

SYCAMORE TOWNSHIP
MONTGOMERY ROAD PROPERTIES
2021 CONCEPT PLAN
AND LAND USE STUDY



SYCAMORE
TOWNSHIP

STEWART LAND USE-KLEINGERS
REPORT AND CONCEPT PLAN, 2021

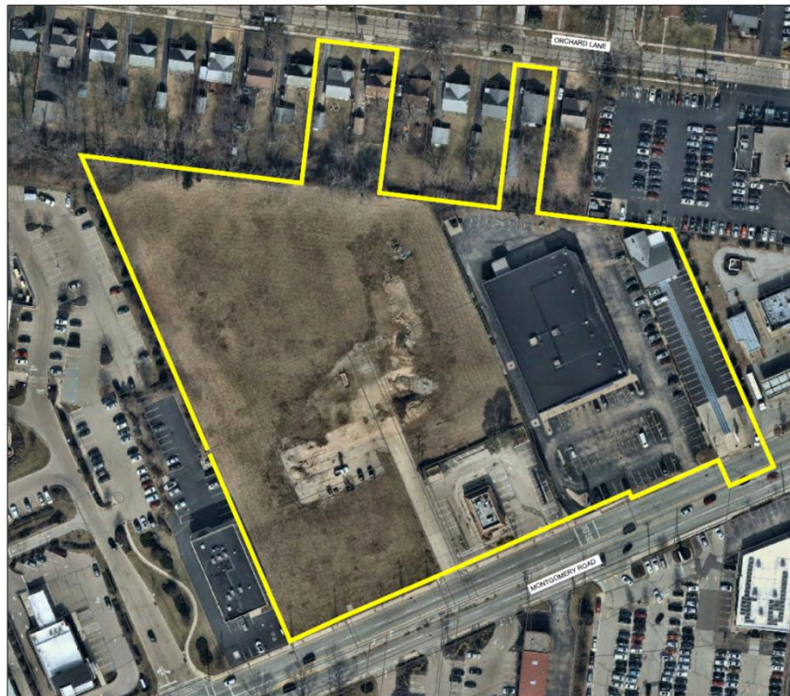
PROJECT PURPOSE

The purpose of this public engagement and site master planning exercise was to gather public input from local stakeholders and explore a vision for how this redevelopment site might be developed. A market analysis was performed prior to meeting with any of the stakeholder groups to provide a baseline analysis to help identify where gaps in the market may exist among the primary land use types such as retail, service, office, and residential.

REDEVELOPMENT SITE CHARACTERISTICS

This Montgomery Road redevelopment site is 7.74 +/- acres and contains substantial frontage along Montgomery Road. The Township has previously purchased three residential parcels fronting on Orchard Lane through the years in the event these parcels were needed to alleviate access management purposes along Kenwood and Montgomery Roads. All utilities are available for this site. Given the topography of the site, the likely location for a storm water facility would be located in the northwest portion of the site. Currently, some of the adjacent residential properties along Orchard Lane are experiencing water drainage issues. It is expected that any stormwater facility and associated site re-grading would greatly help the current drainage issues in the rear yards of some of these Orchard Lane residential parcels.

Vehicular access in this general area has been a challenge for several years and any redevelopment of this site would require a full traffic impact study an infrastructure improvement study to determine level of improvements needed to adequately access the site and create good internal site vehicular flow. Redevelopment sites, such as this, are typically reviewed using a planned unit development zoning approach and that would be the recommended course of action for this site.



Montgomery Road Site Aerial Map

PUBLIC ENGAGEMENT APPROACH

The public engagement portion of this planning exercise consisted of holding three stakeholder focus group discussion sessions and a master plan design charrette. Below is the engagement session overview:

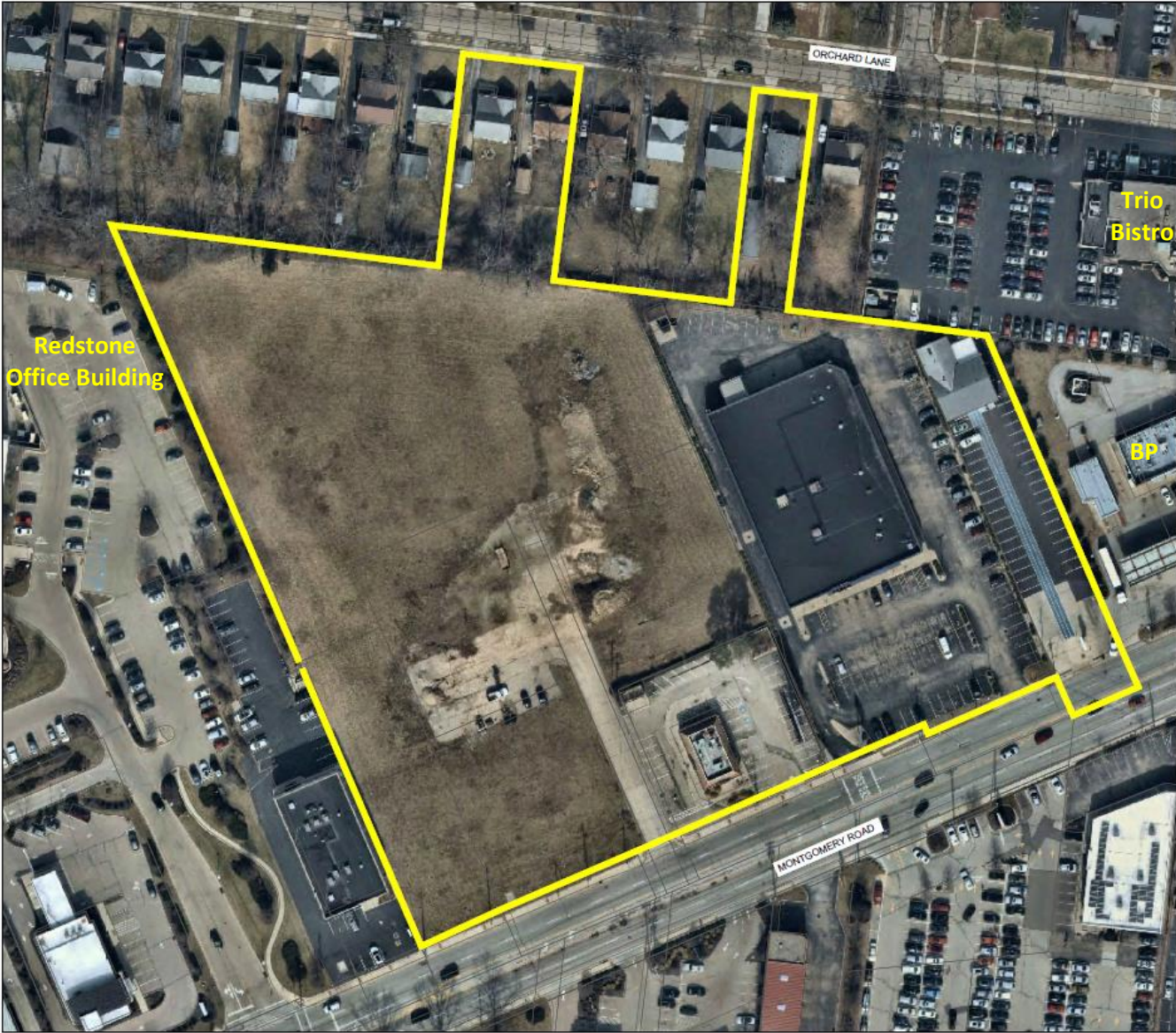
March 11, 2021	Residential Neighborhood Stakeholder Focus Group Session
March 25, 2021	Township Business & Institutional Stakeholder Focus Group Session
April 8, 2021	Developer Stakeholder Focus Group Session
July 21, 2021	Master Plan Design Charrette Session

The approach with the public outreach plan was to seek input and ideas from a cross section of the community who may be impacted by a redevelopment at this site or who would add value to this planning process. The residential stakeholder group consisted of homeowners living adjacent to and near this Montgomery Road site. The Township business and institutional stakeholder group was represented by a variety of business and other institutions that either have major activities and building footprints in the Township today or other businesses who may be impacted or could provide insight and ideas into the redevelopment of this site. The developer stakeholder group included local and regional developers who have experience with redevelopment sites and particularly mixed use development. The developer stakeholder group also offered substantial experience and knowledge of the greater Kenwood development market. The PowerPoint slide show used for these sessions and attendee comments are included in the Appendix.

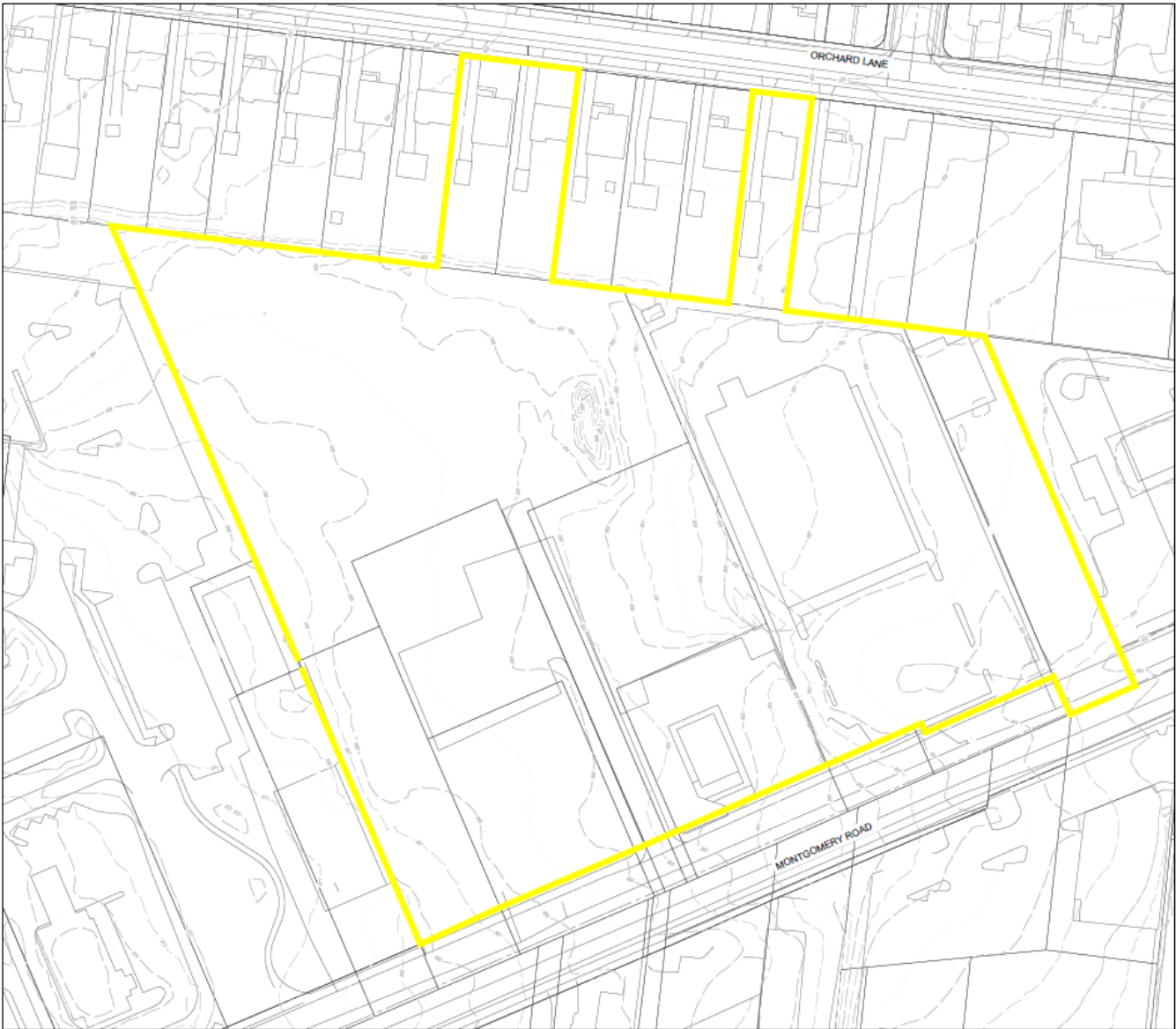
MASTER PLAN DESIGN CHARRETTE

The final activity in this project involved a master plan design charrette consisting of the Township's land use committee, staff and consultant team. The design charrette activities included drawing several possible development layouts for the site while taking into account the various comments received from the stakeholder sessions as well as input from the land use committee. The final conceptual master plan represents a vision of how the site might be developed. It is important to point out that this type of conceptual master plan is meant to begin the dialogue and analysis of how the site can be redeveloped and what types of land uses and other amenities the Township may seek to maximize the site and achieve as many Township goals as possible in the process. The actual development of this site would likely not mirror the conceptual master plan. Rather, the plan provides the next step into how the site might be developed and visually highlights the key goals, concerns, and opportunities the site provides based upon the public input received.

Montgomery Road Site – Aerial Map

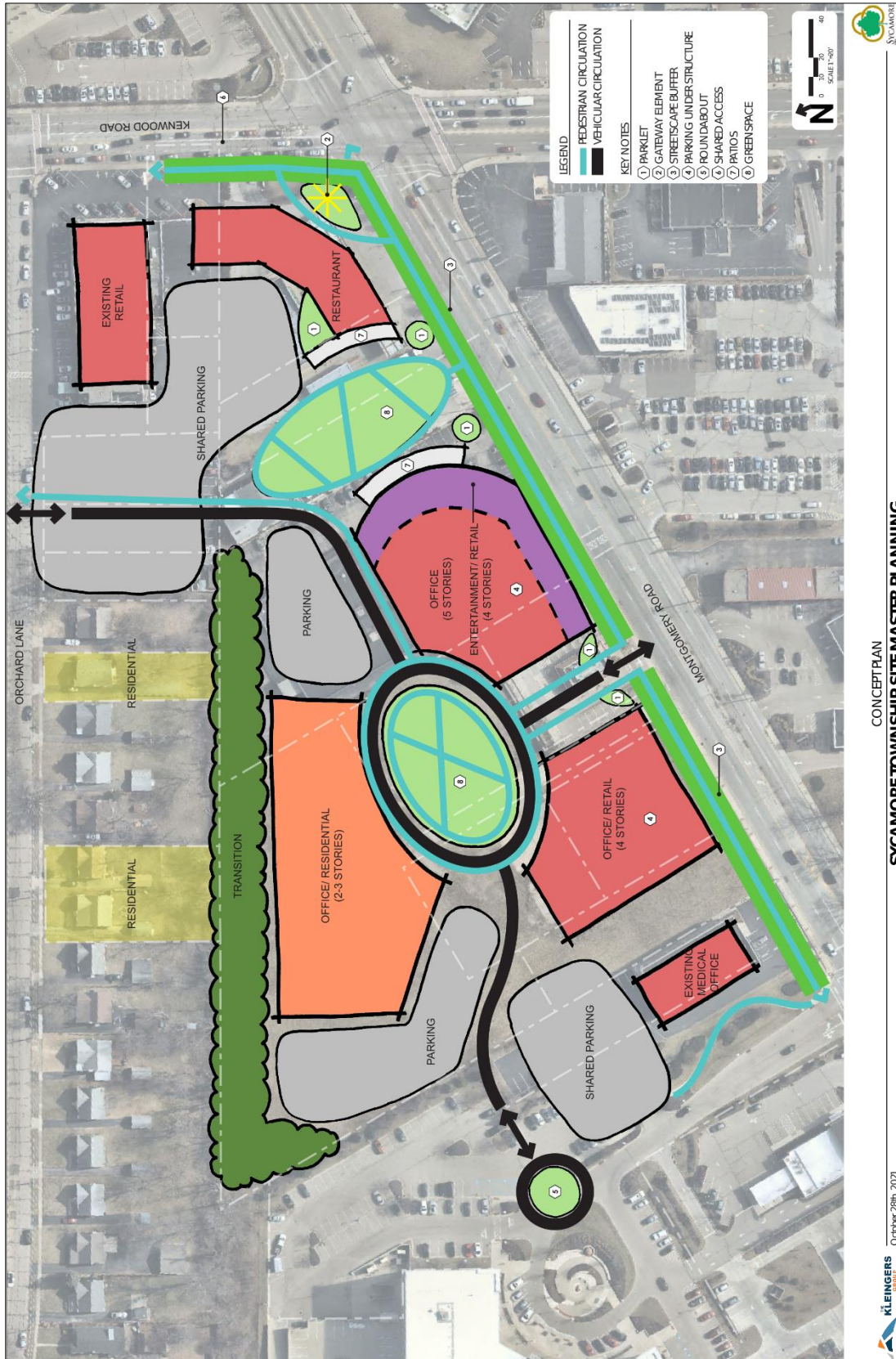


Montgomery Road Site – Topography Map



One Foot (1') Contour Lines Shown

Montgomery Road Site – Conceptual Master Plan



APPENDIX

Residential Neighborhood Stakeholder Focus Group

Meeting Date: March 11, 2021

List of Questions for the Group:

- 1) What issues or concerns do you have with the development of this site?
- 2) Are you aware of any issues occurring on the Redstone office building site that we should be aware of when master planning this development site?
- 3) Do you have any thoughts on residential being a component of the overall mix of uses for this site?
- 4) What types of land uses / business do you think would work well at this site?
- 5) Do you see any value (or concerns) with a pedestrian sidewalk connection between Orchard Lane, winding through the development site, and ultimately linking up to the Montgomery Road sidewalk system?
- 6) Do you have any thoughts on how this site could support and enhance other Township businesses and stakeholder groups?
- 7) Are there any existing developments around Greater Cincinnati that you believe would be a good fit for this site? (and why?)
- 8) What opportunities do you see with this site?
- 9) Do you have any thoughts on the type of building architecture and design that would work at this site? (Some examples would be modern vs. more traditional architecture).
- 10) Pretend for a moment that you are a developer and you own this site. What types of uses would you pursue and is there anything specific you would do with the site in terms of building design, site layout or site amenities offered?
- 11) With income tax and property tax being the two main sources of revenue from this type of site, do you have any thoughts on how best to utilize the site to create sustainable revenue streams for the Township?

Focus Group Comments:

- 1) The residential lots fronting along Orchard should not be developed.
- 2) Consider looking at Kroger as a future use for the site.
- 3) Limit development to two (2) stories throughout the site.
- 4) The Redstone building height (on the adjoining site) is too tall and too close to the adjoining residential lots.
- 5) Consider incorporating some type of community center use into the project.
- 6) Do not make any pedestrian connections from the site out to Orchard Lane.
- 7) Do not pursue a building design similar to the Ag47 residential project in Silverton.
- 8) Stone and other natural materials are the preferred exterior building materials for the site.
- 9) Make sure the site provides plenty of open space.

Township Stakeholder Focus Group**Meeting Date: March 25, 2021****List of Questions for the Group:**

- 1) What type(s) of land uses / businesses on this site do you feel would best support and compliment your business or organization?
- 2) What type(s) of land uses / businesses on this site do you feel would not support and compliment your business or organization?
- 3) What other opportunities do you see with this site?
- 4) What general issues or concerns do you have with the development of this site?
- 5) Do you have any thoughts on residential being a component of the overall mix of uses for this site?
- 6) Are there any existing developments around Greater Cincinnati that you believe would be a good fit for this site? (and why?)
- 7) Do you have any thoughts on the type of building architecture and design that would work at this site? (Some examples would be modern vs. more traditional architecture).

Focus Group Comments:

- 1) Consider adding destination based / entertainment land uses to provide more options after 6 pm in the Kenwood area.
- 2) West Chester Township (at Union Centre Boulevard) was brought up as an example of a good mix of uses, including entertainment / nightlife focused businesses / options.
- 3) Consider a hotel and some office uses for the site.
- 4) Traffic is a key issue with this general Kenwood area and for this site in particular. This needs careful consideration by the Township.
- 5) Consideration a pedestrian bridge from the Jewish Hospital side of Kenwood road over to the Kenwood Towne Centre property.
- 6) Better and safer pedestrian connections / network should be seriously considered for the site and the greater Kenwood area to create better / more walkability options.
- 7) Many areas of Kenwood are not well connected from a pedestrian standpoint.
- 8) Need to add some "life" to the general Kenwood area.
- 9) Do not pursue strip retail or "cheap" retail for this site.
- 10) Consider a balance of different uses for the site (a mixed use site).
- 11) Consider underground parking for the site.
- 12) Office use will help provide for return on Developer's investment.
- 13) We do not know what the retail market looks like in 3 – 5 years.
- 14) Provide for a dense site with soft edges.
- 15) More people visiting and working at this site will also help the Kenwood Towne Centre.
- 16) The Kenwood area gets "quiet" after 7pm – 8pm.
- 17) Concern over how much traffic Kenwood Road & Galbraith road can handle.
- 18) Increased walkability is a key issue to solve.
- 19) Consider methods for slowing down traffic such as a "road diet" or strategic median placement.
- 20) Fairfax provides a good example of slowing down traffic.
- 21) The project should include some residential to help support the retail.
- 22) Do not pursue uses that will compete with the Kenwood Towne Centre.

Developer Stakeholder Focus Group**Meeting Date: April 8, 2021****List of Questions for the Group:**

- 1) What short or mid-term development opportunities do you see with this site?
- 2) What long term opportunities do you see with the development of this site.
- 3) When would shovels go in the ground?
- 4) What are your thoughts on residential being a component of the overall mix of uses for this site?
- 5) What are your thoughts on the mid-term and long term Class A office market, in general and specific to this site?
- 6) If destination based entertainment / dining uses were a desired component of this site, what would be your development approach? What specific types of uses would you target?
- 7) What are your thoughts on development density for this site, relative to both residential and office land uses?
- 8) Do you see a development scenario that would support some type of parking structure (below ground or above ground)?
- 9) How would you value the real estate?
- 10) How would the project be funded?
- 11) Hypothetically speaking, if your primary goal as a developer for this site was to maximize the revenue generated from this site (JEDD income tax as the primary component), how would you develop the site? What specific uses or development concepts would you target?
- 12) What gaps in the greater Kenwood / Sycamore Township market do you see today? Can this site help close any of those market gaps?
- 13) What existing developments around greater Cincinnati that you believe would be a good fit for this site / market? (and why?)
- 14) Can you think of any existing developments outside of greater Cincinnati, that would be a good use for this site / market? (and why?)
- 15) What innovative features or unique development amenities could be supported on this site?
- 16) If you were the developer of this site, what general issues or challenges would you have with the site?
- 17) Do you have any thoughts on how this development site could also serve as a distinctive gateway for Sycamore Township / the Kenwood area?

Focus Group Comments:

- 1) Look at some of the other Kenwood sites in the area (from a site planning standpoint).
- 2) Traffic is a major issue for the site, specifically, finding a way to exit the site taking a left onto Montgomery Road.
- 3) Consider waiting on development of the site until the traffic / access issues can be addressed.
- 4) Township should conduct a detailed traffic study for this site (Montgomery Road) and the general area to determine how the traffic / access issues can be addressed.
- 5) The site is too small, as it currently exists.
- 6) Find a way to acquire the BP gas station corner and incorporate it into the site to increase the development area of the site, increase the gateway / visibility of the site and to help address the traffic / access issues.

- 7) The office market will be string someday, just do not know when given the effects of the pandemic.
- 8) A hotel would be needed to justify a TIF funded parking garage.
- 9) A 400 – 500 car parking garage might be supported for this site.
- 10) 500 – 1,000 parking spaces would be atypical range for a 7 – 8 acre mixed used development site.
- 11) Look at successful and unique mixed use projects located outside greater Cincinnati.
- 12) Do not create a mixed use site similar to most of what currently exists in the greater Cincinnati market...create something different.
- 13) Townson Maryland has a good mixed use project to consider using as development inspiration.
- 14) Need to incorporate the Redstone development, from a traffic / access standpoint.
- 15) Madeira has done a good job with their sidewalks / pedestrian network.
- 16) A medical user on the site is not preferred as it will dramatically change the dynamic of the site.
- 17) Build on the existing strengths that the Kenwood market currently has when planning this site.
- 18) Residential should be considered as a component of a mixed use site in order to attract both a younger demographic as well as the empty-nester demographic.
- 19) The City of Montgomery made a very deliberate decision to try and attract both millennials and empty nester to their new Montgomery Road mixed use development.
- 20) Think “Big” when planning and development this site.
- 21) Be patient with the development of this site. Do not under-develop the site and waste a key opportunity unless the access and greater market is ready.
- 22) This site is likely not ready to be developed for a variety of reasons (Access, office market, etc.)
- 23) For this site to also properly function as a key Township gateway, the corner BP property must be acquired.
- 24) Adequate density must be achieved to likely make the site work for mixed use. This would need to be achieved through vertical development (for office or residential uses).
- 25) Need to balance what is the highest and best use for the site versus adjacent neighborhood considerations.
- 26) This can a generational development site.
- 27) This site would be a strong residential and office mixed use development.
- 28) Nobody wants to walk in and around the Kenwood area.
- 29) Increasing walkability is very important.
- 30) If the development does not include the BP property, a lot of character will be lost.
- 31) The Township will have to participate in order to make this development site work.
- 32) Need to make the Kenwood market go past Kenwood Road. Today, it basically stops there.
- 33) The site calls for something special.

Master Plan Design Charrette Comments:**Meeting Date: July 21, 2021**

- 1) The Land Use Plan update recommends transition from residential and higher intensity uses.
- 2) A traffic plan for access and flow before going past the concept stage.
- 3) Review the Archdiocese master plan regarding the church property on Montgomery Road.
- 4) Consider office land uses as a component for this site.
- 5) Residential may not work well at this site.
- 6) Consideration should be given for how this site interacts with the surrounding property / area.
- 7) The BP corner is the key gateway piece. If controlled, it would also help solve traffic and access issues.
- 8) The Township should consider selling the Orchard Lane properties (at least the two western most parcels)
- 9) Good pedestrian walkability for this site is needed.
- 10) The Township needs to be patient with the development of the land and wait until the “right” development is proposed.
- 11) Place buildings closer to Montgomery Road and parking in the rear (new urbanism style)
- 12) The Township needs a destination district that currently is not offered in the Kenwood area.
- 13) Consider townhomes in the rear of the property as one option.
- 14) When laying out the site, accommodate pick-up areas (i.e. Door Dash areas).
- 15) Make this development a “statement piece” for the Township.
- 16) It is likely that the buildings along Montgomery Road may need to go up to 3 or 4 stories.
- 17) Achieving an appropriate land use transition across this property is critical.
- 18) Do not consider medical for this site.
- 19) Look for a public transit / bus line or pick-up area opportunity.
- 20) Research the “Country Club Plaza” mixed use development in Leawood, Kansas as a good example to draw inspiration from. The development features great walkability
- 21) Oakley and Liberty Township mixed use developments are not examples for this Kenwood site.
- 22) The Township should be creative with the financial incentive package offered to developers. Also, should be creative with land uses for the development.
- 23) Enhance the destination ability to this site and the overall area.
- 24) Access management is critical to the success of this site.
- 25) Do not include the Orchard Lane parcels in this development.
- 26) Explore incorporating the Trio site with the BP corner in a future development plan.
- 27) Consider shared access with the Trio site.
- 28) Consider a smaller event space somewhere on this site, as part of a larger development.

PROJECT TEAM

DOUG HARNISH—ECONOMIST
JAY STEWART—LAND PLANNER / FACILITATOR
DAVE WRIGHT—CIVIL ENGINEER
LYNNE NISCHWITZ—LANDSCAPE ARCHITECT

PROJECT GOALS

UNDERSTAND THE SYCAMORE TOWNSHIP MARKET

EDUCATE & GAIN FEEDBACK FROM STAKEHOLDER GROUPS

CREATE A VISION FOR THE SITE TO GUIDE DEVELOPERS

SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE

MARKET ANALYSIS • KEY POINTS

COMMERCIAL & RETAIL OPPORTUNITIES IN THE MARKET

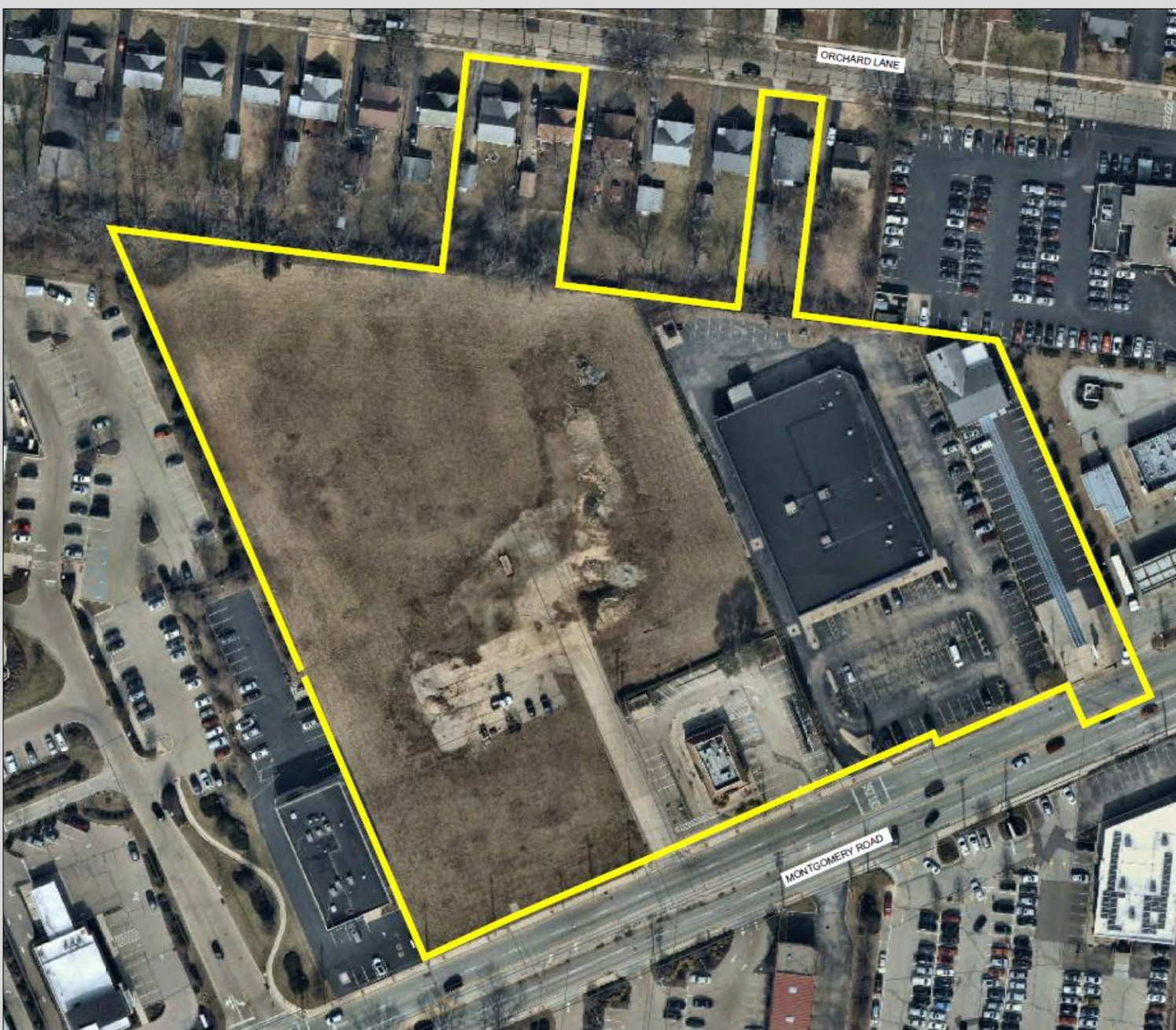
RESIDENTIAL USE MAY REQUIRE 80—120 UNITS

PANDEMIC MAY DELAY OFFICE MARKET IN SHORT TERM

TARGET BUSINESSES THAT AREN'T MOVING TO E-COMMERCE

SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE

SITE OVERVIEW



SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE

SITE OVERVIEW



SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE

TOWNSHIP GOALS FOR THE SITE

BUFFER ADJACENT RESIDENTIAL NEIGHBORHOOD

CREATE SUSTAINABLE REVENUE (PROPERTY & INCOME TAX)

COMPLIMENT AND SUPPORT TOWNSHIP STAKEHOLDERS

ENSURE HIGH QUALITY OF DEVELOPMENT

SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE

DEVELOPMENT SCENARIOS

OFFICE



MEDICAL



SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE

DEVELOPMENT SCENARIOS

RETAIL



RESIDENTIAL



SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE

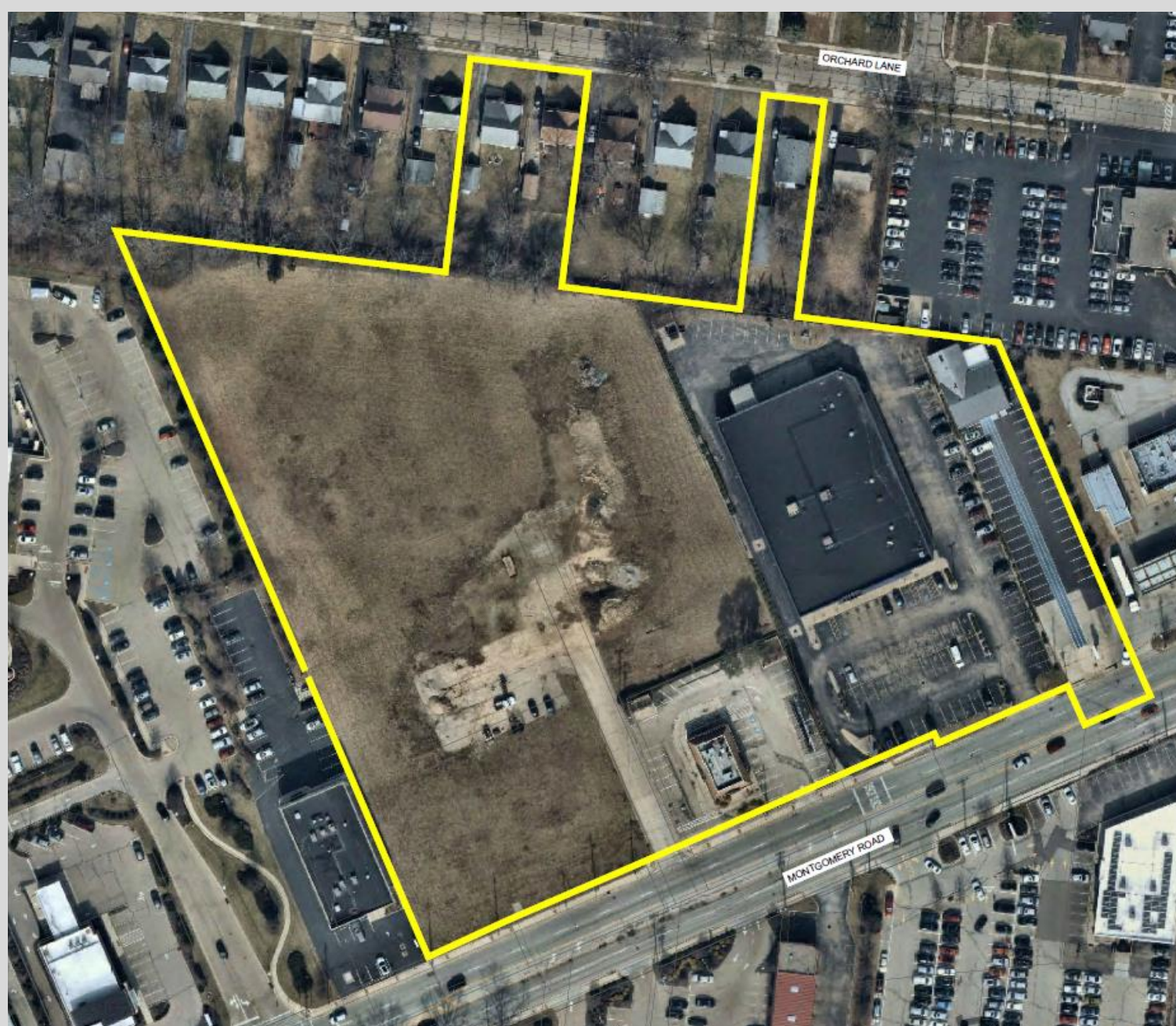
DEVELOPMENT SCENARIOS

MIXED-USE



SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE

GROUP DISCUSSION

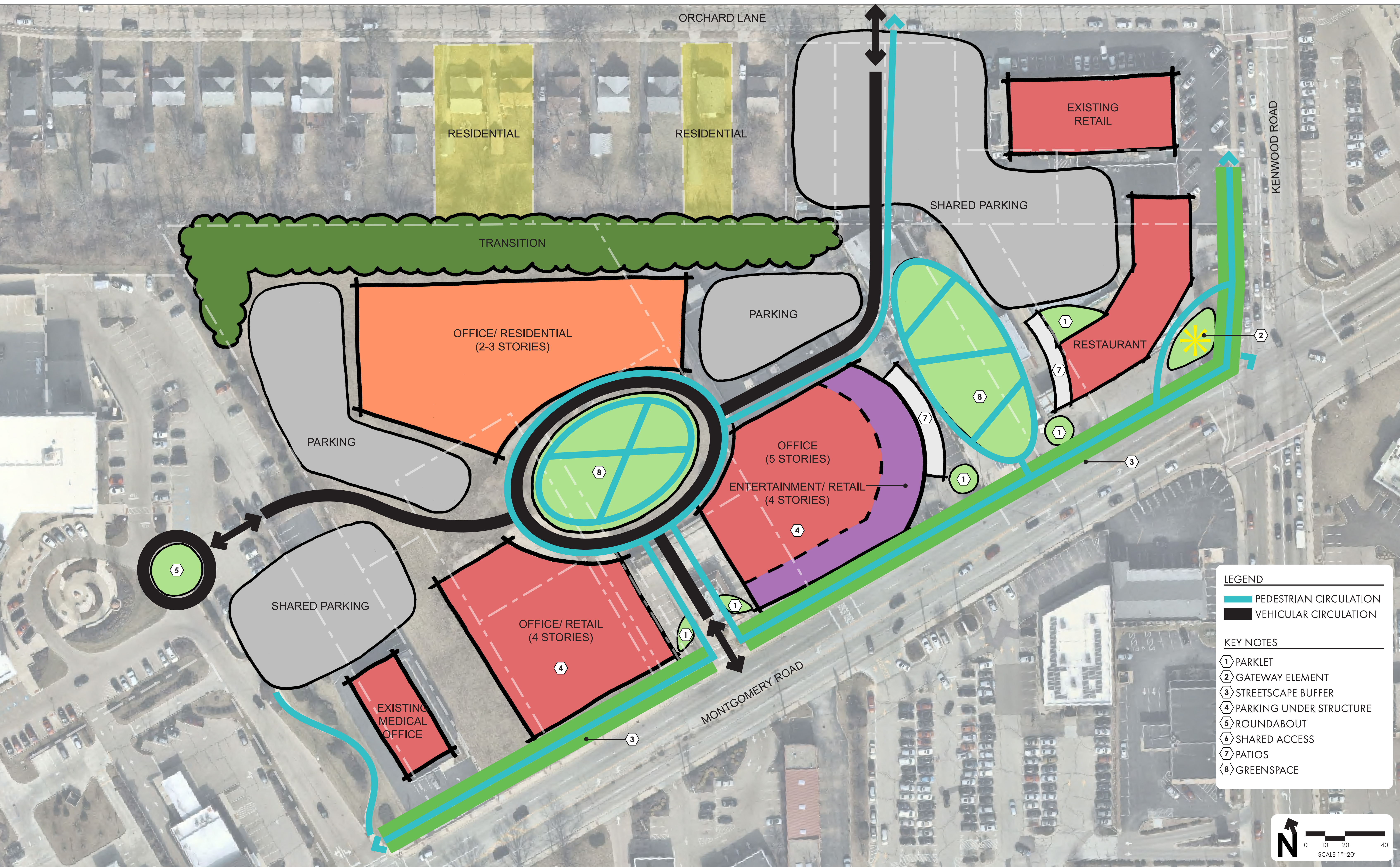


SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE

NEXT STEPS • PROJECT ROADMAP

NEIGHBORHOOD FOCUS GROUP MEETING	MARCH
TWP. STAKEHOLDERS FOCUS GROUP MEETING	MARCH
DEVELOPER FOCUS GROUP MEETING	APRIL
SITE MASTER PLANNING CHARRETTE SESSION	MAY
ISSUE FINAL REPORT TO TOWNSHIP TRUSTEES	MAY

SYCAMORE TOWNSHIP • MONTGOMERY ROAD REDEVELOPMENT SITE



LEGEND

- ▬ PEDESTRIAN CIRCULATION
- ▬ VEHICULAR CIRCULATION

KEY NOTES

- ① PARKLET
- ② GATEWAY ELEMENT
- ③ STREETSCAPE BUFFER
- ④ PARKING UNDER STRUCTURE
- ⑤ ROUNDABOUT
- ⑥ SHARED ACCESS
- ⑦ PATIOS
- ⑧ GREENSPACE