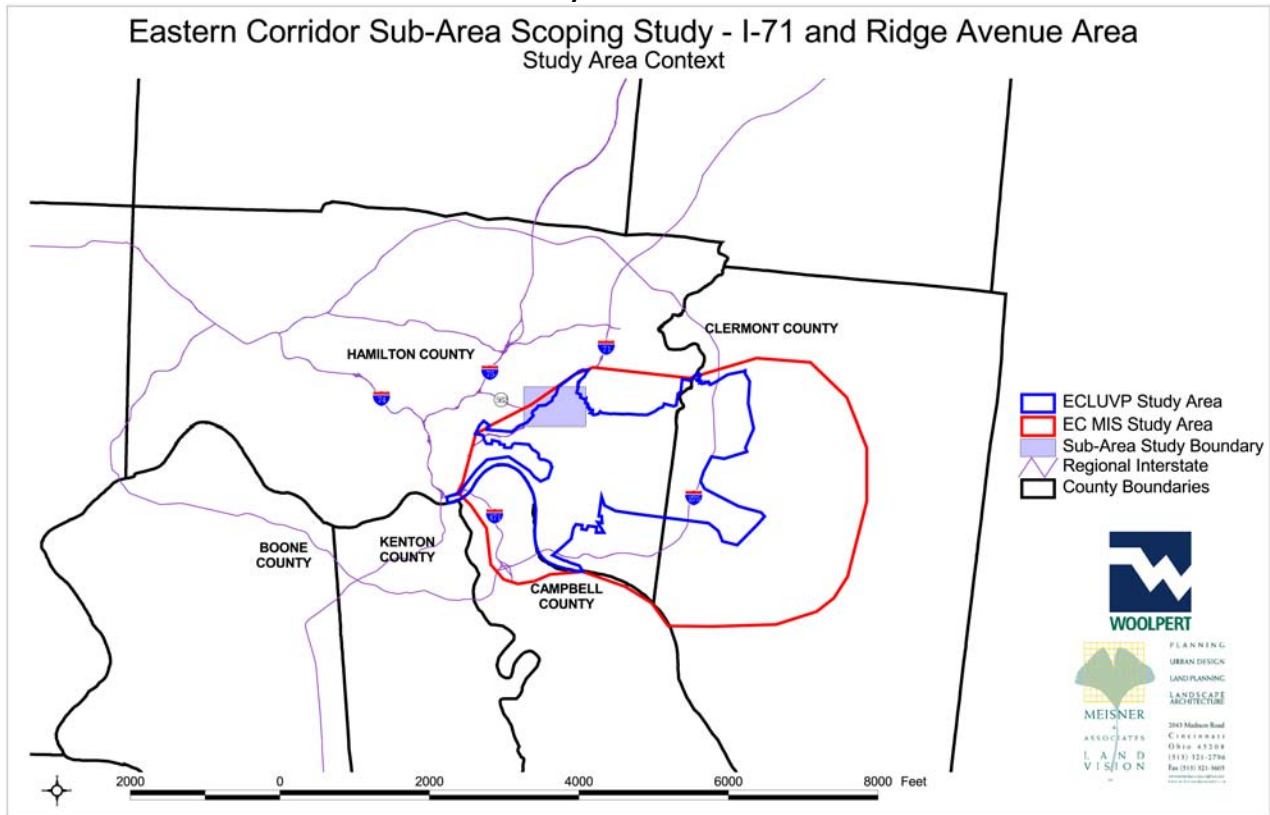
A. Introduction

1. Purpose and Methodology

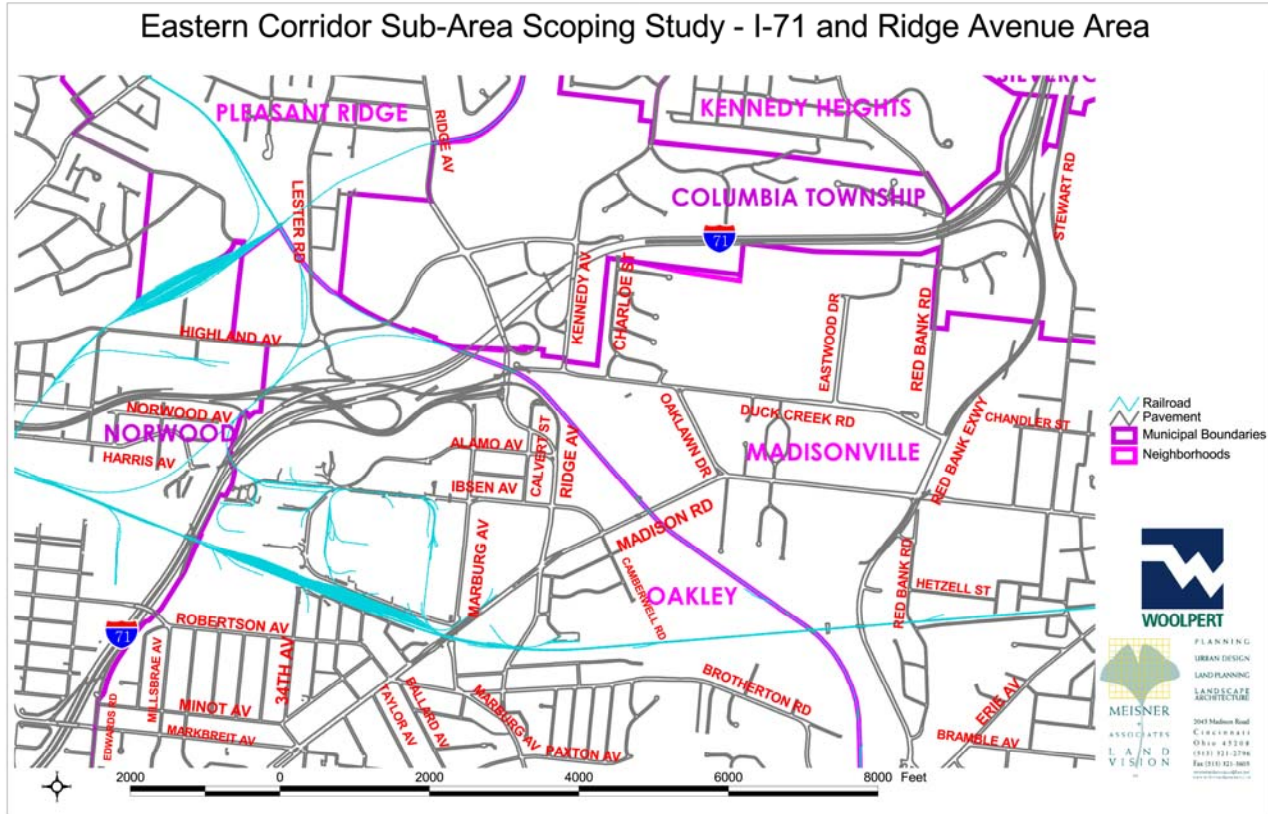
This sub-area scoping study was performed under contract with the Hamilton County Transportation Improvement District (HCTID), complementing and expanding upon the planning and engineering work of the Eastern Corridor PE/EIS work.

The study area is illustrated in the following maps. Figure A-1 shows the study area with relation to the Eastern Corridor MIS and Eastern Corridor Land Use Vision Plan study areas. Figure A-2 illustrates the study area at expanded scale. Larger scale versions of these and other maps from this report may be found in an Appendix to this report.

**Figure A-1
Study Area Context**



**Figure A-2
Study Area**



The purpose of the scoping study was, in part, to identify:

- Land use issues and trends
- Community and economic development issues and trends
- Access and circulation issues in this area
- Previous studies and recommendations to address these issues and their practicality

Once these items had been identified through work with local jurisdictions and other stakeholders, recommendations were developed collaboratively to identify the items that would be incorporated into a work plan. The work plan would address these issues and evaluate how those solutions might fit with the performance of the regional transportation network.

2. Organization of Report

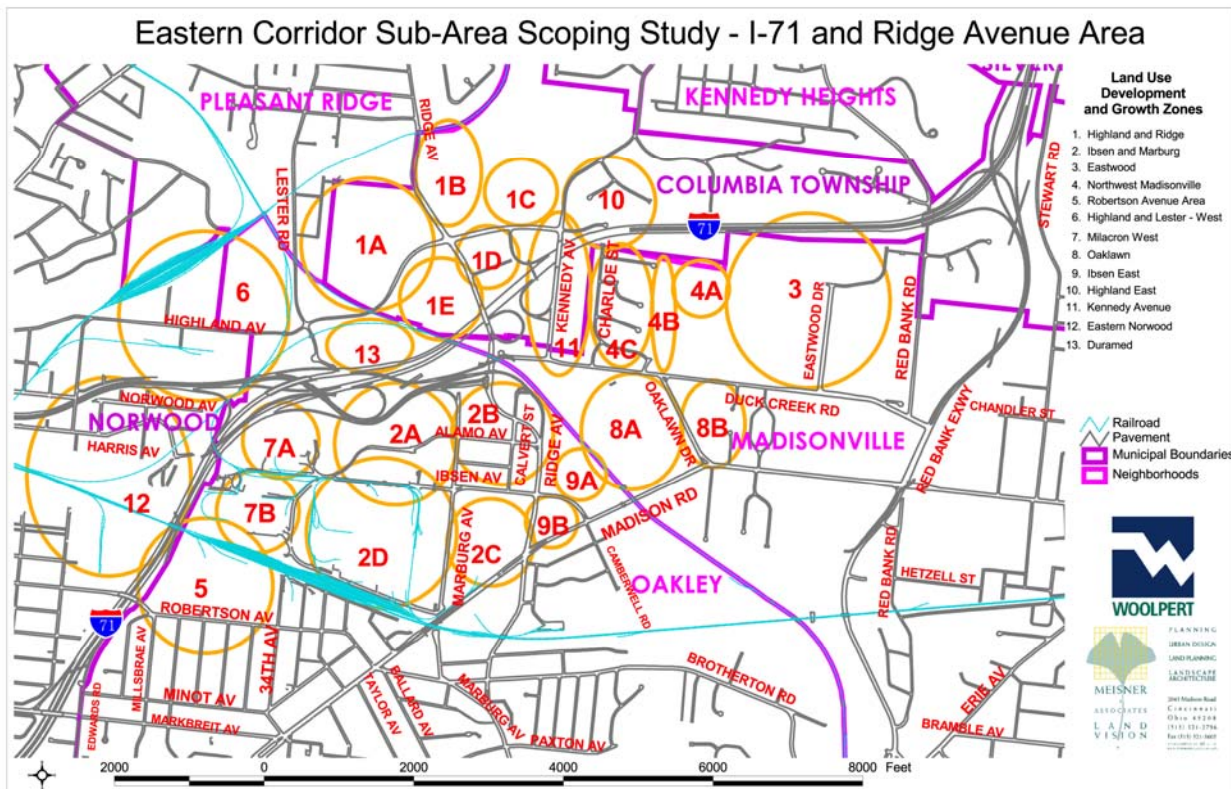
Initially, a discussion of land use considerations with relation to community development, economic development, and general accessibility and circulation is presented. Next, transportation issues are identified and potential improvements are described. Finally, a list of recommendations regarding prioritization, timing, and potential funding is presented.

B. Land Use Considerations

The study area is divided into several grouped sub-areas and smaller areas as shown in the figure below. Within this section of the Scoping Study, each of these sub-areas will be discussed with relation to the following:

- Generalized existing conditions
- Potential developments/trends and projected timeframe
- Circulation and local access considerations

**Figure B-1
Land Use Sub-Areas**



1. Highland and Ridge

Columbia Township has expressed the desire for this area to become a more pedestrian-friendly town center development. With the existing and planned retail nearby at Rookwood (I-71 and Edwards Ave.) and Center of Cincinnati (south of interchange at I-71 and Ridge Avenue), it is desirable that the uses in this area be complementary rather than competitive with these developments.

This intersection has consistently been rated as one of the top five most dangerous intersections in Hamilton County over the past nine years. Improved local accessibility and circulation would greatly enhance development in this area, as the area currently experiences significant congestion. Specific descriptions and concerns are enumerated in the following subsections.

a. Northwest quadrant

The northwest quadrant of the Highland and Ridge intersection has undergone, and continues to undergo change in land use. This is partly due to regional economic trends and partly due to local development initiatives (e.g., Rookwood and Center of Cincinnati). Lowe's home improvement recently located in the area, and two other businesses (Big Lots and Office Max) relocated and upgraded their space. The former Sam's Club in the northern part of this area sits vacant, having relocated to the "Center of Cincinnati" development across I-71 (see area 2A), and the Circuit City, adjacent to Big Lots and Office Max, could be relocating to the next phase of the Center of Cincinnati development (see area 2B). Other businesses in this strip development include Bigg's and various small strip retail businesses. A Subway formerly located in this strip development recently relocated to the southwest quadrant of Highland and Ridge (see area 1D), co-locating with a new Exxon gas station and car wash. Connectivity to the southwest of this area is limited by an existing railroad, which limits some of the possibilities in creating a service road "bypass" of the intersection at Highland and Ridge to give local traffic more options for accessibility and circulation. Connections potentially could be made to Lester Ave., north of the railroad; or to Highland Ave., east of the railroad. If a connection were to be made to Lester Avenue, it is important that this not add significant traffic northbound toward Montgomery Road on Lester Avenue, which is a residential street in this area. One possibility might be limiting any connections to Lester Avenue to being strictly pedestrian.

The fact that there is one vacant big box (the former Sam's Club) with the potential for another (the Circuit City location), coupled with the nature of the strip retail development in the area, indicates there is a potential for some significant change in the near future. Columbia Township has expressed a desire for the area around the Highland and Ridge intersection to become more pedestrian friendly. This northwest quadrant, despite the presence of a new big box (Lowe's) could have as much potential as any of the quadrants around this intersection to achieve that vision. A better pedestrian connection to the Lester Road area could enhance the viability of the creation of a pedestrian-friendly mixed-use development in this area.

b. Northeast quadrant

The northeast quadrant of the Highland and Ridge intersection is also poised for change in the near-term future. A relatively stable use is located to the north of this area (Cintas), K-Mart is soon to be vacated, and there is a vacant medium box site (former tire store) located just to the south. South of this is, along the Ridge Road frontage, is a series of outlot fast food development and a Tire Discounters. An hotel (Howard Johnson's) is located in the southeastern portion of this quadrant.

The fact that there is one soon-to-be vacant big box (K-Mart) and one vacant medium box to the south coupled with the nature of the strip outlot development in the area, indicates there is a potential for some significant change in the near future. This area also has some potential for pedestrian-friendly development, which would most logically be initiated in the area of earliest redevelopment (e.g., the K-Mart area).

The creation of a service road “bypass” of the intersection at Highland and Ridge to give local traffic more options for accessibility and circulation would be desirable. This could potentially be addressed during any future redevelopment of the K-Mart site.

c. Kennedy and Highland – Northwest Quadrant

This area, to the east of the previously discussed area (2B) is composed of Home Depot, Walmart, an outlet restaurant development (White Castle), and Buddy’s Carpet Barn. These are seen as fairly stable uses, but there is potential for redevelopment if WalMart were to relocate (presumably locally) and create a Super WalMart, or if Home Depot were to relocate.

Local access and circulation could be enhanced by the creation of a service road bypass, connecting Highland to Ridge, north of the intersection of these two roads. This option should be evaluated prior to any redevelopment proposals for this area.

d. Southeast quadrant

The southeast quadrant of the intersection of Highland and Ridge is composed of a Frank’s nursery and crafts, several fast food restaurants, several residential and small office properties, and a service station. The developability of the Frank’s site is limited due to the lack of access to Ridge Avenue. Local homeowners might be willing to sell their homes to a developer, and this could create an opportunity for creating a service road and enhancing the accessibility of the Frank’s site. The time frame for redevelopment in this area is largely dependent on the appearance of a developer to initiate redevelopment activities.

e. Southwest quadrant

This quadrant of the Highland and Ridge Interchange has some new development in the form of a reconfiguration of John Nolan Ford, a new Golden Corral restaurant, and a new gas station co-located with a Subway restaurant. To the south of this new development is a Payless Shoes and a Value City Department Store. It is this southern portion of the area that would be most likely to undergo redevelopment in the near future. If a pedestrian-friendly development were to be created in this quadrant, this southern area could be the best place to begin, given the desire expressed for better pedestrian connectivity not only between and within the area around Highland and Ridge, but also across I-71 to the Center of Cincinnati and proposed Millworks development.

2. Ibsen and Marburg

The area around Ibsen and Marburg, the former site of the Cincinnati Milacron headquarters, has experienced significant change and recent development. Formerly an area of industrial and residential uses, large box retail has developed and more retail is planned for the area. Some of the DC power, steam and chilled water to local industries is generated locally at the UNOVA facility (area 2D), and redevelopment in this area that eliminates that power generation facility could change the economics of production for other local industries. The new and proposed developments in this area are likely to be large traffic generators, in an area that had not previously been designed to handle such traffic patterns. Local circulation and accessibility, pedestrian circulation, and regional accessibility are all issues. A further description of each of the quadrants surrounding this intersection is presented below.

a. Northwest quadrant

To the northwest of Marburg and Ibsen, three big box developments (Sam's, Target and Meijer) have been constructed within the past year. A new outlet bank is under construction, with the potential for a new restaurant. These land uses appear to be fairly stable in the short to mid-term.

b. Northeast quadrant

Currently, development is planned to occur over the course of the next year in the form of a Home Depot Expo Center, a PetSmart, a Circuit City prototype store, and possibly a restaurant. This development is all planned to be oriented toward Alamo Avenue (i.e., the backs of these buildings would face Ibsen). There is also an existing apartment and senior center to the northeast part of this area. All of these uses are thought to be fairly stable in the short to mid-term, but economic factors might influence the nature of the planned development.

c. Southeast quadrant

Crossroads Church was developed in a former HQ (big box home improvement) facility within the past two years at Madison Road and Ridge Avenue. The church would like to expand their parking north to Ibsen Road. This is thought to be a fairly stable land use in the short to mid-term.

Also located in this area are an auto parts store, a medical facility, and some single-family homes. The single-family homes are likely to be redeveloped in the near future. The longevity of the auto parts store and medical facility is not known at this time.

d. Southwest quadrant

The southwest quadrant of Ibsen and Marburg is comprised of UNOVA, part of the former Cincinnati Milacron facility. Roughly seventy-five (75%) percent of this area is covered by buildings, many of which have deep foundations. Additionally, the power plant on this site supplies DC power, chilled water and steam to other local industries, including the US Playing Cards complex (Area 12).

This area is currently planned as a mixed-use development known as the "Millworks" with high-end retail, office and community space. Some question the economic viability of such a development with Rookwood to the south and Kenwood to the north, so the future for this site is uncertain. If it were to develop as the planned "Millworks", the same considerations for local access and circulation, as well as pedestrian circulation that are a concern throughout Area 2, would need to be addressed.

3. Eastwood

The Eastwood area contains two (2) major employers in Fifth/Third and Coca-Cola. Fifth/Third is currently expanding operations, and is a major employment center in the region. Coca-Cola is also a major employer, generating a fair amount of truck traffic. Better connectivity for trucks and improved local access for local employees could reduce circuitous travel in the region. Both of these land uses appear to be stable in the long term. Two schools and a small residential area are also present in this area.

4. Northwest Madisonville

This area is comprised of two fairly stable residential areas. One area consists of single family residences (Area 4C) and the other consists of apartments (Area 4A). An undeveloped ridgeline (Area 4B) lies between the two residential areas. Several possible redevelopment projects have been rumoured with no definite development currently anticipated.

a. Strathmore

The apartments in this area are a fairly stable land use, with no imminent plans for change.

b. Northwest Madisonville ridgeline

There have been discussions of creating a townhome development in this area, but nothing appears imminent at this time.

c. Charloe Street

This area is a stable residential neighborhood of moderate size that has no apparent or imminent plans for change. The multiple ownership of land in this area could make redevelopment difficult.

5. Robertson Avenue Area

The area north of Robertson Avenue is primarily industrial, but lacks adequate connectivity for local truck traffic. The adopted local urban renewal plan calls for industrial uses and zoning in the area north of Robertson Avenue. The area appears stable in the short-mid term, but could change based on other local developments. Improved connectivity could make industrial uses in this area more viable, and reduce truck traffic through Norwood's and north Oakley's residential neighborhoods.

6. Highland and Lester - West

The area west of the intersection of Highland and Lester is primarily an industrial area with adjacent housing, to the north. No major changes are envisioned in the foreseeable future.

7. Milacron West

This includes the remnant industrial area that could be "land locked" by development at Center of Cincinnati (Area 2A) and the proposed Millworks (Area 2D). It is currently occupied by two viable businesses, described below.

a. CastFab

CastFab produces high-quality castings that are generally more expensive than imported castings. This land use is viewed as stable in the mid-term, but changing economics could potentially alter that.

b. Cincinnati Machine

Cincinnati Machine has a profitable, proprietary product requiring specific manufacturing equipment at this location. Change in use of this property is not viewed as likely in the near future due, in part, to the fact that relocation would be costly.

8. Oaklawn

Oaklawn connects Duck Creek Road and Madison Road east of Ridge Avenue.

a. West

ILSCO is the primary business in this location with no apparent plans to change. Access to rear of the property is limited.

b. East

There are some smaller businesses along Oaklawn. A residential area with apartments and single family homes exists further to the east. The Hamilton county Children's Home is located at the east edge of this area. These land uses appear to be fairly stable in the short to mid-term, but would require further investigation to get a better understanding of the trends affecting this area.

9. Ibsen East

This area is located east of Ridge Avenue on either side of Ibsen Avenue. Residential properties along the east side of Ridge Avenue are expected to be redeveloped for commercial use in the near future. Two other sub-areas are discussed below.

a. North

Precision is located in the northeast quadrant of the intersection of Ridge and Ibsen Avenues. The business is doing well, with sufficient space to operate and expand on the current site. Although there have been rumours of this property being purchased by a developer, the owner of the business prefers to remain in this location.

b. South

A Texas Roadhouse and BP gas station are located along the east side of Ridge Avenue, south of Ibsen Avenue. Apartments and single-family homes front Ibsen and Madison Avenues. There is some potential for short to mid-term change in land use, although the commercial uses are thought to be fairly stable in the near term.

10. Highland East

The area northeast of the intersection of Kennedy and Highland Avenues is a stable residential area of single family homes. Owners have been approached in the past about selling out for development, but nothing appears to be imminent. The general perception is that the homeowners would not fight a developer trying to buy them out.

11. Kennedy Avenue – between I-71 and Duck Creek

This area consists of automotive repair establishments, a Red Roof Inn motel, and other small businesses. The area is currently lacking in access to the main travel corridors. If access were to be improved, there could be a significant change in land use in the near future.

12. Eastern Norwood

This area is comprised of several industries including US Playing Card, Siemens, and the Jefferson SMURFIT. There is no major change of land use anticipated in the short to mid-term, but changing economics (e.g., cost of power) could cause changes in land use to occur.

13. Duramed

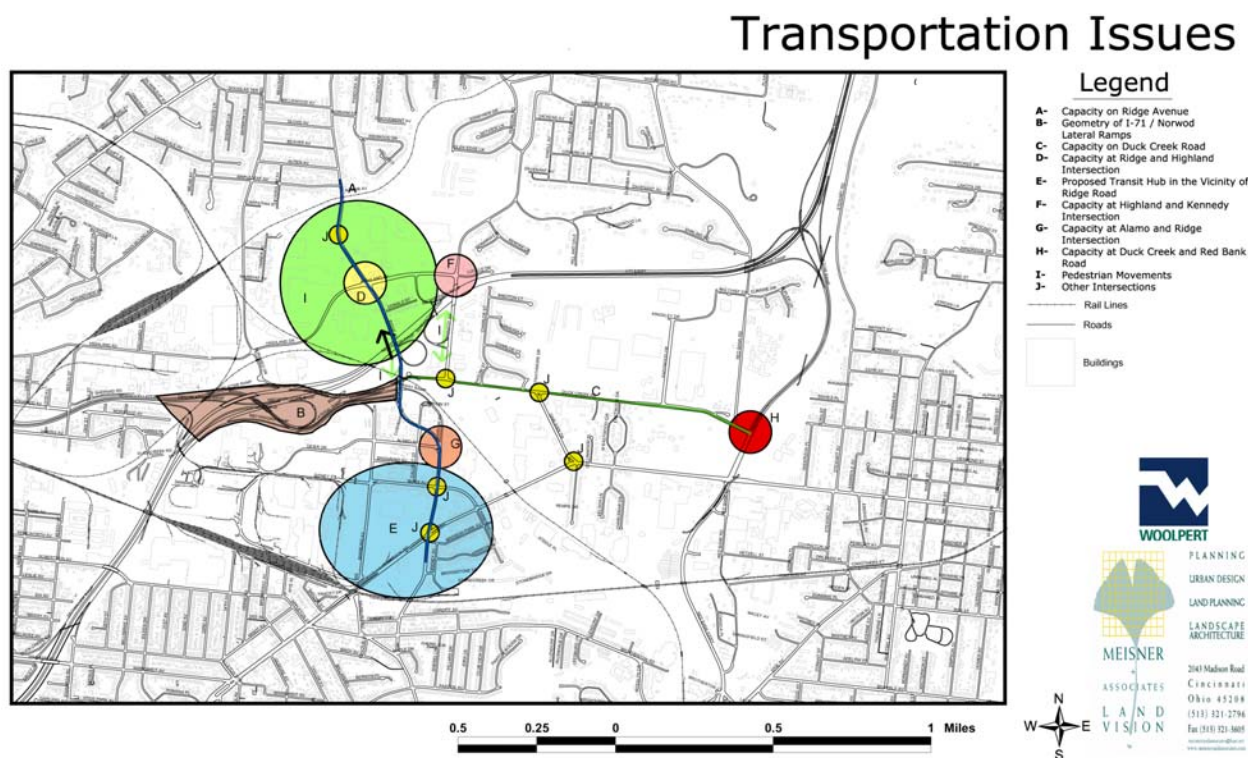
Duramed is located in this area, and is not perceived to be relocating any time in the near future.

C. Accessibility

1. Transportation Issues

The study process identified a number of issues that resulted from high existing and future traffic volumes, development plans and trends, traffic accidents, related projects, goals of local governments and agencies, and regional goals. The identified issues are shown conceptually on Figure C-1 and described in the paragraphs that follow.

Figure C-1
Transportation Issues



a. Capacity on Ridge Avenue

The peak hourly traffic volumes on Ridge Avenue exceeds the reasonable capacity of the roadway. Additional developments in the area and expansions of existing developments will add more traffic to the area roadways. Since most traffic in and out of the area must use Ridge Avenue, the congestion on Ridge will continue to increase.

Capacity on Ridge Avenue is restricted by a number of factors. The number of through lanes is not consistent; in particular, there are not enough lanes north of Duck Creek Road. A lane is necessary to accommodate the ramp from northbound I-71 to northbound Ridge Avenue, and a turn lane from Ridge Avenue to the Value City site is lacking. This situation is somewhat confused by the fact that the Duck Creek intersection is offset from the intersection of the Northbound I-71 / Eastbound

SR 562 (Norwood Lateral) ramps. Ramp traffic desiring to travel to Duck Creek Road must turn left then right, and some traffic weaving results. The addition of lanes in this area is made difficult and expensive since it requires the widening of the bridge carrying Ridge Avenue over I-71.

In addition, the lack of turn lanes at a number of locations causes through traffic to be restricted by turning traffic. Particularly severe is the effect of left turning traffic at Value City, which must stop in a through lane awaiting gaps in oncoming traffic.

Numerous access points on Ridge Avenue throughout the area cause many conflicts and lane changes that severely inhibit the flow of traffic on Ridge Avenue.

b. Geometry of I-71 / Norwood Lateral Ramps

The geometry of the ramps connecting I-71 and Norwood Lateral to each other and to the local road system at Ridge, Kennedy, and Highland is not conducive to smooth traffic flow and safety with the high volumes of traffic that the area is now experiencing. The geometry of the interchange also creates a great deal of confusion on the part of visitors, particularly first-time or infrequent visitors to the area. Reasons for the confusion include:

- There are several merges and diverges going each way on the ramps west of Ridge Avenue.
- Approaching Ridge Avenue from the west, there is a considerable amount of weaving traffic due to drivers on the ramps needing to choose between turning north or south on Ridge Avenue.
- Southbound on Ridge Avenue, there are closely spaced turns for drivers to choose between I-71 and the Norwood Lateral.
- While all traffic to and from the Norwood Lateral and South I-71 access these freeways from Ridge Avenue, traffic from the North (southbound) on I-71 exits to Highland Avenue, and traffic to northbound I-71 enters from Kennedy Avenue. Thus many drivers must re-enter the freeways from different locations than where they exited.

These factors affect the ease of access to the newly redeveloping properties and existing commercial and industrial properties in the area.

c. Capacity on Duck Creek Road

The daily traffic on Duck Creek Road also exceeds its capacity, resulting in congestion on parts of Duck Creek Road during peak periods. Additional developments on Duck Creek Road and expansions of existing developments will add more traffic over the next five to ten years. Much of this traffic is truck traffic, such as from the Coca-Cola facility.

Duck Creek Road is a narrow two-lane and three-lane road throughout much of its length. The narrowness in the two-lane section, numerous street intersections and private drives, and a lack of turn lanes in most locations all limit the capacity of Duck Creek Road to carry this traffic. Due to increased development along Duck Creek Road, particularly expansion of the 5th/3rd Bank operations, a right-turn lane is needed for eastbound Duck Creek Road at Red Bank Expressway, and a right-turn lane is needed on southbound Red Bank Expressway at Duck Creek Road. A traffic impact study found that a traffic signal is also required at Red Bank Road and Duck Creek.

d. Capacity at Ridge & Highland Intersection

The daily traffic on Highland Avenue is also heavy. This is due partly to the numerous commercial and industrial developments on Highland Avenue, but also due to the fact that all traffic using the

southbound I-71 off-ramp, and much of the traffic using the northbound I-71 on-ramp must use Highland Avenue to access these ramps. Also, much of the traffic from Duck Creek Road to the southbound I-71 and westbound Norwood Lateral ramps uses Kennedy Avenue to Highland Avenue. This heavy traffic volume using Highland Avenue, combined with the heavy traffic volume on Ridge Avenue described above, requires more lanes at the intersection than are currently in place.

The heavy traffic volume and lack of capacity not only cause severe congestion at this intersection, but also cause it to be among the top 5 intersections in Hamilton County each year for number of accidents.

e. Capacity at Highland and Kennedy Intersection

All traffic from the southbound I-71 ramp desiring to get to Duck Creek Road must use Highland Avenue to Kennedy Avenue to Duck Creek. In addition, most traffic from Duck Creek Road to southbound I-71 or westbound Norwood Lateral uses Kennedy Avenue to Highland Avenue to Ridge Avenue.

The heavy existing and future traffic volumes on Kennedy Avenue, combined with the heavy existing and future traffic volumes on Highland Avenue, cause this to be a key intersection.

f. Capacity at Alamo and Ridge Intersection

The primary access point for the Center of Cincinnati development, as well as nearly all of the redeveloping property bounded by Ridge Avenue on the east, Madison Road on the south, and I-71 on the north and west, is Alamo Avenue. The resulting high volume of traffic on Alamo Avenue, combined with the previously described high traffic volumes on Ridge Avenue, cause congestion at the Alamo / Ridge intersection that is projected to worsen as the area development and redevelopment builds out. In order to maintain the viability of the redevelopment in the area, the capacity of this intersection must be increased and/or the traffic must be managed with alternate routes. This problem is exacerbated by the intersection of the ramp from northbound Ridge Avenue to southbound I-71 / westbound Norwood Lateral, which occurs opposite Alamo Avenue at an acute angle.

g. Capacity at Ibsen and Ridge

With the current and planned development of the Center of Cincinnati, the traffic using Ibsen Avenue will increase, and traffic will exceed the current capacity of the Ibsen Avenue and Ridge Avenue intersection. Ibsen Avenue is also planned to be the main access point for the Millworks development. The resulting additional traffic will only worsen the congestion at the Ibsen and Ridge intersection.

h. Capacity at Duck Creek and Red Bank

The other access point between Duck Creek Road and I-71 is through the intersection of Duck Creek Road and Red Bank Expressway. The heavy traffic volumes, including a high percentage of truck traffic, using Duck Creek Road, combined with heavy traffic volumes and truck percentage on Red Bank Expressway, cause congestion at this intersection during peak traffic periods. The planned expansion of the 5th/3rd Bank operations will increase congestion. Since Red Bank Expressway forms part of the roadway alternative for the Eastern Corridor, it is desirable to minimize or eliminate this congestion to improve the functioning of Red Bank Expressway. In addition, an alternate means of accessing I-71 is a frequently expressed concern of the area businesses.

i. Proposed Transit Hub in the Vicinity of Ridge and Madison

Cincinnati Metro's *Metro Moves* plan proposes a bus transit hub in Oakley, most likely in the vicinity of Ridge Avenue and Madison Road. This transit hub needs to be considered in all transportation planning in the study area. Bus circulation in and out of the hub and to and from the arterial and freeway system must be considered. It must also be provided with connectivity with existing and proposed roadways and pedestrian facilities.

j. Pedestrian Movements

There is little or no provision for pedestrian circulation throughout much of the township area. Lack of pedestrian facilities is witnessed by dirt paths worn into grass areas along Ridge Avenue north of Duck Creek Road, and in the area of Ridge Avenue and Highland Avenue. Many of the traffic signals also have little or no provision for pedestrian movements.

k. Other Intersections

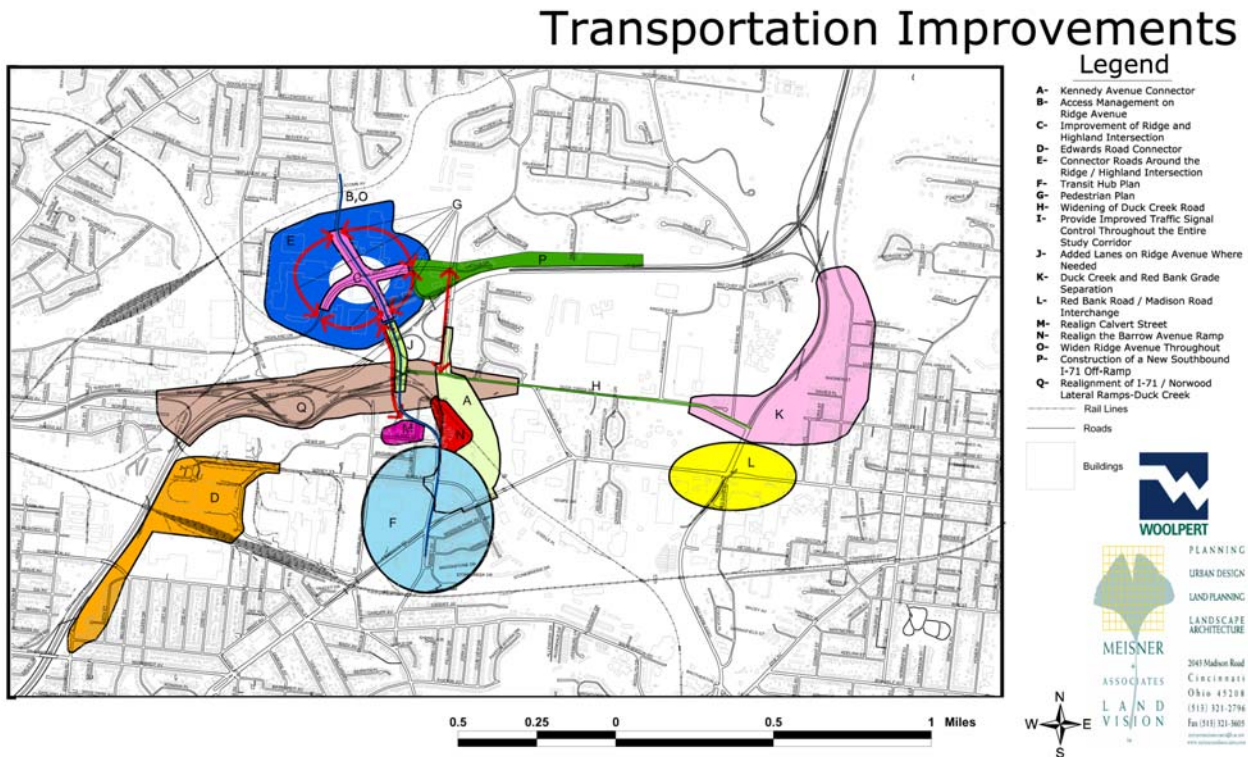
A number of other intersections in the area also should be studied for improvements as to number of lanes, geometry, or signalization. These include Ridge Avenue and Madison Road, Ridge Avenue and K-Mart / Biggs drives, Kennedy Avenue and Duck Creek Road, Oaklawn Drive and Duck Creek Road, and Oaklawn Drive and Madison Road.

2. Transportation Improvements

A number of transportation improvements are proposed to directly address the issues that have been discussed above. Many of these have previously been in some stage of development by the affected local governments, other agencies, or development interests. Others are newly proposed initiatives to help improve safety and traffic flow in and around the study area.

These improvements are shown conceptually in Figure C-2 and described in the paragraphs which follow. Most of the improvements are not shown as specific locations. Rather, the boundary of the potential physical improvement is shown, with the exact location and other details to be determined by further study.

**Figure C-2
Transportation Improvements**



a. Kennedy Avenue Connector

A connector is proposed extending Kennedy Avenue southward from its current terminus at Duck Creek Road, then turning westward and connecting to Ridge Avenue opposite Ibsen Drive. It would also have an intersection connecting to the remaining stub of Ibsen to Madison Road. Realignment of Barrow at Ridge and complete widening of Ibsen from Marburg to Ridge would also be needed. Alternatively, it could connect more directly to Madison with an intersection with a stub to Ridge Avenue. The specific alignment will be determined through further study, and will depend upon factors such as property impacts.

While there may be some advantage to connecting to Ridge Avenue opposite Alamo instead of Ibsen, there are also several severe disadvantages that rule this option out. The most severe is that there is already the intersection of Barrow Avenue opposite Alamo, and Barrow is the access to the ramp to the Norwood Lateral and southbound I-71. The second is that geometric constraints resulting from a grade separation at the railroad crossing and horizontal curvature coming into the intersection with Ridge Avenue are much more severe.

There are several constraints to this connector. One is a U.S. Army Corps of Engineers project to improve Duck Creek by enclosing it in a large culvert. Kennedy Avenue needs to be raised in grade in order to pass over the top of this culvert. Another constraint is the crossing of the railroad. Because it is under high tension wires, a grade separated crossing is needed.

The Kennedy Avenue Connector addresses a number of the issues and therefore provides significant benefit:

It provides an alternate route for traffic traveling between:

- The Center of Cincinnati
- The proposed Metro Hub in the vicinity of Ridge Avenue and Madison Road
- All existing development and proposed development west of Ridge Avenue
- All areas south of the Ridge Avenue and Ibsen Avenue intersection

And:

- I-71 northbound on-ramp
- I-71 southbound off-ramp
- All development along Duck Creek Road Between Ridge Avenue and Red Bank Expressway
- All development along Highland Avenue
- All areas north of the Ridge Avenue and Highland Avenue intersection

The Kennedy Avenue Connector would relieve traffic congestion in the following areas:

- On Ridge Avenue throughout the section from Ibsen Avenue to Highland Avenue
- At the intersection of the I-71 / Norwood Lateral ramps and Ridge Avenue
- At the Ridge Avenue and Alamo Avenue intersection

b. Access Management on Ridge Avenue

An access management plan needs to be developed and implemented for the entire section of Ridge Avenue between Madison Road and Montgomery Road. This plan would address ways to combine driveways, limit some driveways to right-in/right-out operation, provide alternate access to properties, such as service roads or connector roads, lining up drive access from opposite sides of the road, etc.

c. Improvement of Ridge and Highland Intersection

The Ridge Avenue and Highland Avenue intersection needs to be improved by adding some turn lanes and/or lengthening of some turn lanes and improving the traffic signal operation. In conjunction with the Kennedy Avenue Connector, this redesign needs to accommodate the changes in travel patterns that will result from the Connector construction.

d. Edwards Road Connector

A connector is recommended from Edwards Road where it terminates at its northbound ramp to I-71 and extending parallel to I-71, intersecting with Robertson Avenue, overpassing the railroad tracks, and connecting to the west end of Disney. Similar to the Kennedy Connector, the specific alignment will be determined through further study, and will depend upon factors such as property impacts. It may be necessary for the road to occupy some of the I-71 right-of-way and, if so, would require approval of the Ohio Department of Transportation and the Federal Highway Administration.

In addition to the I-71 right-of-way constraint, the overpass of the railroad and meeting the grade of Robertson Avenue would also be constraints. Also, the connection to Disney will require extensive coordination with the property owners. It will also be necessary to upgrade Disney to City standards. The design of the connector needs to be carefully coordinated with the Robertson Road Redevelopment Plan.

Similar to the Kennedy Avenue Connector, the Edwards Road Connector addresses a number of issues and therefore provides significant benefit:

It provides an alternate route for traffic traveling between:

- The Rookwood Pavilion area developments
- All areas south of Edwards Road and I-71 northbound ramp intersection

And:

- The Center of Cincinnati development
- All existing development and proposed development west of Ridge Avenue
- The proposed Metro Hub in the vicinity of Ridge Avenue and Madison Road
- All development along Duck Creek Road Between Ridge Avenue and Red Bank Expressway
- All development along Highland Avenue
- All areas north of the Ridge Avenue and Highland Avenue intersection

And, it therefore relieves traffic on I-71 between Edwards Road and Ridge Avenue, on the I-71 northbound off-ramp intersection with Ridge Avenue, on several of the residential neighborhood streets at Robertson Avenue (particularly truck traffic,) and on Madison Road from Edwards Road to Ridge Avenue.

Also, it relieves some of the traffic volumes in the Alamo Avenue/ Ridge Avenue intersection by providing an alternate access point for the Center of Cincinnati, the proposed Millworks and surrounding redevelopment activities

e. Connector Roads Around the Ridge / Highland Intersection

Closely related to the access control plan for Ridge Avenue, it is recommended that connector roads be implemented in each of the quadrants around the Ridge Avenue and Highland Avenue intersection. These would generally combine to form a circle around the intersection, but locations have yet to be defined, and the alignment may not really be a true circle. Exact locations should be studied, and the final locations may evolve as the area redevelops.

These roads would provide access to the properties in these quadrants from behind rather than from Ridge Avenue or Highland Avenue. This therefore will remove access points from both roads and aid in the access management efforts, which will reduce conflicts. These roads will also reduce trips on both Ridge Avenue and Highland Avenue, because some trips can be made between locations using the connector roads.

Left turn control at signals, as well as, traffic signal spacing and/or coordination are major factors in the location of these roads.

In addition, Columbia Township desires to create “campus” style or “town center” style developments in this area, and these roads will help to create that atmosphere. They will also make these areas more amenable to pedestrian movements and facilities.

f. Transit Hub Plan

A plan should be developed for the transit hub proposed for the Oakley area, most likely in the vicinity of Ridge Avenue and Madison Road. This plan may include precise location and a precise site plan. It should also include land use planning around the hub to encourage transit-oriented development, as well as a plan for pedestrian movements to and from the hub and a plan for passenger vehicle movements in and out of the hub site.

g. Pedestrian Plan

An overall plan should be developed for pedestrian movements throughout the study area. This would incorporate the planned connector roads and service roads, the transit hub, and the character of the developments in each part of the study area. Overall, it should be ensured that there is some provision for the safe and efficient movement of pedestrians within each of the sub-areas, as well as movements from each sub-area to the others. A pedestrian connection between the northwest quadrant of the Ridge and Highland intersection and Lester Road may be desirable to encourage people in the residential areas to walk to the commercial areas.

The plan must address the problem of moving pedestrians through the most congested intersections. This could be accomplished by the use of refuge islands within an intersection, or by providing for pedestrian crossing at adjacent intersections where the vehicular volumes may not be as great. The use of separate pedestrian pathways may also be appropriate.

h. Widening of Duck Creek Road

Duck Creek Road should be widened to provide a minimum of three lanes throughout (one through lane in each direction and a center two-way left turn lane) with shoulders and/or curbs. This will provide for safer and more efficient movement of this traffic, considering the heavy truck volumes. It will allow left turns to be made without interfering with through traffic movement.

i. Provide Improved Traffic Signal Control Throughout the Entire Study Corridor

Very sophisticated traffic control technologies are available that can maximize the performance of the roadways that are in place. These systems can be very sensitive to traffic volumes so that the heaviest movements take precedence over lighter movements. The payback in terms of benefit received versus cost for these systems has been shown in many studies to be very high relative to most other kinds of improvements. The City’s computerized traffic signal control system is planned for expansion to control all signals in the study area that are within the city. Signal control systems in the area outside the City should also be updated, and all of the signal systems in the area need to be coordinated.

j. Added Lanes on Ridge Avenue Where Needed

Consideration should be given to adding a northbound lane on Ridge Avenue between Duck Creek Road and Highland Avenue. The constriction in width is created by the need to have a lane to accommodate the ramp from northbound I-71 and a turn lane for Value City. Addition of lanes in this area requires the widening of the Ridge Avenue bridge over I-71. The bridge needs to be widened to six lanes to provide two through lanes in each direction on this section of Ridge Avenue.

k. Duck Creek and Red Bank Grade Separation

There are a number of factors supporting the need for improvements to Duck Creek Road and Red Bank Expressway, including a grade separation. In addition, this may be coupled with a potential connection to Stewart Road. These factors include the following:

- The need to maximize capacity on Red Bank Expressway and the impact on this capacity due to the Duck Creek Road intersection
- The need for a grade separated interchange at Red Bank Expressway and Madison Road combined with the close spacing of Duck Creek Road to Madison Road
- The desire to better connect the southern areas of Silverton to areas in Cincinnati, west of the Red Bank Expressway
- The desire to better connect the southern areas of Silverton to northbound I-71

The project would create a grade-separated overpass of Duck Creek Road over Red Bank Expressway with a simplified at-grade intersection. Specific alignments and connections are part of the overall work plan for the Eastern Corridor Preliminary Engineering/EIS work.

l. Red Bank and Madison Road Interchange

Due to heavy traffic volumes on Red Bank Expressway and Madison Road, and even heavier volumes in the future resulting from the proposed Eastern Corridor highway alternative connection to Red Bank Expressway and rapidly developing areas in the vicinity of Red Bank Road south of Madison Road, a grade-separated interchange is proposed at Red Bank Expressway and Madison Road.

This interchange will provide safer and more efficient traffic flow on both Red Bank Expressway and Madison Road than is provided by the current at-grade interchange. It will also provide safer and more efficient turning movements between the two facilities. Specific alignments and connections are part of the overall work plan for the Eastern Corridor Preliminary Engineering/EIS work.

m. Realign Calvert Street

A realignment of Calvert Street between Ridge Avenue and Alamo Avenue is planned, which will move the Calvert intersection farther west away from its location at Ridge Avenue. This will help the functioning of the Ridge Avenue and Alamo Avenue intersection by decreasing some of the conflicts between Calvert Street traffic and the traffic queuing for the Ridge / Alamo intersection planned by the developer in this area.

n. Realign the Barrow Avenue Ramp

The ramp at Barrow Avenue from Ridge Avenue to I-71 and the Norwood lateral should be realigned such that it lines up directly with Alamo Avenue. This would allow Alamo Avenue traffic

desiring to go to I-71 Southbound and the Norwood Lateral to go straight through the Ridge Avenue intersection. This would eliminate the need for the triple left turn lane from Alamo to Ridge.

3. Long-Term Transportation Improvements

Three (3) additional transportation improvements were identified, but are listed separately below because they are longer-term solutions. The reasons they are longer term are partly cost, but more importantly they have significant impacts on I-71. While these impacts are generally positive, they still require significant state and federal approval processes prior to implementation. These long-term improvements are also shown conceptually on Figure C-2 and described in the following paragraphs.

o. Widen Ridge Avenue Throughout

Ridge Avenue has narrow lanes (approximately 10 feet wide,) no shoulders, and little side buffer throughout the study area. The narrow lanes negatively impact safety and the ability to carry traffic throughout the study area. This is particularly severe between Alamo Avenue and Duck Creek Road, where there is also severe horizontal and vertical curvature.

Ridge Avenue should be widened throughout to provide for 5 lanes of traffic, a minimum 4 foot tree lawns and 6 foot sidewalks. In addition, a center left-turn lane should be added wherever possible (exact locations to be determined by further study,) especially at intersections, and continuously in any areas where frequent drives are to remain.

These improvements will not only improve the safety and efficiency of the roadway, but will also contribute significantly to the ease and safety of pedestrian movements. Improving these pedestrian movements and providing landscaping will also contribute to the development quality that is desired by the township and the city.

p. Construction of a New Southbound I-71 Off-Ramp

The southbound I-71 off-ramp has a sharp curve that impacts its capacity. In addition, it creates an additional major intersection along Highland Avenue. It also occupies land that would be ideal for a connector road and additional prime development land in the southeast quadrant of the Ridge Avenue / Highland Avenue development area. This ramp could be replaced with a ramp that aligns directly with Highland Avenue and intersects with Highland Avenue at Kennedy Avenue. Part of this ramp would occupy land that is currently Lucille Drive. An additional benefit to this ramp relocation would be that it would create greater spacing between this off-ramp and the Norwood Lateral off-ramp.

This project will involve a substantial change to I-71. Therefore, it will need state and federal approval, which will be a lengthy process. In addition, it will be a fairly expensive project and will require acquisition of private property and residences. Therefore, while it is a worthwhile project and should be pursued, it should be considered a long-term solution.

q. Realignment of I-71/ Norwood Lateral Ramps-Ridge-Duck Creek

All of the transportation system-level access (freeway access) to the study area is via the ramps connecting I-71 and Norwood Lateral to Ridge Avenue. Two movements are exceptions to this – the southbound I-71 off-ramp and the northbound I-71 on-ramp. Duck Creek Road intersects with Ridge just north of the intersection of the ramps, forming an offset intersection. Much of the traffic coming off of the ramps turns left on Ridge Avenue, then immediately right onto Duck Creek Road. Duck Creek Road is one-way eastbound at Ridge Avenue, so westbound traffic on Duck

Creek Road cannot access Ridge Avenue directly and must use a circuitous route to return to the ramps. There are a number of merging movements on the ramps that cause confusion, thereby creating safety and congestion problems.

Many of these problems could be improved or eliminated by a project to align Duck Creek Road with the ramps, at a single large, but more conventional, intersection. This work has several major constraints, as it would require a new, larger crossing underneath the railroad tracks and also pass over Duck Creek. In addition, it involves changes to part of the Interstate highway, and would require state and federal approvals.

This is a very complex and expensive project (possibly as high as \$100M.) It will also require a lengthy study and approval process. For these reasons, although it would be a beneficial project that should be pursued eventually, it is a long-term solution.

D. Recommendations

1. Prioritization and Timing

All of the transportation improvements have been ranked according to priority and according to timing. Priority was determined primarily based upon the importance of a project in addressing the identified issues. However, consideration was also given to such things as windows of opportunity that may be available, funding, and ease of implementation. Timing was identified primarily based upon funding level required and ease of implementation.

The listing by priority is shown in Table D-1, and listing by timing is shown in Tables D-2, D-3, and D-4.

Table D-1, Priority of Improvements

<i>Priority</i>	<i>Transportation Improvement</i>
1	Kennedy Avenue Connector includes Ibsen
2	Improvement of Ridge and Highland Intersection
2A	Connector Roads Around the Ridge / Highland Intersection
2B	Provide Improved Traffic Signal Control Throughout the Entire Study Corridor
3	Red Bank and Duck Creek (changes from 5/3 TIS)
4	Added Lanes on Ridge Avenue Where Needed
5	Access Management on Ridge Avenue
6	Pedestrian Circulation Master Plan
7	Transit Hub Plan
8	Duck Creek and Red Bank Grade Separation Red Bank Road / Madison Road Interchange
9	Edwards Road Connector
10	Widening of Duck Creek Road
11	Construction of a New Southbound I-71 Off-Ramp
12	Realignment of I-71/ Norwood Lateral Ramps-Ridge-Duck Creek
13	Widen Ridge Avenue Throughout

Table D-2, Short-Range Improvements

<i>Implementation Order</i>	<i>Improvement</i>
1	Kennedy Avenue Connector
2	Improvement of Ridge and Highland Intersection
2A	Connector Roads Around the Ridge / Highland Intersection
2B	Provide Improved Traffic Signal Control Throughout the Entire Study Corridor
4	Added Lanes on Ridge Avenue Where Needed
5	Access Management on Ridge Avenue
6	Pedestrian Plan
7	Transit Hub Plan

Table D-3, Medium-Range Improvements

<i>Implementation Order</i>	<i>Improvement</i>
3	Red Bank Expressway / Madison Road Interchange
9	Edwards Road Connector
10	Widening of Duck Creek Road

Table D-4, Long-Range Improvements

<i>Implementation Order</i>	<i>Improvement</i>
11	Construction of a New Southbound I-71 Off-Ramp
12	Realignment of I-71/ Norwood Lateral Ramps-Ridge-Duck Creek
13	Widen Ridge Avenue Throughout

2. Estimated Relative Costs

Estimated Relative Costs were developed for use in concept level discussions and further project development. Further study is necessary prior to developing firm budgets for these improvements.

The Estimated Relative Costs are shown in Table D-5.

Table D-5, Estimated Relative Costs

<i>Transportation Improvements – Less than \$1 Million</i>
Access Management on Ridge Avenue (Plan)
Transit Hub Plan
Pedestrian Circulation Master Plan
<i>Transportation Improvements – \$1 Million to \$10 Million</i>
Improvement of Ridge and Highland Intersection
Connector Roads Around the Ridge / Highland Intersection
Widening of Duck Creek Road
Provide Improved Traffic Signal Control Throughout the Entire Study Corridor
Added Lanes on Ridge Avenue Where Needed
Widen Ridge Avenue Throughout
Construction of a New Southbound I-71 Off-Ramp
<i>Transportation Improvements – More than \$10 Million</i>
Kennedy Avenue Connector
Edwards Road Connector
Red Bank Road / Madison Road Interchange
Realignment of I-71/ Norwood Lateral Ramps-Ridge-Duck Creek

3. Funding and Implementation Considerations

Funding must be identified in order for the recommended improvements to move forward. There are a wide variety of funding sources which must be tapped creatively in order to implement the entire range of improvements, or a significant portion of them. In order to have the greatest chance for success, partnerships must be established to move forward with common interests.

In general, the funding sources can be grouped by public and private, with a number of categories within each.

a. Public Funding

i. Local

With creative strategies, almost any local tax revenues could be tapped to provide funds or to leverage other funds. The most likely ones are as follows:

- Local distributions of gas tax revenues
- Local distributions of vehicle registration revenues
- Local income taxes
- Local sales taxes
- Local real estate taxes

ii. State

State funding sources that could be available are more limited in terms of direct application to the projects. These are as follows:

- Ohio Public Works Commission (OPWC) Funds, which are derived from bond proceeds and gas taxes
- State Economic Development funds
- State distributions of gas tax revenues, but only available for projects that impact SR 562 or I-71
- State Infrastructure Bank (SIB), also funded with Federal funds, is an alternative source for project loans
- Various Transit Funding programs, which are mostly for operations

iii. Federal

A number of federal funding programs are available for the various improvements within the study area. Some of them are flexible and others are restricted to certain improvements. These are mostly implemented through OKI, except as noted. These programs are summarized as follows:

- National Highway System (NHS) Funds – only available for SR 562 or I-71, administered by ODOT
- Surface Transportation Program (STP)

- Congestion Mitigation and Air Quality Improvement Program (CMAQ), must be used for projects that may reduce emissions and congestion
- Transportation Enhancements (TE) Funds can be used for bike and pedestrian facilities, landscaping and other beautification, and mitigation of water pollution from highway runoff
- High Priority (Demonstration) Projects, must be identified specifically by Congress
- Transportation and Community and System Preservation Pilot Program, this program is a comprehensive initiative of research and grants to investigate the relationships between transportation, community, and system preservation, and private sector-based initiatives.

b. Private Funding

Several options exist in terms of obtaining funding from the private sector to finance improvements. Some of these are described below.

- Improvements that are required to be funded by developers as specific conditions of approval of specific developments, including in-kind donation of real property
- Funds contributed by private parties under agreement with public bodies to implement improvements
- Development Impact Fees have been implemented by some communities, especially charter cities
- Traditional assessment projects where properties are assessed for specific improvements fronting their property
- Tax Increment Financing (TIF), which is the specific setting aside for improvements within a TIF district of real estate taxes attributable to increased assessed value due to developments

- Value Capture Financing, this may be considered public, since a public entity purchases excess land around a proposed transportation project, then develops or sells the land and “captures” the increased value to pay for the improvement

c. Other Recommendations

In order to make best use of all of the available funding sources, several other vehicles are available to leverage funds and allow jurisdictions, agencies, and/or private entities to band together for the common good.

These include the following:

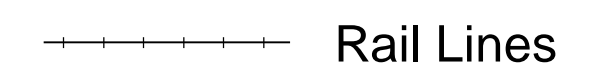
- Joint Economic Development Districts (JEDD); this is a vehicle for two or more jurisdictions to join together to make improvements, jointly attract development, and share in the various resulting tax revenues
- Hamilton County Transportation Improvement District (TID); the TID is established under Ohio law and has broad authority to implement funding for transportation improvements
- Port of Greater Cincinnati Development Authority may have the ability to assist in some of the projects using Brownfields funding to help clean up some of the required right-of-way

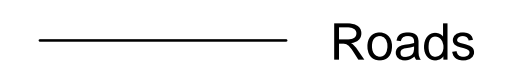
Perhaps the best opportunity to bring together all of the necessary resources and maximize the opportunities in the Eastern Corridor I-71 and Ridge Avenue sub-area is the TID. Its broad authority could enable many of the above funding opportunities to be brought together and leverage as much funding as possible to implement as many of the improvements as possible.

Transportation Improvements

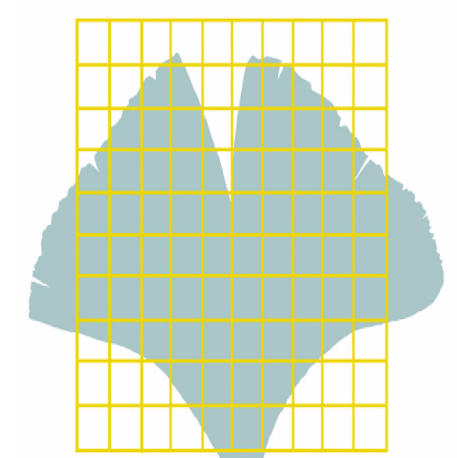
Legend

- A-** Kennedy Avenue Connector
- B-** Access Management on Ridge Avenue
- C-** Improvement of Ridge and Highland Intersection
- D-** Edwards Road Connector
- E-** Connector Roads Around the Ridge / Highland Intersection
- F-** Transit Hub Plan
- G-** Pedestrian Plan
- H-** Widening of Duck Creek Road
- I-** Provide Improved Traffic Signal Control Throughout the Entire Study Corridor
- J-** Added Lanes on Ridge Avenue Where Needed
- K-** Duck Creek and Red Bank Grade Separation
- L-** Red Bank Road / Madison Road Interchange
- M-** Realign Calvert Street
- N-** Realign the Barrow Avenue Ramp
- O-** Widen Ridge Avenue Throughout
- P-** Construction of a New Southbound I-71 Off-Ramp
- Q-** Realignment of I-71 / Norwood Lateral Ramps-Duck Creek

 Rail Lines

 Roads

 Buildings



MEISNER
+
ASSOCIATES
LAND
VISION

PLANNING
URBAN DESIGN
LAND PLANNING
LANDSCAPE ARCHITECTURE

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