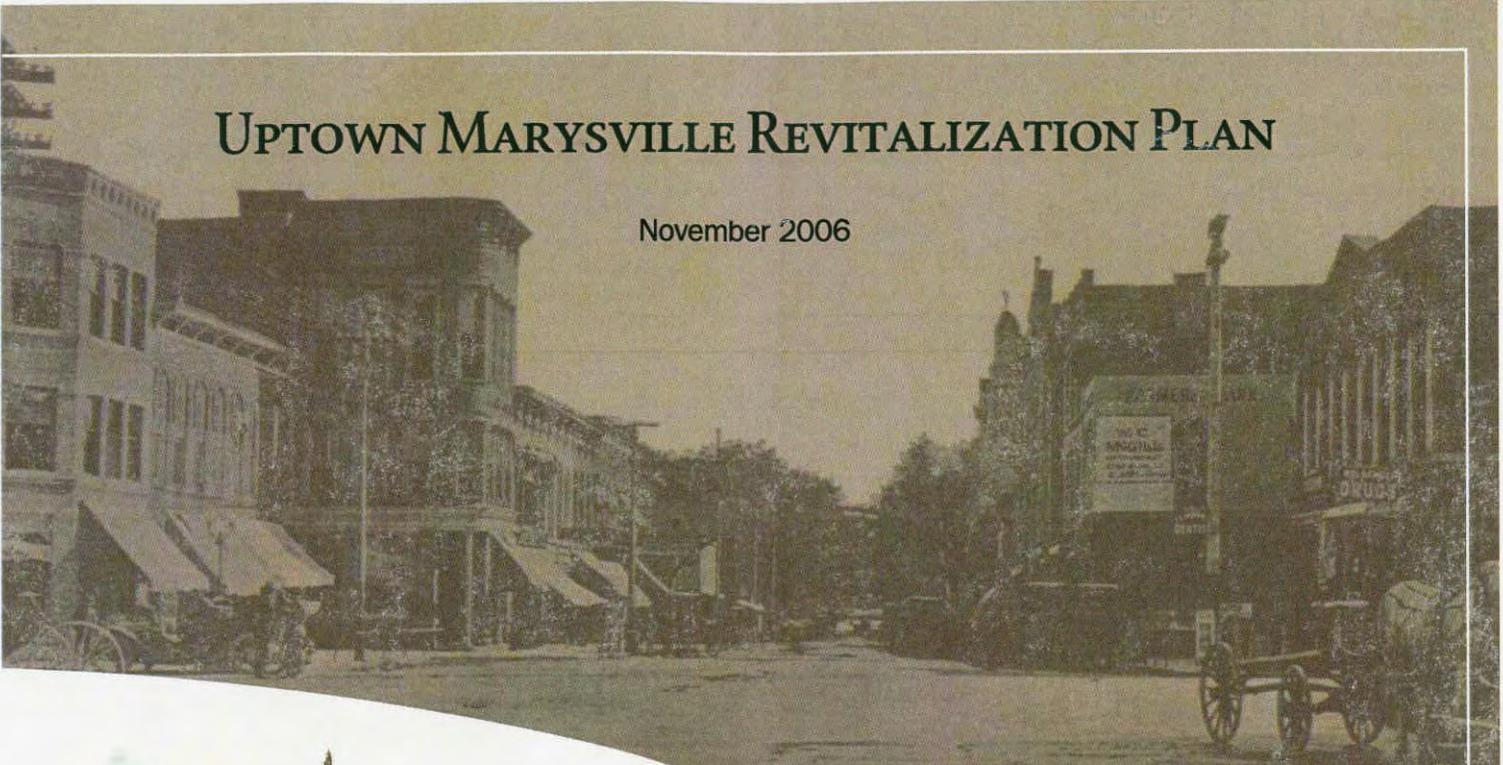


# UPTOWN MARYSVILLE REVITALIZATION PLAN

November 2006



## PARTICIPANTS

Uptown Renewal Team (URT)  
Union County-Marysville  
Economic Development Partnership  
Union County Chamber of Commerce

CITY OF MARYSVILLE



# UPTOWN MARYSVILLE REVITALIZATION PLAN

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## EXECUTIVE SUMMARY

### Overview

Marysville's Uptown Renewal Team (URT) has established itself as a well-respected leader in the efforts to revive the Uptown economy and preserve its architectural heritage. The National Trust for Historic Preservation's trademarked Four Point Approach to Downtown Revitalization was used as the template for Uptown's planning process, with the resulting observations, suggestions, and recommendations arranged in a format that could be easily imported into a Main Street organizational format in observance of Marysville's and URT's intentions to pursue designation as an Ohio Main Street Program at some point in the near future. This Executive Summary generally describes the recommendations made in much greater detail in the full Plan, which is organized in six basic parts: an overview of the planning process (Chapter I) and the Main Street Approach (Chapter II), a brief history of Uptown Marysville and community demographic information (Chapter III), then chapters devoted to making recommendations to increase Uptown's strength in each of Main Street's Four Points: Organization (Chapter IV), Design (Chapter V), Economic Restructuring (Chapter VI), and Promotions (Chapter VII).

### Organization

For any downtown program to succeed, technical and financial assistance and incentives must be available to encourage and entice property owners to increase investment in their properties. Sufficient financial, technical, and human resources must be gathered, organized and properly managed to achieve success. In order to mount a successful revitalization effort, immediate attention should be given to the following activities:

1. creation of a Special Improvement District (SID), for financial support of programs directly benefitting Uptown,
2. creation of member benefits specific to Uptown and URT,
3. pursuit of CDBG Tier II Downtown Revitalization Grant Program dollars,
4. regular submission of press releases and press coverage of URT and its activities, and
5. creation of local training opportunities to assist property owners, merchants, volunteers, and other Uptown stakeholders in their efforts to improve Uptown.

### Streetscaping & Design

Streetscape and other design elements visually tie Uptown together, even sections with difference periods of historic significance and architectural style. Each streetscape element contributes to the broad "sense of place" that defines Uptown Marysville; URT and the City's careful planning will result in a more "user-friendly" space that meets the needs of modern merchants and property owners as well as delivering a quality experience for consumers.

Uptown is, by its very nature, a space that is shared equally by pedestrians and vehicles. There are a variety of ways these spaces can be enhanced, with the end goal being an attractive space that allows for efficient, safe, and enjoyable navigation for all who travel through, whether on foot or in vehicles. Recognizing that Marysville has already invested heavily to make Uptown's physical environment more attractive by installing historic light



fixtures and improving sidewalks, curbing and gutters throughout much of the Uptown district, the Plan offers these suggestions about further improvements:

1. develop and implement a comprehensive wayfinding signage system that visually enhances the historic built environment while effectively pointing consumers toward various Uptown destinations,
2. develop and implement an historic building and business identification signage program,
3. combine and/or bury electric and utility lines in all public areas, both on the street and in alley ways behind businesses (beginning with those adjacent to public parking areas),
4. introduce street furniture, banner and minimal landscaping at strategic locations to create pedestrian gathering spaces and soften the harshness of the urban environment with color and movement,
5. consider alternate pavement treatments to better define pedestrian areas such as cross walks and in larger parking lots,
6. repair or replace worn sidewalks throughout Uptown to make it both safe and aesthetically more pleasing,
7. choose a redevelopment action plan for the Town Run and begin building community and financial support for improvements,
8. celebrate gateways into Uptown with some sort of special treatment (i.e. signage, landscaping, banners),
9. enforce parking time limits to encourage merchants and employees to use off-street parking spaces and leave the most convenient spaces open for consumers,
10. re-visit architectural review standards regularly and adjust guidelines to meet the needs and expectations of the Uptown and larger Marysville community, and
11. encourage private and public property owners to make sensitive renovations and additions to Marysville's historic built environment.

#### Economic Restructuring

Though Uptown Marysville no longer single-handedly serves the retail and commercial needs of its resident population in the same manner as it did 100 years ago, it is widely recognized that it is still a vital part of the community, and can still be a vibrant commercial district. In order to achieve this however, the economic environment must be systematically and regularly surveyed, then shaped or "restructured" to reflect and meet the needs of its modern constituency. The Market Analysis, condensed in this chapter and included in its entirety in the Appendix, is intended to help the City and URT better understand local and regional economic trends affecting Marysville, and how to position Uptown to capitalize on opportunities presented by a changing world. In a world of limited time and shrinking budgets, the observations and recommendations made by the consultant team are intended to help URT work smarter and thus react faster to emerging opportunities. The key economic restructuring activities recommended for URT and Marysville are:

1. recruit dining and entertainment venues to capture both local dollars (i.e. residents looking for an evening out) and regional dollars (i.e. tourists looking for a weekend get-away, business travelers),



2. encourage more housing and professional office suites in Uptown, and
3. continue to develop and expand the existing Farmers' Market and make it a centerpiece in URT's regular programming.

#### **Promotions**

Uptown's historic built environment not only provides an authentic and pedestrian-oriented stage for shoppers, but it also visually catalogues the development and character of the community that was, is, and will be Marysville. Preserving historic buildings and sites, emphasizing simplicity in design and protecting and enhancing the "small town" character of Uptown are all key to a successful revitalization effort. While Marysville does not have a deep reserve of historic "attractions," it can still capitalize on its historic assets and re-center Uptown as the civic and cultural heart of both the Marysville and Union County communities. An active, well-balanced promotional campaign and calendar of events is critical to the revitalization movement. Key elements of this part of the revitalization efforts should include:

1. create a visual identity for Uptown, beginning with a logo,
2. develop and implement a wide variety of cross-promotional and cooperative advertising venues,
3. develop new partnerships and expand existing partnership with other organizations who sponsor events in Uptown and the wider Marysville community, and
4. develop promotional materials that celebrate all aspects of Uptown: its human, physical, economic, and cultural assets.

#### **Next Steps...**

Having commissioned this comprehensive Uptown Revitalization Plan, and having won the respect and recognition of its peers as a professional and accountable organization, URT must now move forward and begin to implement the recommendations outlined in this Plan. While priorities have been outlined above, there are many more recommendations in the Plan which can carry URT forward for several years.

In the very near future, URT must make a decision regarding application to the Ohio Main Street Program and also to the State's CDBG Tier II Downtown Revitalization Grant Program. Both of these programs have lengthy applications and will require intense effort from URT's volunteers. Selection of these as priorities for the organization will mean allocating substantial resources to application preparation, perhaps requiring additional resources to accomplish tasks in other areas. Regardless which organizational strategy or funding programs URT pursues, a balance between all Four Points must be maintained in order to achieve results.



## INTRODUCTION

Marysville's historic commercial core began to lose its place as the cultural and civic heart of the community shortly after World War II, as did many communities throughout Ohio and across the nation. With the post-war economy booming, the government began to focus on ways to improve quality of life for the rapidly expanding American population, one of which was to improve existing and create transportation routes, which had a dramatic impact on American culture. The introduction of the interstate highway system coincided with a period of great prosperity in American history, which allowed many people to purchase family automobiles. With wider access to an increasingly broad marketplace, people could easily live further and further from the places where they worked and shopped.

American culture at the time prized new things, and new homes in new subdivisions with new automobiles in each garage fit the definition of what typical Americans would have then described as the "American dream." People were riding the crest of a wave of economic prosperity they never expected to fail, so building continued outward from the older, historic, community centers. Shoppers flocked to new stores in new, auto-oriented shopping centers, and business and buildings in America's downtowns struggled to keep pace. Downtown owners introduced elements like aluminum slipcovers, mansard "roof-lets" and large, auto-oriented signage to their turn of the century buildings, things that were clearly not sensitive to the building's original construction, but merchants felt it was their only hope of competing with new strip developments.

In time, merchants either closed down or moved to the strip centers, leaving downtowns to struggle as best they could. By the 1970s, this downward economic spiral generally meant inadequate or completely sacrificed building maintenance, resulting in lower property values and a general decline of the physical environment. Enter the National Trust for Historic Preservation. Their mission was (and continues to be) preservation of America's historic treasures. But they knew that preservation of downtown buildings would not be cheap, especially given several decades of deferred maintenance. So they developed the Main Street Four Point Approach to Downtown Revitalization, which is discussed in detail in Chapter II, to link preservation with economic development, thus preserving downtowns' architecture, economy, and spirit.

Like many communities in Ohio, Marysville began to investigate the Main Street Approach. The timeline attached at the end of Chapter III gives a chronology of Marysville's efforts from the late 1980s onward, and documents the formation of the group that is charged with Uptown revitalization in Marysville, the Uptown Renewal Team (URT). URT is a group of dedicated volunteers that was formed through a cooperative partnership between the Union County Chamber of Commerce (Chamber) and the Marysville Business Association (MBA). This public/private partnership was formed to address declining conditions in Uptown Marysville, and they have had many successes. In 2004, they requested the Ohio Main Street Program provide recommendations to Uptown in each of the Four Points. One of those recommendations was to commission a formal downtown plan to guide URT's future efforts.

*"Opportunity is missed by most because it is dressed in overalls and looks like work."*

*- Thomas Alva Edison*

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The City of Marysville began this planning process in partnership with URT by pursuing a Community Development Block Grant (CDBG) Tier I Downtown Planning Grant through the Ohio Department of Development's Office of Housing and Community Partnerships (ODOD/OHCP). Receipt of this funding allowed Marysville to double its planning budget, giving the City the ability to hire professional services not only for Market Analysis, but also to facilitate creation of a comprehensive Uptown Revitalization Plan.

A selection committee was formed, comprised of various Uptown stakeholders including City staff, URT volunteers, and Union County-Marysville Economic Development Partnership (ED Partnership) staff. The City published a Request for Qualifications asking professional firms to document their track records with downtown revitalization activities. Ultimately, the selection committee chose the consultant team of Poggemeyer Design Group, Inc. (PDG) and Boulevard Strategies as partners in the planning process. URT and Marysville asked that the Plan be formatted according to the Main Street Approach due to its proven track record for effectiveness in over 1700 communities nation-wide.

The planning process began with a kick-off event held on November 1, 2005 in one of Uptown's critical corner pieces of real estate, the vacant Heilig-Meyers building. This site was specifically chosen because its renovation represents one of the larger challenges facing Uptown, and it was thought that holding an event there would highlight possibilities to stakeholders and community members attending the event. Symbolically its selection for the kick-off publicly stated that URT recognized that the revitalization of Uptown would likely be difficult, but that they would face their challenges head-on, not flinching or attempting to hide from criticism. In doing so, they acknowledged the truth that revitalization is a journey, not a destination.

The planning process continued with a variety of meetings and input sessions to collect URT's and community's ideas about Uptown and its revitalization. Boulevard Strategies worked with URT volunteers to conduct consumer surveys during a holiday event, and conducted dozens of interviews with stakeholders throughout the community, analyzing responses and contrasting them with local and regional market data to produce insights and recommendations on how to improve Uptown's economy. PDG picked up the process once the Market Analysis was complete, putting together recommendations to further develop URT, improve Uptown's physical environment, and position Uptown as a cultural and social destination. The planning process culminated with an in-depth review of the Plan by URT and ED Partnership staff, in which priorities were debated and recommendations refined. The final step in this, and indeed in any planning process, is the presentation of this document to Planning Commission and/or City Council. Once adopted, this document will then officially represent the community's vision.

While URT is the primary organization responsible for implementing the recommendations made in this Plan, it does not stand alone in its efforts to revitalize Uptown Marysville. There are a wide variety of groups, organizations, and governmental entities working together with URT to achieve long-term success. Some of these include:



Kick-off event



1. **Marysville Business Association (MBA), a merchant association representing Marysville merchants that offers a variety of educational and technical resources to all of Marysville merchants;**
2. **The Marysville Public Library, which offers notary services, computer training classes, and a host of market and business research assistance to local entrepreneurs;**
3. **The City of Marysville, which is represented on the URT board and has partnered on countless ventures including this planning process;**
4. **The Union County Commissioners, who support the economic development efforts of all downtowns in Union County through their involvement with the Union County Chamber of Commerce; and**
5. **The Union County Chamber of Commerce, which is the umbrella organization overseeing the Economic Development Partnership and the Union County Convention and Visitors Bureau, along with a wide variety of resources too numerous to list.**

**This Plan was constructed to be a guiding document for URT, but also recognizes that URT is a revitalization organization in a broader context of revitalization organizations. Therefore, recommendations often refer to other organizations partnering with URT to achieve desired results, both to more efficiently use limited time and financial resources, and also to build consensus over a wide cross section of the community for Uptown activities, which is a hallmark of the Main Street Approach.**



**URT logo**

**The consultant team would like to thank the City of Marysville, URT volunteers, and the ED Partnership for this opportunity. All gave their honest input and it is PDG and Boulevard Strategies' sincerest hope that we have accurately reflected Marysville's voice in the resulting document. URT has identified many opportunities, and is ready to work. PDG and Boulevard Strategies look forward to seeing the City and URT achieve their collective vision.**



## PURPOSE, SCOPE & GUIDING PRINCIPLES

### Purpose

To assist Marysville in accomplishing its mission of Uptown revitalization, the City hired PDG and Boulevard Strategies to work with the City Administration and URT. This work began with a market study of Uptown, and based on the findings in the market study and input from the City, and various stakeholders including the Chamber and URT, the consultant team was able to develop a comprehensive plan for Uptown revitalization. Uptown Revitalization Plan target area boundaries are illustrated on the map included in Chapter V.

*“Do what you can, with what you have, where you are.”*

*- Theodore Roosevelt*

The Main Street Four Point Approach to Downtown Revitalization was adopted by Marysville for many reasons, but mainly because the strategy is balanced and it has a strong, proven track record. It works for over 1700 communities nation-wide. It works because the Four Points correspond to the four forces of real estate value: political, physical, economic, and social. The Main Street philosophy divides the workload among a minimum of four standing committees (Organization, Design, Economic Restructuring and Promotions) and in this way balances the revitalization by concurrently improving all aspects of what makes real estate attractive and valuable. The purpose of this document is to create an action plan that URT can use to guide its activities to achieve its ultimate goal of Uptown revitalization.

### Scope

The Oxford University Press Dictionary defines scope as “the extent of the area or subject matter that something deals with or to which it is relevant, [and] the opportunity or possibility for doing something.” When URT directed the planning process be conducted according to the Main Street Approach, they also indirectly defined the ways in which the subject matter would be organized in the resulting Plan document. As mentioned in the Introduction, the recommendations for Uptown’s improvement can be found in the last four chapters of the Plan, which directly correspond with the Four Points: Organization, Design, Economic Restructuring, and Promotions. Over the past three decades, the National Main Street Center has refined and honed the Main Street Approach, which empowers volunteer groups across America to achieve long-term success by concentrating activities in each of the Four Points to modify and enhance each facet of the downtown environment.

### Organization (Political aspects)

**Purpose:** “Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.” (*National Main Street Center definition*)



[www.mainstreet.org](http://www.mainstreet.org)

Aspects of land governance, such as zoning and design review guidelines,



have an effect on the value of the property. The land and building itself do not change, but the way in which land use regulations are applied can have a significant impact on the financial value of the parcel. Strategies designed to positively impact these “political” aspects of land value are often part of the Organization Committee’s workplan because they require maintenance of strategic partnerships between public and private sectors. Organization Committee members typically promote the downtown organization’s message of revitalization, and they typically are the ambassadors that keep the critical public-private partnership in good health with regular conversation and coordination.

#### Design (Physical aspects)

*Purpose:* “Design means getting Main Street into top physical shape. Capitalizing on its best assets - such as historic buildings and pedestrian-oriented streets - is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.” (*National Main Street Center definition*)

The physical attributes of a property clearly have an impact on the value of that property. How it looks, how well it is maintained and/or preserved, what kinds of changes have been made over the years; all of these things directly influence the property’s value. The Design Committee is commonly tasked with addressing the physical appearance of the structures in the downtown as part of the overall strategy to maintain and increase property values. Members of the Design Committee typically work with local design review boards to preserve the historic architecture, they offer incentives to property owners to help offset rehabilitation costs, they work with planners and landscape architects to design pedestrian-friendly streetscapes that welcome shoppers and visitors and generally make the downtown a more attractive, pleasant place to spend time.

#### Economic Development (Economic aspects)

*Purpose:* “Economic Restructuring strengthens a community’s existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today’s consumers’ needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.” (*National Main Street Center definition*)

Economic factors affecting properties include things like interest rates, since the cost of borrowing money directly influences the overall value of the property. The Economic Restructuring (ER) Committee is typically involved in creating an economic atmosphere that helps current and prospective property owners purchase, improve and maintain their properties. Members of the ER Committee continually monitor market and demographic information so businesses can better position themselves to



increase sales, keeping abreast of financing tools and incentives to help building owners maximize their investment, essentially restructuring the economic environment to stabilize and increase property values. In addition to retaining existing businesses, the ER committee is typically responsible for recruiting new businesses to meet the needs identified by the community in the market analysis.

#### Promotion (Social aspects)

*Purpose:* "Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area."  
*(National Main Street Center definition)*

The social function of real estate is the playground of the Promotions Committee. Though commonly called the "party people," this committee serves a vital, yet often misunderstood function in the revitalization movement. Downtowns were once the social and cultural epicenter for communities. Shopping was not just a chore, it was a social event. Though that era has passed and our way of life is different now, that social aspect of the downtown cannot be forsaken. Festivals, special events, and retail events all serve to bring people back into the downtown to have fun. They associate this positive experience with the physical environment. Children build memories of going to the ice cream shop with their grandparents, just as their grandparents did fifty or more years ago, and while intangible, that indelible link is crucial to the downtown revitalization movement. Promotions in the downtown bring back the sense of community that many people are craving in today's society.

#### Guiding Principles

PDG and Boulevard Strategies have crafted this Uptown Revitalization Plan based on certain guiding principles or tenets, which are complementary to the Main Street Approach and include:

1. The revitalization of Uptown is a complex process that cannot be accomplished by a single project. For successful results, a comprehensive approach must be used whereby the community is working on all Four Points of the Main Street Approach simultaneously.
2. Both the public and private sectors have a vested interest in the economic health and physical stability of Uptown Marysville. Each sector has an important role to play and each must understand the other's strengths and limitations for an effective partnership.
3. Local leaders must have the desire and the will to make Uptown revitalization successful. The Four Point Main Street Approach provides direction for the Uptown initiative; however, long-term success depends upon buy-in from the community at large as well as the City Administration.



4. Traditional neighborhood design concepts should be used when possible for new development and redevelopment activities in any downtown. This is a national trend that embraces the re-establishment of downtown centers. Streets are tree lined and pedestrian-friendly and public spaces are designed for social interaction as well as commercial activity. Design guidelines reflect local culture, emphasizing preservation of architectural styles and proper building placement. Traditional neighborhood design concepts typically include:
  - a. zero lot lines
  - b. pedestrian friendly design
  - c. pocket parks
  - d. enhancing existing housing around the downtown
  - e. mixed uses within buildings (e.g. first-floor retail/upper-floor apartments)
  - f. heightened sense of community identity
  - g. use of lanes and alleys
  - h. narrow streets
  - i. pedestrian traffic and activities encouraged over vehicular traffic and activities
  - j. all overhead electric lines (including cable, phone, etc) buried underground
  - k. demolition of existing structures, specifically historical significant buildings, strongly discouraged or banned altogether
  - l. the historic integrity and charm of the downtown enhanced

The Uptown planning process should be continuous, and this Plan should be updated regularly, beginning with updating goals every 3 to 5 years. Lines of communication between all stakeholders must remain open in order for plan recommendations to be implemented and for a viable downtown revitalization program to be sustained. The recommendations made in this Plan will require substantial financial and human resources to implement. PDG and Boulevard Strategies were hired to stimulate dialogue about Uptown revitalization and to work with the community to develop a comprehensive Uptown Revitalization Plan. This has been accomplished. However, it is critical to the long-term success of Uptown's revitalization that a move from a volunteer lead initiative towards hiring a permanent, full-time staff to manage and coordinate the Uptown Revitalization process is accomplished.

**The Main Street Philosophy - Eight Principles of Success**  
*(The Main Street Philosophy taken from the National Main Street Center website)*

The National Trust Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four Point Approach succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other redevelopment strategies. For a Main Street program to be successful, it must whole-heartedly embrace the following time-tested Eight Principles.

1. **Comprehensive:** No single focus—lavish public improvements, name-brand business recruitment, or endless promotional events—can by themselves revitalize Main Street. For successful, sustainable, long-



Upt



term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is *essential*.

2. **Incremental:** Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening" in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
3. **Self-help:** No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership and involvement can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
4. **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
5. **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities, like distinctive buildings and a human rather than a vehicular scale, that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
6. **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.
7. **Change:** Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
8. **Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and



succeeding. Small, quality projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant, successful revitalization activity creates confidence in the Main Street program and engenders ever-greater levels of participation.

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## UPTOWN BACKGROUND & DATA

This section sets the stage for Uptown revitalization. It briefly outline Uptown's history, its evolution as the commercial and cultural heart of the community. Also included are comparisons between Marysville, Union County and State of Ohio statistics, offering observations about demographic trends, how Marysville's population is similar and different from local and state-wide populations.

It is from this foundation that PDG and Boulevard Strategies joined with URT and the City administration to develop the comprehensive Uptown Revitalization Plan. Chapters IV, V, VI and VI include strategies and recommendations to achieve goals established by the community.

### Section A: History of Uptown

Marysville, the county seat of Union County, Ohio, was settled along Mill Creek in 1816 and named by its founder Samuel W. Cuthbertson after his daughter, Mary. The town grew slowly, having only 360 residents by 1843. In 1846, this small town boasted two churches, one private school, one newspaper office, and three stores.

The first church to be established in the area was the First Presbyterian Church of Marysville, established in 1829. The First Presbyterian Church of Marysville is the oldest church in Union County. The present building is the church's third, all occupying the corner of Fifth and Court Streets in downtown Marysville.

The heart of Marysville's historic commercial core is "The Square," or the four block area surrounding the intersection of Fifth and Main Streets. The Marysville's National Register Historic District, which is roughly bounded by Maple Street, Plum Street, Fourth and Seventh Streets, is significant for its architecture and architectural styles which include late Victorian, late 19<sup>th</sup> and 20<sup>th</sup> century revivals. Periods of significance for these buildings range from 1825 to 1924.

The Union County Courthouse, built in 1880 and located in Uptown Marysville, was designed by David W. Gibbs of Toledo, Ohio. Its imposing architectural style and 168 foot bell tower are duplicated in the Henry County Courthouse in Napoleon, which was built from the same plan in the same year. The Dr. David W. Henderson House, also know as "The Castle," is another prominent building in Uptown's history. Both the Courthouse and Henderson House are individually listed on the National Register of Historic Places.

Marysville residents also found the time to establish social and fraternal organizations. The Marysville Public Library was formed by a group of local businessmen in 1867 as the Marysville Literary and Library Association. It served the community until 1895 when it was closed due to lack of funding. Reorganization of the library collection began in 1897 by the Women's Parliament, and the Carnegie Library Building was built in 1910. This building was home to the library until the library moved to its current location in Uptown Marysville on South Plum Street in 1988.

*"Every day you may make progress. Every step may be fruitful. Yet there will stretch out before you an ever-lengthening, ever-ascending, ever-improving path. You know you will never get to the end of the journey. But this, so far from discouraging, only adds to the joy and glory of the climb."*

- Sir Winston Churchill



Union County Historical Society



Union County Historical Society



Marysville grew dramatically in the mid-1800s, having a population of 2,832 residents in 1890. By 1888, there were six churches, two newspapers, three banks, and numerous manufacturing businesses in existence. The community's largest employer was Isaac Half, a furniture manufacturer, with 42 employees. Most businesses provided services or products for farmers living in the surrounding countryside. By 1888, Marysville earned the nickname "the Shady City" due to all of the maple trees lining the city's streets.

Like many other towns, Marysville has seen a number of businesses open and close throughout the years, but The Scotts Miracle-Gro Company is one that has stood the test of time. The Scotts Miracle-Gro Company was founded in 1868 by O.M. Scott as a premium seed company for the U.S. agricultural industry. In the early 1900s, the company began a lawn grass seed business for homeowners. In recent times, a significant milestone was the merger of Scotts (the leading lawn care brand) with Miracle-Gro (the leading gardening brand) in 1995 to create The Scotts Miracle-Gro Company. The company headquarters is still located in Marysville.



Union County Historical Society

In addition to The Scotts Miracle-Gro Company, one of Marysville's other large present-day employers is Honda of America Mfg., Inc., manufacturers of motor vehicles of all kinds. In 1979, Honda of America Mfg., Inc. opened its first production facility near Marysville. Over the years, Honda of America Mfg., Inc.'s Marysville facility has grown tremendously. It now employs approximately 13,000 people at four separate manufacturing locations near Marysville. The plants are capable of producing most types of Honda motor vehicles from dirt bikes to cars and trucks. In 2000, Honda of America Mfg., Inc. was Union County's largest employer (located approximately 7 miles northwest of Uptown Marysville).

#### Section B: Demographic Profile

Demographic characteristics can tell a story about a community in themselves. The statistics and percentages represented in the tables below measure Marysville's population against Union County and the State of Ohio. Anomalies are noted, and observations are made to bring attention to what could become troublesome trends. Proper research provides a good foundation and makes it easier to devise realistic strategies and recommendations. Clearly statistics alone cannot tell the story of who and what Uptown Marysville was, is, or can become, but they do provide context.

The data summarized in the following tables is taken from the 2000 US Census (unless otherwise noted). It shows how Marysville is both similar and different from the County and State in terms of age distribution, income levels, family size, ethnic make-up, and educational attainment. Also detailed are labor force statistics. Of all data available, these are profiled here because they each have an impact on the revitalization of Uptown. Data is organized in three basic parts: people, geography, and labor force.



**People**

Demographics	Marysville	Union County	State of Ohio
Total population	15,942	40,909	11,353,140
Males	43.5%	47.8%	48.6%
Females	56.5%	52.2%	51.4%
Median Age	31.9	34.5	36.2
Population under the age of 20	28.3%	29.9%	28.3%
Population over the age of 62	10%	11.6%	15.6%
Institutionalized population	12.3%	5.3%	1.5%

**Demographic observations**

1. According to the 2000 Census, Marysville total population is 15,942. This represents an increase of 54.3% or +5,609 people more than 1990 Census figures (total population 10,333). Its population in 2004 is estimated at 16,787, which represents an additional 5.3% growth.
2. Marysville's population density is below state average for cities.
3. Marysville's median age (31.0) is significantly below both Union County (34.5) and the State (36.2).
4. While the percentage of people under the age of 20 in Marysville is almost equal to both Union County and the State, it has fewer citizens over the age of 62 than either the County or the State.
5. Marysville's institutionalized population is significantly above both the County and State averages, which logically follows given the inclusion of resident populations at the West Central facility, and the Ohio Reformatory for Women. With over 2000 institutionalized individuals, some of the census data may be skewed such as female population, educational attainment, family make-up, etc.
6. Marysville's population is younger and growing faster than both the County and State.

Family characteristics <i>Population over the age of 15</i>	Marysville	Union County	State of Ohio
Never married	24%	20.9%	26.2%
Married	53.6%	62.3%	54.5%
Separated	2.8%	1.6%	1.6%
Widowed	6.1%	5.2%	7.1%



Divorced	13.6%	10%	10.6%
Average household size	2.51	2.7	2.49
Average family size	3.05	3.11	3.04
Grandparent(s) responsible for grandchildren	44%	41.6%	46.4%

**Family characteristics observations**

1. Marysville has a higher concentration of single people than the rest of Union County.
2. The average household and family size in Marysville is comparable to both the County and State.
3. While the number of grandparents responsible for grandchildren in Marysville is comparable to both the County and State, as shown in the previous table Marysville's population of people over the age of 62 is dramatically lower than either the County or State.

Income levels	Marysville	Union County	State of Ohio
Median Household Income	\$46,765	\$51,743	\$40,956
Mean Retirement Income	\$11,449	\$13,952	\$16,753
Per capita income	\$19,127	\$20,577	\$21,003

**Income levels observations**

1. Marysville's median housing income (MHI) is lower than the County but higher than the State.
2. Marysville's retirement income is lower than Union County and dramatically lower than the State. Referencing earlier tables, the same percentage of Marysville's retirees have responsibility for grandchildren as their peers throughout Union County and the State of Ohio, but they report much lower retirement income levels.
3. Marysville's per capita income is lower than both the County and State.

Educational Attainment	Marysville	Union County	State of Ohio
High school or higher	83.5%	86%	83%
Bachelors degree or higher	16.3%	15.9%	21.1%
Graduate or professional degree	3.1%	4.1%	7.4%
Students enrolled in college	15.4%	12.5%	21.6%



**Educational attainment observations**

1. Marysville has fewer residents with post-secondary education experience than either the County or the State, and fewer students enrolled in colleges than the State average.
2. Marysville achieved the Ohio Department of Education's top "excellent" rating for 2004 and 2005, meeting 23 of 23 of the State's academic standards two years in a row.
3. Population projections indicate a 30% increase in student enrollment over the next 10 years.

Housing	Marysville	Union County	State of Ohio
Total units	5,976	15,217	4,783,01
Owner occupied	64.5%	77.5%	69%
Renter occupied	35.5%	22.5%	31%
Housing units built since 1980	50%	81.2%	22.8%
Householder tenancy since 1995	66%	49.5%	45%
Householder tenancy since 1990	80%	65%	61%
Median house value	\$132,000	\$128,800	\$103,700
Home-owners spending 30% or less of income on housing	83%	82.8%	81%
Renters spending 30% or less of income on housing	63%	64.5%	58.7%

**Housing observations**

1. Marysville residents have been in their homes for a significantly shorter period of time than their peers in the County and State.
2. Homes in Marysville are significantly newer than counterparts in Union County and the State of Ohio.
3. Marysville has a higher renter population than either the County or the State.
4. Median house values are higher in Marysville than either the County or the State.
5. The majority of Marysville residents (both home owners and renters) are spending 30% or less of their income on housing costs, which is comparable to both the County and State.



Race	Marysville	Union County	State of Ohio
White	91.3%	95.2%	85%
Black	6.2%	2.8%	11.5%
Asian	1.0%	0.5%	1.2%
American Indian	0.2%	0.2%	0.2%
Other	1.3%	1.3%	2.1%

Ancestries	Marysville	Union County	State of Ohio
English	10.3%	11.1%	9.2%
German	28.2%	28.1%	25.2%
Irish	13.3%	12.5%	12.8%
United States/American	10.2%	12.4%	8.6%
Other ancestries (combination of 23 identified ancestries and "other" ancestry per US Census classifications)	38%	35.9%	44.2%

**Race and ancestry observations**

1. Marysville is a predominantly white (Caucasian) community with the heaviest concentrations of German, Irish and English ancestries.
2. Marysville's foreign born population is significantly below the State average.

**Cultural observations**

1. The Marysville Art League offers art history and appreciation seminars along with a variety of art instruction and gallery happenings. The Houston House regularly hosts art exhibits featuring locally and regionally known artists.
2. The Marysville Public Library , located at 231 S. Plum Street, offers a series of art and history seminars throughout the year, as well as a number of educational programs and services for small business development.
3. In late 2005, a group of citizens (URT board members) developed an Historic Walking Tour Brochure (included in the appendix) which features historic buildings in Uptown Marysville. This guide is available at the Convention and Visitors Bureau.
4. The Union County Community Concerts Association provide top notch entertainment throughout the year. The Outdoor Amphitheater Summer Music Series at the American Legion Park, which is relatively



close Uptown Marysville, provides the community with a variety of complimentary musical entertainment in a natural environment during the summer. Eljer Park and Schwartzkopf Park are both within a block of the commercial core, and offer Marysville residents and visitors a wonderful opportunity to relax and enjoy the natural environment during trips to Uptown Marysville.

5. Several performing arts organizations exist in Marysville. Spotlight Theatre produces a variety of plays each year, while the Children’s Summer Theater Workshop produces one play (generally a musical); directed and produced by teenagers with a cast of children. A group of local talent has produced full scale musicals with orchestra almost every summer since 1980. The Singations Troupe produces two lively musical reviews, one in the spring and one during the holiday season each year.

**Geography**

Union County Land Use	Distribution
Agriculture	87%
Residential	9%
Commercial/industrial/office	2%
Public/open space	2%

**Land use observations**

1. Marysville is 25 miles northwest of the State capitol, Columbus.
2. 39% of the County’s population lives in the City of Marysville.
3. CSX Railroad bisects the City.
4. There is an inter-modal transportation hub located at the Honda Automotive Plant.
5. US Routes 33, 36 & 42 and State Routes 4, 31, 37, 38, 47, 161, 347, 736 and 739 intersect in the City of Marysville.
6. The Union County Airport has 4,220 feet of lighted, hard surface runway and offered both chartered and cargo service.
7. Port Columbus International Airport is located 40 miles southwest and offers commercial, charter and cargo service.

Labor force characteristics	Marysville	Union County	State of Ohio
Mean travel time to work	20.5 minutes	23 minutes	22.9 minutes



Workers over the age of 16 who drive to work alone	83.5%	83.6%	82.8%
Workers over the age of 16 who car pool	11.7%	10.7%	9.3%
Workers over the age of 16 who work at home	2.1%	3.3%	2.8%

**Labor force observations**

1. Marysville experiences a daytime population change\* of +14.7% or +2,337 people due to commuting. Workers who both live and work in Marysville\* represent 39.8% (2,924) of the total workforce. \*Source: [www.city-data.com](http://www.city-data.com)
2. The largest employers in Union County\* are as follows: Honda of America Mfg., Inc. (7,566), The Scotts Miracle-Gro Company (820), Transportation Research Center (400), Goodyear Tire & Rubber Company (326), American Honda Motor Company (321), Nestle R&D (225), Scioto Corporation (200), Parker Hannifin Hydraulics, Pump Division (198), Select Sires, Inc. (141), Invensys Climate Control (110), and Univenture (100). \*Source: *The Union County Chamber of Commerce*

Occupation & Industry	Marysville	Union County	State of Ohio
Unemployed	1.7%	1.6%	3.2%
Agriculture, forestry, fishing, hunting & mining	0.8%	3.2%	1.1%
Construction	5.4%	5.6%	6.0%
Manufacturing	25.3%	26.1%	20.0%
Wholesale trade	4.7%	4.2%	3.6%
Retail trade	13.2%	10.8%	11.9%
Transportation, warehousing & utilities	5.2%	4.7%	4.9%
Information	3.1%	2.7%	2.4%
Finance, insurance, real estate	6.1%	5.2%	6.3%
Professional, scientific, management, administrative & waste management services	9.1%	8.6%	8.0%
Educational, health and social services	12.1%	14.4%	19.7%
Arts, entertainment, recreation, accommodation & food service	5.8%	6.5%	7.5%



Other services	3.9%	4.0%	4.5%
Public administration	5.4%	3.9%	4.1%

**Occupation & industry observations**

1. While more than 4/5 of the County's land is used for agricultural purposes, only 3.2% of the County and 0.8% of the City's populations are employed in agriculture, in keeping with national trends away from smaller, less industrialized farms and farming practices.
2. Marysville has significantly more people employed in manufacturing jobs than the State.
3. Marysville has significantly fewer people employed in "education, health, and social services" and "arts, entertainment, recreation, accommodations and food service" than the County and State.
4. The unemployment rate in Marysville was significantly below the State of Ohio in 2000. However, since 9/11/2001, Marysville, Ohio and national unemployment rates have increased. Marysville's unemployment rate has remained below the State and national rates in 2006. *\*Source: Union County Chamber of Commerce*



## UPTOWN REVITALIZATION TIMELINE

- 11/1989** Marysville Area Chamber of Commerce established a committee to investigate what the focus of the Chamber should be in 1990. The majority of interviews indicate the Uptown area needs to be improved. The Chamber appoints a Revitalization Task Force (RTF), and the first organizational meeting is held 11/20/1989.
- 12/1989** RTF visits Grove City to view recent projects there.
- 01/1990** RTF invites Westerville businesswomen to discuss that community's revitalization efforts.
- 02/1990** An official liaison between the City and RTF is established, preliminary work on an RTF, now referred to as "Project Pride," logo begins.
- 04/1990** First efforts are given to outlining work activities for RTF.
- 05/1990** RTF chooses first year projects, requests donations from City Council and local merchants to fund activities.
- 06/1990** Discussion begins about architectural review standards.
- 07/1990** City appropriates funding for Project Pride projects, discussion on the logo and architectural review standards continues.
- 09/1990** Logo is chosen.
- 10/1990** Downtown revitalization surveys are analyzed.
- 11/1990** Merchant and property owners attend an informational meeting about architectural review standards; Project Pride sponsors a merchandising workshop for merchants.
- 12/1990** Architectural review legislation is withdrawn from Planning Commission. Window decals including the Project Pride logo are distributed to Uptown merchants.
- 02/1991** Decision is made to formally incorporate Project Pride as an organization.
- 04/1991** Architectural review standards are modified; merchants and property owners are invited to attend another informational session.
- 07/1991** Funding for Project Pride's second year projects is secured.
- 02/1992** Project Pride submits a CDBG grant application.
- 06/1992** Architectural review legislation passed by City Council.
- 08/1992** Project Pride vision statement is drafted.
- 09/1992** "Wish list" of visual improvements for Uptown is compiled.
- 10/1992** Preliminary streetscape design sketches are completed.
- 01/1993** Business and property owners are asked to participate in the State CDBG process.



- 10/1993 Second unsuccessful State CDBG begins to erode momentum and spirit. Marysville Area Chamber of Commerce merges with Union County Economic Development Office.
- 04/1994 Uptown merchants revive Project Pride.
- 10/1994 Chamber of Commerce is re-organized into the Union County Chamber of Commerce making the Marysville Business Association (MBA) a division of the Chamber.
- 12/1994 Project Pride/Uptown merchants petition new Union County Chamber leadership to prioritize Uptown revitalization as an economic development activity.
- 01/1995 Union County Chamber agrees to support Project Pride. The City and Project Pride collaborate on City parking lot signage design and installation project. Project Pride logo is revived and included on the signs.
- 02/1995 Project Pride begins meeting regularly under the Chamber auspices.
- 03/1995 Newsletter for Uptown merchants is developed and distributed. Fire destroys two buildings, three businesses and Uptown Christmas decorations, but spurs renewed energy to develop funding programs for Uptown revitalization projects.
- 04/1995 Project Pride adopts a new moniker reflecting Uptown focus and becomes Project Pride of Marysville, Inc. d.b.a. Mainstreet Marysville.
- 05/1995 Delaware County Bank approached Mainstreet Marysville about a loan fund for the Uptown area.
- 07/1995 Mainstreet Marysville sponsors a Downtown Ohio, Inc. (DOI) Technical Assistance Resource Team (TART) visit. T-shirt with the Mainstreet Marysville logo are ordered.
- 08/1995 Updates on progress are sent to mayoral candidates. Delaware County Bank announces \$1,000,000 Uptown Marysville Fund.
- 09/1995 DOI TART workshop is held, with 20 participants. Radio station develops Uptown jingle to promote Uptown businesses. Newspaper volunteers to use the same theme in print advertisements. Chamber Economic Development Director volunteers to coordinate Uptown revitalization activities until a program director can be hired. 1992 streetscape plan is adopted. Parking lot signs are installed. City Council endorses another CDBG and pledges 20% of the grant amount for infrastructure and in-kind services. Building and business owners are asked for their support.
- 10/1995 Grant request of \$450,000 submitted to Ohio Department of Development.
- 02/1996 Marysville notified that grant application is unsuccessful. Mainstreet Marysville begins conversation with City about alternate funding avenues.
- 05/1996 City offers to fund 69% of the \$1,000,000 streetscape project. Property owners are asked to fund the rest through assessments.
- 09/1996 Informational meeting for business and property owners is held.
- 10/1996 Petition for tax assessment is presented to Council.



11/1996	Council passes Resolution of Support. Marysville begins planning for the Ohio Historical Preservation Office's Building Doctor Program visit in April, 1997.
03/1997	Council approved funding for streetscape engineering. Project is estimated at \$1.4 million.
04/1997	OHPO's Building Doctor visit is attended by 60 people, including 10 Uptown property owners.
08/1997	Mainstreet Marysville launches a brick campaign to raise money for street furniture.
09/1997	Council passes two resolutions to finance streetscape improvements.
11/2000	Streetscape improvements are completed.
04/2001	Economic Development Director meets with State of Ohio to discuss potential CDBG Grant for revitalization, submits letter of intent.
08/2001	Application is not submitted.
01/2004	Chamber assigns funds in its budget for URT.
02/2004	Chamber organizes meeting of Downtown Leaders to discuss potential revitalization of uptown.
03/2004	Chamber, MBA, and Mainstreet Marysville hire Heritage Ohio to conduct a Downtown Area Resource Team (DART) visit.
04/2004	DART visit occurs with nearly 50 people in attendance.
07/2004	Dart report issued.
08/2004	Chamber passes a resolution making the Uptown Renewal Team a division of the organization.
11/2004	URT Design Committee and Chamber urge City to revise architectural review ordinance for uptown.
01/2005	URT begins monthly meetings.
02/2005	URT adopts the Main Street committee structure and established goals for 2005.
05/2005	The Marysville City Council and Union County Commissioners pass resolutions naming URT as the organization to revitalize Uptown Marysville.
02/2005	URT adopts the Mainstreet committee structure and establishes goals for 2006.
03/2005	Economic Development Director recommends to Planning Commission and City Council the proposed update of the architectural review ordinance.
03/2005	At URT's recommendation, City installs signs on major entry points directing travelers to "Historic Uptown Marysville."
06/2005	URT puts together first Third Friday Event - the first of four. 400 People in attendance.



06/2005	URT hosts Downtown meeting with leaders, property owners and business owners.
07/2005	URT decides to pursue Tier I funding from the State to conduct an Uptown Improvement Plan. URT secures \$9,000 from the private sector to leverage public funding.
07/2005	URT receives \$1,000 grant for Third Fridays from the Ohio Arts Council.
08/2005	Chamber hosts special meeting with Jack Schulte, author of Boomtown USA: The 7 ½ Keys to Success in Small Towns.
09/2005	State awards Tier I grant to Marysville
10/2005	City hires Poggemeyer Design Group (PDG) and Boulevard Strategies to begin work of Uptown Improvement Plan.
11/2005	URT and PDG host kick off meeting detailing Planning process for Uptown Improvement Plan.
11/2005	Economic Development Director (with assistance from the four committees) develops a work plan and budget for 2006 which is approved by URT and the Chamber Board.
11/2005	City agrees to invest \$5,000 into downtown revitalization. Chamber also sets aside additional funds.
2/2006	URT, CVB, and Public Library develop the first Historic Walking Guide for Uptown. Guide is distributed to leaders.
03/2006	Wal-Mart and The Scotts Miracle-Gro Company donate \$2,500 each to the City and URT that is used to purchase and install flower pots on light poles in Uptown.
04/2006	Doc Henderson's Restaurant opens in Historic Uptown.
04/2006	URT and The Scotts Miracle-Gro Company unveil Historic Plaque recognizing the first O.M. Scotts store in Uptown.
05/2006	URT and CVB hosts first walking tour of Uptown.
05/2006	City Council approves updates to design review ordinance.
05/2006	Economic Development staff begins drafting of design and color guidelines for Uptown.
06/2006	URT hosts first of three Third Fridays events, garnering record attendance. Raises over \$5,000 in sponsorships from the private sector.
07/2006	URT applies for and receives 2 <sup>nd</sup> Ohio Arts Council Grant in the amount of \$2,370 for Third Fridays.
07/2006	Design and color guidelines are presented to Planning Commission by Economic Development staff.
09/2006	The Design Review Board approves new design review guidelines.



**Table DP-1. Profile of General Demographic Characteristics: 2000**

Geographic Area: Marysville city, Ohio

[For information on confidentiality protection, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>Total population</b> .....	<b>15,942</b>	<b>100.0</b>	<b>HISPANIC OR LATINO AND RACE</b>		
<b>SEX AND AGE</b>			Total population.....	<b>15,942</b>	<b>100.0</b>
Male.....	6,928	43.5	Hispanic or Latino (of any race).....	167	1.0
Female.....	9,014	56.5	Mexican.....	81	0.5
Under 5 years.....	1,410	8.8	Puerto Rican.....	20	0.1
5 to 9 years.....	1,259	7.9	Cuban.....	6	-
10 to 14 years.....	988	6.2	Other Hispanic or Latino.....	60	0.4
15 to 19 years.....	865	5.4	Not Hispanic or Latino.....	15,775	99.0
20 to 24 years.....	1,101	6.9	White alone.....	14,459	90.7
25 to 34 years.....	3,357	21.1	<b>RELATIONSHIP</b>		
35 to 44 years.....	2,838	17.8	Total population.....	<b>15,942</b>	<b>100.0</b>
45 to 54 years.....	1,704	10.7	In households.....	13,988	87.7
55 to 59 years.....	548	3.4	Householder.....	5,563	34.9
60 to 64 years.....	428	2.7	Spouse.....	2,991	18.8
65 to 74 years.....	718	4.5	Child.....	4,462	28.0
75 to 84 years.....	518	3.2	Own child under 18 years.....	3,945	24.7
85 years and over.....	208	1.3	Other relatives.....	324	2.0
Median age (years).....	31.9	(X)	Under 18 years.....	135	0.8
18 years and over.....	11,762	73.8	Nonrelatives.....	648	4.1
Male.....	4,736	29.7	Unmarried partner.....	320	2.0
Female.....	7,026	44.1	In group quarters.....	1,954	12.3
21 years and over.....	11,212	70.3	Institutionalized population.....	1,953	12.3
62 years and over.....	1,684	10.6	Noninstitutionalized population.....	1	-
65 years and over.....	1,444	9.1	<b>HOUSEHOLD BY TYPE</b>		
Male.....	521	3.3	Total households.....	<b>5,563</b>	<b>100.0</b>
Female.....	923	5.8	Family households (families).....	3,788	68.1
<b>RACE</b>			With own children under 18 years.....	2,134	38.4
One race.....	15,762	98.9	Married-couple family.....	2,991	53.8
White.....	14,559	91.3	With own children under 18 years.....	1,579	28.4
Black or African American.....	981	6.2	Female householder, no husband present.....	601	10.8
American Indian and Alaska Native.....	25	0.2	With own children under 18 years.....	415	7.5
Asian.....	154	1.0	Nonfamily households.....	1,775	31.9
Asian Indian.....	25	0.2	Householder living alone.....	1,472	26.5
Chinese.....	32	0.2	Householder 65 years and over.....	472	8.5
Filipino.....	31	0.2	Households with individuals under 18 years.....	2,251	40.5
Japanese.....	22	0.1	Households with individuals 65 years and over.....	970	17.4
Korean.....	24	0.2	Average household size.....	2.51	(X)
Vietnamese.....	6	-	Average family size.....	3.05	(X)
Other Asian <sup>1</sup> .....	14	0.1	<b>HOUSING OCCUPANCY</b>		
Native Hawaiian and Other Pacific Islander.....	4	-	Total housing units.....	<b>5,976</b>	<b>100.0</b>
Native Hawaiian.....	1	-	Occupied housing units.....	5,563	93.1
Guamanian or Chamorro.....	2	-	Vacant housing units.....	413	6.9
Samoan.....	-	-	For seasonal, recreational, or		
Other Pacific Islander <sup>2</sup> .....	1	-	occasional use.....	20	0.3
Some other race.....	39	0.2	Homeowner vacancy rate (percent).....	1.9	(X)
Two or more races.....	180	1.1	Rental vacancy rate (percent).....	9.8	(X)
<b>Race alone or in combination with one</b>			<b>HOUSING TENURE</b>		
<b>or more other races:</b> <sup>3</sup>			Occupied housing units.....	<b>5,563</b>	<b>100.0</b>
White.....	14,719	92.3	Owner-occupied housing units.....	3,588	64.5
Black or African American.....	1,047	6.6	Renter-occupied housing units.....	1,975	35.5
American Indian and Alaska Native.....	96	0.6	Average household size of owner-occupied units.....	2.70	(X)
Asian.....	185	1.2	Average household size of renter-occupied units.....	2.18	(X)
Native Hawaiian and Other Pacific Islander.....	12	0.1			
Some other race.....	81	0.5			

- Represents zero or rounds to zero. (X) Not applicable.

<sup>1</sup> Other Asian alone, or two or more Asian categories.

<sup>2</sup> Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

<sup>3</sup> In combination with one or more of the other races listed. The six numbers may add to more than the total population and the six percentages may add to more than 100 percent because individuals may report more than one race.

Source: U.S. Census Bureau, Census 2000.

**Table DP-2. Profile of Selected Social Characteristics: 2000**

Geographic area: Marysville city, Ohio

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>SCHOOL ENROLLMENT</b>			<b>NATIVITY AND PLACE OF BIRTH</b>		
Population 3 years and over enrolled in school.....	3,583	100.0	Total population.....	15,730	100.0
Nursery school, preschool.....	263	7.3	Native.....	15,530	98.7
Kindergarten.....	269	7.5	Born in United States.....	15,427	98.1
Elementary school (grades 1-8).....	1,795	50.1	State of residence.....	11,867	75.4
High school (grades 9-12).....	705	19.7	Different state.....	3,560	22.6
College or graduate school.....	551	15.4	Born outside United States.....	103	0.7
<b>EDUCATIONAL ATTAINMENT</b>			Foreign born.....	200	1.3
Population 25 years and over.....	10,296	100.0	Entered 1990 to March 2000.....	72	0.5
Less than 9th grade.....	379	3.7	Naturalized citizen.....	102	0.6
9th to 12th grade, no diploma.....	1,316	12.8	Not a citizen.....	98	0.6
High school graduate (includes equivalency).....	4,015	39.0	<b>REGION OF BIRTH OF FOREIGN BORN</b>		
Some college, no degree.....	2,297	22.3	Total (excluding born at sea).....	200	100.0
Associate degree.....	609	5.9	Europe.....	36	18.0
Bachelor's degree.....	1,358	13.2	Asia.....	96	48.0
Graduate or professional degree.....	322	3.1	Africa.....	5	2.5
Percent high school graduate or higher.....	83.5	(X)	Oceania.....	-	-
Percent bachelor's degree or higher.....	16.3	(X)	Latin America.....	49	24.5
<b>MARITAL STATUS</b>			Northern America.....	14	7.0
Population 15 years and over.....	12,307	100.0	<b>LANGUAGE SPOKEN AT HOME</b>		
Never married.....	2,951	24.0	Population 5 years and over.....	14,456	100.0
Now married, except separated.....	6,600	53.6	English only.....	13,880	96.0
Separated.....	339	2.8	Language other than English.....	576	4.0
Widowed.....	749	6.1	Speak English less than "very well".....	87	0.6
Female.....	663	5.4	Spanish.....	302	2.1
Divorced.....	1,668	13.6	Speak English less than "very well".....	49	0.3
Female.....	1,153	9.4	Other Indo-European languages.....	141	1.0
<b>GRANDPARENTS AS CAREGIVERS</b>			Speak English less than "very well".....	8	0.1
Grandparent living in household with one or more own grandchildren under 18 years.....	134	100.0	Asian and Pacific Island languages.....	128	0.9
Grandparent responsible for grandchildren.....	59	44.0	Speak English less than "very well".....	30	0.2
<b>VETERAN STATUS</b>			<b>ANCESTRY (single or multiple)</b>		
Civilian population 18 years and over ..	11,791	100.0	Total population.....	15,730	100.0
Civilian veterans.....	1,381	11.7	Total ancestries reported.....	15,434	98.1
<b>DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION</b>			Arab.....	50	0.3
Population 5 to 20 years.....	3,080	100.0	Czech <sup>1</sup> .....	49	0.3
With a disability.....	435	14.1	Danish.....	44	0.3
Population 21 to 64 years.....	8,105	100.0	Dutch.....	324	2.1
With a disability.....	1,368	16.9	English.....	1,622	10.3
Percent employed.....	65.8	(X)	French (except Basque) <sup>1</sup> .....	359	2.3
No disability.....	6,737	83.1	French Canadian <sup>1</sup> .....	17	0.1
Percent employed.....	87.5	(X)	German.....	4,436	28.2
Population 65 years and over.....	1,299	100.0	Greek.....	101	0.6
With a disability.....	661	50.9	Hungarian.....	106	0.7
<b>RESIDENCE IN 1995</b>			Irish <sup>1</sup> .....	2,087	13.3
Population 5 years and over.....	14,456	100.0	Italian.....	513	3.3
Same house in 1995.....	5,202	36.0	Lithuanian.....	8	0.1
Different house in the U.S. in 1995.....	9,134	63.2	Norwegian.....	66	0.4
Same county.....	3,767	26.1	Polish.....	456	2.9
Different county.....	5,367	37.1	Portuguese.....	19	0.1
Same state.....	4,096	28.3	Russian.....	41	0.3
Different state.....	1,271	8.8	Scotch-Irish.....	296	1.9
Elsewhere in 1995.....	120	0.8	Scottish.....	326	2.1
			Slovak.....	40	0.3
			Subsaharan African.....	31	0.2
			Swedish.....	85	0.5
			Swiss.....	108	0.7
			Ukrainian.....	47	0.3
			United States or American.....	1,605	10.2
			Welsh.....	158	1.0
			West Indian (excluding Hispanic groups).....	15	0.1
			Other ancestries.....	2,425	15.4

-Represents zero or rounds to zero. (X) Not applicable.

<sup>1</sup>The data represent a combination of two ancestries shown separately in Summary File 3. Czech includes Czechoslovakian. French includes Alsatian. French Canadian includes Acadian/Cajun. Irish includes Celtic.

Source: U.S. Bureau of the Census, Census 2000.



**Table DP-4. Profile of Selected Housing Characteristics: 2000**

Geographic area: Marysville city, Ohio

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>Total housing units</b> .....	<b>5,951</b>	<b>100.0</b>	<b>OCCUPANTS PER ROOM</b>		
<b>UNITS IN STRUCTURE</b>			Occupied housing units .....	5,538	100.0
1-unit, detached .....	3,305	55.5	1.00 or less .....	5,449	98.4
1-unit, attached .....	122	2.1	1.01 to 1.50 .....	65	1.2
2 units .....	241	4.0	1.51 or more .....	24	0.4
3 or 4 units .....	607	10.2			
5 to 9 units .....	651	10.9	Specified owner-occupied units .....	2,786	100.0
10 to 19 units .....	187	3.1	<b>VALUE</b>		
20 or more units .....	155	2.6	Less than \$50,000 .....	8	0.3
Mobile home .....	683	11.5	\$50,000 to \$99,999 .....	608	21.8
Boat, RV, van, etc .....	-	-	\$100,000 to \$149,999 .....	1,280	45.9
			\$150,000 to \$199,999 .....	605	21.7
<b>YEAR STRUCTURE BUILT</b>			\$200,000 to \$299,999 .....	223	8.0
1999 to March 2000 .....	531	8.9	\$300,000 to \$499,999 .....	62	2.2
1995 to 1998 .....	1,298	21.8	\$500,000 to \$999,999 .....	-	-
1990 to 1994 .....	476	8.0	\$1,000,000 or more .....	-	-
1980 to 1989 .....	670	11.3	Median (dollars) .....	132,400	(X)
1970 to 1979 .....	1,041	17.5			
1960 to 1969 .....	438	7.4	<b>MORTGAGE STATUS AND SELECTED</b>		
1940 to 1959 .....	643	10.8	<b>MONTHLY OWNER COSTS</b>		
1939 or earlier .....	854	14.4	With a mortgage .....	2,245	80.6
			Less than \$300 .....	9	0.3
<b>ROOMS</b>			\$300 to \$499 .....	79	2.8
1 room .....	15	0.3	\$500 to \$699 .....	124	4.5
2 rooms .....	68	1.1	\$700 to \$999 .....	525	18.8
3 rooms .....	578	9.7	\$1,000 to \$1,499 .....	1,156	41.5
4 rooms .....	1,216	20.4	\$1,500 to \$1,999 .....	259	9.3
5 rooms .....	1,136	19.1	\$2,000 or more .....	93	3.3
6 rooms .....	1,069	18.0	Median (dollars) .....	1,137	(X)
7 rooms .....	878	14.8	Not mortgaged .....	541	19.4
8 rooms .....	552	9.3	Median (dollars) .....	322	(X)
9 or more rooms .....	439	7.4			
Median (rooms) .....	5.5	(X)	<b>SELECTED MONTHLY OWNER COSTS</b>		
			<b>AS A PERCENTAGE OF HOUSEHOLD</b>		
Occupied housing units .....	5,538	100.0	<b>INCOME IN 1999</b>		
<b>YEAR HOUSEHOLDER MOVED INTO UNIT</b>			Less than 15.0 percent .....	737	26.5
1999 to March 2000 .....	1,632	29.5	15.0 to 19.9 percent .....	718	25.8
1995 to 1998 .....	2,042	36.9	20.0 to 24.9 percent .....	559	20.1
1990 to 1994 .....	749	13.5	25.0 to 29.9 percent .....	298	10.7
1980 to 1989 .....	470	8.5	30.0 to 34.9 percent .....	177	6.4
1970 to 1979 .....	310	5.6	35.0 percent or more .....	270	9.7
1969 or earlier .....	335	6.0	Not computed .....	27	1.0
<b>VEHICLES AVAILABLE</b>			Specified renter-occupied units .....	1,970	100.0
None .....	338	6.1	<b>GROSS RENT</b>		
1 .....	1,863	33.6	Less than \$200 .....	180	9.1
2 .....	2,429	43.9	\$200 to \$299 .....	53	2.7
3 or more .....	908	16.4	\$300 to \$499 .....	419	21.3
			\$500 to \$749 .....	908	46.1
<b>HOUSE HEATING FUEL</b>			\$750 to \$999 .....	270	13.7
Utility gas .....	4,290	77.5	\$1,000 to \$1,499 .....	93	4.7
Bottled, tank, or LP gas .....	75	1.4	\$1,500 or more .....	-	-
Electricity .....	1,092	19.7	No cash rent .....	47	2.4
Fuel oil, kerosene, etc .....	13	0.2	Median (dollars) .....	577	(X)
Coal or coke .....	-	-			
Wood .....	60	1.1	<b>GROSS RENT AS A PERCENTAGE OF</b>		
Solar energy .....	-	-	<b>HOUSEHOLD INCOME IN 1999</b>		
Other fuel .....	-	-	Less than 15.0 percent .....	390	19.8
No fuel used .....	8	0.1	15.0 to 19.9 percent .....	305	15.5
			20.0 to 24.9 percent .....	308	15.6
<b>SELECTED CHARACTERISTICS</b>			25.0 to 29.9 percent .....	244	12.4
Lacking complete plumbing facilities .....	17	0.3	30.0 to 34.9 percent .....	202	10.3
Lacking complete kitchen facilities .....	8	0.1	35.0 percent or more .....	464	23.6
No telephone service .....	144	2.6	Not computed .....	57	2.9

-Represents zero or rounds to zero. (X) Not applicable.

Source: U.S. Bureau of the Census, Census 2000.

**Table DP-1. Profile of General Demographic Characteristics: 2000**

Geographic Area: Union County, Ohio

[For information on confidentiality protection, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>Total population</b> .....	<b>40,909</b>	<b>100.0</b>	<b>HISPANIC OR LATINO AND RACE</b>		
<b>SEX AND AGE</b>			<b>Total population</b> .....	<b>40,909</b>	<b>100.0</b>
Male.....	19,548	47.8	Hispanic or Latino (of any race).....	309	0.8
Female.....	21,361	52.2	Mexican.....	144	0.4
Under 5 years.....	3,107	7.6	Puerto Rican.....	42	0.1
5 to 9 years.....	3,274	8.0	Cuban.....	10	-
10 to 14 years.....	3,146	7.7	Other Hispanic or Latino.....	113	0.3
15 to 19 years.....	2,686	6.6	Not Hispanic or Latino.....	40,600	99.2
20 to 24 years.....	2,151	5.3	White alone.....	38,795	94.8
25 to 34 years.....	6,437	15.7	<b>RELATIONSHIP</b>		
35 to 44 years.....	7,481	18.3	<b>Total population</b> .....	<b>40,909</b>	<b>100.0</b>
45 to 54 years.....	5,447	13.3	In households.....	38,728	94.7
55 to 59 years.....	1,850	4.5	Householder.....	14,346	35.1
60 to 64 years.....	1,389	3.4	Spouse.....	9,238	22.6
65 to 74 years.....	2,171	5.3	Child.....	12,580	30.8
75 to 84 years.....	1,308	3.2	Own child under 18 years.....	10,520	25.7
85 years and over.....	462	1.1	Other relatives.....	1,143	2.8
Median age (years).....	34.5	(X)	Under 18 years.....	492	1.2
18 years and over.....	29,612	72.4	Nonrelatives.....	1,421	3.5
Male.....	13,672	33.4	Unmarried partner.....	717	1.8
Female.....	15,940	39.0	In group quarters.....	2,181	5.3
21 years and over.....	28,258	69.1	Institutionalized population.....	2,180	5.3
62 years and over.....	4,726	11.6	Noninstitutionalized population.....	1	-
65 years and over.....	3,941	9.6	<b>HOUSEHOLD BY TYPE</b>		
Male.....	1,646	4.0	<b>Total households</b> .....	<b>14,346</b>	<b>100.0</b>
Female.....	2,295	5.6	Family households (families).....	10,884	75.9
<b>RACE</b>			With own children under 18 years.....	5,530	38.5
One race.....	40,509	99.0	Married-couple family.....	9,238	64.4
White.....	38,965	95.2	With own children under 18 years.....	4,491	31.3
Black or African American.....	1,149	2.8	Female householder, no husband present.....	1,151	8.0
American Indian and Alaska Native.....	75	0.2	With own children under 18 years.....	719	5.0
Asian.....	221	0.5	Nonfamily households.....	3,462	24.1
Asian Indian.....	28	0.1	Householder living alone.....	2,848	19.9
Chinese.....	34	0.1	Householder 65 years and over.....	1,043	7.3
Filipino.....	54	0.1	Households with individuals under 18 years.....	5,881	41.0
Japanese.....	36	0.1	Households with individuals 65 years and over.....	2,705	18.9
Korean.....	43	0.1	Average household size.....	2.70	(X)
Vietnamese.....	10	-	Average family size.....	3.11	(X)
Other Asian <sup>1</sup> .....	16	-	<b>HOUSING OCCUPANCY</b>		
Native Hawaiian and Other Pacific Islander.....	7	-	<b>Total housing units</b> .....	<b>15,217</b>	<b>100.0</b>
Native Hawaiian.....	1	-	Occupied housing units.....	14,346	94.3
Guamanian or Chamorro.....	2	-	Vacant housing units.....	871	5.7
Samoan.....	1	-	For seasonal, recreational, or occasional use.....	71	0.5
Other Pacific Islander <sup>2</sup> .....	3	-	Homeowner vacancy rate (percent).....	1.8	(X)
Some other race.....	92	0.2	Rental vacancy rate (percent).....	8.1	(X)
Two or more races.....	400	1.0	<b>HOUSING TENURE</b>		
<b>Race alone or in combination with one or more other races:</b> <sup>3</sup>			<b>Occupied housing units</b> .....	<b>14,346</b>	<b>100.0</b>
White.....	39,337	96.2	Owner-occupied housing units.....	11,114	77.5
Black or African American.....	1,268	3.1	Renter-occupied housing units.....	3,232	22.5
American Indian and Alaska Native.....	261	0.6	Average household size of owner-occupied units.....	2.79	(X)
Asian.....	287	0.7	Average household size of renter-occupied units.....	2.40	(X)
Native Hawaiian and Other Pacific Islander.....	18	-			
Some other race.....	165	0.4			

- Represents zero or rounds to zero. (X) Not applicable.

<sup>1</sup> Other Asian alone, or two or more Asian categories.

<sup>2</sup> Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

<sup>3</sup> In combination with one or more of the other races listed. The six numbers may add to more than the total population and the six percentages may add to more than 100 percent because individuals may report more than one race.

Source: U.S. Census Bureau, Census 2000.

**Table DP-2. Profile of Selected Social Characteristics: 2000**

Geographic area: Union County, Ohio

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>SCHOOL ENROLLMENT</b>			<b>NATIVITY AND PLACE OF BIRTH</b>		
Population 3 years and over enrolled in school.....	10,216	100.0	Total population.....	40,909	100.0
Nursery school, preschool.....	682	6.7	Native.....	40,520	99.0
Kindergarten.....	730	7.1	Born in United States.....	40,284	98.5
Elementary school (grades 1-8).....	5,179	50.7	State of residence.....	32,850	80.3
High school (grades 9-12).....	2,350	23.0	Different state.....	7,434	18.2
College or graduate school.....	1,275	12.5	Born outside United States.....	236	0.6
<b>EDUCATIONAL ATTAINMENT</b>			Foreign born.....	389	1.0
Population 25 years and over.....	26,534	100.0	Entered 1990 to March 2000.....	112	0.3
Less than 9th grade.....	859	3.2	Naturalized citizen.....	192	0.5
9th to 12th grade, no diploma.....	2,846	10.7	Not a citizen.....	197	0.5
High school graduate (includes equivalency).....	11,654	43.9	<b>REGION OF BIRTH OF FOREIGN BORN</b>		
Some college, no degree.....	5,454	20.6	Total (excluding born at sea).....	389	100.0
Associate degree.....	1,495	5.6	Europe.....	112	28.8
Bachelor's degree.....	3,131	11.8	Asia.....	144	37.0
Graduate or professional degree.....	1,095	4.1	Africa.....	5	1.3
Percent high school graduate or higher.....	86.0	(X)	Oceania.....	6	1.5
Percent bachelor's degree or higher.....	15.9	(X)	Latin America.....	57	14.7
<b>MARITAL STATUS</b>			Northern America.....	65	16.7
Population 15 years and over.....	31,432	100.0	<b>LANGUAGE SPOKEN AT HOME</b>		
Never married.....	6,575	20.9	Population 5 years and over.....	37,821	100.0
Now married, except separated.....	19,567	62.3	English only.....	36,651	96.9
Separated.....	500	1.6	Language other than English.....	1,170	3.1
Widowed.....	1,647	5.2	Speak English less than "very well".....	216	0.6
Female.....	1,326	4.2	Spanish.....	588	1.6
Divorced.....	3,143	10.0	Speak English less than "very well".....	128	0.3
Female.....	1,879	6.0	Other Indo-European languages.....	366	1.0
<b>GRANDPARENTS AS CAREGIVERS</b>			Speak English less than "very well".....	50	0.1
Grandparent living in household with one or more own grandchildren under 18 years.....	527	100.0	Asian and Pacific Island languages.....	182	0.5
Grandparent responsible for grandchildren.....	219	41.6	Speak English less than "very well".....	38	0.1
<b>VETERAN STATUS</b>			<b>ANCESTRY (single or multiple)</b>		
Civilian population 18 years and over ..	29,621	100.0	Total population.....	40,909	100.0
Civilian veterans.....	3,852	13.0	Total ancestries reported.....	38,867	95.0
<b>DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION</b>			Arab.....	75	0.2
Population 5 to 20 years.....	9,301	100.0	Czech <sup>1</sup> .....	134	0.3
With a disability.....	806	8.7	Danish.....	150	0.4
Population 21 to 64 years.....	22,610	100.0	Dutch.....	906	2.2
With a disability.....	3,469	15.3	English.....	4,530	11.1
Percent employed.....	65.3	(X)	French (except Basque) <sup>1</sup> .....	1,025	2.5
No disability.....	19,141	84.7	French Canadian <sup>1</sup> .....	80	0.2
Percent employed.....	86.9	(X)	German.....	11,496	28.1
Population 65 years and over.....	3,703	100.0	Greek.....	123	0.3
With a disability.....	1,525	41.2	Hungarian.....	191	0.5
<b>RESIDENCE IN 1995</b>			Irish <sup>1</sup> .....	5,125	12.5
Population 5 years and over.....	37,821	100.0	Italian.....	1,152	2.8
Same house in 1995.....	19,608	51.8	Lithuanian.....	18	-
Different house in the U.S. in 1995.....	18,055	47.7	Norwegian.....	195	0.5
Same county.....	7,508	19.9	Polish.....	891	2.2
Different county.....	10,547	27.9	Portuguese.....	26	0.1
Same state.....	7,997	21.1	Russian.....	60	0.1
Different state.....	2,550	6.7	Scotch-Irish.....	721	1.8
Elsewhere in 1995.....	158	0.4	Scottish.....	989	2.4
			Slovak.....	89	0.2
			Subsaharan African.....	43	0.1
			Swedish.....	163	0.4
			Swiss.....	277	0.7
			Ukrainian.....	79	0.2
			United States or American.....	5,064	12.4
			Welsh.....	699	1.7
			West Indian (excluding Hispanic groups).....	18	-
			Other ancestries.....	4,548	11.1

-Represents zero or rounds to zero. (X) Not applicable.

<sup>1</sup>The data represent a combination of two ancestries shown separately in Summary File 3. Czech includes Czechoslovakian. French includes Alsatian. French Canadian includes Acadian/Cajun. Irish includes Celtic.

Source: U.S. Bureau of the Census, Census 2000.

**Table DP-3. Profile of Selected Economic Characteristics: 2000**

Geographic area: Union County, Ohio

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>EMPLOYMENT STATUS</b>			<b>INCOME IN 1999</b>		
Population 16 years and over .....	30,747	100.0	Households .....	14,342	100.0
In labor force .....	21,333	69.4	Less than \$10,000 .....	712	5.0
Civilian labor force .....	21,310	69.3	\$10,000 to \$14,999 .....	607	4.2
Employed .....	20,826	67.7	\$15,000 to \$24,999 .....	1,451	10.1
Unemployed .....	484	1.6	\$25,000 to \$34,999 .....	1,475	10.3
Percent of civilian labor force .....	2.3	(X)	\$35,000 to \$49,999 .....	2,521	17.6
Armed Forces .....	23	0.1	\$50,000 to \$74,999 .....	3,839	26.8
Not in labor force .....	9,414	30.6	\$75,000 to \$99,999 .....	2,181	15.2
<b>Females 16 years and over .....</b>	<b>16,409</b>	<b>100.0</b>	\$100,000 to \$149,999 .....	1,252	8.7
In labor force .....	9,830	59.9	\$150,000 to \$199,999 .....	220	1.5
Civilian labor force .....	9,817	59.8	\$200,000 or more .....	84	0.6
Employed .....	9,596	58.5	Median household income (dollars) .....	51,743	(X)
<b>Own children under 6 years .....</b>	<b>3,571</b>	<b>100.0</b>	With earnings .....	12,335	86.0
All parents in family in labor force .....	2,535	71.0	Mean earnings (dollars) <sup>1</sup> .....	57,485	(X)
<b>COMMUTING TO WORK</b>			With Social Security income .....	2,961	20.6
<b>Workers 16 years and over .....</b>	<b>20,416</b>	<b>100.0</b>	Mean Social Security income (dollars) <sup>1</sup> .....	11,294	(X)
Car, truck, or van -- drove alone .....	17,074	83.6	With Supplemental Security Income .....	402	2.8
Car, truck, or van -- carpooled .....	2,180	10.7	Mean Supplemental Security Income		
Public transportation (including taxicab) .....	35	0.2	(dollars) <sup>1</sup> .....	6,324	(X)
Walked .....	323	1.6	With public assistance income .....	237	1.7
Other means .....	127	0.6	Mean public assistance income (dollars) <sup>1</sup> .....	1,138	(X)
Worked at home .....	677	3.3	With retirement income .....	2,505	17.5
Mean travel time to work (minutes) <sup>1</sup> .....	23.0	(X)	Mean retirement income (dollars) <sup>1</sup> .....	13,952	(X)
<b>Employed civilian population</b>			<b>Families .....</b>	<b>10,886</b>	<b>100.0</b>
<b>16 years and over .....</b>	<b>20,826</b>	<b>100.0</b>	Less than \$10,000 .....	299	2.7
<b>OCCUPATION</b>			\$10,000 to \$14,999 .....	215	2.0
Management, professional, and related occupations .....	5,635	27.1	\$15,000 to \$24,999 .....	754	6.9
Service occupations .....	2,867	13.8	\$25,000 to \$34,999 .....	1,036	9.5
Sales and office occupations .....	5,468	26.3	\$35,000 to \$49,999 .....	2,001	18.4
Farming, fishing, and forestry occupations .....	162	0.8	\$50,000 to \$74,999 .....	3,114	28.6
Construction, extraction, and maintenance occupations .....	1,817	8.7	\$75,000 to \$99,999 .....	2,026	18.6
Production, transportation, and material moving occupations .....	4,877	23.4	\$100,000 to \$149,999 .....	1,139	10.5
<b>INDUSTRY</b>			\$150,000 to \$199,999 .....	220	2.0
Agriculture, forestry, fishing and hunting, and mining .....	661	3.2	\$200,000 or more .....	82	0.8
Construction .....	1,163	5.6	Median family income (dollars) .....	58,384	(X)
Manufacturing .....	5,436	26.1	Per capita income (dollars) <sup>1</sup> .....	20,577	(X)
Wholesale trade .....	866	4.2	<b>Median earnings (dollars):</b>		
Retail trade .....	2,259	10.8	Male full-time, year-round workers .....	40,910	(X)
Transportation and warehousing, and utilities .....	983	4.7	Female full-time, year-round workers .....	27,405	(X)
Information .....	572	2.7			
Finance, insurance, real estate, and rental and leasing .....	1,075	5.2			
Professional, scientific, management, administrative, and waste management services .....	1,797	8.6			
Educational, health and social services .....	3,005	14.4			
Arts, entertainment, recreation, accommodation and food services .....	1,357	6.5			
Other services (except public administration) .....	838	4.0			
Public administration .....	814	3.9			
<b>CLASS OF WORKER</b>					
Private wage and salary workers .....	16,995	81.6			
Government workers .....	2,231	10.7			
Self-employed workers in own not incorporated business .....	1,516	7.3			
Unpaid family workers .....	84	0.4			
			<b>POVERTY STATUS IN 1999</b>		
			<b>Families .....</b>	<b>397</b>	<b>3.6</b>
			With related children under 18 years .....	269	4.6
			With related children under 5 years .....	148	6.0
			<b>Families with female householder, no husband present .....</b>	<b>197</b>	<b>18.6</b>
			With related children under 18 years .....	162	21.9
			With related children under 5 years .....	90	33.0
			<b>Individuals .....</b>	<b>1,763</b>	<b>4.6</b>
			18 years and over .....	1,258	4.6
			65 years and over .....	289	7.8
			Related children under 18 years .....	467	4.3
			Related children 5 to 17 years .....	280	3.5
			Unrelated individuals 15 years and over .....	658	14.4

-Represents zero or rounds to zero. (X) Not applicable.

<sup>1</sup>If the denominator of a mean value or per capita value is less than 30, then that value is calculated using a rounded aggregate in the numerator. See text.

Source: U.S. Bureau of the Census, Census 2000.

**Table DP-4. Profile of Selected Housing Characteristics: 2000**

Geographic area: Union County, Ohio

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>Total housing units</b> .....	<b>15,217</b>	<b>100.0</b>	<b>OCCUPANTS PER ROOM</b>		
<b>UNITS IN STRUCTURE</b>			Occupied housing units .....	<b>14,346</b>	<b>100.0</b>
1-unit, detached .....	11,670	76.7	1.00 or less .....	14,147	98.6
1-unit, attached .....	180	1.2	1.01 to 1.50 .....	169	1.2
2 units .....	396	2.6	1.51 or more .....	30	0.2
3 or 4 units .....	713	4.7	<b>Specified owner-occupied units</b> .....	<b>8,544</b>	<b>100.0</b>
5 to 9 units .....	697	4.6	<b>VALUE</b>		
10 to 19 units .....	216	1.4	Less than \$50,000 .....	226	2.6
20 or more units .....	220	1.4	\$50,000 to \$99,999 .....	2,370	27.7
Mobile home .....	1,118	7.3	\$100,000 to \$149,999 .....	3,211	37.6
Boat, RV, van, etc .....	7	-	\$150,000 to \$199,999 .....	1,692	19.8
			\$200,000 to \$299,999 .....	856	10.0
<b>YEAR STRUCTURE BUILT</b>			\$300,000 to \$499,999 .....	165	1.9
1999 to March 2000 .....	738	4.8	\$500,000 to \$999,999 .....	14	0.2
1995 to 1998 .....	2,163	14.2	\$1,000,000 or more .....	10	0.1
1990 to 1994 .....	1,247	8.2	Median (dollars) .....	128,800	(X)
1980 to 1989 .....	1,657	10.9	<b>MORTGAGE STATUS AND SELECTED</b>		
1970 to 1979 .....	2,647	17.4	<b>MONTHLY OWNER COSTS</b>		
1960 to 1969 .....	1,155	7.6	With a mortgage .....	6,795	79.5
1940 to 1959 .....	1,648	10.8	Less than \$300 .....	11	0.1
1939 or earlier .....	3,962	26.0	\$300 to \$499 .....	287	3.4
			\$500 to \$699 .....	645	7.5
<b>ROOMS</b>			\$700 to \$999 .....	1,820	21.3
1 room .....	31	0.2	\$1,000 to \$1,499 .....	2,902	34.0
2 rooms .....	126	0.8	\$1,500 to \$1,999 .....	816	9.6
3 rooms .....	760	5.0	\$2,000 or more .....	314	3.7
4 rooms .....	1,840	12.1	Median (dollars) .....	1,093	(X)
5 rooms .....	2,827	18.6	Not mortgaged .....	1,749	20.5
6 rooms .....	3,271	21.5	Median (dollars) .....	310	(X)
7 rooms .....	2,841	18.7	<b>SELECTED MONTHLY OWNER COSTS</b>		
8 rooms .....	1,836	12.1	<b>AS A PERCENTAGE OF HOUSEHOLD</b>		
9 or more rooms .....	1,685	11.1	<b>INCOME IN 1999</b>		
Median (rooms) .....	6.1	(X)	Less than 15.0 percent .....	2,626	30.7
			15.0 to 19.9 percent .....	1,974	23.1
<b>Occupied housing units</b> .....	<b>14,346</b>	<b>100.0</b>	20.0 to 24.9 percent .....	1,496	17.5
<b>YEAR HOUSEHOLDER MOVED INTO UNIT</b>			25.0 to 29.9 percent .....	984	11.5
1999 to March 2000 .....	2,633	18.4	30.0 to 34.9 percent .....	495	5.8
1995 to 1998 .....	4,456	31.1	35.0 percent or more .....	921	10.8
1990 to 1994 .....	2,225	15.5	Not computed .....	48	0.6
1980 to 1989 .....	2,319	16.2	<b>Specified renter-occupied units</b> .....	<b>3,101</b>	<b>100.0</b>
1970 to 1979 .....	1,446	10.1	<b>GROSS RENT</b>		
1969 or earlier .....	1,267	8.8	Less than \$200 .....	228	7.4
			\$200 to \$299 .....	111	3.6
<b>VEHICLES AVAILABLE</b>			\$300 to \$499 .....	716	23.1
None .....	585	4.1	\$500 to \$749 .....	1,319	42.5
1 .....	3,380	23.6	\$750 to \$999 .....	403	13.0
2 .....	6,346	44.2	\$1,000 to \$1,499 .....	145	4.7
3 or more .....	4,035	28.1	\$1,500 or more .....	-	-
			No cash rent .....	179	5.8
<b>HOUSE HEATING FUEL</b>			Median (dollars) .....	574	(X)
Utility gas .....	6,384	44.5	<b>GROSS RENT AS A PERCENTAGE OF</b>		
Bottled, tank, or LP gas .....	3,711	25.9	<b>HOUSEHOLD INCOME IN 1999</b>		
Electricity .....	2,711	18.9	Less than 15.0 percent .....	729	23.5
Fuel oil, kerosene, etc .....	987	6.9	15.0 to 19.9 percent .....	487	15.7
Coal or coke .....	-	-	20.0 to 24.9 percent .....	443	14.3
Wood .....	394	2.7	25.0 to 29.9 percent .....	342	11.0
Solar energy .....	6	-	30.0 to 34.9 percent .....	275	8.9
Other fuel .....	132	0.9	35.0 percent or more .....	633	20.4
No fuel used .....	21	0.1	Not computed .....	192	6.2
<b>SELECTED CHARACTERISTICS</b>					
Lacking complete plumbing facilities .....	69	0.5			
Lacking complete kitchen facilities .....	47	0.3			
No telephone service .....	361	2.5			

-Represents zero or rounds to zero. (X) Not applicable.

Source: U.S. Bureau of the Census, Census 2000.

**Table DP-1. Profile of General Demographic Characteristics: 2000**

Geographic Area: Ohio

[For information on confidentiality protection, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>Total population</b> .....	<b>11,353,140</b>	<b>100.0</b>	<b>HISPANIC OR LATINO AND RACE</b>		
<b>SEX AND AGE</b>			<b>Total population</b> .....	<b>11,353,140</b>	<b>100.0</b>
Male.....	5,512,262	48.6	Hispanic or Latino (of any race).....	217,123	1.9
Female.....	5,840,878	51.4	Mexican.....	90,663	0.8
Under 5 years.....	754,930	6.6	Puerto Rican.....	66,269	0.6
5 to 9 years.....	816,346	7.2	Cuban.....	5,152	-
10 to 14 years.....	827,811	7.3	Other Hispanic or Latino.....	55,039	0.5
15 to 19 years.....	816,868	7.2	Not Hispanic or Latino.....	11,136,017	98.1
20 to 24 years.....	728,928	6.4	White alone.....	9,538,111	84.0
25 to 34 years.....	1,519,894	13.4	<b>RELATIONSHIP</b>		
35 to 44 years.....	1,805,316	15.9	<b>Total population</b> .....	<b>11,353,140</b>	<b>100.0</b>
45 to 54 years.....	1,566,384	13.8	In households.....	11,054,019	97.4
55 to 59 years.....	553,174	4.9	Householder.....	4,445,773	39.2
60 to 64 years.....	455,732	4.0	Spouse.....	2,285,798	20.1
65 to 74 years.....	790,252	7.0	Child.....	3,377,343	29.7
75 to 84 years.....	540,709	4.8	Own child under 18 years.....	2,632,157	23.2
85 years and over.....	176,796	1.6	Other relatives.....	442,815	3.9
Median age (years).....	36.2	(X)	Under 18 years.....	192,631	1.7
18 years and over.....	8,464,801	74.6	Nonrelatives.....	502,290	4.4
Male.....	4,034,377	35.5	Unmarried partner.....	229,089	2.0
Female.....	4,430,424	39.0	In group quarters.....	299,121	2.6
21 years and over.....	7,977,101	70.3	Institutionalized population.....	172,368	1.5
62 years and over.....	1,773,210	15.6	Noninstitutionalized population.....	126,753	1.1
65 years and over.....	1,507,757	13.3	<b>HOUSEHOLD BY TYPE</b>		
Male.....	608,559	5.4	<b>Total households</b> .....	<b>4,445,773</b>	<b>100.0</b>
Female.....	899,198	7.9	Family households (families).....	2,993,023	67.3
<b>RACE</b>			With own children under 18 years.....	1,409,912	31.7
One race.....	11,195,255	98.6	Married-couple family.....	2,285,798	51.4
White.....	9,645,453	85.0	With own children under 18 years.....	996,042	22.4
Black or African American.....	1,301,307	11.5	Female householder, no husband present.....	536,878	12.1
American Indian and Alaska Native.....	24,486	0.2	With own children under 18 years.....	323,095	7.3
Asian.....	132,633	1.2	Nonfamily households.....	1,452,750	32.7
Asian Indian.....	38,752	0.3	Householder living alone.....	1,215,614	27.3
Chinese.....	30,425	0.3	Householder 65 years and over.....	446,396	10.0
Filipino.....	12,393	0.1	Households with individuals under 18 years.....	1,534,008	34.5
Japanese.....	10,732	0.1	Households with individuals 65 years and over ..	1,058,224	23.8
Korean.....	13,376	0.1	Average household size.....	2.49	(X)
Vietnamese.....	9,812	0.1	Average family size.....	3.04	(X)
Other Asian <sup>1</sup> .....	17,143	0.2	<b>HOUSING OCCUPANCY</b>		
Native Hawaiian and Other Pacific Islander.....	2,749	-	<b>Total housing units</b> .....	<b>4,783,051</b>	<b>100.0</b>
Native Hawaiian.....	788	-	Occupied housing units.....	4,445,773	92.9
Guamanian or Chamorro.....	618	-	Vacant housing units.....	337,278	7.1
Samoa.....	565	-	For seasonal, recreational, or		
Other Pacific Islander <sup>2</sup> .....	778	-	occasional use.....	47,239	1.0
Some other race.....	88,627	0.8	Homeowner vacancy rate (percent).....	1.6	(X)
Two or more races.....	157,885	1.4	Rental vacancy rate (percent).....	8.3	(X)
<b>Race alone or in combination with one</b>			<b>HOUSING TENURE</b>		
<b>or more other races:</b> <sup>3</sup>			<b>Occupied housing units</b> .....	<b>4,445,773</b>	<b>100.0</b>
White.....	9,779,512	86.1	Owner-occupied housing units.....	3,072,522	69.1
Black or African American.....	1,372,501	12.1	Renter-occupied housing units.....	1,373,251	30.9
American Indian and Alaska Native.....	76,075	0.7	Average household size of owner-occupied units.....	2.62	(X)
Asian.....	159,776	1.4	Average household size of renter-occupied units.....	2.19	(X)
Native Hawaiian and Other Pacific Islander.....	6,984	0.1			
Some other race.....	128,671	1.1			

- Represents zero or rounds to zero. (X) Not applicable.

<sup>1</sup> Other Asian alone, or two or more Asian categories.

<sup>2</sup> Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

<sup>3</sup> In combination with one or more of the other races listed. The six numbers may add to more than the total population and the six percentages may add to more than 100 percent because individuals may report more than one race.

Source: U.S. Census Bureau, Census 2000.

**Table DP-2. Profile of Selected Social Characteristics: 2000**

Geographic area: Ohio

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>SCHOOL ENROLLMENT</b>			<b>NATIVITY AND PLACE OF BIRTH</b>		
Population 3 years and over enrolled in school .....	3,014,460	100.0	Total population .....	11,353,140	100.0
Nursery school, preschool .....	204,086	6.8	Native .....	11,013,861	97.0
Kindergarten .....	163,537	5.4	Born in United States .....	10,940,441	96.4
Elementary school (grades 1-8) .....	1,349,361	44.8	State of residence .....	8,485,725	74.7
High school (grades 9-12) .....	645,083	21.4	Different state .....	2,454,718	21.6
College or graduate school .....	652,393	21.6	Born outside United States .....	73,420	0.6
<b>EDUCATIONAL ATTAINMENT</b>			Foreign born .....	339,279	3.0
Population 25 years and over .....	7,411,740	100.0	Entered 1990 to March 2000 .....	143,035	1.3
Less than 9th grade .....	331,801	4.5	Naturalized citizen .....	169,295	1.5
9th to 12th grade, no diploma .....	930,284	12.6	Not a citizen .....	169,984	1.5
High school graduate (includes equivalency) .....	2,674,551	36.1	<b>REGION OF BIRTH OF FOREIGN BORN</b>		
Some college, no degree .....	1,471,964	19.9	Total (excluding born at sea) .....	339,267	100.0
Associate degree .....	439,608	5.9	Europe .....	131,683	38.8
Bachelor's degree .....	1,016,256	13.7	Asia .....	120,213	35.4
Graduate or professional degree .....	547,276	7.4	Africa .....	22,034	6.5
Percent high school graduate or higher .....	83.0	(X)	Oceania .....	1,632	0.5
Percent bachelor's degree or higher .....	21.1	(X)	Latin America .....	47,124	13.9
<b>MARITAL STATUS</b>			Northern America .....	16,581	4.9
Population 15 years and over .....	8,952,721	100.0	<b>LANGUAGE SPOKEN AT HOME</b>		
Never married .....	2,348,701	26.2	Population 5 years and over .....	10,599,968	100.0
Now married, except separated .....	4,875,521	54.5	English only .....	9,951,475	93.9
Separated .....	139,602	1.6	Language other than English .....	648,493	6.1
Widowed .....	637,192	7.1	Speak English less than "very well" .....	234,459	2.2
Female .....	520,456	5.8	Spanish .....	213,147	2.0
Divorced .....	951,705	10.6	Speak English less than "very well" .....	77,394	0.7
Female .....	536,437	6.0	Other Indo-European languages .....	296,816	2.8
<b>GRANDPARENTS AS CAREGIVERS</b>			Speak English less than "very well" .....	99,316	0.9
Grandparent living in household with one or more own grandchildren under 18 years .....	185,443	100.0	Asian and Pacific Island languages .....	84,658	0.8
Grandparent responsible for grandchildren .....	86,009	46.4	Speak English less than "very well" .....	40,574	0.4
<b>VETERAN STATUS</b>			<b>ANCESTRY (single or multiple)</b>		
Civilian population 18 years and over ..	8,458,130	100.0	Total population .....	11,353,140	100.0
Civilian veterans .....	1,144,007	13.5	Total ancestries reported .....	11,699,513	103.1
<b>DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION</b>			Arab .....	54,650	0.5
Population 5 to 20 years .....	2,601,181	100.0	Czech <sup>1</sup> .....	86,892	0.8
With a disability .....	205,844	7.9	Danish .....	18,103	0.2
Population 21 to 64 years .....	6,394,650	100.0	Dutch .....	200,850	1.8
With a disability .....	1,120,611	17.5	English .....	1,046,671	9.2
Percent employed .....	56.0	(X)	French (except Basque) <sup>1</sup> .....	272,139	2.4
No disability .....	5,274,039	82.5	French Canadian <sup>1</sup> .....	36,917	0.3
Percent employed .....	79.4	(X)	German .....	2,866,565	25.2
Population 65 years and over .....	1,422,071	100.0	Greek .....	50,609	0.4
With a disability .....	583,034	41.0	Hungarian .....	193,951	1.7
<b>RESIDENCE IN 1995</b>			Irish <sup>1</sup> .....	1,447,735	12.8
Population 5 years and over .....	10,599,968	100.0	Italian .....	675,749	6.0
Same house in 1995 .....	6,095,656	57.5	Lithuanian .....	23,970	0.2
Different house in the U.S. in 1995 .....	4,383,727	41.4	Norwegian .....	41,537	0.4
Same county .....	2,792,785	26.3	Polish .....	433,016	3.8
Different county .....	1,590,942	15.0	Portuguese .....	6,002	0.1
Same state .....	1,002,292	9.5	Russian .....	73,863	0.7
Different state .....	588,650	5.6	Scotch-Irish .....	165,741	1.5
Elsewhere in 1995 .....	120,585	1.1	Scottish .....	197,437	1.7
			Slovak .....	157,125	1.4
			Subsaharan African .....	65,250	0.6
			Swedish .....	72,369	0.6
			Swiss .....	70,302	0.6
			Ukrainian .....	47,228	0.4
			United States or American .....	981,611	8.6
			Welsh .....	132,041	1.2
			West Indian (excluding Hispanic groups) .....	11,375	0.1
			Other ancestries .....	2,269,815	20.0

-Represents zero or rounds to zero. (X) Not applicable.

<sup>1</sup>The data represent a combination of two ancestries shown separately in Summary File 3. Czech includes Czechoslovakian. French includes Alsatian. French Canadian includes Acadian/Cajun. Irish includes Celtic.

Source: U.S. Bureau of the Census, Census 2000.

**Table DP-3. Profile of Selected Economic Characteristics: 2000**

Geographic area: Ohio

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>EMPLOYMENT STATUS</b>			<b>INCOME IN 1999</b>		
Population 16 years and over .....	8,788,494	100.0	Households .....	4,446,621	100.0
In labor force .....	5,694,708	64.8	Less than \$10,000 .....	406,698	9.1
Civilian labor force .....	5,684,790	64.7	\$10,000 to \$14,999 .....	285,372	6.4
Employed .....	5,402,175	61.5	\$15,000 to \$24,999 .....	594,143	13.4
Unemployed .....	282,615	3.2	\$25,000 to \$34,999 .....	602,996	13.6
Percent of civilian labor force .....	5.0	(X)	\$35,000 to \$49,999 .....	771,129	17.3
Armed Forces .....	9,918	0.1	\$50,000 to \$74,999 .....	905,323	20.4
Not in labor force .....	3,093,786	35.2	\$75,000 to \$99,999 .....	444,599	10.0
Females 16 years and over .....	4,591,821	100.0	\$100,000 to \$149,999 .....	289,049	6.5
In labor force .....	2,687,072	58.5	\$150,000 to \$199,999 .....	71,062	1.6
Civilian labor force .....	2,685,386	58.5	\$200,000 or more .....	76,250	1.7
Employed .....	2,557,021	55.7	Median household income (dollars) .....	40,956	(X)
Own children under 6 years .....	869,999	100.0	With earnings .....	3,538,957	79.6
All parents in family in labor force .....	540,476	62.1	Mean earnings (dollars) <sup>1</sup> .....	52,998	(X)
<b>COMMUTING TO WORK</b>			With Social Security income .....	1,175,559	26.4
Workers 16 years and over .....	5,307,502	100.0	Mean Social Security income (dollars) <sup>1</sup> .....	11,376	(X)
Car, truck, or van -- drove alone .....	4,392,059	82.8	With Supplemental Security Income .....	186,579	4.2
Car, truck, or van -- carpooled .....	494,602	9.3	Mean Supplemental Security Income (dollars) <sup>1</sup> .....	6,373	(X)
Public transportation (including taxicab) .....	110,274	2.1	With public assistance income .....	143,132	3.2
Walked .....	125,882	2.4	Mean public assistance income (dollars) <sup>1</sup> .....	2,550	(X)
Other means .....	38,432	0.7	With retirement income .....	841,456	18.9
Worked at home .....	146,253	2.8	Mean retirement income (dollars) <sup>1</sup> .....	16,753	(X)
Mean travel time to work (minutes) <sup>1</sup> .....	22.9	(X)	<b>Families .....</b>		
Employed civilian population 16 years and over .....	5,402,175	100.0	Less than \$10,000 .....	156,828	5.2
<b>OCCUPATION</b>			\$10,000 to \$14,999 .....	113,007	3.8
Management, professional, and related occupations .....	1,672,257	31.0	\$15,000 to \$24,999 .....	309,926	10.3
Service occupations .....	786,725	14.6	\$25,000 to \$34,999 .....	372,344	12.4
Sales and office occupations .....	1,423,755	26.4	\$35,000 to \$49,999 .....	549,998	18.3
Farming, fishing, and forestry occupations .....	18,627	0.3	\$50,000 to \$74,999 .....	732,469	24.4
Construction, extraction, and maintenance occupations .....	471,714	8.7	\$75,000 to \$99,999 .....	386,861	12.9
Production, transportation, and material moving occupations .....	1,029,097	19.0	\$100,000 to \$149,999 .....	257,606	8.6
<b>INDUSTRY</b>			\$150,000 to \$199,999 .....	62,842	2.1
Agriculture, forestry, fishing and hunting, and mining .....	57,518	1.1	\$200,000 or more .....	65,326	2.2
Construction .....	324,553	6.0	Median family income (dollars) .....	50,037	(X)
Manufacturing .....	1,082,185	20.0	Per capita income (dollars) <sup>1</sup> .....	21,003	(X)
Wholesale trade .....	193,219	3.6	<b>Median earnings (dollars):</b>		
Retail trade .....	643,058	11.9	Male full-time, year-round workers .....	37,692	(X)
Transportation and warehousing, and utilities .....	267,324	4.9	Female full-time, year-round workers .....	26,400	(X)
Information .....	128,081	2.4	<b>POVERTY STATUS IN 1999</b>		
Finance, insurance, real estate, and rental and leasing .....	339,090	6.3	Families .....	235,026	7.8
Professional, scientific, management, administrative, and waste management services .....	434,694	8.0	With related children under 18 years .....	185,813	12.2
Educational, health and social services .....	1,064,882	19.7	With related children under 5 years .....	94,763	16.1
Arts, entertainment, recreation, accommodation and food services .....	403,684	7.5	<b>Families with female householder, no husband present .....</b>		
Other services (except public administration) .....	242,149	4.5	With related children under 18 years .....	137,052	26.3
Public administration .....	221,738	4.1	With related children under 5 years .....	124,213	34.6
<b>CLASS OF WORKER</b>			With related children under 5 years .....	64,025	49.2
Private wage and salary workers .....	4,431,661	82.0	<b>Individuals .....</b>		
Government workers .....	661,571	12.2	18 years and over .....	1,170,698	10.6
Self-employed workers in own not incorporated business .....	295,088	5.5	65 years and over .....	762,013	9.3
Unpaid family workers .....	13,855	0.3	Related children under 18 years .....	115,742	8.1
			Related children 5 to 17 years .....	396,540	14.0
			Related children 5 to 17 years .....	268,274	12.9
			Unrelated individuals 15 years and over .....	405,022	21.2

-Represents zero or rounds to zero. (X) Not applicable.

<sup>1</sup>If the denominator of a mean value or per capita value is less than 30, then that value is calculated using a rounded aggregate in the numerator. See text.

Source: U.S. Bureau of the Census, Census 2000.

**Table DP-4. Profile of Selected Housing Characteristics: 2000**

Geographic area: Ohio

[Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>Total housing units</b> .....	<b>4,783,051</b>	<b>100.0</b>	<b>OCCUPANTS PER ROOM</b>		
<b>UNITS IN STRUCTURE</b>			Occupied housing units .....	<b>4,445,773</b>	<b>100.0</b>
1-unit, detached .....	3,221,505	67.4	1.00 or less .....	4,371,598	98.3
1-unit, attached .....	183,922	3.8	1.01 to 1.50 .....	55,111	1.2
2 units .....	247,134	5.2	1.51 or more .....	19,064	0.4
3 or 4 units .....	228,116	4.8			
5 to 9 units .....	231,088	4.8	Specified owner-occupied units .....	<b>2,613,123</b>	<b>100.0</b>
10 to 19 units .....	187,060	3.9	<b>VALUE</b>		
20 or more units .....	260,818	5.5	Less than \$50,000 .....	221,166	8.5
Mobile home .....	220,213	4.6	\$50,000 to \$99,999 .....	1,025,855	39.3
Boat, RV, van, etc .....	3,195	0.1	\$100,000 to \$149,999 .....	730,803	28.0
			\$150,000 to \$199,999 .....	336,163	12.9
<b>YEAR STRUCTURE BUILT</b>			\$200,000 to \$299,999 .....	204,386	7.8
1999 to March 2000 .....	84,481	1.8	\$300,000 to \$499,999 .....	72,753	2.8
1995 to 1998 .....	275,361	5.8	\$500,000 to \$999,999 .....	17,898	0.7
1990 to 1994 .....	274,662	5.7	\$1,000,000 or more .....	4,099	0.2
1980 to 1989 .....	455,996	9.5	Median (dollars) .....	103,700	(X)
1970 to 1979 .....	757,116	15.8			
1960 to 1969 .....	684,305	14.3	<b>MORTGAGE STATUS AND SELECTED</b>		
1940 to 1959 .....	1,175,325	24.6	<b>MONTHLY OWNER COSTS</b>		
1939 or earlier .....	1,075,805	22.5	With a mortgage .....	1,811,744	69.3
			Less than \$300 .....	12,564	0.5
<b>ROOMS</b>			\$300 to \$499 .....	117,778	4.5
1 room .....	43,434	0.9	\$500 to \$699 .....	289,243	11.1
2 rooms .....	114,516	2.4	\$700 to \$999 .....	551,675	21.1
3 rooms .....	333,851	7.0	\$1,000 to \$1,499 .....	545,936	20.9
4 rooms .....	656,860	13.7	\$1,500 to \$1,999 .....	184,386	7.1
5 rooms .....	1,017,598	21.3	\$2,000 or more .....	110,162	4.2
6 rooms .....	1,003,215	21.0	Median (dollars) .....	963	(X)
7 rooms .....	697,599	14.6	Not mortgaged .....	801,379	30.7
8 rooms .....	479,983	10.0	Median (dollars) .....	289	(X)
9 or more rooms .....	435,995	9.1			
Median (rooms) .....	5.7	(X)	<b>SELECTED MONTHLY OWNER COSTS</b>		
			<b>AS A PERCENTAGE OF HOUSEHOLD</b>		
Occupied housing units .....	<b>4,445,773</b>	<b>100.0</b>	<b>INCOME IN 1999</b>		
<b>YEAR HOUSEHOLDER MOVED INTO UNIT</b>			Less than 15.0 percent .....	1,007,978	38.6
1999 to March 2000 .....	794,777	17.9	15.0 to 19.9 percent .....	493,111	18.9
1995 to 1998 .....	1,208,067	27.2	20.0 to 24.9 percent .....	370,612	14.2
1990 to 1994 .....	710,098	16.0	25.0 to 29.9 percent .....	236,628	9.1
1980 to 1989 .....	686,301	15.4	30.0 to 34.9 percent .....	142,946	5.5
1970 to 1979 .....	492,686	11.1	35.0 percent or more .....	344,853	13.2
1969 or earlier .....	553,844	12.5	Not computed .....	16,995	0.7
<b>VEHICLES AVAILABLE</b>			Specified renter-occupied units .....	<b>1,352,648</b>	<b>100.0</b>
None .....	380,179	8.6	<b>GROSS RENT</b>		
1 .....	1,487,664	33.5	Less than \$200 .....	92,089	6.8
2 .....	1,750,376	39.4	\$200 to \$299 .....	79,362	5.9
3 or more .....	827,554	18.6	\$300 to \$499 .....	433,404	32.0
			\$500 to \$749 .....	488,189	36.1
<b>HOUSE HEATING FUEL</b>			\$750 to \$999 .....	139,699	10.3
Utility gas .....	3,058,721	68.8	\$1,000 to \$1,499 .....	40,997	3.0
Bottled, tank, or LP gas .....	272,782	6.1	\$1,500 or more .....	13,527	1.0
Electricity .....	813,279	18.3	No cash rent .....	65,381	4.8
Fuel oil, kerosene, etc .....	209,093	4.7	Median (dollars) .....	515	(X)
Coal or coke .....	3,261	0.1			
Wood .....	47,724	1.1	<b>GROSS RENT AS A PERCENTAGE OF</b>		
Solar energy .....	679	-	<b>HOUSEHOLD INCOME IN 1999</b>		
Other fuel .....	29,087	0.7	Less than 15.0 percent .....	277,063	20.5
No fuel used .....	11,147	0.3	15.0 to 19.9 percent .....	207,391	15.3
			20.0 to 24.9 percent .....	173,309	12.8
<b>SELECTED CHARACTERISTICS</b>			25.0 to 29.9 percent .....	136,816	10.1
Lacking complete plumbing facilities .....	19,407	0.4	30.0 to 34.9 percent .....	92,808	6.9
Lacking complete kitchen facilities .....	23,805	0.5	35.0 percent or more .....	370,754	27.4
No telephone service .....	97,717	2.2	Not computed .....	94,507	7.0

-Represents zero or rounds to zero. (X) Not applicable.

Source: U.S. Bureau of the Census, Census 2000.

## ORGANIZATION

Getting organized is the first step in any project, and the revitalization of Uptown Marysville is no exception. According to the Main Street model, the workload is divided along the Four Points as explained in Chapter II. This not only lightens the load for each individual person, but also maximizes each person's natural gifts and creates a team environment in which many segments of the community work together to achieve a common goal, in this case, the restored vibrancy of the Uptown.

*"If money is your hope for independence, you will never have it. The only real security that a man will have in this world is a reserve of knowledge, experience, and ability."*  
- Henry Ford

Contained in this chapter are ideas and resources that the Organization Committee may find helpful. Sections include;

1. organizational development,
2. membership development,
3. financing options,
4. marketing assistance, and
5. training opportunities.

Typically the Organization Committee is responsible for implementing action steps related to organizational and membership development, volunteer management, fundraising, and general promotion of the organization itself. This section of the plan is written with suggestions for further development overarching these areas.

Given the broad interest in Uptown revitalization demonstrated by a variety of communities in Union County, Marysville, as County seat, is in a unique position to lead the way. The ED Partnership has been a dedicated partner for all communities interested in developing an Uptown improvement strategy, and their strong inter-jurisdictional relationships (County officials, municipal leaders, economic development organization leaders, and various non-profit organizations throughout the City and County) will undoubtedly be not only useful, but pivotal, to Uptown redevelopment efforts in Marysville and the wider County.

Some of the ideas developed in this chapter overlap with other thoughts in subsequent chapters. Further reading on promotional strategy is in Chapter VII, which is more fully devoted to promoting the downtown as a district. Many of the funding programs discussed here can be used to implement specific projects in Chapters V, VI, and VII. Notations are made throughout the Plan identifying potential funding sources along with recommended projects.

### Section A: Organizational Development

Developing a sustainable management organization is possibly the single most important thing Marysville can do to ensure the on-going vitality of Uptown. Just as a mall is managed around the clock by professional staff who oversee the retail mix and promotional events, building maintenance, and constantly monitor the market and economic trends affecting the mall's tenants, Marysville needs to create a parallel management structure for Uptown.



In order to maintain a vibrant commercial core, a solid management team and strategy are required. The workload should be divided among a minimum of four committees mirroring Main Street's Four Points: Organization, Design, Economic Restructuring, and Promotions.

- **Organization:** Builds an organizational framework that is representative of a broad range of community supporters including civic groups, merchants, bankers, property owners, citizens, public officials and business association. A strong organization provides the stability needed to build and maintain a long-term revitalization effort.
- **Design:** Enhances the aesthetic qualities of the business district. Historic building rehabilitation, appropriate in-fill construction, street and alley clean-ups, colorful banners, landscaping, street lighting & furniture, all improve the physical appearance of the downtown as a quality place to shop, work, and live. (For more information, see Chapter V.)
- **Economic Restructuring:** Analyzes current market forces to develop long-term strategies and solutions for economic revitalization of the downtown. Municipal infrastructure investment, business expansion, retention and recruitment of new businesses, and creative adaptive use of vacant spaces sharpen the competitiveness of the downtown's traditional retail merchants and service businesses. (For more information, see Chapter VI.)
- **Promotion:** Markets the downtown as a destination to entice shoppers, investors and visitors. Street festivals, retail events, heritage tourism and image development are some of the ways a local revitalization organization encourages consumer traffic downtown. (For more information, see Chapter VII.)

URT has successfully established itself as a committee of the ED Partnership which is a division of the Chamber. A list of URT's 2005 accomplishments is included as an exhibit at the end of this chapter. Subcommittees have been formed to focus on work activities pertaining to each of the recommended Four Points. In August 2006, URT adopted by-laws to govern itself. It has an annual work plan and has a line item in the ED Partnership's budget. It has been recognized by the Chamber, ED Partnership, City of Marysville, and Union County Commissioners as the organization charged with Uptown's revitalization. This is a tremendous amount of work to be done by a volunteer organization, and URT should be commended for its dedication and tenacity. As shown by the recent activity timeline (Exhibit 3-1), Uptown supporters have been continuously working for several decades under several different banners. This demonstrates the kind-of long-term dedication needed for a successful revitalization program, and sets Marysville apart from other communities who dabble in revitalization but do not intentionally organize themselves to effect real change.

Regardless of its structure, URT must continue to clearly articulate its mission and goals, meet regularly, and follow through on its plans. This is extremely important in the long-term to foster the kind of credibility the organization will need to build consensus, year after year, among all



Uptown stakeholders regarding the direction for Uptown revitalization activities. Membership development and sponsorship recruitment also depend heavily on this reputation. This can and should be done regardless of staffing levels. Volunteer organizations should be no less professional than those with staff. The board is responsible for setting the character and personality of the organization; staff (whether volunteer or paid) are charged with carrying out implementation steps as assigned.

To that end, we offer these observations and recommendations to assist URT in further developing its organizational capacity and strength.

To better develop the organization:

1. URT must remain true to its established vision, seeking out partnerships and funding sources that support that mission. Don't be tempted to distort the organization's focus to incorporate activities or programs that do not serve Uptown in a meaningful way. This is a dangerous and slippery slope that can derail positive momentum. Similarly, don't expect staff members to conduct all fundraising activities and membership campaigns. If staff are left to provide for their own salaries, their focus on the mission of the organization is reduced.
2. URT should commit to having regular work planning sessions, with either yearly, every three years, or every five years according to the preferences of URT, the City and the ED Partnership. URT should use this Revitalization Plan, the EDAP (Economic Development Action Plan), the Chamber/CVB/ED Partnership's workplan, and City's Capital Improvements Budget as tap stones for choosing projects, then choose priorities, set a course of action, and empower the committees to create tasks to achieve these goals. URT's current work plan chooses projects from the EDAP, and outlines goals for a year-long period.



Uptown stakeholders

In broad strokes, the work plan should be fairly well structured to guide activities, but constructed loosely enough to allow for the organization to capitalize on unexpected opportunities or deal with crises as they arise. Not only will a well-structured work plan allow URT to allocate time and resources effectively throughout the year, but an orderly work plan can also help keep the organization from being innocently derailed by the well-meaning “what you really ought to do” finger-waggers who would re-direct the organization based on morning “coffee-shop” discussions that tend to focus on small, comparatively inconsequential obstacles rather than large, systemic issues facing Uptown.

URT's work plans should include a timeline for task completion, a budget for each line item, and a person responsible for completing each task and objective. Also, there should be some sense of how these projects are prioritized, what comes first, etc. Current committee member lists have some overlap; be careful that volunteers do not wear more than 2 hats in any organization. It is tempting to have the same people recycle themselves through the organization, especially those who have the biggest hearts and strongest commitment. This is simultaneously a blessing and curse. Certainly,



every organization wants committed volunteers, but over-using them will lead to quicker burn-out and a higher turnover rate, neither of which is good for the organization. Staff should not be included as members of volunteer committees.

3. A private for-profit investment group could be created, composed of individuals with vested interests in the Uptown, to purchase, renovate, lease and/or sell properties within the downtown. This could be a Limited Liability Corporation (LLC). Alternatively, the community could consider partnering with the Union County CIC (Community Improvement Corporation) or forming a Community Development Corporation (CDC) to undertake certain projects consistent with the downtown plan. CDCs can be recipients of certain grant funds for which private and public organizations are not eligible. This would open new avenues to receiving funds into the Uptown improvement process.
4. There are a few county-wide programmatic models that the Chamber and Union County Commissioners could look at for ideas. Oakland County, MI was the first county-wide Main Street Program in the nation, with primary coordination and technical assistance coming from the County Planning Director. Communities applied to become part of the county-wide program, just as they would the State-wide program here in Ohio. Based on their capacity to implement a comprehensive revitalization strategy, they were accepted into the program which provides networking opportunities and training for program directors, board members, and volunteers in each of the Main Street's Four Points. For more information, please visit the Main Street Oakland County website at [www.oakgov.com](http://www.oakgov.com) and take the link under the "features" banner to reach the Main Street website.

While Oakland County's downtown programs follow the Main Street model, the state's funding resources are dramatically different than in Ohio. Downtown programs in Michigan are typically funded through a Downtown Development Authority (DDA). The closest counterpart to this organizational structure in Ohio would be a cross between a SID and a TIF (Tax Increment Financing) District. However, the beauty of the Main Street Approach is that it can be used by a wide variety of communities and organizations regardless of their organizational structure.

Main Street and downtown development programs in Lorain County, Ohio have formed the Lorain County Main Street Consortium that collectively tracks economic development statistics such as job creation, business expansion, and investment of the members' downtowns. These communities have regular meetings with County Commissioners to report trends and successes. As recognition for their combined efforts, Lorain County Commissioners pledge financial support to each community (equal amounts, regardless of community size) to be granted once documentation of local matching amounts are received by the Commissioners. These dollars are tremendously helpful to the local organizations, often providing them with the operating capital needed to pay staff and other overhead costs associated with managing an organization. Union County and the



[www.oakgov.com](http://www.oakgov.com)

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Chamber could very easily use this as a model to develop programmatic funding streams as well as networking and technical assistance pyramids for those communities in Union County interested in downtown redevelopment.

5. URT has done a tremendous amount of work as a committee under the ED Partnership. Market Analysis results indicate a high level of confidence and appreciation for both URT and the Chamber. Recent discussions with URT committee members have indicated a desire to pursue designation of Uptown as a Special Improvement District, or SID. This would necessitate the formation of a separate entity outside the ED Partnership and Chamber, but the cooperation and collaboration begun under the Chamber would be a natural continuance even though on paper the organizations would have separate boards of directors. It is recommended that when any separate board and/or organization is formed that URT, the ED Partnership, Chamber and this new board develop a written agreement outlining roles and responsibilities for each organization. This kind of document was successfully executed by the Chamber and Union County CIC to help establish common goals and eliminate competing interests.

The City and URT should take care to launch an intense education campaign prior to voting on SID legislation. It is extremely important to communicate that activities within a SID can be tailored to meet the needs of the participating property owners and businesses. One “out-of-the-box” possibility is to consider using SID funds to construct elevators that could make upper floors of an entire contiguous block handicapped accessible. Another option is to pool SID funds to create marketing materials and support a branding campaign for Uptown. There are plenty of choices, and building owners need to understand up front that SIDs are not limited to maintenance programs.

Ohio Law requires the formation of a non-profit, 501c3 organization when forming a SID. Per Ohio Revised Code section 1702, the board of a SID shall consist of at least five directors, the majority of which shall be property owners within the established district, and also with one designated City employee involved with planning or economic development activities. While on the surface, establishing a separate organization may not seem in line with the County Commissioners’ directive to centralize economic development activities and staffing, the creation of a SID for Uptown Marysville is an opportunity to engage people who may otherwise not be involved with the merchant association, not only to build membership in the organization but also to build ownership of the downtown as the community’s “living room.”

6. Should SID designation be attained, every effort should be given to coordination between Uptown members of the MBA (Marysville Business Association), the Chamber and all its subsidiaries, all other stakeholder groups and the SID board so that interests of property owners and merchants are given equal time and these two groups feel part of the same overall revitalization effort.

Because URT has also indicated a strong interest in pursuing Ohio

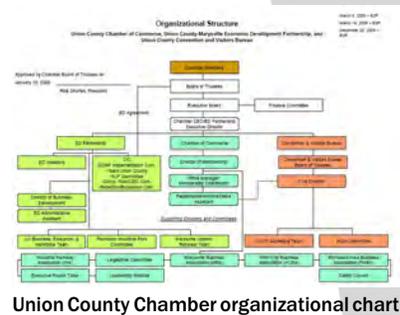


Main Street designation, this balancing act takes on increased importance. As noted elsewhere in this Plan, the Main Street strategy seeks to revitalize the commercial core, preserving the historic properties while increasing profitability for merchants. By definition, a downtown or “Main Street” organization focuses its revitalization activities only in the downtown, but draws memberships from a larger base on the belief that the downtown is the cultural and civic heart of the community. Consequently, regular coordination between all stakeholder groups and the SID is paramount, as competition would be dangerous to all. Collaboration and cooperation must be built into whatever framework is established. Should URT choose this direction, they should consider forming strategic partnerships such as the one recently implemented between the Chamber and CIC.

- Should a SID be formed, URT leaders should consult a tax attorney for advice and assistance filing the necessary 501c3 paper work with the State of Ohio and federal Internal Revenue Service. Broader funding opportunities and partnerships between the Chamber (501c6) and the SID (501c3) are possible, with each organization having different rules governing its activities.

To more fully illustrate the organizational roles, responsibilities, and relationships:

- There is an organizational chart illustrating the Chamber’s subsidiaries and partnerships. URT should develop a companion organizational chart to show its internal functions, its relationships to other Chamber divisions, committees, and strategic alliances as well as the partnerships URT establishes with other organizations, agencies, and government entities.



Union County Chamber organizational chart

To more efficiently implement work activities:

- Organize the work plan to distribute the workload evenly among each of the Four Points (organization, design, economic restructuring and promotions). Not only does this ensure a balanced approach (which in turn ensures ultimate momentum and success), but it also engages a wide variety of people in projects, instilling ownership in the Uptown revitalization movement and making a broad cross section of the community responsible for the movement’s success. URT’s 2006 workplan illustrates the interdisciplinary nature of projects, showing goals under Organization and Design both dealing with the formation of a SID non-profit organization. Clearly, no committee is an island, and it is easily recognized that while this goal appears under two committees, they will each be responsible for preparing different aspects of the same paperwork. Roles and responsibilities must be clearly articulated to maximize resources, and make sure no part of the non-profit application paperwork is missed or left un-done.
- URT’s work plan activities should all have evaluation criteria to ascertain whether or not URT was successful in achieving their stated goals. For instance, “clean and beautify City parking lots” is an easily measured or quantified activity, whereas “promote and encourage a strong partnership between the zoning and building code enforcement officials and the business community” is not. That is not to say only quantifiable activities belong on the work plan, it is simply recognizing



that all activities should be evaluated for effectiveness, and modified or eliminated if not achieving success.

11. Document roles and responsibilities for each position within URT, making each person accountable for activities promised, but allowing for “life” to happen. Job descriptions are wonderful tools to use in this regard. Individuals can fail, but the team cannot. No person should “wear” more than “two hats” in the organization to avoid overload and burnout, and also to guarantee broad based community involvement and support.
12. While creation of the URT board is an excellent first step in creating regular, consistent Uptown management, URT should not continue to address all issues as a “committee of the whole.” Goals should be set as a group, but then individuals should be organized and assigned to focus on tasks in each of the four areas. Again, this underscores the Main Street philosophy that no one person or group can be responsible for all revitalization activities. The Main Street Approach is designed to evenly distribute the workload, and to the greatest extent possible, the URT Committee should follow this strategy to avoid burnout.
13. The National Main Street Center recommends communities with populations over 5,000 have a full-time manager to coordinate that community’s program. This is conventional wisdom built over 30 years of advising programs across the nation. They also recommend that the manager spend approximately 20% of his/her time interacting directly with the merchants - that’s one day out of five making “face-time” a priority.



[www.mainstreet.org](http://www.mainstreet.org)

If the intent is to follow the National Main Street model, URT should have a paid Uptown Manager to coordinate volunteer activities and avoid duplication of effort. While initial efforts can be coordinated by a volunteer manager, the long-term goal should be to hire a paid staff person, especially given Marysville’s intention to apply to both the CDBG Tier II Downtown Revitalization Grant Program and the Ohio Main Street Program which both require designation of a downtown manager. Shopping centers like Easton Towne Center have staff that manage the shopping environment; so should Uptown Marysville. The Uptown Manager would coordinate the activities of the four Main Street “committees, and also should serve as the primary liaison between URT and the ED Partnership, City, and other municipal and organizational stakeholders.

Attached at the end of this Chapter is a draft job description for an Uptown Manager position that can be used or modified by URT in their search for their first full-time employee (volunteer or paid). Should a SID be established, the Uptown Manager should report to one person on the SID/URT Board of Directors, typically the President, though any board member could fulfill that role. Until the SID is implemented, staff should report to one primary committee member on the URT organizational chart. It is imperative that the Manager receive direction principally from one person to avoid confusion in terms of job direction. Too many “bosses” will frustrate the employee and can cause unnecessary and frequent turnover which will ultimately harm



the organization and the Uptown.

To better document URT's successes:

14. URT's 2005 accomplishments document the creation and maintenance of a strong relationship with both County and City elected officials and administrative staff. This is a perfect example of an organization committee functioning very well in one of its roles. Continue to include activities in future work plans to update these groups on URT's successes and progress, and begin to build into these meetings a funding component based on solid performance. Keep track of reinvestment statistics to help in this endeavor. Regardless when URT joins the Ohio Main Street Program, request a copy of their monthly reports. These are an excellent tool to document reinvestment statistics in a concise way that URT can use to proclaim its successes.
15. URT's current budget document does not adequately document in-kind donations such as volunteer time and staff time donated by the ED Partnership. To better leverage other funds, URT should develop a more detailed internal tracking system at least to document volunteer time, which according to Independent Sector (a national non-profit that tracks volunteer trends) values "un-rated" volunteer time in 2005 at \$18.04 per hour. Professional services and providers are valued higher, and donations should be calculated based on these professionals' hourly rates. These can and should be documented both as leverage for future grant applications, and also as a true assessment of what it takes to make URT's projects come to fruition.

To better manage URT's volunteers:

16. Set up a comprehensive volunteer management system, including orientation, training, benefits, recognition, and termination policies and procedures. Not only will this keep expectations clear, but it will also heighten the perception of the organization as a professional entity. Because the Main Street Approach relies heavily on volunteers for its success, it is absolutely imperative that a proactive and positive volunteer management system be in place. It doesn't necessarily have to be formal (i.e. personnel files for each volunteer employee), but it does have to be consistent and clear. This activity is mentioned in the 2006 URT workplan, but there is no indication of timeline for completion or scope of program development.
17. Recognize that each person who contributes to the organization, or any partner that works alongside the organization, has motivations for whatever they are doing. Some may be self-serving, others may be altruistic. All are OK. The key is to understand these motivations and make sure that everyone's needs are met, mutual backs are scratched, and everyone comes out feeling like they "won." Understanding the motivations of volunteers, employees, partners, sponsors, and members - each of which comes from different generational and socio-economic strata - will go a long way towards maximizing this human resource.



[www.images.google.com](http://www.images.google.com)

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## Section B: Membership Development

The Main Street Approach to Downtown Revitalization has been used throughout the City of Marysville's planning process. A community vision for Uptown has been articulated and action steps for each committee are rooted in this vision, with each person and committee working to achieve the overall goals.

The Union County Chamber of Commerce has a strong membership base, with membership levels exceeding 500 members in 2005, the largest membership base in Chamber history. The ED Partnership, a division of the Chamber, has played an active role in the Uptown planning process, and is 100% committed to the on-going partnership necessary to continue successful revitalization activities. Everyone understands the need for both the public and private sectors to work together to achieve economic success in Uptown, and all stakeholders are open to further discussion on how they can help.

Memberships are a critical element to a successful Uptown movement, not only in terms of raising funds, but also in terms of philosophical "buy-in." The National Main Street Center recommends downtown programs balance their funding sources, with 1/3 coming from private sources (i.e. memberships), 1/3 coming from government agencies (i.e. the public-private partnerships), and 1/3 coming from "other" sources (i.e. festivals, grants, etc.). To build a loyal membership base that financially supports the Uptown revitalization vision, the following suggestions are offered:

1. The City, ED Partnership, and URT should maintain membership in Heritage Ohio and utilize that organization's technical expertise whenever possible. They have many wonderful resources available including a resource lending library, Downtown Assessment Resource Team visits (DART), board training, newsletter, regular workshops and networking meetings, an annual conference, and telephone and e-mail consultations on a variety of downtown revitalization and historic preservation issues. Heritage Ohio is the organization that administers the Ohio Main Street Program, and serves as a State-wide partner for the National Trust for Historic Preservation as well as the National Main Street Center. They have also established partnerships with state-wide and national organizations and act as a pass-through giving their members access to these programs, services, and opportunities.
2. The entire community should continue to be involved in the implementation of revitalization strategies for Uptown, and also in the celebrations of each achievement. Uptown is the community's "living room," each resident has a certain amount of ownership of this public space. That sense of ownership should be fostered and developed over time so that the entire community, generation after generation, feels responsible for the overall health and security of Uptown. Main Street's multi-disciplinary approach, and almost complete reliance on volunteers to both draft the vision and implement activities will give URT the opportunity to engage people from areas not previously tapped by the ED Partnership and other organizations to be involved in Uptown revitalization activities.



[www.heritageohio.org](http://www.heritageohio.org)

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3. When developing a membership benefits list, the organization asking for people to join should always be able to answer one basic question: "What's in it for me?" All membership materials and presentations should be geared to answer this simple yet all-important sentiment that each stakeholder will express in one way or another. In return for dues, each person and/or business should receive something of value. This list will ultimately be distinct to Marysville, but can include such things as professional credit (CEUs) for training or workshops, a newsletter announcing upcoming events, entry into monthly giveaway drawings, and/or recognition at an annual volunteer event. Application forms should include space for members to suggest new ideas or ways to improve URT or its programs.
4. A dues structure should be established for those who want to financially support the Uptown revitalization efforts. Until a SID is formed, the ED Partnership and URT might consider establishing a separate membership program, or setting aside membership fees from merchants and property owners in Uptown, for Uptown related activities and efforts. URT currently has no distinct member benefits, a key element in structuring both financial and philosophical buy-in.

If and when the SID does emerge, a cooperative program should be created immediately. Marysville is blessed with a collaborative mindset. As mentioned previously, creation of a structure to bridge the interests of URT, the MBA, prospective SID members/property owners, Uptown merchants, and ED Partnership is imperative to avoid consumer confusion. A linked membership program is one way to and boost all organizations' member lists. Arrangements could also be made with the local historic society or other civic groups in much the same way.

The over-riding impression for the consumer should be that all groups are working toward the collective end goal, which is a vibrant and economically-healthy Uptown. By implementing a membership sharing plan, all Uptown stakeholders present a unified front to the community, which in turn inspires confidence in the entire process. Different membership levels should be established as a way of recruiting both corporate and individual members, thus providing a firm community-driven foundation for any/all organizations' activities.

5. When joining an organization, members demonstrate their faith in the effort by contributing financially. These people should be among the first tapped when recruiting volunteers to accomplish the tasks outlined in this plan. Try viewing volunteers as unpaid employees; this viewpoint can help develop a vital and popular volunteer program that retains and rewards its volunteers.
6. The City should continue to work closely with URT to provide current and related information on proposed City projects that affect the Uptown. Regular, consistent coordination and communication through media like the *URT Alert* help minimize "down-time" for businesses during projects that block roads or sidewalks. It can also allow for specialized marketing campaigns to involve the general public in the process, and change otherwise negative perceptions of construction



into reasons to celebrate progress. In any case, it will go a long way toward reducing potential misunderstandings between Uptown stakeholders and “City Hall.”

### Section C: Financing Options

For any downtown program to succeed, financial assistance, incentives, and tools must be available to encourage and entice property owners to invest further in their properties. As mentioned in the Market Analysis, Uptown’s most mentioned strengths include its multi-generational family-owned businesses, historic architecture, and clean, safe, walkable streetscape. There are multiple financial programs available, and many initiatives that the City, and/or URT could take to provide financial assistance to merchants and property owners (including the City) as they pursue projects in Uptown.

Options for project financing and incentives programs include:

1. The City should investigate the Community Development Block Grant (CDBG) - Downtown (DT) Revitalization Grant Program (recently dubbed a “Tier II” grant) offered through the Ohio Department of Development’s Office of Housing and Community Partnerships (ODOD/OHCP). The City could request up to \$400,000 to leverage other private and public funds to complete public infrastructure projects, and/or support private facade and building improvements that address code issues. Almost all public improvements would be eligible. This is a significant resource for bricks and mortar dollars for building improvements and can also be source of income for the downtown revitalization organization should they consider shouldering some of the administrative responsibilities. Some requirements of the program include the following:

- A downtown plan must be completed and adopted by the City within the last 5 years.
- Design Review Standards must be adopted and a Design Review Board appointed.
- A lead downtown organization must exist and be at least two years old.
- A downtown market study must be completed within the last 5 years.
- A local person must be designated to manage the downtown program.
- A minimum of a 1:1 local match of other funds must be committed. (Note, this will make the City eligible, but not competitive. Funded programs in the past have had 3:1 and higher leverage ratios.)
- The City must commit to a minimum of 10% of the CDBG



[www.odod.state.oh.us](http://www.odod.state.oh.us)



matching amount in cash.

- A promotional strategy for the downtown must be prepared and adopted.
  - A minimum of 20% of the buildings in the target area must commit to physical improvements. (Once again, this makes the City eligible, but not competitive. At least 30-40% should be committed.)
  - Targeted activities can be in a designated portion of the central business district provided that the area is cohesive and well-defined.
  - A Threshold Application must be prepared and submitted in spring of each year, in order for the City to be eligible to submit an application in the fall. This is a very complex application to prepare and submit. If the City desires to apply for these funds in 2007, the sooner it agrees to submit, the sooner the process can be started.
2. The City should pursue additional grants from the Ohio Department of Transportation's (ODOT) Transportation Enhancement Program (TEP). This competitive program can provide dollars for streetscape enhancement construction costs, beautification efforts, and preservation of historic transportation routes and devices. The grant provides 80% of construction costs and requires a 20% local match. In 2005, the City received \$80,000 from this source to fund the Gateway Marysville project. Similar opportunities exist in Uptown.
  3. The Ohio Department of Natural Resource's (ODNR) Division of Forestry has a grant program for the purchase and planting of trees, which may or may not be funded in any given year. This is a 50% matching program on a reimbursable basis. The funds are derived from air pollution fines. The grant application should stress the community's past involvement in tree plantings and maintenance. Grants range from \$2,000 to \$20,000, and the City can use force account labor as a match. Marysville participates with ODNR in the Tree City USA program. Active tree advocates in the community should be invited to participate in the Uptown plans and programs.
  4. The City could also consider submitting a CDBG-DT "Tier III" grant for any special project of significant impact to the downtown, but which does not meet the requirements of any of the other CDBG programs. The original OM Scott Hardware Building would be an excellent example of a privately owned building that would be eligible for this kinds of funding. Before submitting a letter of interest, the City should apply information gleaned from the Market Analysis conducted during this planning process to identifying potential end uses and recruit tenants or new owners for the property. The State will require this information should they invite the City to submit an application for funding.
  5. Recent discussion with URT revealed an interesting incentive concept



[www.dot.state.oh.us](http://www.dot.state.oh.us)



[www.ohiodnr.com](http://www.ohiodnr.com)

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regarding water tap and permit fees in the City of Marysville. As an encouragement for development in Uptown, URT has proposed that the City waive either a portion or all of the water tap fee for second lines supporting sprinkler/fire suppression systems. The City should closely examine the municipal budget to ascertain what amount they can afford to waive and still provide adequate services levels. URT should continue to work with both public officials and City administration to build support for this concept. While it is recognized that short-term revenues may be lost, long-term benefits include minimizing private investment costs allowing funds "saved" by the property owner to be used for increased improvements, more efficiently using existing infrastructure and defraying long term public safety (fire protection) and new infrastructure construction (sprawl development) costs. The general idea would be to remove one fee that could be perceived as a barrier or financial obstacle to Uptown investors while simultaneously encouraging upgrades to make buildings more safe, such as fire suppression/sprinkler systems.

6. The City could request funds from the Ohio Public Works Commission (OPWC) to improve infrastructure in Uptown. Projects can include replacement and/or upgrading of waterlines, sanitary sewers, and storm drainage. This is a very competitive program with annual deadlines.
7. Local Transportation Improvement Program (LTIP) funds, which are also administered through OPWC, can be used for street improvements, including replacement of pavement, reconstruction of streets, and associated drainage improvements.
8. The City's CRA (Community Reinvestment Area) includes all of Uptown, and a sizeable portion of the residential areas adjacent to Uptown. It offers property owners real property tax abatement for improvements to their buildings. Better marketing of this program was suggested in the EDAP, and the ED Partnership and URT responded by developing a user-friendly brochure outlining benefits, eligibility and requirements, and a checklist for those wanting to use this incentive. Continue marketing this program to Uptown property owners, specifically targeting new building owners and those who own buildings in extreme disrepair. As a result of the ED Partnership's and URT's efforts, the City has received one residential and three commercial applications resulting in over \$1 million in investments between the beginning of 2005 and mid-2006.
9. While the Economic Development Incentive Policy (EDIP) seems more geared to large scale industrial, commercial and office park creation, it does offer some options URT and the City could develop as incentives for Uptown investors. Tax Increment Financing (TIF) Districts may be one such tool the City could use to promote investment in Uptown. Having established a TIF for the Coleman's Crossing commercial development, the EDIP offers modest opportunity for Uptown to capitalize on similar retail opportunities. Large scale mixed use development proposals including office and commercial uses might be approved based on the number of jobs created and/or private investment made. While it would not be a primary



development incentive, it should not be left out of the toolbox as a possible resource to call upon.

10. URT and City should work with local banks to establish a Lender Commitment Program, whereby the banks would loan funds to property owners and businesses in Uptown to renovate or expand their facilities, provided that they meet the requirements of the Uptown program set up to govern activities. The banks are able to meet some of their Community Reinvestment Act (CRA) requirements through programs such as these. In some cities, the banks write down 1% interest for its CRA requirements and the City pays the bank 1% of the interest, so that the property owners receive a 2% reduction in the interest amount. Potential local partners would include: Delaware County Bank & Trust, 5/3 Bank, Huntington National Bank, JP Morgan Chase Bank, National City Bank, Ohio Savings Bank, Richwood Banking Company, and Sky Bank.
11. For larger projects in Uptown, such as new retail stores, businesses, or restaurants, that are going to create new jobs, the Small Business Administration (SBA) may be able to provide low-interest loans through its 504 direct loan program. SBA will finance up to 50% of the total fixed asset cost, but no more than \$35,000 per new job to be created as a result of the project, provided that other SBA requirements are met.
12. The CDBG-Economic Development (ED) program should be investigated for any specific project in Uptown that will result in 10 or more new jobs being created. The City can request up to \$400,000 in grant funds for infrastructure or up to \$500,000 to loan to a business. Up to \$25,000/new job can be requested for loans, or \$10,000 per job created for grants; 51% of those jobs must be targeted to persons from low and moderate income households. A major benefit of an ED grant is that repayments or “program income” can be used as seed money to start a local revolving loan fund.
13. The City could use CDBG Formula funds it receives as a direct grantee for eligible Uptown projects. To be eligible projects must be included as an “investment area” in the City’s *Community Assessment Strategy (CAS)*, which is updated annually between January and March. CDBG Formula funds can be used for projects that benefit low- and moderate-income populations, as well as limited clientele groups such as the disabled or elderly. An example of an eligible project would be construction of handicapped ramps in the Uptown, or renovation of a public restroom into a handicapped accessible restroom. (New restrooms are *not* eligible.)
14. Marysville’s CHIP (Community Housing Improvement Program) is another source of potential funding for upper-floor housing redevelopment. While there are multiple layers of federal requirements and regulations guiding this affordable housing program, it is nonetheless an available tool for those who want to invest in their properties but cannot shoulder the entire financial burden alone. Eligible projects include energy efficiency improvements (windows, insulation, roofing, etc.) and typical code upgrades (electrical, HVAC,



[www.sba.gov](http://www.sba.gov)

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plumbing, etc.), and can include interior finishes if related to code work. To make these funds available for Uptown property owners interested in upper floor rehab, the City should consider applying for Rental Rehabilitation Funds for Uptown in its future CHIP grants. This would require amending the City's Community Housing Improvement Strategy (CHIS).

15. The City or property owner could pursue Revolving Loan Fund (RLF) funding through Union County CIC for Uptown projects. Per the EDIP, these funds are primarily loaned to companies creating or retaining jobs and making private property investment in the community. Provided that a waiver is made to use these funds for Uptown projects, they can even be made available for infrastructure projects if the balance in the fund is large enough, and if the County would be willing to consider such a project.
16. URT should continue to recruit corporate sponsors for individual programs, for special events, or even for operation/overhead support. Recently, The Scotts Miracle-Gro Company and Walmart have given \$2,500 each toward the purchase and maintenance of summer flower baskets throughout Uptown. Another example would be the donations made by four different car dealers for total donation of \$4,000 to the Third Fridays event series. This kind of contribution is, of course, wonderful, and should be carefully coordinated so that sponsors are asked once with an "a la carte" menu of possible levels and benefits rather than many times for individual donations. Should these corporate sponsors give funds in the future, URT might consider structuring a "challenge grant" program, asking Uptown property and business owners to match funds given by those from outside Uptown's borders.
17. As mentioned previously, URT has expressed great interest in establishing a SID in Uptown under Chapter 1710 of the Ohio Revised Code. The SID would enable property owners to assess themselves for funds to be to construct public improvements, or provide collective services, maintenance, marketing and promotions, and other activities that benefit the SID area as a whole.
18. The City and URT could undertake a Request for Proposals (RFP) process to obtain proposals from local, State, and/or national developers to undertake special projects identified and explained in detail by the community, or those already outlined in the City's Capital Improvement Program budget. An RFP packet, including all existing information on the site, building, and/or project, would be prepared by the community and distributed to potential developers. Information required by the community from each developer would be identified clearly in the RFP, so that responses can be specifically compared to each other. The community would select the top two or three proposals and conduct interviews, prior to selecting the developer that best suits their needs.
19. URT and/or the City could request assistance from the Ohio Historic Preservation Office (OHPO) and its Building Doctor Program to educate building owners on the proper methods of renovating historic



structures. Once again, understanding the concepts behind the regulations can make compliance with them much less onerous.



[www.ohpo.org](http://www.ohpo.org)

20. URT and the ED Partnership should become familiar with the federal Historic Rehabilitation Tax Credit program, to help educate owners of properties listed on the National Register of Historic Places or located within a national Register historic district about this program. This program provides a 20% reimbursement on the cost of the rehabilitation to the property owner. If the property is not listed on the Register or located in a National Register historic district, but was built before 1936, it could be eligible for a 10% rehabilitation tax credit. For more information, please see the “quick facts” sheet located at the end of this Chapter, or contact the Ohio Historic Preservation office at [www.ohiohistory.org](http://www.ohiohistory.org).
21. Legislation for a State Investment Tax Credit has been introduced in the Ohio Senate (SB 60) and has passed the House (HB 149) that would create a 25% tax credit for the restoration and rehabilitation of Ohio’s vacant and underutilized buildings. This tax credit is a dollar-for-dollar reduction in taxes owed. Owners of buildings listed on the National Register, certified as contributing to a registered historic district, or designated by a Certified Local Government would be eligible for this credit. The application will be available six months after the legislation is passed. A “quick facts” sheet is included at the end of this Chapter. For on-going updates about this bill’s progress, please visit Heritage Ohio at [www.heritageohio.org](http://www.heritageohio.org), or contact the Ohio Historic Preservation Office at [www.ohiohistory.org](http://www.ohiohistory.org).
22. The City should investigate use of the Low Income Housing Tax Credit (LIHTC) as an equity source for rehabilitating upper floors (syndicated tax credits can be used as project leverage). Use of this tax credit can result in substantial leverage for owners looking at innovative ways to fill gaps in building rehabilitation pro-formas.
23. Individual property owners could investigate donating a preservation easement to an accredited receiver such as Heritage Ohio. The property owner could either take the loss of development value as a tax deduction (in the Heritage Ohio example, owners would show the value as a donation to a non-profit organization), or syndicate the credit and reinvest those dollars back into the property. This can be especially powerful on large rehabilitation projects, but owners should work with accountants and lawyers familiar and experienced with this kind of financing tool. A “quick facts” sheet on Heritage Ohio’s program is included at the end of this Chapter.
24. The City can also investigate becoming a Certified Local Government (CLG). The CLG program is administered by the Ohio Historic Preservation Office and rewards communities who have instituted local preservation legislation with the ability to apply for grant funds for a wide variety of initiatives including bricks and mortar projects, advertising/promotional materials, educational programs, and staff support. While this fund is typically not large, applicants are limited to those communities certified as CLGs by the State.



25. URT's Promotions and Organization committees should continue to develop fund-raising programs such as "adopt a streetlight (bench, planter, etc.)," buy a brick programs, and other methods of raising funds through sponsorships for local programs. These local funds can be used as leverage to acquire some of the State grants mentioned previously. Should it be incorporated separately, URT's fundraising calendar should be coordinated carefully with the MBA and Chamber calendars so efforts do not overlap and overburden any one donor group.

26. Marysville has a good relationship with the Ohio Arts Council, having received a grant as recently as 2005 to produce the 3<sup>rd</sup> Fridays events. They are also a primary resource for arts programming dollars in Ohio, and can be helpful in creating local public and interpretive arts programs and pieces. They can also be a very helpful resource in identifying other philanthropic opportunities both for projects in which they are partners and those which fall outside their scope. Involving them in project and program development early will give Marysville and URT maximum exposure to OAC's resources, expertise, and referrals.



Ohio Arts Council

[www.oac.state.oh.us](http://www.oac.state.oh.us)

27. The Union County Convention and Visitors' Bureau (CVB), a division of the Chamber, has had great success obtaining multiple different kinds of grants through the Ohio Department of Travel and Tourism. In addition to offering programs to assist with marketing material development and printing costs, they also have programs designed to assist organizations in reaching specific target markets, such as the agri-tourism piece developed by the CVB in 2006. URT should continue to look for ways to partner with the CVB to maximize its promotional budget and access county-wide marketing data bases and other resources.



[www.discoverohio.com](http://www.discoverohio.com)

In addition to developing financing incentives for property owners looking to rehabilitate their buildings, stable funding for URT must be maintained in order for a long-term revitalization program to succeed. URT and the ED Partnership should diversify funding sources. The National Main Street Center's recommendation is that 1/3 of the funding come from governmental sources (City, County, etc.), 1/3 come from memberships, and 1/3 come from other sources such as fundraising events, festival proceeds, or grants.

This division of income provides ownership, balance and long-term stability that is crucial to the organization. This approach prevents the organization from putting all its proverbial eggs in one basket. One additional note regarding funding: should a SID be formed, it should strive to remain politically neutral, not only to protect its 501(c)3 status which prohibits many kinds of political activity, but also to limit impact should a different party come to power in any given office.

Suggestions for organizational funding include:

28. As mentioned elsewhere in this Chapter, development of a solid membership base and corporate sponsorships are critical to the on-going financial support of URT.



29. Again, URT's desire to form a SID to generate funds has important implications both for project and organizational funding. SIDs certainly can support infrastructure, planning, marketing, maintenance, economic development, and other activities in Uptown, but they can also be earmarked to provide operating support for staff to manage these activities. For example, Bowling Green Main Street Program and Lancaster Main Street Program cover operating costs through their SIDs. Other communities opt for a "voluntary" SID, choosing not to organize a separate organization, but still assessing property owners fees to support those activities they've identified as important to the survival and revitalization of their districts.

30. URT and the ED Partnership should investigate a long-term funding partnership with the Union County Foundation. Per their website, the Foundation is interested in projects that: develop or test new solutions to community problems, improve the quality of non-profit organizations by means of more efficient and effective operations, enhance an organization's reputation and professional standing, facilitate cooperation and collaboration among organizations, strengthen the competitiveness of the region's economy, and encourage volunteerism and civic and community involvement. A typical Main Street program would fit these categories.



[www.marysville-ohio.com](http://www.marysville-ohio.com)

31. As mentioned in the Boulevard Strategies report, Marysville could investigate introducing an impact fee for new "big box" retail developments. This approach is used successfully in Delaware, Hilliard, Pickerington, and Sunbury to fund capital improvements such as new roads, police vehicles and community centers, clearly making the case that extended development places a burden on existing infrastructure and asking the developer to offset these costs. If Marysville can demonstrate Uptown's infrastructure would be negatively affected by increased development at its fringes, funds could be set aside for various Uptown improvement programs.

32. URT, the ED Partnership, and the Chamber have an outstanding relationship with the City and County governments. By meeting with each regularly to outline achievements and get input for future direction, URT has set up a wonderful foundation from which it can now put together funding proposals to each entity. Based on URT's track record, they can now offer "return on investment" statistics, and can offer partnerships with the City and County to implement parts of each's planning documents. Assuming URT pursues designation as a SID, continued partnership with the ED Partnership will be essential to avoid overlap, maximize each organization's resources, and harness the collective horsepower of all organizations working together towards the same goal. In partnership with the ED Partnership, URT should begin conversations requesting a line item in City and County budgets for operational and programmatic funding support. Expectations and deliverables should be clearly outlined, as well as partnerships, evaluation criteria, and termination clauses. (Note: please see Lorain County Main Street Consortium notes earlier in this Chapter.)

33. As of December 2005, the conveyance fee in Union County was set at



\$2 per \$1000 for real estate transactions. The maximum fee allowed by Ohio state law is currently \$4 per \$1000, so Union County could choose to increase the conveyance fee to increase County revenues. Clearly this has implications for the rapidly expanding residential and commercial markets in Union County, and given the population surge sweeping outward from Columbus, this may be one way to control growth. That discussion aside, however, any “new” dollars gained from an increased conveyance fee could be used to support downtown revitalization activities county-wide, including Uptown Marysville as well as supporting initiatives in Richwood and Plain City.

Please note: there is no guarantee that these funds will be perpetually earmarked for downtown revitalization activities, and it takes either a unanimous vote from the County Commissioners or a successful referendum to actually make the change. Once conveyance fees are raised, future County Commissioners can use those funds for whatever purpose they see fit to balance the County’s vision and budget, which underscores the need to educate both current and future Commissioners on the value provided by URT and other organizations like it.

#### Section D: Marketing Assistance

Marketing Uptown as a destination is crucial to the redevelopment process (for more information on Promotions Committee recommendations, please see Chapter VII). Marketing the Uptown revitalization *organization* is no less critical, and is the work of the Organization Committee. Because URT’s mission includes promoting and enhancing the historic commercial core, it is important that URT itself have a positive image and be able to clearly articulate its vision, mission and goals.

To that end, the following suggestions are offered:

1. Feature articles in all local media. Regularly submit press releases to the *Marysville Journal-Tribune* and *Union County Messenger*, as well as local radio and TV stations, announcing new businesses, upcoming events, and other significant happenings. Consider publishing URT’s work plan in a special insert edition; this lets the community know what the goals are and could potentially recruit volunteers to help accomplish the individual tasks.
2. Promote a unified front with other promotional and economic development agencies, especially the ED Partnership and CVB. See Section B of this chapter for more information about Membership Development. It is paramount that the public not be confused about the overlapping goals of these agencies. They will not give money to what they do not understand.
3. Establish a speakers bureau. Have the downtown organization’s board members and staff speak at other organizations’ regular meetings to educate the general public about the new downtown organization and its role in the revitalization process.



4. Develop membership and volunteer recruitment materials. Place these materials in every possible public venue. Each should include the organization's mission and vision statements, as well as contact information and location of the URT office. It is absolutely critical that each piece be well designed and portray a quality image of the organization. It is equally important that members and volunteers understand exactly what is being asked of them in terms of monetary or time donations, and benefits received in exchange.
5. Consider holding an annual meeting for Uptown property and business owners and community leaders. Not only is this a time to celebrate successes, but it is a wonderful opportunity to recruit new volunteers and members. Make sure the press is invited, so people outside the stakeholder group hear about all the positive momentum and retail and promotional events planned for the upcoming year.
6. URT's newsletter, the *URT Alert*, is informative and attractive and regularly promotes new happenings like business openings, educational resources and financial incentive programs, upcoming promotional events, and also gives historic context for the current physical environment. While wonderful, a few potential areas for expansion might include: building rehabilitation tips and "best practices," a featured volunteer of the month to recognize all the personal effort put forth in the Uptown revitalization movement, and/or a special column devoted to market data to update merchants about buying trends and shoppers about what the latest "must-have's" are and where they can find them in Uptown.

Marysville Uptown Renewal Team (URT)

*URT ALERT!*

[www.unioncounty.org](http://www.unioncounty.org)

#### Section E: Training Opportunities

All people involved in the Uptown revitalization effort should have training made available to them. In order to mount a successful, professional revitalization effort, it is imperative that each person have a firm understanding of his role and responsibility in the revitalization process. Training is critical to job performance, and specialized training is often considered a "perk" or benefit to those volunteering their time.

URT should work to publicize trainings and workshops already offered by the Marysville Business Association (MBA) and the Marysville Public Library (MPL) to Uptown merchants and URT volunteers. For any downtown program to succeed, technical assistance and incentives must be available to encourage stakeholders to participate fully in the downtown revitalization program. URT could develop its own series of workshops (in partnership or to supplement MBA and MPL sessions) to cover locally significant topics. Recommendations include:

1. URT has developed a list of local architects to provide to owners interested in making improvements to their properties. These architects could be retained to assist building owners or merchants with the design of facade improvements or building renovations. Often, individuals cannot visualize how a building could look, or what it might look like if it were converted back to its original design. Providing architectural services at low or no cost to the property owner



can help entice individuals to upgrade buildings while remaining sensitive to the buildings' historic significance. The City can propose to use CDBG-DT Tier II grant funds to pay for these architectural services should they apply for this grant.

Another potential funding source for this kind of program would be inclusion in the proposed SID's plan of services. It could also be organized as an all-volunteer effort in which all local architects participate for a selected number of hours per month on a rotating basis. Each property owner applying for assistance would be assigned the next building on the list, with each architectural firm understanding that this may or may not produce a "job." They would be making an in-kind contribution to a tax exempt organization (i.e. they would take a tax deduction for valued amount calculated by URT). Or perhaps a portion could be subsidized by the SID, once it is form, and a portion donated. In either case, purchased or donated, these services would elevate the architectural character of Uptown building improvement projects, and would offer Uptown property owners a reason to continue supporting URT. It could also be marketed as an incentive to purchase property in Uptown. Similar programs could be organized tapping the creativity of local design, engineering, landscape architecture, interior design students, though the quality of work may vary from professionally produced work.

2. Design seminars could be sponsored by the City, URT, and/or MBA to assist property and building owners with understanding how to work with zoning and building codes, as well as the newly adopted architectural design standards. Explaining the processes and requirements to property owners up-front can make compliance with the regulations less strenuous and formidable. Especially helpful would be an explanation of the zoning and permitting process, which has been identified as complex and difficult in discussions with Uptown stakeholders.

In addition to working with the City to minimize the paperwork and "run-around" associated with these procedures, URT should work to educate property owners and merchants on existing rules and regulations to minimize frustrations that could ultimately stymie investment in the Uptown area. URT has recently met with the Union County building Regulations Division to discuss partnering on seminars. This partnership should be pursued and strengthened over time.

3. The City and URT could offer merchandising workshops for merchants in Uptown, assisting them with storefront window display ideas, promotional literature development, or website development and updating services.
4. Pro forma analysis or business plan workshops could be developed to assist busy merchants with updating their own business plans or coming up with budgets for rehabilitation projects. URT could work with the local SBDC and MBA to host these workshops. The ED Partnership and URT have recently hosted seminars for local bankers. This relationship should be pursued and strengthened over time.



[www.images.google.com](http://www.images.google.com)



5. Additional workshops can be developed in coordination with MBA and/or the Library based on feedback from Uptown merchants, URT members, and other stakeholders, to directly answer questions these stakeholders have regarding implementation of the revitalization program.

A variety of training opportunities exist for all stakeholders, volunteers and staff members involved in the downtown revitalization process. These include:

6. Quarterly workshops sponsored by Heritage Ohio, Inc. (HOI). These are hosted by Ohio Main Street communities around the State. Each workshop centers on one of the trademarked Four Points of Main Street Revitalization, and are open to the general public, although Ohio Main Street Programs are eligible for a discounted registration fee. While the Downtown Manager should attend each workshop, it is equally critical that community members also go and receive training. Committee members can receive in-depth instruction on different aspects of their work, and overall ownership of the program is enhanced the more each stakeholder commits to the process. It is important to note that should the Downtown Manager leave, she/he will take all that training with her/him. If stakeholders have also attended, the education will remain with the community.
7. In addition to trainings, HOI offers networking meetings for City officials, program managers and board members. These are powerful tools in which peers exchange “best practices,” workshop potential solutions to common problems, and form relationships with communities across the State.
8. Heritage Ohio and the Ohio State University Extension Office have combined forces to offer the First Impressions Program. This is a program designed around the “secret shopper” concept that pairs two communities together, selects teams of people from each community, and then sends each team to the others’ community on an unknown day to assess the community on criteria such as merchant friendliness, wayfinding signage and ease of circulation in the downtown, overall atmosphere in the downtown, and other environmental aspects. This offers each community an unbiased and unvarnished viewpoint, giving constructive thoughts about how to solve potential problems as well as praising well-done efforts.
9. HOI hosts a state-wide annual conference each year which provides several tracts of programming in revitalization and preservation. Additionally, they team up with other organizations like the Ohio Historic Preservation Office and Ohio Historic Society to sponsor Building Connections, a bi-annual conference dedicated to educating preservationists, economic development professionals, cultural resource managers, and heritage tourism and education professionals on the latest developments and best practices in their respective fields. Specialized trainings such as Design 101 and 201 are also available.
10. The Ohio Main Street Program (OMSP) offers new manager training



[www.heritageohio.org](http://www.heritageohio.org)

Upt



each year, as well as Main Street Institute/101 Basic Training. These sessions offer tailored information specific to each of the Four Points to managers and committee members about their specific roles and responsibilities in implementing the Main Street Approach.

11. The Chamber provides assistance to businesses in all phases of business development from its facility in Uptown. Housing the **Economic Development Partnership**, and the CVB, and also offering services of the state SBDC's (Small Business Development Center) First Stop Business Connection program, this resource center can provide a wide variety of direct assistance to budding entrepreneurs and seasoned merchants alike, including marketing assistance, business plan development, project financing assistance, and networking opportunities. Business owners can get direct access to local, state and federal resources, including the federal Small Business Administration (SBA) and all its programs, resources, advocacy information, and lending opportunities.
12. The Ohio Department of Development's Office of Housing and Community Partnerships (ODOD/OHCP) also hosts periodic trainings regarding their programs such as micro-enterprise loans and downtown revitalization programs. These trainings are fairly specific and usually related to grant cycles. For more information, check their website at [www.odod.state.oh.us/cdd/ohcp](http://www.odod.state.oh.us/cdd/ohcp).
13. The Ohio Community Development Corporation Association (OCDCA) is another resource for housing, economic development and micro-enterprise lending programs. For additional information about OCDCA and their programs, visit [www.ohiocdc.org](http://www.ohiocdc.org).
14. The Ohio Historic Preservation Office (OHPO) offers a wide variety of expertise, including their signature series: the Building Doctor Clinics. These workshops are hosted by communities around the state, bringing experts in building investigation and restoration to talk about building rehabilitation and sensitive alterations. In addition, OHPO has an extensive collection of reference and resource materials, both for reading at their library and purchase for home/community use. Their website is [www.ohiohistory.org](http://www.ohiohistory.org).
15. Sharing the website with OHPO, is the Ohio Historic Society (OHS). They also have a host of experts on staff, and can offer expertise on a wide variety of topics from interpreting local history sites to managing cultural resource collections. They also have internship programs available should the ED Partnership or URT decide it needs an extra pair of hands in a particular area.
16. The National Trust for Historic Preservation (NTHP) hosts multiple preservation-related trainings throughout the year, most notably their annual conference which is held in a different City each year. For more information about this and other workshops available through the Trust, please visit their website [www.nationaltrust.org](http://www.nationaltrust.org).
17. The National Main Street Center (NMSC) offers workshops and seminars centered around comprehensive downtown revitalization.



[www.sba.gov](http://www.sba.gov)



[www.ohpo.org](http://www.ohpo.org)



[www.nationaltrust.org](http://www.nationaltrust.org)



National Town Meeting, NMSC's annual conference, boasts several days' worth of targeted trainings in each of the four points. In addition, members can access members' only areas to network with other programs across the nation or enter the NMSC's database to research topics of interest to the community. Members receive discounts for publications, products, and attendance at seminars and conferences. For more information, please visit the National Main Street Center at [www.mainstreet.org](http://www.mainstreet.org).

18. The National Preservation Institute offers professional seminars in Historic Preservation and Cultural Resource Management. Topics include historic structure analysis, photo documentation of historic sites and properties, Section 106 compliance, and application of the Secretary of the Interior's Standards for Rehabilitation. For more information, please visit [www.npi.org](http://www.npi.org).
19. The American Association for State and Local History (AASLH) offers a variety of workshops, publications, and other learning opportunities for those interested in learning more about how to tap their local history as a resource for education programs, tourism, marketing, and a host of other things. For more information, visit them on the web at [www.aaslh.org](http://www.aaslh.org).
20. Partners for Sacred Places is an organization that focuses specifically on rehabilitating or adaptively reusing religious properties. As with most of the other organizations listed above and below, they offer publications, conferences and technical information through their website and via personal contact with office staff. Visit [www.sacredplaces.org](http://www.sacredplaces.org) for more information on this organization, its mission and training opportunities available through them.
21. Fundraising is often listed as one of the hardest tasks assigned to a revitalization organization. For this reason, there are a few suggestions in regards to grant writing, otherwise known as grantsmanship. In addition to using a search engine to find sites dedicated to grantsmanship, there are two resources that Marysville may find helpful: The Grantsmanship Center and Institute ([www.tgci.com](http://www.tgci.com)) and the Foundation Center ([www.fdncenter.org](http://www.fdncenter.org)) offer training designed to improve fundraising efforts, as well as developing new programs and ventures to raise money for non-profit organizations.
22. Volunteer management and development is a broad field in which there are many practicing experts who can offer volumes of advice and assistance. Two such experts are Susan Ellis and Steve McCurly, both of whom have decades of experience in the field. In addition to using a search engine to find other volunteer management and development sites and training opportunities, you can visit [www.energizinc.com](http://www.energizinc.com) and [www.casenet.org](http://www.casenet.org) to get a taste of Ellis' and McCurley's styles.
23. Local chapters of American Institute of Architects (AIA), American Society of Landscape Architects (ASLA), and American Planning Association (APA) are wonderful professional resources to consider when researching available educational opportunities.



24. SCORE, the Service Corps of Retired Executives, is another valuable resource in which locally retired people can assist with projects, offering their expertise in various fields to help spur the revitalization effort in Uptown Marysville.

25. The National Park Service (NPS) offers a very helpful website, [www.nps.gov](http://www.nps.gov), that, in addition to parks and recreation, offers a staggering amount of professional expertise on celebrating local history and culture and preserving both the built and natural environments. They also have a section specifically designed to help educators develop and implement programs celebrating local history, architecture and culture. In addition, the National Park Service is the keeper of the National Register of Historic Places; they offer many resources, oftentimes for free, to assist with the listing process. Another feature on their website is called the “Bookshop” where visitors can find a listing of all publications produced and/or written by NPS professionals.



[www.nps.gov](http://www.nps.gov)

26. Belmont Technical College in St. Clairsville, OH; Kent State University in Kent, OH; Youngstown State University in Youngstown, OH; Eastern Michigan University in Ypsilanti, MI; and Ball State University in Muncie, IN, are five relatively close educational institutions offering degree programs in preservation-related fields. Working with colleges and universities presents many possibilities to integrate local efforts with class projects; individual study projects, internships, and practicums; senior papers, masters theses, and doctoral dissertations. These can all encourage the use of Uptown Marysville as a living laboratory, potentially bringing new people and new ideas into Uptown. Additionally, Marysville is fortunate to have Capital University, Columbus State Community College, Ohio Northern University, Ohio Wesleyan University, The Ohio State University (an Lima and Marion branches), Otterbein College, and Urbana College nearby, and can therefore coordinate with students, classes, and professors from these schools for project assistance.

27. In terms of developing and fostering a preservation ethic in the community, Marysville would be wise to begin with its young people. Much the same as with recycling programs or “Say No to Drugs” campaigns, creating a curriculum for school children celebrating local history will reinforce the value of Marysville’s “roots” with its youngest citizens. Using the built environment as an outdoor classroom will have the long-term effect of creating a population that will honor and respect Marysville’s historic assets. Those who value something are much more likely to preserve, invest, and enhance than to tear down, move away, or otherwise destroy. For more information about using the built environment as a teaching tool, Marysville can begin with the following two websites in addition to using a search engine to locate more resources. Both CUBE (Center for Understanding the Built Environment, [www.cubekc.org](http://www.cubekc.org)) and T.H.E.N. (The Heritage Education Network, <http://histpres.mtsu.edu/then> ) are wonderful sites for educators and lay people alike.



[www.cubekc.org](http://www.cubekc.org)



<http://histpres.mtsu.edu/then>



# Marysville Uptown Renewal Team

## 2005 Accomplishments

### Organization – *Organizing URT to revitalize Uptown Marysville.*

- Chamber Board recognized URT as a division of the Union County-Marysville Economic Development Partnership.
- Marysville City Council and Union County Commissioners passed resolutions recognizing URT as the organization to lead Uptown revitalization.
- Held two public meetings for building owners, business owners, and citizens to discuss the effort to revitalize Uptown.
- Met with Marysville City Council and Union County Commissioners to report URT's accomplishments.
- Appointed Union County's Chief Building Official as a staff representative to URT.
- Began work on Main Street application to prepare URT for its future partnerships.
- Received a \$15,000.00 grant from the Ohio Department of Development and raised \$9,000.00 from the business community to conduct an Uptown Marysville Improvement Plan.
- Assisted with the hiring of the Poggemeyer Design Group to draft the Uptown Marysville Improvement Plan. This plan is to be completed in the first half of 2006.

### Design – *Promoting quality design and beautification of Uptown Marysville.*

- Led charge to install Uptown Marysville Directional Signs to direct potential visitors and new residents. Signs located at: (1) The freeway on both sides of town; (2) Delaware Avenue west of freeway; (3) Route 4 south and north of freeway; and, (4) Route 31 south and north of freeway.
- Led charge to install Public Parking Signs to direct residents and visitors to available parking spots and to address view of limited parking in Uptown: (1) On Main just before 4<sup>th</sup>; and, (2) At the actual lot.
- Working in cooperation with Leadership Union County, the Marysville Public Library and the Convention and Visitors Bureau developed a historical walking tour guide.
- Took preliminary survey of available parking spaces and discussed availability with City Administrator which resulted in change of Handicap Parking Spaces by Lambert Jewelers.
- Began work on a parking map of Uptown Marysville.
- Led charge to rewrite design review ordinances improving the City's review and permitting process. This will be voted upon in 2006 by City Council.
- Developed bookmark and Can Do badges promoting Uptown Revitalization.

Promotion – *Promoting events in Uptown Marysville and the efforts of URT.*

- Organized and promoted four Third Fridays events in Uptown Marysville.
- Promoted and assisted with the Fall Frolic and Christmas Walk events in Uptown.
- Applied for and received \$1,000.00 grant from the Ohio Arts Council to supplement funds for Uptown events.
- Raised funds and secured sponsorships for Uptown events.

Economic Restructuring – *Promoting economic development in Uptown Marysville.*

- Promoted Community Reinvestment Area program which resulted in three applications for major commercial improvements in Uptown Marysville.



**Marysville Uptown Renewal Team Mission Statement**

The Marysville Uptown Renewal Team (URT) is a public/private partnership forged to revitalize the Uptown Area into a vibrant hub of activity. URT will:

- 1) Organize
- 2) Design
- 3) Promote
- 4) Economically Restructure

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Marysville Uptown Renewal Team  
c/o Union County-Marysville Economic Development Partnership  
227 East Fifth Street  
Marysville, Ohio 43040  
(937) 642.6279  
(937) 644.0422 (facsimile)  
[www.unioncounty.org](http://www.unioncounty.org)

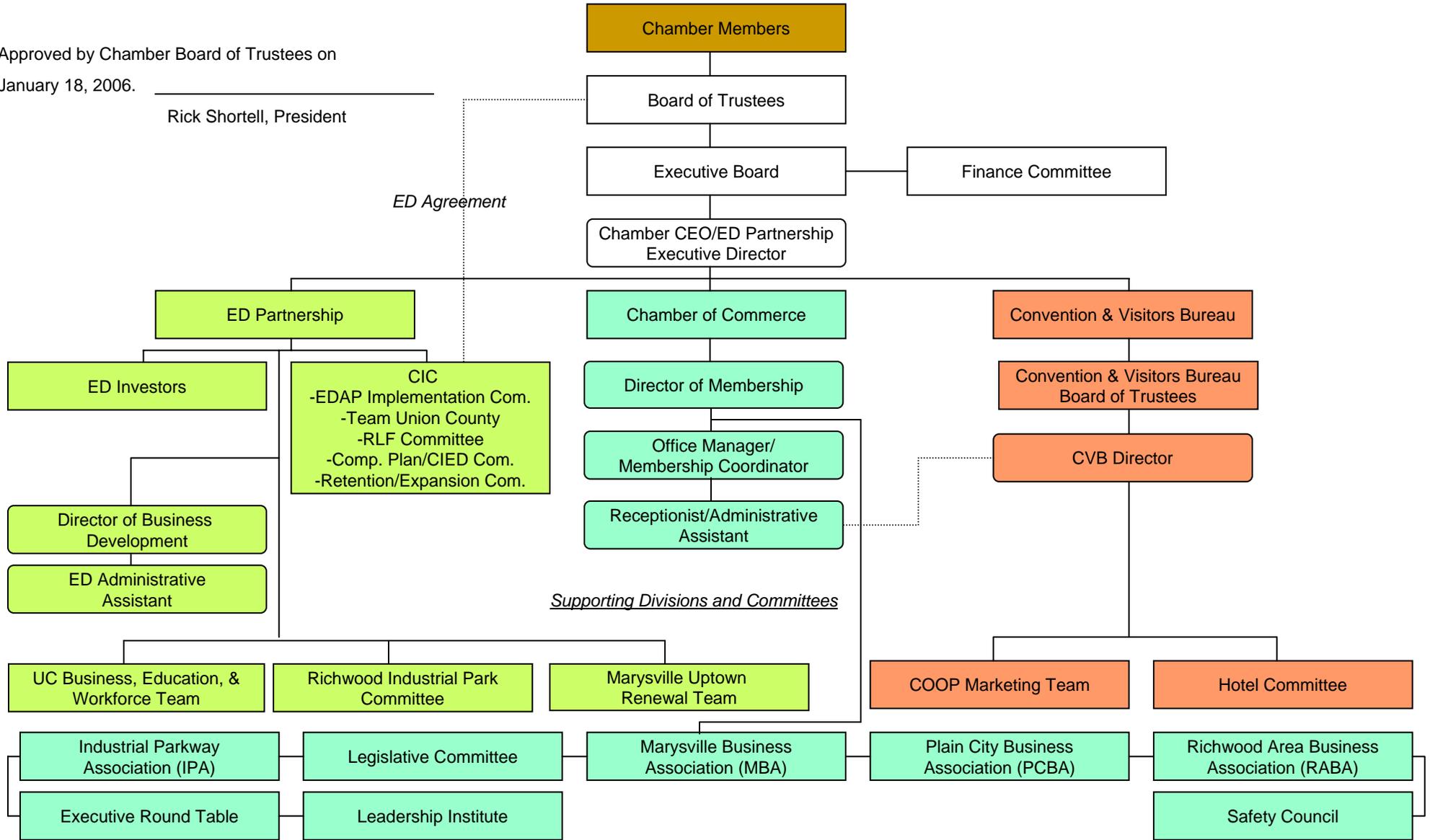


# Organizational Structure

Union County Chamber of Commerce, Union County-Marysville Economic Development Partnership, and Union County Convention and Visitors Bureau

March 5, 2005 – ESP  
 March 18, 2005 – ESP  
 December 20, 2005 – ESP

Approved by Chamber Board of Trustees on  
 January 18, 2006. \_\_\_\_\_  
 Rick Shortell, President



# PRESERVATION EASEMENTS

## HERITAGE OHIO FACT SHEET

### WHAT IS A PRESERVATION EASEMENT?

A preservation easement is a legal tool used to preserve the integrity of a historic building, site, object, or landscape. The legal structure of the easement allows the owner to retain rights of ownership, while giving Heritage Ohio the responsibility to prevent present and future owners from making changes to the historic resource that could compromise its historic integrity. A legal agreement is filed in the deeds office of the courthouse in the county where the property is located, and the easement becomes part of the deed record, binding in perpetuity.

### THE MISSION OF THE PRESERVATION EASEMENT PROGRAM

- Preserve our historic legacy
- Promote the importance of ongoing maintenance
- Provide a financing tax incentive for developers and owners to rehabilitate and preserve their properties
- Assist counties, cities, villages, and non-profit corporations with a development incentive

### WHAT PROPERTIES ARE ELIGIBLE?

An owner of any property listed on the National Register of Historic Places, located in a certified local historic district, or eligible for the National Register of Historic Places, is eligible to receive a tax deduction when donating a preservation easement. An easement can be donated before, during, or after rehabilitation of a historic building; however, the timing of an easement donation may have substantial tax consequences and should be reviewed by an accountant or tax lawyer with knowledge in easement procedures.

### WHAT ARE THE BENEFITS OF DONATING A PRESERVATION EASEMENT?

The owner of a historic resource can realize many benefits when donating a preservation easement to Heritage Ohio.

- The ability to treat the value of the easement donation as a charitable contribution
- Typically, a decrease in real estate tax liability
- Permanent protection of a historic resource from inappropriate changes or alterations
- Written and photographic documentation of the property, archived at the offices of Heritage Ohio

### HOW MUCH IS THE TAX DEDUCTION WORTH?

The value of the preservation easement, the deductible amount, is determined by a specialized appraisal performed on your property. However, this value may increase depending upon the level of restrictions, whether the interior of the building is included in the easement, and whether future development potential is lost as a result of the easement. Exterior or interior easements can allow change of use and configuration changes as long as they are in accordance with the Secretary of Interior's Standards for Historic Preservation.

### WHAT IS THE COST OF DONATING AN EASEMENT?

1. Total Building Value	\$5,000,000
2. 12.5% Easement Donation Value (assumption)	\$625,000
3. Additional deductible expenses:	
Owner's Appraisal/Lawyer fees:	\$50,000*
Fees to Heritage Ohio:	
Application Processing Fee:	\$2,000
Preservation Easement Donation Fee:	\$7,500
4. Total Donation Value (all deductible expenses)	\$684,500
5. After Tax Value at 35% bracket (estimated corporate rate)	\$239,575



**HERITAGE OHIO**  
846 1/2 EAST MAIN STREET  
COLUMBUS, OHIO 43205  
TEL: 614.258.6200 FAX: 614.258.6400  
EMAIL: [INFO@HERITAGEOHIO.ORG](mailto:INFO@HERITAGEOHIO.ORG)  
[WWW.HERITAGEOHIO.ORG](http://WWW.HERITAGEOHIO.ORG)





## The Executive Director

The executive director of a Main Street program is responsible for the development, coordination, administration, documentation, and implementation of the revitalization effort. Not unlike a shopping mall manager, the director initiates and coordinates a wide range of projects, from supervising promotional activities to assembling market data. Most important, however, is the director's role as a full-time enthusiastic advocate for the commercial district and an authority on information, resources, and programs related to revitalization initiatives.

As the central coordinator of the revitalization program's activities, he or she oversees daily operation by providing hands-on involvement critical to a successful program. Over time, the director's duties evolve as the program's goals and new opportunities arise. However, the executive director is always a paid, professional employee whose sole focus is the downtown or neighborhood commercial district. While a full-time director is desirable, there may be instances, especially in small communities (with populations under 5,000) when a part-time director is suitable. In such cases, the program will need to rely more heavily on volunteers to achieve its goals.

The director of a Main Street program must be creative, enthusiastic, entrepreneurial, flexible, and an excellent communicator. Similar to an orchestra conductor, the director must make sure that everyone involved in the program plays his or her part appropriately, at the right time.

## Executive Director Qualifications

Education or experience in one or more of the following areas:	Character traits and managerial skills, including:
<ul style="list-style-type: none"> <li>• urban planning</li> <li>• architecture</li> <li>• historic preservation</li> <li>• economics</li> <li>• finance</li> <li>• public relations</li> <li>• design</li> <li>• journalism</li> <li>• planning</li> <li>• business administration</li> <li>• public administration</li> <li>• retailing</li> <li>• volunteer or non-profit administration</li> <li>• small business development</li> </ul>	<ul style="list-style-type: none"> <li>• enthusiasm for commercial district revitalization</li> <li>• diplomatic when working with a variety of people</li> <li>• energetic</li> <li>• entrepreneurial</li> <li>• imaginative</li> <li>• well organized</li> <li>• capable of functioning independently</li> <li>• good at working with people</li> <li>• skilled at one-to-one communications</li> <li>• sensitivity to design and preservation issues</li> <li>• excellent written and verbal skills</li> <li>• adaptable and flexible attitude</li> <li>• self-starter who takes initiative</li> </ul>

# FEDERAL REHABILITATION TAX CREDIT

## HERITAGE OHIO FACT SHEET

### 20% REHABILITATION TAX CREDIT

Ohio is recognized as a state at the forefront of recognizing its heritage through the listing of its historic resources in the National Register of Historic Places. The state maintains a consistently high ranking of total number of properties listed in the National Register compared to other states, and these numbers speak to the importance that Ohioans place on their heritage and how importantly they view their responsibility of stewardship. However, additional benefits are available to owners of income-producing properties—aside from the honorary listing. The owner of a property listed on the National Register, or within a historic district certified by the Secretary of the Interior, that undergoes rehabilitation can qualify for a tax credit to reimburse rehabilitation costs. **This tax credit has been utilized for over 28,000 projects throughout the country, translating into billions of dollars in community reinvestment.**

The National Register Tax Credit, commonly known as the 20% Rehabilitation Tax Credit (a 20% reimbursement on the cost of rehabilitation), has also proven throughout Ohio to be an important engine to help spur revitalization. Many historic resources in urban downtowns, rural farming communities, main street commercial districts, and warehouse and factory districts have benefited from using the tax credit to offset rehabilitation costs. In Ohio, the Rehabilitation Tax Credit is administered through the Ohio Historic Preservation Office.

**In order to qualify for the Rehabilitation Tax Credit, the property involved must meet the following criteria:**

- The property must be listed on the National Register of Historic Places *or* must be a contributing resource in a registered historic district certified by the Secretary of the Interior as meeting National Register criteria
- The resource must be depreciable
- The resource must be either a business or trade asset *or* must be an income-producing property
- The proposed rehabilitation cost must exceed the greater of \$5,000 *or* the adjusted basis of the resource (value of the property minus the value of the land)

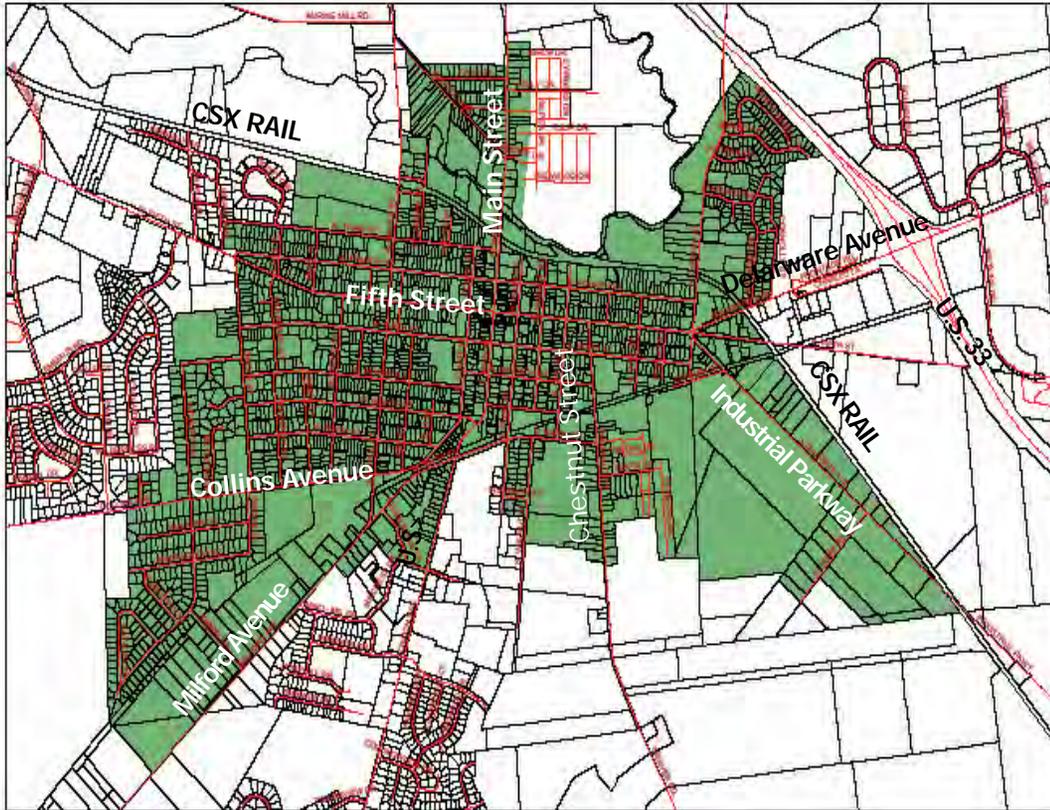
If the historic resource in question meets these criteria, the owner should contact the Ohio Historic Preservation Office for more information and a tax packet that outlines the components needed in order to complete the application to take the Rehabilitation Tax Credit. The Ohio Historic Preservation Office can be contacted at 614/298-2000. Heritage Ohio provides technical assistance to property owners and communities regarding their historic resources.

### 10% REHABILITATION TAX CREDIT

For buildings not listed on the National Register, or in a National Register District there is a 10% rehabilitation tax credit for buildings built before 1936. See IRS Form 3468



## Community Reinvestment Area #1 - City of Marysville, Ohio



Ordinance Number: 14-02  
This is to certify that this is the official map for CRA#1.  
Housing Officer: Director of Administration

CRA includes the shaded area on the map above.

## COMMUNITY REINVESTMENT AREA CITY OF MARYSVILLE, OHIO

*Helping Business Owners and Home  
Owners Improve Their Properties in  
the Center Core of Marysville*



Questions or Comments?



City of Marysville Economic Development Office  
227 East Fifth Street  
Marysville, Ohio 43040  
Phone: 937.642.6279 Fax: 937.644.0422  
Email: [ericphillips@unioncounty.org](mailto:ericphillips@unioncounty.org)

"How Can I Receive Assistance" Guide to  
the Community Reinvestment Area

# Uptown Marysville...a great place to live, shop, dine, & visit !!!

## Purpose of Community Reinvestment Area

In 2002, the Marysville City Council approved the continuance of a Community Reinvestment Area (CRA) in the Uptown Area and its surrounding residential areas. The CRA's main purpose is to encourage development, re-development, and re-revitalization in the older areas of the community so as to improve the economic stability, maintain real property values, and create new employment opportunities.



Please refer to the back page of this brochure for a CRA map.

The CRA Program's main mechanism is the use of tax incentives granted to property owners for real property improvements to their buildings which meet the goals, objectives, and requirements listed in this brochure. The real property improvements include building and structural modifications such as an addition, new exterior windows, new façade, new store front, new awnings, and major structural repairs.

## Who Is Eligible?

Any residential (no-more than two units in building), commercial, and/or industrial property owner in the CRA Area who plans to make structural improvements meeting the CRA requirements. Uptown Area commercial buildings with residential units on the second floor will be considered as commercial buildings.

## Benefits and Requirements

- Qualifying residential properties may receive a 75%, seven year real property tax abatement for new improvements for which the cost of remodeling is at least \$7,500. Said residential buildings shall not have more than two dwelling units and shall be owner occupied.
- Qualifying commercial and industrial properties may receive up to a 100%, ten year real property tax abatement for new improvements for which the cost of the remodeling is at least \$10,000. Approval is on a case-by-case basis and is determined by the amount of investment and number of jobs created or retained.
- Qualifying commercial and industrial properties may receive up to a 100%, fifteen year tax abatement for new building construction for which the cost of the new construction is at least \$350,000. Approval is on a case-by-case basis and is determined by the amount of investment and number of jobs created or retained.



## Criteria for Approval of CRA Application

The City shall consider the following when reviewing each CRA Application:

- (a) Residential building is less than two units and is owner occupied;
- (b) Use of building shall meet zoning and building regulations;
- (c) Shall encourage private investment that will repair, construct, improve or revitalize a building;
- (d) Commercial and industrial projects that create new employment, restore historical significance, or promote revitalization of the Uptown Area are preferred.

## Compliance of CRA Projects

Every project that receives a tax abatement through the CRA program is reviewed annually by the City of Marysville CRA #1 Housing Council. The Housing Council is comprised of business owners, citizens, and city officials. If a property owner does not comply at any time with the terms and conditions of the originally approved CRA Application, the tax abatement may be removed by action of the Housing Council. Therefore, it is important that the property owner is realistic and plans to satisfy the pledged construction values, jobs created, and the project's impact when he/she completes the CRA application.

## Checklist



- ✓ Property owner contacts Economic Development Director to discuss project and CRA program—642.6279.
- ✓ Once compliance with program is determined, property owner submits CRA Application for review and approval.
- ✓ City reviews and determines application meets guidelines, abatement is approved.
- ✓ Prior to construction, property owner submits and receives approval of Zoning Permit with City. If located in the square of Uptown, an Architectural Review Board approval may be Required—642.6015.
- ✓ Prior to construction, property owner submits and receives approval of Building Permit with Union County—645.3018.
- ✓ After construction is complete and occupancy is issued, Union County Auditor determines value of improvement and formally institutes abatement.

# STATE INVESTMENT TAX CREDIT

## HERITAGE OHIO FACT SHEET

The Ohio Senate and House of Representatives have introduced two pieces of legislation (SB 60 and HB 149) that would create a 25% tax credit for the restoration and rehabilitation of Ohio's vacant and under utilized historic buildings. The tax credit will encourage private investment in **historic properties, generate additional jobs** and **stimulate economic development** within existing communities. Additionally, this credit should spur greater investments in smaller commercial projects and Main Street commercial properties of older neighborhoods – particularly where there is a critical need for **community revitalization**.

### WHAT IS A TAX CREDIT?

A tax credit is a dollar-for-dollar reduction in taxes owed. The State Investment Tax Credit is based on historic building rehabilitation costs, equaling 25% of qualified rehabilitation expenditures. If the amount of the credit exceeds the amount of tax otherwise due for any year, the excess may be carried forward.

### WHAT BUILDINGS ARE ELIGIBLE?

Historic buildings in Ohio that are individually listed in the National Register of Historic Places, certified as contributing to a registered historic district, or designated by a certified local government.

### WHO CAN APPLY?

Owners holding the fee simple interest in or qualified lessees of historic buildings in Ohio.

### WHAT EXPENDITURES QUALIFY?

Expenditures for rehabilitation of an historic building, including architectural or engineering fees and cost of preparing National Register nominations. Qualified expenditures do not include acquisition costs or expenditures to expand or enlarge a building.

### WHAT IS THE APPLICATION PROCESS?

Owners or qualified lessees will apply to the Ohio Historic Preservation Office for a rehabilitation tax credit certificate. The certificate will be issued if: (1) the building is a historic building, (2) the rehabilitation meets the Secretary of the Interior's Standards for Rehabilitation, and (3) the qualified rehabilitation expenditures meet certain threshold levels (\$5,000 for non-income-producing properties and the greater of \$5,000 or the building's adjusted basis for income-producing properties). An application fee will be charged for administrative purposes.

### CAN THE TAX CREDIT BE "ASSIGNED" OR TRANSFERRED?

Under SB 60 the credit is assignable or transferable. The owner or qualified lessee to whom a rehabilitation tax credit certificate is issued may assign the certificate, or a certificate share, to any other person. This means that other investors can make use of the tax credit, including a mortgagee under a loan agreement.

### WHEN WILL THE CREDIT BE AVAILABLE?

Application forms will be available six months after the legislation is passed.



## STREETSCAPING & DESIGN

This section outlines suggestions and implementation steps for the physical spaces in Uptown Marysville. Defining the boundaries for Uptown is not an easy task. Beginning with the DART visit in April 2004, which defined the boundaries as the railroad tracks to the north and Maple to the west, Oak to the east and 6<sup>th</sup> or 8<sup>th</sup> Streets to the south, Uptown boundaries have been contemplated and debated. A map showing three possible boundaries was submitted with the Tier I Planning Grant application in the fall of 2005, with the promise that boundaries would be refined as the community and consultant began to gather data and information about the conditions of the central business district, including parking counts, building and infrastructure conditions surveys, photo-documentation of Uptown's buildings, and traffic counts for major arterial streets. URT volunteers and board members and City staff were tremendously helpful in gathering the data needed, but unfortunately each person collected data using different sets of boundaries.

Therefore, it is the consultant's recommendation that Marysville consider the observations and suggestions made in this Plan as Phase I for redevelopment efforts in the Uptown, with future efforts expanding the revitalization effort outward from the historic core to include all of the areas inside the boundaries URT and the ED Partnership have identified. Generally speaking, observations and recommendations in this Chapter have been made for the area defined by the railroad tracks to the north, and Maple to the west, 8<sup>th</sup> to the south, and five points to the east, which is shown as the Phase I Target Area on the larger Uptown boundary map included at the end of this chapter. URT ultimately chose Uptown boundaries that coincide with newly adopted design review boundaries, also indicated on the map. Recommendations made in Chapter IV apply regardless of boundaries, because a good management organization should be in place for any size downtown program. Similarly, information in Chapters VI and VII will be useful for URT, once again, regardless of boundaries. The market analysis gives context for economic conditions in Uptown (however it is defined) and its position in Union County and Central Ohio. Boundaries are significant in a promotional strategy when talking about retail events (deciding which businesses to include), but by and large have little or no effect on the recommendations made in Chapter VII. The largest impact is felt here in Chapter V, and is easily reconciled by accommodating different views of the boundaries as separate phases for revitalization.

Potential funding sources for these projects can be found in Chapter IV, which includes detailed information about the Ohio Department of Development's Tier II Downtown Revitalization Grant, one of the primary funding sources for bricks and mortar projects in Ohio, along with other project and programmatic funding ideas.

Streetscape and other design elements visually tie the downtown together, even sections with different periods of historic significance. Contained in this chapter are suggestions and recommendations about:

1. vehicular and pedestrian traffic circulation,

*“Always design a thing by considering it in its next larger context - a chair in a room, a room in a house, a house in an environment, and environment in a city plan.”*

*- Eliel Saarinen*



2. signage,
3. lighting,
4. street furniture and landscaping,
5. pavement treatment, sidewalks,
6. green space,
7. gateways,
8. parking,
9. design standards, and
10. historic resources.

Each element of the streetscape contributes to Marysville's unique sense of place, that intangible quality that sets it apart from other communities. The City should carefully consider the elements discussed in this chapter when designing streetscape improvements, or any project impacting the physical environment in Uptown. Typically, members of the Design Committee would implement the work recommendations outlined in this section.

#### Section A: Vehicular Traffic Circulation / Traffic Calming

Fluid traffic circulation in and around Uptown is paramount to its economic success. Competition for shoppers and tourists is fierce; even seemingly small obstacles will deter customers to another provider, vendor, or event. The importance of proper signage and ease of passage cannot be stressed enough, both for vehicles and pedestrians. Clearly understanding this, URT has clearly stated that making Uptown safe and pleasant for pedestrians is a top priority for them.

In addition to efficiently moving vehicular traffic throughout the Uptown, it must flow smoothly and calmly to maintain a pedestrian-friendly environment. People must feel comfortable walking from place to place. Crossing streets should not feel like a race against the clock, but neither can vehicular traffic be indefinitely stalled. And remember, everyone becomes a pedestrian the minute he/she steps out of the vehicle. To strike the balance and effectively respond to everyone's needs, Marysville needs to consider land uses, business types and pedestrian usage in concert.

Per ODOT Office of Technical Services, Traffic Monitoring Section, 2004 data, there are an average of 8,340 vehicles per day in and around the main intersection in Uptown, Fifth and Main Streets. Specifically, there are an estimated 7,940 passenger vehicles and 400 commercial vehicles. 8,130 vehicles (8,000 passenger and 130 commercial) were counted at the intersection of SR 38 (Main Street) and Eighth Street. 3,420 total vehicles (3,220 passenger and 220 commercial) were recorded at the Fifth Street entrance ramp to SR 245. Clearly SR 31 and SR 38 are well traveled routes in Uptown, and recent conversations with URT suggest traffic counts are increasing due to increased development in the Marysville area. Every effort should be made to keep traffic along these routes flowing easily and efficiently. The local impression is that traffic volumes are increasing given new developments such as Coleman's Crossing, and continuing population growth gives every indication this will continue.



The following are suggestions for controlling traffic circulation patterns:

1. Infrastructure conditions surveys conducted as part of this planning process indicated streets were in moderately good repair overall in Uptown, though there are some specific places where conditions were rated as very poor, especially in the alleys. Alleys are an important asset to Marysville, and improvements to the pavement (as well as aesthetic treatments) should be given high priority when considering projects. Alleys can improve access throughout Uptown, possibly opening up rear employees and/or consumer parking areas and offering ADA compliant rear entrances to buildings that can easily (or cost effectively) be renovated street-side.
2. Traffic congestion is generally not a problem in Uptown, though the market analysis does recognize that many of Marysville's newest residents bypass Uptown entirely on their way to jobs at Honda of America Mfg., Inc. or in Franklin and Delaware Counties. Especially at the intersection of Fifth and Main, the historic buildings do not allow much room for expansion. ODOT regulations requiring specific road, parking, and sidewalk widths have basically locked the built environment into its current formation and pattern. For this reason, the City should regularly monitor traffic counts and share this information with URT and the ED Partnership so that pro-active strategies, such as timing traffic signals to allow smooth traffic flow, can be devised *before* congestion becomes a problem.
3. Truck traffic is generally not a problem either, with most semi-trucks taking the bypass as well. Recent construction on US 4 and SR 36 on the Milford Center bridge has re-routed truck traffic through Marysville, giving the impression that truck traffic is heavier now than it has been in the past, though it is anticipated this will rectify itself once the bridge work is completed.
4. Bicycles and skateboards are already prohibited from sidewalks in the Uptown, but the statute needs to be regularly enforced. Riders are understandably intimidating to pedestrians. Skateboards in particular can be very destructive to the physical environment if kids start using benches and other elements as substitutes for tracks.
5. Better directional signage is needed to identify parking areas. URT did spearhead an effort to install public parking signage on Main Street just before 4<sup>th</sup> Street and also at the entrance to the public lot. URT and the City should continue to work together to install directional signage to this and other public parking lots as well as signage identifying lot entrances/exits and hours of operation (if applicable). Additionally, directional signage within parking lots would be helpful, even arrows painted on the asphalt would help direct and maintain consistent traffic flows. Remember that everyone becomes a pedestrian once they leave their vehicles, and maintaining a pedestrian-friendly environment, even in parking lots, will dramatically impact visitors' experience and the likelihood that they will return.
6. Pedestrians share space with vehicles throughout the Uptown. Better signage and markings to clearly delineate vehicular spaces will not



only assist drivers by eliminating confusion, but it will make the space more pedestrian-friendly by eliminating the guesswork about rights-of-way for pedestrians as well. For example, if Marysville chooses to install mid-block cross walks, they could use reflective painting or flexible signs in the middle of the street to define pedestrian spaces. The City might consider adding bump-outs to emphasize painted pedestrian crosswalks at intersections and/or mid-block crossings. Not only can these be landscaped to add greenery and color into the Uptown, but they will naturally calm traffic and make pedestrians feel more safe while waiting to cross the street. (Please note: bump-outs will claim some on-street parking spaces.) The City may also consider adding overhead signage to alert drivers to pedestrian crossing areas.

7. The speed limit through Uptown Marysville is currently 25 mph. From a traffic engineer's perspective, moving the maximum number of vehicles through is the primary consideration. While this is important, it cannot be the only consideration when planning Uptown road improvements. We recommend keeping the 25 mph speed limit for several reasons, some of which may seem counterintuitive. Traffic backups in Uptown aren't always a bad thing. When people are in their cars and moving quickly through a space, they don't pay as much attention to merchant displays or signage. They also don't have the chance to fully appreciate the beauty of the built environment. Many of Marysville's Uptown buildings were constructed during a time when people appreciated detail, and traveled at a pace and distance reflective of this. In addition, there are many shared pedestrian and vehicular spaces in the Uptown, and when vehicular speeds creep up, drivers have less time to react and pedestrians feel less safe.

#### Section B: Signage

A major element in the success of any downtown, or any retail commercial center, is the ability of consumers to identify and locate the businesses and sites they wish to patronize. In addition to identifying the names of individual businesses, signs also provide directional information, which is key to the flow of traffic through the community and the Uptown. Thus, signage is a critical element in the design and revitalization of Uptown Marysville.

On the other hand, unregulated or poorly regulated signage can be one of the greatest contributors to visual clutter in a community. Everyone is familiar with commercial strips in which varying sizes, shapes, heights, number, color and lighting are distracting and aesthetically unappealing. This visual clutter is clearly detrimental to the overall appearance of the Uptown, but more importantly, it can also be linked to poor economic viability. Marysville is clearly in tune with this philosophy, having included signage regulations in design review legislation asking new signage to be respectful of color as well as the historic nature of each building.

Good signage not only directs people to destinations, but it also helps them find their way easily from place to place. This is important for both tourists and people who regularly shop in Uptown. Signage outside Uptown's restaurants should direct people to the movie theater; signage outside gift shops should point towards places like the coffee shop or Goodies Galore



so tired shoppers can rest and re-coup before heading home. The main idea is to extend each person's stay in Uptown, maximizing each trip with stops at multiple shops, and signage is a key ingredient in making this happen. The following recommendations are made regarding signage:

1. The City of Marysville should entertain the idea of a comprehensive and integrated wayfinding signage system for the Uptown. Many communities and universities have successfully implemented wayfinding systems to address all facets of signage including:
  - a. directional signage
  - b. business and building identification signage
  - c. street signs
  - d. historic markers
  - e. parking signs
  - f. free-standing kiosks
  - g. trail markers
  - h. government and public service offices
  - i. library
  - j. district markers or thematic signage (such as the Uptown, an historic residential area, or sign celebrating an ethnic heritage)
2. Uptown should embark upon a coordinated signage system for business identification. This is not to say that all signs should look alike. However, the placement, size, mounting, materials, lighting and design of the signs should be coordinated so that each sign complements, rather than detracts from the others. Each business or building should have proper identification. Street numbers should be visible from the street and sidewalk. Newly adopted Design Review Guidelines should be distributed to merchants and property owners to clearly guide placement and design of business signage.
3. Historic buildings should display markers identifying the building as important to Marysville's history and include the date of construction, such as the recent ceremony recognizing the original O.M. Scott's building. Signage can also commemorate buildings of historic significance that no longer exist, either by placing a plaque on the replacement structure or by creating a small pocket park to honor the site. This will enhance the authentic, historic experience for visitors and shoppers alike. The newly developed historic walking tour brochure (available at the Chamber) help guests find and recognize each historic structure, and can play a central role in developing interpretive history/arts/culture programming for Uptown. (For more discussion about promotional pieces including the Historic Walking Tour brochure, please see Chapter VII.)
4. Gateway signage should be coordinated with the overall Uptown signage system. There are currently no signs welcoming visitors to the Uptown. Signs should be placed at each entry point. Gateways are incredibly important to do well because they are the visitors first impression to Uptown. Images such as the Uptown logo or selected color scheme should begin at the gateways and be consistently reinforced throughout the rest of the central business district on banners, other pieces of the comprehensive signage system, and even street furniture (backs of benches, sides of trash receptacles, etc.).



5. Signage has been recently installed along US 33 to direct traffic into Uptown. Build on this improvement by continuing to install attractive signage directing visitors from each major entry point into the City towards Uptown. Repeatedly using Uptown's logo in the wayfinding signage system will help brand Uptown as a special destination.
6. Directional signage throughout the Uptown is extremely important, and was a recognized by steering committee members as an area in need of immediate improvement. Signs directing people to City Hall, County offices, Uptown merchants, various restaurants, the library, and other key sites should be designed to provide the needed information in an unobtrusive, yet distinct manner. Signs should be easily read both by pedestrians as well as passengers in cars on the street. They should be carefully designed to include the Uptown logo, reinforcing the Uptown's character as a high-quality, authentic historic shopping center.
7. Signage identifying parking areas as public or private is critical, especially those directing traffic to public lots in and around the Uptown. They should be integrated with the wayfinding signage system using both color and graphics to identify parking areas. This would introduce color and clarity simultaneously into the Uptown streetscape. URT was recently successful in working with the City to install signage at the entrance to one municipal parking lot; these efforts should continue (and be coordinated with other signage programs) until all lots are clearly marked.
8. Signs identifying key points of interest such as the Union County Courthouse, the Marysville Public Library, historical society and other important or interesting local sites are needed to make visitors feel welcome. This kind of user-friendly Uptown is one they will remember and will return to in the future.
9. Merchants belonging to URT may choose to display a window decal highlighting their participation in the Uptown revitalization movement. This can be as simple as a small decal on the front door, but it identifies movers and shakers and can also alert consumers to special offers or participation programs. URT board members indicated this kind of program had been unsuccessful when tried several years ago. If URT decides to try again, use of the decal should be carefully coordinated with a membership program that outlines direct benefits for merchants who display the decal. Similarly, should the URT choose to adopt a gift certificate concept such as "Marysville Bucks," where certificates are redeemed as cash at participating establishments, these decals can visually tell shoppers where certificates are honored. (See Chapter VII for additional information on promotional activities and programs.)
10. Many of Marysville's historic structures have retained their beautiful storefront windows. The City and URT should work with merchants to minimize signage in these areas, maximizing merchandising space for the business. Posters and other informal signs should be placed inside the business or on informational kiosks and bulletin boards for several



Current Directional signage  
Photo credit: URT/ED Partnership



Private parking sign  
Photo Credit: PDG



Union County Historical Society  
Photo Credit: PDG



Authentic storefront windows on Fifth Street, Photo Credit: PDG



reasons. First, it minimizes visual clutter and provides an unobstructed view in and out of the business, resulting in a naturally safer environment for merchants and pedestrians. (Current design review prohibits blanking out windows or doorways with signage.) Second, professional signage promotes a high quality atmosphere in the Uptown, which underscores a positive shopping experience. Generally speaking, too many home-made signs can create a second-rate feel and distract from the authentic, historic atmosphere. Additionally, a negative atmosphere created by too many no signs (e.g. no shirt, no shoes, no service; no public restrooms; no personal checks) can translate directly to no customers. These trends, while not currently prevalent in Uptown, are warning signs of decline. URT should regularly monitor conditions, and work with merchants when problems arise.

### Section C: Lighting

Lighting has the one of the strongest impacts on how people perceive the Uptown. It can portray a sense of warmth, create a feeling of safety, and invite people to linger when they visit Uptown during evening hours. The following observations and recommendations should be considered regarding lighting improvements:

1. Marysville has done an excellent job of making sure light poles are placed regularly throughout the Uptown. Poor lighting promotes a feeling of insecurity, and will have the effect of hurrying people out of the Uptown. Overlapping circles of light will pull pedestrian traffic down the street. Especially important are lights which are low to the ground and create a positive pedestrian atmosphere.
2. Marysville's most recent streetscaping project, which was completed in 2000, included installation of historic light fixtures in Uptown. In addition to the City's \$1.5 million investment, property owners were assessed for these high impact improvements. These fixtures visibly define the district, setting it aside as a special place of distinction. The City should use the same fixture in parking areas as part of the effort to visually tie Uptown together, and possibly investigate expanding the use of similar fixtures in the areas leading into the Uptown.
3. The steering committee noted that teenagers often congregate in Uptown in the early evening hours. Proper lighting is a big element of creating a positive atmosphere for evening visitors to enjoy. Not only can it define pedestrian gathering areas, but it should be used to spotlight artwork, business signage, parking areas and other amenities and focal points both to emphasize the beauty of the built environment and also to support safety efforts and minimize mischief. Marysville should light areas intended for congregation (pocket parks, strategic locations within high foot traffic areas, etc.) and coordinate other furniture elements to make each space both comfortable and focused.
4. Consider lighting trees and/or outlining buildings for Uptown events throughout the year. Marysville should take every possible opportunity to decorate the Uptown area. Not only will lighting contribute to the festive atmosphere throughout the year, but it can also serve to



Current Uptown's historic fixtures, Photo Credit: URT/ED Partnership



Proposed area to extend use of historic fixtures  
Photo Credit: URT/ED Partnership

accentuate historic buildings, delineate pedestrian spaces, and gently guide people to spend time in desired spaces.

5. Light gateway and directional signage. Oftentimes communities spend quite a bit of money developing and installing attractive gateway and wayfinding signage, only to neglect implementing a lighting program so that nighttime visitors can see it. This is very important and should not be overlooked. Not only will it provide indirect light for the Uptown, but it will also maintain the user-friendly atmosphere 24 hours per day.
6. Spotlight murals or other works of art as they are created and installed in the Uptown, such as the existing Peace Officers' Memorial or the Veterans' Memorial Monument being constructed by the Courthouse and scheduled for unveiling in 2007. Again, indirect lighting will serve to make the Uptown feel more comfortable to pedestrians. It will further serve to keep the Uptown bright, vibrant and colorful regardless of the hour. Living rooms in homes are lit during evening hours to make them more comfortable and inviting; the community's living room, its Uptown, should be considered in the same way.
7. Businesses should be encouraged to light their interior and exterior signs as well as any merchandising displays they have in their storefront windows. Not only will this light filter out and light the sidewalk for passersby, but it will also serve to brighten and enliven the streetscape after dark, recapturing the window shopping magic storefront windows originally inspired. Proper lighting can also increase the safety of the business. A well lit exterior and storefront is a passive but important deterrent to crime. Please note: URT should work with property and business owners to make sure lighting is in compliance with the newly adopted Design Review Standards.
8. Wherever possible, overhead electric lines should be combined and either raised or buried to eliminate visual clutter on main thoroughfares as well as behind buildings in public parking areas and alleys. Not only will this attention to detail make both the front and rear entrances of businesses more attractive, but it will also have a dramatic impact on the appearance of the Uptown overall. This kind of project will have a tremendous impact on the Uptown's ability to attract visitors and create that historic sense of place that will keep them coming back. In addition to aesthetics, attention to upgrading electrical service to Uptown buildings will enhance their value and help keep them competitive with newer strip-style developments.



Alley enhancement area identified, Photo Credit: URT/ED Partnership



Potential area to combine & bury lines, Photo Credit: URT/ED Partnership

#### Section D: Street Furniture & Landscaping

Another important element in creating a distinctive sense of place in Uptown Marysville is the addition of street furniture and greenery. Properly placed, they enhance the look while inviting people to linger in designated areas. The consultant strongly encourages the City and URT to research styles carefully, choosing those reflective of the community's history (or even exact replicas of what was actually used in Marysville's past). Visually, street furniture and greenery fill in empty spaces in the



streetscape and reinforce the authenticity of the historic environment. Physically, it serves an important function, staging certain areas as gathering spots while discouraging loitering in other places. In much the same manner as one would arrange a comfortable living room in a family home, Uptown, as the community's living room, must also receive the same kind of care and attention.

The following recommendations are made regarding street furniture:

1. Benches, trash receptacles and flower pots were added in groupings around the Square during the 2000 streetscaping project. The City should consider continuing to add these same kinds of benches, light posts, trash cans, and perhaps flower pots, along streets currently devoid of these items in the Uptown, to underscore the pedestrian nature of the Uptown. These items should be strategically placed to encourage visitors to move throughout the Uptown.
2. A regular maintenance program for emptying trash and watering flowers on the Square. Consideration for expanding this maintenance program, including discussion of budget, frequency, and responsibility for follow-through should be given concurrent with installation of new flower pots and trash receptacles. Overflowing trash receptacles and dead flowers portray an unkempt and desolate feeling that is difficult to reverse once imprinted in consumers' minds. Continuation of the existing level of maintenance is imperative.
3. Street furniture was mostly rated in fair to good condition during the infrastructure condition survey conducted as part of this planning process. For those pieces that are still structurally solid, a new coat of paint will go a long way towards better aesthetic appeal. Substandard pieces should be removed and replaced, and vacant areas should be inventoried and installation of seating areas, planters and/or decorative trash receptacles should be considered, prioritized, and ultimately implemented.
4. When installing flower pots or other landscaping, make sure plantings do not block lines of sight for vehicles or pedestrians. Drivers should be able to see beyond or around any planters placed on corners. Additionally, care should be taken not to block windows of shops; not only are clear windows important in terms of effective merchandising, but they are also important mischief and crime deterrents. Parking lots should be carefully screened to beautify without blocking vision. Drivers should be able to easily navigate in and around the lot, clearly seeing around landscaped screening. Dense or opaque screening can form dangerous blind spots for drivers, and can create an uncomfortable atmosphere for pedestrians by shielding potential threats from direct sight lines.
5. Awnings can also be an important aspect of adding color and life to a streetscape. Buildings owners should take cues from historic photographs as to whether their buildings had awnings in the building's early years; installing an awning on a building that faces south, for instance, can greatly decrease the amount of sunlight coming through front windows, and can make the interior cold, dim, and unfriendly. Buildings that historically included awnings can benefit



2000 improvements  
Photo Credit: PDG



Landscaped entrance to  
Uptown business  
Photo Credit: PDG



from them now as much as they did when the buildings were new, reducing air conditioning costs and providing natural light for interior spaces. Awnings are a relatively easy way to visually tie the Uptown buildings together, even bridging visual differences between historic structures from different periods of significance.

6. Consider placing an informational kiosk or sign board on the Square or in another high traffic area. These information centers can be landscaped as part of designated pedestrian gathering spaces, or can be placed near restaurants or other businesses at which people tend to linger. They can announce community events, promote the Uptown generally, and can even serve as message centers announcing holidays, people's birthdays or anniversaries, or recognizing volunteer efforts to help move the Uptown forward.
7. Uptown currently has a wonderful banner program. Not only do they help tie the Uptown district together visually, but they also add a splash of color and movement that really dress up the space. Again, using the living room analogy, banners can be likened to paintings or photographs hung on a family's walls; they add color, personality, and warmth. The current banners are changed regularly; some announce events, some celebrate holidays, and others advertise local organizations and businesses. For a change of pace, URT could consider having local school kids design banners for each season, local school sports programs, spotlighting local leaders, historical figures, holidays, or festivals like Honda HomeComing. Blank canvases can be purchased for minimal expense, and paintings can be permanently fixed with shellac or other all-weather clear finish. Not only will proud families come Uptown to see the displays, but this kind of "home-grown" artwork adds to the warmth and personality that is distinct and unique to Marysville. These can either be raffled off after one season, or returned for as many seasons as the life of the canvas permits.
8. Make sure the Uptown is neatly maintained. While volunteers are often more than willing to help pick up trash and litter as community service projects, especially for special events like the holiday parade, time is a precious commodity for today's families. Marysville would be wise to consider supplementing volunteer clean-ups with a paid cleaning crew. One way to fund this activity would be through voluntary assessments paid by each business or building owner in the Uptown, either through a formal arrangement such as a Special Improvement District (see Chapter IV for more information on SIDs), as a membership benefit offered to dues paying members of the ED Partnership and/or URT, or as an informal arrangement coordinated by the business owners themselves. Regardless of the format, regular cleaning of the Uptown area needs to be a priority as noted both by the Market Analysis and the Steering Committee during input sessions.
9. To guard against an unkempt appearance, URT should work with the City to continue a good landscaping maintenance program in Uptown. Poorly maintained greenery promotes a negative impression of the Uptown, and will hurt the economic revitalization movement. Remove and/or replace dead trees and other dead plants in tree lawns and other landscaped areas. Weed flower beds and pots, and make sure



2006 Uptown banner  
Photo Credit: URT/ED Partnership



2005 Uptown banner  
Photo Credit: URT/ED Partnership



weeds growing along sidewalks are pulled regularly. Maintenance is an important issue that must be considered when any decorative element is selected for the Uptown. Brick pavers are a viable and often attractive solution, they need regular attention so they do not become uneven and create a tripping hazard. URT should consider establishing a partnership with the local Master Gardener association, local girl/boy scout troop or other service organization, or even as part of the SID plan of services to maintain landscaping in common areas. Regular maintenance is onerous, but imperative. No landscaping plan should be implemented without first identifying both financial and human resources to carry out a proper maintenance plan.

10. When introducing trees into the Uptown, the City should try to plant several different species of trees. Choose varieties that have similar canopies and growth patterns, but alternate them as they are planted progressively through the Uptown. Given recent bouts of disease and insect infestation, by alternating species, the City dramatically decreases the risk that it would lose all its trees at once should one of the species become vulnerable.



Trees in front of Library  
Photo Credit: PDG

11. Located across from the Chamber offices on Fifth Street, and within a block of the newly opened Doc Henderson's restaurant, the Town Run is recognized by the URT board as a blighting feature whose renovation is critical to revitalization efforts. Functionally, it is still part of the City's storm drainage system and must continue in this capacity. Aesthetically, however, the weeds, deteriorated bridge rails, and litter have a very negative impact on Uptown consumers. Some suggestions for redevelopment could include a skateboard park, a terraced community garden, and/or creation of a water feature such as small pond or fountain. Each of these proposals would either incorporate or at least tolerate storm water flowing through the site without damaging the improvement (clearly, a skate board park would have to be closed intermittently due to weather). URT and the ED Partnership should work with the City to further investigate development of this small site, developing a long-term plan and funding strategy for improvements.

12. Parking lots are another area that could be softened and made more attractive through careful landscaping. Clearly, islands are one way to introduce greenery into what might otherwise be considered a large asphalt square. Islands can be home to light poles, directional signage, benches, trash cans, flowers, artwork, and other elements that visually break the hard scape. Islands can literally be areas for pedestrians, both by informal usage and formal designation through curbing. Lot owners should work with the City and URT to carefully design landscaping, considering things like storm run-off, pedestrian and vehicular circulation through the interior of the lot, and identification of business entrances (both rear entrances directly adjacent to the parking lot, and "main" entrances on connecting streets). Landscaping in parking lots can serve a variety of functions, both practical and aesthetic, and URT should work with property owners to include this often overlooked aspect of parking improvements.



Existing City lot



Possible improvements  
Rendering credit: Brandt! Design



13. While Uptown's banner program vividly injects color and variety, URT should also consider working with property owners to introduce murals and other formal artwork throughout Uptown. The Heilig-Meyers building is another top re-development priority set by URT. This International style commercial building does not dramatically contribute to the sense of place in Uptown, but its long expanses of uninterrupted masonry walls do offer a promising canvas for murals. URT and the ED Partnership have begun discussions with the County Commissioners, who now own the property, regarding future uses, such as a business incubator or county offices, and also exterior improvements, such as a mural, to spur other property renovations.



2006 Heilig-Meyers facade  
Photo Credit: URT/ED Partnership

#### Section E: Pavement Treatment

The largest surface in any downtown are the streets, alleys and sidewalks, all of which are generally asphalt or concrete. The condition, material, color, and texture of these surfaces dictate a lot of the aesthetics of the Uptown environment and play a large role in the sense of place, the level of pedestrian-friendliness, and even the temperature of the Uptown (asphalt and concrete retain heat).

Modern paving techniques provide for a variety of ways to distinguish pavement and sidewalk treatments. Clarifying the separation of pedestrian and vehicular traffic can often be accomplished by change in pavement treatment. Traffic calming methods can also employ pavement treatment to dictate desirable actions by drivers. Changes in pavement treatment also create a more diverse and appealing aesthetic character for the Uptown. These surfaces are the people movers in the Uptown. They should be attractive and created with purpose, clearly leading both cars and pedestrians to destinations.



Possible mural site  
Rendering Credit: BrandIt! Design

Recommendations that the City and the URT should consider include:

1. Consider stamping the pavement in Uptown's alleys to imitate old brick in the Uptown. Though often not sturdy enough to withstand regular semi-truck traffic, stamp-crete is a popular and attractive way to really define the Uptown district both by sight and by sound.
2. Decorative brick pavers are another option, and were used in the City's most recent streetscaping improvements to highlight crosswalks and accent sidewalks. They, like stamp-crete, provide drivers audio and tactile indicators to slow down.
3. Using stamp-crete or other pavement treatment on streets will treat visitors moving through Uptown in vehicles, but Marysville should also consider paying equal attention to the sidewalks. These can be cast to reflect the unique heritage of the community. The City could call upon a variety of events and businesses in Marysville's rich history when considering sidewalk improvements. Stamp founding father names in the concrete, commemorate businesses with renderings of the building or fun facts, or celebrate important dates in Marysville's history by creating a history walk.
4. Cross walks are an important element to consider for special pavement treatment. These intersections of pedestrian and vehicular



Recent crosswalk enhancement  
Photo Credit: PDG



space can be set apart in various ways, some simple and others more involved. Reflective striping is one option Marysville could pursue; this is probably the most common and cost-efficient way to mark the space. Coloring the pavement in crosswalks can be done several ways, by simply painting the asphalt or by installing differently tinted concrete or other surface material. Aside from or in conjunction with coloring the space, Marysville could also choose to work with the actual pavement itself. Brick pavers were used to define crosswalks on the Square, and this could be continued throughout Uptown. The City could consider using stamp-crete or could continue use of brick pavers, on level with the street or raised to become an effective speed bump. By introducing different texture into these shared spaces, drivers not only hear the difference as their tires roll across, but they also feel vibrations through the steering column. This is a tremendously effective psychological speed bump. Whatever combination, it is essential that cross walks be accentuated and effectively maintained as pedestrian spaces.

5. Another space that could benefit from special pavement treatment are parking lots. Either by encouraging independent owners to upgrade or by improving municipal lots, these spaces can be entirely resurfaced with products like stamp-crete, or pedestrian crossings within them can be treated like Uptown cross walks (see above). Be sure that both pedestrians and vehicles are considered when re-thinking parking areas. Once people park their vehicles, they get out and become pedestrians.
6. Equally important are the pathways that lead from parking lots to business entrances and public spaces in Uptown. Clearly, the sidewalks are the primary link, and as mentioned above they can become themed walks that direct people. However, over time URT should encourage property and business owners to upgrade rear business entrances, especially those fronting on public parking areas. Pavement treatment can be a factor in delineating entrance pathways to these areas as well.

**Section F: Sidewalks & Pedestrian Traffic**

Marysville has wonderful, wide sidewalks in the Uptown. Most of them however, are in need of repair or replacement as indicated on the infrastructure conditions surveys conducted as part of this planning process. The physical presence and scale of this pedestrian space is an asset for Uptown merchants. Not only do Uptown’s sidewalks accommodate several people walking side-by-side, but they provide opportunities for merchants to stage areas designed to draw visitors into their shops and restaurants. Sidewalks are the roads for pedestrian traffic, and Marysville has many built-in opportunities to use this Uptown asset to its highest potential. Sidewalks are the people movers in Uptown, and thus must be physically attractive and safe as well as clearly defining pedestrian routes to businesses and Uptown attractions.

The following recommendations are made regarding sidewalks and pedestrian traffic:



Uptown parking lot  
Photo Credit: URT/ED Partnership



Potential back business entrances  
Photo Credit: URT/ED Partnership



Wide expanses & inattentive drivers  
make pedestrian crossing difficult  
Photo Credit: PDG

Upt



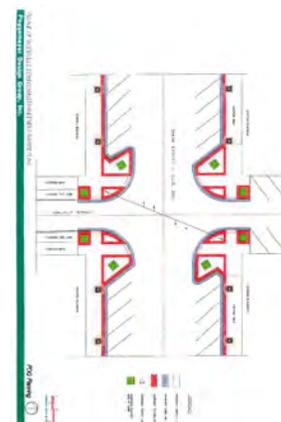
1. URT board members very strongly indicated pedestrian safety is a challenge in Uptown. Crossing streets, especially on the Square, can be intimidating to even the most physically able person, let alone someone with a stroller, heavy packages, or physically challenged. In response to this, the Union County Convention and Visitors' Bureau (CVB) has recently begun crafting press releases for a pedestrian safety campaign designed to educate drivers about pedestrian rights-of-way (see *URT Alert* in Exhibit VII-2). URT should work with the City to partner with the CVB to institutionalize this pedestrian safety campaign, begin citing offenders, and work with local media providers to continually educate the general public about pedestrian safety issues.
2. Most sidewalks in Uptown have cracked and worn areas that should be repaired to maintain their walkability. Where they are completely deteriorated, sidewalks should be replaced not only to make the area safer and more accessible, but also to maintain a positive atmosphere in the Uptown. Poorly maintained sidewalks make the Uptown appear abandoned and generally run-down, so every effort should be given to regular maintenance. When curb ramps are involved, they should also be repaired or replaced to provide visitors and residents alike with barrier-free accessibility to the latest state and federal standards.
3. Sidewalks link the entire surrounding residential community with the Uptown, encouraging people to step outside and continue walking. One of Marysville's biggest assets is its walkability as a community. The City should continue to invest in sidewalks throughout the community. Not only will this provide one more point of access to the Uptown, but it will encourage Marysville residents to walk more, which is in keeping with national trends towards a less sedentary lifestyle. Well-maintained sidewalks invite people to walk, and are a major visual element contributing to a safe, clean and well-cared for atmosphere, which is a critical piece of Uptown revitalization.
4. Should the City pursue CDBG Tier II grant funding, an eligible project would be to install ADA (Americans with Disabilities Act) compliant ramps at crosswalks and other access points to allow persons with disabilities easier travel in the Uptown. City CDBG-Formula funds may be requested each year to provide ADA ramps throughout the community. In addition to assisting people who are challenged physically, these ramps will also make it easier for families using strollers to make their way through the business district. Making the Uptown user-friendly for all groups of people is an extremely important piece of the overall economic revitalization strategy.
5. The City should install crosswalk signals for pedestrian crossings at each major intersection in the Uptown. These safety lights help make the Uptown more user-friendly, and establish clear rights-of-way when pedestrians and vehicles are using the same space.
6. Pedestrian walkways that link parking lots to the core of the Uptown are a critical element in economically revitalizing the Uptown. Proper signage is an important part of linking parking lots with the Uptown, and more information about wayfinding signage can be found earlier



Worn sidewalks along Main St.  
Photo Credit: URT/ED Partnership

in this Chapter in Section B. Providing benches and lighting at logical places will help make the spaces more friendly and will draw them along the length of the walkway. The walkway itself is as important as other visual elements. It should be even and smooth for those people using wheelchairs, walkers or strollers. It should be well-lit and could be made more attractive through use of artwork and/or potted plants.

7. These pedestrian walkways are yet another venue that Marysville could use to celebrate its heritage and other local cultural resources. For example, the City and URT could partner with the local Master Gardeners group to create a beautiful landscape of native plants in the grassy area to the east of its offices and also potentially adding sculpture to the gardens to showcase Marysville's historic leaders or other artwork to showcase local history and visually tell the tale of who Marysville is as a community.
8. Define gathering spaces and pedestrian pathways through the use of sidewalks, greenery, and street furniture. These accents harmonize and compliment the appearance of the Uptown, while promoting safe access for pedestrians and a separation of vehicular and pedestrian traffic.
9. Encourage regular sidewalk cleaning (removing snow and other obstacles) to ensure pedestrian safety. This could be offered as a membership benefit for members of the Uptown Organization, or could be a service offered by a SID should Marysville choose that route. Plan regular Uptown clean-ups, and encourage merchants to routinely pick up trash outside their own businesses. Clearly, this is not a glamorous job, but it is tremendously important that the Uptown stay neat and tidy to properly court consumers. The owners of Cedar Point understand this principle. Consider how many people they employ primarily to walk through the park with brooms and dust pans. How would your experience there be impacted if they did not provide this service? Would you go back?
10. Pedestrian traffic is drawn by visually attractive and safe “feeling” spaces. This includes clean, well merchandised storefronts, so merchants are an important participant in the streetscaping discussion. Collective effort is needed to maintain a high quality, neat, and attractive environment. Streetscaping and landscaping are not projects the City can implement alone. Clearly capital improvements are their domain, but streetscape improvements alone will not revitalize Uptown.
11. As previously recommended in other sections, bump-outs will increase pedestrians’ comfort level and feeling of safety, and are therefore recommended at major intersections. Though this undoubtedly sacrifice a small number of parking spaces, the benefits are clear for the walkability of Uptown. This project should be undertaken when businesses have sufficiently improved rear entrances and alternate parking locations have been identified so that consumers’ and merchants’ impressions are not negatively impacted by the loss of a couple of spaces.



Woodville, Ohio bump-outs  
Design Credit: PDG



12. Though outdoor dining, sandwich board signs, planters and other ornamentation add to the vibrancy of the Uptown, be careful to maintain adequate pedestrian space for safe and easy passage on all sidewalks. The City should review its zoning code to be sure these things are allowed. If they are prohibited, Council should consider revising the code to allow for these visitor-oriented treats.

13. Should URT pursue SID formation (see Chapter IV for more information on SIDs), they could choose to organize an ambassador program for Uptown. Many big box retailers greet customers as they walk in the front door. Uptown could use this same principle. Other communities have successfully paired a visitor center staff with maintenance and cleaning functions, having uniformed cleaning crews who are educated about the community's history, merchant locations, and festival information. Their regular presence in the downtown not only assures regular cleaning, but it also gives visitors a go-to person for spontaneous questions, directions, and information. (This suggestion is different from the ambassador program already sponsored by the Chamber, and to avoid confusion would need a different name.)

#### Section G: Green space

Green space is also an important element to any successful Uptown. Urban environments, by definition, are dedicated to buildings and pavement, but complete lack of greenery is not acceptable. Careful consideration should be given to the inclusion of natural elements into the Uptown environment, positioning each space to maximize its potential as a community gathering space, luncheon destination or weekend afternoon reading nook.

The following observations and recommendations are made regarding green space:

1. The Courthouse lawn is a wonderful park-like space in the heart of Uptown. The Post Office also does a nice job with landscaping. There are multiple examples of converted historic homes, which now house social and cultural organizations as well as professional offices, that have beautifully manicured lawns including the Houston House/Marysville Art League, the Union County Historical Society, Roberson Insurance, Designs Unlimited, the dentist's office on N. Court Street, and multiple other locations around Uptown's borders. Even the new Library has allowed space for a small courtyard at its entrance. These small but vibrant spaces sufficiently soften the urban environment without over-doing it. Additional greenspace should be introduced sparingly in Uptown, if at all. If Marysville did not develop any more greenspace in Uptown, it would not suffer, though (as in the case of the Town Run, see below) there are certain areas that could be transitioned into pocket parks. Instead, URT and the City should work with property owners to focus efforts on adding small injections of greenery as recommended in Section D.

2. Private and public parking lots are ideal locations for miniature greenspace improvements. Done properly, they not only add to the appearance of the entire parking lot but also can help define traffic flows and improve safety by visually and physically separating



Union County Historical Society, Photo Credit: PDG



pedestrian and vehicular traffic. Also, if properly coordinated among the various parking lots in Marysville, and any new ones created in the future, these kinds of green space improvements can help create a unified, general sense of place that becomes uniquely Uptown Marysville. As mentioned previously, if they are designed properly, they can also effectively absorb quite a bit of storm water run-off without burdening the City's storm sewer system.

3. The Town Run, also previously discussed, is currently an open drainage area in need of attention and care. Should URT and the City pursue development of this as a community garden or terraced park, this could become a pleasant community gathering space in the heart of Uptown.



Town Run, 2006  
Photo Credit: PDG

#### Section H: Gateways

Every visitor knows when they've entered Uptown Marysville. There is a definite feeling that one has left a residential neighborhood and has entered a different zone. These are the natural entry points into the Uptown, and each should be recognized and celebrated with signage or other demarcating objects or symbols.

The following recommendations are made regarding gateways:

1. Gateway signage should be placed at both of these major entry points into the Uptown. They should incorporate the Uptown logo (once it is developed) and should blend nicely with the overall wayfinding signage system, potentially using complimentary color schemes or shapes (for more information on signage, see Section B of this Chapter; for more information on Branding, see Chapter VII). Regardless which comes first, they ought to be designed in concert, so the overall look is consistent. Landscaping and lighting should be designed to make a statement announcing visitors' arrival, and thanking them for their patronage on their way out of Uptown.
2. Individuals, civic groups, and/or merchants may want to provide contributions toward the gateway signage, plantings, etc., as a memorial or honorarium. Likewise, garden clubs and/or Master Gardeners, or landscape students may want to donate time for the maintenance and upkeep of the gateway space.
3. The City is planning to widen Delaware Avenue to five lanes from 5 Points to Charles Lane. In addition to the obvious paving upgrades, per the Chamber, this will also include installation of gateway signage. This is a wonderful improvement for the City. Future City gateway signage and Uptown gateway signage should be coordinated with the Delaware Avenue improvements to maintain brand consistency.



Marysville gateway signage  
Photo Credit: URT/ED Partnership

#### Section I: Parking

For most downtowns, parking is a central topic and is often quite contentious. Per the Market Analysis, whether or not Uptown has a real parking shortage is debatable, recognizing there are likely places and time slots in which parking is in high demand. A parking analysis was



completed by the Union County-Marysville Economic Development Partnership which verified that there were 517 on-street public parking spaces, 387 off-street public parking spaces, and 678 off-street parking spaces. In total, 1,582 parking spaces are located in and around the Uptown Square area. This is a substantial number of parking spaces. Please refer to Exhibit 5-4 for the parking analysis map.

While there are indeed a significant number of spaces available, it is clear than unless consumers and visitors understand location and proximity to their favorite merchants, the perception of poor parking will continue to stifle efforts to encourage people to come Uptown for any reason (festivals, shopping, services, evening entertainment, etc.). It is equally clear that merchants need to be converted from a negative stance to a more positive one promoting availability rather than cursing limitations.

Adequate parking is essential to the economic viability of the Uptown, as well as to entice new businesses in Uptown Marysville. Based on generally accepted parking standards that PDG utilizes, the following assumptions apply for number of spaces required per building size and usage within the Marysville Uptown commercial area:

- 1 parking space per 250 sf of general retail
- 1 parking space per 200 sf of government buildings
- 1 parking space per 200-750 sf of office space
- 1 parking space per 200-300 sf of service businesses
- 1 parking space per 200 sf of library space
- 1 parking space per 300 sf of civic organization space

Additionally, we encourage the City to consider ADA (Americans with Disabilities Act) parking requirements when planning for streetscape improvements:

- 1 handicapped parking space for every 25 traditional spaces
- 1 handicapped van accessible space for every 8 handicapped spaces

We offer the following recommendations regarding parking improvements in Uptown:

1. Existing parking spaces should be clearly marked as public or private to assure consumers they are free to park in appropriate locations.
2. The City and URT should work with property owners to ask parking requirements of prospective business tenants before signing the lease, possibly advising the merchant of alternative, better suited locations if their needs are incompatible with existing parking supply. Service-oriented businesses should be concentrated on the periphery of Uptown, while retail establishments should be focused in the core. Retail businesses need quick turnover on parking, while service businesses often provide longer term parking for customers. Though property owners may initially balk at this notion, in the long term it is better to locate a business in an appropriate location and have it survive than it is to sign any available tenant without addressing potential for failure if circumstances cannot support the business.



Two hour parking limit  
Photo Credit: PDG



3. **Parking limits need to be enforced. Budgets are tight, and it was recognized during the public input process that the City has not yet replaced the official responsible for patrolling Uptown parking areas. Long-term, the City should begin allocating resources for this position. In the short-term, URT could build a budget to help offset patrol costs through membership dues, private grant awards (citizen patrol programs), and (should the City choose not to manage parking in-house) even develop an Uptown Parking Authority to administer the City's parking lots, build garages, maintain meters, and hire meter enforcement staff. Capital Crossroads in Columbus is a SID that manages parking garages in Downtown Columbus, and the Downtown Toledo Parking Authority is a non-profit organization that monitors meter and manages several parking garages in Downtown Toledo. Regardless of the format, URT should enter into serious conversation with the City to determine what each entity can contribute to meet this challenge.**
4. **URT should work with the owners of private parking areas to determine if sharing parking lots among several businesses (for employees) is possible and/or feasible.**
5. **Specific spaces could be reserved for owners and employees so that they are not parking in the prime parking spaces most desirable for use by consumers. Reserved spots or parking stickers could be utilized to secure these spots for owners and employees. Convincing these individuals that they should not park in prime spaces is critical. All merchants and employees should begin to identify off-street parking areas for themselves.**
6. **URT and the ED Partnership should work with the City to better publicize the County-owned parking lot on 7<sup>th</sup> Street for both employee and visitor use. Clearly, a significant amount of coordination with local merchants and property owners would need to be undertaken, but if employees altered their daily parking habits, the effects on the number and availability of public spaces left for customers in the rest of Uptown would likely be felt immediately. Directional signage should be added if this lot is intended to benefit visitors.**
7. **The City may even consider working with merchants to construct a parking garage. The historic built environment is one of the biggest assets Marysville has. Tearing down buildings to create additional surface parking is both short-sighted and illogical. Revenues on parking lots don't even compare to those from a business. Their long-term economic impact is invariably negative. Nor can Uptown exist as an island in a sea of asphalt. While an expensive alternative, we recommend as a long-term solution, that the City and URT investigate funding scenarios to build a parking structure(s) that will serve all of Uptown. One possible parking garage location suggested by an URT board member are the City lots to the west and north of City administrative offices.**
8. **It is imperative that existing on-street parking remain available in the future. While this statement seems like a no-brainer, it must be**



Shared parking lot  
Photo Credit: PDG



balanced with the need to improve the walkability of Uptown, which has also been identified as a top priority by URT. The bump-outs recommended to make intersections more pedestrian friendly will likely claim several on-street parking spaces wherever they are built, thus sites must be carefully considered and priorities weighed before money is spent to design and build them. Additionally, because there are so many State and US routes running through Uptown, the City will have to coordinate any improvements on these routes with ODOT, including traffic calming additions like the bumps-outs, re-lining streets to accommodate more parking, or switching from parallel to angled parking (which in many places in Uptown would necessitate reducing the width of the sidewalk). Clearly this is a complex issue and will take the cooperation of multiple groups of people to identify possible improvements.

9. Existing parking lots should be regularly maintained and upgraded over time. As mentioned in Section G above, improvements should include adding landscaped islands or other landscaping wherever possible. Other improvements would include resurfacing, relining and adding proper identification of the public parking areas through signage. Care should be taken to properly provide for and mark pedestrian walking areas around these parking lots.
10. All parking lots should be properly signed in a coordinated fashion as mentioned in the signage section. Directional signs to the parking lots should also be provided throughout the Uptown.
11. URT should develop an education program about parking. Brochures and maps identifying public parking spaces and lots should be developed and distributed to the general public through merchants, the ED Partnership and URT, the library and City offices. They should also be included in any welcome information packets distributed to new residents, individual visitors, and tour groups. Consider including comparisons between the distances walked to local big box retailers and the distance between lots and Uptown merchants.

#### Section J: Design Standards

Design Standards are an extremely important component of any successful downtown revitalization effort. Generally they protect against inappropriate rehabilitations such as aluminum cheese-grater slipcovers that can damage the aesthetic value of an entire block, but they can have a measurable impact on property values as well. It has been demonstrated in communities across the nation that districts in which design guidelines are in place have higher property values than similar districts without standards.

It is important to note that design guidelines are meant to be protective, not punitive. The Design Review Board can serve as a sounding board for ideas, and can assist property owners in identifying resources, learning about new technology in duplicating architectural elements, and even obtaining contact information for area design professionals. Design review legislation is in place for the general betterment of the community, to protect the historic built environment as a living record of Marysville's past.



Design standards protect against inappropriate rehabilitations that could damage the historic sense of place and they preserve the integrity of the historic built environment. Regulations are adopted locally, which means that Marysville residents are making decisions about appropriateness rather than delegating it to a state or federal agency. Not only are these regulations custom made to Marysville's needs, they are enforced locally, and can even be amended locally if the situation warrants.

Marysville recently adopted design review legislation, and (as of the writing of this plan) is in the process publishing a user-friendly design review guidelines booklet for distribution to property owners and merchants in the design review district.

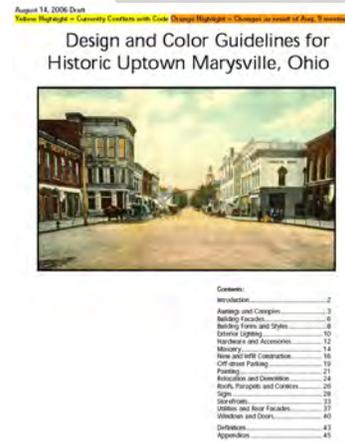
The following observations and suggestions are offered regarding design standards:

1. Marysville's design standards are based on the Secretary of the Interior's Standards for Rehabilitation. Not only does the CDBG Tier II Uptown Revitalization Grant program require communities have these in place to be eligible to receive funding, but it is also an important piece of legislation to have in place should the City decide to pursue Certified Local Government status or listing the Uptown, in whole or in part, on the National Register of Historic Places.
2. Design review regulations should be clearly stated and address changes to buildings and spaces that are considered permanent. Each standard should be objective, enforceable, and exact in its description. Pictures can be included to demonstrate what is meant by an acceptable or unacceptable design element. Marysville's proposed guidelines booklet is a wonderful example of how to illustrate and explain these principles clearly.
3. Because design standards are enacted locally, they can be as strict or as flexible as the community needs them to be. They can also be strengthened should the community pass legislation then later decide that more control is warranted. Design standards can literally regulate any exterior changes made to the buildings within the overlay, but the City should use caution if they choose to regulate paint/color choices or other temporary or changeable design elements. Because attributes like paint can be easily changed, many communities do not regulate color choice. Materials, on the other hand, are more permanent. The City should pick its proverbial battles carefully, probably enacting legislation geared more to demolition moratoriums, setback requirements, and other activities that will have a permanent impact on the individual buildings and overall streetscape and Uptown.
4. Design standards should spell out the review process, including timelines, appeal process and consequences should standards not be followed. Again, Marysville's guidelines booklet, which will be distributed to Uptown property owners and merchants, clearly outlines the process and requirements.
5. Applications should include contact information, building age and architectural style (if known), current use, adjacent uses, zoning,



current occupancy, and should be signed and dated by the applicant. Applications also need to include photos of the existing building. All elevations should be included, as well as close-up shots of any elements the owner is proposing to repair or replace. Renderings are essential, and if available, vendor information or samples should be included for replacement products or finishes. Marysville's design review board should carefully check each application for accuracy and completeness before considering the proposed improvement itself. Consistency in rulings is important to establish early on, beginning with refusal to accept incomplete applications.

6. As noted above, Marysville is in the process of developing a design guidelines booklet for the district to assure that the guidelines are understood, utilized in design plans, and enforced. Enforcement needs to be addressed consistently and fairly, and in a manner that does not discourage investment in the Uptown. Again, having design guidelines adopted by the City, as well as a Design Review Board, is a requirement of the CDBG Downtown Revitalization Tier II grant program. Design review board members will need to consider a variety of things when considering proposals, including economic hardship, and impact to the surrounding neighborhood. While Marysville's guidelines are well done, board members should attend training regularly to assure members are applying the same criteria and evaluating applications in a similar manner.
7. Design Review Board members should represent a variety of disciplines and should have the expertise necessary to make credible recommendations about historic rehabilitations or sensitive in-fill development. Professional representation could include: architects, local historians, archaeologists, lawyers, landscape architects, architectural historians, neighborhoods residents, cultural arts representatives, and real estate professionals.
8. Minutes should be taken at each meeting and should be kept available for public review. Attendance should be taken at each meeting.
9. The City should offer regular training opportunities for design review board members. Each member should understand his/her role in the process as well as what jurisdiction they have and over what kinds of improvements. Though the members of this committee often include design professionals, it is a good idea if all members receive training on historically appropriate and sensitive rehabilitation, the Secretary of the Interior's Standards for Rehabilitation, and other related topics. This board will become a design resource for the community, and ongoing training will both reinforce their expertise with the public and increase their own confidence in making decisions.
10. The City should offer training opportunities to Uptown property owners so that they can better understand the process. Education is key to eliminating fear. In this case, property owners who fully understand the process are also more inclined to make improvements to their buildings, use the design expertise available to them via



Uptown Design Guidelines  
Credit: URT/ED Partnership, City



professionals on the design review board, and follow through with the projects once approved.

11. The City should consider introducing minimum maintenance standards to require property owners to keep Uptown buildings at least secure from the elements. Basic care should be required so that buildings do not become victims to "demolition by neglect." In addition to being an eyesore, neglected buildings can become health hazards if animals (pigeons, rodents, racoons, squirrels, etc.) are allowed to take up residence. Fire and other buildings codes are enacted to protect the community, and should be strictly enforced in the Uptown.

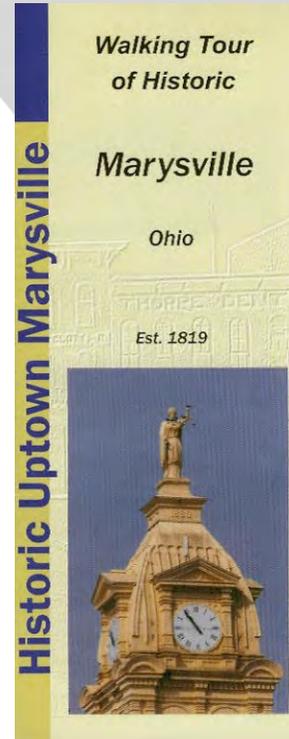
#### Section K: Buildings & Historic Resources

The buildings in Uptown Marysville are the single biggest asset to the sense of place that is felt when one enters the Uptown. Their proximity to the street and to each other, their architectural styles, and their historic integrity necessitate that special interest be paid to them. The majority of the buildings in the historic central business district are more than 50 years old. This is an amazing resource that is celebrated in the recently produced walking tour brochure, and also by the recognition of Uptown Marysville on the National Register of Historic Places.

As mentioned previously, Marysville's Uptown merchants indicated on their surveys that they believed enhancements to their buildings would be helpful in attracting and retaining customers. Residents also noted they would like to see the historic district enhanced. One of the top concerns for the Uptown overall was preserving the historic buildings. Merchants listed improving their buildings entrances and facades, renovations to the building interiors, and enhancing the historic district, as possible activities that would help the economic environment. They clearly understand that the historic built environment is one of Marysville's most unique and valuable features, and seem willing to help do their part to help preserve and protect those assets.

To capitalize on these existing assets in the Uptown, the following recommendations are made:

1. Vacant buildings in the Uptown should be renovated and marketed to potential new users. A feasibility study should be conducted of all vacant buildings in the Uptown to determine their viability, structural integrity, condition, and estimated renovation cost. Potential reuses could also be identified as part of this analysis. The key is to see buildings full of opportunity, not empty of tenants. Empty buildings are in danger of being torn down. Buildings full of opportunity have the potential to become something more than what they currently are.
2. All historic buildings should be preserved and restored whenever possible. While the Uptown has lost remarkably few historic buildings, surveys indicated consumers would like to see insensitive facade additions removed and would like buildings to receive a general sprucing up.



Uptown Walking Tour  
Credit: URT/ED Partnership



Potential enhancements of existing business on Fifth Street  
Rendering credit: Brandt! Design



3. Uptown should be comprehensively inventoried. The inventory should include age of each building, architectural style, current and previous uses and owners, and notes as to any local historic significance. This information will help URT market the Uptown as a destination, and also individual properties, should they be offered for sale.
4. The City should establish a facade and building renovation program. Oftentimes, older buildings are seen as a liability or as money-pits and building owners can be reluctant to invest in building improvements or repairs at the expense of expanding their business. Deferred maintenance helps no one, though it is often chosen as a short-term solution when the cost of doing business rises faster than the profit margin. In recognition of this, the City should offer multiple layers of incentives to property owners in the Uptown to spark renovation and preservation of these valuable cultural resources. In addition to a larger, "multi-purpose" building improvement program, URT could sponsor smaller grant programs aimed at solving specific problems, such as offering \$100 to each property owner willing to repair or replace broken windows in their building. The historic built environment in the Uptown is one of Marysville's greatest community assets; URT and the City need to take the lead in setting this tone with the individual property owners.
5. Awnings are a popular and attractive addition to buildings, but historic appropriateness should be investigated prior to installation. Historic photos often offer hints. For instance, if an historic photo shows a building without an awning, the owner might question why. Awnings placed on buildings facing north and south can actually inhibit light from penetrating the commercial interior, thus making it more gloomy, even causing potential moisture problems. If found to be an appropriate addition, care should be taken to mount the brackets in mortar joints rather than in the brick. Even though it may seem counterintuitive, mortar is intended to be expendable, whereas the brick is not. Penetration of the brick face will allow moisture to seep into the brick itself, and regular freeze/thaw (expansion/contraction) cycles will weaken the hold, ultimately resulting in a weak installation and potential collapse.
6. Never sandblast brick buildings. Ever. Especially those constructed with older brick. It will destroy the outer layer of the brick, leaving the soft center exposed to the elements, which will wear away over time. Moisture will have a direct route to the interior, and problems will escalate. Marysville's property owners had a regrettable history of sandblasting buildings in Uptown. To help rectify the situation, sealers can be applied, but they can only delay inevitable problems, not cure them. Be equally cautious about pressure washing buildings, as modern sprayers can force water further inside the brick and mortar joints than can naturally evaporate, potentially causing problems.
7. Don't paint or seal brick that has not been previously painted or coated. If the property owner wishes to remove paint, the safest route is the let it fall off naturally. Clearly, this is not the most appealing option to many owners, but it is the safest in terms of building longevity.



Uptown  
Photo Credit: Union County Historical Society



Southwest Corner of Uptown Square  
Photo Credit: Union County Historical Society



8. Enforce local building codes to assure that fire and other natural disasters such as floods do not completely destroy existing buildings in the Uptown. The City and/or URT may also consider working with the Union County Emergency Management Agency to create a First Response Disaster Relief Plan in the event that a tragedy should occur. The primary goal of such as plan would be to get the business re-opened as quickly as possible, potentially providing temporary relocation services, data reclamation assistance, and marketing efforts to help the business reestablish its presence in consumers' minds once the business is ready to re-open.



Other communities fail to create vitality in upper floor windows  
Photo Credit: PDG

9. Dress up vacant upper floor windows with curtains or other window treatments. This is crucial to the overall atmosphere in the Uptown; vacant windows make pedestrians feel slightly exposed, as if they are not totally safe. The simple act of putting curtains in upper floor windows creates a warmer feeling from the street level, inspiring more confidence from pedestrians and increasing the possibility that they will stay longer and visit more often. It doesn't have to be expensive; URT could blitz garage sales over the summer, or purchase close-out specials at discount stores, and distribute them to property owners as a good will gesture. This is a small investment for a powerful visual return.



Back business entrances that could be improved  
Photo Credit: URT/ED Partnership

10. Rear entrances should not be neglected when assessing the overall aesthetics of Uptown buildings, especially those with parking lots directly behind. These entrances may serve as the primary entrance for a business, and can also provide a ready solution for ADA accessibility should narrow door widths on the facade make alterations cost-prohibitive or aesthetically unacceptable.

11. Upper floors should not be neglected; spaces should be renovated and filled with all possible speed. The City and/or Chamber should approach parking lot owners to see if they would allow a sharing arrangement for residents to park during off hours. It is critical that each building be used to its highest and best potential, and that includes maximizing second floor opportunities.

12. Upper floor housing is recommended in the Market Analysis as something URT and the City should prioritize as part of the overall Uptown revitalization movement. Conventional wisdom tells us that retail follows roof tops, and creating a 24-hour consumer base for Uptown would be a tremendous boost to the Uptown economy. Clearly, this is much easier said than done, and the amount of work involved in converting un-used or under-used upper floor space into liveable residential units is immense. Equally true however, is the fact that the housing market in Marysville is still moving very well, and as Marysville diversifies its job market to include more retail and restaurant employment (key businesses identified as priorities to recruit in Uptown) more affordable housing units will be needed. Programs are available to assist property owners in rehabilitating these upper floor spaces for housing (for more information on these, please see Chapter IV). URT should develop an educational program

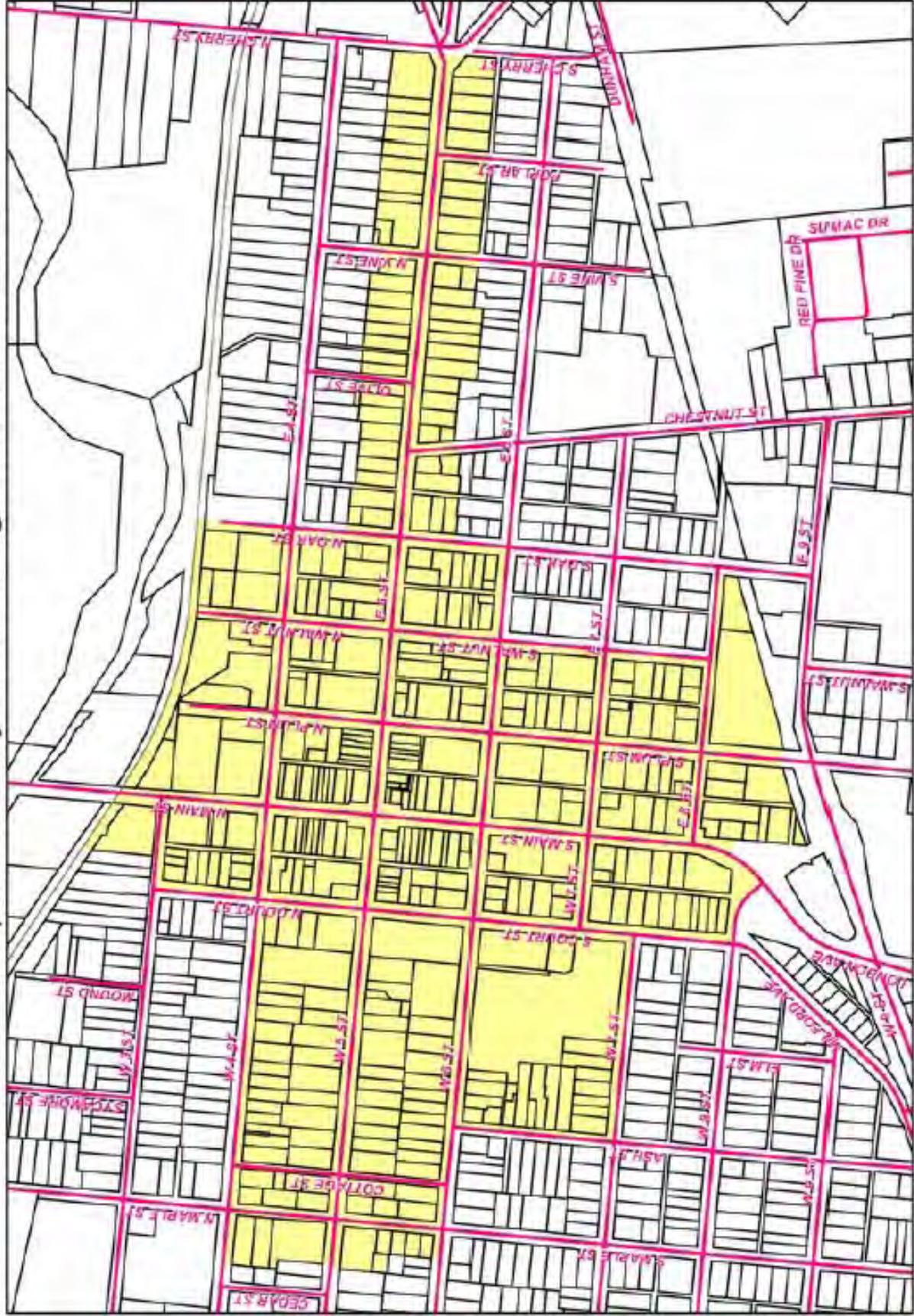


about financial incentives and be prepared to assist property owners as they begin converting these spaces.

13. Nuisance properties can be generally defined as derelict and/or abandoned structures that jeopardize the public health, safety, and welfare. If known problems are continuously pointed out to property owners, and remedies are not sought to correct the nuisance(s), there are a variety of legal options available to compel property owners to act responsibly. The City's attorney should be consulted with more specific information on steps and procedures to exercise legal options.
14. Resources such as the Federal Register 34 CFR part 35 exemptions for historic properties under III-5-J, Chapter 34 of the Ohio Building Code, and the International Conference of Building Officials' Guidelines for Rehabilitation of Existing Buildings Chapter IV Alterations and Repairs and Chapter VI Historic Structures can provide framework for local building code officials to apply safe but less restrictive requirements for rehabilitations to historic structures.



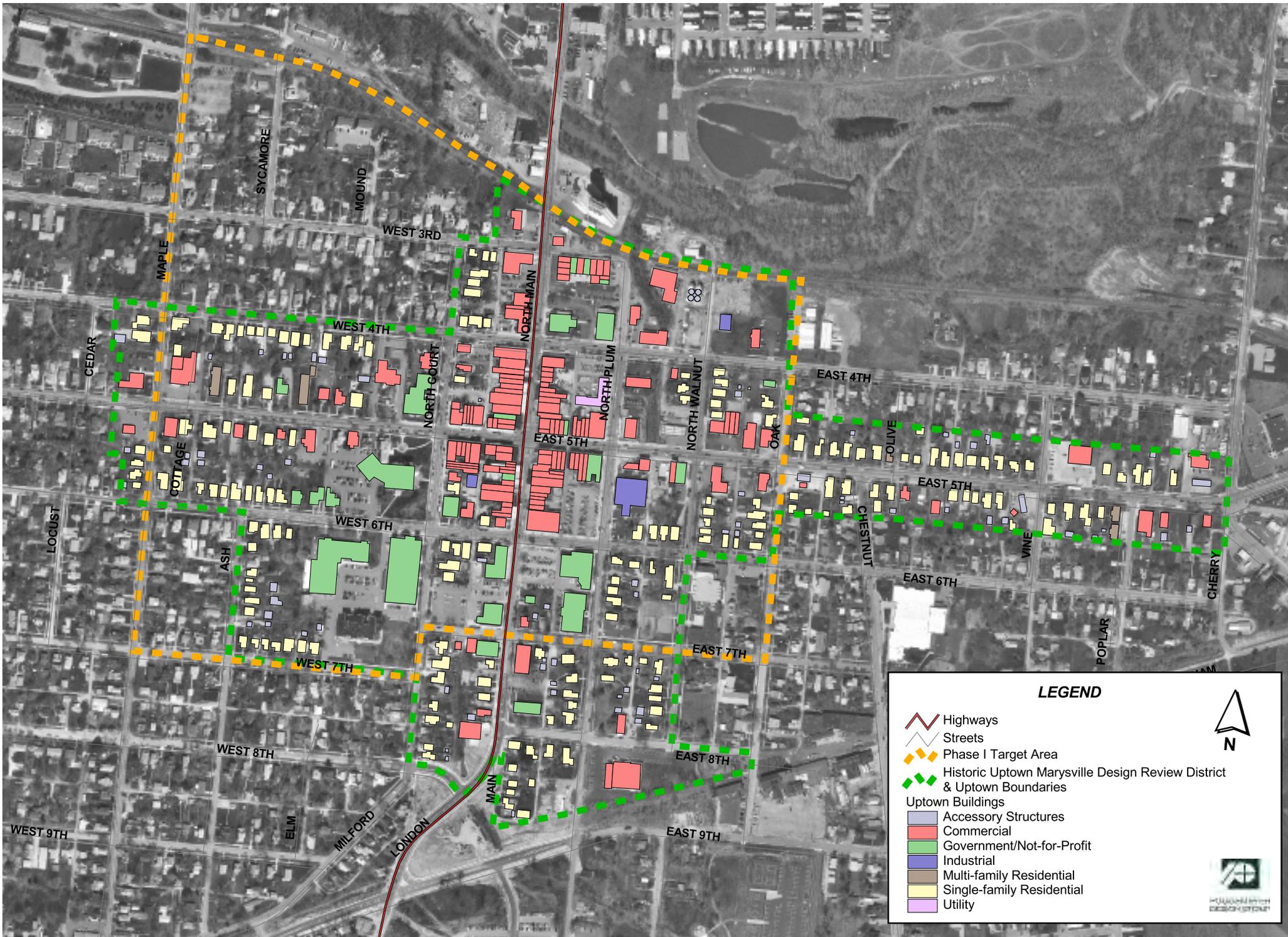
# Historic Uptown Marysville Design Review District



6/14/2006

Historic Uptown Marysville Design Review District

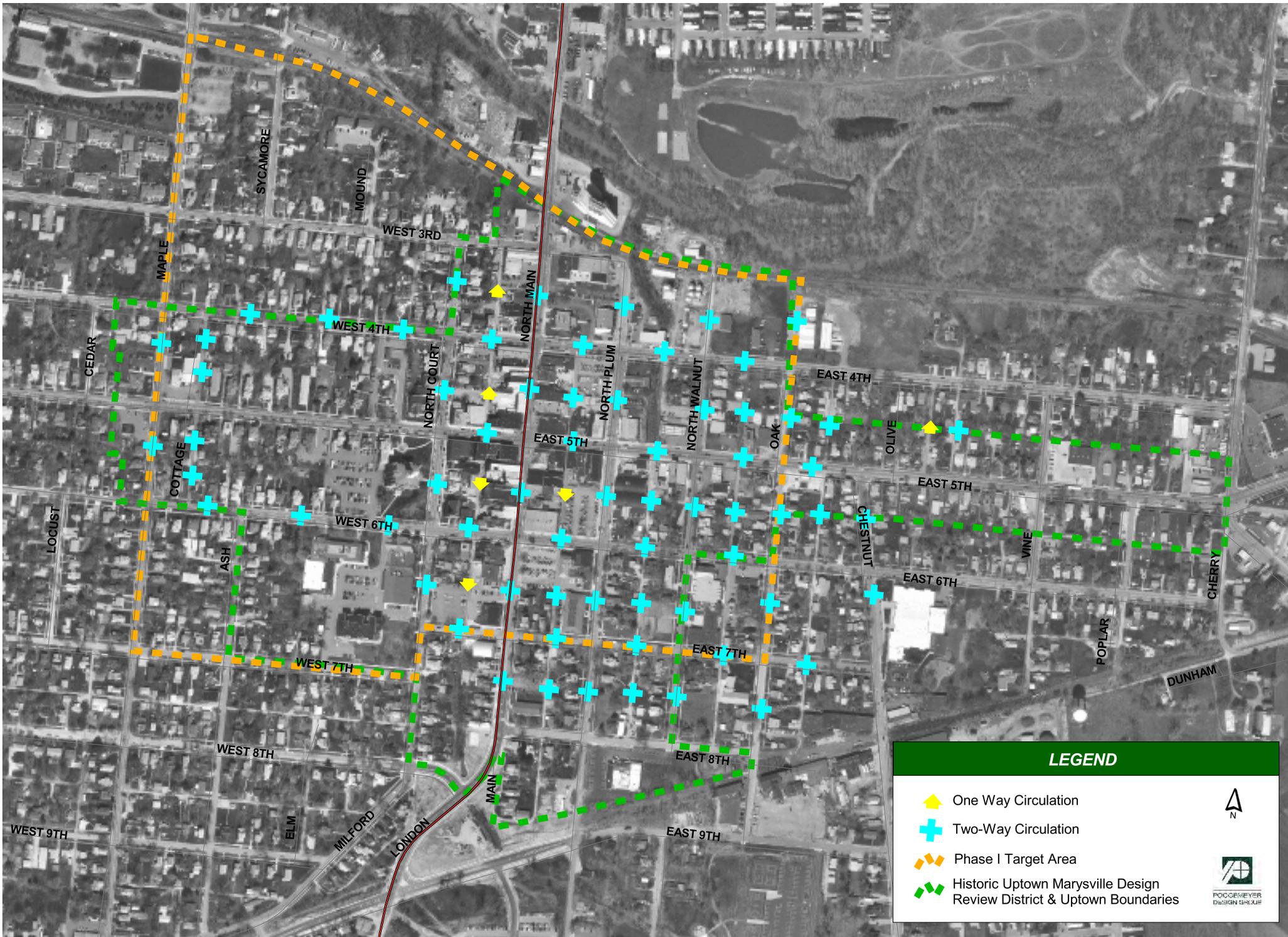




**LEGEND**

-  Highways
-  Streets
-  Phase I Target Area
-  Historic Uptown Marysville Design Review District & Uptown Boundaries
- Uptown Buildings**
-  Accessory Structures
-  Commercial
-  Government/Not-for-Profit
-  Industrial
-  Multi-family Residential
-  Single-family Residential
-  Utility





**LEGEND**

- One Way Circulation
- Two-Way Circulation
- Phase I Target Area
- Historic Uptown Marysville Design Review District & Uptown Boundaries

PODGEKEYER DESIGN GROUP



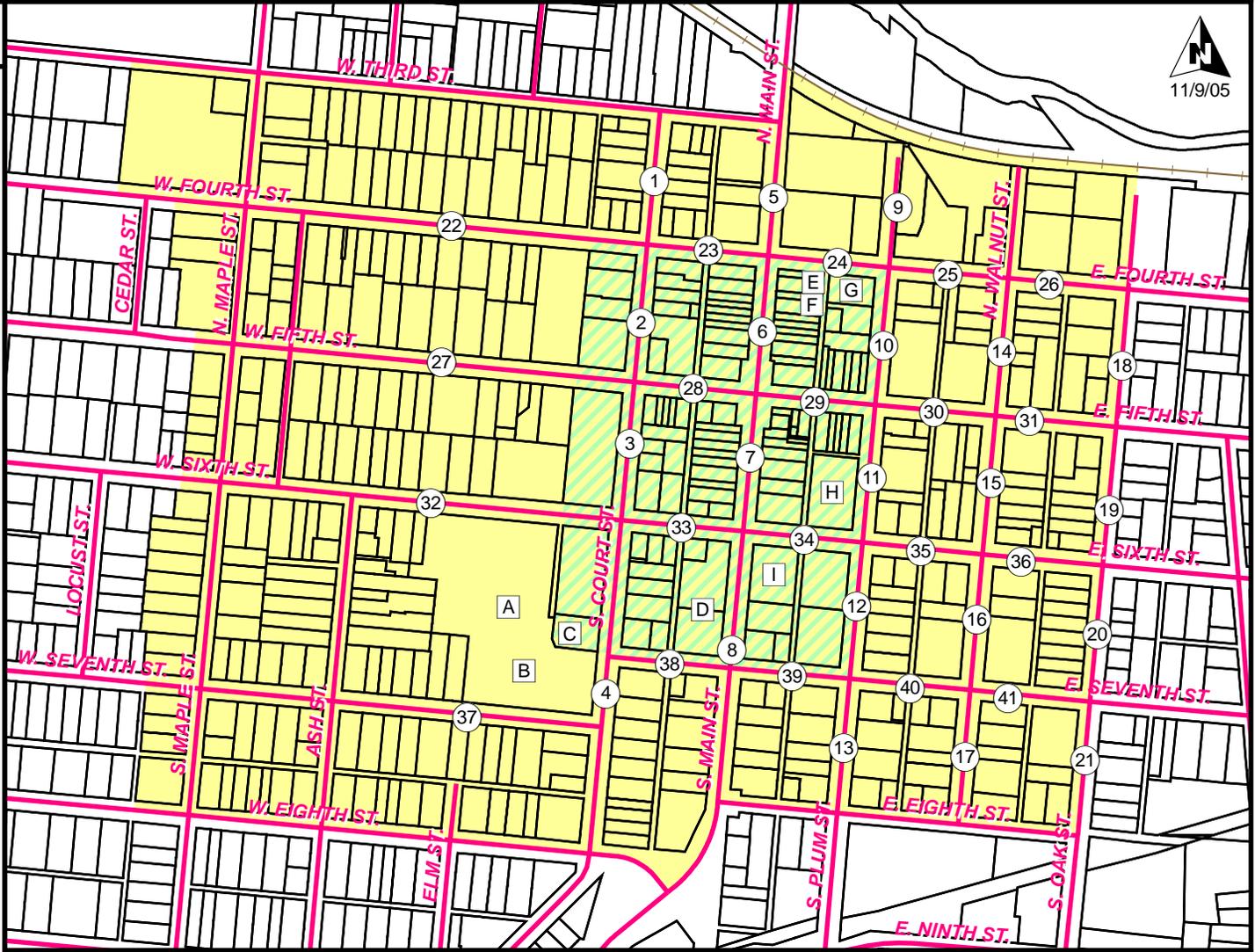
# Historic Uptown Marysville Parking Map

**1,582 TOTAL SPACES**



**ON-STREET PARKING - 517 Spaces**

1	Court St. b/w 3rd and 4th Street	12
2	Court St. b/w 4th and 5th Street	10 (2hr)
3	Court St. b/w 5th and 6th Street	20 (2hr)
4	Court St. b/w 6th and 8th Street	25
5	Main St. b/w 3rd and 4th Street	2
6	Main St. b/w 4th and 5th Street	21 (2hr)
7	Main St. b/w 5th and 6th Street	21 (2hr)
8	Main St. b/w 6th and 8th Street	4
9	Plum St. b/w 3rd and 4th Street	0
10	Plum St. b/w 4th and 5th Street	12 (2hr)
11	Plum St. b/w 5th and 6th Street	16 (2hr)
12	Plum St. b/w 6th and 7th Street	10
13	Plum St. b/w 7th and 8th Street	13
14	Walnut St. b/w 4th and 5th Street	10
15	Walnut St. b/w 5th and 6th Street	10
16	Walnut St. b/w 6th and 7th Street	10
17	Walnut St. b/w 7th and 8th Street	4
18	Oak St. b/w 4th and 5th Street	10
19	Oak St. b/w 5th and 6th Street	10
20	Oak St. b/w 6th and 7th Street	12
21	Oak St. b/w 7th and 8th Street	11
22	4th b/w Maple St. and Court St.	30
23	4th b/w Court St. and Main St.	7 (2hr)
24	4th b/w Main St. and Plum St.	7 (2hr)
25	4th b/w Plum St. and Walnut St.	10
26	4th b/w Walnut St. and Oak St.	28
27	5th b/w Maple St. and Court St.	23
28	5th b/w Court St. and Main St.	13 (2hr)
29	5th b/w Main St. and Plum St.	13 (2hr)
30	5th b/w Plum St. and Walnut St.	6
31	5th b/w Walnut St. and Oak St.	7
32	6th b/w Ash St. and Court St.	26
33	6th b/w Court St. and Main St.	16 (2hr)
34	6th b/w Main St. and Plum St.	11 (2hr)
35	6th b/w Plum St. and Walnut St.	8
36	6th b/w Walnut St. and Oak St.	11
37	7th b/w Ash St. and Court St.	26
38	7th b/w Court St. and Main St.	4
39	7th b/w Main St. and Plum St.	8
40	7th b/w Plum St. and Walnut St.	10
41	7th b/w Walnut St. and Oak St.	10



**PRIVATE PARKING - 678 Spaces**

5/3 Bank	22	Huntington Bank	26	McAuliffe Bros. Center	59
Allen, Yurasek & Merklin Attny	18	Jeff Wilson Insurance	2	Napa Auto Parts	8
Alan C. Wilson	7	Lighthouse Christian Bookstore	22	National City Bank	14
Chamber of Commerce	6	Loving Care Hospice Office	5	National City Bank Lot 2	36
Combs Collision	4	Manpower	5	New Me Salon	25
Court House	72	Marysville Family Vision Center	3	Painted Lady	9
Emmanuel Baptist Church	52	Marysville Journal Tribune	17	Shear Expressions	10
First United Methodist Church Lot	57	Marysville Library	21	Shell Station AFM Inc.	6
Flamingo Bar & Grill	8	Marysville Post Office	28	Trinity Lutheran Church/School	65
Gates Brothers Glass Shops	7	Marysville Printing	5	Uptown Cleaners	6
Henderson House	6	Masonic Temple	27	Victory Center	20

**OFF-STREET PARKING (Public) - 387 Spaces**

A	County Building Lot	82
B	County Bldg Lot (New)	88 Projected
C	County Bldg/Behind Church Lot	20
D	Fire House/FOE Lot	27
E	4th Street Alley Lot	6
F	Behind Family Vision	8
G	4th/Plum Lot	30
H	Plum St./City Hall Lot	73
I	Main St./City Hall Lot	53



# 1995 - 2004 Average Daily Traffic

## How to Read the Maps

The average daily traffic (ADT, 24-hour, non-directional, seasonal adjusted traffic count) is at the approximate location at which the count was taken. The counts are coded so that the last digit reflects the year of the count. Example: 22,002 reads 22,000 ADT in year 2002.

## Data Source

Traffic Counts reported on this map were collected from the following government agencies: ODOT, County Engineers, the City of Columbus suburban communities, and their consultants. Counts are from 1995 - 2004 inclusively.

14	15	16
25	27	37
	36	

click on grids to  
access adjacent maps

## Index



## Funding Source

This map prepared in cooperation with the U.S. Department of Transportation's Federal Highway Administration and Federal Transit Administration, the Ohio Department of Transportation and local communities.

## Base Mapping Source

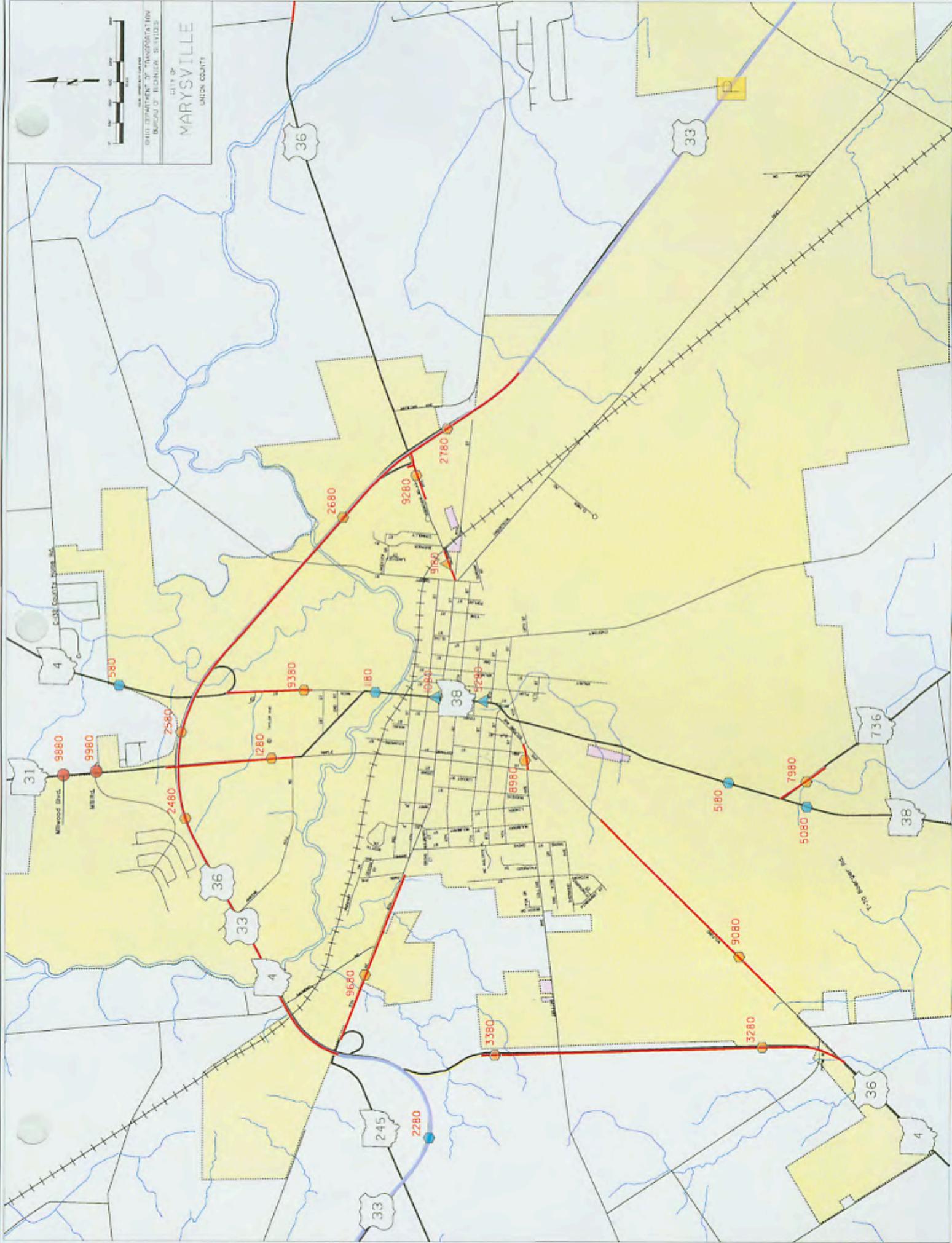
The base mapping used was provided by ODOT and all the County Auditor offices.



# MAP 26



STATE OF MISSISSIPPI  
OFFICE OF TRANSPORTATION  
BUREAU OF TECHNICAL SERVICES  
CITY OF  
**MARYSVILLE**  
UNION COUNTY





### Union County 2004 Traffic AADT Map

Ohio Department of Transportation  
Office of Technical Services  
Traffic Monitoring Section  
ODOT.Traffic.Counts@dot.state.oh.us  
614 - 466 - 3727

## ECONOMIC RESTRUCTURING

This chapter contains a summary of the market analysis conducted by Boulevard Strategies (completed in Spring 2006). By using this market analysis as a foundation, we can make observations and recommendations regarding business inventory and cluster analysis, niche markets, and recruitment and retention strategies for Uptown Marysville.

*“Even if you’re on the right track, you’ll get run over if you just sit there.”*

*- Will Rogers*

To effectively use the strategies offered in this section, Marysville must first reach consensus regarding the ultimate goal of the Uptown revitalization movement. Is the purpose to fill vacancies? Is it to improve Uptown’s retail mix? Is it to redirect the market and serve individuals currently not shopping in Uptown Marysville? These are fundamental questions that cannot be answered lightly or quickly. Once these answers are determined however, a market driven strategy can be crafted for Marysville that will become the foundation for all future Uptown development.

In the meantime, while consensus is being built on the ultimate goals for the Uptown, there are plenty of activities Marysville can undertake to strengthen the marketplace, retain and expand existing businesses, and generally enhance the economic vitality of Uptown and the City overall. This chapter is divided into several sections.

1. The first section summarizes local impressions and concerns about Uptown, and analyzes trends in both the local and regional markets that will affect Uptown (these sections were taken directly from the Boulevard Strategies report with permission from the author).
2. The second section offers ideas and recommendations on how Uptown Marysville can position itself in the local and regional marketplace, capitalizing on the buying power of its primary and secondary markets.
3. The third identifies existing business clusters and provides some suggestions on how to strengthen these.
4. The fourth section deals with emerging or existing niche markets and how Marysville can capitalize upon these specialty areas to strengthen Uptown and the larger economic community.
5. The final section offers thoughts on meeting current businesses’ needs and also preparing a retention and recruitment strategy based on current market data.

This Plan is designed to work in partnership with the Boulevard Strategies report, and this Chapter cites it (oftentimes verbatim) as the foundation upon which recommendations and revitalization strategies have been crafted. We began this chapter asking several simple questions:

1. What is Marysville’s position in local and regional marketplaces?
2. If Uptown is declining, is it’s continued decline inevitable or unchangeable?

Upt



### 3. And finally, what are the major long-term goals for Uptown?

It is hoped that the observations and information contained in this chapter will give Marysville and URT the necessary tools to effectively answer these questions, and will offer strategies on how to achieve the vision it has set for itself.

#### Section A: Survey Summaries

The information contained in this section is a summary of Boulevard Strategies report on current economic conditions in Uptown Marysville according to local consumer and merchant perceptions. This forms the foundation for the related economic development strategies and recommendations, as well as the promotional campaign and strategies found in Chapter VII. County, regional, State, and national trends are included in the Boulevard Strategies report and analysis, a copy of which is available at the Union County Chamber offices.

Consumer surveys conducted during the planning process were a valuable source of market information. Surveys were conducted by Boulevard strategies and URT volunteers at various functions during the December holiday season, including the parade on December 5<sup>th</sup>. One hundred fifty (150) forms were completed, with respondents primarily between the ages of 25 and 64 (92%). A copy of the survey instrument is included at the end of this chapter. About three quarters of respondents live in the 43040 zip code, and 87% live within a 10 mile radius of Uptown, indicating a high degree of local draw and familiarity with Uptown. Consumer survey results summaries below are taken directly from the Market Analysis conducted by Boulevard Strategies.



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1. Shoppers were asked to rate their level of agreement or disagreement on eight statements regarding their shopping behaviors in general and issues that relate to Uptown. Marysville is a Wal-Mart stronghold, in spite of the controversy it has attracted nationally over the past two or three years, as 83% of those surveyed planned to shop frequently at the new Wal-Mart Supercenter. Also, while Union County residents most often leave the County for major shopping trips and for dining and entertainment, 79% do most of their grocery shopping within Union County. Relatively few Uptown shoppers (28%) visit specialty foods retailers such as Whole Foods and Trader Joe's in northwest Columbus on a regular basis.
2. There is strong support for the revitalization of Uptown (78% for, 3% against) among those surveyed, including preservation and re-use of historic buildings (76% for, 6% against). Uptown's role as a community gathering place is still very important to the citizens of Marysville; 82% report that they usually see someone they know when visiting Uptown.
3. The typical shopper, according to the survey, visits Uptown most often for the following reasons: to run errands (bank, post office services), to shop (retail stores), to eat (sit down restaurants, take-out food, farmers market), to worship (churches), to be entertained (cinemas, events/festivals, taverns/bars), or to participate (courthouse/city hall,



Marysville Post Office



public meetings/non-profit groups).

4. Shoppers surveyed expressed dissatisfaction with Uptown's hours of business and its parking. About 64% agreed that they would shop and dine more often in Uptown if businesses stayed open until 7 p.m. (Only 12% disagreed). About one third of those surveyed disagreed that it is usually easy to find a convenient parking spot when visiting Uptown. Whether Uptown has a true parking problem is debatable, and probably varies by location, but there certainly is a perception among many consumers that parking is a problem.
5. In terms of suggestions for new businesses in Uptown Marysville, it is clear that Marysville residents are seeking more things to do with their time in Uptown. The top vote-getters among the options listed were another sit-down restaurant, a bookstore/café, an upscale bar & grill, and an ice cream/desserts shop. Crafts and fabrics are also popular choices among shoppers. Specialty foods and wines were written in as suggestions by a few shoppers but it is noted that the farmers market in Uptown is not well attended. (This may indicate a need to upgrade the current effort.)
6. The consultant asked both stakeholders and shoppers to rate Uptown Marysville on a common battery of attributes. Overall, shoppers were slightly more generous than were stakeholders on most attributes. They gave Uptown an average rating of 5.0 on a scale of 1 to 10, while stakeholders rated Uptown only a 4.2 on average.
7. Both shoppers and stakeholders rate personal safety in Uptown as good, in spite of isolated but widely reported incidents. Earning an "Okay to Good" rating from stakeholders and shoppers were attitude of merchants, store cleanliness, appearance of the Uptown area, and selection of service businesses.
8. Shoppers and stakeholders (many of whom are merchants) are split on the competitiveness of prices in Uptown. This is typical. Stakeholders rate the level of support from Marysville's city government rather lukewarm, a 4.4 on a scale of 1 to 10.
9. Rated just as "Okay" by stakeholders and shoppers alike are Uptown's selection of restaurants, store hours and available parking, but both rate these attributes fairly low. Shoppers are less negative than stakeholders regarding store hours and parking.
10. Stakeholders and shoppers are most disappointed in Uptown's selection of retail stores and entertainment venues.



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Merchant surveys provided a different perspective, but one critical to the identification and targeting of customers and visitors to the Uptown. Eighteen (18) retail businesses were among 48 stakeholders interviewed by Boulevard Strategies. At the time the Market Analysis was completed, there were 165 businesses in Uptown, including 64 retail goods and services, 35 business-to-business services, 20 financial/insurance/real estate offices, 9 medical offices, 3 other commercial, 45 non-commercial uses (including 24 government/non-profit/religious), and 10 vacancies.



The full results of the merchant interviews are included in the Market Analysis (available upon request at the Chamber offices), and are summarized below:

1. Merchants report the bulk of their customer base resides within the borders of Marysville (55% on average). The trade area beyond Marysville reaches a fairly equal distance in all directions with a slight skew to the east.
2. Uptown's typical retail customer traffic is 59% female and 41% male, which is fairly normal when compared with other similar shopping destinations. Ages range fairly even as well, with about two thirds of all customers between 25 and 64 years old.
3. In addition to customer transactions, the typical Uptown retailer records about 20 to 25% in sales to other businesses. Nearly 30% of Uptown's retailers do more business with other companies than they do with individual consumers.
4. Based on a small sample of Uptown retailers that reported sales, Boulevard Strategies estimates the typical retailer completes 87 transactions per day, \$23 per transaction on average, or about \$2,000 per day. This translates to sales per square foot of about \$200 versus \$240 per square foot for retailers in similar categories located in shopping centers.
5. The typical Uptown employee (full-time equivalent, including owners who work in the business) produces about \$110,000 per year, on average, in sales. While this is respectable for employees that primarily provide retail services, it is not competitive for those that primarily sell retail products. Big box retailers achieve \$250,000 and up per employee on average.
6. The typical merchant interviewed has been in business over 10 years (74%) and at their current location for at least 6 years (91%). The founder of the business is still operating the business in 62% of the instances recorded. This is reassuring in that it lends stability to Uptown's business mix, but it also seems to point to a general lack of entrepreneurs opening new businesses in Uptown. Also, few existing businesses have plans for succession once the business owner retires.
7. About 43% of the businesses interviewed also own their properties. Business properties tend to be on the small side, with two thirds occupying less than 2,500 square feet on the ground floor. When asked to rate their level of satisfaction with their current space, 72% of business owners reported being very satisfied or satisfied. On the other hand, 18% of those interviewed are dissatisfied enough that they plan to move out within the next two years. Reasons for dissatisfaction include lack of nearby customer parking, lack of foot traffic in Uptown, and inability to install drive-through windows at their current location. Rents, generally ranging between \$9 to \$12 per square foot for first floor space and \$5 to \$8 per square foot for upper floors, are generally not an issue for Uptown merchants, and in some cases, are seen as an advantage versus locating in more expensive



strip center space.

8. Uptown Marysville operates on very limited business hours. Most businesses are open between 8:30 a.m. and 5:30 p.m. on weekdays. About half of those interviewed are closed on Saturdays, and every business interviewed is closed on Sundays, even family restaurants. This is odd, considering the number of active churches in and near Uptown. When asked if they would be interested in staying open later if it would improve business, the response was mostly negative. In the meantime, the typical Uptown merchant is open for business only 54 hours a week (versus 168 hours per week at Wal-Mart) and mostly during hours many potential shoppers have to be at work.
9. The typical Uptown merchant has 4 to 5 full-time employees, including the owner(s) and 2 to 3 part-time employees on staff. This works out to about one employee per 350 square feet of occupied space, slightly less than the industry average of 1 per 300 square feet. Overall, Marysville employment levels in 2005 were mostly even versus 2004, with 65% of businesses employing the same number of persons. However, 3 times as many Uptown businesses lost employees versus those who gained employees in 2005.
10. Uptown Marysville businesses draw employees from a wide radius. The typical employee drives about 10 miles to work. Very few (6%) live within walking distance. Since Marysville does not have public transportation, this places additional pressure on its parking situation. About half of Uptown's business owners and employees park in private lots while the other half use public spaces, primarily the City's municipal lots. Only 10% of business owners and employee park on the street (i.e. spaces primarily meant for customers), according to merchants who were interviewed.
11. Less than 1/4 of Uptown customers park in private lots. About 70% of Uptown customers park in public lots or on the street in the same block as the business that they are visiting. Only 7% on average have to park more than one block away during busy periods. In spite of this, business owners believe that most of their customers find it very difficult (30%) or somewhat difficult (33%) to park during busy hours. There are widely varying views regarding the parking situation in Uptown, with some believing there is a lack of available parking and others asserting that the problem is more perception than reality.
12. While Uptown's retail mix is dominated by smaller, independent businesses, competitors with those businesses are equally split between chain stores and independent retailers and restaurants, according to business owners interviewed. Interestingly, Uptown merchants compete among themselves for customers almost as much as they do with businesses from outside. About 42% of businesses that compete with Uptown merchants are also located in Uptown. It should be noted that a certain amount of intramural competition is to be expected in a healthy environment. On the flip side, Uptown merchants believe about 25% of Uptown's competition comes from outside of Union County, while consumer surveys indicate they spend 70 to 80% of their retail dollars outside of Union County, including the



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internet.

13. After asking about each businesses' main competitors, Boulevard Strategies queried Uptown merchants about their competitive advantages. "Why would a customer choose your business over your competitors? What are some of your competitive advantages?" Nearly every business owner mentioned customer service as a competitive advantage. One-on-one, personalized customer service has been proven over and over again as the great equalizer for small businesses, and Uptown Marysville is no exception. Related to this attribute are the advantages ranked #3 (stability and reputation), #4 (laid back atmosphere), and #5 (local family ownership).
14. The next group of competitive advantages relate to the specialization aspect of many Uptown businesses. Finely-focused specialty stores are able to offer a deep selection within a few categories (#6), source unique, often locally-crafted products, take custom orders (#7), give extra care and attention in their service or food preparation (#8), and develop expertise in the products and services that their business offers (#9).
15. The second most-mentioned competitive advantage by Uptown merchants was pricing. While for some businesses, this may be an important inducement in drawing customers, it is rarely a sustainable and profitable advantage for small businesses over the long run. Boulevard Strategies would encourage small businesses such as those located in Uptown Marysville to find other ways to compete. Also of concern is that being located in Uptown was rarely mentioned as a competitive advantage; it barely made the top 10 list at No. 10. This leaves open the threat of successful Uptown businesses relocating once their leases expire.
16. About half of the Uptown businesses interviewed currently have an up-and-running website. However, only one business actually sells its products over the internet. Nationally, internet retail sales grew by 22% in 2005 and according to shopper surveys, Uptown consumers spend about 7% of their non-food retail dollars on internet purchases.
17. Along the same lines, Uptown lacks a true anchor store or destination business. Its restaurants and banks are its primary draws, but these businesses primarily serve Uptown workers and nearby residents.
18. Merchants, property owners, city and county officials, and other Uptown stakeholders were asked to identify what they perceive to be Uptown Marysville's top strengths as a place to do business. Uptown's most mentioned strengths relate to the warm feelings that it generates through its multi-generational family-owned businesses, historic architecture, friendly owners and employees with familiar faces, and a clean, safe, and walkable streetscape. It is a central place for the Marysville community to congregate and spend time together. Uptown is one of the things that makes Marysville "Marysville"; it cannot be duplicated by Wal-Mart or other big box retailers. It has the potential to be a rallying point for the community to retain its unique heritage in an era of rapid change and growth.



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Union County Chamber of  
Commerce



Upt

19. Business owners also cited several other more tangible strengths that Uptown Marysville has to offer as a place to do business. These include built-in traffic generators that result from Marysville's status as the Union County seat and its accessible, central location. Unlike many counties in Ohio, Union is experiencing a boom in new household formation which provides Uptown retailers with a growing residential consumer base. The challenge is to figure out how to tap into it. Operating costs, such as rent and labor, are fairly reasonable and, in the opinion of some stakeholders, there is plenty of free parking for employees and customers alike. Many business owners are appreciative of support that they receive from the Chamber, noting that such support should not be taken for granted. The Marysville Uptown Renewal Team is well regarded as a cohesive, talented group with a lot of energy and momentum not previously seen in recent years.



Union County Courthouse

20. Overall morale among Uptown Marysville's merchants is considered to be low by many of the stakeholders interviewed, including some of the merchants themselves. While some believe merchants have developed bad attitudes others believe that local government and business leaders should be doing more to assist Uptown property and business owners. Regardless of who is right, Uptown's challenges will not be resolved without leadership and unity from all stakeholder groups.

21. As reported earlier, merchant cohesion seems to be lacking in Uptown Marysville. Many stakeholders urged other stakeholders to adopt a more friendly and positive attitude toward each other and work for the greater good of Uptown's future. Tangible examples of cooperation would be found in Uptown merchants visiting each other's businesses and buying locally when feasible. A cooperative advertising or promotional program, particularly one aimed at attracting newcomers to Uptown, could be organized.

#### Concerns in Common

1. There are a wide range of opinions on Uptown Marysville's parking situation, which is nearly universal among downtowns. As previously noted, many consider Uptown to have plenty of parking. However, even among those who believe that there is enough parking, some acknowledge that perception of lack of parking is just as problematic as real parking shortages. They lament that shoppers will walk farther from their vehicles in a Wal-Mart parking lot to the business's front door without complaint than they will if they have to park around the corner or down the street from an Uptown retailer. A few mentioned that they believe some drivers, especially in large vehicles, struggle with parallel parking. Others believe Uptown Marysville has a real parking problem that is hurting their businesses. This is especially true of businesses located along Fifth Street that rely on public parking. Other parking-related complaints from stakeholders include business owners and their employees taking prime spots instead of leaving them for customers. Uptown has a two-hour limit on street parking; however, this law has not been enforced since the policeman responsible for the Uptown retired and has yet to be replaced.



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2. Much of Uptown Marysville's quaint charm results from its historic building stock. However, many of its older buildings are in disrepair and/or underutilized, particularly on the upper floors. This problem seems to have several causes. Some property owners believe that the building codes are too onerous and prevent them from finishing their spaces to their highest and best uses without prohibitively expensive updating. Building officials counter that they are following the Ohio Revised Code and that property owners need to be better educated about requirements or hire architects that understand the process. Effort should be given to creating an educational program for property owners. When applicable, building code enforcement officials can use resources such as Chapter 34 of the Ohio Building Code, the International Conference of Building Officials' Guidelines for Rehabilitation of Existing Buildings Chapter IV Alterations and Repairs and Chapter VI Historic Structures, and the Federal Register 34 CFR part 35 exemptions for historic properties under III-5-J, to provide for safe but less restrictive requirements for historic structures.
  
3. Union County is experiencing a growing housing market which is poised to accelerate as Dublin sprawls into the southeastern edge of the county and the City of Marysville seeks to increase its sewer and water capacity (see Chapter III), along Route 33. However, Uptown retailers have not had much success to date in attracting new residents to do business in Uptown. Most of the newcomers commute to jobs at Honda of America Mfg., Inc. or in Franklin and Delaware Counties and Uptown is not a central stop along their transportation routes. In fact, some Union County residents avoid Uptown's traffic lights by using the bypass around Marysville. Unlike many other small towns in Ohio, Marysville does not have any significant tourist or visitor attractions in-town to bring in outsiders. Meanwhile, shopping centers such as Coleman's Crossing with Wal-Mart, Home Depot, Best Buy, and others seek to keep the commuters closer to home instead of shopping in Dublin or Columbus. Retailers along Union County's highways, not Uptown, are capturing spending from new rooftops.

#### Regional and State Context

Uptown Marysville is losing its position as the retail center of Union County, as national chains enter the county and consumer spending patterns change. Though occupancy is relatively good, vacancies are found in visible spots on the town's central square and at the former Heilig Myers building next to City Hall, while other spaces are occupied by marginal or undesirable businesses. Some stakeholders believe there are too many service businesses in Uptown. The consultant would agree if there were an abundance of new retail businesses eager to open their doors in Uptown but, in fact, there are not many new retail entrepreneurs to go around in Marysville, at present. (A notable exception is Dave's Pharmacy, which opened in 1997 on the eastern edge of Uptown at a time when most independent pharmacies were throwing in the towel.)

Central Ohio is blessed with one of the most diverse economies in the Midwest. The Columbus MSA (metropolitan service area) economy is buoyed by white-collar industries such as state government, finance and insurance, administrative and support services, and professional and



technical services. While Central Ohio has a relatively small manufacturing sector, Union County Union County has a much stronger manufacturing base than other Central Ohio counties. About 58% of its workforce is employed in office-related occupations, according to NPA Data Service, an economic forecasting firm.

After trailing the national average in per capita income in the 1970s and the early 1980s, Columbus has exceeded the national average since 1985, according to the U.S. Census Bureau. The unemployment rate in the Columbus market has consistently been 1 to 3 percentage points below the national average for all but a few years since 1960. However, looking forward, the Central Ohio economy appears to be much more vulnerable than in the past as white collar jobs, like blue collar jobs in the past decade, are being outsourced overseas, replaced by technology, or eliminated by bankrupt companies with untenable business models (such as the “dot-coms”).

Indeed, the first four years (2001 thru 2004 of this decade) have debunked the myth of the “recession-proof” Greater Columbus economy, according to Bill LaFayette, Ph.D., Vice President, Economic Analysis for the Greater Columbus Chamber of Commerce. According to Dr. LaFayette, Greater Columbus lost 3.5 percent of its total job base or 30,000 jobs from February 2001 through November 2005. Proportionately, this was nearly twice the 1.8 percent nationwide job loss over the same period. The region’s overbuilt retail sector was particularly hard-hit with a loss of 10,000 positions, or 8.2 percent of its jobs. A slight recovery occurred in 2005 with a regional increase in employment of 0.9 percent or 8,000 jobs. Dr. LaFayette predicts an uptick of 0.6 percent employment for 2006. This compares to average annual growth of 1.6 percent in the 1990s.

Lack of job growth has contributed to an upsurge in bankruptcies throughout the State of Ohio, including Central Ohio, over each of the past five years. The national bankruptcy total declined by 4% in 2004 at the same time that they increased by 6% in Central Ohio, though these numbers have peaked since personal bankruptcy laws were tightened at the end of 2005. Mortgage foreclosures in central have been rising in a similar manner, though some of this increase may be due to predatory lending practices in addition to a sluggish economy. Venture capital funding in Central Ohio hit a seven-year low at \$16.3 million in 2004 (2000 was the peak year at \$450 million).

Traffic congestion has risen to the top of the list of concerns for greater Columbus residents, according to recent survey data reported in The Columbus Dispatch. Columbus is one of the nation’s largest cities without a rail transit system. Meanwhile, the local bus transportation agency struggles to maintain ridership levels in spite of economic growth and suburban sprawl in the region. Further, the Mid-Ohio Regional Planning Commission predicts that time spent in traffic will double for the average person in Central Ohio over the next ten years. Eighty-four (84) percent of greater Columbus’ workforce drives to work alone, one of the highest percentages in the nation (the national average is 77 percent). According to the 2000 Census, the average commute to work for Union County residents (24.4 minutes) exceeds the regional average (20.7 minutes) by 18 percent.



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Many of Central Ohio's political and business leaders recognize the region's recent difficulties and are working together to formulate and implement regional economic development strategies. A new group, Compete Columbus, has been formed by the Columbus Chamber and the Columbus Partnership. The group of about thirty local CEOs headed by Leslie Wexner of Limited Brands and Jerry Jurgenson of Nationwide, Inc. Its focus is on four economic sectors that Harvard University professor Michael Porter identified as ones in which Central Ohio has built a differential advantage relative to competing regions. Previous research had identified advanced logistics, life sciences, and creative services as the region's most promising growth sectors. Porter identified similar target industries, adding the automotive sector, based on Honda of America Mfg., Inc.'s strength in the region. Just as important as the strategy, the new effort will be well funded (\$2.3 million in start-up funding) to support the new group's activities, including an executive director.

One of Columbus's ongoing economic development initiatives is to encourage entrepreneurship in growth industries (especially, high tech). Since 1993, greater Columbus entrepreneurs have started approximately 4,500-5,000 new businesses each year, according to the Columbus Chamber of Commerce. Economist Richard Florida, in his 2002 bestseller, The Rise of the Creative Class, says that the 30 percent of the nation's workers that use their minds to earn a living hold the key to the nation's future. Creative entrepreneurs seek out places that offer a positive business image, recreational and cultural opportunities, ethnic diversity, and support services and amenities. Often, such places are found in downtowns.

The list below was compiled by Boulevard Strategies from interviews with 18 Central Ohio economic development officials. Each was asked their top three priorities in the coming year. Note that Union County and Marysville have many of the same economic development challenges that other Central Ohio communities also face.

Top Ten Economic Development Priorities Among Central Ohio Communities for this Decade

1. New Business Recruitment to Existing Locations
2. Redevelopment of Older Commercial Corridors (grayfields)
3. Expansion/Development of New Commercial/Industrial Areas (greenfields)
4. Main Street/Downtown Revitalization
5. Diversification of Housing Stock
6. Smart/Balanced Growth Strategies
7. Master Plan/Comprehensive ED Strategy
8. Public/Private Partnership Vehicles
9. Investments in Infrastructure/Amenities
10. Streamlining Development Process (4-way tie)
  - Flood Plain Issues
  - Creation of Arts District
  - Business Retention

**Impact on Local Development**

Union County and its county seat Marysville are experiencing a high rate of population and household growth compared to the State of Ohio, which



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ranks 49<sup>th</sup> in the nation in terms of population growth since 2000. Its growth in the 1980's and 1990's was driven by the opening of the Honda of America Mfg., Inc. factory in and subsequent employment increases and supplier spin-offs. Most of the population growth in Union County in the 1990's was absorbed by the City of Marysville (about 70% of the total). The growth that is occurring in this decade is driven by spillover suburban sprawl from Dublin and Delaware. However, the City of Marysville has reached its sewer and water capacity. As of spring 2006, an unresolved easement issue for a main sewer line is delaying a new \$79 million wastewater treatment plant that the City projected would be built by 2007. Most of the new housing development in Union County is currently occurring in the townships, particularly those to the south of Marysville (Jerome and Darby Townships).

Union County's employment base is dominated by manufacturers, in particular, Honda of America Mfg., Inc. and The Scotts-Miracle Gro Company. As of 2005, Union County had 10,785 manufacturing jobs, 8,700 of which were represented by Honda of America Mfg., Inc. and The Scotts-Miracle Gro Company. Almost 42% of its employment consists of manufacturing jobs versus 16% statewide. While most Ohio counties that are (or were) dominated by industrial companies have lost many jobs over the past twenty years, Union County's employment has steadily increased. Honda of America Mfg., Inc. in fact, has excelled while American automakers, such as General Motors and Ford, have failed to contain labor and pension costs. Honda of America Mfg., Inc. has expanded production and added research and development activities and spin-off development of parts suppliers. Its outlook moving forward is excellent, as Americans shift to more fuel-efficient smaller vehicles for which Honda of America Mfg., Inc. is known.



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Likewise, The Scotts Miracle-Gro Company has developed into the world's leading producer of lawn and garden products and continues to grow. Meanwhile, over 150 smaller industrial businesses have opened along Industrial Parkway in Jerome Township over the past five years. It should be noted that Union County remains an agricultural center, particularly known for soybean production.



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Looking ahead, it is important and probably inevitable that Union County diversify its economic base beyond manufacturing and agriculture. It could support up to 7,400 new jobs in under represented industries that include healthcare, accommodation and food services, retail, financial insurance/real estate, construction, and arts/entertainment/recreation, all uses that will be driven by population/household growth. Shifts in Union County's employment will have implications for its housing types. Industry sectors most likely to grow in Union County pay average annual wages of \$11,044 (plus tips) for accommodation and food service workers to \$34,700 for construction workers, far below the average \$69,405 a year that factory workers take home (before taxes). New housing across all types and price ranges will be needed to house these new workers.

Although in many ways, Union County is considered a suburban county to Franklin County's urban center, it actually is a net importer of labor. Though it sends about 5,500 workers a day into Franklin County, about 4,500 workers drive into Union County from Franklin County each day. Not



counting Franklin County, Union County is a net importer of 5,800+ workers from other Counties, such as Logan, Champaign, Delaware, Marion, and Clark. Many of these commuters work at Honda of America Mfg., Inc. or one its suppliers. About 57% of Union County's residents that work outside of their homes are employed in Union County.

Union County clearly is experiencing economic and population growth, unlike many other places in Ohio, which are losing jobs and population. This represents potential opportunities for Uptown Marysville property and business owners.

#### Retail Trends

Boulevard Strategies recently unveiled its annual list of the Top Ten Retail Real Estate Trends to watch for in Central Ohio for 2006. Most, if not all, of these trends will impact Union County and Uptown Marysville. These trends are presented below, in reverse order of importance.

Wide Open Spaces: Central Ohio has had one of the highest retail vacancy rates in the United States over the past ten years. Its vacancy rate stood at 11.6% at the end of 2005, according to Marcus & Millichap Realty, ranking 7<sup>th</sup> in the USA. Meanwhile, the national retail vacancy rate stood at 8.1%. Ten years ago, the retail vacancy rate in Central Ohio was only 6.7%; since 1995, the amount of vacant retail space on the market zoomed up to 4.5 million square feet (enough to "empty" the Mall of America) from 2 million square foot in 1995. How did this happen? Here's the first clue: Columbus was the only market in the country to open 3 malls between 1997 and 2001 (only 2 malls opened nationwide in 2005). More clues to come, as you read below.

A Long Hard Slog: Walgreens, the nation's largest drugstore chain, and CVS, the local leader, are slugging it corner by corner along the Central Ohio battleground front in the national drug store war. Though CVS has about forty more locations in Central Ohio, Walgreens is the industry's most innovative company. However, CVS and Walgreens have a lot more to worry about than each other. Aggressive competition from grocery/drug combo stores, discounters such as Wal-Mart and Target, and the internet has splintered the rapidly growing pharmacy business into more pieces than ever. Prescriptions are rising by 7% a year, while the number of licensed pharmacists are rising by only 1% a year, causing a shortage. This is just one example of the types of issues, including medical/healthcare, technology, insurance, and demographic shifts, that impact the drug store industry beyond the "normal" competitive pressures that most retailers face. Their response has been to move to high traffic corner locations in freestanding buildings with large parking lots and drive-thru windows that maximize customer convenience.

Retail is not a Catalyst: Downtown Columbus' retail rebirth will not occur until its residential base reaches critical mass for chain store retailers. Retail follows rooftops, the old saying goes, and downtown Columbus and nearby neighborhoods in the Short North and German Village are Central Ohio's hottest housing markets in terms of property value appreciation over the past five years, according to the Franklin County auditor. But, future retail in downtown Columbus will be of a different nature than what is offered at the troubled City Center mall. New residents will seek



convenience goods and services and dining and entertainment venues as much as, or more than, comparison shopping retail, such as fashion and home goods. Building a close-in residential base is the best cure for retail in just about any downtown.

The Valley of the Green Giant? Whole Foods, the undisputed dominant leader in the rapidly-growing natural/gourmet grocery segment, entered the Central Ohio market in late 2005, and is looking for at least two more locations. Also seeking to expand in Central Ohio are its competitors, which include Wild Oats, Trader Joe's, Fresh Market, and Sunflower (backed by SuperValu). Meanwhile Kroger is experimenting with an upscale concept while Wild Oats has introduced a store-within-a-store program on the East Coast. Longtime local favorites such as the North Market, Weiland Foods, Hills Market, and others are expanding and upgrading operations. Farmers markets have doubled in number nationally over the past ten years and have proliferated throughout the suburbs of Central Ohio. As Baby Boomers age, they are seeking healthier foods and are willing to pay a little more for quality.

Easton Evolves as Polaris Proliferates: Both of these mega-retail malls were completed in the fall of 2001 at 1.5 million square feet each, naturally inviting comparisons. Easton Town Center is a pioneering project that experts across the country have described as the best "lifestyle center" in the nation. Lifestyle centers, which feature detailed eye-appealing open air architecture and emphasize restaurants, entertainment, and specialty stores rather than department stores, emerged at the beginning of this decade as the shopping center's antidote to the sterile and tired enclosed regional mall format. Polaris Fashion Place, determined to go head-to-head with Easton, stuck to the traditional department store-driven formula, only bigger and better. Its record seven anchors and luxurious country-club environment set Polaris apart from other enclosed regional malls in Ohio. Fast forward five years . . . Easton, built on a grid system infrastructure constructed in advance, flourishes with a mix of uses and ever-evolving roster of topline retailers unique to Columbus, such as Crate & Barrel and Nordstrom. Meanwhile, Polaris has lost two of its anchor stores and is a traffic nightmare with one-way in and one-way out. Moral of the story: good planning pays off.

Are We Having Fun Yet? Dining and entertainment is the most active segment of the Central Ohio retailing industry over the past ten years. Since 1995, according to our research, both the number of upscale sit-down restaurants (loosely defined as having at least a moderate wine list and accepting Diners Club credit cards) and the number of movie screens in Central Ohio have increased by 60% while the population has grown by only 12%. Obviously, Central Ohioans are eating out more than ever. The average American purchases 45% of his/her meals prepared outside of the home today versus 25% in 1975. However, dining out can be time-consuming; thus, the hottest emerging concepts address our ever-busier lifestyles. These include "fast-casual" (i.e. Chipotle, Cosi, Panera, etc.), home meal replacement and gourmet-to-go at upscale grocery stores, take-and-bake a pizza and lasagna, and meal preparation centers, where suburban families gather to assemble a dozen meals at a time and freeze them for later consumption. On the entertainment front, home entertainment centers and computer games are stealing box office sales



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as substitutes.

**Parking, Parking, Parking:** Parking problems, or at least perception thereof, threaten the viability of urban and suburban downtown commercial corridors throughout Central Ohio. Independent retailers and restaurants, which are often already at a competitive disadvantage versus better-capitalized chain stores located in shopping centers with vast seas of free parking, bear the brunt of this challenge. Downtown merchants must unite to maximize the use of limited spaces by educating customers where to park and directing employees not to take the most desirable spaces. In some cases, meters and parking structures will be required to add and manage spaces. On the other hand, parking “problems” are a good thing in the sense that they mean people want to be there.

**I've Been Thinkin' About My Doorbell . . . :** E-commerce is finally having its much-anticipated impact on retailing, accounting for 5 to 6 percent of all retail sales in 2005. This represented a 22% increase over 2004, according to Forrester Research. However, instead of the “bricks vs. clicks” showdown that experts predicted in the 1990s, internet retailing has been more often absorbed as another marketing and distribution channel to the consumer by traditional retail chains (40 of the top 50 e-commerce websites, according to Forrester). While there are exceptions such as Amazon and E-Bay, most successful e-commerce websites are run by the likes of Wal-Mart, Target, The Gap, Barnes & Noble, J.C. Penney, and other familiar names. In fact, the influence of the internet and other cutting-edge technology has been more pronounced in retailers “back-room” operations such as inventory management, distribution logistics, supply chain management, order fulfillment centers, and credit card processing.



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**A Game of Chicken, Anyone?** The leading cause of Central Ohio's high retail vacancy rate is found in the race for market dominance by superstores, category killers, and other big box retailers. Each chain has ambitious expansion plans but the market cannot absorb all of the new retail space that is being built. The only checks and balances in this unregulated free enterprise system are bankruptcies and vacated stores when a chain finally bites the dust. This phenomenon is occurring in nearly every category of retail imaginable, even pet food! A report issued by Adena Realty estimated that there were 70 empty large stores (20,000 square feet or more) in Central Ohio in 2005 including a dozen or so former big Bear stores. Chains such as Wal-Mart and Lowe's that are performing well also add to the vacancy level when they abandon older stores to build larger new prototypes across the road (such as in Marysville, for example). Retail real estate professionals consider finding a new use for an empty big box store to be one of their toughest challenges.

**Alpha Dog: The Wal-Marting of Central Ohio:** While most big box chain expansion appears to be slowing down in Central Ohio, Wal-Mart, the largest of them all (nationally and world-wide), is stepping up its efforts. Wal-Mart entered Central Ohio fairly late compared to other Midwestern markets such as Cincinnati and Indianapolis. (Its first Central Ohio store opened in Marysville in 1989). However, it has anywhere from ten to fifteen new sites under consideration for new or replacement (i.e. supercenter) stores throughout the region, at present. More of its new stores will be located in urban areas, particularly in Franklin County, than



before. All new stores will be supercenters, which Wal-Mart has discovered draw twice as much traffic as their traditional non-grocery formats. Wal-Mart passed up Meijer to become Central Ohio's No. 2 grocer last year, and is on pace to overtake Kroger for the Number 1 spot by 2010. However, the road to No. 1 could be rocky, as Wal-Mart faces mounting negative press, opposition from labor leaders, a depressed stock price, and protests from some communities which it tries to enter with new store sites. The company, under the leadership of chairman Lee Scott, is changing some of its controversial practices, introducing new programs to help the environment and urban areas, and investing in public relations. Meanwhile, Wal-Mart has never lost its ultimate focus of providing the lowest prices possible to its shoppers.

#### Office Market Trends

As of the second quarter of 2005, the Columbus region had one of the highest suburban office vacancy rates in the nation at 23.9% according to CB Richard Ellis. There was a slight improvement for Columbus' suburbs, which actually absorbed about 255,000 square feet in the first half of 2005. Hilliard, Westerville, and Bexley have the highest vacancy percentages among Columbus suburbs, over 30%. Meanwhile, office vacancies are relatively low at Easton, in Grandview and Upper Arlington, and along Bethel Road (all under 15 percent). Suburban asking office rents average about \$18 per square foot for Class A space and \$15 per square foot for Class B space. This is a considerable deterioration from 2000 when overall lease rates averaged over \$20 per square foot and overall vacancies stood below 10% marketwide.

The largest suburban office submarket in Central Ohio is the Dublin/Northwest submarket. This is the submarket nearest to Marysville. Though it absorbed 208,000 net square feet of leased space in the first half of 2005, Dublin had about 1 million square feet of vacant office space to fill. Rents have stalled in the \$15 to \$20 range for older Class A space.

Five years ago, the Columbus office market was relatively stable with a reported 6.5% vacancy rate, according to Welsh Companies (now Columbus Commercial Realty). However, over 6 million square feet of new office space was added to the market between 1998 and 2002. In particular, Columbus' concentration of corporate headquarters and regional operations left it vulnerable to large swings in office employment. With a glut of new Class A space at Easton, Polaris, Dublin, and the Arena District, older Class A space was soon discounted to compete with Class B space, causing vacancies in both classes to soar. Downtown Columbus is addressing its problems, in part, by converting Class C space to trendy new condos for young adults and empty nesters.

Construction of new office space marketwide has slowed down significantly since 2002 and the local economy appears to be recovering, or at least stabilizing, according to Marcus & Millichap Realty. Looking forward, the suburban Columbus office market will be re-shaped by new land (and, in some cases, recycled) concepts that steer away from the traditional sterile office parks with 5-story buildings in remote locations. Several of these ideas are discussed below.

New suburban office parks are essentially small neighborhoods that mix



office space with retail uses, housing, restaurants, daycare centers, fitness clubs, and other amenities mimicking smaller downtowns. They are pedestrian-friendly, protected by strong codes and planned alongside public green spaces and nature trails.

Related to the new ways in which we work, companies are seeking to consolidate floor space through greater efficiency of design and sharing of space, telecommuting and other technology-based productivity boosters. This is reflected in an upward trend of closer to 5 office workers per thousand square feet of gross leasable space rather than the traditional rule of thumb of 4 office workers per thousand square feet. Consolidation, flexibility, and design efficiency are long-term forces that will shape future office real estate trends. In turn, developers are seeking more efficient and integrated uses of buildings and land.

Space needs of tech firms do not fit the empty shell designs of the past. Today's emerging companies need space that is flexible enough to easily meet quickly changing requirements. Team spaces are given highest priority while individual offices are not laid out along a hierarchical structure as they were in the past. As an internet marketing executive commented, "Having the latest computer equipment is more of a status symbol in our company than sitting in the biggest office." Trends such as telecommuting, hoteling (working remotely most of the time but reserving office space when needed), mobile officing (working remotely on the road), flextime (working hours outside of a traditional 9 to 5 shift), job-sharing (sharing a full-time job on a part-time basis with another part-timer), and free-lancing (working at a clients office for duration of a project), are changing space requirements in corporations of all sizes.

Another long-term trend is the increased blurring between home and office space. As one New Economy worker phrases it, "Home is where I can get work done. I go to the office only for human social purposes. Didn't it used to be the other way around?" Work/live spaces have long been popular with the creative/artistic community and are gaining footholds in other professions. Home offices are popular with retired executives and consultants with outsource contract work that often takes place offsite.



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Office suites offer small firms (often one person) a well-furnished office with administrative services, conference rooms, high speed internet access, and basic office equipment at a prestigious address. Some upscale versions offer onsite fitness centers and concierge services. They generally appeal to sales reps, small local staffs of large national corporations, startup entrepreneurs, and those on temporary assignments. A related concept is business incubator space where promising startup businesses are provided with technical and business assistance in addition to cheap space.

Office condominiums are gaining in popularity as an alternative to leasing for successful small businesses. A condominium arrangement allows the business owner to own its real estate (which has tax implications) without having to get into the real estate business (i.e., owning space that the company does not occupy). Other small professional firms are buying older smaller office buildings or even residences and refurbishing them. These arrangements are often attractive to lawyers, physicians, and dentist



practitioners, in particular. Xceligent Exchange and Research Solutions estimates that there are 25 office condo projects under construction and another 45 conversions underway in Central Ohio in 2006.

Realtors report that parking issues now rank with location, amenities, and occupancy costs as the most important factors in site selection decisions. The emphasis that companies place on cheap, convenient, plentiful parking for their employees and visitors has put many of the region's central business districts at a distinct disadvantage, as most have parking problems (or at least, perceptions thereof). Security issues have come under more scrutiny in recent years. The availability of fiber optic lines and wi-fi capabilities are increasingly becoming a necessity for many entrepreneurial companies. Strategic clustering of companies that share some synergy in markets or products is another way that planners and developers are providing value to their real estate offers.

Union County currently has very little multi-tenant office space, especially of a modern variety. However, as described in Chapter III, its economy is likely to add more white collar/professional services jobs in the future. This represents an emerging opportunity for commercial developers, particularly those that can address the trends and issues outlined in this report.

#### Housing Trends

The Central Ohio single-family housing market continued its sixth straight year of expansion in number of sold listings in 2005, but at a decelerating pace from previous years. As mortgage rates slowly edge upward, the economy in Central Ohio is still recovering from four straight years of job losses (2001-2004). The single-family housing market overall in Central Ohio shows signs of cooling off. However, housing prices continue to climb steadily, the sign of a stable, healthy market. The median sales for a home sold in Central Ohio in 2005 was about \$178,000, with an asking price of \$182,500, and on the market for an average of 86 days, up from 83 days in 2004. It is turning into more of a buyer's market, as available housing inventory increased 20% in 2005 over 2004, according to the Columbus Board of Realtors. Overall, housing for Central Ohio homeowners is affordable in that their mortgages eat up only 12% of their average household income vs. a national average of 16%.

Dominion Homes, based in Dublin, was, by far, Central Ohio's leading homebuilder, in 2005 with 1534 units sold (compared to No. 2 Rockford Homes with 425 units sold). The company has been the leading homebuilder in Union County for several years.

Home foreclosures have rapidly increased in Central Ohio and statewide since 1995. The number tripled statewide, and in Union County, foreclosures increased nine-fold from 26 in 1995 to 237 in 2005. Ohio has the highest mortgage foreclosure rate in the USA, a statistic brought about by predatory lending and job losses. Dominion Homes has been under criticism regarding its relationship with subprime lenders and its sales tactics. Added to a slowing housing market, Dominion has suffered financial setbacks and appears to be scaling back. Dominion's retreat could allow for other builders to serve Union County's growing residential market with different products. Some smaller builders are beginning to



pool resources to buy large tracts of land and to build out communities with a variety of styles, amenities, and price points.

Regardless of overall housing market conditions, condominiums have been the hottest segment in Central Ohio over the past ten years. Condominiums sales currently account for about 13% of all home sales in Central Ohio (vs. 9% in 1995). Sales of condominiums rose by 24% in 2005 over 2004 and projected to grow by another 20% in 2006, according to housing market analyst Rob Vogt of Vogt Williams & Bowen. As a rule of thumb, condominium units sell at a price point about 60 to 70% of the average selling price of detached, single-family homes in the same area, according to local developer Charlie Ruma. Critical amenities include dedicated parking (attached garages are a plus), washer/dryer hookups, upscale finishes, one bathroom per bedroom and community features such as fitness centers, swimming pools, clubhouses, security presence, and wireless capabilities. Some creative builders are offering “free” fireplaces and kitchen and bath upgrades to compete in this growing market. Also, the resale market is active for condos, which turn over at about the same rate as do single-family homes in today’s market.

The condominium market serves three primary segments: empty nesters, echo boomers, and single women without children, each with different needs that condominium products can often fill. The hottest condo market in Central Ohio is in downtown and nearby neighborhoods (i.e. Short North, German Village, Olde Town East), but condos are doing well in suburban and outlying markets, as well. A downtown Columbus condominium costs \$300,000 on average, or \$237 per square foot. This compares to \$128 per square foot in the suburbs.



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The Central Ohio apartment vacancy rate climbed to a twenty-year high in 2004 and remained in that range in 2005, according to Marcus & Millichap Realty. Little change is forecast for this year in terms of vacancy or average effective (\$590 per month in 2005). About 800 new units marketwide are under or planned for construction for this year down from 2000 in 2002. The majority of new construction is occurring in the northern half of Franklin County. Meanwhile, apartment complexes built 20 to 40 years ago have become functionally obsolete and are in need of redevelopment, or even, re-use.

A survey by the National Association of Home Builders indicates that a segment called “lifestyle renters” is emerging in the greater Columbus market. A “lifestyle renter” is someone with the means to purchase a home but prefers to rent. The size of the average apartment has grown to 1,200 square feet or more. Five years ago, about 5 percent of all rental units in Central Ohio rented for over \$800 per month. According to Danter Company, it is now 15 percent of the current rental stock. The downtown Columbus area push for more apartments will likely increase the number of upscale apartments in Central Ohio in the future.

One of Greater Columbus’ top challenges is sprawl. One solution that is being implemented is a return to traditional neighborhood design (TND). TND refers to a pattern of land planning and development that emulates the towns and suburbs built in the early to mid-20<sup>th</sup> century. TND relies on interconnecting street networks, town centers and civic squares, parking

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and garages to the rear, and pedestrians and storefronts to the fore. TND projects allow for higher densities while requiring developers to adhere to stricter design standards. The City of Columbus recently adopted a TND code, which has been generally met with enthusiasm from developers and planners alike.

Another trend in Central Ohio is the rise of architectural review boards. Using city codes and architectural review standards, these decision-making bodies review proposed exterior changes to any home within their area of jurisdiction, including new roofs, windows, doors, porches, and additions. Additionally, these boards may govern building demolition permits and new home designs. Review boards are usually composed of architects, lawyers, real estate professionals, city planners, landscape designers, and homeowners. They judge proposals for consistency and quality in elements that include style, materials, height, scale, setback, roof pitch, and compatibility with other houses in the neighborhood. The movement toward instituting guidelines in newer areas is growing, as Dublin, Powell, and New Albany have design standards for new housing. Developers complain about added costs and delays in project approvals but are learning to adapt. Some communities, such as Delaware, Hilliard, Pickerington, and Sunbury, charge impact fees (and others are considering it) to pay for capital improvements such as new roads, police vehicles, and community centers.

According to the National Association of Homebuilders, the first wave of the Baby Boomers, 3 million nationwide, will reach 60 this year. Another 18 million will reach 60 in the next five years, 50 million total by 2020. And Baby Boomers are expected to live longer than today's seniors as medical advances, healthier diets, more exercise, fewer wars, and less hazardous occupations allow for advancing the average age. However, obesity and diabetes are on the rise. The typical person who reaches 65 today will live until 83.

Baby Boomers will ease more gradually into retirement than today's seniors. Boomers, especially those with college degrees, will work longer in the job market, for their identities are wrapped up in their career. More Boomers will gradually phase into retirement by lightening workloads but not officially retiring. Many will choose to never retire. They will prefer to "age in place" rather than move to Florida or Arizona upon retirement. They will continue to "play hard" even after retirement in traveling, and seeking outdoor activities such as golf, aerobics, and shopping. They will seek out social experiences with all ages, not just their peers. Regardless of official retirement plans, Boomers will seek lifelong learning experiences and second careers, creating a growing market for educators.

Retired and semi-retired Baby Boomers will still be in age denial. They are already spending record amounts on health club memberships, home exercise machines, cosmetic surgery, health foods, vitamins, organic foods, bottled water, hair color, Botox, and Viagra. Baby Boomers will have a toxic reaction to any product or service (including housing) that is labeled: "senior" or "mature," or other similar terms. This is a sensitive issue. On the other hand, there has never been a generation more nostalgic about its youth than are Baby Boomers, who grew up in the 1960s and 1970s, for the most part. After all, they invented Trivial Pursuit and made "The Big



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Chill” one of the most popular movies (and movie soundtracks) of all time. Active downtown and urban environments will provide robust opportunities for senior boomers to stay active and connected to their communities after retirement, or semi-retirement.

Union County, located in West Central Ohio, is predominately rural with only about 1 percent of its total land area consisting of urban areas. Union County averages about 100 persons per square mile. Most of the County is populated by single-family housing, much of it very new and all of it in formerly rural areas. Union County, in addition to growth resulting from Honda of America Mfg., Inc. and other economic development, is becoming a bedroom community for those who work in the suburban office parks and corporate headquarters located in Dublin, Powell/Orange Township, and Northwest Columbus. An influx of white-collar families is changing the character of Union County and Marysville. It is becoming a more upscale market but also one that is increasingly transient (i.e. households move around more than average). As previously noted, much of Union County’s household growth in this decade is occurring in the townships more than it is in Marysville.

Union County, on a regional basis, is one of Central Ohio’s hottest housing submarkets. This status is expected to improve, as more retail products and service and dining and entertainment options will rapidly increase over the next several years, providing a more habitable environment for growing families.

Jerome Village, a 1,250-acre development, backed by Nationwide Realty Investors (principal developer of the Arena District) and Highland Management Group, calls for 2,200 new residential units to be built over the next ten to fifteen years in Jerome Township. The properties will include 1,500 single-family homes with the remaining 30% or so as condominiums. The developers also plan to develop a new town center that would include restaurants, shops, churches, a town hall, a library, parkland, and 35 donated acres for new elementary and middle school campuses.

Another recent housing development in Union County is the ongoing construction of executive-level housing on Marysville’s Walker Meadows site. Houses range from \$300,000 to \$450,000 while nearby Green Pastures is capturing \$350,000 on average. Dominion Homes’ units in the Mill Valley development sell in the \$350,000 range, on average.

#### Conclusions

Union County is a bright spot in an otherwise dismal state economy. Honda of America Mfg., Inc. and others have greatly influenced Marysville’s employment base. Although still a strong agricultural economy, Union County’s employment base is now dominated by manufacturing and research and development jobs. Union County is undergoing another major wave of change in its history: a retail revolution. Retail follows rooftops and Union County is poised for explosive population growth over the next several years. Major national players such as Wal-Mart, Home Depot, Best Buy, and Applebee’s have taken notice of the area’s growth and others are certain to follow. Many of these moving into Union County are white-collar workers who work in office buildings in suburban Columbus. Over time, as



more white-collar professionals move into Union County, there will be more demand for office space as well as a market for upscale retail and restaurants. As Union County grows, Uptown Marysville must reposition itself to join in the region's prosperity.

One strategy to improve Uptown's commercial environment is to add more housing. If Union County adds more retail and restaurant space, it obviously must employ a large number of workers at retail/restaurant wages. Most of the housing currently under construction requires middle to upper income levels. Corporate managers on short-term assignments will constitute another niche market at the higher end while retail workers in households without a second income will seek nearby housing. Just as residential will help the market for retail, having more things to do in Uptown will increase its desirability as a living environment for singles and couples, young and old.

Uptown is also well positioned to capitalize on Union County's nascent office market. It can best take advantage of its Central location as the county seat by aligning itself with emerging trends in this rapidly changing segment of the real estate industry. In addition to promoting its amenity-rich, mixed use environment, entrepreneurs should be encouraged to try new concepts such as office suites, business incubators, office condominiums, home offices, and wi fi-ready zones in Uptown. As more people move to Union County, more people will choose to find work closer to home, especially given rising gasoline prices and more traffic tie-ups. Uptown has already built up a concentration of professional services firms, including doctors, dentists, attorneys, insurance and real estate agents, banks, financial planners, and technology/communications service providers. Marysville, though, needs more entrepreneurs in Uptown; it needs new blood to carry on its tradition. Small companies provide the City with taxpayers, restaurants and convenience-oriented retailers with customers, and landlords with higher rents (about \$3 more per square foot than for retail uses, suggests past Boulevard Strategies research).

Parking is a top priority issue for almost every downtown area that Boulevard Strategies has studied and Uptown Marysville is no exception. On a macro-level, Uptown would seem to have enough parking for its overall needs. Its problems lie more in perception than reality in the consultant's opinion. However, any successful retailer will tell you that consumer perception is reality. Parking is an issue for condominium dwellers and daytime office workers as well for shoppers and visitors. And, parking problems do exist in certain locations (especially at the town's main intersection, and during certain times of the week).

The overall investment climate in Uptown is weak. Existing property owners, uncertain of profits, are reluctant to risk capital to improve buildings to code. Many are unwilling to hire the services of a professional to help them through the sometimes tricky process of historic renovation and preservation. Local government officials are grappling with smart growth issues; while understanding the importance of Uptown, there are many local issues competing for attention with Uptown. If Uptown is to maximize its real estate opportunities it will need investment capital from somewhere to get things started.



Oberlin, Ohio



Marysville city-owned parking lot



Uptown's toughest challenge could be its lack of self-esteem and cohesiveness. Many merchants have been located in Uptown for many years and are settled in but not necessarily aggressively pursuing new markets. Some merchants expend more resources in battling with other Uptown businesses than they do battling chain stores out by the highway. Business owners put their personal preferences ahead of those of their customers by closing in the evenings and weekends. Union County and Marysville are in a period of transition. Uptown businesses will have to change with the times if they are to remain competitive.

The following are strategic priorities in the view of the consultant in achieving the vision of Uptown laid out by shareholders (i.e. vibrancy, activity, identity, unique to Marysville, clean and safe, focus on family and nostalgia, new investors and businesses) for the Marysville Uptown Renewal Team to address market-based opportunities and challenges.

1. **Address Parking Issues:** Parking is a multi-faceted topic that is best addressed from a wide variety of perspectives. An Uptown parking task force, that includes Uptown residents, business owners, property owners, institutional users, and public officials should be formed to undertake a detailed analysis of Uptown's parking issues, both real and perceived. Specific issues worth exploring include:

- a. **Managing existing spaces:** Are the parking spaces available being used to maximum effectiveness? How many times a day do each group of spaces turnover on average? How many spaces are public, private/shared, and private/non-shared? Are there creative ways, such as shared parking agreements or valets that could be used to increase use of spaces? Enforcement of two-hour fines is necessary to turn over public spaces. This service is important to Uptown even if fines collected begin to dwindle as business owners and employees learn that it is not acceptable to park all day in front of their store. Prevention is better than punishment.
- b. **Changing local perceptions:** A one-page parking map that shows available parking in Uptown should be assembled and distributed to merchants. The existing public lots are in need of beautification. Promote how enjoyable it is to stroll through Uptown (not a chore). Uptown could receive an unexpected boost from its new competition if there becomes too much traffic congestion on the east end of town. Merchants should be surveyed specifically about parking.
- c. **Planning for long-term needs:** A block-by-block analysis is needed to assess surpluses and deficits in specific areas of Uptown. Then the task force can begin to consider plans to develop more spaces, less demand for spaces, or more turnover of available spaces in blocks where there are deficits.

Parking in Uptown Marysville is not a serious issue today for most of its businesses. However, the consultant is recommending that because parking is so important for today's commercial district that URT should take a pro-active stance in staying on top of this issue.



Marysville city-owned parking lot



Rendering of possible improvements



- 2. Recruit Dining & Entertainment Uses:** It is clear from the input that the consultant received from the Marysville community in compiling this market study that people like to gather in Uptown but they need more to do. Sit-down restaurants, upscale pubs, a bookstore café (perhaps with used books) are all ideas generated by the stakeholders and approved by shoppers as concepts Uptown would support. The newly-opened Doc Henderson's on E. Fifth Street is testing the waters with a fine dining experience. Delaware recently amended its zoning code to make it easier for restaurants to offer outdoor patio dining in clement weather. Outdoor patios animate the street, encouraging serendipitous encounters, adding to the Uptown ambience.



Doc Henderson's

Would-be restaurants are not necessarily difficult to find as it is one category in which many independents have been successful (though many more have failed) and one that has only moderate barriers to entry. Even successful restaurants sometimes do not offer enough opportunity and challenge for talented chefs and managers and they are prone to start their own places. They should be well-capitalized with coherent business plans that detail seating capacity, average check, daily turnover, menu concepts, labor costs, spoilage, etc. They will need to work with an architect to properly address building code issues and design considerations.

- 3. Develop an Outstanding Saturday Farmer's Market:** As previously noted, the number of farmers markets across the USA have doubled over the past ten years. Central Ohio is no exception, as this trend has proliferated across the suburban landscape. Communities with struggling retailers have found that for the cost of setting up for 20 weekends a year, farmers' markets are able to create the illusion, and in fact, the reality, of a vital, bustling downtown with many things to buy. There are many resources available through Heritage Ohio, the Urban Land Institute, Place for Public Spaces, the local library, and online that give advice on how to get organized. A great farmers' market with crafts and gifts would be an excellent fit with Union County's heritage and Uptown's historic setting. It is a way for Uptown to participate in the growing organic/natural/fresh food movement occurring in Central Ohio, as Whole Foods, Wild Oats, and others raise awareness. It also plays to URT's strength in organizing successful Uptown events.
- 4. Encourage more housing and professional offices in Uptown:** Work with building owners to find affordable ways to convert or add to existing spaces to new uses. Try to recruit an architect familiar with historic preservation to open an office in Marysville. Here, an architect can participate in growth as well as in historic preservation. Boulevard Strategies' analysis indicates that there is emerging demand for alternative types of residential and office space in Union County. The consultant believes Uptown should be progressive in pioneering some of the real estate industry's latest ideas, including mixed-use projects. It is most important to offer a variety of price ranges and styles in both categories.
- 5. Widen Uptown Involvement:** Create a program aimed at merchants that emphasizes professional development and education with



speakers on relevant topics. Identify developers active in other suburban communities and invite them to Uptown for a visit. Engage Uptown's bankers in the renewal process. Remind local corporate officials about the value of Marysville as a great place to live for their executives and employees. Ask local leaders if they want Marysville's identity to be Wal-Mart on Route 33 or Uptown? Send Uptown leaders to seminars and conferences on downtown topics to learn more about successful techniques in other communities and to spread the word about Uptown Marysville.

#### Section B: Positioning

Marysville is in a unique position to capitalize on the metro-Columbus area's rapid expansion toward its city limits, and doesn't have to work nearly as hard to position itself in the market as some other Ohio communities. However, complacency is just as dangerous for Marysville as anywhere else, and opportunities presenting themselves today should be maximized so Uptown can insulate itself from the inevitable "cooling off" of the market. Population and demographic projections indicate the median household income (MHI) will continue to rise, giving Uptown an increasingly good base from which to draw customers.

Buying power equals the number of households times the average sales per household in any given market segment. The number of households is a local number, though the average sales per household figure may come from a national average if state or local figures are not available. It is sometimes difficult to track retail sales. The State of Ohio does not report those figures, and it would only be through locally cooperating merchants that Marysville could develop local numbers. Until such time that Marysville is able to obtain local sales information, national averages are a solid substitute.

When combined with existing demographic data (found in Chapter III), the preferences expressed in the various surveys conducted by the City form a fairly consistent direction for future development in Uptown Marysville. We know that the median age in Marysville is 31.9, and most residents are homeowners (64.5%), many with children still living at home (68.1% of households). The median household income in Marysville is \$46,765, which is slightly below the Union County average of \$51,743.

Marysville has 5,563 households, with an average household size of 2.51. By comparison, Union County has 14,346 households with an average household size of 2.7 (2000 US Census). Boulevard Strategies has developed a proprietary model to estimate the amount of retail spending using the Consumer Expenditure Survey, which is national data taken from the US Department of Labor and outlines spending patterns based on geographic regions, and a wide array of demographic variables (household type and composition, household size, household tenure, age of householder, race of householder, education of householder, housing value distribution, and household income information). The Boulevard Strategies Report estimates Union County Residents spent about \$415 million on retail purchases in 2005. Marysville itself represents about a \$145 million market per year. In addition, Uptown workers spend about \$3 to \$4 million a year on convenience goods and services and restaurants. On the other



hand, Union County residents spend 70% to 80% of their non-food retail dollars in Franklin and Delaware Counties as well as on the internet. (For a more detailed breakdown of consumer expenditures according to product type, please see the complete Boulevard Strategies Market Analysis available at the Chamber offices.)

#### What is Marysville's position in the local marketplace?

Marysville's position could be very strong, but action must be taken soon to capitalize on the increasing opportunities for entertainment/dining and professional services clusters. These entrepreneurs will find spaces to locate, which could be in Uptown if Uptown prepares and markets itself as a user-friendly location. As indicated above, the local buying power is sufficient to support new growth. First steps should include preparing marketing materials for available properties and aggressive advertising targeted towards entertainment/dining and professional services vendors. To successfully do this however, the City of Marysville and Union County Commissioners and Chamber/ED Partnership must first make a conscious effort to methodically steer these kinds of businesses into Uptown, making it more attractive for them to locate there than in the ever expanding sprawl development in the townships.

#### What is Marysville's position in the regional marketplace?

As noted previously, Marysville and Union County represent a very bright spot in Ohio's economy. The County has established an excellent working relationship with the municipalities in the County, and has supported the centralization of economic development in the Chamber/ED Partnership. The groundwork has been constructed, through much effort and strategic thinking, to maximize the collective potential of the communities in the County. Now action must follow planning. Marysville, and more specifically Uptown, is in a terrific position to assert itself as the financial, professional, and governmental hub of the County. Uptown has the nostalgic support of area residents, many indicating they see friends and neighbors when they go Uptown, and that they would like additional entertainment venues so they can spend even more time there. With established festivals ranging from the Honda Homecoming to Uptown's Third Friday's celebrations, Marysville is drawing people from throughout the County, from around the State, and even across state lines. Now Marysville, URT and the ED Partnership should craft strategies to bring these same visitors back for additional celebrations, shopping and entertainment opportunities.



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#### What is Marysville's position in the national marketplace?

At this time, Marysville is not strongly positioned in the national marketplace (notwithstanding its industrial sector). Though interest in local history and recreational destinations are on the rise, Marysville's current marketing strategy does not seek out these markets. At some point in the future, the City, ED Partnership and/or URT could choose to investigate promotional strategies and venues. However, for the near future, Marysville would be better served to focus on maintaining a strong presence in the local marketplace and build its reputation in the regional marketplace.

#### Is Uptown declining?

Everyone surveyed by Boulevard Strategies recognized that Uptown is a shadow of its former self. Happily, everyone surveyed also recognized that

Upt



potential still exists, and that Uptown still has many of the resources and attractions to form a solid foundation for a renaissance. The simple truth is that Uptown did not decline overnight, nor will it be “fixed” overnight. Encouragingly, URT, the City, the Chamber/ED Partnership and the County Commissioners are all deeply committed to making a long-term effort. With constant and sustained attention and positive action, Uptown is poised to recapture its place as the economic, civic, and cultural heart of the community.

**What are the major long-term goals for Uptown?**

Responding to the Market Analysis, major, long-term goals must include a strategy to recruit entertainment/dining merchants, convenience goods vendors, and professional service groups. Upper floors should be re-developed into housing and/or progressive commercial office suites to support the so-called “creative” class that flocks to communities that offer “cool” environments. The goal should be to continue a balanced re-development strategy, improving all aspects of the Uptown environment concurrently (the physical, political, economic, and social environments corresponding to the National Trust’s Four Point Approach to Downtown Revitalization).

#### **Section C: Business Inventory & Cluster Analysis**

There are three kinds of retail clusters: comparison, convenience, and destination. Downtowns lost the comparison market decades ago, and this would be the most difficult market to regain in the beginning years of the revitalization effort. Superstores have cornered the market, providing comparisons on a wide variety of products in a relatively small amount of space. Consumers who shop at retail giants do so for convenience’s sake. Downtown merchants find it difficult to compete with that for a variety of reasons, such as purchasing power, selection/inventory and diversity of available products.

Convenience clusters are highly popular, but sometimes shunned as being too “low-end” to meet the overall goals for the downtown. These stores cater to everyday needs such as gasoline sales, video rentals, and carry-out markets. They are often good tenants for strip-mall developers because patrons want to get in and out quickly; park right outside the door, run in and make a fast purchase, then be on their way.

Destination clusters are generally comprised of businesses that pull from not only the local market, but also from regional and tourist markets. These kinds of districts are often comprised of specialty businesses, “home-grown” entrepreneurs selling unique merchandise including foodstuffs, art work, jewelry, custom furniture, stationary or practically anything that cannot be found mass-merchandised in nearby superstores. To become a destination, Marysville should develop its farmers market and dining and entertainment uses.

There are two kinds of market clusters that Marsyville could pursue: horizontal and vertical. Imagine a graph on which the X axis represent the variety of products available, and the Y axis represents the price range



consumers will pay for products. The choices are to offer a wide variety of things to buy in a similar price range (horizontal), or offer a wide price range of particular kind of things to buy (vertical). Given current market conditions and consumer habits, possibly the most logical choice would be to build on strengths in the dining and entertainment, convenience goods and services, and professional services groups.

Marysville has some latitude in their approach to sustaining and creating these markets. It would seem to make sense to offer a wide variety of price points for dining and entertainment venues. Convenience goods and services should be carefully cultivated and placed in appropriate locations catering to their “on-demand” nature. The “convenience” market will largely cater to the local population, so price points should be kept in line with median income levels and not seek to capture out-of-town dollars. Professional services, again cater to the local market, with price points reflecting what the local market will bear.

**Current Business Mix (as of May 2006)**

<b>Commercial Uses</b>	<b>141 Total</b>
<b>Retail Goods &amp; Services</b>	<b>64</b>
Convenience Good & Services	11
Home Goods	10
Fashion Goods	9
Leisure Goods	10
Dining & Entertainment	17
Automotive Parts & Services	6
<b>Office/Business-to-Business Service</b>	<b>35</b>
<b>Finance/Insurance/Real Estate</b>	<b>20</b>
<b>Medical Offices</b>	<b>9</b>
<b>Other Commercial</b>	<b>3</b>
<b>Vacant</b>	<b>10</b>
<b>Non-Commercial Uses</b>	<b>45</b>
<b>Government/Non-Profit/Religious</b>	<b>24</b>
<b>Total</b>	<b>165</b>

**Observations**

1. Boulevard Strategies recently surveyed all first floor nonresidential spaces in Uptown Marysville on Main Street between Mill Creek to the north end just past Seventh Street to the south end on Fifth Street between Maple Street on the east and Oak Street on the west. In addition, commercial, non-profit, and government first floor spaces were inventoried on Uptown's side streets.



2. Per the recent count, Uptown Marysville has 141 first floor commercial spaces, of which 131 (93%) are occupied. About half (64) of Uptown's occupied commercial spaces house retail uses, the most prevalent of which are dining and entertainment uses. Uptown has several small restaurants, including Olde Town Inn, Casa Fiesta, Fifth Street Deli, McKinley Grill, China Wok, and the newly opened Doc Henderson's, that are popular with local workers and residents. Also included in this category is a small movie theater (Marysville Cinema), several drinking establishments and fraternal clubs, a dance studio, and a karate studio. Dining and entertainment is Uptown's strongest retail category, at present. Overall, Uptown Marysville retailers, restaurants, cinemas, and studios occupy about 140,000 square feet of space. All of this would fit inside of a 200,000 square foot Wal-Mart SuperCenter and leave room to spare.



Fifth Street Deli

3. Uptown Marysville has an equal number of office-oriented uses (64) as it does retail uses on its ground floors. General office uses include a variety of businesses ranging from newspapers to legal practices to temporary agencies. Also included are several businesses (20) involved in finance/insurance/real estate. There are 9 medical and dentist offices in Uptown. Most of these office uses generate significant traffic, particularly the banks.

4. Uptown Marysville has only ten vacant first floor commercial spaces, or 7 percent of its total, according to our count. As mentioned previously, Central Ohio's retail vacancy rate is about 12% and its office vacancy rate is about 24%, so 7% is relatively low. On the other hand, Uptown's vacancies include the large former Heilig Myers furniture store (about 20,000 square foot) and several highly visible spots on the town square at Fifth and Main.

5. In addition to Uptown's 141 first floor commercial spaces, there are 24 government, non-profit, and religious uses. The post office, City Hall, the County Courthouse and office complex all generate large numbers of visitors to Uptown year round. There are several large churches that operate in Uptown, yet not all of its restaurants are open following Sunday services.



Union County Courthouse

6. Also of note, there are hundreds of households along the fringes of Uptown. These residences constitute core target markets for Uptown businesses.

#### Recommendations

1. URT and the ED Partnership should plot existing businesses on a map to graphically illustrate physical clusters and open, available spaces. This is a useful tool for recruiting businesses as well as seeing the "big picture" in terms of pedestrian and vehicular traffic patterns. Work with local realtors to have a file prepared for all available properties listing their amenities, current zoning, condition, and potential for cross-promotion with other Uptown merchants. Consider listing photographs and a list of amenities of available properties on URT's website.

2. Look for natural couplings between businesses, such as



bookstore/coffee shop, or coffee shop/bakery, coffee shop/deli, or combinations of all or some of these businesses. Another example would be to consider developing a business incubator that would allow start-up businesses to share administrative services, overhead costs, and office equipment.

3. Cross-promote in all ways. Offer “progressive coupons,” discounts if consumers provide proof of purchase to participating merchants, then use each other’s items for display. Ask at each point-of-sale if there is anything else the consumer needs that *Uptown Marysville businesses* can offer, not just individual business.
4. URT should work with the City to develop a long-range plan that focuses on locating service businesses on the periphery while concentrating retail businesses in the Uptown core.

#### Section D: Niche Markets

In a world of limited time and shrinking budgets, Uptown’s businesses should focus their advertising and recruiting resources to reach distinct target populations. Uptown cannot be all things to all people, and thus Marysville must choose which markets it will serve. The best approach to selecting a target market is by examining the current market, deciding which customers are already coming and which Uptown would like to see more of, then crafting a strategy to reach those specific groups. Niche marketing targets a relatively small segment of the population, but properly harnessed can wield a mighty economic impact.

From the current market information found in Section A and the business cluster analysis found in Section C, conclusions can be drawn about pursuing niche markets.

1. It is possible that Marysville could create a marketing package to attract tourists interested in local history. Uptown is a perfect venue for living history events in which families can come to learn about old time practices and traditions. Children love historic costumes, both seeing them on presenters and trying them on themselves. Events like these are terrific weekend get-aways for families, often irrespective of season.

Local history buffs and living history devotees can be attracted to Marysville, provided the appropriate long-term strategies are adopted and implemented. Currently, Marysville and Uptown do very little with local history. If the community is seriously interested in pursuing this avenue, resources and energy should be devoted to a proper marketing campaign once the appropriate resources and destinations are established. We’d recommend letting the Union County Convention and Visitors Bureau spearhead public relations, market research, bus tour bookings and provide other assistance with regional tourism development.

2. It may be possible to capitalize on the international reputation for Union County tofu soybeans, given the appreciation of the quality of



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this product in Japan. Honda of American Mfg., Inc. has already established a parts/soybean trade in its shipping process; when parts are brought to the Marysville plant, the containers are then re-filled with soybeans and returned to Japan, thus making the most efficient use of shipping containers, costs, routes, and time.

3. As noted previously, Marysville residents have clearly expressed that they like to gather in Uptown, but they need more to do. Build a business clusters in Uptown geared to giving people something entertaining to do for relatively short blocks of time, such as an evening out, or a weekend afternoon excursion. One example might be a coffee shop/bakery, ceramic studio, and take home food preparation cluster geared toward family entertainment with an attractive time-saver to allow them to spend longer enjoying themselves.
4. Another likely niche is the creation of more professional office suites in Uptown. Clearly building owners will need assistance financing these kinds of improvements, but the projected long-term benefits clearly outweigh the short-term costs. Boulevards Strategies analysis indicated that there is an emerging demand for alternative kinds of office space in Union County. Uptown can be progressive and pioneering using some of the real estate industry's latest ideas, including mixed-use residential and office space and live/work suites.
5. Continue to develop the existing Farmers' Market in new and innovative ways. In the short-term, this strategy can mask vacancies and the poor retail mix, giving Uptown a bustling appearance and bringing people down for a positive experience. As this grows, and works in conjunction with the business clustering, retention and recruitment strategies, Uptown will need it less for economic impact and will then use this event more as a purely recreational outlet for residents and visitors.



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#### Section E: Retention & Recruitment Strategies

It is a well-known fact that it is easier to retain and expand an existing business than it is to recruit a new one. Marysville should focus its first efforts on making life easier for existing merchants and service providers. A solid existing business community is one of the strongest marketing tools a business recruitment team has. To strengthen the existing community in preparation for recruiting complementary businesses, the following suggestions are made:

##### Retention Strategies

1. Always carefully consider what retailers want: higher sales, better profitability, and lower costs. They may even have their sights set on acquiring better space, improving the overall environment, and opening a second or alternative location for their business. The city and URT should always take these things into consideration when approaching existing businesses or trying to recruit new ones. As with membership benefits, be ready to answer the fundamental question, "What's in it for me?"



2. Deal with the parking issue. As noted previously, parking is a multi-faceted topic that is best addressed from a broad perspective. Form a parking task force that includes a wide range of stakeholders to undertake a detailed analysis of Uptown real and perceived challenges both now and into the future. Identify logical places for increased parking venues, both on and off-street, garages and lots. Investigate funding sources, and begin to put together a timeline for achieving those goals set in response to stakeholder information. Do this in conjunction with a public relations strategy aimed at changing local perceptions about parking (both merchants and consumers).
3. Any downtown organization's goal is a healthy central shopping district. To achieve that, healthy businesses are essential. On the surface it may appear that URT is working to make the merchants more money. Admittedly, that does indeed happen. Concentrated efforts to improve the business district result in increased property values, increased sales and, quite frankly, more wealth for the individual business and/or property owners. While that is wonderful and should be celebrated, that is not the long-term goal of the Uptown revitalization movement. The over-arching goal should be the long-term health of the business itself, and in larger context, the health of the business district as a whole. That means URT should be identifying merchants who are nearing retirement, asking them what their plans are for transitioning their businesses, and working to keep the business open in Uptown. Succession planning is something that is neglected in many downtowns, resulting in many unnecessary businesses closures simply because the merchants don't recognize there are other options. URT should work to match mentors with people who want to someday own their own business.
4. Support Uptown businesses personally. Each person reading this Plan should make the commitment to buy locally whenever possible. It's one thing to talk the talk, but City officials and URT members need to walk the walk if they really want to have credibility and be able to earn Uptown merchants' trust.
5. Whether working to retain an existing business or celebrating a newly recruited one, each business needs solid support from the community. Supporting the business means more than simply shopping there, though that is important as well. The City and URT should work to cut the proverbial red tape, publicize grand openings and anniversaries, publish and distribute Uptown business directories, host open houses for holidays or create another retail event, facilitate cross-merchandising among complimentary Uptown businesses, provide pro-bono assistance such as a accounting, legal, marketing, and/or merchandising advice, and always make weekly visits a top priority.
6. Face time with Uptown merchants is absolutely critical! The Uptown manager and/or URT board members should visit merchants regularly. Listen to their concerns, respond when possible and reasonable, and deliver relevant market data and other helpful information for their businesses. An on-going positive relationship between the merchants



and URT staff and board is imperative to creating consensus and fostering real change.

7. A balanced market strategy includes two to four clusters, either existing or potential, that pull from both local and outside markets. Target clusters should include dining and entertainment, with middle class families as the target customers, and professional services, with small businesses as target customers.
8. Just as an emergency room doctor identifies highest priority cases, URT needs to “triage” the existing business community. They need to identify anchors, businesses who have been in Marysville for many years, large employers, new businesses with growth potential, minority-owned businesses, business to business service providers, high quality businesses, and creative or destination businesses. All of these have a particular character, and each business serves a role in the larger mix. Identifying each kind of business, and placing it on a map to illustrate trends will reveal both strengths and weaknesses in the overall Uptown economic fabric. Once identified, these strengths and weaknesses can then be addressed.
9. The ED Partnership and URT should work in partnership with the MBA to develop a variety of resources for training: workshops, merchant networking lunches or breakfasts, pamphlets, handbooks, directories, web training, one-on-one help. It is important to recognize the key word in the phrase “*independent* small business owner.” Each Uptown merchant is in business for themselves because they like to be in control of their own destiny, and they rarely believe in a “one size, fits all” approach. The key is to provide them with a variety of resources, all delivering a quality informational message, and let them choose which approach works best for them. Not only will they be more likely to access the information, but they will truly appreciate the ability to personalize services and assistance.
10. The City could consider imposing an impact fee for “big boxes” wishing to locate in the Uptown. By limiting the locations for big boxes, the City retains control over its land use and economic future. Creative use of land use regulations such as requiring an economic impact review or study prior to a superstore locating in community can reveal hidden costs and long-term detrimental effects for the Uptown and overall community long before anyone breaks ground. Most importantly, the City needs to focus zoning and other land use controls to steer small businesses Uptown and reuse existing space before developing green areas on the periphery of town.
11. Be sure to include merchants in promotional events. Not everyone will want to participate actively, but there are multiple ways in which they can support the event. For those active souls, ask them to volunteer on steering committees to plan and implement the actual event. For people with less time or who do not have the ability to leave their business, ask them to participate by staying open during the event, tracking zip codes for customers coming into their store that day, conducting intercept surveys of visitors’ impression of the Uptown and/or event, or by cross-promoting other merchants’ businesses.



There are a wide variety of ways people can participate; it is the Uptown revitalization organization's job to make sure all who want to help are found a role compatible with their time, talents, and needs.

#### Recruitment Strategies

1. The City and URT first need to decide if they want to pursue an active or passive recruitment strategy. Both are solid options, it simply depends on the amount of time each organization has and how aggressive they want or need to be. Passive strategies might include posting advertisements on the website, contacting professional organizations or universities with strong programs in a particular profession for which URT is looking, and posting a recruitment package with them, or working in a similar manner with the local Small Business Development Center (SBDC) to post market data indicating the need for particular kinds of businesses. A more active approach would include visiting other communities with active downtowns and talking with merchants about opening a second location in Uptown Marysville, holding local entrepreneurship workshops to spur would-be "home-grown" merchants into action, or calling developers, franchisers, or large scale retailers directly.
2. Regardless which path is chosen, one of the first things the City and URT should do is put together a solid business recruitment package. A good one should include pedestrian and vehicular traffic counts (by location, time/day of week), retail sales volume, demographics of current shoppers, a promotional calendar, available financing tools, the URT strategic work plan, a map detailing existing business clusters, a complete business inventory of Uptown, and complete building inventory (including ownership, tenancy, purchase/lease terms, physical characteristics of district and individual buildings, amenities, history, photos and floor plan of available properties).
3. Should Marysville choose to actively pursue business recruitment, the City and URT should put together a recruitment team. Each team member should be familiar with the information in the business recruitment package, and each person should be a positive spokesperson for the City and Uptown. They should also be familiar with what kinds of businesses Marysville has determined it needs to fulfill its long-term Uptown development goals. Send out scouts to other shopping districts. When a team member sees a business that fits the recruitment criteria, he or she should make an appointment with the owner. Follow up with specific, helpful information; if a business recruitment packet was not provided during the initial meeting, one should be sent with follow-up "thank-you" correspondence. Be sure to answer the merchant's questions, either up-front or after subsequent research. Stay in close contact, then celebrate the grand opening!
4. Carefully consider business placement when trying to recruit new merchants. Place start-up retail businesses in as high traffic areas as possible. URT needs to always be mindful of existing vehicular and pedestrian traffic patterns and ones they would like to create, and then work to maintain and/or establish environments to achieve this.



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**Sponsored By: The Marysville Uptown Renewal Team**

**UPTOWN MARYSVILLE SHOPPERS SURVEY**

1) How often do you visit the following types of places in Uptown Marysville?

	<u>Once/Twice a Week or More</u>	<u>Once/Twice a Month</u>	<u>Once/Twice a Year</u>	<u>Rarely/ Never</u>
A. Retail Stores	_____	_____	_____	_____
B. Retail Services (hair, copy shop, etc.)	_____	_____	_____	_____
C. Sit/Down Restaurant or Coffee Shop	_____	_____	_____	_____
D. Tavern/Bar	_____	_____	_____	_____
E. Take Out Food	_____	_____	_____	_____
F. Cinema	_____	_____	_____	_____
G. Bank	_____	_____	_____	_____
H. Post Office	_____	_____	_____	_____
I. Medical/Dental Office	_____	_____	_____	_____
J. Professional Services (insurance, accountant, attorney, etc.)	_____	_____	_____	_____
K. Courthouse/City Hall	_____	_____	_____	_____
L. Library	_____	_____	_____	_____
M. Church	_____	_____	_____	_____
N. Event/Festival	_____	_____	_____	_____
O. Farmers Market	_____	_____	_____	_____
P. Public/Civic/Non-Profit Group or Meeting	_____	_____	_____	_____

2) Using a rating of excellent (E), good (G), okay (OK), or poor (P), please rate the following attributes as they apply to Uptown Marysville.

A. Selection of Stores	E	G	OK	P
B. Selection of Restaurants	E	G	OK	P
C. Selection of Service Businesses	E	G	OK	P
D. Entertainment Venues	E	G	OK	P
E. Competitive Prices	E	G	OK	P
F. Store Hours	E	G	OK	P
G. Available Parking	E	G	OK	P
H. Appearance of Uptown	E	G	OK	P
I. Personal Safety	E	G	OK	P
J. Attitude of Merchants	E	G	OK	P
K. Store Cleanliness	E	G	OK	P

3) What are your suggestions for improving Uptown Marysville?

4) Please indicate your level of agreement or disagreement with the following statements.

	<b>Agree</b>	Somewhat Agree	Neutral	Somewhat Disagree	Disagree
A. I usually run into someone I know when I visit Uptown Marysville	1	2	3	4	5
B. It is usually easy to find a convenient parking spot when I visit Uptown	1	2	3	4	5
C. Preservation and re-use of historic buildings should be a priority for Uptown	1	2	3	4	5
D. I would shop and eat in Uptown on weekday evenings if more businesses stayed open until 7pm	1	2	3	4	5
E. I expect to shop frequently at the new Wal-Mart Supercenter that is being built at Coleman's Crossing	1	2	3	4	5
F. I do most of my grocery shopping in Union County	1	2	3	4	5
G. I shop at specialty foods retailers such as Whole Foods and Trader Joe's on a regular basis	1	2	3	4	5
H. Revitalization of Uptown Marysville should be a priority for City and County officials	1	2	3	4	5

5) What percent of your holiday gift buying do you expect to spend with retailers located in Union County this year?

< 20% \_\_\_ 20-39% \_\_\_ 40-59% \_\_\_ 60-79% \_\_\_ 80%+ \_\_\_

5b) What percent of your holiday gift buying do you expect to spend with internet retailers this year?

< 10% \_\_\_ 10-24% \_\_\_ 25-49% \_\_\_ 50-74% \_\_\_ 75%+ \_\_\_

6) Please circle or write in up to 3 types of businesses most needed in Uptown:

Another Sit-Down Restaurant	Bookstore/ Cafe/	Cards/ Gifts	Antiques/ Home Decor	Convenience Store
Upscale Sports Bar & Grill	Ice Cream/ Desserts	Crafts/ Fabrics	Women's Fashion	Other

7) How far did you travel to arrive here today?

> 1 mile      1-5 miles      "      6-10 miles      11-20 miles      21+miles

8) What is your zip code? Home \_\_\_\_\_ Work (if employed) \_

9) Age category: Under 25 \_\_\_ 25-44 \_\_\_ 45-64 \_\_\_ 65+ \_

10) Gender: Male      Female

**For Coding Purposes Only**

Surveyor Initials \_\_\_\_\_

Date \_\_\_\_\_

## PROMOTIONS

This Chapter contains observations and recommendations that the City, ED Partnership and URT can use to create and implement a promotional and branding campaign for Uptown, a critical piece of a comprehensive revitalization strategy for Uptown, and also a key element in the EDAP. Included are sections dedicated to:

1. brand development,
2. target markets, and
3. positioning Uptown as a regional destination.

The information and recommendations contained in this Chapter, when combined with the market data and business retention and recruitment information in Chapter VI, provide the basis for Marysville to develop a truly market-driven economic revitalization and promotional strategy. These strategies and recommendations compiled for Uptown Marysville are meant to be used as a companion with the Team Union County 2006 Brand/Marketing Strategy, which offers a county-wide perspective and strategy. As with all previous chapters, the analysis and recommendations in this Plan are focused on Uptown Marysville, but there is also a healthy recognition that both the recommendations and the district itself must be considered in the broader context of the community, county, and region.

### Section A: Brand Development

A good brand evokes an emotion. Think of Campbell's Soup: the red and white label, cherubic children, and the phrase "Mmm, Mmm, Good!" Nearly everyone has a memory associated with Campbell's Soup, be it the chicken noodle soup that mom served when we were sick or the tomato soup and grilled cheese we had when we came in from building the season's first snowman. It is that kind of visceral pull Marysville needs to create when branding Uptown. To that end, the following suggestions are offered:

1. URT's existing logo, a streetscape scene incorporating Uptown Marysville buildings, is easily reproduced in one or multiple colors, and is easily recognizable regardless of its size. It was formally adopted by URT in July, 2006, though it has been used to identify Uptown revitalization efforts by URT's predecessors. This is a wonderful way to link several decades worth of work under a single banner. URT should continue to use this logo on banners, stencil it on benches and/or other street furniture, gateway signage, or business membership sticker from front windows marking those businesses as part of the Uptown revitalization efforts. This logo should also be incorporated into letterhead for URT, and can be used on fund-raising items such as note pads, T-shirts, stickers, posters and other promotional items.
2. Just as a business needs to regularly update its marketing materials, URT should be prepared to update its logo every five to seven years. This does not necessarily mean that it needs to come up with an entirely new logo, tag line, slogan, etc. It simply means that materials

*"Many a small thing has been made large by the right kind of advertising."  
- Mark Twain*



URT logo

should be regularly “refreshed” so that the visual identity created for Marysville does not fade from people’s collective memory. Even multi-million dollar enterprises like McDonald’s regularly re-invent themselves, as witnessed in everything from their corporate architecture and employee uniforms through their TV and radio commercials. They don’t do this because people don’t know or forget who McDonald’s is; they do this to stay in the forefront of people’s thought process. To keep people’s attention, URT must do the same.

3. The newly completed 2006 Union County Economic Development Action Plan Brand/Marketing Strategy recognizes that a good brand will “define and build on the characteristics that make Union County a unique and desirable place to live and work and visit.” This is good branding theology, and is also immediately applicable to Uptown, though clearly the geography to which this philosophy is applied is much smaller. The Brand/Marketing Strategy also recognizes that Union County’s brand should fit with the central Ohio region’s and Ohio’s marketing and branding efforts; in the same way, Uptown Marysville’s brand should fit and compliment the City’s, County’s, region’s and State’s marketing efforts.

After analyzing several other communities’ marketing strategies, the Brand/Marketing Strategy concluded that “universal messages about the quality of life, schools, services, activities, etc. are key but not differentiating. Since these messages are seen so universally ... their absence would be noticed even though their inclusion is not differentiating.” The consultant worked with Marysville to refine its own image and brand, eventually distilling Marysville’s values and assets into “An American Original.” URT needs to figure out how it underscores this “American Original” theme, how Uptown redevelopment will contribute to the tactics described in the Brand/Marketing Strategy for Union County to: “maintain the kind of safe and secure community for which [Union County] is known; encourage, develop, and strengthen the diversity of [Union County’s] business mix to reduce economic risk and provide employment choice; build a foundation and create a methodology that secures growth of [Union County’s] core amenity pillars including recreation, the arts, entertainment and health/well-being; maintain and encourage balance between open space and developed land; perpetuate [Union County’s] strong work ethic; define and build on characteristics that make Union County a unique and desirable place to live and work and visit; preserve and encourage Union County’s positive values.”

4. Now that Union County has been “branded,” Uptown Marysville must go through the same process to refine its own message. URT should ask the questions, “What are the “wow” factors in Uptown? A really good branding campaign will engage all five senses, and will link positive experiences with Uptown. This is the precise reason why an active, balanced promotional campaign and calendar of events are critical to the revitalization movement. Not only do special events bring people into Uptown who might not otherwise visit there, but they associate having a good time with the physical environment. Retail events should be designed to bring shoppers into stores. General image promotions need to continually remind people about Uptown



2006 EDAP Marketing & Promotional Strategy



and regularly keep it in their mind's eye. All of these things need to happen in concert, and each component must be high quality.

5. Build on existing strengths and assets such as an existing restaurant base, which has been greatly strengthened by the opening of Doc Henderson's. Continue hosting events and activities like "Third Fridays" and Festifair in Uptown. Regardless of who sponsors the event, URT should conduct intercept surveys to gauge people's reactions to the events, and implement logical suggestions to make each event better every year. As mentioned in the Market Analysis, pursuing the restaurant and entertainment niche should be a high priority for Marysville and URT.
6. Marysville has many identities. Its industrial base is among the strongest in the State. It is experiencing an unprecedented surge in both residential and commercial development. Nearly 90% of the County's land is still under agricultural use. Marysville is the County seat. Uptown's identity, while linked to that of the larger Marysville community, is distinct. The Market Analysis asks the question: does Marysville want people's first impression to be retail developments like Coleman's Crossing, or Uptown? Clearly, the Market Analysis recognizes that the community needs to balance both kinds of development, but this question drives at the heart of what URT and the City must do to effectively brand Uptown.

Existing marketing materials done by the Chamber are beautiful, four color glossy pieces advertising why doing business in Union County is better than anywhere else. This same kind of effort must now be given to developing Uptown specific materials, why Uptown is a special place to do business, and what it has to offer. Efforts cannot stop there, however. To round out the promotional strategy, URT, the ED Partnership and City must also develop companion pieces to promote Uptown as a social and cultural destination, outlining why the general population would want to come and spend time and money in Uptown. Uptown should have an identity that, while linked to the larger City and County communities, is also distinct and special, allowing it to shine in its own right.

## Section B: Target Markets

Technological advances made possible via the internet have made marketing to a broader audience much faster today than would have been possible even a decade ago. A community is no longer limited to newspapers and radio spots to announce sales, business openings, etc. With communication advances, as well as improved transportation access, visitors and shoppers can reach the heart of Uptown from much greater distances, both physically and virtually. While resources like the internet have made reaching out less expensive, technological advances have not necessarily made it any *easier* to reach customers. Competition for consumers' attention is intense, and Marysville needs to sharpen its focus and market its message wisely.

Shoppers come Uptown for a variety of reasons. They come from different



Doc Henderson's

towns and have different jobs. They have different family structures and travel in different social “circles.” And yet they all converge in one place: Uptown Marysville. All reasons for visits are important; the key is to decide which are the most common reasons and reinforce and amplify the positive associations and experiences in the central business district. Not every one can be a top priority, and Marysville must choose carefully and strategically to reap the highest economic benefit.

As indicated by the Market Analysis, consumers are currently disappointed with entertainment and restaurant venues in Uptown. Consumers have money to spend in these categories and they are spending it elsewhere. Consumers are also frustrated with inconsistent and/or inconvenient hours of operation. Merchants simply must understand that they need to cater to the market, not the other way around, if they want to improve sales.

Uptown’s promotional strategies and economic development strategies are very closely linked, with both focusing on different facets of the same goal. The ER Committee should be working to monitor changes in the marketplace, putting together a business recruitment team and package, and making sure existing businesses have access to incentives and opportunities to improve their bottom line. The Promotions Committee will work closely alongside and use the same market data to make sure advertising reaches and expands Uptown’s consumer base.

The 2006 Union County Convention and Visitors Bureau (CVB) Marketing Plan recognizes “restaurants, shops and attractions have seen a decline in customers and revenue,” while at the same time there was an increase in the number of quality events in 2004 and 2005. Their goals to increase business for restaurants, shops and entertainment and to increase the number of meetings and conferences have direct implications for Marysville as the County seat. Clearly, the CVB has a county-wide focus, but it is a powerful and natural ally for URT given the centralized structure of the County’s economic development organizations. It has the human, technical and financial resources as well as professional contacts to pave the way for URT’s activities to reach likely Uptown consumers.

The following are suggestions on how to reach Uptown’s target markets:

1. URT needs to have a more user-friendly and informative website. Listing it as a page on the umbrella site for the Chamber, ED Partnership and CVB is a wonderful way to underscore the collaborative nature of these organizations, but URT’s page should clearly define attributes and opportunities available in Uptown. It could feature links to other pertinent revitalization organizations like Heritage Ohio and the National Main Street Center. More importantly, it should include current market and demographic data (centered on Uptown statistics) for potential Uptown investors, as well as an available property list (including property amenities and potential uses) and map (showing clusters, foot traffic circulation, etc.). Any incentive programs developed for Uptown should be highlighted (see Chapter IV for more information on project and program financing). And the web page wouldn’t be complete without a promotional calendar outlining all the educational & training opportunities open to merchant and community members, as well as



festival and event listings and ticket sales (if applicable). The current website lists events, but not locations, so it is difficult to differentiate those events held in Uptown and those held elsewhere in the community, which can be an important differentiation for heritage tourists doing internet research when planning trips. Research (and conventional wisdom) indicate consumers use the internet when planning trips more than any other resource available to them. In this climate, missing opportunities by not maximizing websites can be devastating.

2. Through cooperative or joint advertising, individual merchants could save on their advertising budgets. Creative use of multi-media and new advertising venues should be explored. The Union County Chamber is doing a good job of marketing economic and residential opportunities, sponsoring ads in unexpected places like United Airlines' *Hemispheres* magazine. URT can work with the CVB to carry this one step further, building on the Chamber's work, to produce ads designed to market Uptown's special and retail events.
3. Pitch the message at the right time using the right media. For example, one generally wouldn't use an advertisement on National Public Radio to reach the typical high school student population. Think about the market being targeted, know the preferences and tendencies of each particular age/demographic/socioeconomic group, and choose an advertising venue and time slot best suited to actually reach that population. Using recreational tourists as an example: advertize in AAA Magazine, with tour companies, and in other media likely to reach "outdoorsy" types.
4. Keep it fun! Guilt campaigns usually do not work, but positively reinforcing local shopping habits can have an amazing impact on habits.
5. Repeat the survey process regularly, at least every five years. This will enable the City, the ED Partnership, and URT to update target market information and capture more up-to-date information on consumer, merchant, and event attendees' preferences regarding Uptown. The information could also include a comments section to gauge the impact of URT's activities. If consumers respond that they like something, emphasize it in marketing efforts. If they respond that a particular aspect does not satisfy or attract them, analyze whether changing it underscores the overall economic and promotional plan for Uptown. Respond pro-actively to those suggestions which make sense and are feasible, realizing that some things may need to wait until resources can be allocated.
6. Work with a professional graphic artist and/or marketing consultant to develop and implement a holistic image campaign, including a comprehensive media relations program, a complete graphics package, a promotional calendar, including special and retail events, holidays, etc., and comprehensive public relations program. (A media relations program details how the City and URT work with the media while a public relations program outlines how those two groups present themselves to the general public.)



[www.images.google.com](http://www.images.google.com)



Uptown's primary market consists of Marysville residents, but the Market Analysis clearly indicates Marysville has an opportunity to reach consumers throughout Union County and central Ohio region. Recommendations on which markets to target include:

7. URT's current work plan includes a goal to encourage cooperative marketing and joint advertising opportunities for Uptown businesses. This is a terrific goal. Thoughts on possible implementation strategies are endless. URT could develop a "progressive dinner" or "Taste of Uptown Marysville" event to highlight Uptown's restaurants. Another idea is to develop an "Uptown passport" idea wherein customers would obtain stamps from a set number of retail merchants for entry into a drawing or discount off their next purchase. Celebrate and build clusters by offering discounts at two seemingly un-related businesses by investigating which merchants share the same customer base and targeting them for special treatment. For example, a coffee shop and children's re-sale clothing store share the "mommy" shopper. The key would be to work with the coffee shop to promote the clothing store and vice versa, possibly offering special discounts if the customer can produce proof of purchase from the "partner" store. The point is to look for commonalities in non-traditional places, and capitalize on them.
8. There is a small "business traveler" market that URT could target, especially promoting its restaurants, and (should property owners choose to develop their upper floors) short-term and extended-stay housing in Uptown. Component parts of this target market include the County's large employers and companies headquartered in Union County (Honda, Goodyear, Scott's, etc.). URT could work with the CVB to put together marketing packages targeting the Human Resource Departments of these companies, outlining dining and lodging opportunities in Uptown.
9. The Market Analysis clearly outlines the consumers' collective wish for more things to do in Uptown. The movie theater is currently underutilized. URT should work with the CVB to put together a destination marketing package that centers on an "Uptown evening out," for families, for couples, and for singles. Families packages might include clustering with the proposed "take home food center," offering families an avenue to spend quality time together without scrambling to put food on the table when they get home (or by breaking the proverbial bank by expecting them to eat out each time). Couples' packages could include dinner out, and possibly passes to a pool hall or sports bar for after-movie options. URT could have fun sponsoring a "singles-only" movie event, such as an outdoor presentation of a movie. This "asphalt cinema" could be done in partnership with the movie theater, but instead of showing the movie inside (not much of a mixer), URT could put together an hor d'oeuvres buffet, allowing people to mingle and watch at their leisure. This outdoor presentation would require a blank building wall and an adjacent parking area (such as the Heilig Meyers building). This concept could easily be adapted for families, showing children's movies with families bringing a blankets and lawn chairs and either a



Union County Historical Society



Present-day



picnic dinner, or offering them a package deal and providing it on-site. Any of these concepts would help URT position Uptown as a frequent destination for Marysville's residents.

10. Local shoppers already loyal to Uptown merchants are one logical target market. The goal for local shoppers is to increase the number of sales each time they visit. URT should work with merchants to increase point of sale expenditures. Each merchant should offer customers an additional item to complement their existing purchase: a pair of socks with a sweater, paint brushed with a gallon of paint, lamps with a furniture purchase, and so on.



[www.images.google.com](http://www.images.google.com)

Next, identify groups not already shopping or visiting Uptown that URT wants to attract. To reach the second market, those not already in the habit of shopping in Uptown Marysville, make sure events and activities fit into their schedules and lifestyle. For instance, to attract teenagers, advertise on the local hip-hop radio station, schedule activities for weekends and after school hours, and keep it fun. Whatever group is being targeted, use the media most likely to reach them and place advertisements for these events during times and at locations they would naturally enjoy.

11. The Market Analysis strongly recommends improving the Farmers' Market. The number of farmers markets across the US has doubled over the past ten years. Central Ohio is no exception, as this trend has proliferated across the suburban landscape. Communities with struggling retail cores have found that for the cost of setting up farmers' markets for 20 weekends per year, they are able to create an illusion of a vital, bustling downtown with many things to buy (and remember, perception *is* reality).
12. Union County CVB 2006 Marketing Plan includes a strategy to develop a Fitness Tourism brochure to include bicycling routes in Union County. The consultants encourage URT, the ED Partnership, CVB and the City of Marysville to investigate bringing events like GOBA (Great Ohio Bicycling Adventure) back to town. GOBA was in Marysville in 2004, and could easily build on this partnership to be included on GOBA's calendar every couple of years. This is a one week ride annually sponsored by Columbus Outdoor Pursuits. This could bring literally thousands of bicyclists into town, bicyclists who feel more at home in a pedestrian scale environment like Uptown than an auto-oriented environment like strip development. After biking hundreds of miles, these folks are *hungry*. Organizers of the event would need assistance from URT and the City to organize a camp ground, which could easily be accommodated by Schwarzkopf Park which is relatively near Uptown.
13. Other organizations that the CVB and URT could pursue as potential partners to bring more health and fitness "tourists" to town might be Mid-Ohio Bikers. To continue with the bicycling theme, the CVB could create partnerships with the Memorial Hospital of Union County. There are grant dollars available for programs that foster and create opportunities for people to pursue a healthier lifestyle, and URT and the CVB are in terrific position to capitalize on this.



[www.images.google.com](http://www.images.google.com)



The CVB is working on a Union County bicycle tour and fitness brochure that are anticipated to be completed by the end of 2006. With the recent completion of a fourth heart center in Columbus (The Ohio State University Medical System), Marysville's location in a primarily agrarian County adjacent to the metro-Columbus area might make a neat marketing campaign to designate Uptown Marysville as a destination for fitness buffs looking to get away from the city, enjoy a good workout in the fresh country air, and feel safe while jogging, biking, roller-blading, etc. (Marysville has extremely low crime statistics compared to any metropolitan area.) Clearly, this would require prior planning with Uptown merchants, development of lodging opportunities in and near Uptown (i.e. B&Bs could be easily incorporated in the adjacent residential areas), and an emphasis on linking Uptown and the nearby ring of surrounding City parks with signage geared toward the fitness crowd.

14. Other events showcasing unique partnerships have been held in Uptown, such as the first ever Historical Health Walk conducted in Uptown in May 2006. With first year participation figures over 50 people, the initial success of this event illustrates the power of partnerships between different interest groups. URT should continue to invest in this event, and look for additional ways link the "fitness crowd" with Uptown.

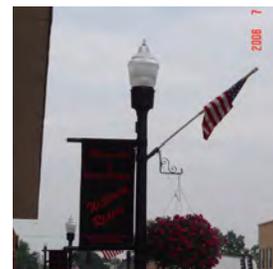
15. Third Friday's are continuing to build a following. This relatively new event has done quite a lot to bring new people into Uptown. The festive atmosphere created by the bands, food, and children's activities are all excellent examples of what URT is doing *right*. URT should continue to build on this event, responding to customer surveys, and continuing to evaluate "why" this event is held. All aspects of promotion are important: general image, retail events, special events, and tourism.



2006 3<sup>rd</sup> Fridays literature

16. Festifair has been a very popular Uptown event for many years, and is traditionally held the second Saturday in September. This arts and crafts festival is an enormous draw for Uptown Marysville, bringing people from throughout the region to browse local artists' hand made items. This event is a wonderful way to encourage people to come Uptown, giving them a positive experience, while allowing them to notice subtle changes in Uptown (businesses that have recently opened, new physical improvements, etc.). The same kinds of people who come Uptown for this kind of event should receive targeted marketing materials for other Uptown-specific happenings including other special events and retail events, and even to build support through memberships and advocacy for Uptown.

17. Uptown has an incredible opportunity to reach regional and state-wide consumers as they make their yearly pilgrimage to Honda Homecoming. This event is one of the most popular motorcycle rallies in the State, and Uptown needs to do more to capitalize on this captive audience. Recognizing that the festivities are held outside Uptown, and that there is little likelihood of Honda wanting to break off pieces of this event, there is still much Uptown can do. (Please note: it is not



2006 Honda Homecoming banners



the recommendation, or even a remote suggestion, of this Plan that Honda entertain moving segments of the event into Uptown. This event is designed to work in exactly the venue Honda provides.) The same kinds of people who will travel to experience Honda's best are the same kinds of people who often make day and week-end trips to places like Uptown, provided there is something neat for them to do. In this way, the same frustration expressed by local residents allows an immense amount of tourist traffic to literally slip through Uptown's "fingers."

Give people a good reason to extend their stay, and use the same marketing venues Honda uses to reach this market. Parking is often sparse and remote for the Homecoming. URT could advertise a shuttle bus to pick up/return people in front of Uptown restaurants. Uptown vendors should certainly be encouraged to competitively bid for vending spaces, both food vendors and miscellaneous retail vendors like T-shirt screening or ball-cap embroidery, etc. Investigate offering an Uptown basket as one of the raffle prizes, putting together a week-end package of Uptown goods and services ranging from restaurants and lodging to theater tickets and entertainment. Ask Homecoming organizers to make Uptown a stop on at least one of the Poker Runs. (If these runs are not organized by the Homecoming committee, then work with local bike clubs to accomplish the same goal.)

18. Each special and/or retail event should have goals or expected outcomes, and each event should be evaluated for effectiveness and either improved, adapted or pitched. Even holiday favorites. Set criteria, and follow them. Each group must develop its own standards, but some popular evaluation criteria would include: Are there realistically enough volunteers to put on this event? Does this event break even, make money or lose money? Is this something another group would do if URT did not? (i.e. are there partnerships available but not pursued?) This is a tough thing to do, no doubt about it. But as tough as it is, it is equally necessary. Promotions will bleed an organization of time, money, and volunteer energy faster than almost anything else, so they must be ruthlessly examined for weaknesses, and adjustments made if the cost-benefit analysis shows them to be more drain than gain.



2006 Sun Run registration

### Section C: Positioning

In any downtown planning effort, a popular topic for discussion is always the concept of adopting a theme or developing an image for the area. In truth, conversation around theme generally masks the real, underlying issue: how do we differentiate ourselves from our competition? How do we make people want to come and spend money here when they have so many other options available to them? How do we position ourselves to capture the market that we want, and more importantly, their disposable income?

Marysville doesn't really have a large number of highly recognizable historic sites, nor does it have a reputation for hosting any major sporting events, or any significant geologic or natural features that would draw



people. While a challenge, this is not necessarily insurmountable. Honestly, if Castalia, Ohio can draw thousands of people over several generations to see a hole in the ground (The Blue Hole), Marysville can certainly create some sort of buzz around Uptown! The Chamber has done a tremendous job of marketing Union County as a good place to do business and live, and now efforts must be given to showing people what they can do once they put down roots. Both the economic development strategies listed in Chapter VI and the promotional/marketing strategies listed in this Chapter are rooted in the same Market Analysis. Marysville's recent housing boom, and its geographic position on the cusp of Columbus' expansion clearly give it access to a tremendous number of people. And at some point, all of them want a cool place to shop and something fun to do.

To position itself as destination, we offer these observations and suggestions to Uptown Marysville:

1. Uptown's toughest challenge could be its lack of self-esteem and cohesiveness. Many merchants have been located in Uptown for many years and are settled in but not necessarily aggressively pursuing new markets. Some merchants expend more resource in battling other Uptown businesses than they do on chain stores out by the highway. Business owners put their personal preferences ahead of those of their customers by closing in the evenings and on weekends. Union County and Marysville are in a period of transition. Uptown businesses will have to change with the times if they are to remain competitive. (Taken directly from the Market Analysis.)
2. Simply being "historic" isn't enough anymore. Everyone is historic. While it is very important to retain the historic integrity of the architectural environment as the authentic "stage" upon which many events and activities are staged, it is equally important not to be complacent and assume narrowly marketing Uptown in this way will suffice. It won't. There is simply too much competition. URT must continually challenge itself to create new and innovative retail events, festivals, advertisements, slogans, and just about any other message conveyance system known to marketing executives today. And then create some that aren't known. Use other communities' success stories, learning from their experiences, but do not completely duplicate them lest Uptown become an imitator rather than a leader.
3. URT should continue to develop festivals like Third Fridays and events like the Farmers' Market (both discussed in detail previously). URT should balance the Uptown promotional calendar. These two favorites are both special events that speak to improving Uptown's general image. URT should work with merchants to create at least one retail event to help them see the benefits of the revitalization effort. URT should put together a yearly promotional calendar and distribute it to merchants so they can plan ahead for activities scheduled in Uptown. (Main Street Piqua does a nice job of this, laying it out as an actual 12-month wall calendar, filling in meeting dates for design review board, Council, Main Street, planning commission, etc. They also include helpful hints on issues like building renovation or merchandising or other topics that would help the average merchant in the margin. They distribute them as a gift to merchants at the end



2006 4<sup>th</sup> of July celebration

of each year.)

4. URT should work with merchants to participate in holiday events such as the MBA's Fourth of July parade and Uptown celebration, Fall Frolic, Christmas Walk and children's Lunch with Santa, and Elk's Christmas parade. While these are clearly special events designed more as general image promotions than retail events (to make cash registers ring), merchants should be strongly encouraged to remain open during these events. It is common for sales to be low during these special events, and merchants will often cite this as a reason to remain closed. However, the impression of dark storefronts during these special events does serious damage to the image URT is trying to create for visitors, one of a vibrant and user-friendly commercial core. URT should also realize that asking merchants to remain open during special events is a big thing, and URT should be ready to follow special events with retail events designed specifically to make merchants' cash registers ring. URT should gradually increase its promotional calendar to include a retail event "follow-up" for every special event, with each retail event designed to spotlight a different retail niche in Uptown (one for restaurants, one for retail service providers, and so on). Ask merchants to give of themselves, but make it a partnership by promising to help them in return.
5. URT could consider partnerships with the Concert in the Park series to raise awareness of Uptown businesses through sponsorships, either by URT or by asking Uptown businesses to individually or collectively sponsor one or more of these popular events. Clearly, this would provide Uptown businesses a perfect opportunity to display their products, and also offer incentives for people to return to Uptown. Special markings on incentives will allow URT and the merchants to track the effectiveness of this kind of promotion, and ultimately decide if it "worked" or not.
6. Marysville's Master Gardeners offer a yearly walking tour and plant sale. Again, while this event is not in Uptown, it is nearby, and URT could work with Uptown merchants to develop cross-promotional activities. One idea: ask plant sale organizers if URT could purchase an ad in their promotional material, offering customers with sales receipts from the Plant sale a free beverage at any Uptown restaurant. Ask walking tour organizers if they are interested in partnering with URT volunteers who put together Uptown's historic walking guide, as there are many shared interests between gardeners and preservationists. It will not always be a 100% perfect fit, but overlap does exist. Where overlap exists, imagination and creativity can spark the coolest kinds of events.
7. Marysville's position in the local and regional economic environments is discussed in the previous Chapter in Section B. The same logic used to reach its economic markets applies to positioning Uptown and Marysville as a social and cultural venue. Marysville residents have clearly expressed a desire for more entertainment and restaurant venues. Uptown has a unique opportunity to respond to this wish, offering venues in an authentic environment that are not available in newly constructed strip malls or retail developments. Once recruited,



2005 Uptown event

entertainment and restaurant venues should be marketed in tandem, providing both the local and the regional customer with a plethora of choices, and even packaging multiple resources together for a more in-depth experience.

8. Especially at County level, the ED Partnership, CVB, and URT should work together to create a tracking system to log the economic impact of tourism and promotional events in Marysville and specifically Uptown. Because of its proximity to Columbus and its position as the County seat, Marysville is perfectly positioned as to lead the way for this kind of programming county-wide. For example, Wayne County, in heart of Ohio's Amish country, has developed a successful program to track tourism dollars. The ED Partnership, CVB and URT should consider setting up a networking relationships with their counterparts in Wayne County to share ideas on creating such a database for Union County.



2006 Uptown event

Promotions are discussed last because these strategies are often the “capstone” of a comprehensive revitalization Plan, weaving all strategies together to create a positive environment for all stakeholders. Physical, economic, and social environments must be addressed in concert, and promoted as a package, because each underscores the general image of Uptown. To this end:

9. Encourage merchants to focus on providing high quality customer service to each and every person who crosses the threshold of any business in Uptown Marysville. Common sense tells us that downtowns cannot compete head-to-head with the SuperCenters of the world and expect to win the consumer's loyalty based on prices. Where they can and *do* excel is in customer service. *This is a marketable asset.* If each business goes the “extra mile” to provide *personal*, not just adequate, service, people will continue to come back, even if they have to pay slightly higher prices. Consider using the “big box” technique of showcasing price comparisons on posters alongside items in the aisle-ways to educate consumers.
10. URT should concentrate on building retail clusters that will draw shoppers from one end of Uptown to the other. Manage the retail and economic environment with the same methodical planning as the physical environment, thinking about what kinds of businesses would fit best next to one another as often as thinking about how the building itself should look. The Main Street Approach is not just about preserving the historic built environment, though that is one of the top priorities. Re-creating an economic environment that re-positions Uptown as a shopping and social destination for Marysville is equally important. (For more information on building retail business clusters, please see Chapter VI.) *This is a marketable asset.*

Between August and October of 2006, the ED Partnership made personal visits to each and every business in Uptown. During this time, 140 surveys were distributed (42 were returned). This is part of a new initiative from the ED Partnership to make at least one visit to each business once every six months. This will allow URT and the ED Partnership to regularly “check-in” with merchants, keeping abreast of



business owners' current issues and concerns. URT and the ED Partnership should continue this effort, using these visits to pass out information on the latest market trends, upcoming events, new legislation at the City, State and national levels, any new financing tools, and other relevant information.

11. Foster entrepreneurship at the high school level, and offer business start-up classes to the general public. Educational attainment levels indicate a lower percentage of bachelors and graduate degree attainment, and also a lower percentage of number of students enrolled in college. If Marysville and Union County are to continue to keep pace with the growth they are currently experiencing, and continue to diversify their economic base (which they have done a good job of to date), they should now begin focusing of creation of an economic atmosphere beneficial and hospitable to the small businessperson. Not only will this balance the industrial base, but small businesses inspire a unique sense of place. This unique sense of place is a *marketable asset*.
12. Encourage property owners and merchants to clean up and renovate their properties. Uptown, as the community's "living room," must be ready to receive visitors at all times. Merchants, residents and visitors indicated enhancing the historic district was a priority for them. As discussed previously, national trends towards outdoor malls and shopping centers are on the rise. Easton Town Center (Columbus), Levis Commons (Perrysburg), and Mayberry (Sylvania) are examples of this kind of development. All of these destinations keep their built environment in pristine condition. URT must organize Uptown Marysville to do the same. A well-kept, beautiful environment is a *marketable asset*.
13. Preserve all existing historically significant buildings. Uptown is listed on the National Register of Historic Places, which makes these properties eligible for both the federal and proposed State Historic Rehabilitation Tax Credits (see Chapter IV for more detail on these and other incentive programs). Work with property owners to explain potential tax credit benefits to them should this designation be awarded; simultaneously use this opportunity to educate them about the benefits local design standards and regulations such as increased property values.

Regulate new construction so that it compliments existing architecture. Integrate each new structures into the overall character of Uptown. New buildings can still be new and "cutting edge" without overpowering their neighbors or damaging the historic feeling in the Downtown. Good preservation legislation respects the development of Uptown over its entire lifetime, including Uptown's recent history and its present; good preservation legislation respects quality architectural design no matter what its age. The importance of preserving Marysville's unique sense of place, which is created visibly by the built environment, cannot be overstated. It is one of the key *marketing tools* the community has.



14. Foster a sense of place by clearly identifying gateways into Uptown.



Provide attractive signage and landscaping for these areas to help visitors know when they have “arrived” at their destination. (For more information on gateways, please see Chapter V, Section H.) Gateways are the visual (and sometimes physical) boundary to this special place called Uptown, and are thus a primary *marketing tool* that URT and the City should use to Uptown’s highest benefit.

15. Create small green spaces and gathering areas to give people a place to congregate and visit with one another. (For more information on greenspaces, please see Chapter V, Section G.) Once created, this space itself can be transformed into a *primary marketing tool*. Photographs of pedestrian gathering areas filled with happy, laughing people are some of the greatest promotional pieces a community can have. Photographs of *friends, neighbors, and family members* laughing and having a good time in a neat space are a tremendous drawing card.



2006 Uptown afternoon

16. Develop and implement a comprehensive wayfinding signage system that reflects the historic character of Uptown. (For more information on signage systems, please see Chapter V, Section B.) User-friendly spaces are popular because people can be comfortable and focus on having a good time rather than finding their way or wondering what is around the corner. People will tell their friends what a wonderful time they had, thus making wayfinding signage *an integral part of Uptown’s general image*.



Union County Chamber of Commerce

17. Encourage merchants and the City to use URT’s logo in their advertising, signage, letterhead, etc. to interlink all aspects of the Uptown environment. As stated earlier in this Chapter, good brands engage all five senses. Done properly, URT’s logo will imprint itself on people minds, and when seen, trigger warm memories of goods times and great experiences in Uptown, and make them “yearn to return.”

## **2006 UPTOWN PROMOTIONAL CALENDAR**

May 20: Historical Health Walk

June 10 - October 29: Farmer's Market

June 16: Third Fridays

August 17: Amish Parade

August 18: Third Fridays

September 9: Festifair

September 16: Third Fridays

October 28: Fall Frolic

November 27: Christmas Walk

# URT ALERT!



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## Upcoming Events

### JUNE 10 to OCT 29

#### SATURDAYS

Union Co. Farmer's Market  
8:00 a.m. until sold out

### SEPTEMBER 9

Festifair  
9:00 a.m. to 4:00 p.m.

### OCTOBER 28 or 29 (TBA)

Fall Frolic  
9:00 a.m. to noon

### NOVEMBER 27

Christmas Walk  
5:00 p.m. to 8:00 p.m.

### DECEMBER 3

Elks Christmas Parade  
2:00 p.m.

If you wish to be added to our list of Uptown volunteers or want more information about an event please call Joe Clase at the Chamber office (937-642-6279).

*Dates are subject to change. Information on the events in Uptown Marysville provided by the Union County Convention and Visitors Bureau and URT. For more events happening in the county, go to the website at [www.unioncounty.org](http://www.unioncounty.org).*

## MARYSVILLE: THE BEST HOMETOWN IN OHIO?

We are a finalist in the competition for Ohio's Best Hometown designation, a program sponsored by Ohio Magazine. Eric S. Phillips, CEO of the Union County Chamber of Commerce was notified that Marysville is one of the finalist and that a representative from Ohio Magazine would visit Marysville. On Thursday and Friday, August 17<sup>th</sup> and 18<sup>th</sup> the judge toured the city, visiting businesses, attending promotional events and evaluating Marysville based upon the categories of Community Spirit, Education, Entertainment, Health and Safety and the Business Environment.

The Union County Chamber of Commerce distributed welcome posters for businesses to place in their windows to welcome the Ohio Magazine Representative. Thank you to all businesses who participated in this campaign to prove to Ohio Magazine what we all already know. You can go on Ohio Magazine's website ([www.ohiomagazine.com](http://www.ohiomagazine.com)) over the next couple months to watch for the announcement of the winner of this competition. Marysville business owners and residents can be proud to tell others that we are among the best hometowns in Ohio

## DESIGNATED PARKING AREAS FOR BUSINESSES.

Staff from the Union County/Marysville Economic Development Partnership have started a survey campaign on behalf of Marysville's Uptown Renewal Team (URT) to determine business opportunities and threats that are having an effect on commerce Uptown.

Parking around the Square has topped the list of business concerns, so far. Business owners have stated that business-owners and employees taking on-street parking has led to prime customer slots being occupied by non-customers in upwards of eight hours. Because parking duration is posted for a maximum of two hours, this takes parking from at least four potential customers every day and leads to a loss of revenues for local businesses. URT did an analysis and found 1,582 parking spaces in Uptown. With this many parking spaces number is not the problem, but access and business owner and employee parking is a problem. Retail businesses require more customer parking than service or office uses. URT encourages each business owner and employee to park in the parking lots.

Police Chief Floyd Golden has stated that parking enforcement will be initiated with officers placed on light duty to periodically fine violators not observing the posted restrictions. Please do your part to better parking in the Uptown area by not taking prime parking



spots when you plan to be in the Uptown area for more than two hours.

## 2006 THIRD FRIDAYS: A HUGE SUCCESS!

If you were Uptown for all the Third Friday's celebrations this year, you know that it was a good year. Three largely successful Fridays brought hundreds of participants to Uptown Marysville for a festival of celebrations. With proceeds from the events going toward renewal of Uptown Marysville, everyone's participation was greatly appreciated.



The sun shined for all three events and fun was had for all ages. Big Mac Trains provided a tug of a good time for local toddlers and youth on North Main Street. An inflatable bounce house was entertainment for a slightly older age group that could maze their way through and slide back on to North Main Street into the festivities.



In cooperation with Honda Homecoming, the second Third Friday's event offered a motorcycle drill-team competition and a light parade that lit up Marysville with over 891 motorcycles. Marysville showed its pride for our largest employer by packing the streets with residents and visitors to celebrate Honda's place in our great community. This "Homecoming Party" was a true testament to how we really are the Best Hometown around.

As competition continued young and older adults joined forces to battle competitors in a corn-hole tournament. A bicycle race served as a finale at the last Third Friday's event in August to send participants around a square block in high speed pursuit of victory.



In-Step Dance Performers sent its dancers to the streets to entertain and build community spirit in Uptown Marysville. These dancers performed choreographed routines that livened the streets. Marysville should be proud to have such a lively studio in its Uptown district. Thank you to every business owner in town who volunteered electric service, sent volunteers, extended hours or set-up at the events.



Hundreds of participants gathered to enjoy vender food, games and some great music. A rib eating contest in June left Stockyard as this year's champion. Bands at this year's Third Fridays events were partially funded by an Ohio Arts Council grant. Street Players and Shuckin' Bubba Deluxe have already been booked for next year's Third Friday's celebrations. Mark your calendars with June 15th and August 17th. July's event will be held in conjunction with Honda Homecoming again. We hope to see everyone Uptown at



## FESTIFAIR IN UPTOWN ON SEPTEMBER 9

On Saturday, September 9th Festifair will be celebrating its 26th year of bringing arts and crafts to Uptown Marysville. It is anticipated that up to 4,000 people will attend this event, based on previous attendance. Antiques were also added to the event last year. Over 120 artisans and crafters will have their wares for sale from 9 a.m. to 4 p.m. Various non-profit organizations will have displays and programs at the event.

Marysville Fire Department will have an open house beginning at 9 a.m. Kahn, the Marysville Police Department dog will do demonstrations until 10 a.m. Union Rural Electric will have their "Flash & Bang" show at 10:30 a.m. Ronald McDonald® will be there from 10:45 a.m. until noon. Med-flight will be on display. All demonstrations will be held at the Safety House.

## WHAT ARE THE BOUNDARIES OF UPTOWN?

This is a common question among business owners and residents when they hear the term Uptown. The URT and the Marysville Design Review Board (DRB) have developed the following map to define Uptown for the purpose of planning. This map will define the boundaries of the Design and Color Guidelines for Historic Uptown Marysville that DRB is currently reviewing for adoption. The district is roughly bound by the railroad tracts to the north, five-points to the east, Eighth Street to the south, and Maple to the west.



## NEW OFFICE SPACE AVAILABLE IN UPTOWN

This building at 246 West Fifth Street was built as a home for the Henry Conkright family in the early 1900's, and over the years it has been occupied by the Scotts Company, the Union County Jobs and Family Services, and the Union County Agricultural Extension Service. This fully renovated property has all new windows and a modern HVAC system, a new roof and all the outside walls have been insulated. These improvements provide the comfort of the best modern buildings while maintaining the friendly ambience of fine woodwork, stained glass windows, high ceilings and a grand staircase in the front hall.



The property is located across Fifth Street from the county courthouse and the Marysville branch of the Richwood Bank. Another significant feature is the private 17 parking spaces in the rear of the building, with a U-shaped driveway from Fifth Street to the parking area and back out to Fifth Street.

Mac and Herb Richardson have spent more than a year restoring this lovely building to its former elegance and are now offering it for rent as either a single-tenant with 11 offices, a two-tenant office of one floor each, or as multiple-tenant offices. The floor plan allows for a wide variety of individual office sizes ranging from 90 square feet to 308 square feet. The two large offices on the main floor each have wood-paneled sliding doors providing access to adjacent rooms.

For more information or showing, please contact Herb Richardson at 937.644.1946, or Mac Richardson at 614.889.6008.



## WHO HAS THE RIGHT-OF-WAY?

The City of Marysville is working with the Union County Chamber of Commerce and a group of committed leaders to revitalize Uptown Marysville. "We want residents to visit Uptown Marysville to shop, dine and enjoy local attractions in a safe environment," stated Eric Phillips, CEO of the Union County Chamber of Commerce.



Recently, several incidents occurred in which pedestrians nearly collided with a vehicle. Kathy House, City Administrator, asks motorists to respect crosswalks by:

- At intersections without signals, pedestrians always have the right of way.
- When turning right or left at an intersection without a signal, look for pedestrians crossing from any direction before you start your turn.
- When pedestrians show an intention to cross the street by stepping off the curb, motorists must stop and allow them to cross.

House asks that drivers "Help us Revitalize a safer Uptown Marysville by watching for pedestrians."



- Yielding to pedestrians at all crosswalks—marked and unmarked.
- Knowing where all crosswalks are. Crosswalks exist on all four corners of most intersections in Marysville—whether or not they are marked.
- Crosswalks are also located wherever paths and streets connect. Paths and streets that are parallel to each other require extra caution. Look for pedestrians and cyclists, from unexpected directions.
- Do not stop a vehicle in the crosswalk. Instead, stop behind the stop bar so that pedestrians can cross the street safely.
- When turning right on red, stop for pedestrians who are crossing from either side of the street.
- When turning left, watch for pedestrians as well as oncoming traffic.



### Marysville Uptown Renewal Team (URT)

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**We're on the Web!**  
[www.unioncounty.org](http://www.unioncounty.org)

### BUSINESS RUMORS IN UPTOWN

**Wright's Shoe Repair** will be moving to 121 North Main from its current location at 121 East Fifth this fall.

**Dave's Version**, a new internet gaming cafe, will be opening soon in the old Holbrook & Manter building at 100 North Main.

A new **bicycle shop** may be opening at 119 South Main later this year.

**First Federal Community Bank** of Bucyrus will be moving in to 111 South Main.

## AMISH WAGON TRAIN IN UPTOWN MARYSVILLE



Local Amish spent the night on August 16th at the Union County Fairgrounds to rest the horses before awaking to travel through Uptown Marysville in the morning on their way to Ohio Caverns in West Liberty for a vacation.