

# Stearns & Foster Site

Lockland CIC

Master Plan

Village of Lockland, Ohio | July, 2017



Red Tiger Investments, LLC



# table of contents

<p><b>1</b> introduction ..... pg 4</p> <p>    1.1 study area ..... pg 4</p> <p>    1.2 objectives and goals ..... pg 4</p> <p>    1.3 approach ..... pg 4</p>	<p><b>4</b> concepts ..... pg 25</p> <p>    4.1 background &amp; overview ..... pg 25</p> <p>    4.2 concept 1 ..... pg 26</p> <p>    4.3 concept 2A ..... pg 27</p> <p>    4.4 concept 2B..... pg 28</p>
<p><b>2</b> inventory maps ..... pg 5</p> <p>    2.1 surrounding area map ..... pg 5</p> <p>    2.2 zoning map ..... pg 6</p> <p>    2.3 existing base map ..... pg 7</p> <p>    2.4 opportunities &amp; constraints ..... pg 8</p>	<p><b>5</b> potential economic impact ..... pg 29</p> <p>    5.1 concept plans ..... pg 29</p> <p>    5.2 summary of findings ..... pg 30</p>
<p><b>3</b> highest and best uses study ..... pg 9</p> <p>    3.1 property background ..... pg 9</p> <p>    3.2 property assessment ..... pg 10</p> <p>    3.3 market research &amp; analysis ..... pg 13</p> <p>    3.4 development catalyst ..... pg 22</p> <p>    3.5 property’s highest &amp; best uses ..... pg 24</p>	<p><b>6</b> marketing &amp; predevelopment program ..... pg 31</p> <p>    6.1 potential for a premiere developable adv. manu. site ..... pg 31</p> <p>    6.2 recommendations ..... pg 31</p> <p>    6.3 closing ..... pg 33</p>
	<p><b>7</b> appendix and credits ..... pg 35</p> <p>    7.1 data appendix ..... pg 35</p> <p>    7.2 photo credits ..... pg 35</p>

# 1.0 introduction

## 1.1 Study Area & Background

The study area for the Stearns and Foster Site Master Plan encompasses the area of land to the east and west of Shepherd Avenue and north of Wyoming Avenue within the northern portion of the I-75 Lockland Split.

The site is located in the Village of Lockland, Ohio and has an ideal location within the greater Cincinnati area. The specific site has superior visibility and excellent access to I-75. Its proximity to major nodes such as GE Aviation create an excellent opportunity for in-fill development, especially within the manufacturing realm.

The Lockland Community Improvement Corporation (CIC) engaged a project team consisting of Bayer Becker and Red Tiger Investments to achieve their objectives and goals for the site.

## 1.2 Objective & Goals

The master plan is intended to provide a framework to facilitate decision-making related to future uses and redevelopment of the Stearns and Foster property.

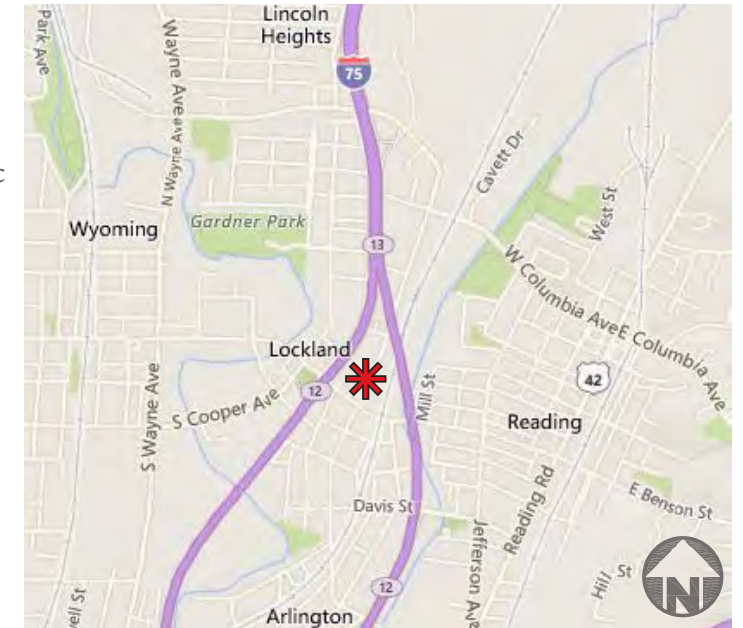
The following goals for the Master Plan were established by the Lockland CIC and the project team consisting of Bayer Becker and Red Tiger Investments:

- Create jobs in the Village of Lockland.
- Generate additional income tax revenue
- Become a catalyst for additional development
- Increase in property tax revenue.

## 1.3 Approach

To achieve the objectives and goals, the following steps were completed:

- Establish the objectives, and goals of the Lockland CIC through engagement and meetings with the project team.
- Gather, organize, and assimilate all available previous strategic plans and studies.
- Provide preliminary assessment of existing conditions and conduct analysis to understand the opportunities and constraints associated with the physical conditions of the property.
- Coordinate and lead stakeholder meetings regarding potential synergies, desired uses, and perceptions/concerns with the site.
- Use collected data and analysis to formulate marketing and development recommendations for the property. This includes identifying the highest and best use as well as potential catalysts for future development.
- Produce conceptual plans and a final report for use by the Village in pursuing development strategies for the property.



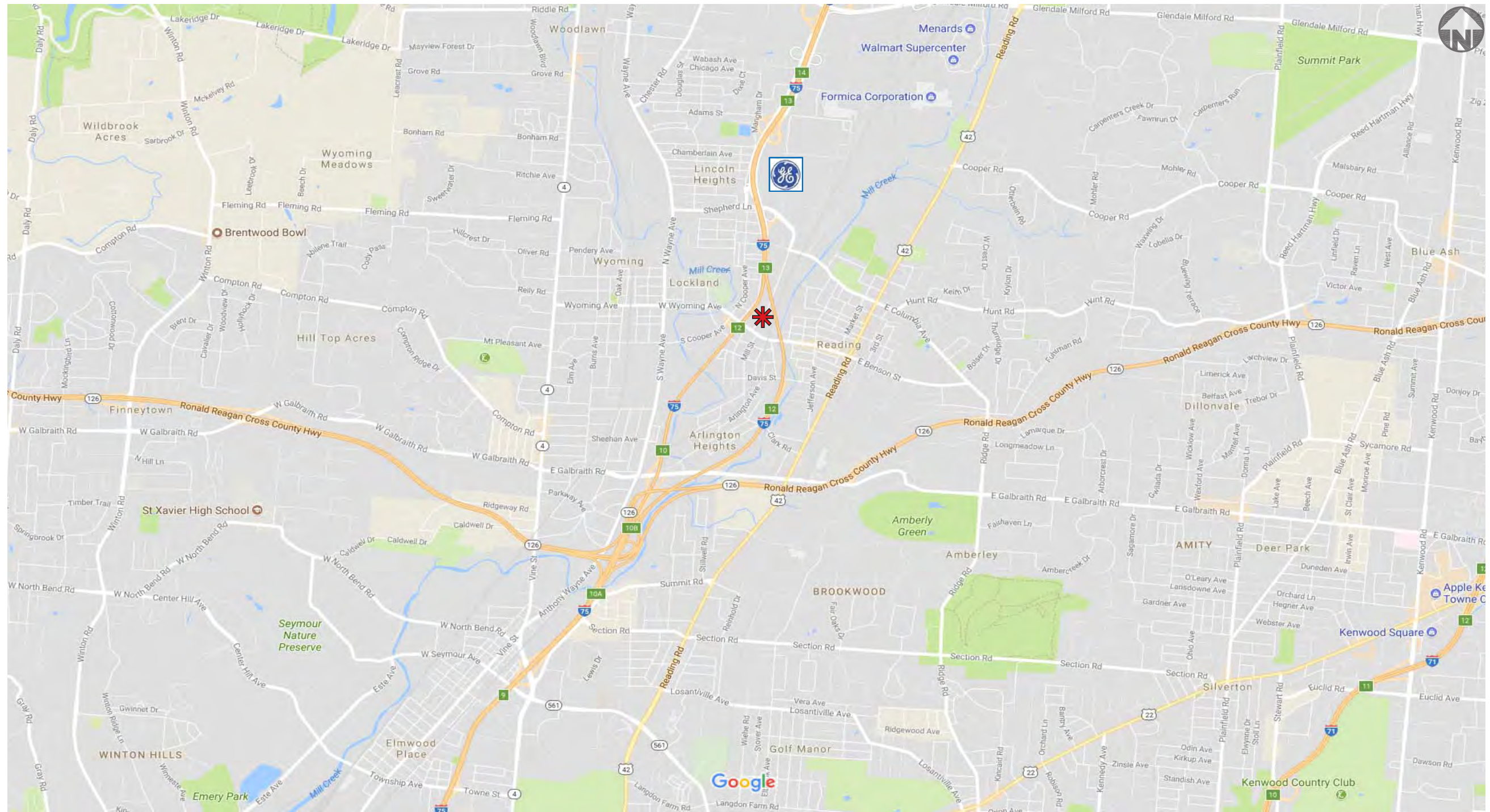
study area vicinity map



# 2.0 inventory maps

## 2.1 Surrounding Area Map

The property's convenient access and visibility from I-75 make this a very attractive location for its future users. The close proximity to GE Aviation would offer its suppliers and partners an unparalleled location via a direct route from Shepherd Avenue.



Map data ©2017 Google United States 2000 ft

## 2.2 Zoning Map

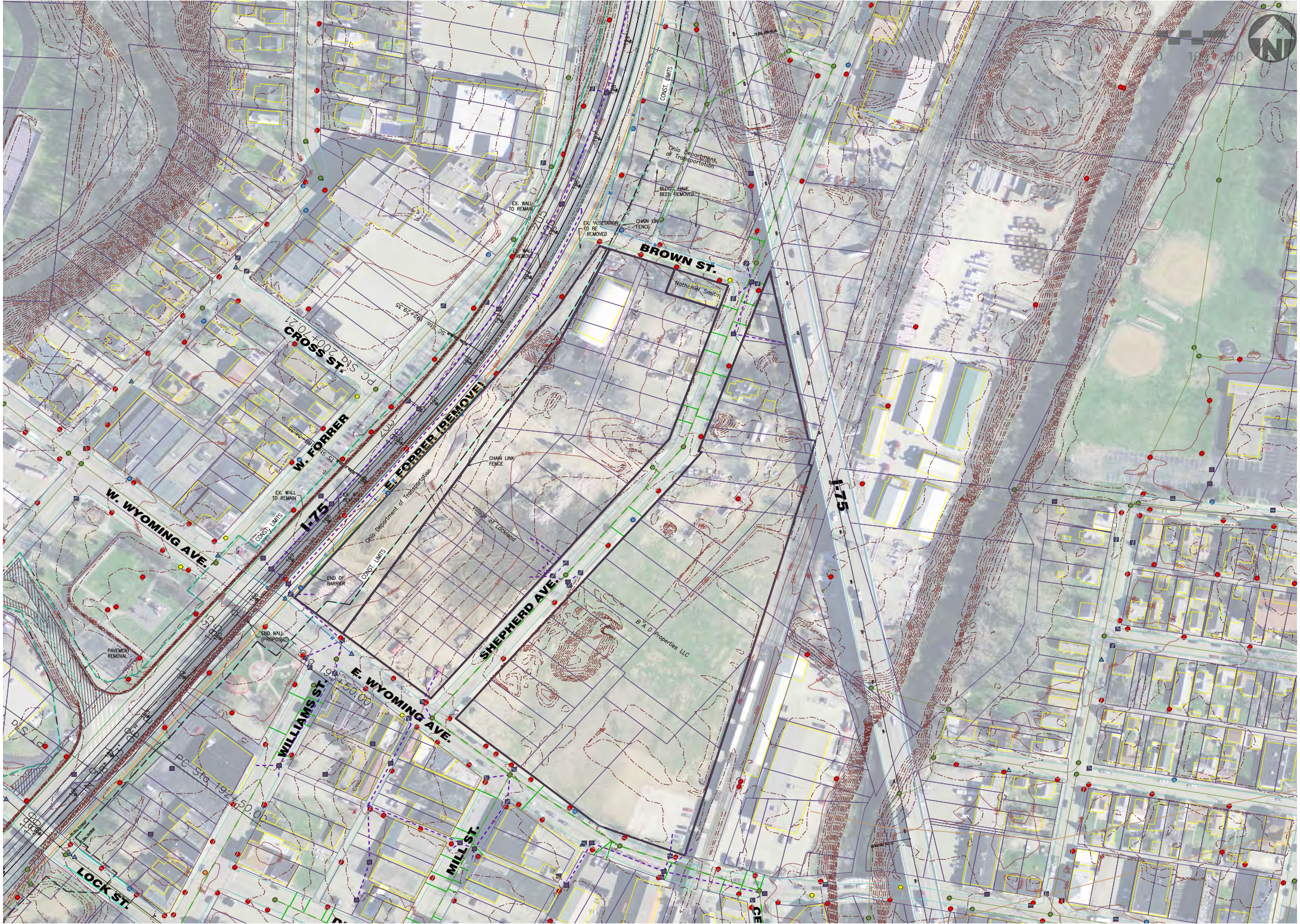
In regards to current zoning within the area, the Stearns and Foster site is zoned LI which is listed as a Light Industrial Zone. Any future uses of the site will have to adhere to the given zoning requirements or the property will need to be rezoned. More information on this and the other nearby zones can be found in the Village of Lockland, Ohio Code of Ordinances.



Property Boundary	Central Commercial District	Single-Family Residential District
Properties	Highway Oriented District	Medium Density Residential District
<b>Lockland Zoning</b>	Light Industrial District	Residential-Office-Commercial District
<all other values>	General Industrial District	
Not Available	Open Space and Public Land District	
Central Commercial District	Single-Family Residential District	

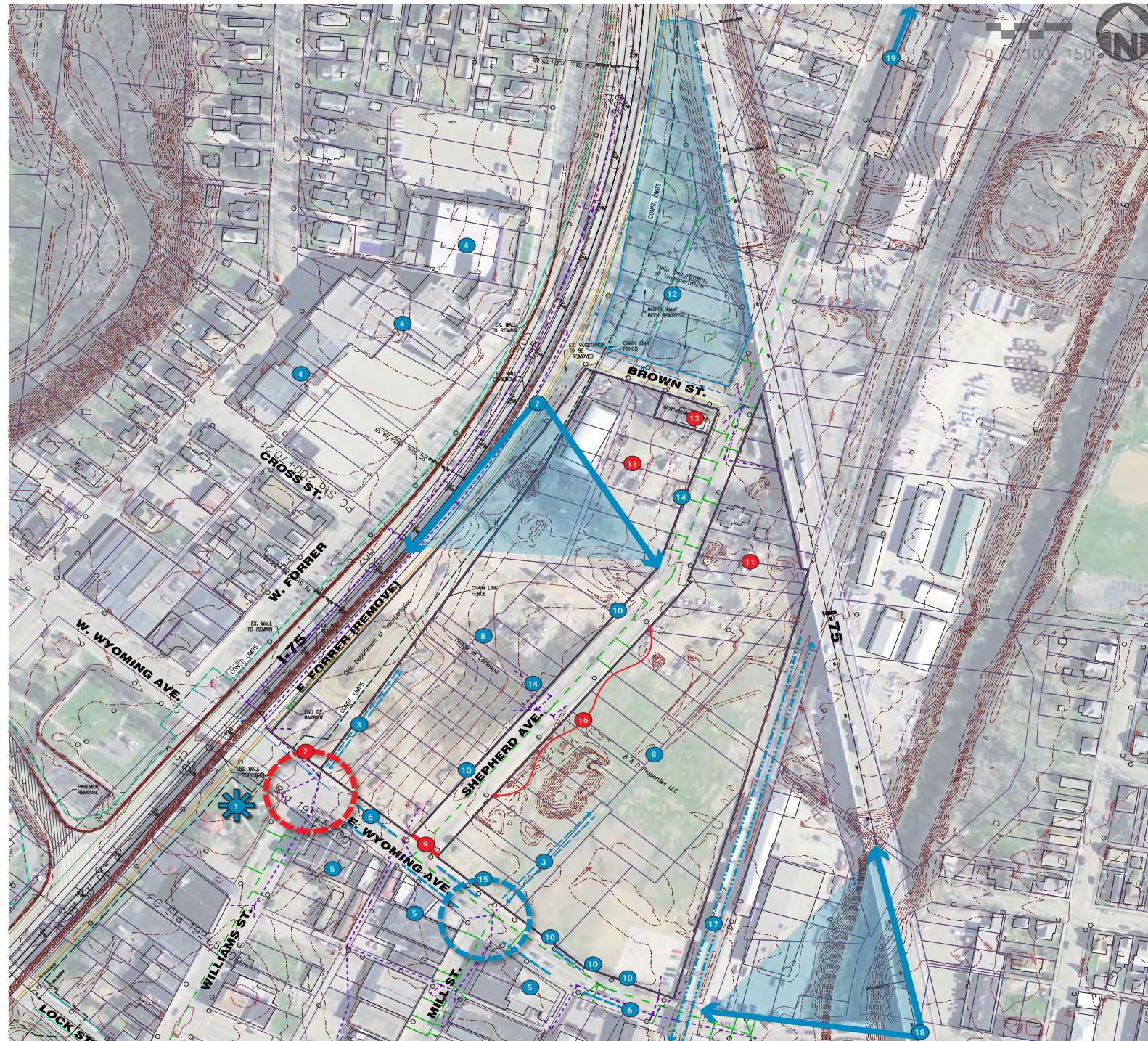
### 2.3 Existing Base Map

The base map creates a physical inventory of the existing conditions of the site. This includes key features such as topography, utilities, and parcel lines. This information was obtained from CAGIS information as well as various utility companies and the Ohio Department of Transportation.



## 2.4 Opportunities & Constraints

Overall, the Stearns and Foster site has a vast array of opportunities and assets as well as a few constraints and threats. In regards to opportunities, the area has a considerable amount of developable land due to the generally flat topography. With the I-75 South construction, there will also be tremendous visibility onto the site making it an optimal location for its future use. Some possible constraints on the site includes the existing shingle company due to the fact that the hazardous waste on site impacts developability and limits a covenant not to sue for the whole property. Another constraint is that the single family parcel is to remain on the site unless otherwise purchased by the Village.



- 1 Pocket park creates opportunity for future gateway feature into the area.
- 2 No signalized light inhibits safe pedestrian crossing in the area.
- 3 Potential area to relocate Shepherd Avenue.
- 4 The nearby Elementary, Middle School, and High School of Lockland provides a potential catalyst for the site.
- 5 Proximity of buildings to the site create potential for a central business district within the village.
- 6 Opportunity to eliminate or narrow on-street parking to provide additional space for pedestrian, vehicular, stormwater, and/or other access amenities.
- 7 With the I-75 South re-construction, there will be an ideal sightline and visibility onto the site.
- 8 There is generally flat topography over the site creating a superb in-fill opportunity.
- 9 Shepherd Ave. currently splits the two parcels and should be relocated for more benefit and developable land.
- 10 Existing curb cuts create easy access for future development.
- 11 Current shingle company and other miscellaneous storage items create visual clutter and unsightliness on site.
- 12 Opportunity to buy back parcel from ODOT after construction to use for green space or pocket park.
- 13 Privately owned single-family house is to remain on site.
- 14 Public utilities throughout site alleviate utility connection issues but will need to be relocated if Shepherd Ave. moves.
- 15 Signalized intersection and marked crosswalks create full pedestrian access and walkability towards site.
- 16 Overhead utilities limit the potential for a traditional street tree program and may need to be relocated along Shepherd
- 17 CSX Rail serves the site creating opportunities for Advanced Manufacturing uses.
- 18 I-75 North overpass also has an ideal sightline and visibility down onto the site.
- 19 GE Aviation, located within one mile, can be a major catalyst for the site.



# 3.0 highest and best uses study

## 3.1 Property Background

### History

- 1882 Stearns & Foster was established in Lockland
- 2001 declared bankruptcy
- February 8, 2004, purchased at auction by B A D Properties, LLC (“BAD”) for \$350,000
- Campus consisted of 1.2 million sq. ft. of buildings on 12 acres

### 2004 - Fire

- BAD did not have fire insurance
- Village filed objection to Bankruptcy Court of transfer to BAD
- Village requested Court require BAD to bring buildings up to fire code before validating transfer
- January 12, 2004, Court dismissed objection on grounds it lacked jurisdiction
- May 1, 2004, +/-40% of eastern buildings (i.e. Eastern Parcel) destroyed by fire

### 2010 - Building Demolition on Eastern Half of Property

- 2010 BAD, Village and Port Authority received \$1.5 million from Clean Ohio to demolish remaining portions of eastern buildings
- Funding required \$600,000 match from BAD (mostly in-kind consideration)

### 2016 - Building Demolition on Western Portion of Property

- A few days prior to final demolition of the eastern buildings, valves on transformers located on the property were opened dumping +/-200 gallons of fluid PCB’s into the storm-water sewer and Mill Creek
- 20 gallons of PCBs collected on the floors of the western buildings
- ODOT took control of western property, +/-7.16 acres (the “Western Parcel”), as part of “Through the Valley” project and partly due to safety concerns on I-75 and other public streets
- Western buildings were demolished in 2016

### Transfer of Western Half of Property to Village of Lockland

- ODOT transferred +/-4.89 acres to the Village
- Lockland leasing 1.19 acres to BAD which is subleasing to Heritage Environmental Services (i.e. shingle recycler)

### Village’s Approval of Use

- Any development or sale of BAD’s eastern +/-6 acres is subject to the approval of Hamilton County after consultation with the Village



## 3.2 Property Assessment

### Physical Description

When determining the redevelopment potential of a property, a fundamental step is to provide an accurate, physical description of the property being analyzed, otherwise the "Property" hereinafter defined.

Parcel ID	Owner	Zoning	Acres
641-0013-0037-00	Village of Lockland	Light Industrial (I-1)	4.748
641-0013-0043-00	Village of Lockland	Light Industrial (I-1)	1.241
641-0013-0072-00	B A D Properties, LLC	Light Industrial (I-1)	5.527
641-0013-0142-00	B A D Properties, LLC	Light Industrial (I-1)	0.142
641-0013-0088-00	B A D Properties, LLC	Light Industrial (I-1)	0.116
			11.774

Property Amenities	
1)	+/-12 acres allows for multiple possibilities
2)	Few undeveloped infill sites within the I-275 beltway
3)	Light Industrial zoning allows for multiple uses
4)	CSX rail served
5)	Enterprise Zone
6)	Flat topography
7)	All utilities



### 3.2 Property Assessment

#### Village of Lockland Parcels

The property owned by the Village of Lockland consist of 2 parcels comprising 6+/- acres bordered by E. Wyoming Ave. to the south, I-75 S to the west, Shepherd Ave. to the east and Brown Street to the north (collectively the “Village Property”).

	Parcel ID	Owner	Zoning	Acres
A	641-0013-0037-00	Village of Lockland	Light Industrial (I-1)	4.748
B	641-0013-0043-00	Village of Lockland	Light Industrial (I-1)	1.241
				5.989



#### BAD Parcels

The property currently consist of 14 parcels comprising 7+/- acres bordered by E. Wyoming Ave. to the south, Shepherd Ave. to the west, train tracks to the east and I-75 N to the north (collectively the “BAD Property”).

	Parcel ID	Owner	Zoning	Acres
C	641-0013-0072-00	B A D Properties, LLC	Light Industrial (I-1)	5.527
D	641-0013-0142-00	B A D Properties, LLC	Light Industrial (I-1)	0.142
E	641-0013-0088-00	B A D Properties, LLC	Light Industrial (I-1)	0.116
F	641-0013-0089-00	B A D Properties, LLC	Light Industrial (I-1)	0.170
G	641-0013-0089-00	B A D Properties, LLC	Light Industrial (I-1)	0.166
H	641-0013-0139-00	B A D Properties, LLC	Light Industrial (I-1)	0.204
I	641-0013-0092-00	B A D Properties, LLC	Light Industrial (I-1)	0.093
J	641-0013-0093-00	B A D Properties, LLC	Light Industrial (I-1)	0.106
K	641-0013-0094-00	B A D Properties, LLC	Light Industrial (I-1)	0.101
L	641-0013-0095-00	B A D Properties, LLC	Light Industrial (I-1)	0.121
M	641-0013-0096-00	B A D Properties, LLC	Light Industrial (I-1)	0.185
N	641-0013-0097-00	B A D Properties, LLC	Light Industrial (I-1)	0.219
				7.150



### 3.3 Market Research & Analysis

#### Previous Reports & Studies

##### Village of Lockland Commercial Property Assessment by Hamilton County Economic Development Office (August 2011)

In August 2011 the Hamilton County Economic Development Office examined Lockland’s commercial areas “to identify redevelopment opportunities that have reasonable prospects for implementation.” The report stated that “a major redevelopment achievement on the former Stearns & Foster site can spark interest in additional retail/service activity on the adjacent Mill Street area.”

##### Summary Findings

- Lockland needs to develop policies and strategies that resemble and **capitalize upon its highly successful industrial redevelopment effort** and resulting record.
- Lockland should **place the highest priority on redevelopment projects that bring both economic and social value to the community.**
- Though the Village has several distinct commercial areas, it **should focus its next strategic effort on the redevelopment of the former Stearns and Foster site** on Wyoming Avenue.
- The Mill Street/Wyoming area has potential for small-scale retail/service redevelopment. It would be among the **major beneficiaries of a significant redevelopment at the Stearns and Foster site.**
- The **projected improvements to Interstate 75 should enhance access to Lockland for both employees of industrial firms** as well as prospective customers for a retail and service-based small business area.
- Lockland should **continue its efforts of identifying redevelopment opportunities, access to public incentives, and the field work required to implement projects** that add to the Village’s economic base through capital investment and new employment.
- Village officials should **actively seek a collaborative relationship with local businesses, developers, property owners, and neighboring jurisdictions.**

##### Cincinnati Business Courier Cover Story: Dirty, Dark, Dull - Millennial workers don’t think of manufacturing as an attractive career. Here’s why Cincinnati has got to get that fixed. (August 25, 2015)

The August 25, 2015, edition of the Cincinnati Business Courier focused on the need for Cincinnati to change millennials negative impression of advanced manufacturing jobs.

##### Summary Findings

- The average salary of a manufacturing worker in Cincinnati is \$74,000
- Biggest challenge of manufacturers is the availability of labor
- In Cincinnati, 18,000 advanced manufacturing jobs will go unfilled in the next decade according to TechSolve
- Advanced manufacturing job benefits on average being 30% higher than nonmanufacturing jobs

##### America's Manufacturing Skills Gap by the Numbers (figures represent estimates for years 2015 -2025)

Total manufacturing jobs likely to be needed	3.4M
Manufacturing jobs to open because of baby boomers retiring	2.7M
Manufacturing jobs to be created from economic expansion	700K
Manufacturing jobs likely to be filled over the next decade	1.4M
Manufacturing jobs to go unfilled in the next decade	2.0M
New Cincinnati jobs created in goods and services for every job in manufacturing	2.5
\$1.37 created in other sectors for every \$1.00 invested in manufacturing	

### 3.3 Market Research & Analysis

#### The Port of Greater Cincinnati Development Authority Re-Industrialization of Hamilton County – University of Cincinnati Economics Center (March 2016)

In March 2016 the University of Cincinnati Economics Center on behalf of the Port of Greater Cincinnati Development Authority and TechSolve, released a report evaluating the historical and present economic impact of manufacturing in Hamilton County and the expected impact of a proposed redevelopment of approximately 2,000 acres of industrial land.

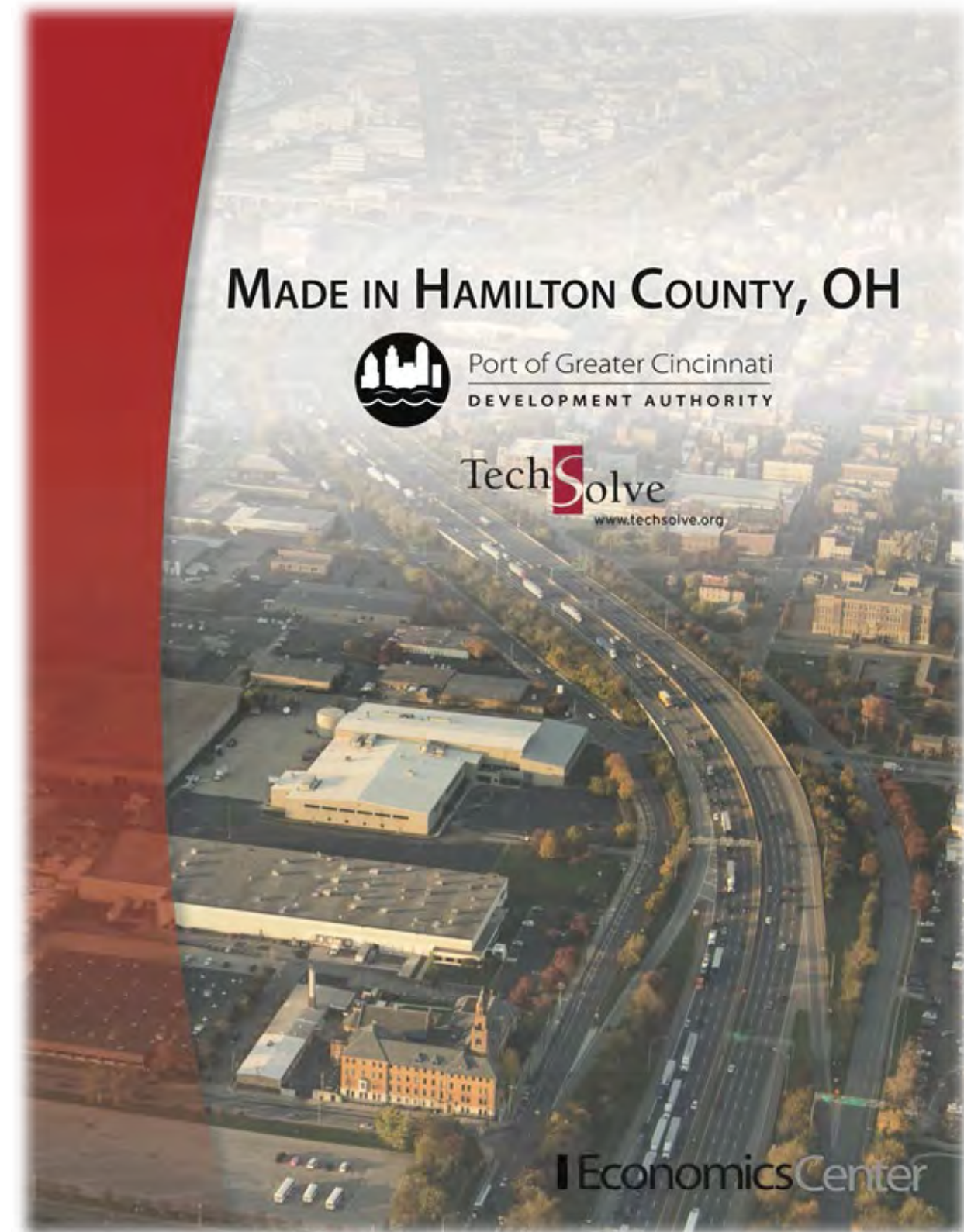
In Hamilton County's peak manufacturing year of 1969, 146,000 – nearly 50% of everyone employed in the County – worked in manufacturing, with direct earnings of \$4.8 billion and more than \$106 billion in total economic output. From 1969 to 2015, the number of people employed in manufacturing decreased to 48,000.

The report found the proposed redevelopment will improve the economic vitality of the region and increase job competitiveness, enhance the tax base and provide opportunities within Hamilton County. The project will create 32,000 new direct manufacturing jobs, \$2.3 billion in direct earnings and an estimated \$40 billion in total economic output. Ultimately, the redevelopment will culminate in 80,000 direct manufacturing jobs and 190,000 total jobs. The total earnings will amount to \$12.1 billion and more than \$105 billion in total economic output.

The study's findings show the re-industrialization will position Hamilton County as a national leader in manufacturing and will provide jobs far into the future.

#### Summary Findings

- See subsequent page for overview of findings.
- Economic Impact:
  - Acre coverage ratio of 33% - for every one acre of developable land, approximately 1/3 of the land is covered with manufacturing footprint, with the remainder to be used for infrastructure such as roadways, parking lots, green-space, accesses and utilities
  - Approximately 1 worker is required per one thousand square feet (898.5 sq. ft. per employee)

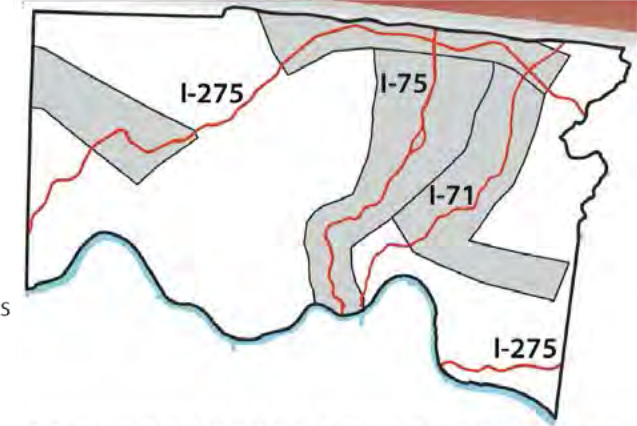


## THE HISTORY OF MANUFACTURING IN HAMILTON COUNTY AND THE IMPACT OF PROPOSED REDEVELOPMENT

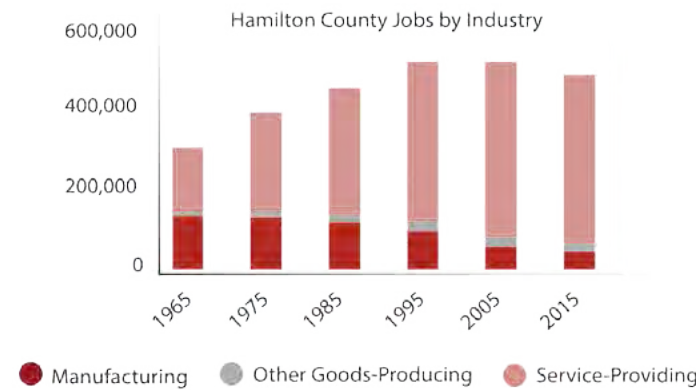
**The proposed redevelopment** of approximately 2,000 acres of industrial land throughout Hamilton County for manufacturing uses will have a considerable impact on the Greater Cincinnati Region. To understand the historical, present, and future importance of manufacturing in the region, the Economics Center analyzed establishment-level data for each time period, prepared an economic output report, and estimated the fiscal impact and impact on the vitality of the economic state of the region.



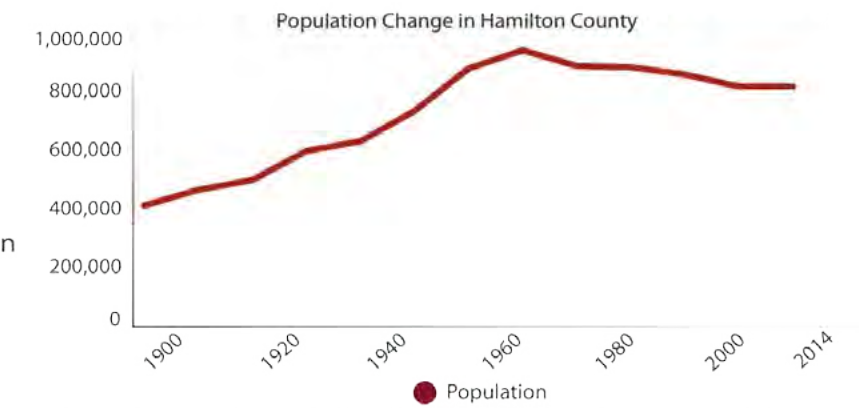
**63%** of Hamilton County's industrial land is located within four corridors, which make up only **35%** of the County. From 1969-2015, manufacturing establishments in these corridors decreased from **1,573** to **1,076**.



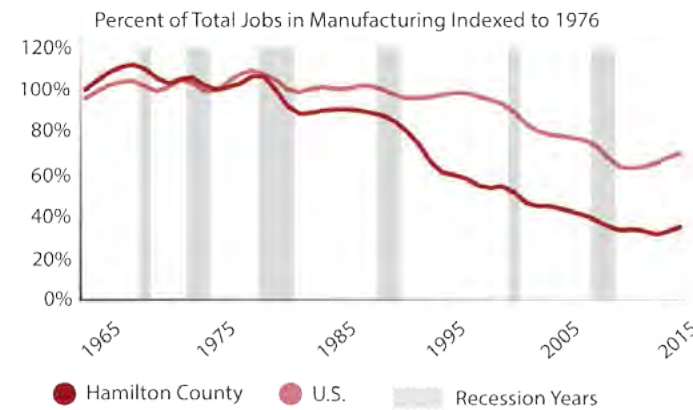
In 1969, nearly **50%** of everyone employed worked in manufacturing. This was the peak year for the number of people employed in manufacturing.



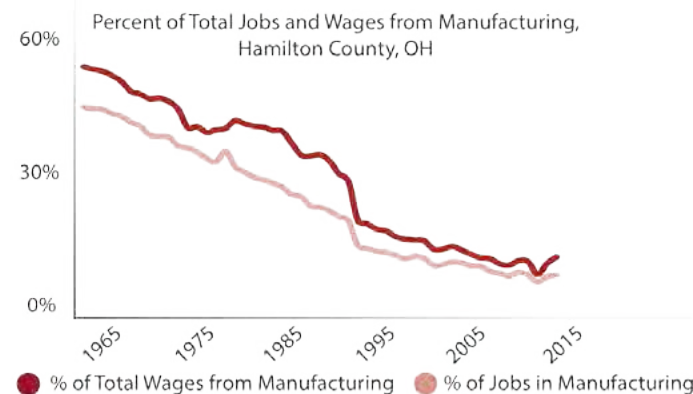
Population data shows a **decline** in Hamilton County's population during the local downturn in manufacturing.



Until 1976, the relative strength of manufacturing in Hamilton County was **greater** than the relative strength of manufacturing in the United States.



From 1969-2015, the number of people employed in manufacturing decreased from **146,000** to **48,000**.



### The Historical and Future Impacts of Manufacturing

In 1969, there were nearly **146,000** people employed in manufacturing, **\$4.8 billion** in direct earnings and more than **\$106 billion** in total economic output.

In 2015, there were approximately **48,000** individuals employed in manufacturing in Hamilton County. Direct earnings were **\$3.6 billion** and total economic output of manufacturing was over **\$65 billion**.

The proposed redevelopment will result in approximately **32,000** new manufacturing jobs and an estimated **\$2.3 billion** in direct earnings. The total economic output will be over **\$40 billion**.

Ultimately, the redevelopment will lead to **80,000** direct manufacturing jobs, resulting in **190,000** total jobs. Total earnings will come to **\$12.1 billion** and more than **\$105 billion** in total economic output.

**EconomicsCenter**

### 3.3 Market Research & Analysis

#### Manufacturing Attractiveness: A Locations Strategist's Perspective (February 2017)

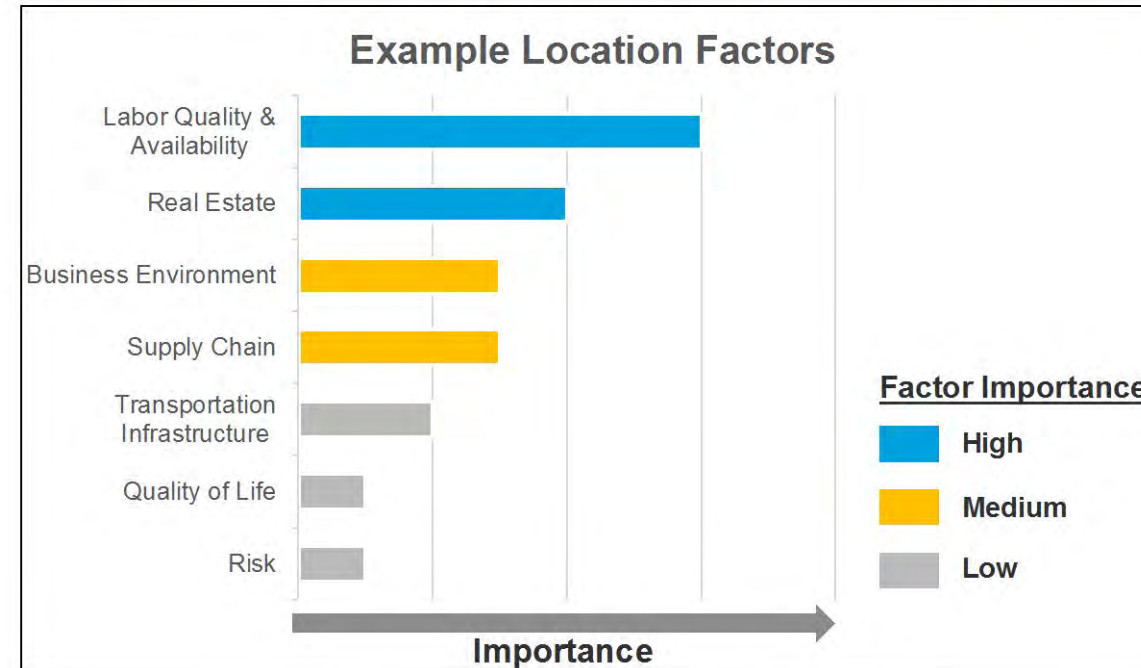
In February 2017 Deloitte Consulting on behalf of the Port of Greater Cincinnati Development Authority, TechSolve, Cushman & Wakefield and REDI Cincinnati released a report analyzing Greater Cincinnati's attractiveness for new manufacturing jobs.

#### Summary Findings

- Cincinnati has an advantage in the presence of industrial engineers, machinist and tool/ die makers, as well as a large supply of lower skilled production workers, giving the area a talent proposition to attract manufacturing deployments
- However, a key driver of the evaluation process for manufacturing deployments is developable sites (adequate acreage free from wetlands issues and outside of 100 year flood plain, utilities present on site, free from environmental concerns, clear ownership of site, easily accessible for trucks, etc.) and Cincinnati currently lacks suitable real estate options to entice most manufacturing operations
- Given Cincinnati's availability in key manufacturing skill sets and low/ average cost in several talent segments, an investment program to prepare site options would enhance its ability to attract manufacturing investment

## Example Location Factors: Advanced Manufacturing

Advanced manufacturers are highly interested in labor quality and availability as well as minimizing risk related to site development and neighboring use concerns



#### Labor Quality and Availability

- Availability of operators & technicians
- Availability of engineers & management
- Scalability of workforce

#### Real Estate

- Site readiness
- Capacity and availability of utilities
- Neighboring use/pollution

#### Supply Chain

- Quality/complexity of supply chain
- Proximity to existing & future customer markets, suppliers, & industrial services

#### Business/Regulatory Environment

- Operating permit process/timing/stringency
- Availability of grants and incentives & tax environment
- Level of unionization
- Ability to scale up the project
- Government and local support/fit

#### Transportation Infrastructure

- Quality of and access to rail, port, highways & air

#### Quality of Life

- Attractiveness for expats
- Crime and safety
- Cost of living
- Education system
- Healthcare

#### General Risk

- Fiscal Stability
- State credit rating
- Natural Disaster Risk

Notes: The above location factors are representative based on Deloitte experience with advanced manufacturing clients and should not be viewed as the definitive priority for all advanced manufacturers



### 3.3 Market Research & Analysis

#### State of Ohio

##### Advanced Manufacturing

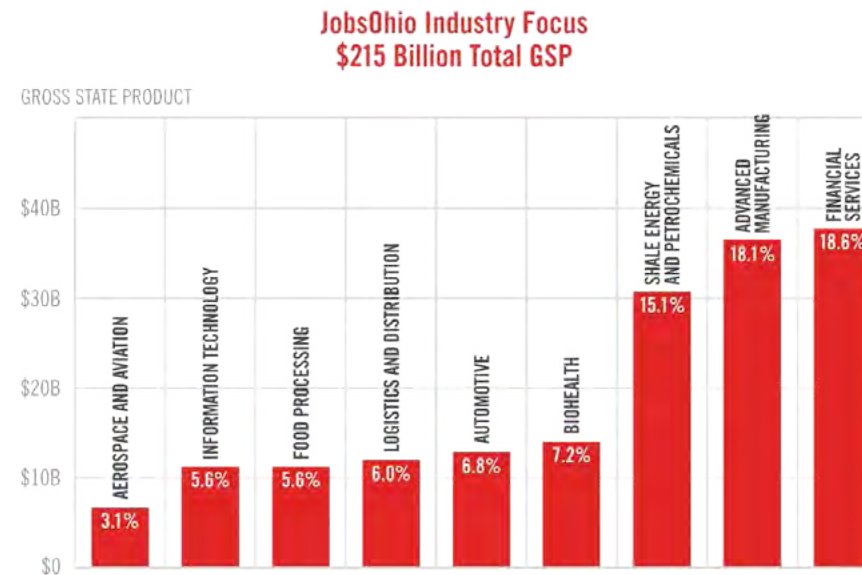
New technologies, materials, and manufacturing processes are leading a resurgence in Ohio manufacturing, and there are a nexus of companies and organizations developing these game-changing technologies. Ohio is home to three National Network for Manufacturing Innovation (NNMI) institutes: America Makes, which is headquartered in Youngstown, is focused on 3D printing/additive manufacturing. American Lightweight Metals and Advanced Composites Manufacturing are two consortium partnerships leading the development of new materials and advanced manufacturing. Together, with Ohio businesses, these institutes are advancing technologies and creating business ecosystems that position Ohio as a leader in advanced manufacturing.

- <http://jobs-ohio.com/industries/advanced-manufacturing/>

##### Aerospace & Aviation

- Ohio is ranked #1 U.S. supplier state to Boeing & Airbus
- 17% of total U.S. employment in aviation and aerospace located in Ohio
- More than 1,200 private companies in the aerospace & defense industry
- Over 130,000 full-time aerospace and aviation employees
- PricewaterhouseCoopers ranked Ohio No. 3 in overall attractiveness for aerospace manufacturing and No. 1 in overall industry
- 591 Ohio based firms
- 41,000 employee base
- 45 colleges and universities with programs supporting aerospace careers
- Lowest tax rate of top 10 aerospace states

#### Ohio GSP: \$611 Billion



Headquarters and back office are not included in this chart.  
Sources: U.S. Bureau of Economic Analysis; Cleveland State University, Center for Economic Development

Data represents the most recent available information.

#### GLOBAL LEADERS IN OHIO



[http://jobs-ohio.com/site/assets/files/1052/jobsOhio\\_aerospace\\_and\\_aviation\\_brochure\\_2016.pdf](http://jobs-ohio.com/site/assets/files/1052/jobsOhio_aerospace_and_aviation_brochure_2016.pdf)

#### OHIO CENTERS OF INNOVATION

- NASA Glenn Research Center** is accelerating propulsion, materials, energy storage, and communications.
- Wright-Patterson Air Force Research Laboratory** has five directorates focusing on sensors, space vehicles, directed energy, advanced materials, and manufacturing.
- EWI** - **EWI-Ohio State University** partnership is advancing lightweight material development.
- uc ri** - **University of Cincinnati Research Institute** is innovating research and career-ready learning partnering with GE Aviation, Airbus, Boeing, and Aerojet Rocketdyne.
- UDRI** - **University of Dayton IDCast** is accelerating research and integration of advanced sensor technology.

### 3.3 Market Research & Analysis

#### Greater Cincinnati

##### Advanced Manufacturing

Manufacturing has been part of Greater Cincinnati's DNA for over a century. Both I-75 and I-275 have been the primary manufacturing thoroughfares for the region.

##### Industry Highlights

- More than 2,500 manufacturing companies located in Greater Cincinnati region
- Top 20 North American trade partner
- Annual total trade of \$17.68 billion in manufacturing
- Centrally located, making transportation and logistics easy
- 117,000+ skilled workers and 2,500+ manufacturing firms
- Ranked in the Top 5 most competitive cities in North America for aerospace (No. 2), chemicals and plastics (No. 4), and metals (No. 5). (Site Selection magazine, 2015)

<http://www.redicincinnati.com/industries-assets/manufacturing>

#### Southwest Ohio Aerospace Region (SOAR)

Greater Cincinnati & Dayton have been designated by the U.S. Department of Commerce as one of 24 federally designated manufacturing communities. This area has been termed the Southwest Ohio Aerospace Region (SOAR). This federal designation provides SOAR privileged standing on many federal grants and direct federal government contact to navigate the process .



#### Market Advantages

The Property is strategically located with superior visibility from I-75.

##### Location

- Located in the heart of SOAR
- Located one mile from GE Aviation with direct access via Shepherd Ave.
- Companies will have the advantage of being close to many potential customers, including Wright-Patterson Air Force Base to the north
- 50,000 scientists and engineers within a 50-mile radius
- A top 15 region in U.S. for aerospace products & parts manufacturing
- Adjacent \$92,300,000 widening and reconstruction of I-75 from Shepherd Lane to Glendale Milford Road
- Within a few miles of a main connection point for OARnet, the 100 Gbps network throughout Ohio



### 3.3 Market Research & Analysis

#### 2015 Demographics - Lockland, OH

##### Largest Employers

	Employer	Number of Employees	Industry
1	Help Plumbing Heating	200	HVAC and plumbing contractor
2	Sawbrook Steel Castings Co	150	Steel manufacturing
3	Fredericks Landscaping Inc	100	Landscaping services
4	Kerkan Roofing Inc	75	Roofing contractor
5	Chromafllo Technologies Llc	59	Synthetic dye and pigment manufacturing
6	Reinhart Foodservice Llc	50	Food manufacturing
7	Tmi Electrical Contractors	50	Electrical contractor
8	Ohio Feather Co / Down Decor	40	Feather wholesaler / Mattress manufacturing
9	Worthy Cartage Co	35	Long-distance trucking
10	Rapid Delivery Svc Co	35	General freight trucking, local
11	Able Tool Corp	30	Machine shop
12	Eagles Systems	30	Long-distance freight
13	E & J Trailer Sales & Svc	30	Warehousing and storage
14	David Hirschberg Steel Co	26	Steel manufacturing
15	John R Trucking Co	26	General freight trucking, long-distance
16	Maximum Communications Inc	25	Telemarketing
17	Office Pride Inc	25	Janitorial services
18	Columbus Equipment Co	22	Single family housing construction

Facts regarding Lockland's Largest Employers  
 Provided by HCDC and U.S. Census Bureau

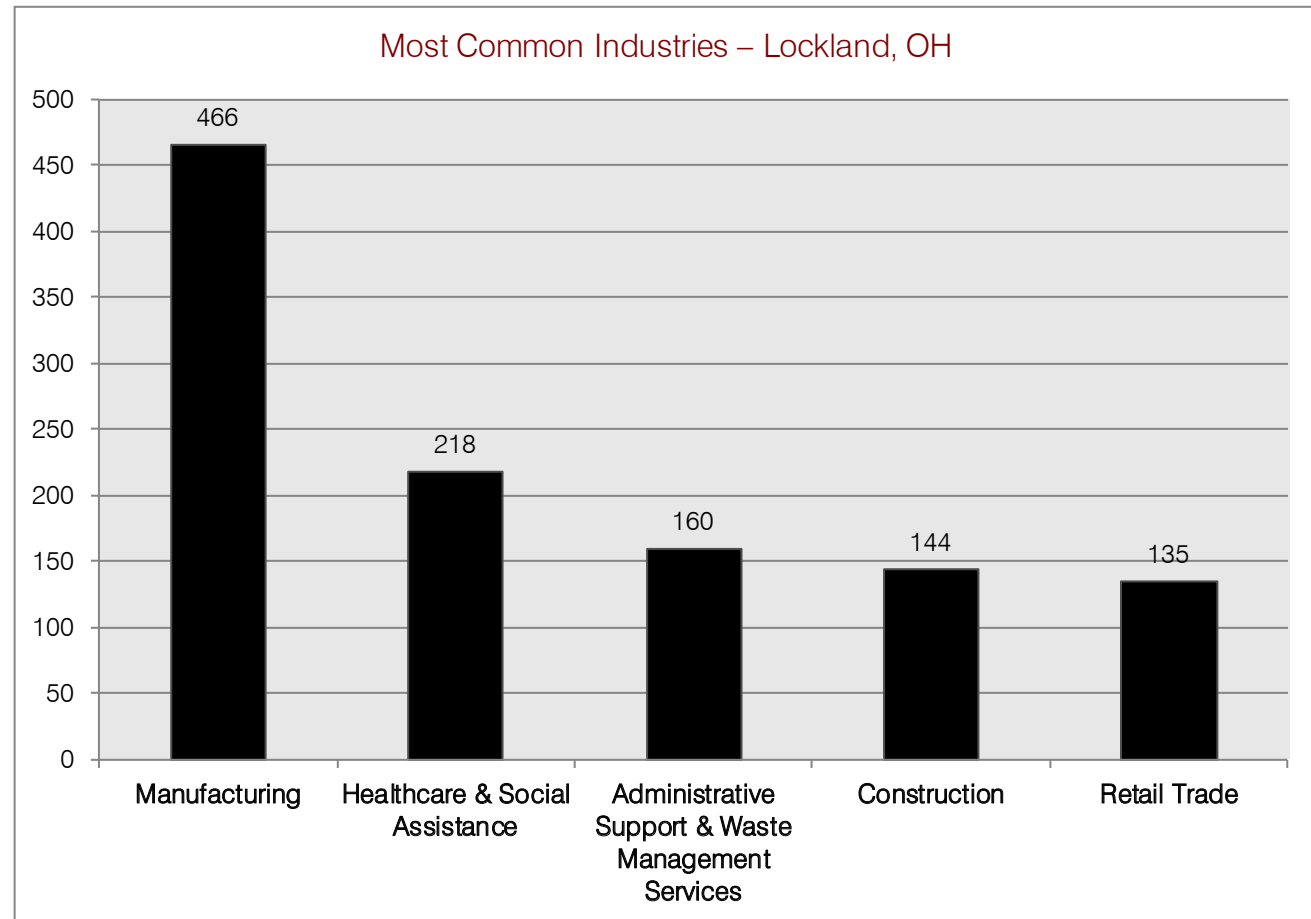
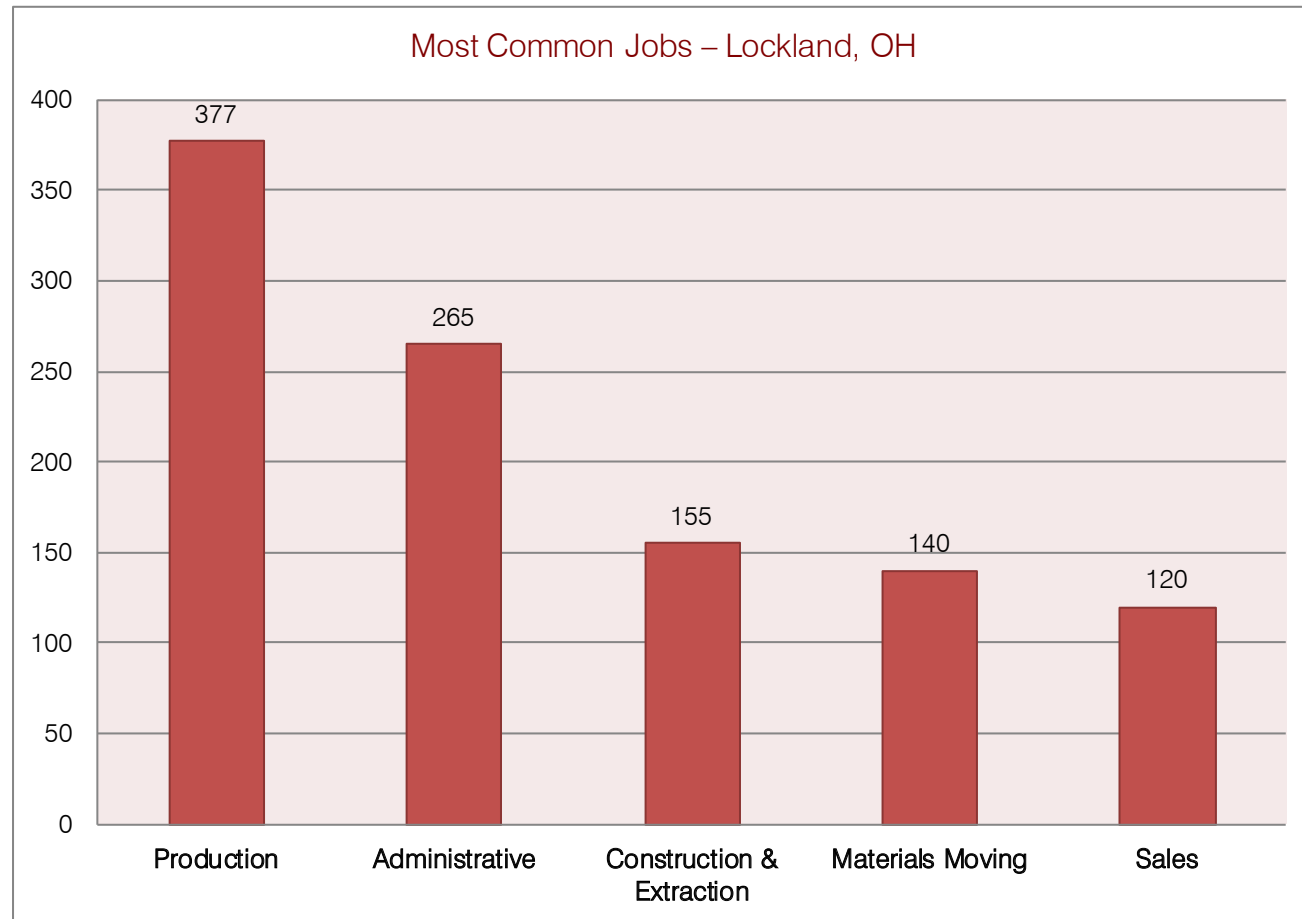
#### LOCKLAND'S TOP EMPLOYERS = 6 MANUFACTURERS



Sawbrook Steel Castings Co.

### 3.3 Market Research & Analysis

#### 2015 Demographics - Lockland, OH



Data Set: American Community Survey 2015 Source: Census Bureau

#### MEDIAN AGE

**35.5**

Data Set: American Community Survey 2015  
Source: Census Bureau

It's estimated that by 2025, 2.7 million manufacturing jobs will become available due to baby boomers retiring (people currently between 53 and 71 years old). Lockland's median age of 35.5 years positively positions it to capture manufacturing jobs as they become available.

#### Availability of Quality Labor

The Deloitte Consulting Study (2017) identified labor quality and availability as the most important factors for advanced manufacturing when determining where to locate. Specifically advanced manufacturers seek the following: availability of operators; availability of engineers; and scalability of workforce.

Compared to other consensus areas, Lockland has a remarkably high number of people employed in production, construction and materials moving. In addition, there are approximately 50,000 scientists and engineers within a 50-mile radius of the Property. These facts, coupled with the fact that Lockland's most common industry is manufacturing, positions the Property in advantageous spot to attract advanced manufacturing.

### 3.3 Market Research & Analysis

#### Property's Strengths, Weaknesses, Opportunities & Threats

Property SWOT Analysis	
<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>▪ Location</li> <li>▪ Proximity to GE Aviation</li> <li>▪ Proximity to I-75</li> <li>▪ Good demographics for manufacturing</li> <li>▪ Current economy</li> <li>▪ +/-12 acres</li> <li>▪ Few undeveloped sites within the I-275 beltway</li> <li>▪ Rail served</li> <li>▪ Zoned Light Industrial</li> <li>▪ Enterprise zone</li> <li>▪ All utilities</li> <li>▪ Federal Manufacturing Designation</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>▪ Future economic downturn</li> <li>▪ Potential clean up associated with Heritage Environmental Services on northern part of Village Property</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>▪ Combine Village Property and BAD Property</li> <li>▪ Advanced manufacturing</li> <li>▪ Create "shovel ready" site</li> <li>▪ Research and development</li> <li>▪ Flex building</li> <li>▪ Mixed office and industrial</li> <li>▪ Excellent candidate for federal and state incentives</li> <li>▪ DRD</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>▪ Village Property still requires CNS</li> <li>▪ Single family home located at 243 Shepherd</li> <li>▪ Two different property owners</li> <li>▪ Village Property not "shovel ready"</li> </ul>



### 3.4 Development Catalyst

#### Potential Development Catalyst

By ascertaining the surrounding uses to the property we identified the following potential catalyst for redevelopment of the Property:

#### GE Aviation

GE Aviation, the world leader in providing “commercial, military and business and general aviation jet and turboprop engines and components as well as avionics, electrical power and mechanical systems for aircraft. GE has a global service network to support these offerings. GE and its customers are also working together to unlock new opportunities to grow and deliver more productivity beyond traditional services. GE Aviation is becoming a digital industrial business with its ability to harness large streams of data that are providing incredible insights and in turn, real operational value for customers.”

<https://www.geaviation.com/company>

#### GE Aviation HQ \$500 Million Investment

2015	<ul style="list-style-type: none"> <li>▪ Parking Enhancements</li> <li>▪ Wellness Center</li> <li>▪ Combusting Testing (9X Test Cells)</li> <li>▪ Cafeteria Improvements</li> </ul>
2016	<ul style="list-style-type: none"> <li>▪ ODOT roadway Changes</li> <li>▪ Fence &amp; Security Modifications</li> <li>▪ Building 200 Additions</li> </ul>
2017 - 2020	<ul style="list-style-type: none"> <li>▪ Engineering Office Buildings</li> <li>▪ Aero Tech Lab Buildings</li> <li>▪ Green Space Expansion</li> </ul>

The Property’s proximity to GE Aviation would offer suppliers and partners an unparalleled location via a direct route from Shepherd Avenue.



### 3.4 Development Catalyst

#### AeroHUB



AeroHUB is a planned +/-190 acre advanced manufacturing and aerospace accelerator located +/-2 miles away in Evendale, Ohio on I-75. It will strategically co-locate highly skilled designers, engineers, manufacturers, researchers and educators and equip them with integrated design thinking and advanced digital manufacturing systems—making first-run production and full industrialization innovations more efficient and affordable.

AeroHUB is committed to educating and up-skilling new and current personnel on rapidly evolving systems and processes, ensuring nobody is left behind, and everyone is prepared for the future, before it arrives.

AeroHUB is being headed by the Village of Evendale with support from Red Tiger Investments, TechSolve, Cincinnati State Workforce Development, University of Cincinnati Research Center, JobsOhio, REDI Cincinnati, Opus Development and Saint Francis Group.

#### I-75 Corridor

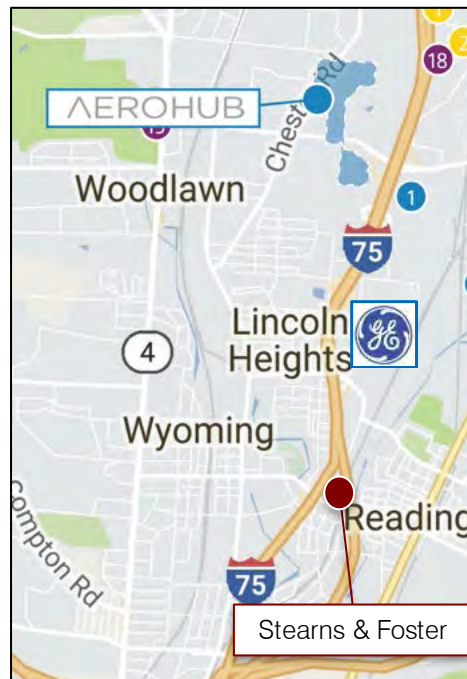
For over a century, the I-75 corridor has been the main manufacturing thoroughfare through Cincinnati. Much of this manufacturing took place between Paddock Road and I-275. The early 1980s recession resulted in a decline in manufacturing nationally and along the I-75 corridor in Hamilton County.

Over the last decade the majority of new commercial development in Greater Cincinnati has taken place in the urban core of downtown Cincinnati, Norwood/Rookwood, Blue Ash, Mason, West Chester and most recently in Liberty Township. A primary objective of AeroHUB is to act as a catalyst to spur the revitalization of manufacturing along the I-75 corridor in Hamilton County.

#### Leveraging Collective Resources

The adjacent communities to AeroHUB, by leveraging their collective resources, have the opportunity to be a major “advanced manufacturing” player in the State of Ohio.

- **Evendale:** GE Aviation and Developable Land
- **Glendale:** Distinguished Residential Stock and Developable Land
- **Sharonville:** Northern Lights Corridor, Existing Industrial and Office
- **Woodlawn:** Existing Industrial
- **Lincoln Heights:** Existing Industrial & Workforce
- **Lockland:** Existing Industrial, Workforce and Developable Land



### 3.5 Property Highest & Best Uses

#### Highest & Best Uses

Highest Potential Uses	
1	Advanced Manufacturing
2	Research & Development
3	Mixed Office & Industrial
4	Light Industrial
5	Location for Supplier to GE Aviation
6	Specialized Use

#### Advanced Manufacturing

Given analysis of the following: (a) Village’s objectives; (b) the Property’s physical description, location and nearby catalysts; (c) previous reports and studies; (d) the current market and economy; and (d) stakeholder and industry expert feedback, the potential “highest & best use” for the Property is Advanced Manufacturing.

#### Opportunity

The following were the findings of the Deloitte Consulting Study (2017):

- Cincinnati has **workforce** to attract manufacturing companies
- Cincinnati currently lacks **developable sites**
- An **investment program to prepare site options** would enhance region’s ability to attract manufacturing investment

Lockland clearly meets the first two above criteria. Lockland has the ability to have one of the premier infill advanced manufacturing sites in Greater Cincinnati if it can accomplish the following:

- Collaboration between the Village Property and BAD Property
- Secure a combination of private, state and federal capital
- Obtain CNS on Village Property
- Get the Property “shovel ready”

#### Highest & Best Use Four Part Test

In order to determine if advanced manufacturing truly is the “highest and best use” the following four factors will have to be studied in more detail:

1. Physically Possible
2. Legally Permissible
3. Fiscally Feasible
4. Most Profitable

Steps 3 and 4 cannot be decided until steps 1 and 2 are analyzed.

#### Community & Political Support

Advanced Manufacturing Highest & Best Use Test	
<b>Physically Possible</b>	Analysis by Bayer Becker indicates that the Property physically permits development of advanced manufacturing.
<b>Legally Permissible</b>	Currently the property is zoned Light Industrial and would be suitable for most advanced manufacturing uses.
<b>Fiscally Permissible</b>	This will require due diligence and financial feasibility by the developer.
<b>Most Profitable</b>	This will require due diligence, financial feasibility and comparable analysis by the developer.



# 4.0 overview

## 4.1 Background and Overview

After significant data collection and analysis, both on the physical conditions and market potential for the site, the team determined the highest and best use for the Stearns and Foster property was advanced manufacturing development. From here, the design team completed 3 advanced manufacturing concepts with potential site plans. One strategy dealt with leaving Shepherd Avenue as is and the second dealt with relocating it to align with Williams Street. A summary of these concepts follows:

- 1. Concept 1:** In the first concept, Shepherd Avenue was relocated to align with Williams Street and be adjacent to the I-75 South right-of-way. Within this plan, three parcels were created. Two parcels were advanced manufacturing with the third providing an office pad because it was too small to provide for any kind of advanced manufacturing site. By following regulations regarding parking and setbacks, Concept 1 can accommodate roughly 170,000 total square feet.
- 2. Concept 2A:** In the second concept, Shepherd Avenue was left as is. Within this plan, four parcels were created, all of which were advanced manufacturing. By following regulations regarding parking and setbacks, Concept 2A can accommodate roughly 190,000 total square feet.
- 3. Concept 2B:** In the third concept, Shepherd Avenue was left as is. Within this plan, the east side of Shepherd Avenue was made into one parcel to get a 100,000 square foot plus end user. The west side of Shepherd remained the same as Concept 2A. By following regulations regarding parking and setbacks, Concept 2B can accommodate roughly 200,000 total square feet.

The following pages detail the site concepts:

- 1. Concept 1:**  
Site Plan ..... pg. 32
- 2. Concept 2A:**  
Site Plan ..... pg. 33
- 3. Concept 2B:**  
Site Plan ..... pg. 34

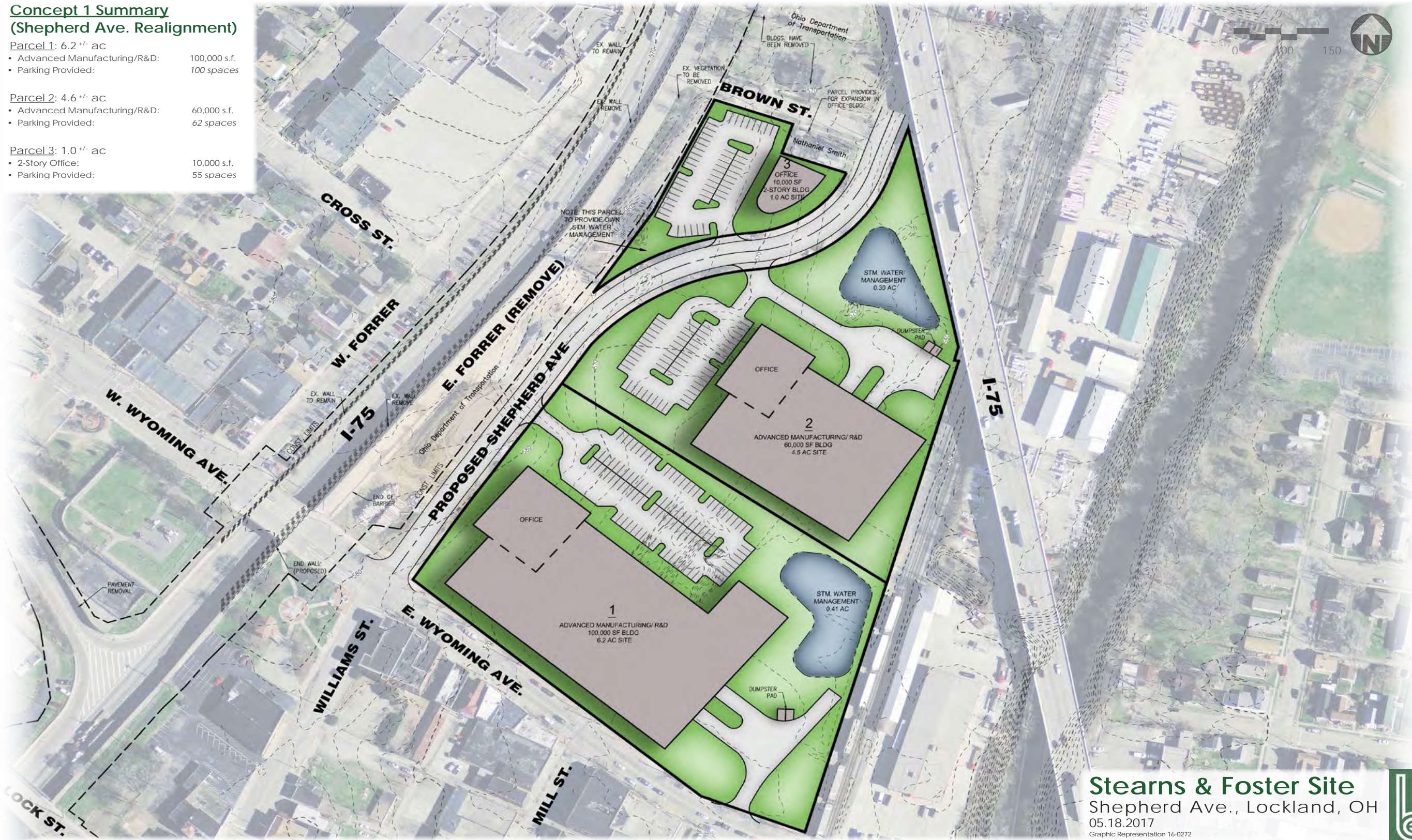
## 4.2 Concept 1

### Concept 1 Summary (Shepherd Ave. Realignment)

**Parcel 1:** 6.2 +/- ac  
 • Advanced Manufacturing/R&D: 100,000 s.f.  
 • Parking Provided: 100 spaces

**Parcel 2:** 4.6 +/- ac  
 • Advanced Manufacturing/R&D: 60,000 s.f.  
 • Parking Provided: 62 spaces

**Parcel 3:** 1.0 +/- ac  
 • 2-Story Office: 10,000 s.f.  
 • Parking Provided: 55 spaces



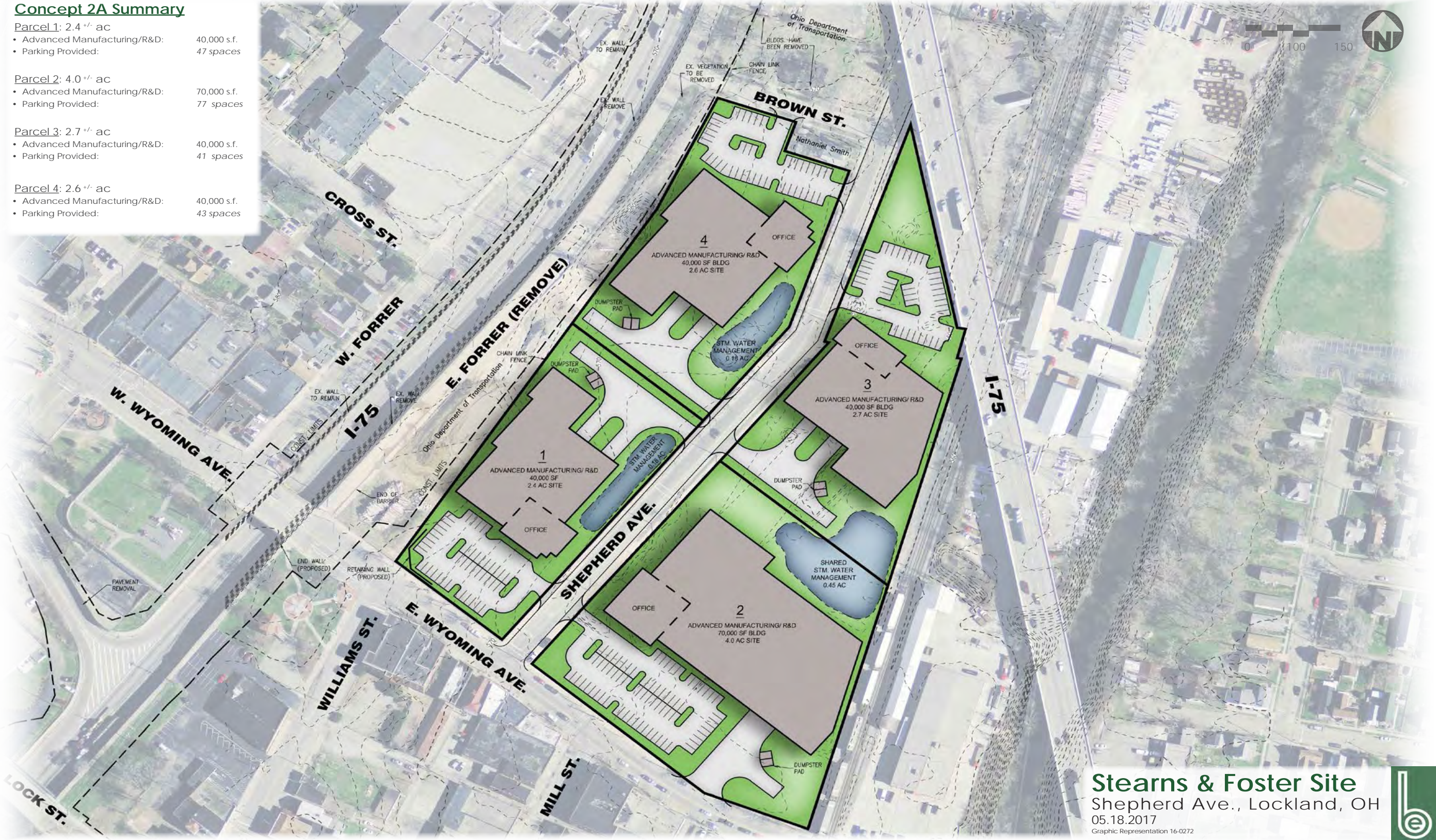
**Stearns & Foster Site**  
 Shepherd Ave., Lockland, OH  
 05.18.2017  
 Graphic Representation 16-0272



# 4.3 Concept 2A

## Concept 2A Summary

- Parcel 1:** 2.4 +/- ac
  - Advanced Manufacturing/R&D: 40,000 s.f.
  - Parking Provided: 47 spaces
- Parcel 2:** 4.0 +/- ac
  - Advanced Manufacturing/R&D: 70,000 s.f.
  - Parking Provided: 77 spaces
- Parcel 3:** 2.7 +/- ac
  - Advanced Manufacturing/R&D: 40,000 s.f.
  - Parking Provided: 41 spaces
- Parcel 4:** 2.6 +/- ac
  - Advanced Manufacturing/R&D: 40,000 s.f.
  - Parking Provided: 43 spaces



**Stearns & Foster Site**  
 Shepherd Ave., Lockland, OH  
 05.18.2017  
 Graphic Representation 16-0272



## 4.4 Concept 2B

### Concept 2B Summary

#### Parcel 1: 2.4 +/- ac

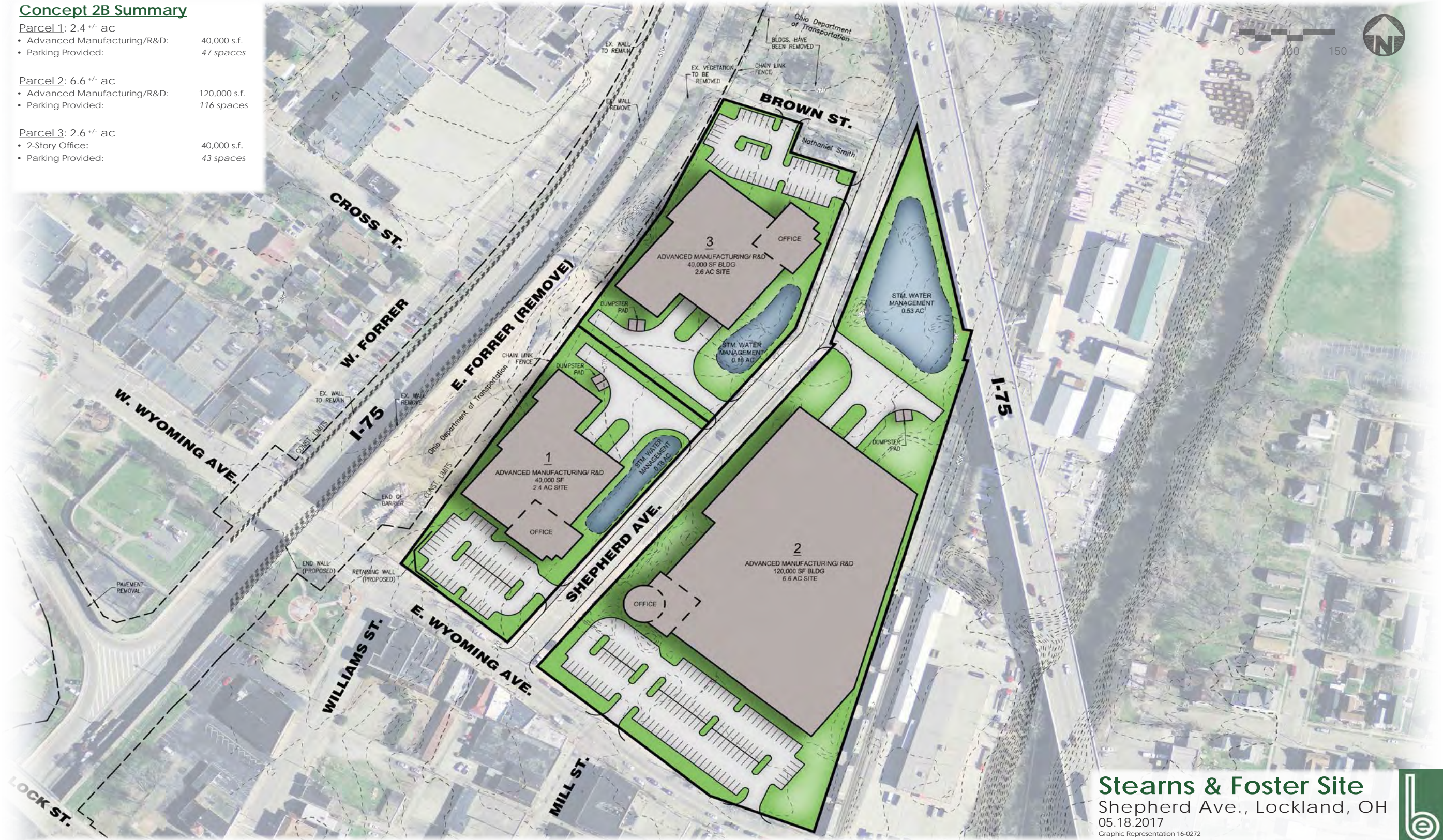
- Advanced Manufacturing/R&D: 40,000 s.f.
- Parking Provided: 47 spaces

#### Parcel 2: 6.6 +/- ac

- Advanced Manufacturing/R&D: 120,000 s.f.
- Parking Provided: 116 spaces

#### Parcel 3: 2.6 +/- ac

- 2-Story Office: 40,000 s.f.
- Parking Provided: 43 spaces



**Stearns & Foster Site**  
 Shepherd Ave., Lockland, OH  
 05.18.2017  
 Graphic Representation 16-0272



# 5.0 potential economic impact

## 5.1 Concept Plans

The following economic impact analysis is based on the three concept plans Bayer Becker prepared for the Property

### Concept Plan 1. Shepherd Road Realignment: One Contiguous Site

Parcel	Asset Type	Sq. Ft.	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Annual Payroll	Individual Earnings Tax	Indirect Economic Impact in Other Sectors	No. of Indirect Jobs Created in Goods & Services
Parcel 1	Advanced Manufacturing / R&D	100,000	898.5	111	\$80,152	\$8,920,646	\$187,334	\$12,221,284	278
Parcel 2	Advanced Manufacturing / R&D	60,000	898.5	67	\$80,152	\$5,352,387	\$112,400	\$7,332,771	167
Parcel 3	2-Story Office	10,000	151.0	66	\$38,347	\$2,539,536	\$53,330	NA	NA
<b>Total</b>				<b>244</b>		<b>\$16,812,569</b>	<b>\$353,064</b>	<b>\$19,554,055</b>	<b>445</b>

### Concept Plan 2A: Shepherd Road "As Is": Maximum Building Potential

Parcel	Asset Type	Sq. Ft.	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Annual Payroll	Individual Earnings Tax	Indirect Economic Impact in Other Sectors	No. of Indirect Jobs Created in Goods & Services
Parcel 1	Advanced Manufacturing / R&D	40,000	898.5	45	\$80,152	\$3,568,258	\$74,933	\$4,888,514	111
Parcel 2	Advanced Manufacturing / R&D	70,000	898.5	78	\$80,152	\$6,244,452	\$131,133	\$8,554,899	195
Parcel 3	Advanced Manufacturing / R&D	40,000	898.5	45	\$80,152	\$3,568,258	\$74,933	\$4,888,514	111
Parcel 4	Advanced Manufacturing / R&D	40,000	898.5	45	\$80,152	\$3,568,258	\$74,933	\$4,888,514	111
<b>Total</b>				<b>213</b>		<b>\$16,949,226</b>	<b>\$355,932</b>	<b>\$23,220,441</b>	<b>528</b>

### Concept Plan 2B. Shepherd Road "As Is": Largest Single Building Potential & Maximum Economic Development Potential

Parcel	Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Annual Payroll	Individual Earnings Tax	Indirect Economic Impact in Other Sectors	No. of Indirect Jobs Created in Goods & Services
Parcel 1	Advanced Manufacturing / R&D	40,000	898.5	45	\$80,152	\$3,568,258	\$74,933	\$4,888,514	111
Parcel 2	Advanced Manufacturing / R&D	120,000	898.5	134	\$80,152	\$10,704,775	\$224,800	\$14,665,541	334
Parcel 3	Advanced Manufacturing / R&D	40,000	898.5	45	\$80,152	\$3,568,258	\$74,933	\$4,888,514	111
<b>Total</b>				<b>224</b>		<b>\$17,841,291</b>	<b>\$374,666</b>	<b>\$24,442,569</b>	<b>556</b>

## 5.2 Summary of Findings

### Summary of Findings

#### Assumptions & Sources

The aforesaid economic impact figures represent the potential effects of the development of the Property into advanced manufacturing based on the three scenarios. The findings and analysis are based on data gathered from the following sources:

Assumption	Source
Building's square feet	Bayer Becker Concept Summaries
898.5 sq. ft. per manufacturing employee	The Port of Greater Cincinnati Development Authority Re-Industrialization of Hamilton County – University of Cincinnati Economics Center (March 2016)
151 sq. ft. per office employee	CoreNet Global (2015)
Average annual salary (\$80,152) per advanced manufacturing employee	University of Cincinnati Economics Center (March 2016)
Average annual salary (\$38,347) per office employee	www.indeed.com (June 22, 2017)
2.1% earnings tax	Village of Lockland, OH
Every job in manufacturing creates another 2.5 new jobs in local goods and services	Manufacturing Institute and Deloitte (2015)
For every \$1.00 invested in manufacturing, another \$1.37 in additional value is created in other sectors	Manufacturing Institute and Deloitte (2015)

#### Economic Impact

The full development of the Property under each of the three concept scenarios would result in a significant economic impact on the Village of Lockland. The redevelopment of the Property into advanced manufacturing will economically enhance Lockland by creating hundreds of new jobs, and increasing the tax base.

	Economic Impact
Number of Direct Employees	211 - 244
Annual Earnings Tax	\$350,000 - \$375,000
Indirect Impact in Other Industry Sectors	\$19.6M - \$24.4M
Number of Indirect Jobs Created in Goods & Services	445 - 556

There are numerous soft economic impacts that would result from an advanced manufacturing development. Most important, a major potential beneficiary could be the revitalization of the existing retail and commercial along E. Wyoming Avenue and the surrounding streets due to the significant increase in jobs and the potential needed ancillary amenities (e.g. restaurants, coffee, etc.).

#### Opportunity

- Compared to other consensus areas, Lockland has a remarkably high number of people employed in production, construction and materials moving
- There are approximately 50,000 scientists and engineers within a 50-mile radius of the Property
- These facts, coupled with the fact that Lockland's most common industry is manufacturing, positions the Property in an advantageous spot to attract advanced manufacturing

## 6.0 marketing & predevelopment program

### 6.1 Potential for a Premiere Developable Advanced Manufacturing Site

The Property's history complements its future potential. The renewed focus on manufacturing by Greater Cincinnati and Hamilton County, through the Port of Greater Cincinnati Development Authority, TechSolve, and REDI Cincinnati, will complement and boost the redevelopment of the Property into a premiere developable advanced manufacturing site.

GE Aviation's \$500 million investment in its headquarters and the tens of millions of dollars being invested in AeroHUB should enhance the marketing and awareness of the Property. The Village and Colliers International should promote its connectivity to GE when marketing the Property. The Property's proximity to GE would offer suppliers and partners an unparalleled location. Marketing efforts should be partially focused on GE's partners and suppliers.

As a unique advanced manufacturing site, the degree in which it can be connected to AeroHUB and GE Aviation will mutually drive the attractiveness of the area. For this reason, the Village and real estate broker will want to emphasize the direct connection via Shepherd Lane, the \$500 million being invested in GE Aviation's headquarters, and the planned +/-190 acre AeroHUB.

In order to realize the project's optimal potential, the Village, real estate broker and steering committee (discussed below) will need to work with HCDC and REDI to create a buzz around the project.

#### Village's Wishes, Work Already Initiated & Steering Committee Formation

Our Project Team has worked with the Village to understand its objectives and desired outcome for the Property. We have already received positive feedback and interest from industrial developers and specialty end-users that would be attracted by the opportunity.

To build upon the work of the Project Team, we recommend forming a small unbiased, experienced and connected steering committee comprised of representation from those with expertise in the areas of commercial real estate, construction, finance, law, marketing and economic development. The Steering Committee should provide direction throughout implementation of the marketing and predevelopment plan while representing the interests of the Village.

The Project Team has recognized that in order to make the Village Property truly marketable, a CNS will have to be obtained. The Project Team has presented ideas as to how the latter can be addressed. The Steering Committee should proactively work with the Village and HCDC to recognize and execute solutions that coincide with current plans and obligations.

#### Unparalleled Connectivity to GE Aviation

To foster and market this opportunity, we are selling the unmatched connectivity to GE Aviation and leveraging off of the nearby AeroHUB project. To truly make the site's location stand out, demonstrating and marketing a synergetic connectivity to GE Aviation and AeroHUB will be key factors for success.

#### The Marketing Plan

Colliers International has already begun marketing this potential opportunity. The Steering Committee should begin to meet with prospective real estate development partners. This project presents an exciting opportunity for the community and Village of Lockland. The representative demographics and the current momentum around attracting new manufacturing to Hamilton County enhances and supports the potential of the location.

### 6.2 Recommendations

#### Steering Committee

Form a small unbiased, experienced and connected steering committee comprised of representation from Village, HCDC and with expertise in the areas of commercial real estate, construction, finance, law, marketing and economic development. The Steering Committee should provide direction throughout implementation of the marketing and development plan while representing the interests of the Village. At a minimum, the group should meet once a month. A leader from the Village should be appointed for coordinating the committee and setting the agenda.

#### Collaboration & Partnerships

Collaboration with stakeholders, local government, economic development professionals, real estate professionals and others will be important in order to achieve success.

#### BAD Properties

Continue ongoing communications with BAD Properties and periodic meetings with both BAD and its real estate broker.

## 6.2 Recommendations

### CNS Village Property

Upon termination of the sublease with Heritage Environmental Services (i.e. shingle recycler) on northern part of the Village Property, the Village should initiate the process to obtain a Covenant Not to Sue (CNS) from the State of Ohio Environmental Protection Agency.



### GE Aviation

Establish contact with GE Aviation to ascertain whether there is an interest to expand its operations at the Property or whether there is a partner or supplier GE Aviation suggests contacting. The proximity to GE Aviation provides opportunities for a wide range of office types, including small independent firms with regional trade areas and establishments that work in partnership with GE Aviation or other related industries.

### Village of Evendale

Establish consistent communication with the Village of Evendale regarding long-term plans for AeroHUB and potential opportunities of collaboration.

### Co-Market Village Property and BAD Property

Determine if merging the Village Property and BAD Property is viable. Co-marketing the properties will provide a remarkable infill opportunity for the Village and the Greater Cincinnati Region as a whole. There are very few infill opportunities located along I-75 within the I-275 loop that could compare to this potential redevelopment industrial opportunity.

### 243 Shepherd Ave.

An obstacle to the redevelopment is the single family house located at 243 Shepherd Ave. at the northeast corner of the Village's Property.



The Village should consider acquiring the property to provide optimal redevelopment potential and flexibility.

243 Shepherd Avenue	
<b>Parcel ID</b>	641-0013-0044-00
<b>Owners</b>	Smith, Nathaniel J. Smith, Sandra D. Smith, Patricia G.
<b>Purchase Price</b>	\$18,000
<b>Purchase Date</b>	10-15-09
<b>Seller</b>	PNC Bank
<b>Acreage</b>	0.118
<b>Auditor's 2014 Value</b>	\$17,460



## 6.2 Recommendations

### Parcel Consolidation

Multiple parcels can make the property less marketable and attractive to developers and end-users. Consider consolidating parcels into a single Property (i.e. file a consolidation plat with the county).

<b>Consolidation Features</b>
Combined +/-12 acres along I-75
Developable sites of this size within I-275 beltway are rare
Visibility and frontage along I-75
Good north and south access to I-75
Central location and proximity to I-75 provides convenient access to Cincinnati and Dayton
Strategically located within the I-275 beltway
Great proximity to GE Aviation HQs
Convenient and successful location is ideal for accessing a wide trade area
Prime development candidate for both state and federal incentives

As stated in the Deloitte Study (referenced in Section 3.0), “advanced manufacturers are highly interested in labor quality and availability as well as minimizing risk related to site development and neighboring concerns.” Greater Cincinnati lacks developable sites for advanced manufacturing. The Village should source, analyze and secure potential County, State and Federal funding to assist in creating a shovel ready site. The work necessary for a “shovel ready” site includes the following: (a) all asphalt removal, grading and compacting for a “shovel ready” buildable site; (b) built regional storm water detention/retention area and arterial connections; (c) all utilities to boundary line of Property, and (d) completion of all necessary access drives for full ingress/egress at the Property.

### Messaging

Begin to craft a narrative as to why the Property is ideal and unique for advanced manufacturing.

### Concept Plans

Use the concepts plans created by Bayer Becker to illustrate the development potential of the Property to prospective developers and end-users.

### Developer Package

Create a developer package comprised of the work product of the Project Team.

### Website

Display report and concept plans with contact information on the Village website.

### Preferred Developer

Evaluate entering a preferred developer agreement with an accomplished industrial developer. Consider issuing a request for proposals to identify potential developers.

### Public Incentives

A priority of the Steering Committee should be to analyze potential public incentives and economic development programs that could be applicable to an adaptive use of the site.

### Public Private Partnership

It’s probable that for the full development potential to be realized, public-private partnerships will be required. All significant real estate development projects require public and private sector collaboration. Public-private partnerships have emerged as the catalyst for economic and real estate development today by allowing the skills and resources of the public and private sectors to be leveraged in order to deliver a service or facility for the use and benefit of the general public. Potential public partners could include Village of Lockland, Hamilton County CIC, Economic Development Fund, Port of Greater Cincinnati Development Authority, and Lockland CIC.

## 6.2 Closing

Hamilton County commissioned Red Tiger Investments to identify and analyze the potential highest and best uses for the former Stearns & Foster property, resulting in a marketing and predevelopment plan. Based on the objectives established by the Village at the outset and RTI analysis, the potential “highest & best use” for the Property is advanced manufacturing.



# 7.0 appendix and credits

## 7.1 Data Appendix

### Section 1.0 Property Background Facts

Provided by HCDC.

### Section 2.0 Parcel Numbers and Related Information

Gathered from [www.hamiltoncountyauditor.com](http://www.hamiltoncountyauditor.com).

### Village of Lockland Commercial Property Assessment by Hamilton County Economic Development Office (August 2011)

In August 2011 the Hamilton County Economic Development Office examined Lockland’s commercial areas “to identify redevelopment opportunities that have reasonable prospects for implementation.”

### Cincinnati Business Courier Cover Story: Dirty, Dark, Dull - Millennial workers don’t think of manufacturing as an attractive career. Here’s why Cincinnati has got to get that fixed. (August 25, 2015)

The August 25, 2011, edition of the Cincinnati Business Courier focused on the need for Cincinnati to change millennials negative impression of advanced manufacturing jobs.

### The Port of Greater Cincinnati Development Authority Re-Industrialization of Hamilton County – University of Cincinnati Economics Center (March 2016)

In March 2016 the University of Cincinnati Economics Center on behalf of the Port of Greater Cincinnati Development Authority and TechSolve, released a report evaluating the historical and present economic impact of manufacturing in Hamilton County and the expected impact of a proposed redevelopment of approximately 2,000 acres of industrial land.

### Manufacturing Attractiveness: A Locations Strategist’s Perspective (February 2017)

In February 2017 Deloitte Consulting on behalf of the Port of Greater Cincinnati Development Authority, TechSolve, Cushman & Wakefield and REDI Cincinnati released a report analyzing Greater Cincinnati’s attractiveness for new manufacturing jobs.

### Facts regarding Advanced Manufacturing and Aerospace/Aviation in the State of Ohio

Gathered from [www.jobs-ohio.com](http://www.jobs-ohio.com).

### Facts regarding Advanced Manufacturing in Greater Cincinnati

Gathered from [www.redincincinnati.com](http://www.redincincinnati.com).

### Facts regarding GE Aviation

Gathered from [www.geaviation.com](http://www.geaviation.com).

### Facts regarding AeroHUB

Provided by Red Tiger Investments.

### Facts regarding Lockland’s Largest Employers

Provided by HCDC and U.S. Census Bureau

### Lockland 2015 Demographics

Data for the study area was gathered from the U.S. Census Bureau and the American Community Survey 2015.

### Facts regarding America’s Manufacturing Skills Gap by the Numbers (estimates for years 2015 -2025)

Gathered from [www.themanufacturinginstitute.org](http://www.themanufacturinginstitute.org).

## 7.2 Photo Credits

### Cover (Front/Back)

- Stearns & Foster Site Aerial | [cagisportal.maps.arcgis.com](http://cagisportal.maps.arcgis.com)

### Page 5

- Surrounding Area Aerial | *Google Earth Pro*

### Page 6

- Zoning Map | [cagisportal.maps.arcgis.com](http://cagisportal.maps.arcgis.com)

### Page 9

- Historic Stearns & Foster Postcard | [www.cincinnativiews.net](http://www.cincinnativiews.net)
- Aerial | [www.hamiltoncountyauditor.org](http://www.hamiltoncountyauditor.org)

### Page 10 & 11

- Aerials | [www.hamiltoncountyauditor.org](http://www.hamiltoncountyauditor.org)

### Page 12

- Cincinnati-Dayton Corridor Map | [www.cincinnatiusa.org](http://www.cincinnatiusa.org)

### Page 14

- Made in Hamilton County Report Cover | Created by UC Economics Center and provided by TechSolve

### Page 15

- Made in Hamilton County Report Summary | Created by UC Economics Center and provided by TechSolve

### Page 16

- Advanced Manufacturing Locations Map | Created by Deloitte Development, LLC and provided by TechSolve

### Page 17

- Ohio Gross State Product Chart | [www.jobs-ohio.com](http://www.jobs-ohio.com)
- Global Leaders in Ohio Logos | [www.jobs-ohio.com](http://www.jobs-ohio.com)
- Ohio Centers of Innovation | [www.jobs-ohio.com](http://www.jobs-ohio.com)

### Page 18

- SOAR Logo | [www.cincinnati-chamber.com](http://www.cincinnati-chamber.com)
- SOAR Map | [www.redincincinnati.com](http://www.redincincinnati.com)

### Page 19

- Steel Manufacturer | [www.sawbrooksteel.com](http://www.sawbrooksteel.com)

### Page 21

- Aerial | [www.hamiltoncountyauditor.org](http://www.hamiltoncountyauditor.org)

### Page 22

- GE Lockland Plant | [www.geaviation.com](http://www.geaviation.com)
- Jet Engine | [www.geaviation.com](http://www.geaviation.com)
- Aerial | [www.hamiltoncountyauditor.org](http://www.hamiltoncountyauditor.org)

### Page 23

- AeroHUB Logo | [www.evendaleohio.org](http://www.evendaleohio.org)
- Office Building Rendering | [www.evendaleohio.org](http://www.evendaleohio.org)
- AirTrac Rendering | provided by Red Tiger Investments
- Office Campus Rendering | [www.evendaleohio.org](http://www.evendaleohio.org)

### Page 28

- Aerials | [www.hamiltoncountyauditor.org](http://www.hamiltoncountyauditor.org)



# Village of Lockland OHIO

