

# DOWNTOWN MEDINA

# STRATEGIC REDEVELOPMENT PLAN



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# CONTENTS

## 1.0 INTRODUCTION

- 1.1 Project Overview
- 1.2 The Planning Process
- 1.3 Public Engagement

## 2.0 MARKET ANALYSIS

- 2.1 Regional Location
- 2.2 Methodology
- 2.3 Market Area Profile
- 2.4 Market Potential

## 3.0 PRIORITY DEVELOPMENT AREAS

- 3.1 Development Opportunities
- 3.2 Area A + B
- 3.3 Area C - Option 1
- 3.4 Area C - Option 2
- 3.5 Area D
- 3.6 Area G + E
- 3.7 Area F
- 3.8 Area H

## 4.0 DEVELOPMENT TOOLBOX

- 4.1 Economic Development Overview
- 4.2 Applied Tools and Incentives





CHAPTER 10



# CHAPTER

# 1.0

- 1.1 Project Overview
- 1.2 The Planning Process
- 1.3 Public Engagement

## **INTRODUCTION**

This Plan is not meant to sit on the shelf, but rather it's intended to play an active role in all future planning and development in Downtown Medina. A comprehensive process was conducted by the City and the Planning Team which informed all parts of the Plan. Steps of this process range from meetings to analysis to design.

## INTRODUCTION

# 1.1 PROJECT OVERVIEW

### PURPOSE OF THE PLAN

#### GUIDE . . .

...the community in evaluating proposed public, private, or public/private projects

#### INFORM . . .

...and guide property owners, prospective property owners, and developers as to what is needed, desired, and acceptable to the City

#### MEASURE . . .

...progress and effectiveness in the development and redevelopment of Medina to ensure projects have synergistic qualities that strengthen the community as a whole

### OVERVIEW

In 2014, the City of Medina initiated a process to create a Downtown Strategic Redevelopment Plan. Coined “Imagine Medina”, the project evaluates the current and future development potential for various market segments in the downtown area, identifies target development areas that are currently vacant or underutilized, and develops a vision and strategy for these areas that will respond to opportunities in the regional marketplace.

### IMPETUS FOR THE PLAN

In 2013, Medina officials expressed a desire to create a strategic redevelopment plan to guide future planning and investment decisions in and around the downtown. At this time there were main parcels and collection of parcels that were vacant and/or not at their highest and best use.

The Downtown Strategic Redevelopment Plan provides a unified, comprehensive approach toward planning Downtown Medina’s future over the next 20 years. This Plan serves as a guide for future development and policy decisions that reflect the community’s long-term vision, goals, and priorities, balanced with an understanding of marketplace conditions. It will assist City staff in communicating the City’s values to potential residents, developers, and businesses.

### PLAN GOALS AND OBJECTIVES

This project will help achieve a number of community goals and objectives:

- *Establish a refined vision for Downtown*
- *Identify the opportunity for new catalyst projects that will generate new city revenue while enhancing the character and brand of the community*
- *Creation of a development strategy for Downtown with a focus on target redevelopment sites.*
- *Support future development through creative redevelopment strategies and incentives.*
- *Create a plan rooted in a market based approach.*
- *Create a plan that has broad public and private sector support.*
- *Minimize financial risks and build momentum and trust with the private sector.*
- *Support future funding initiatives (e.g. state and federal grant programs)*

### PLAN ELEMENTS

Many elements come together within the Plan to create a holistic and informed blueprint for future growth and development. These elements were established from quantitative and qualitative analyses along side public input. The following section details the elements found within the Plan.



## Market Analysis

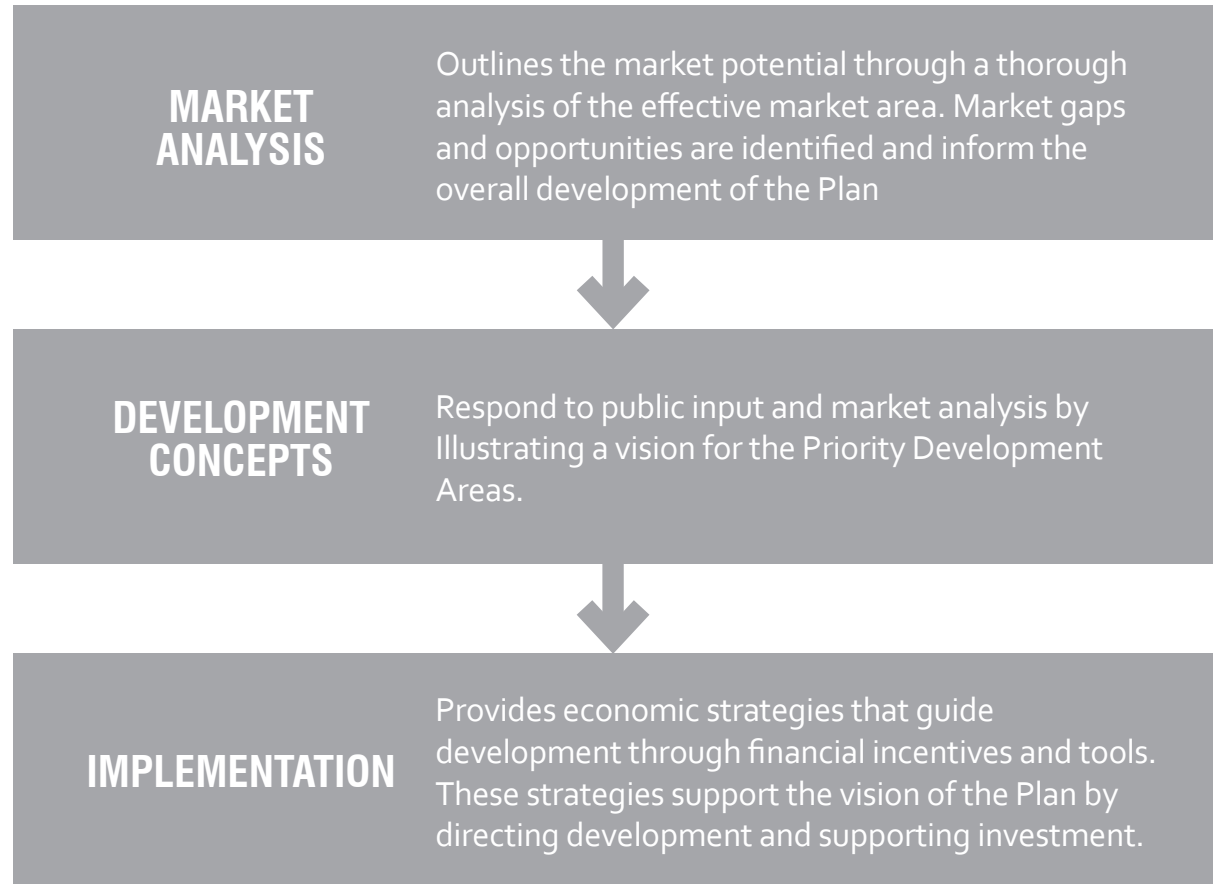
In 2014, the City of Medina conducted a detailed market assessment with a team of consultants to determine what the current market condition is within Medina and the surrounding region, and to identify opportunities and gaps within the marketplace. Through this analysis, a Plan was created that responds to market gaps and positions properties and the downtown to be at its highest and best use.

## Development Concepts

The Plan includes a series of development concepts that illustrate the development potential of an area. They are derived from market research and public input and thus are both intuitively and technically informed. They represent the development potential of the area and outline how future development and redevelopment may occur.

## Implementation

The implementation section outlines economic development tools and incentives to support the development concepts and overall Plan vision. This includes projects, programs, or actions that can be taken by the City to achieve the desired outcome of the Plan.



# INTRODUCTION

## HOW TO USE THE PLAN

The Plan is intended to be used on a daily basis as public and private decisions are made concerning new development, redevelopment, capital improvements, economic incentives, and other matters affecting Downtown. The following is a summary of how decisions and processes should align with the Plan.

### 1. Annual Work Programs and Budgets

Individual City departments and administrators should be cognizant of the contents of the Plan when preparing annual work programs and budgets.

### 2. Development Approvals

Administrative and legislative approvals of development proposals, including rezoning and subdivision plats, should be a central means of implementing the Plan. Decisions by elected and appointed officials should reference relevant Plan recommendations and policies. City plans and codes should also reflect and support the vision and recommendations in the Plan.

### 3. Capital Improvement Program

The City's Capital Improvement Program (CIP) should be prepared consistent with the Plan's recommendations. New improvements that are not reflected in the Plan, which could dramatically impact the Plan's recommendations, should necessitate a minor update to the Plan.

### 4. Economic Development Incentives

Economic development incentives should be reviewed to ensure consistency with the recommendations of the Plan.

### 5. Private Development Decisions

Property owners and developers should consider the goals and strategies of the Plan in their land planning and investment decisions. Public decision-makers will be using the Plan as a guide in their development deliberations such as zoning matters and infrastructure requests. This Plan should be used as a tool by the City to clearly communicate to property owners and developers the overall vision for what is desired within the downtown area.

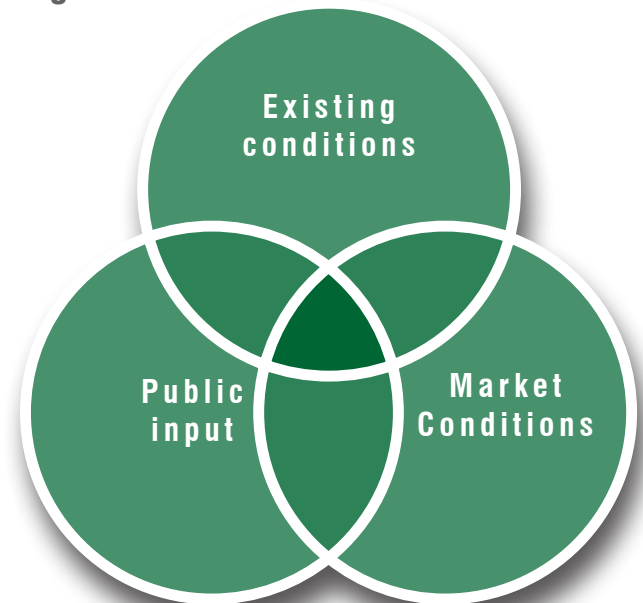
### 6. Be Flexible

It is intended to serve as a guide to help the City, development community, and local residents plan for the redevelopment of Downtown. The Plan is intended to be flexible and fluid, and should be updated and amended as appropriate.

As projects, policies, and programs develop over time they may not look exactly like the images in the document, but they should address the intent of the Plan.

The sketches and descriptions herein provide a broad sense of how particular projects may develop within these sites and provide a sense of what is acceptable to the City and its residents from a development standpoint.

Figure 1.1



*Throughout the planning process and schedule, the Planning Team focused on the fusion of three elements: existing conditions, public input, and market conditions. The result of this process was a Plan that responded to the needs of the community as well as the marketplace conditions.*



# INTRODUCTION

## 1.2 THE PLANNING PROCESS

### OVERVIEW

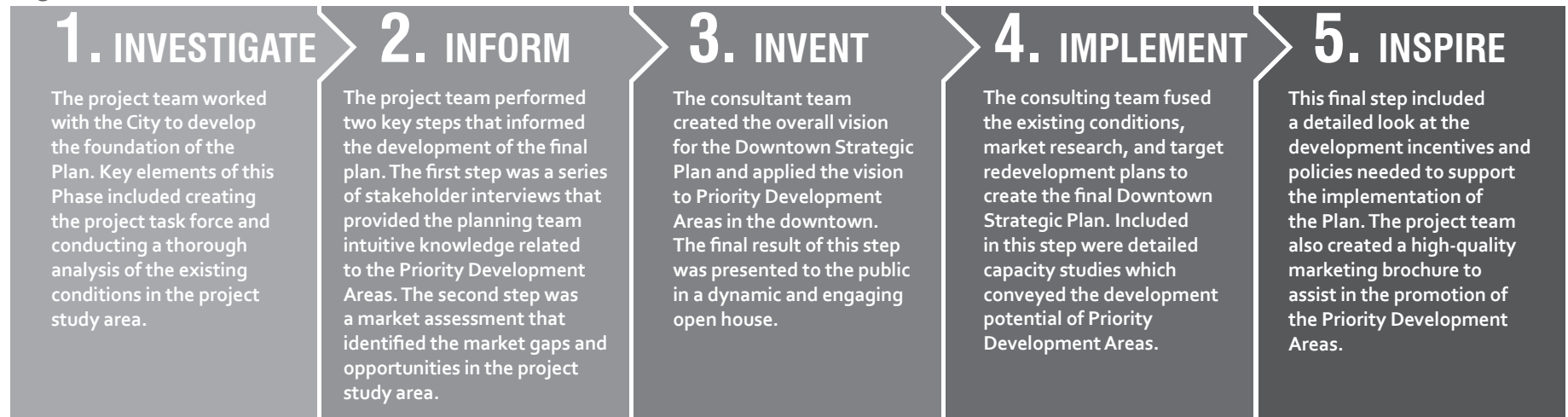
Below is an overview of the process taken by the City which resulted in the completed Medina Downtown Strategic Redevelopment Plan.

The process to create this Plan included various public involvement opportunities along every step including public and stakeholder meetings and an online engagement effort. These public processes are detailed later in the next section of the Plan.

### PROJECT SCHEDULE

The entire planning process for the Downtown Medina Strategic Redevelopment Plan lasted approximately six months and was organized into five phases (Figure 1.2). Each phase of the Plan was built off the previous phase in order to have a layered process that was integrated and informed.

Figure 1.2



## INTRODUCTION

# 1.3 PUBLIC ENGAGEMENT

### BY THE NUMBERS...

**2** Community meetings

**24** Stakeholder interviews

**102** Online participants

**152** Ideas generated

**551** Online interactions

**5,296** Project web page views

### OVERVIEW

Considering the ideas and aspirations of the public was at the heart of the planning process, an extensive public engagement effort was conducted by the City and planning team to solicit ideas and develop the vision for Development Areas in the downtown. These ideas, values, and aspirations provided the foundation from which the Plan principles, development concepts, and objectives were crafted.

Through this outreach campaign, more than 100 community members contributed their ideas and aspirations for the future of Medina. Over 150 ideas were generated during this process through various input activities as described within this chapter.

### PUBLIC OUTREACH TOOLS

In today's busy world, it's sometimes hard to understand the wants and needs of individuals. The for this project aimed to bridge that gap and engage the community on multiple levels. By using technology as well as personal interactions, this Plan captures the aspirations of the community and responds to their wants and needs. The following techniques were used as part of the community outreach phase.

#### Stakeholder Involvement

There are a number of key stakeholders in the Medina community, as well as stakeholders from outside

the community who have the ability to dramatically shape the future of Downtown. More than twenty stakeholders were engaged to ensure their ideas were heard, and the plan had their support. Integrating these stakeholders in the planning process was critical to ensure their ideas were heard as part of the planning process. Their participation also helped to create stakeholder buy-in as part of the final Plan.

#### Community Meetings

Understanding the priorities of the general public was an important step towards completion of the Plan. By engaging the public, this Plan reflects the needs and wants of the community.

Throughout community meetings, the Planning Team was able to present updates on the process of the plan, while engaging personally with attendees. These meetings were conducted in an open house format that asked participants to react to development opportunities, programming ideas, and design concepts. This format provided direct feedback to the planning team throughout the process, in turn integrating the interests of the community into the final Plan.

#### Online Community Engagement

A project website was developed for this project. The website provided a platform for community involvement, offering the public and stakeholders the convenience of joining a discussion from their own homes. The website served as the 'home' for the



project and included online communication tools and drafts of significant outcomes of the planning process to be shared with the media and general public.

The website provided a number of opportunities for input. The following is a summary of the questions presented online and the total interactions for each question:

- *How far are you willing to walk from your parking space to a Downtown business?*  
52 interactions
- *What enhancements to the focus areas could help complement Downtown Medina and achieve the vision of the community?*  
40 interactions
- *What types of new developments, services, or entertainment options would you like to see in the Downtown?*  
295 interactions
- *What properties in and around Downtown should be targeted for development or redevelopment over the next 10 years?*  
164 interactions

**Figure 1.3 Total MindMixer Traffic**





CHAPTER 20

# CHAPTER

# 2.0

- 2.1 Regional Location
- 2.2 Methodology
- 2.3 Market Area Profile
- 2.4 Market Potential

## **MARKET ANALYSIS**

Creating a vision and plan is critical to the future of Downtown, but needs to be realistic and grounded in realities of today's market. It is important to understand the current market conditions in order to realize the possibilities of the downtown in the future. The following chapter outlines the key findings from the market assessment which informed the Development Area concepts detailed later in the Plan.

## MARKET ANALYSIS

# 2.1 REGIONAL LOCATION

Medina is located in the heart of Northeast Ohio. Situated within the Cleveland-Elyria Metropolitan Statistical Area, Medina is in close proximity to a number of large cities including Akron, Canton, and Cleveland. In the larger regional scheme, it is within close driving distance of two other major cities, Columbus and Pittsburgh. The prime location of Medina is important to its role in the regional economy.



**MEDINA, OH**

### DRIVE TIMES:

Cleveland - 40 minutes

Akron - 30 minutes

Canton - 50 minutes

Columbus - 1 hour 30 minutes

Sandusky - 1 hour 15 minutes

Youngstown - 1 hour 15 minutes

Pittsburgh - 2 hours



**MEDINA, OH**



## MARKET ANALYSIS

# 2.2 METHODOLOGY

This analysis focuses on the core part (downtown) of Medina. Downtown Medina can generally be defined as “nine square blocks”, being the blocks surrounding the Medina Public Square. However, some business and commercial development extends beyond this area. We have defined the downtown as being the area bounded by Friendship Street to the north, Jefferson Street to the east, Smith Road to the south and Huntington Street to the west. This area is referred to as downtown Medina or the Central Business District (CBD) within this section of the Plan.

## EFFECTIVE MARKET AREA

The Effective Market Area (EMA) is defined as the smallest geographic area that will contribute 60% to 70% of support for new development within a subject area. EMAs are provided for each land use component.

The market analysis described in this section is based on the establishment of a Site Effective Market Area (EMA) for each component of development. EMA refers to a methodology used to describe areas of similar economic and demographic characteristics. EMAs are bounded by both “hard” and “soft” boundaries. Hard boundaries are marked by rivers, freeways, railroad rights of way, and other physical boundaries. Soft boundaries are changes in the socioeconomic makeup of neighborhoods.

Based on the characteristics of the Site EMA, a field survey of existing rental housing, condominiums and retail development, an analysis of the

appropriateness of the area for new development, and a demographic analysis of the Site EMA, support levels can be established for additional development.

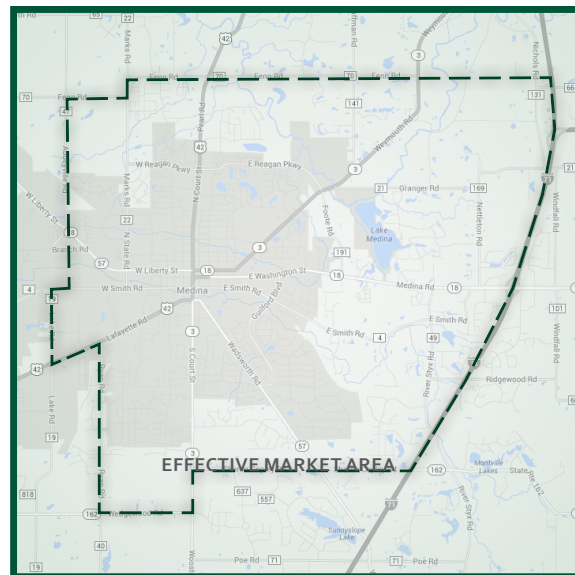
## MARKET-RATE APARTMENTS

Conclusions for the development of the residential components are based on analyses of the area including the existing and anticipated rental housing market and the past and future trends in home ownership supporting the condominium market, demographics, the economy, housing demand, and the appropriateness of the site for the proposed development. The study evaluates past, current, and

future trends in the area; the impact of those trends on rental housing alternatives; current rental housing alternatives; need and market support for additional rental housing; and any proposed additions to the area rental base. The data presented in this report may be used as a base to conduct future site specific analyses.

The following analyses were conducted to identify market potential for a proposed market-rate apartment development at the site:

- *Analysis of the overall EMA rental housing market*
- *Historical housing trends*
- *Current market conditions based on 100% field survey of modern apartments*
- *Appropriateness of the site for the subject development*
- *Current and expected economic and household growth conditions*
- *Area apartment demand factors, including*
- *Income-appropriate households*
- *Support from existing multifamily renters (step-up/down support)*
- *A trend line analysis, based on a “rent by comparability index” evaluation of all conventional developments within the EMA, is used to evaluate rents for the proposed development.*
- *Floor plan analysis and comparison with comparable product*



# MARKET ANALYSIS

## CONDOMINIUMS

Based on the analysis of the EMA condominium home market, the key demand factors and proposed future potential condominium supply, support levels have been established for additional development at the subject site. The analysis of the existing EMA housing market supply included:

- *Historical housing trends*
  - *Current market conditions based on 100% field survey of active and established condominiums, townhouse units, patio homes, and apartments*
  - *Area demand factors, including*
  - *Income-appropriate households*
  - *Current and expected economic and household growth conditions*
  - *Condominium Demand Analysis*
- Appropriateness of the site for the subject development*

## RETAIL DEVELOPMENT

Conclusions for the potential for retail development is based on a thorough analysis of the downtown and the Effective Market Area (EMA). The following analyses have been conducted to identify market support for retail in downtown:

- *Economic and demographic analysis of households and population*
- *Analysis of traffic patterns*
- *Location of existing retail outside of the local districts*
- *Interviews with local real estate and planning professionals*
- *Interviews with area business owners and managers*
- *Personal observations*
- *Analysis of consumer spending patterns in the area impacting the EMA*
- *Analysis of retail sales in the EMA*

Retail development potential is based on an analysis of existing retail businesses and available space, as well as a demographic and economic analysis of the EMA. A field survey of existing retail within the downtown retail district was conducted.

## OFFICE DEVELOPMENT

Conclusions for the market potential of office development are based on a thorough analysis of the Effective Market Area (EMA) and area demand factors, including:

- *Current and expected economic and household growth conditions*
- *Support from existing area office tenants (internal mobility)*
- *New business formations*
- *Businesses moving to the EMA from outside the area (external mobility)*
- *Appropriateness of the site for the subject office development*

The attributes of new office development is primarily a function of three main characteristics:

- *Access*
- *Visibility*
- *Community Services*

### Multi-Tenant Office Development Support

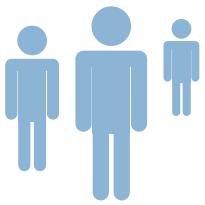
The support for leasable office space is affected by:

- *Expansion from tenants occupying existing space in the EMA (internal mobility from net gain).*
- *New businesses being formed.*
- *Firms moving to the EMA from outside the area.*

## 2.3 MARKET AREA PROFILE

### EFFECTIVE MARKET AREA INDICATORS

#### Demographics



Population - 2010

36,302

Households - 2010

14,096

Average Family Size - 2010

2.56

#### Income



Median Household Income - 2013

\$63,702

Average Household Income - 2013

\$80,973

Per Capita Income - 2013

\$31,664

#### Housing



Owner Occupied - 2010

67.0%

Renter Occupied - 2010

26.6%

Median Home Value - 2013

\$174,344

source: ESRI

## MARKET ANALYSIS

# 2.4 MARKET POTENTIAL

### SUMMARY

- *Within the downtown, there is support for approximately 250 rental units within the next year and over 400 units in the next 5 years.*
- *Support for moderate market rate rental units is anticipated to come from young graduates and service workers.*
- *An opportunity is present Downtown for Low Income Housing Tax Credit (LIHTC) property development.*
- *Overall, retail is well represented in Downtown Medina.*
- *Future retail establishments should maintain the square as a social and entertainment center, while attracting destination retail.*
- *Office development should be well integrated into the downtown fabric as part of a walkable, mixed use project.*

### INTRODUCTION

Within this section are the key findings from the market analysis. These key findings describe the current market conditions within the downtown and the capacity of the market moving forward. These findings substantially inform the Priority Development Area concepts.

### RESIDENTIAL

*Over the next 5 years there is an overall rental housing demand for up to 428 rental units in Downtown Medina, Ohio.*

Multifamily residential recommendations include support by product type and price range. In addition, general guidelines for unit and project amenities are identified for each price range.

According to the study, there is a market for multiple market-rate apartment development alternatives within Downtown Medina. A market exists within Downtown for many unit types, including upscale, moderate, and Tax Credit housing options. Table 2.1 shows the multi-family housing demand for Medina over the next five years.

*Within twelve months there is an expected market demand for approximately 250 housing units in the downtown area.*

Over the next twelve months spanning from 2014 and

2015 there is fair demand for both upscale, moderate, and Tax Credit housing options (see Table 2.1).

There is support for the 176 units of market-rate and 72 LIHTC family and senior apartments. The various concepts will appeal to different constituencies based on concept and/or rent. Amenities associated with the various development concepts follow. It should be noted that it is unlikely that the full project amenity package could be delivered for smaller phases of development. This could be accomplished; however, if a single developer were selected, a common amenity package could be provided for all properties.

*Young professionals and seniors will likely drive demand for upscale housing options in the downtown area with rents ranging from \$800 to \$1,450 for a mix of one, two, and three bedroom options.*

There is a strong demand for upscale housing in the downtown (see Tables 2.2 and 2.3). This demand will be primarily driven by young professionals, either single or double tenant with incomes starting at \$38,000. Their average income is likely to be in the \$45,000 to \$50,000 range. Most will be age 25 to 35. Seniors are expected to account for up to 15% of the total residents.

It is expected that 10% to 15% of residents work from



home or are self-employed: thus, the support for the larger two-bedroom and three-bedroom (townhouse) units, as well as the business center amenity. Very few children are expected; generally, fewer than 2% of units in these types of developments contain children and most of these are under school age.

*There is demand for approximately 80 moderate market rate units in the downtown, with demand driven by a mix of young professionals, service workers, or graduate students.*

It is anticipated that moderate market rate housing in the downtown will be driven by a similar demographic to the upscale market in respect to young professionals, but will also include support from young graduates and service workers. Rents for these units will range from \$695 for a one bedroom unit to up to \$945 for a two bedroom unit (see Table 2.4).

The profile of most prospective renters will be between the ages of 24 to 35. Incomes will start at \$28,000 with an average of \$38,000 to \$42,000. Seniors are expected to account for up to 20% of the total tenants. Most senior residents will be retired, at least partially, and will have been professionally employed. Rents for the moderate rate apartment options include water/sewer services and trash removal. Tenants will pay all other utilities. Surface parking should be available with some detached garages at

**Table 2.1: Multifamily Housing Demand, Medina Downtown EMA, 2015 - 2019**

Development Type	Phase One Total Units	5-Year Demand Total Units
Upscale Garden	60	120
Upscale Townhouse	36	48
Moderate Garden	80	140
Tax Credit	72	120
<b>TOTAL</b>	<b>248</b>	<b>428</b>

**Table 2.2: Upscale Market-Rate Garden Apartments (single-story units in a multi-floor building)**

Unit Description	Number	Square Feet	Rents at Opening*
One-Bedroom/1.0 Bath Garden	36	750	\$800
Two-Bedroom/2.0 Bath Garden	24	1,000	\$1,050
<b>TOTAL</b>	<b>60</b>		

\*2015

**Table 2.3: Upscale Market-Rate Townhouse Apartments (single-story units in a multi-floor building)**

Unit Description	Number	Square Feet	Rents at Opening*
Two-Bedroom/2.5 Bath Townhouse with Attached Garage	16	1,200	\$1,250
Two-Bedroom/2.5 Bath Townhouse with Attached Garage	12	1,300	\$1,350
Three-Bedroom/2.5 Bath Townhouse with Attached Garage	8	1,400	\$1,450
<b>TOTAL</b>	<b>36</b>		

\*2015

**Table 2.4: Moderate Market-Rate Garden Apartments (single-story units in a multi-floor building)**

Unit Description	Number	Square Feet	Rents at Opening*
One-Bedroom/1.0 Bath Garden	36	650	\$695
Two-Bedroom/2.0 Bath Garden	32	950	\$845
Two-Bedroom/2.0 Bath Garden	12	1,100	\$945
<b>TOTAL</b>	<b>80</b>		

\*2015

## MARKET ANALYSIS - RESIDENTIAL

an additional rent.

*There is a significant gap for Low Income Housing Tax Credit (LIHTC) properties serving the market; currently there are no multi-family properties serving the market and only several single-family properties in the program.*

A conventional LIHTC property, without additional HUD Section 8 subsidy, would provide workforce housing and accelerate downtown residential development. Both family and senior Tax Credit housing could be supported. Rents for LIHTC units are gross and include all utilities. LIHTC family unit residents are expected to have incomes up to \$26,340 for a single-person household and \$30,060 for a two-person household based on offering the units for households at 60% of median income.

Seniors would have incomes up to \$21,950 based on accepting households at 50% of median income. It should be noted that the program is managed by the Ohio Housing Finance Agency and allocations may not include these recommended developments.

*Future developments should target a spring opening date to achieve the highest desirable absorption pattern. A later release may extend absorption through the slower winter months.*

The five residential product types listed in Table 2.6 have been sized to absorb into the market in fewer than 12 months. Prior studies have shown that absorption tends to be seasonal, with up to 64% of annual absorption taking place in the peak summer months (May through August). The shoulder season (the two months on either side of the peak season)

**Table 2.5: Low Income Housing Tax Credit Apartments**

Unit Description	Number	Square Feet	Rents at Opening*
<b>FAMILY</b>			
One-Bedroom/1.0 Bath Garden	24	600	\$705
Two-Bedroom/2.0 Bath Garden	16	900	\$846
<b>TOTAL</b>	<b>40</b>		
<b>SENIOR</b>			
One-Bedroom/1.0 Bath Garden	20	600	\$587
Two-Bedroom/2.0 Bath Garden	12	900	\$705
<b>TOTAL</b>	<b>32</b>		

\*Based on 2014 allocations

generally accounts for approximately 24% of annual absorption. The off season, November through February, typically accounts for the remaining 12% of absorption. While these percentages do not hold true in all markets, they give a good indication of the potential seasonal variations in absorption.

Factors that affect absorption include (but are not limited to) the following: area mobility patterns; availability of new product; age; quality; and rent of existing rental properties in the Site EMA; area growth; area median income; product variety; proposed product development; and date of opening.

**Table 2.6: Phase One Development Alternatives**

Project Type	Total Units	One-Bedroom	Two-Bedroom	Three-Bedroom
Upscale Garden	60	\$750	\$995-\$1,095	\$1,250
Upscale Townhouse	36	-	\$1,250-\$1,350	\$1,450
Moderate-Rate Garden Units	80	\$695	\$845-\$945	\$1,050
Tax Credit - Family	40	\$705*	\$846*	-
Tax Credit - Senior	32	\$587*	\$705*	-
<b>TOTAL</b>	<b>248</b>			

\*Gross rent includes all utilities

## UNIT AMENITIES

Each unit in the proposed development (upscale market-rate apartments, upscale market-rate senior apartments, upscale market-rate townhouse apartments and moderate market-rate garden apartments) should include the following amenities:

- *Range*
- *Frost-free refrigerator with icemaker*
- *Dishwasher*
- *Disposal*
- *Central air conditioning*
- *Washer/dryer*
- *Additional storage (patio, garage, remote)*
- *Carpet and/or wood flooring*
- *Security system*
- *Balcony/patio*
- *Carport*
- *Garage (some)*
- *Ceiling fan*
- *Nine-foot ceilings*
- *Window coverings*

In addition, upscale properties should have upgraded finishes such as countertops, cabinetry, carpet, some wood or tile floors, etc.

## PROJECT AMENITIES

It is recommended that a master project amenity facility serving all of the market-rate rental properties and/or condominiums. Project amenities should include the following:

- *Swimming pool*
- *Community building*
- *Business/computer center*
- *Fitness center*
- *Jog/bike trail*
- *Movie theater*
- *Car wash area*
- *Picnic area/barbecue area*
- *Pet park*
- *On-site management*
- *Elevator, if applicable*
- *Security patrol*
- *Library/reading room*

In addition, should senior housing be developed as part of this plan, there should be a modest-sized meeting space and fitness center specifically serving the development.

## WHAT ABOUT CONDOMINIUMS?

Currently there is no residential development in downtown Medina. In the residential development progression of downtowns, rental typically leads the market. After rental housing is successfully developed, condominiums emerge as a viable concept. Further, since the economic turndown of the early 2000s, condominiums have not recovered to their earlier favor. In addition, underwriting standards for developers, requiring increased equity and significant presales, often precludes condominium development. While there is always the possibility that a developer will emerge and be willing to risk the investment, it is not anticipated during the five year development period.

# MARKET ANALYSIS - COMMERCIAL

## RETAIL

The following analyses were conducted to identify market support for retail in Downtown Medina:

- *Economic and demographic analysis*
- *Analysis of traffic patterns*
- *Location of existing retail outside of Downtown Medina*
- *Interviews with local real estate and planning professionals*
- *Interviews with area business owners and managers*
- *Personal observations by a consulting team of market and development specialists*
- *Analysis of consumer spending patterns in the EMA*
- *Analysis of retail sales in Downtown Medina as well as the balance of the EMA*

*Based on an inventory of Medina downtown retail establishments, the area is very well represented with a wide range of retail choices.*

In a comparison with peer city and neighborhood retail districts, Medina fared well above average in the distribution of retailers by category, creating a strong CBD and entertainment node in the community. Based on an inventory of Medina downtown retail establishments, the area is very well represented with a wide range of retail choices. Voids in the retail market were limited to only a few categories and

most of these were present in nearby neighborhoods (within one mile). Retail voids in Medina found in typical downtowns in peer communities are as follows:

- *Grocery – Available within one mile*
- *Drug Store/Pharmacy – Available within one mile*
- *Electronics and Communication – AT&T and Verizon are approximately one mile north of downtown. These carriers are typically located in many downtowns.*
- *Cooking and Cook Ware*
- *Shoe Stores – Designated shoe stores (as opposed to shoes within clothing stores). Medina has several well established clothing stores but no downtown shoe stores. There are, however, specialty shoe stores such as Second Sole and Medina Dance Supply.*

*The focus of downtown retail should be to maintain the core area as a social and entertainment center, while aiming to attract destination retail.*

Care should be taken not to dilute the downtown with low volume/ low traffic facilities. Additional retail on the periphery of the square should be destination oriented. Additional destination retail often found in peer communities or mixed-use neighborhoods include:

- *Sporting Goods*
- *Antique Stores – Most communities have numerous antique stores or malls impacting their downtowns. Such stores are somewhat limited in Medina.*
- *Smoke and Tobacco Shop*
- *Optometry and Eye Wear*
- *Cosmetics*
- *Maternity Wear*
- *Formal Wear*
- *Leather and Luggage*



## OFFICE

*Future office development should be integrated into the urban fabric with storefront appeal complemented by walkability to the CBD and entertainment options.*

Many traditional office tenants are seeking storefront locations with a higher level of consumer exposure. Professional offices such as medical, legal, architects and planners, accountants, and dental offices are common in a mixed-use retail neighborhood.

Most entrepreneurs find walkable districts to be an energizing environment in which to conduct business. In interviews with such tenants they convey the same desire for such locations as the residential market. It has been pointed out that small business owners often spend more time at the office than awake at home and the traditional office location does not provide for a stimulating environment.

*While there is little in the way of step up support for future office space, new office space that is flexible with modern amenities could be integrated into the downtown fabric as part of a mixed-use development.*

Potential office tenants will likely be entrepreneurial oriented rather than institutional users, seeking average suite size in the 1,500 to 2,500 square foot range with rental rates consistent to retail space in the area.

Based on the current office market in Medina, a very cautious approach should be taken towards office development. Currently there is a 22.1% vacancy rate with 69% of all space renting for under \$15.00 per square foot (providing little in the way of step-up support.) Further, 59% of vacant space is offered at \$15.00 per square foot or higher.

While there is a vacancy rate of 22.1% in the downtown area, the vacancy rates of storefronts on the square itself are very low.

While it is not recommended to conduct spec construction of office space, ground-floor space in adaptive reuse buildings could be used by traditional office tenants. Further, more and more conventional office tenants are seeking space in high visibility mixed-use neighborhoods.



Future retail and office may be new construction as a component of a mixed-use development, fill an existing storefront, or as part of an adaptive reuse of a historic building.



CHAPTER  
30

# CHAPTER

# 3.0

- 3.1 Development Opportunities
- 3.2 Area A+B
- 3.3 Area C (Option 1)
- 3.4 Area C (Option 2)
- 3.5 Area D
- 3.6 Area E+G
- 3.7 Area F
- 3.8 Area H

## **PRIORITY DEVELOPMENT AREAS**

This chapter highlights the redevelopment potential and vision of specific areas within Downtown. Appropriately planned development of these areas will improve the overall character, image, and economic competitiveness of Downtown Medina. The development opportunities and supporting concepts respond to the vision of the community as well as the current marketplace.



# 3.1 DEVELOPMENT OPPORTUNITIES

The Priority Development Areas for the Plan were established through input from the project steering committee, city staff, public engagement, and stakeholder meetings. Numerous Development Areas were identified throughout the planning process, with the areas incorporated highlighted herein as those having the greatest potential as a catalyst for development. This process ended with the Development Areas seen on the map to the right.

There is currently a diverse mix of limitations and opportunities within these Development Areas. Table 3.1 shows information on each of the Areas, including their current uses and zoning. As the table shows, many of the properties within the Downtown are zoned C-2 Commercial which allows for most of the uses that are proposed within the following development concepts.

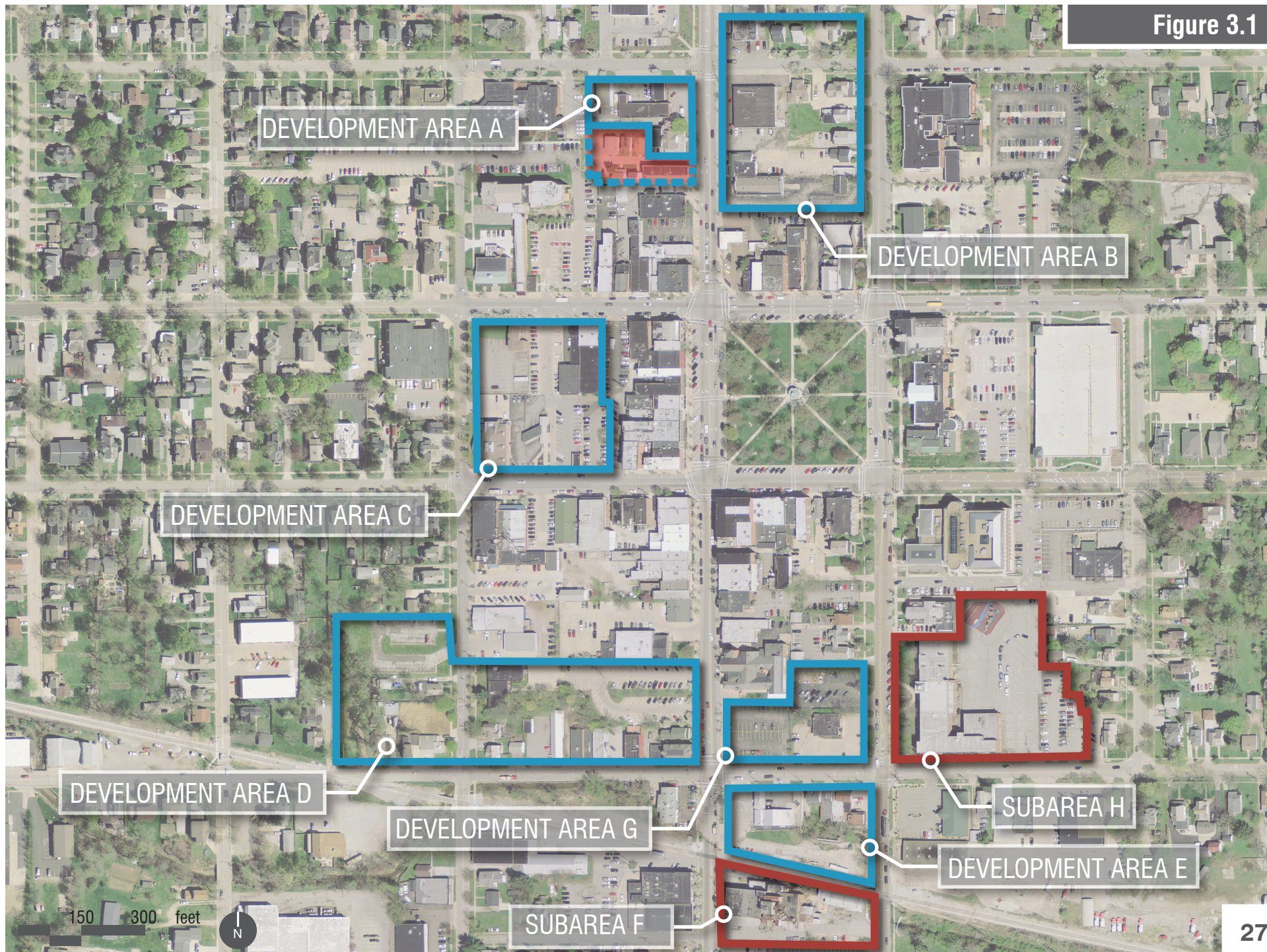
Some redevelopment scenarios will require the development of adjacent properties that are currently owned by different parties. Understanding the complexity of ownership within each Area will better inform the coordination of the development process. In general, the less owners, the easier it will be to assemble the necessary parcels. The current status of ownership within each Area is shown in Table 3.1.

**TABLE 3.1**

	Total Acreage	Building Area	# of Parcels	# of Owners	Existing Zoning	Existing Uses
<b>Area A</b>	0.72 acres	15,702 sf	5	2	C-2 Commercial	Office Storage
<b>Area B</b>	3.18 acres	33,163 sf	19	9	C-2 Commercial and Multi-Use	Single Family Housing Office Retail Restaurant Automotive Repair
<b>Area C</b>	2.15 acres	14,517 sf	9	5	C-2 Commercial	Office Retail Semi-public
<b>Area D</b>	4.75 acres	52,205 sf	32	14	R-3 Residential, C-2 Commercial, and PF Public Areas or Parks	Office Single Family Housing Restaurant Retail General Commercial
<b>Area E</b>	1.26 acres	14,361 sf	6	4	C-2 Commercial	Gas Station Retail General Commercial
<b>Area F</b>	0.67 acres	25,730 sf	2	1	C-2 Commercial	Vacant
<b>Area G</b>	1.83 acres	41,850 sf	9	2	C-2 Commercial	Church Office Entertainment Vacant Retail
<b>Area H</b>	2.74 acres	77,451 sf	8	1	PF Public Areas or Parks	Education



Figure 3.1





# 3.2 DEVELOPMENT AREA “A + B”

*a mixed-use development in the heart of it all*

## CONCEPT OVERVIEW

The size, shape, and position of Development Areas A and B provide an excellent opportunity for high quality townhomes with an improved streetscape design. This arrangement will create an active, urban street envelope close to the square that is pedestrian friendly and inviting to those visiting Downtown. The remainder of the site is proposed to contain first floor offices and retail that continues the streetscape and connects the square to the areas to the north. The objective of these Areas is to provide places for people to live and work in close relation to the square while enhancing the streetscape along Friendship and Court Streets and improving the public realm. The townhome concept proposed would self-park with ground level garages for all units, while the mixed use development may integrate surface parking behind the buildings.

## DEVELOPMENT DATA

Site Area: +/- 3.90 acres

Use	Space
Retail	8,400 square feet
Office	8,400 square feet
Flats	80 units
Townhomes	30 units

## PLAN DESCRIPTION

- A. Townhomes - Upscale townhomes are proposed along the intersection of Liberty Street and Court Street. These townhomes will create a unified and active streetscape, with public spaces provided at the intersections. Townhomes are three levels with covered parking located on the ground level. In addition, three one-level flats have been located at the corner of the buildings where they make an “L” shape.
- B. Mixed Use - Four level mixed use buildings with commercial on the ground floor and a mix of one and two bedroom flats located on floors 2-4. Shared parking analysis indicates a peak demand of 130 spaces for this mixture of uses.
- C. Enhanced Intersections - Public space, enhanced crossings, landscaping features, and upgraded materials help to improve pedestrian connectivity and define an entry feature into the Downtown District.
- D. Parking - A shared parking lot of 135 spaces is integrated into the mixed use buildings and hidden from street view.

Concept Character Images



Townhomes

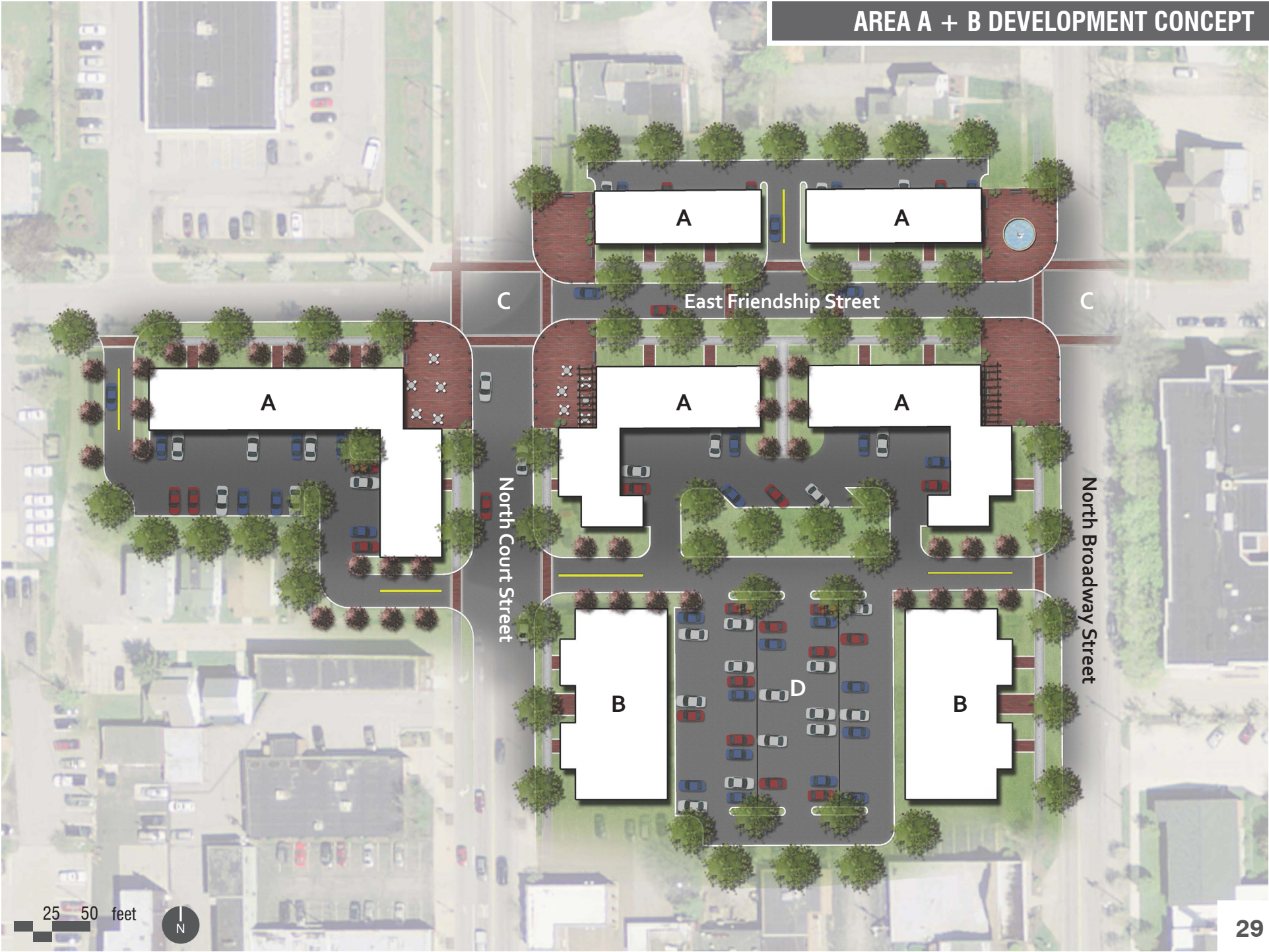


Mixed-Use





AREA A + B DEVELOPMENT CONCEPT



# 3.3 DEVELOPMENT AREA “C” (OPTION 1)

*a development site that fuses multi-family and lodging*

## CONCEPT OVERVIEW

Area C’s proximity to the square as well as its size make it an ideal site for a mixed-use development with a small-scale hotel. Two options are presented for this concept based on two different parking scenarios. Option 1 includes a hotel and mixed-use building with an integrated parking garage. This option allows for increased on-site parking and the overall size of the building, and in turn the hotel rooms reach 122 keys. This development option also includes a much improved pedestrian realm with streetscape enhancements and enhanced connections to the square.

## DEVELOPMENT DATA

Site Area: +/- 2.15 acres

Use	Space
Retail	16,000 square feet
Office	16,000 square feet
Conference	6,000 square feet
Hotel	122 keys
Flats	95 units

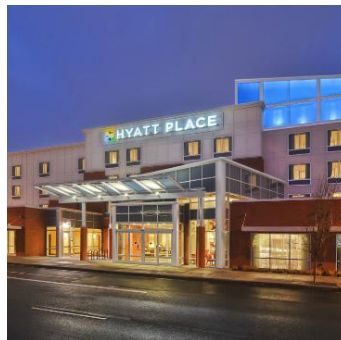
## PLAN DESCRIPTION

- A. Mixed Use - Residential - Ground floor retail and office running along West Washington Street will create a unified street frontage that improves pedestrian connectivity and extends the development pattern of the downtown. Four stories of residential flats above will feature a total of 95 units.
- B. Mixed Use - Hotel - Due to the slope of the site, level 2 shown in the diagram is the street frontage for the hotel along West Liberty. This level contains commercial space on the corner of Elmwood and Liberty as well as the hotel lobby and conference space on the northeast corner of the building. The remainder of the hotel would occupy the top three stories of the building with 122 rooms.
- C. Parking Garage - A ULI shared parking analysis was conducted for the development which illustrates a total peak demand of 350 spaces. A four-deck, five parking level garage would provide approximately 390 spaces, giving additional parking space for any uses with a higher parking demand.
- D. Shared Amenities - Greenspace, pool, and terrace areas may be included as a shared amenity between the hotel and the residential uses, lowering the cost and raising the quality amenities for both.
- E. Pedestrian Connection - An enhanced connection can provide pedestrians with easy access to the square through the existing indoor arcade.

Concept Character Images



Downtown Hotel

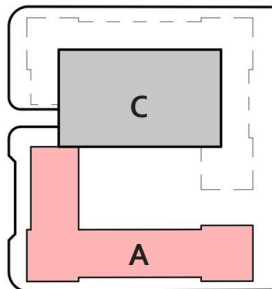


Mixed-Use

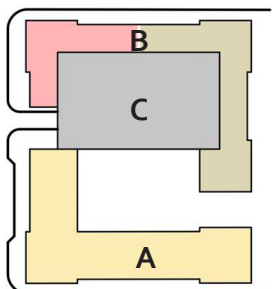




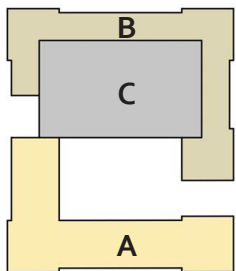
# AREA C (OPTION 1) DEVELOPMENT CONCEPT



Level 1

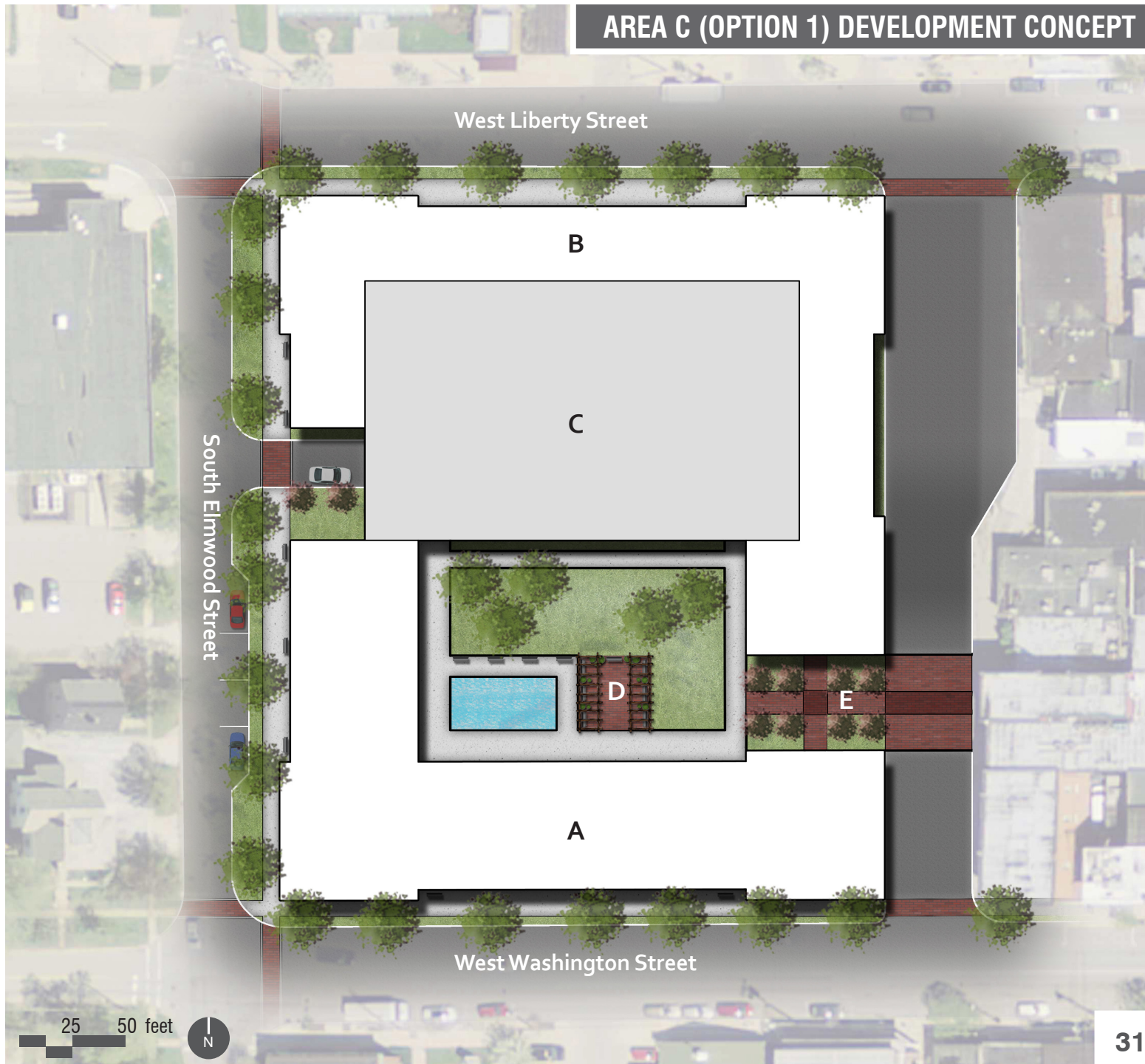


Level 2



Levels 3-5

- Commercial
- Hotel
- Residential
- Parking Garage





# 3.4 DEVELOPMENT AREA “C” (OPTION 2)

*a development site that fuses multi-family and lodging*

## CONCEPT OVERVIEW

The second development concept for Area C includes an open courtyard wrapped by a mixed-use building with a smaller-scale hotel. The proposed concept features a drop-off and loading surface parking area for the hotel as well as one level of underground parking below the courtyard. Total square footage of each use in this option are slightly decreased. Another component of this option would also be the City adding a parking deck across Liberty from the hotel. Much like option 1, this would include an improved pedestrian realm with streetscape enhancements and an easy connection through the neighboring covered arcade to the square.

## DEVELOPMENT DATA

Site Area: +/- 2.15 acres

Use	Space
Retail	13,500 square feet
Office	13,500 square feet
Conference	6,000 square feet
Hotel	101 keys
Flats	78 units

## PLAN DESCRIPTION

- A. Mixed Use - Residential - Ground floor retail and office running along West Washington will create a unified street frontage that improves pedestrian mobility and enhances the Downtown. Four stories of residential flats above the commercial space will feature a total of 95 units.
- B. Mixed Use - Hotel - Due to the slope of the site, level 2 shown in the diagram could serve as the street frontage for the hotel along West Liberty. This level may contain commercial space on the corner of Elmwood and Liberty as well as the hotel lobby and restaurant on the northeast corner of the building. The rest of the hotel could occupy the top three stories of the building with 101 rooms.
- C. Courtyard with parking below - A courtyard with shared amenities could be integrated to cover a ground-level parking lot underneath.
- D. Public Parking Deck - In order for this option to be viable, additional parking will need to be constructed to support the mix of uses.
- E. Pedestrian Connection - Integral to the design of Area C is its connection to the square. The southeast corner of the courtyard opens into a common space that connects the Area to the square through a pedestrian arcade.

Concept Character Images



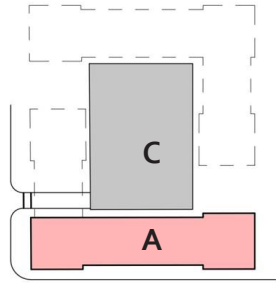
Downtown Hotel



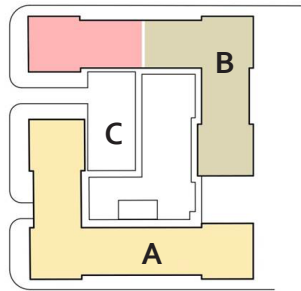
Mixed-Use



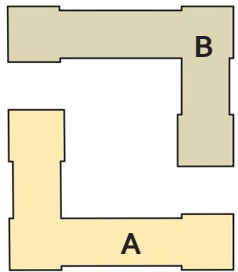
# AREA C (OPTION 2) DEVELOPMENT CONCEPT



Level 1

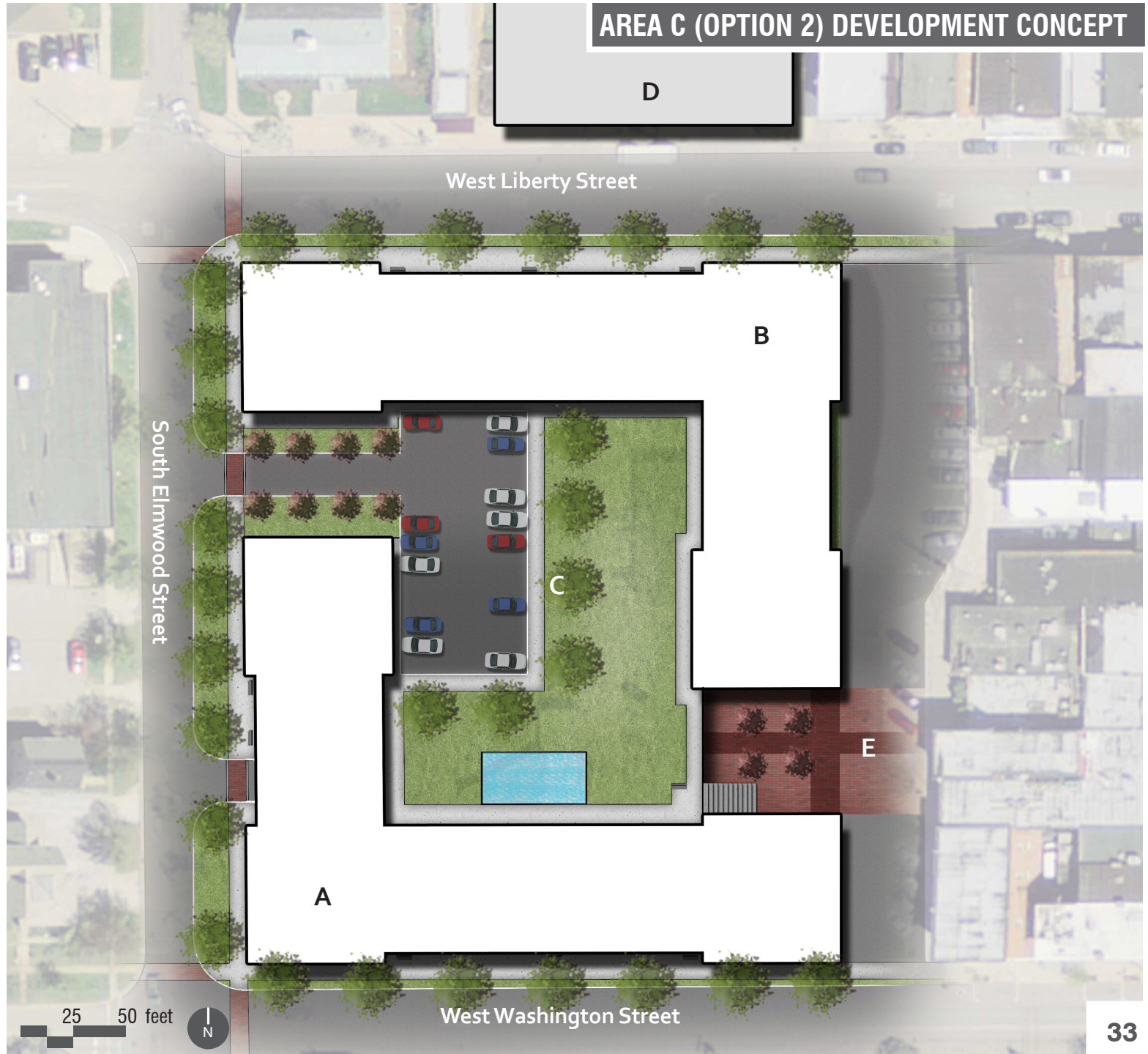


Level 2



Levels 3-5

- Commercial
- Hotel
- Residential
- Parking Garage





# 3.5 DEVELOPMENT AREA “D”

*high-quality residential near a vibrant Downtown Core*

## CONCEPT OVERVIEW

Area D is the largest Development Area, which provides options to incorporate a mix of residential units. This Area should feature a mixture of townhomes and flats that are a maximum of 2-3 stories. Enhanced streetscapes, public space, and pedestrian amenities should also be a part of this development. Parking should be provided to serve the residences as either surface or structured, and on-street public parking should also be provided with streetscape improvements. The northeast intersection of South Elmwood and West Smith Roads provide an opportunity to establish a medium scale commercial user.

## DEVELOPMENT DATA

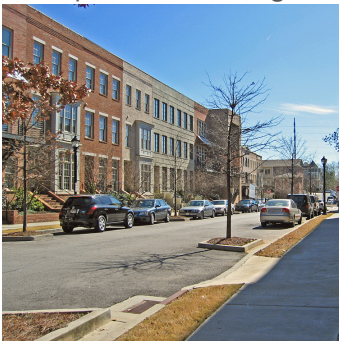
Site Area: +/- 4.46 acres

Use	Space
Townhomes	8 units
Flats	36 units
Commercial	9,300 square feet
Parking	98 spaces

## PLAN DESCRIPTION

- A. Multifamily Flats - Two-story multifamily buildings have been sited to maximize use on the site, while providing enough area for resident enjoyment to the rear of the buildings. Each building contains 12 units, for an overall site density of approximately 18 units per acre.
- B. Townhomes - A significant amount of slope exists between the northern and southern edges of the site. Townhomes have been sited to make use of the view provided by the drop in elevation to the south. Each unit is three stories with garages located on the bottom floor.
- C. Commercial - The intersection of Smith and Elmwood roads could serve as a location for a smaller retail or personal service.
- D. Public Parking - An existing public lot owned by the City should be reconfigured to accommodate more parking spots. The parking shown within Sub-area D is proposed to serve new users located within Sub-area G.

Concept Character Images



Multi-Family Residential Flats

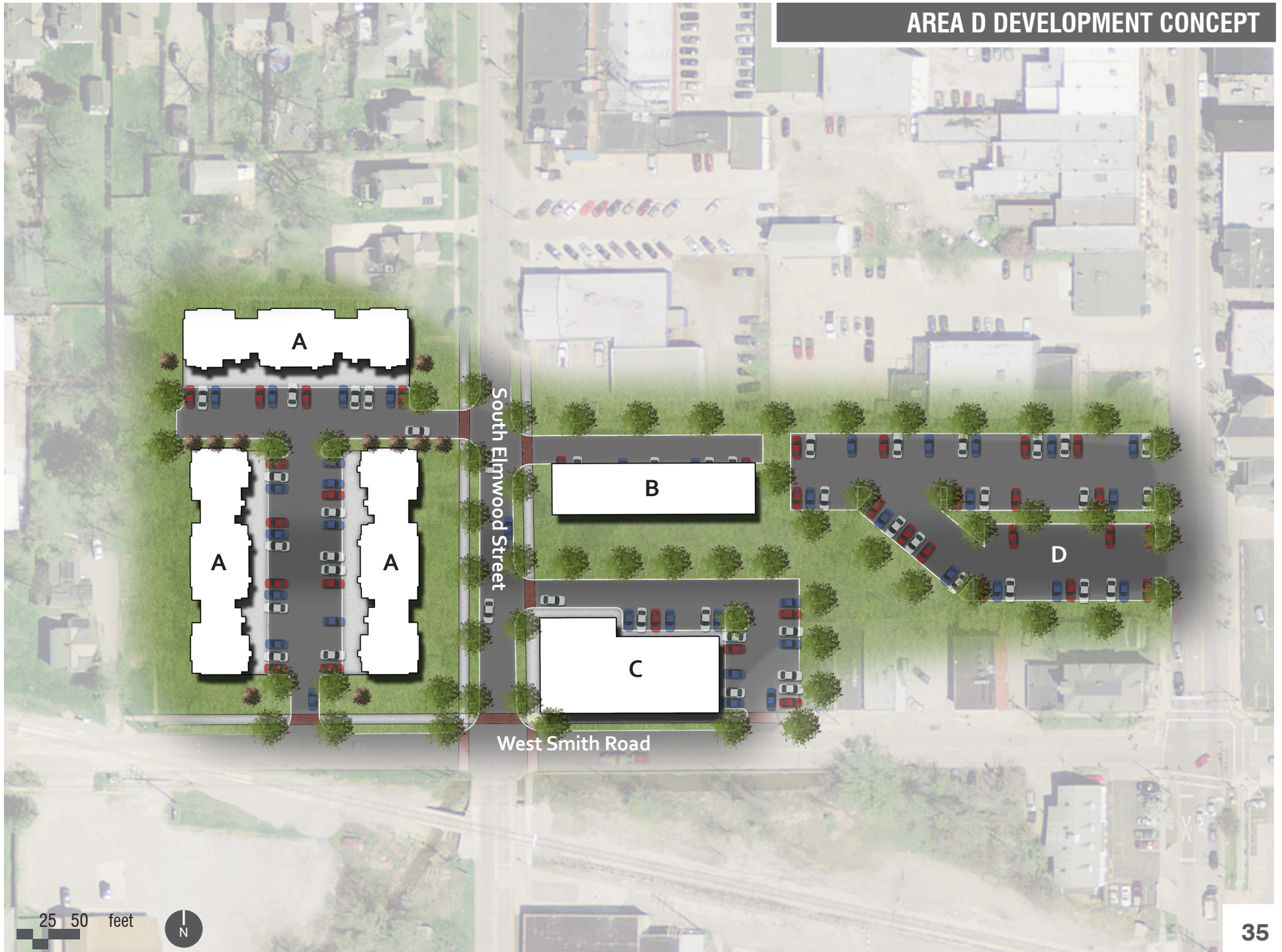


Townhomes





# AREA D DEVELOPMENT CONCEPT



25 50 feet





# 3.6 DEVELOPMENT AREA “E + G”

*mixed-use commercial that capitalizes on natural features*

## CONCEPT OVERVIEW

Development Area G’s proximity to the square as well as the presence of Castle Noel make it an appropriate space for a mixture of office and retail. This development should include a unified and enhanced streetscape, public space, and pedestrian amenities.

Development Area E has a shallow lot depth and a steep slope down to the rail line. Due to these site conditions, significant development could be difficult. A park could be included to expand the urban greenspace, and become a potential site for further creek restoration.

## DEVELOPMENT DATA

Site Area: +/- 3.09 acres

Use	Space
Retail	8,440 square feet
Office	25,320 square feet
Parking	+/- 60 spaces

## PLAN DESCRIPTION

- A. Mixed Use - Office/Retail - The topography of the site provides great visibility of offices and businesses along Court Street, Smith Road, and Broadway Street. This design could promote a better streetscape and bring a more urban, dynamic built environment to the area. Two story buildings with traditional architectural detailing and forms may complement the activities at Castle Noel and extend the downtown development pattern to the southern edge of the district.
- B. Natural Parkland - Significant slope and proximity to an active rail line make this site suitable for redevelopment as parkland. An underground creek currently runs through the site, which could potentially be opened to daylight, providing access to natural features within close proximity to the square.
- C. Small-Scale Retail - A small retail establishment, such as an ice cream shop, would be a potential user to the south of East Smith Road.
- D. Public Space - Buildings have been pulled away from the corners of the intersection to create pockets of public space. Each building can have access to the space, which will help to encourage pedestrian activity to and from the downtown.

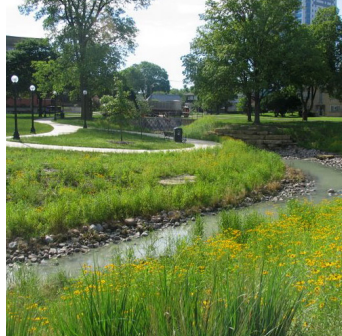
Concept Character Images



Mixed-Use (Office/Retail)

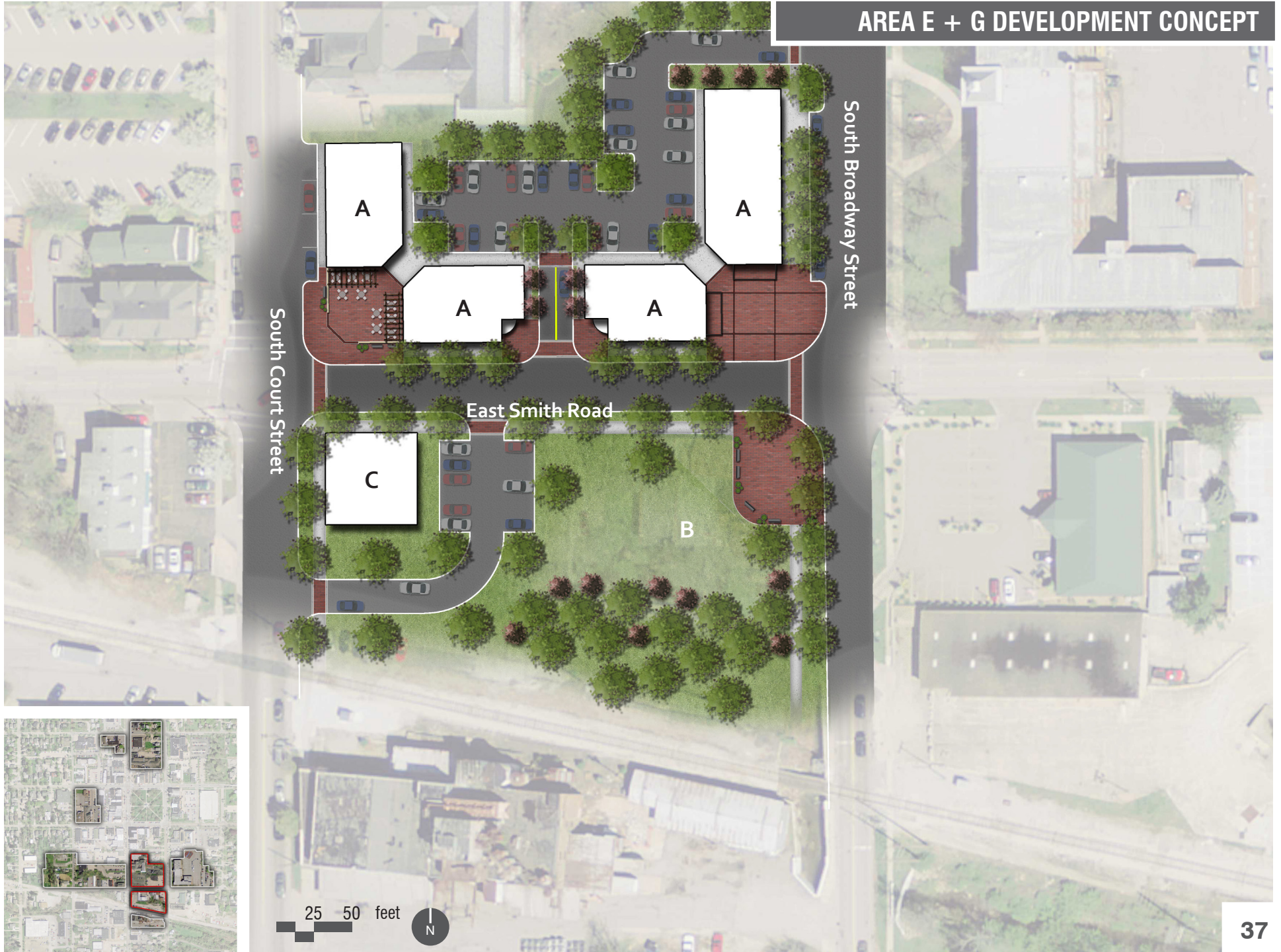


Parkland





# AREA E + G DEVELOPMENT CONCEPT





# 3.7 DEVELOPMENT AREA “F”

## CONCEPT OVERVIEW

The historic Farmers Exchange building within Area F provides a number of challenges and opportunities for future reuse or redevelopment. The existing building has been a fixture within Downtown Medina for almost a century serving the Medina community. Adaptive reuse of existing historic structures is a growing trend and the Farmers Exchange building could become a potential home to a number of specialized users who would see benefit in locating to a building with rich character and authenticity.

Built primarily as a bulk feed and grain store serviced by the railroad, the structure has undergone remediation for environmental contaminants. The small size of the site creates challenges for redevelopment due to parking, attempts should be made to obtain shared parking agreements with adjacent property owners.

The City and any potential user or developer must balance the intrinsic value of the historic structure and the cost of a full rehab against the cost of a complete redevelopment

of the site. If the historic value and community connection is strong, the City could make an attempt to attract a potential user to the site.

The architectural character and historical significance of the building provide an opportunity for a variety of users for the building:

- Flex-Use space
- Shared work space
- Indoor Farmers Market
- Community Technology Lab
- Community Event Space
- Business Incubator



Concept Character Images



Shared Work Space

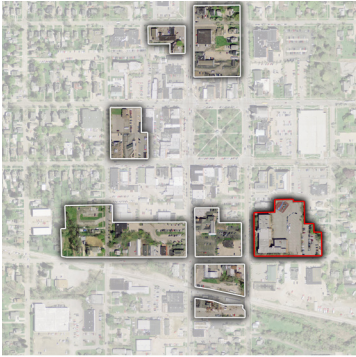


Event Space



Indoor Farmer's Market





# 3.8 DEVELOPMENT AREA “H”

## CONCEPT OVERVIEW

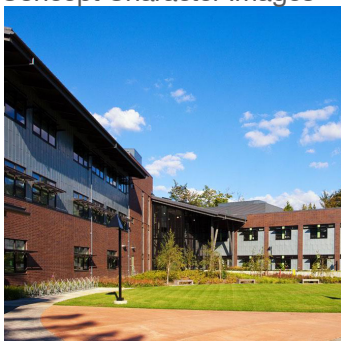
While the historic and existing use of Area H as Garfield Elementary School is appropriate for the site, it is important to plan for the future. If the current elementary school building were to become obsolete or unused by the school system, the City should work towards adaptive reuse of the existing facility. Programming for the reuse could keep the theme of education or institutional uses. New uses may include a community college, local university branch campus, municipal offices, or a arts and culture space/ facility.

The existing design of the building as a school provides a good opportunity for the reuse as another educational function. By partnering with a community college or local university, the building could be renovated for a higher education user. This would bring students and Millennials to Downtown while providing the resource for Medina residents to further their education.

The historical architecture make this Area very sensitive to new construction and development so all redevelopment of this site should retain the existing building and surrounding lot.

SUB - AREA “H” POTENTIAL

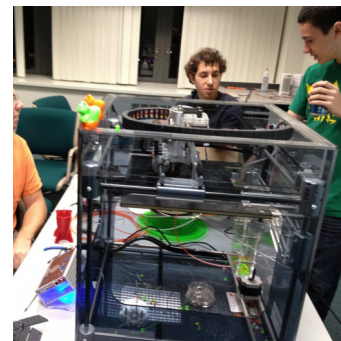
Concept Character Images



Community College/ University Branch



Institutional Learning







CHAPTER

4.0



# CHAPTER

# 4.0

4.1 Economic Development Overview

4.2 Applied Tools and Incentives

## **DEVELOPMENT TOOLBOX**

It is important for the City to utilize a broad range of economic development tools in order to achieve the vision outlined in this Plan. This chapter outlines an economic development toolbox to help achieve the vision and development concepts outlined in this Plan.

By identifying possible economic development tools and incentives, Medina can be a leader in strategic downtown redevelopment.



# 4.1 ECONOMIC DEVELOPMENT OVERVIEW

## THE DEVELOPMENT TOOLBOX

### SUPPORTS...

...economic growth of the community by encouraging the right type of development

### PROMOTES...

...the investment of the private sector within Downtown by offering a potential solution to the challenge of local economic, business, and industrial environment

### ASSISTS...

...in a useful collaboration between the City and its businesses

## HISTORY OF ECONOMIC DEVELOPMENT IN MEDINA

The City of Medina has displayed a strong working knowledge of available economic development tools at the State & Federal levels. Medina's economy has some diversity, but its employment base consists largely of public sector employees working in educational services, health care and social assistance, consisting of roughly 21% of the City's employment. The County's largest employer is Medina General Hospital, housed in the City. From a private employer 3 industries have over a 10% share of the City's employment, Manufacturing (15.7%), Retail Trade (11.8%) and Professional Services (10.4%). The City has used its tools well to accommodate this mix.

Sandridge Food Corporation has served as a strong case-study in which Medina utilized its available economic development tools to good advantage. The company has expanded numerous times since 2008, and in each instance the City has provided a mix of incentives to finance the expansions and to ensure the retention of jobs, including but not limited to Ohio Job Creation Tax Credits, Enterprise Zone Property Tax Abatement, Regional 166 Direct Loan, and a Job Creation Grant. While Medina has used a handful of incentives for corporate employers, it has also layered a City-wide property tax abatement known as a Community Reinvestment Area (CRA) established in 1986 to leverage investment in its downtown. Considering this abatement was executed prior to 1994, it has significant benefits; the City is not obligated within the CRA to compensate

the School District for lost revenue.

Lastly, Medina has worked well with its regional partners in establishing two inter-governmental mechanisms for joint services: 1) a Joint Economic Development District (JEDD) with Montville Township (and a pending JEDD with Lafayette Township) and 2) a Cooperative Economic Development Agreement (CEDA) with York Township.

## EXISTING ECONOMIC DEVELOPMENT TOOLS

- **Pre – 1994 CRA** – *From a business perspective, Medina's most generative incentive is its pre-1994 CRA, covering roughly four square miles surrounding its downtown square and some land southwest of downtown extending west to Lake Road. Due to its pre-1994 status, it serves as an automatic abatement to property owners locating in that specific area.*
- **Enterprise Zone Agreements** – *Southwest of the City, Medina has used a similar abatement geared for private employers making a significant investment and creating jobs known as an Enterprise Zone; this incentive has been primarily utilized in industrial space west of downtown.*
- **Job Creation Grant** – *Medina has used a rather popular municipal incentive on an ad-hoc basis that calculates a grant for new company hires based on its income tax withholdings. This is a more progressive version of a standard municipal income tax credit.*

- **State Incentives** – Medina utilizes a series of incentives through Development Services Agency and JobsOhio. The City and its staff have a strong working knowledge of and relationship with each entity.

## NEW OR PROPOSED TOOLS AND INCENTIVES

- **New Community Authority** – This tool could catalyze investment and building for the current downtown development plan by capturing the future development and offering the prospect of an additional bonding capacity.
- **Medina Square Incentive** – In order to help expedite tenants in the commercial/office space within the downtown redevelopment area, we recommended that the City consider providing a downtown-specific version of the existing Job Creation Grant that can be directed towards the businesses the City wants to attract, including, but not limited to, retail and hospitality.
- **Port Authority Financing** – Medina should utilize the financing capabilities of the Medina County Port and Development Finance Authority of Summit County Bond Fund.
- **Comprehensive Toolkit List** – A chart available for reference of all potential Ohio incentives.



## DEVELOPMENT TOOLBOX

# 4.2 APPLIED TOOLS AND INCENTIVES

### OVERALL STRATEGY - THE IMAGINE MEDINA NEW COMMUNITY AUTHORITY

The recommended strategy would be to incorporate a form of public-private partnership known as a New Community Authority (NCA). Governments and private developers in an area may utilize this type of public-private partnership to execute development projects. A NCA is an area of land that levies a “community development charge” to pay for a development project. Community development charges may be based on real property, resident income, business revenue, business profits and/or a per parcel fee as long as the mechanism lies within the established boundary. An NCA established within a municipality has no minimum acreage requirement.

The NCA is governed by a Board of Trustees appointed by the organizational Board of Commissioners and the developer, consisting of seven (7) to thirteen (13) members. NCAs have the authority to acquire and dispose of property, enter into land development and facility construction agreements with developers and governments, levy community development charges, and issue bonds. NCA may also issue bonds to fund development projects secured by community development charges. The NCA, and not the political subdivision, carries the debt of the bonds

From the City’s perspective, the NCA model allows for the levy of charges based on property value and economic activity to assist on the funding of

necessary community facilities, while still leaving the Community Reinvestment Area tax exemption in place and leaving the City’s credit untouched.

From the property owner’s perspective, they will be seeing enhanced levels of service and facilities in their area while still paying less than they would have otherwise paid were the CRA not in effect.

### SITE SPECIFIC RECOMMENDATIONS

#### Area A & B

- *New Community Authority*  
*Bonds backed by Community Development Charges*
- *Community Reinvestment Area*
- *Medina Square Incentive*  
*35%, 5-year incentive based on Commercial & Office tenant’s withholdings*

#### Area C

- *New Community Authority*  
*Bonds backed by Community Development Charges*
- *Community Reinvestment Area*
- *Medina Square Incentive*  
*35%, 5-year incentive for Hotel, Office, Commercial tenant’s withholdings*

#### Area D

- *New Community Authority*  
*Bonds backed by Community Development Charges*
- *Community Reinvestment Area*

#### Area G

- *New Community Authority*  
*Bonds backed by Community Development Charges*
- *Community Reinvestment Area*
- *Medina Square Incentive*  
*35%, 5-year incentive for Office tenant’s withholdings*



Figure 4.1

