



DEVELOPING VALUE



**GBBN**  
architects 50 YEARS

**CAMPUS EDGE COMMUNITY DEVELOPMENT**  
A STRATEGIC ISSUE & A NEW APPROACH




KENT CITY COUNCIL  
DECEMBER 3, 2008


**GBBN**  
architects 50 YEARS


INTRODUCTION


**Greg Otis**  
– Arts & Education Market Director

**Dale McGirr**  
– Senior Planner & Retired Sr. VP for  
Finance, Planning, and Community  
Development - University of Cincinnati

	<p style="text-align: right;">AGENDA</p>
	<ul style="list-style-type: none"> <li>▪ Trends and Definitions in the Shadow Campus</li> <li>▪ Strategic Drivers for Campus Edge Development</li> <li>▪ 21<sup>st</sup> Century Development Leadership</li> <li>▪ Being Bold and Disciplined</li> <li>▪ Q &amp; A</li> </ul>

	<p style="text-align: right;">DEFINITION</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>The Shadow Campus Development is the History of the American City</i></li> </ul> <p>Shadow Campus – The area surrounding a campus where the University is the strongest influence:</p> <ul style="list-style-type: none"> <li>▪ student residence</li> <li>▪ employee residency</li> <li>▪ visitor impact (family, sports, cultural)</li> <li>▪ new company formations</li> <li>▪ office space demand</li> <li>▪ retail services demand</li> <li>▪ transportation systems</li> </ul>

	GROWTH PATTERN
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ In 1860, only 310 4-yr. institutions of higher education in America</li> <li>▪ By 1930, over 2,000 4-yr. institutions of higher education in America</li> <li>▪ Majority of American higher education campuses are 100-140 years old, in the same location, and in a town or city section that developed between 1880 and 1940</li> <li>▪ There are double the students attending American 4-yr. institutions today compared to 1960</li> </ul>

	INVESTMENT HISTORY
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Massive on-campus investments since 1990</li> <li>▪ No parallel investments in the “shadow campus” neighborhoods or business districts</li> <li>▪ Older neighborhoods or towns are not considered attractive investment areas for market-based capital</li> <li>▪ Quality of life off-campus is not equal to on-campus Student Life</li> <li>▪ Increasing threat to institution brand and identity</li> </ul>



- Trends
- Strategic Drivers
- 21<sup>st</sup> Century Leadership
- Being Bold
- Q & A

*“The city of the future turns out to be the old neighborhood.”*

- Andrew Cuomo - Review of Suburban Nation  
The Rise of Sprawl and the Decline of the American Dream




- Trends
- Strategic Drivers
- 21<sup>st</sup> Century Leadership
- Being Bold
- Q & A


▪ *Higher Education often was the old neighborhood*


Every decade since 1960, your employees have moved an average of 3-5 miles further from campus or town center.








	THE BAD NEWS
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Less than 30% (Kent = 6,500 beds or 35%) of students live in on-campus housing.</li> <li>▪ There are as many students living in the shadow campus as on campus (Kent is approx. 4,000-5,000).</li> <li>▪ Off-campus student housing stock is converted single-family homes at 3X the occupancy and low re-investment rate by landlords.</li> <li>▪ Market rate housing (for all income levels) has not naturally developed from investors</li> <li>▪ Retail development has been largely dominated by student oriented food and entertainment</li> </ul>

	THE BAD NEWS
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strong latent demand and buying power of employees and students has been under-leveraged because of:             <ul style="list-style-type: none"> <li>▪ <i>Lack of targeted product</i></li> <li>▪ <i>Reduction of public resources</i></li> <li>▪ <i>High entry costs</i></li> <li>▪ <i>Old infrastructure</i></li> <li>▪ <i>Community resistance that assumes campus expansion is the only institutional agenda</i></li> <li>▪ <i>Lack of market "comps" for several decades.</i></li> </ul> </li> </ul>


	THE RESULT
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Neighborhood quality declines</li> <li>▪ Off-campus student housing is sub-standard (fire and crime safety issues)</li> <li>▪ Public resources decline</li> <li>▪ Community organizations still playing “defense” trying to contain the campus, or are inactive without the capacity to partner</li> <li>▪ No reduction in traffic congestion and commuter pollution levels.</li> </ul>


	THE RESULT
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Little or no new quality retail or housing product development</li> <li>▪ No common shadow campus master plan for action (student housing, market housing, retail)</li> <li>▪ No patient capital priming the pump, capturing imaginations and strong latent demand</li> <li>▪ No “start” to the long trip back to neighborhood vitality.</li> </ul>

	<p style="text-align: right;">CONCLUSION</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ National strategic agenda issue for Higher Education. Comes in all sizes and shapes.</li> <li>▪ Major employer(s) must provide the leadership as a community partner to reverse the trends</li> <li>▪ City authorities can be a good partner in the effort, but only if:             <ul style="list-style-type: none"> <li>▪ There is a strong, positive relationship between the community (neighborhood and business associations) and the institution(s);</li> <li>▪ There is a common plan of action;</li> <li>▪ There is patient capital available to start the process of project development.</li> </ul> </li> </ul>


	<p style="text-align: right;">STRATEGIC DRIVERS EDGE DEVELOPMENT</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<p style="text-align: center; font-size: 24px; font-weight: bold;">CAMPUS EDGE DEVELOPMENT PROGRAM</p>





	<p style="text-align: right;">STRATEGIC DRIVERS EDGE DEVELOPMENT</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>1. Create new student housing supply with more appropriate location, density, quality, amenities and support systems(program, parking, technology, safety)</b> <ul style="list-style-type: none"> <li>▪ Closer connection to campus for students</li> <li>▪ Student recruiting advantage</li> <li>▪ Niche housing for academic learning communities, Greek organizations, married students, honors students</li> <li>▪ Recapturing older housing stock for owner-occupied and employee rental.</li> </ul> </li> </ul>

	<p style="text-align: right;">STRATEGIC DRIVERS EDGE DEVELOPMENT</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>2. Need for more employees to live near campus and create an active environment with high personal investment</b> <ul style="list-style-type: none"> <li>▪ Creates strong market for commercial capital to fund future development</li> <li>▪ Major element of campus sustainability commitment</li> <li>▪ Creates new private investment flow into campus neighborhoods</li> <li>▪ Creates a competitive advantage in faculty and staff recruitment</li> </ul> </li> </ul>


	<p style="text-align: right;">STRATEGIC DRIVERS EDGE DEVELOPMENT</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>3. Institutional role in regional economic development strategies</b> <ul style="list-style-type: none"> <li>▪ Program extensions supporting economic growth (direct and indirect employment growth center for city)</li> <li>▪ Enriching student and faculty experience by community engagement</li> <li>▪ Increasing employee residency/investment in shadow campus area improves tax base</li> </ul> </li> </ul>


	<p style="text-align: right;">CONCLUSION</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Community Partnering and Development is a Critical Strategic Issue</b> <ul style="list-style-type: none"> <li>▪ This Issue must be Managed from Top of the Institution</li> <li>▪ This Issue Requires an Investment of Human and Financial Resources</li> <li>▪ The Institutional Financial Risks of Inaction are much Higher Than the Cost of Leadership and Community Investment.</li> </ul> </li> </ul>


	<p style="text-align: right;">EDGE DEVELOPMENT LEADERSHIP MODEL</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<h2 style="text-align: center;">The CULTURE of 21<sup>st</sup> CENTURY LEADERDSHIP</h2>


	<p style="text-align: right;">20<sup>th</sup> CENTURY CULTURE</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Institutional needs and growth are inherently more important than preserving community assets and vitality</li> <li>▪ Off campus affairs are not our business unless we need new land</li> <li>▪ The City administration is the leader of off campus development</li> <li>▪ A communications program is the “core” of a community engagement effort</li> <li>▪ Market forces will respond with appropriate investments, even for student housing needs</li> <li>▪ Our employees’ residency patterns are not an issue we need to help manage.</li> </ul>




	<p style="text-align: right;"><b>21<sup>st</sup> CENTURY PLANNING CULTURE</b></p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Campus planning integrated with “shadow campus” planning</b> <ul style="list-style-type: none"> <li>▪ Quality-of-Life in the neighborhoods is a success factor for the institution</li> <li>▪ Create a flow of new investment from outside the institution based on strong project cash flows</li> <li>▪ Investment depends on developers, home owners, and businesses with strong incomes / business plans</li> <li>▪ Strongest candidates are university employees</li> <li>▪ Campus expansion needs to be coordinated with community needs via an integrated master plan</li> <li>▪ Off-campus student housing must be “managed” through partnerships with attention to: quality, density, amenities, and safety issues.</li> </ul> </li> </ul>

	<p style="text-align: right;"><b>8 STEPS TO SUCCESS</b></p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Define a 21<sup>st</sup> century culture of Edge Development</li> <li>▪ Adopt Principles for Community Partnering and Smart Growth</li> <li>▪ Define the dimensions and limits of your commitment</li> <li>▪ Reach out to community and business leadership with new culture, principles and resource assistance plan in hand</li> <li>▪ Form a nonprofit Neighborhood Development Corporation</li> <li>▪ Go to the City together with your community partners</li> <li>▪ Create an Integrated Master Plan</li> <li>▪ Find an early win-win project</li> </ul>


	<p style="text-align: center;"><b>NEW CULTURE OF EDGE DEVELOPMENT</b></p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify opportunities for private/public, public/public, or private/private land uses that have impact on each other</li> <li>▪ Find a common agenda and manage the influences between adjacent:             <ul style="list-style-type: none"> <li>▪ Land Uses</li> <li>▪ Densities</li> <li>▪ Jurisdictions</li> <li>▪ Economic Interests</li> </ul> </li> <li>▪ Produce Win-Win-Win Projects:             <ul style="list-style-type: none"> <li>▪ Combined-Use Development Strategies</li> <li>▪ Integrate Land Use and Transportation Systems</li> <li>▪ Produce Regional and Community Health:                 <ul style="list-style-type: none"> <li>▪ smart, sustainable economic, community, and institutional growth.</li> </ul> </li> </ul> </li> </ul>

	<p style="text-align: center;"><b>ADOPT PRINCIPLES</b></p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Principles for Community Partnering and Smart Growth             <ul style="list-style-type: none"> <li>▪ AIA Best Practices Principles for Community Partnering: GBBN Architects (2007)</li> <li>▪ Communities of Opportunity: Smart Growth Principles: NACUBO/Ayer Saint Gross (2007)</li> </ul> </li> </ul>


	<p style="text-align: center;">COMMITMENT FROM PARTNERSHIP</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ In-kind Staff Support             <ul style="list-style-type: none"> <li>▪ Legal</li> <li>▪ Planning</li> <li>▪ Financial and Market Analysis (Real Estate)</li> <li>▪ Employee and Student Demand Surveys</li> <li>▪ Organizational Development Training</li> <li>▪ Non-Profit Governances</li> <li>▪ Public Relations</li> </ul> </li> </ul>


	<p style="text-align: center;">COMMITMENT FROM PARTNERSHIP</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial Operating Support Grant             <ul style="list-style-type: none"> <li>▪ Small office in community</li> <li>▪ Legal costs of forming non-profit</li> <li>▪ Part-time Director of non-profit chosen by the community</li> <li>▪ Consulting funds to study critical neighborhood issues</li> </ul> </li> <li>▪ All designed to do needed work AND empower a stronger community organization</li> </ul>





	COMMITMENT FROM PARTNERSHIP
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish a strong Employee Assistance Program               <ul style="list-style-type: none"> <li>▪ Incentive loans to purchase a home in a defined district near campus</li> <li>▪ 5-10% of purchase cost - Available to all income levels</li> <li>▪ Loan forgiveness if employee continues employment and stays in home for 5-7 years</li> </ul> </li> <li>▪ Program can be institutionally funded as HR cost and/or grant funded from a foundation (CWRU, Cleveland)</li> <li>▪ NOTHING will establish credibility faster than committing to incentives for your employees to become members of the local residential community.</li> </ul>

	COMMITMENT FROM PARTNERSHIP
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create a pool of Patient Capital to support early costs of the development cycle</li> <li>▪ Project loans recovered over time, with low interest costs               <ul style="list-style-type: none"> <li>▪ Potential Sources:                   <ul style="list-style-type: none"> <li>▪ Endowment</li> <li>▪ Private Foundation Grants</li> <li>▪ New Market Tax Credits</li> <li>▪ Empowerment Zone Financing</li> <li>▪ Other major employers in district</li> <li>▪ Major regional corporations</li> </ul> </li> </ul> </li> </ul>


	<p style="text-align: center;"><b>CONSOLIDATE LEADERSHIP AND AGENDAS</b></p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Use the University's Senior leadership to Champion community development</b> <ul style="list-style-type: none"> <li>▪ Brief them on the new culture, principles, and commitments</li> <li>▪ Identify the common ground and common risks you have with them</li> <li>▪ Commit to geographic limits on the campus, even if it has some expansion plans in them.</li> <li>▪ Look for opportunities to include university programs in mixed-use developments that achieve community goals.</li> </ul> </li> </ul>


	<p style="text-align: center;"><b>GIVE RESPONSIBILITY AN IDENTITY</b></p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Form a Non-Profit Neighborhood Development Corporation (NDC)</b> <ul style="list-style-type: none"> <li>▪ Shared governance is important</li> <li>▪ Forms the "table" for collaboration</li> <li>▪ Legal platform for banking, contracts, ownership, and partnership with development entities</li> <li>▪ Eligible for key sources of funding support (operating and project)</li> <li>▪ Serves as a focal point for community, government and media communications</li> </ul> </li> </ul>

	<p style="text-align: right;">ACT TRANSPARENTLY</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Changes the City's role from "conflict arbitrator" to "support player"</li> <li>▪ Planning Staff presents recommendations to executive council for consideration</li> <li>▪ Dual funded Planning (City and University) always moves to approval faster, and sets the tone for shared responsibility to complete the projects</li> <li>▪ Cities need "important, doable" projects that can maintain the political support needed to succeed.</li> </ul>


	<p style="text-align: right;">CREATE A COMMON MASTER PLAN</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use a professional consultants</li> <li>▪ Make the RFP writing and selection process an educational experience for community members</li> <li>▪ Link city and institutional funding together, and put city staff on the planning team</li> <li>▪ Submit the district plan to the city for formal approval, both to gain political support and to be eligible for certain funding sources</li> <li>▪ Use the submission of the plan as a Public Relations opportunity.</li> </ul>



	<p>FIND AN EARLY WIN-WIN-WIN PROJECT</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project needs to address important mutual goal</li> <li>▪ Even better if the community goal has been around a long time, but not addressed by the city</li> <li>▪ Project needs to start within 24 months of the start of the new partnership</li> <li>▪ Turns a Promise into Proof.</li> </ul>

	<p>BE BOLD</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Be responsible, but don't let the risk analysis "freeze you in your tracks"</li> <li>▪ If you are not willing to invest in the future of this area, no one else will either</li> <li>▪ Momentum building to get over barriers and capture demand requires some "force" to start the process</li> <li>▪ You are the motivated investor with access to the professional skills to make it happen</li> <li>▪ It starts with "impossible visions" that become realized.</li> </ul>

<p><b>GBBN</b> architects 50</p> <ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ <b>Being Bold</b></li> <li>▪ Q &amp; A</li> </ul>	<p style="text-align: right;">BE THE CATALYST FOR CHANGE</p> <p style="text-align: center; font-size: 2em;"><b>BEING BOLD!</b></p>
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<p><b>GBBN</b> architects 50</p> <ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ <b>Being Bold</b></li> <li>▪ Q &amp; A</li> </ul>	<p style="text-align: right;">NEW POSSIBILITIES FROM OLD PROBLEMS</p> <ul style="list-style-type: none"> <li>▪ <b>Urban Outfitters and Bernie's Coffee Goes Into A Closed Church On The Campus Edge</b></li> </ul> <div style="display: flex; align-items: center;">  <div style="margin-left: 20px;"> <p><i>Urban Outfitter</i> 2007 Sales = \$520/sq. ft.</p> </div> </div>
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- Trends
- Strategic Drivers
- 21<sup>st</sup> Century Leadership
- Being Bold
- Q & A

Before



After



- Trends
- Strategic Drivers
- 21<sup>st</sup> Century Leadership
- Being Bold
- Q & A



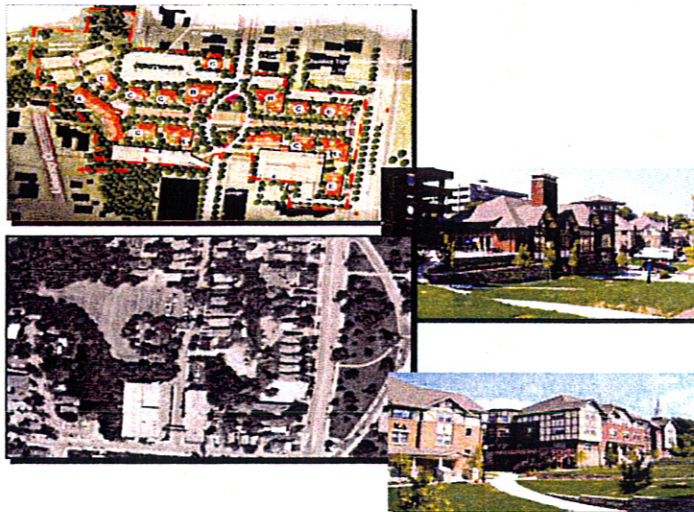


- Trends
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- Designed Together With Adjacent Apartments and Townhouse Condos



- Trends
- Strategic Drivers
- 21<sup>st</sup> Century Leadership
- Being Bold
- Q & A



- Trends
- Strategic Drivers
- 21<sup>st</sup> Century Leadership
- Being Bold
- Q & A

1998



2005




- Trends
- Strategic Drivers
- 21<sup>st</sup> Century Leadership
- Being Bold
- Q & A

- UK a major tenant with Arts College programs
  - Includes theater, retail, housing, parking



SOUTH BROADWAY ARTS DISTRICT DEVELOPMENT CONCEPT PLAN



	<p style="text-align: right;">SMART GROWTH IN THE SHADOW CAMPUS</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>It is:</b> <ul style="list-style-type: none"> <li>▪ Possible</li> <li>▪ Responsible</li> <li>▪ Crucial</li> <li>▪ Strategic</li> <li>▪ Visionary, and</li> <li>▪ Time To Act</li> </ul> </li> </ul>

	<p style="text-align: right;">CONTACT INFORMATION</p>
<ul style="list-style-type: none"> <li>▪ Trends</li> <li>▪ Strategic Drivers</li> <li>▪ 21<sup>st</sup> Century Leadership</li> <li>▪ Being Bold</li> <li>▪ Q &amp; A</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Dale McGirr</b>        Senior Planner        GBBN Architects        332 E. 8<sup>th</sup> Street        Cincinnati, OH 45202         513-419-8167</li> <li>▪ <b>Greg Otis</b>        Senior Planner        GBBN Architects        332 E. 8<sup>th</sup> Street        Cincinnati, OH 45202         513-419-8120</li> </ul>