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Update to Gahanna Economic Development Plan

City of Gahanna
200 South Hamilton Road
Gahanna, Ohio 43230

In association with:

IceMiller
LEGAL COUNSEL

OHM
Advancing Communities™

**DANTER
COMPANY**



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Anthony Jones
Director of Planning & Development
City of Gahanna
200 S. Hamilton Road
Gahanna, Ohio 43230



Dear Mr. Jones,

Thank you for the opportunity to provide the City of Gahanna's Department of Planning & Development with this proposal to update the Gahanna Economic Development Plan (EDP). We are pleased to present this proposal for Ice Miller LLP (Ice Miller), OHM Advisors (OHM) and The Danter Company (Danter) to serve as your consulting team for this project (collectively "Consulting Team").

Currently, not many cities are taking the proactive steps to plan for their economic future. We commend your organization for taking the initiative to undertake this update. We believe those cities that have a solid vision and plan for the future, and incentivize and clear the way for high-quality development, will be strategically positioned for economic success. We believe our consulting team offers the best balance of economic planning, marketplace understanding, and community planning experience to deliver a plan that achieves layered objectives. Collectively our team offers the following advantages.

A unique understanding of Gahanna and the Central Ohio Region – With operations right in Gahanna's backyard, our team is intimately in tune with the economic conditions in Central Ohio, as well as the values, aspirations, challenges and opportunities in Gahanna. Our team consists of individuals that were involved with the creation of the GahannaNet Fiber-optic network, performed all Ohio site selection and incentives work for Gahanna's largest employer, JPMorgan Chase and have conducted various market assessment studies within the City limits. In addition, we authored the Central Ohio Comprehensive Economic Development Strategy (CEDS). Team member OHM Advisors has a deep understanding of the community and has authored the Gahanna Vision Plan and Hamilton Road Corridor Plan among other local plans and studies.

We understand how to attract and plan for the private sector – Collectively our team has lead the planning and design on more than seven million square feet of corporate office in the Midwest marketplace and planned more than 65 mixed-use projects. We have also worked to attract new businesses and have negotiated hundreds of millions in economic development incentives for projects in over 20 different States. Some of our clients include Fortune 500 giants such as Cardinal Health, Ashland Inc., IGS Energy, Arhaus, Exel Logistics, Eli Lilly, JPMorgan Chase and BMW.

Our plans and strategies are balanced and implementable – Team member OHM Advisors' fifty plus years of municipal planning and engineering experience (including ODOT) ensures our plans and recommendations are balanced with the ability to provide infrastructure and community service solutions.

A 40 year history in real estate and economic development – Our team brings real estate and economic development backgrounds together to ensure that our plans account for the intricacies of developments and bring the best market practices to the project. Ice Miller has been recognized by Midwest Real Estate News as the 3rd best Real Estate Law Firm in the Midwest. In addition, the Danter Company is recognized as a leading market analyst firm in North America, and has completed over 16,000 studies in all 50 states, Canada, and Mexico. Results of their research have been widely quoted in The Washington Post, The Boston Globe, USA Today, Builder Magazine, Multi-Housing News, Professional Builder, and publications produced by The Urban Land Institute and American Demographics. Based on this research, The Danter Company was named 6 consecutive years to American Demographics' "Best 100 Sources for Marketing Information."

Experts in creating strategic economic development incentives & municipal finance solutions – Ice Miller is a leader in the Midwest in public finance and brings economic development professionals that have in-depth experience with various

state development agencies, including strong ties to JobsOhio. We've structured everything from tax increment finance deals, to complex bond financing, to the privatization of public assets. Our work on the Indiana River Bridges Public-private Partnership (P3) project was awarded "Deal of the Year" by The Bond Buyer in 2013. We have even turned broadband and fiber assets into economic development tools and have created cell tower leasing programs for municipalities.

With our complete team, we are confident we can deliver a unique plan that will create a focused economic development tool that will support new investment in the City of Gahanna. We look forward to discussing our proposal with you and your team. Should you have any further questions please do not hesitate to contact us directly.

Sincerely,



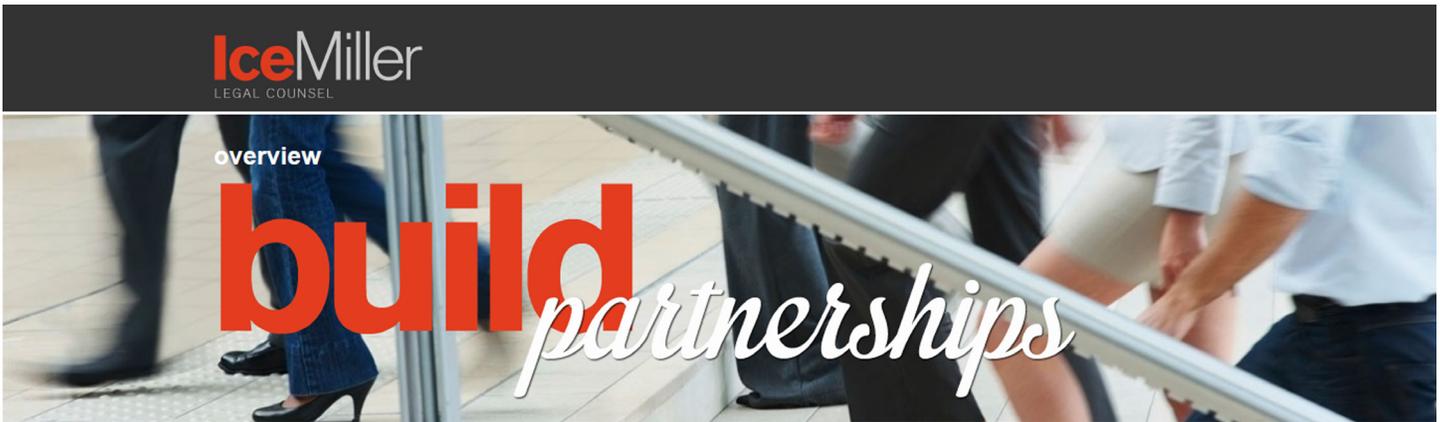
Chris Magill
Economic Development Director
Ice Miller LLP

Team Overview

PROPOSER INFORMATION

ROLES

ORGANIZATION



➔ Contracting Office

Ice Miller LLP - Columbus
250 West Street, Suite 700
Columbus, Ohio 43215
614.462.2700 (ph)
614.462.5135 (fax)

➔ Project Lead

Chris Magill
Economic Development Director
cmagill@icemiller.com
614.462.1141

About Ice Miller LLP

Built on a 100+ year foundation of legal service, Ice Miller LLP is **committed to helping our clients stay ahead of a changing world.**

Founded in 1910, Ice Miller has more than 300 lawyers and 40 paraprofessionals located in offices in Chicago; Cleveland; Columbus; DuPage County, Ill.; Indianapolis; and Washington, D.C.

Our diverse client base ranges from start-ups to Fortune 500 companies and from governmental entities to educational organizations and pension funds. Our clients span the business economy from service to industrial to tech. In the non-profit sector our experience includes work with charitable, fiduciary, educational and governmental entities. Our attorneys strive to develop a deep understanding of each client's needs in order to help them build, grow and protect their most valued assets.

Ice Miller's clients are often economic and community drivers. Many are leaders in their fields and sectors. We work collaboratively with them to achieve their goals. To do that, we offer our greatest strength: our people. Ice Miller is a talent mosaic with the ability to bring the exact legal skills needed for specific projects from the routine to the complex. Every professional at Ice Miller is fully and deeply committed to providing our clients with innovative, responsive, relevant and cost-effective solutions. Our attorneys help clients protect their interests and build an advantage through a variety of practice groups, including:

- Business services
- Patents and trademarks
- Bankruptcy
- Lobbying
- Labor and employment
- Litigation
- Employee benefits
- Environment
- Tax Trusts and estates
- Government Investigations
- Energy and Utilities
- Real estate
- Municipal finance
- Government law

Team Overview

PROPOSER INFORMATION

ROLES

ORGANIZATION



PLAN



DESIGN



BUILD

→ Contracting Office

OHM Advisors - Central Ohio
101 Mill Street, Suite 200
Gahanna, Ohio 43230
614.418.0600 (ph)
614.418.0614 (fax)

→ Project Lead

Aaron Domini
Senior Planner
aaron.domini@ohm-advisors.com
614.474.1114

About OHM Advisors

OHM Advisors is a firm of architects, engineers and planners committed to Advancing Communities. Leaders rely on our **proven public and private sector expertise, insightful counsel and forward thinking to create lasting, viable places and communities.**

We opened our doors in 1962 and have been growing ever since. We have offices in Michigan, Ohio and Tennessee.

One of our long time clients called us a “one stop solution.” We’re great project managers, but we think like advisors. Our clients appreciate our long-term collaboration and holistic approach. This could involve capital improvement planning, strategic workforce restructuring, funding sourcing and administration, and community redevelopment.

Civil Engineering & Surveying

- Site Evaluations, Surveying & Geotechnical
- Sanitary Sewer & Water Systems
- Stormwater Management Design & NPDES permitting
- Master Planning
- Roadway & Freeway Design
- Site & Parking Design
- Soil Erosion Control Design & Inspection
- Construction Engineering, Site Observation & Contract Administration
- Traffic Engineering
- Wetland Identification & Mitigation Planning
- Water Treatment & Wastewater Treatment Plant Design
- Topographic, Right-of-way, Boundary & Geodetic Control Surveys
- Construction Staking
- Bicycle Path & Sidewalk Design
- Recreational Facilities & Park Development
- Capital Improvement Planning

Architecture

- Facility Surveys & Assessments
- Site & Facility Master Planning
- Space Planning
- Programming
- Design (including design for LEED) & Documentation
- Construction Administration

Planning & Landscape Architecture

- Planning & Visioning
- Urban Design
- Zoning & Entitlements
- Regulations
- Land Planning
- Parks and Recreation Master Planning
- Trail/Bike Path, Trail Head Design
- Playground & Athletic Field Design
- Water Feature Design
- Site Planting Design
- Site Grading Plans
- Entry Feature / Gateway Design

Mechanical & Electrical

- Energy Evaluation & Assessments
- Existing Facility Evaluations
- HVAC System Design
- Plumbing System Design
- Energy Management Systems Design
- Operational Cost Projects
- Value Engineering
- Fire Protection Systems
- Lighting Design
- Power Distribution Design

Other Services

- Technology Assessments & Infrastructure Design
- GIS Database Development & Design Mapping
- Technology Services
- Graphics & Multimedia
- Grant Applications & Administration

Team Overview

PROPOSER INFORMATION

ROLES

ORGANIZATION



→ Contracting Office

The Danter Company
2760 Airport Drive, Suite 135
Columbus, Ohio 43219
614.221.9096 (ph)
614.221.4271 (fax)

→ Project Lead

Ken Danter
President
kenD@danter.com
614.221.9096

About The Danter Company

The Danter Company is a national real estate research firm providing market and demographic information for builders, lenders, and developers in a variety of commercial markets. The Danter Company has completed over **18,000 studies** in all 50 states, Canada, the Virgin Islands, and Mexico, and has a database of over 8 million apartment units across the country.

The Danter Company was founded in 1970 by Kenneth Danter and was one of the first firms in the country to specialize in real estate research. The Danter Company differs from most firms providing real estate research services in two key ways: real estate research is our only area of specialization, and we hold no financial interest in any of the properties for which we do our research. These principles guarantee that our recommendations are based on the existing and expected market conditions, not on any underlying interests or an effort to sell any of our other services.

Housing-related studies (multifamily, single-family, and condominium) account for about two thirds of our assignments. We also conduct evaluations for site-specific developments (hotels, office buildings, historic reuse, resorts, commercial, and recreational projects) and major market overviews (downtown revitalization, high-rise housing, and industrial/economic development).

All our site-specific research is informed by extensive proprietary research that we have been conducting for over 25 years on housing trends and buyer/renter profiles. Results of this research have been widely quoted in *The Washington Post*, *The Boston Globe*, *USA Today*, *Builder Magazine*, *Multi-Housing News*, *Professional Builder*, and publications produced by *The Urban Land Institute* and *American Demographics*. Based on this research, The Danter Company was named 6 consecutive years to *American Demographics*' "Best 100 Sources for Marketing Information."

The Danter Company's combination of primary site-specific research with our proprietary research into market trends has led us to pioneer significant market evaluation methodologies, particularly the use of the 100% Data Base for all market analyses. This Danter concept is of primary importance to real estate analyses because new developments interact with similar market-area projects throughout the rent/price continuum—not just with those normally considered "comparable." Other pioneer methodologies include Effective Market Area (EMA) SM analysis, the Housing Demand Analysis (HDA) SM, and the Comparable Rent Analysis.

Danter Company analyses are affordable. We seek to fully understand our clients' objectives and the scope of study necessary to complete the task before quoting a price. Whenever possible, we quote fixed fees, which include all expenses. Site-specific multifamily studies typically require four weeks to complete, with more complex projects taking somewhat longer. In addition, we remain available for consultation at no additional fee on issues related to the market study.

Team Overview

PROPOSER INFORMATION

ROLES

ORGANIZATION

→ Roles

Ice Miller LLP:

Economic Development Strategies, Zoning, and Municipal Finance

Ice Miller will be the prime consultant on this project. Ice Miller’s team, under the direction of Project Manager Chris Magill, will provide strategic guidance on economic development strategies, public funding, public and private partnership strategies, and the implementation of those strategies as it relates to incentives negotiation, and public financing and funding.

OHM Advisors:

Community Engagement & Planning, Real Estate & Development Advisor

OHM Advisors is a full service architecture, engineering and planning firm. OHM Advisors will provide planning, community engagement, economic development services, and will also provide real estate and development advising.

The Danter Company:

Market Assessment

The Danter Company is a national independent real estate research and consulting firm providing market research and demographic information in a variety of markets. The Danter Company has completed over 17,000 studies in all 50 states, Canada, Puerto Rico, the Virgin Islands, and Mexico. The Danter Company will be performing the project market assessment and analysis.

CLIENT	 The City of Gahanna
PROJECT MANAGER	<p>Chris Magill Economic Development Manager, Ice Miller</p>
ECONOMIC DEVELOPMENT, ZONING, AND MUNICIPAL FINANCE	<p>Chris Magill Economic Development Director, Ice Miller</p> <p>John Oberle Partner, Ice Miller</p> <p>Christopher Miller Partner, Ice Miller</p> <p>Kristopher “Kip” Wahlers Partner, Ice Miller</p>
PLANNING & COMMUNITY ENGAGEMENT	<p>Tony Slanec Director of Planning and Urban Design, OHM Advisors</p> <p>Aaron Domini Senior Planner, OHM Advisors</p>
REAL ESTATE & DEVELOPMENT	<p>Jim Houk, ASLA, AICP Vice President, Planning, Design and Development, OHM Advisors</p>
MARKET ASSESSMENT	<p>Kenneth Danter President, The Danter Company</p>



Education

Undergraduate School

Bachelor of Science, Bowling Green State University

Graduate School

Master in Business Administration, Ohio University
2012

Memberships

- Ohio Economic Development Association
- International Economic Development Council
- Urban Land Institute

Community Involvement

- Beta Gamma Graduate Association (Phi Gamma Delta, Bowling Green State University), current president
- Beta Gamma Graduate Association Board of Chapter Advisors (Bowling Green State University), past executive director
- Beta Gamma Graduate Association Chapter House Corporation (Bowling Green State University), past director

Christopher J. Magill

Economic Development Director Columbus

Arena District 250 West Street, Suite 700 Columbus, OH 43215
email cmagill@icemiller.com p 614-462-1141 f 614-222-4245

Overview

Chris Magill is the Economic Development Director for Ice Miller and leads a collaborative team of professionals and attorneys to assist public and private sector clients in achieving growth strategies through economic development consulting.

For corporate clients, Chris provides consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in 16 different states. In addition to his consulting on capital investment projects, Chris delivers economic development compliance strategies, best practice government compliance consulting and compliance report-filing.

For public sector clients, Chris advises local governments in building strategic economic plans and creating sustainable economic development tools at the state, regional, county and municipal levels in an effort to enhance an area's standard of living.

Chris works closely with Ice Miller's attorneys in Bond Financing, Broadband, Brownfield & Environmental Remediation, Government Law, Municipal Finance, Real Estate and Tax Law to provide true end-to-end strategies for both public and private sector clients.

Prior to joining Ice Miller, Chris served as the executive director of the Ohio Tax Credit Authority (Authority) for the Ohio Department of Development (ODOD), a board consisting of the Director of the ODOD and four other members appointed by Ohio's governor, the speaker of the House of Representatives and the president of the Senate. As executive director of the Authority, Chris was responsible for managing more than \$100 million in business tax credit programs annually including Ohio's flagship business tax credit programs, the Job Creation Tax Credit (JCTC), Job Retention Tax Credit (JRTC) and the Ohio Motion Picture Tax Credit (OMPTC).

Chris has a comprehensive understanding of state and local tax credit programs and was instrumental in transitioning Ohio's JCTC and JRTC programs through major

Personnel & Experience

KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE

legislative changes, which included a complete overhaul of both long-standing programs from an individual employee-based system to a payroll-based system. Chris also played an integral role with ODOD's team in structuring the Ohio Motion Picture Tax Credit and served on ODOD's Insurance Tax Credit Task Force

Christopher Magill is not licensed to practice law in any state and does not provide legal services.

Selected Experience

- Negotiated over \$100 million in tax credit deals for corporate clients over a two-year period
- Represented corporate clients on site selection & expansion projects in over 20 different states
- On behalf of the Columbus Chamber of Commerce & Columbus 2020, co-authored the 11-county Columbus Region's Comprehensive Economic Development Strategy
- Represented corporate clients on three major Corporate Headquarters expansion projects
- Restructured complex tax credit deals for two major multi-site Ohio employers to create a centralized incentive solution
- Streamlined and performed economic incentives compliance reporting for one of Ohio's largest employers

Ice Miller News

- 9/5/2013 - Ice Miller Launches Government Law Group - Prominent Ohio Attorney Kip Wahlers Joins Firm in Municipal Finance

Speaking Engagements

- "Impact of House Bill 5 - Panel Discussion" Ohio Municipal League's Municipal Income Tax Seminar, July 2014
- "Incentives: Corporate Site Selection – How Far Do Economic & Tax Incentives Move the Needle?" 23rd Annual Ohio Tax Conference, January 2014.
- "Economic Development Financing" Lorman Seminar, Speaker & Faculty Member, Columbus, Ohio, June 2012.
- "Ohio economic development incentives, now and in the next four years: Planning for the future based on the recent past," 20th Ohio Annual Tax Conference, Columbus, Ohio, January 2011.
- "Important tax credits, exemptions, incentives & tax abatements to help you in a recovering economy," 2010 Annual Ohio Tax Course, Granville, Ohio, August 2010.
- "Ohio's movie mania: The Ohio Motion Picture Tax Credit is bringing in the stars. Can it bring in the cash, too?" 90.3 WCPN Cleveland, NPR, The Sound of Ideas radio show (guest).

Personnel & Experience

KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE



assistant Geri Petrovsky
p 614-462-5036
email
geri.petrovsky@icemiller.com

Education

Undergraduate School

Bachelor of Arts, Ohio Wesleyan University 1993

Law School

Capital University Law School 2000

Admissions

Ohio

Awards & Recognitions

- Outstanding Central Committee Member award, 2003
- *Ohio Super Lawyers* Rising Star, 2007

Memberships

- Ohio State Bar Association
- Columbus Bar Association

Community Involvement

- Sharon Township, Trustee since 2006 (chairman in 2009-2010, 2013)
- Republican Central Committee Member, 2002 to current
- Central Ohio Regional Shared Services Steering Committee, Member

John H. Oberle

Partner Columbus

Arena District 250 West Street, Suite 700 Columbus, OH 43215
email john.oberle@icemiller.com p 614-462-2227 f 614-222-3471

Overview

John H. Oberle is co-chair of Ice Miller's Ohio Government Law Group. John has more than 20 years of experience as a regulatory attorney, public sector advocate and lobbyist to ensure clients' interests are well represented regionally before state governmental agencies, city halls and the Ohio statehouse. He has built a reputation of being a strong advocate for his clients. He is a member of the Public Affairs and Gaming Group.

John's experience includes work as: a lobbyist and aide to Gov. George V. Voinovich; chief of Legislative Affairs for the Ohio's chief regulatory department (Ohio Department of Commerce); Trustee for Sharon Township since 2006; principal of Ice Miller Whiteboard LLC; and attorney at Schottenstein, Zox & Dunn, now Ice Miller, for 12 years. This experience not only includes an understanding of the law, but includes how government and regulatory agencies develop policies that impact business. He zealously pursues client's objectives in seeking a favorable result.

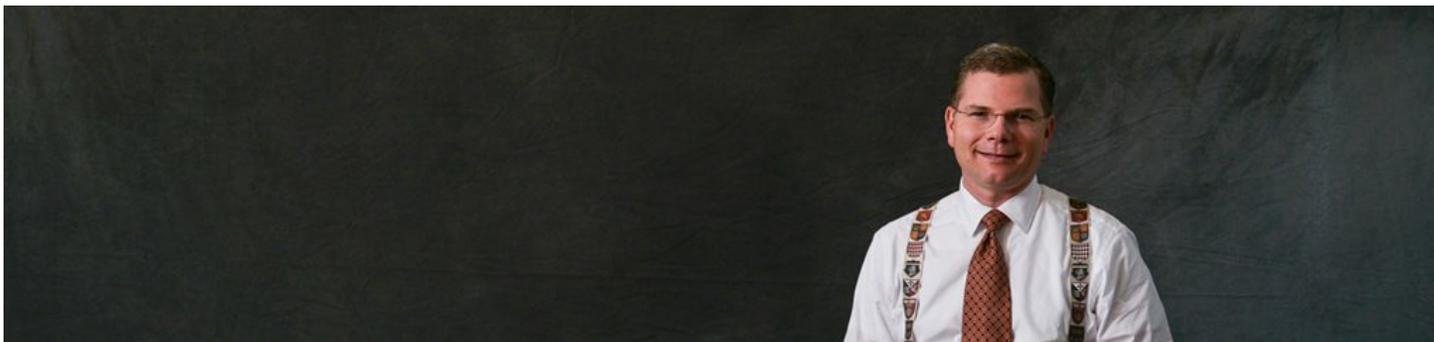
John has a proven and successful track record. His experience includes extensive work in the field of business regulation regarding gaming law, economic development, government procurement, liquor compliance and legislative drafting including helping:

- Drafting two constitutional amendments and work on implementing legislation/regulations on casino/video lottery terminal gaming
- Writing laws for several regulated industries such as auctioneers, liquor, racing, solid waste, and other key regulated industries
- Negotiating and implementing some of the largest economic development projects in Ohio for banking operations and for aeronautical companies
- Drafting request for proposals (RFPs) and successfully protesting RFPs with state agencies

Personnel & Experience

KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE



assistant Sarah King
p 614-462-2297
email sarah.king@icemiller.com

Education

Undergraduate School

Bachelor of Arts, Miami University, Ohio 1990

Law School

Capital University Law School 1994

Admissions

Ohio

United States District Court - Northern District of Ohio

United States District Court - Southern District of Ohio

United States Court of Appeals for the Sixth Circuit

Awards & Recognitions

- *Martindale-Hubbell BV*® Peer Review Rated
- *Ohio Super Lawyers Rising Star*, 2005, 2006, 2007

Memberships

- American Bar Association
- Ohio State Bar Association
- Columbus Bar Association

Christopher L. Miller

Partner Columbus

Arena District 250 West Street, Suite 700 Columbus, OH 43215
email christopher.miller@icemiller.com p 614-462-5033 f 614-224-3886

Overview

Chris Miller advises private entities, public agencies and individuals on legal issues relating to telecommunications (both wired and wireless), energy and utility matters, broadband services, information technology and associated regulatory matters.

He has significant experience representing clients' interests in proceedings before the Ohio Public Utilities Commission, Ohio Power Siting Board, the FCC and other regulatory agencies.

Representative Transactions

- Represented colleges, universities, municipalities and corporations at Public Utilities Commission of Ohio for rate design issues, rule makings, standard service offers and wholesale generation. Design of energy efficiency and renewable energy programs on behalf of clients.
- Represented numerous private and public clients in telecommunications, electric and gas proceedings in front of The Public Utilities Commission of Ohio and Ohio Power Siting Board.
- Represented private and public clients in negotiation and drafting of various types of agreements for utility use of and access to real property, conduit, easements, fiber, etc.
- Represented numerous private and public clients in telecommunications and technology contracting and utility service negotiations/agreements with vendors.
- Represented private and public clients in drafting and preparation of RFP/RFI/RFQ documents in regards to energy and telecommunications services, technology/software services, utility services and technology hardware purchases.
- Represented private and public clients in negotiation of wireless lease agreements and wireless siting arrangements.

Personnel & Experience

KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE



assistant Kathy Stiles
p 614-462-2338
email kathy.stiles@icemiller.com

Education

Undergraduate School

Bachelor of English, University of Georgia 1985

Graduate School

Master of English, University of Michigan 1986

Law School

University of Michigan Law School 1991

Admissions

Ohio

Memberships

- Member, National Association of Bond Lawyers
- Member, Council of Development Finance Agencies
- Member, Ohio State Bar Association

Kristopher ("Kip") Wahlers

Partner Columbus

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email kip.wahlers@icemiller.com p 614-462-1074 f 614-222-3452

Overview

Kip Wahlers has more than two decades' experience in the field of public finance, economic development and public law. Kip has represented state and local governments at all levels as bond counsel and has also served as underwriters' counsel, bank counsel and counsel to private sector entities doing business with government.

Kip's experience includes financings and projects with port authorities, counties, municipalities, townships and school districts. Kip also advises clients on public records issues and ethics issues.

Kip has authored legislation relating to financing programs in Ohio and elsewhere, including tax credits, loan programs and amendments to legislation establishing new community authorities and authority for impact facilities. He has assisted private companies in obtaining incentives from state and local governments, including tax incentives, tax abatements and tax increment financing.

Kip is former general counsel for JobsOhio and for Browning & Associates, a municipal financial advisor. He is a native of Toledo, Ohio, and has lived in the Columbus area since 2000.

Wahlers graduated magna cum laude, with highest honors, from University of Georgia, in 1985 where he received a Bachelor of Arts in English. He graduated from University of Michigan where he earned his Master of Arts in English in 1986. He holds a juris doctorate from University of Michigan Law School, where he graduated cum laude in 1991.

Firm Publications

- 4/3/2014 - Securities and Exchange Commission Announces Self-Reporting Initiative for Issuers and Underwriters of Municipal Securities

Tony Slanec

Community Engagement & Planning



With more than 14 years of professional experience, Tony's goal is to enhance communities through high-quality urban design. Providing leadership on a variety of design projects, his involvement includes conceptual design, client and consultant management, document/plan oversight, budgeting, and construction administration. As an urban designer, he believes that design is a participatory process which brings citizens, economists, engineers, architects, developers, policy makers, government officials, and builders together to create humane and appropriate designs that are sustainable. He builds on the character and positive qualities inherent to each place. By working at many scales, he weaves the design of individual buildings; the public spaces they help create; the neighborhoods, towns, and cities of which they are a part; and the regional culture they celebrate into a vital urban tapestry.

Education

- Bachelor of Science in Landscape Architecture, The Ohio State University, 1999
- Minor, City & Regional Planning, The Ohio State University, 1999
- Graduate of the Mike Lin Graphic Workshop, Manhattan, Kansas

Experience

14 years of experience

Professional Affiliations

- The Ohio State University - Knowlton School of Architecture, Adjunct Professor, 2009-present
- American Planning Association
- Michigan Planning Association
- Ohio Planning Association
- Urban Land Institute (ULI), Columbus Chapter
- Heritage Ohio
- National Trust for Historic Preservation
- Ohio, Kentucky, Indiana Regional Council of Governments, 2012 Conference Committee
- Main Street Organization
- American Society of Landscape Architects (ASLA)

Gahanna Experience

Gahanna Downtown Vision Plan, Gahanna, OH - Project Manager

Gateways to Gahanna, Gahanna, OH - Urban Designer/Project Manager

Mill Street Streetscape, Gahanna, OH - Urban Designer/Project Manager

Creekside Park, Gahanna, OH - Urban Designer/Project Manager

Select Relevant Experience

Medina Downtown Strategic Plan - Principal in Charge

Canton Economic Development and Strategic Marketing Handbook, Canton Township, MI - Project Manager

Central City Parkway Corridor Master Plan, Westland, MI - Lead Urban Designer

Green Vision Plan, Green, OH - Principal in Charge

Salem Mall Redevelopment, Trotwood, OH - Urban Designer

Eastgate District Master Plan & University Village, Valparaiso, IN - Urban Designer/Project Manager

Whitehall Economic Development Study & District Overlay Plan, Whitehall, OH - Urban Designer/Project Manager

Hilliard First Responders Park, Hilliard, OH - Urban Designer/Project Manager

BriHi Square, Dublin, OH - Urban Designer/Project Manager

Northland Village, Columbus, OH - Urban Designer

The Whittier Canal District, Columbus, OH - Urban Designer

Hilliard Main Street Restoration, Hilliard, OH - Urban Designer/Project Manager

Auburn Hills Downtown Redevelopment, Auburn Hills, MI - Project Manager and Lead Urban Designer

Aaron Domini

Community Engagement & Planning



Aaron's background is in community planning and public policy. He has played a key role in creating plans for urban, rural, suburban, and regional areas throughout the country. Aaron's expertise also includes creating design guidelines, zoning code regulations and amendments, and master plans for new residential, commercial and mixed-use developments. Aaron is passionate about the importance of planning for sustainable communities that will be healthy, successful, and environmentally responsible for years to come, and having citizens at the center of the planning process. His strong interest in public involvement and improving the community around him can be seen in his passion for managing planning projects that are community based. Aaron also brings his experience from working in the public sector which contributes to his ability to create a planning process and documents that are easily understood and implementable by local leaders and stakeholders, and governments.

Education

- Master of City and Regional Planning, The Ohio State University (2004)
- Bachelor of Science, Fort Lewis College, Cum Laude (2002)

Experience

11 years of experience

Professional Affiliations

- The Ohio State University, Adjunct Faculty Member
- Ohio, Kentucky, Indiana Regional Council of Governments 2012 Conference Committee 2011-2012
- National Trust for Historic Preservation, Member
- Heritage Ohio, Member
- American Planning Association, Central Ohio Chapter Board of Directors
- The Urban Land Institute, Design Juror
- American Planning Association, Member
- Michigan Planning Association, Member
- Ohio Planning Association, Member

Gahanna Experience

Gahanna Vision Plan, Gahanna, OH - Senior Planner

Downtown Overlay, Gahanna, OH - Senior Planner

Granville/Hamilton Road, Gahanna, OH - Senior Planner

Select Relevant Experience

Canton Economic Development and Strategic Marketing Handbook, Canton Township, MI - Senior Planner

Grand River Corridor Plan, Farmington Hills, MI - Project Manager

Stark County Long Range Land Use and Transportation Plan, Stark County, OH - Senior Planner

New Albany Land Use and Transportation Study, New Albany, OH - Senior Planner

Massillon Road Corridor Plan, Green, OH - Project Manager

Downtown Conversion Study, Clark County-Springfield Transportation Coordinating Committee, Springfield, OH - Senior Planner

Wilson Bridge Road, Worthington, OH - Project Manager

Michigan Electric Vehicle Readiness Plan, MI - Project Manager

City of Westland Strategic Redevelopment Plan, Westland, MI - Senior Planner

Downtown Revitalization Plan, Oak Harbor, OH - Project Manager

Central Park Redevelopment Study, Mansfield, OH - Senior Planner

Downtown Revitalization Plan, Auburn Hills, MI - Senior Planner

Downtown Revitalization Plan, Green, OH - Project Manager

Granville/Hamilton Road Corridor Plan, Gahanna, OH - Senior Planner

Hilliard Comprehensive Plan, Hilliard, OH - Senior Planner / Project Manager

Farmington Vision Plan, Farmington, MI - Project Manager

Green Vision Plan, Green, OH - Project Manager

KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE

Jim Houk, ASLA, AICP Real Estate and Development



As vice president of OHM Advisors, Jim oversees OHM Advisors' planning, urban design, and architecture groups. A 31-year veteran of the planning profession, Jim has worked extensively as a planning consultant for private industry, as well as for public entities focused on redevelopment and smart growth. He joined our leadership team in 2010 after OHM Advisors merged with Bird Houk Collaborative, the architecture and planning firm he founded in 1993. The merger brought new services and private development experience to OHM Advisors' largely public engineering practice. Jim is committed to helping communities develop a unified vision for shaping the future, revitalizing urban corridors and historic downtowns, and generating economic growth through smart, market-based planning solutions and sustainable design practices. He has been invited to speak on sustainable development and infill redevelopment at local, regional and national conferences and universities.

Education

- Real Estate Marketing and Finance, Columbus State Community College (1984-1986)
- Bachelor of Science, Landscape Architecture, The Ohio State University (1979)
- Parks and Recreation Planning & Management, Northwestern Michigan College (1974-1976)

Professional Registration

- Landscape Architect, OH (1981)

Professional Certification

- Certified Planner #89828 (1993)
- CLARB #37451 (2010)

Experience

31 years of experience

Professional Affiliations

- Congress for New Urbanism
- American Institute of Certified Planners (AICP)
- American Society of Landscape Architects (ASLA)
- American Planning Association
- The Rotary Club of Columbus, Board of Directors
- Ohio Homeless Families Foundation, Former Chairman, Board of Trustees

Gahanna Experience

Gahanna Downtown Vision Plan, Gahanna, OH - Principal in Charge

Creekside Gahanna, Gahanna, OH - Principal in Charge / Principal Planner

Gahanna Office, Commerce & Technology District Overlay Guidelines, Gahanna, OH - Principal in Charge / Chief Planner

Gahanna Lincoln High School Learning Center, Gahanna, OH - Principal Planner

Mill Street Streetscape, Gahanna, OH - Principal in Charge

Select Relevant Experience

Hilliard Comprehensive Plan Update, Hilliard, OH - Principal in Charge

Streetsboro Master Plan Update, Streetsboro, OH - Principal in Charge

Jerome Township Comprehensive Plan Update, Jerome Township, OH - Principal in Charge

Plain Township Comprehensive Plan Update, Plain Township, OH - Principal in Charge

Walnut Township Master Plan, Fairfield County, OH - Principal in Charge

Salem Mall Redevelopment, Trotwood, OH - Principal in Charge

BriHi Square, Dublin, OH - Principal in Charge / Principal Planner

Eastgate District Master Plan, Valparaiso, IN - Principal in Charge

Kingsdale Redevelopment Strategy, Upper Arlington, OH - Principal Planner / Development Consultant

Land Planning, Land Use Planning, Development Standards and Zoning Evansville Promenade, Evansville, IN - Principal in Charge

Orchard Park, Walker, MI - Principal in Charge

Saxony, Town of Fishers and Noblesville, IN - Principal in Charge/Chief Planner

Hilliard Main Street Restoration, Hilliard, OH - Principal in Charge

KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE

Ken Danter Market Assessment



Education

Agricultural Economics Major,
The Ohio State University, 1958

Professional Affiliations

- National Apartment Association
- Columbus Apartment Association
- National Association of Home Builders
- Building Industry Association of Central Ohio (Past President)
- Ohio Home Builders Association
- Ohio Wetlands Foundation (Trustee)
- Urban Land Institute
- National Housing and Rehabilitation Association
- Housing Advisory Board (MORPC)
- Commissioner, Columbus and Franklin County Metropolitan Park District

Kenneth Danter has been president of The Danter Company since its inception in 1970. Skills in marketing and real estate research have merged with organizational and project management and planning to develop a professional team of analysts.

At The Danter Company, Mr. Danter has pioneered methodologies unique to the real estate research industry, particularly the Effective Market AreaSM and the 100% Data Base, on which all Danter Company studies are based. These methodologies, developed specifically to determine market feasibility, provide a more solid foundation upon which to base market decisions than methodologies based on analyses of selected comparables.

Mr. Danter has also pioneered combining consumer research data with real estate market research. The Danter Company was one of the first to recognize the importance of merging consumer surveys and buyer profiles with the real estate planning and development process in order to create real estate product that meets the needs and preferences of renters and homebuyers.

Professional Experience

Venue specific assignments include marinas (Great Lakes and East Coast), equine centers (Ohio and Georgia), conference and convention centers (Dublin, Easton, Albuquerque), and historic villages (Rockefeller Foundation) to list a few.

Mr. Danter has directed the completion of over 15,000 projects in every state and several foreign countries. Housing-related projects, including senior housing and services, have accounted for 70% of all assignments, with motel, office building, historic re-use, resort, commercial, and recreational projects accounting for the remaining 30%.

Mr. Danter has been integrally involved in the evaluation of every phase of production. The concept of merging consumer data with planning and developing functions has been pioneered at The Danter Company. The maintenance of a 100% data base is unique to The Danter Company approach to identifying market support potential.

Prior to forming the Danter Company, Mr. Danter was Director of Economic Development at the Columbus Area Chamber of Commerce. Between 1959 and 1965, Mr. Danter was Director of Broadcast and Consumer Research at Air Trail Network--WCOL Radio in Columbus, Ohio.

Mr. Danter's 40+ years of experience and his unique perspective due to his pioneering methodologies make him a sought-after speaker on real estate markets and development, particularly multifamily issues. He has written several articles for Mortgage Banking magazine and writes a regular column for the BIA of Central Ohio and for the Ohio Home Builders Association.

Due largely to Mr. Danter's research innovations, The Danter Company's pioneering research has been widely quoted in publications across the country, including USA Today, The Washington Post, The Boston Globe, and The Cleveland Plain Dealer, and Changing Times.

KEY PERSONNEL RESUMES

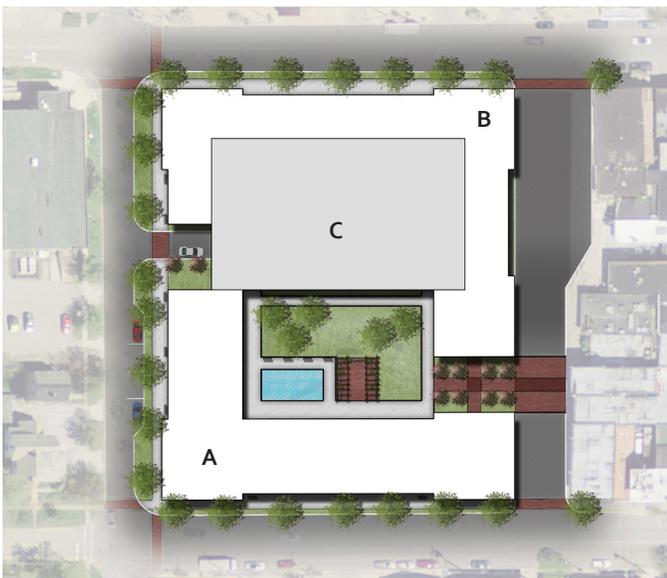
RELEVANT PROJECT EXPERIENCE

Downtown Medina Strategic Redevelopment Plan Medina, Ohio



Ice Miller LLP, OHM Advisors, and the Danter Company worked with the City of Medina and the Economic Development Office to create a market-based approach to the development and redevelopment of specific focus areas within historic Downtown Medina. This project evaluates the current and future development potential for various market segments in the Downtown that are currently vacant or underutilized, and develops a vision and strategy for these areas that will respond to the opportunities in the regional marketplace.

The goal of this plan is to establish a refined vision for Downtown that is rooted in a market-based approach by identifying opportunities for new catalyst projects that generate city revenue and enhance the character and brand of the community. These development opportunities are complemented by creative redevelopment strategies and incentives. These strategies aim to minimize financial risks and build momentum and trust with the private sector. The final product is a document that guides future redevelopment in Downtown Medina and attracts investment from the private sector.

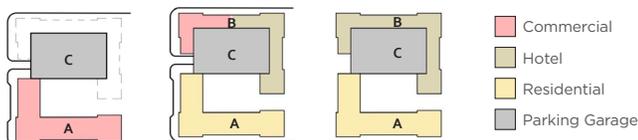


Completion: 2014

Client Information: City of Medina
132 North Elmwood Avenue
Medina, OH 44256

Client Contact: Kimberly Rice, Economic Development Director
330.764.3319

Services Provided: Planning
Market Assessment
Identification of Potential Development Areas
Economic Development
Funding Strategies
Urban Design
Community Engagement



KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE

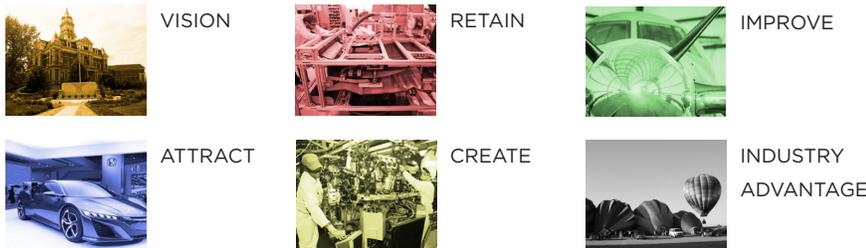
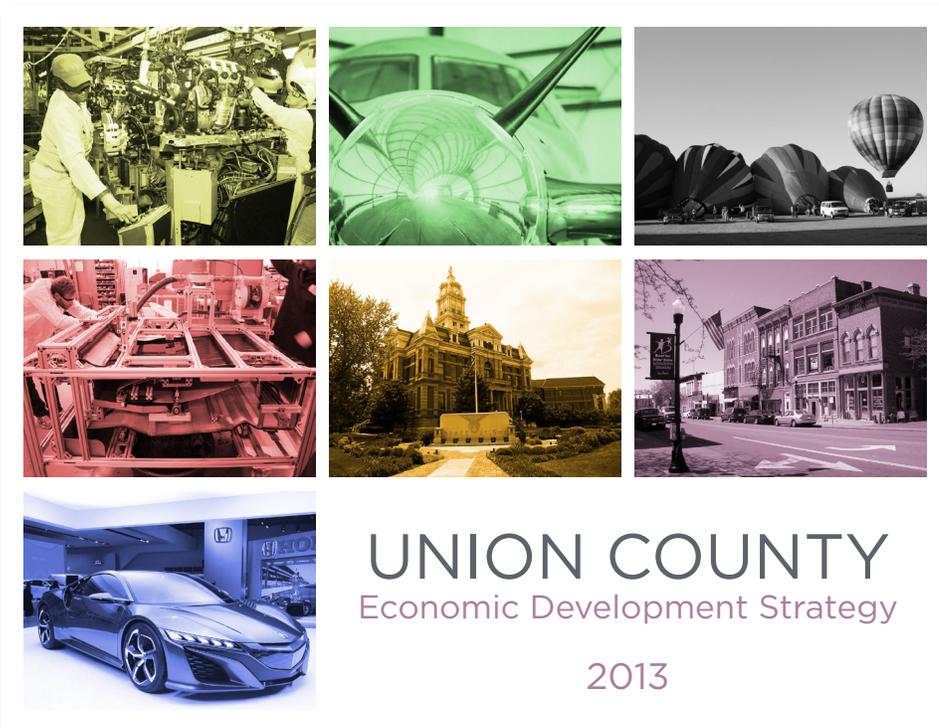
Economic Development Action Plan Union County, Ohio

Ice Miller LLP and OHM Advisors created an Economic Development Action Plan for Union County, Ohio to position the County to be a hub of manufacturing and innovation. The purpose of the strategy was to examine what is working well and to leverage those assets to attract and retain high quality businesses and development in the County.

The EDAP is a guide for policy makers and businesses to identify actionable goals and tactics that will strengthen the economic vitality of Union County. A coordinated effort among various groups was considered to ensure the County's economic priorities are being addressed and that actions will not take place in a piecemeal fashion.

The strategy starts by framing a vision for the County that establishes the overall direction. The four chapters that follow outline the objectives necessary to meet the vision. A series of tactics within each chapter show the specific, actionable items that are necessary to meet each objective. The implementation chapter assigns responsibility to various parties for action.

A major goal when creating the EDAP was to design an approach that considered a variety of County stakeholders. Throughout the process, the Community Improvement Corporation (CIC) and Port Authority (Steering Committee) staff and consultants conducted steps to ensure that not only were key county stakeholders involved, but Economic Development plans adopted in the past and plans from other groups and committees with economic elements were incorporated into this strategy.

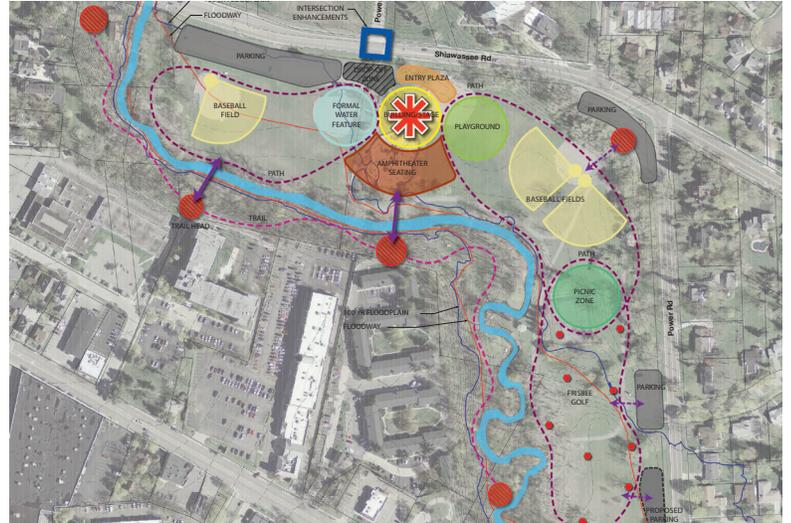
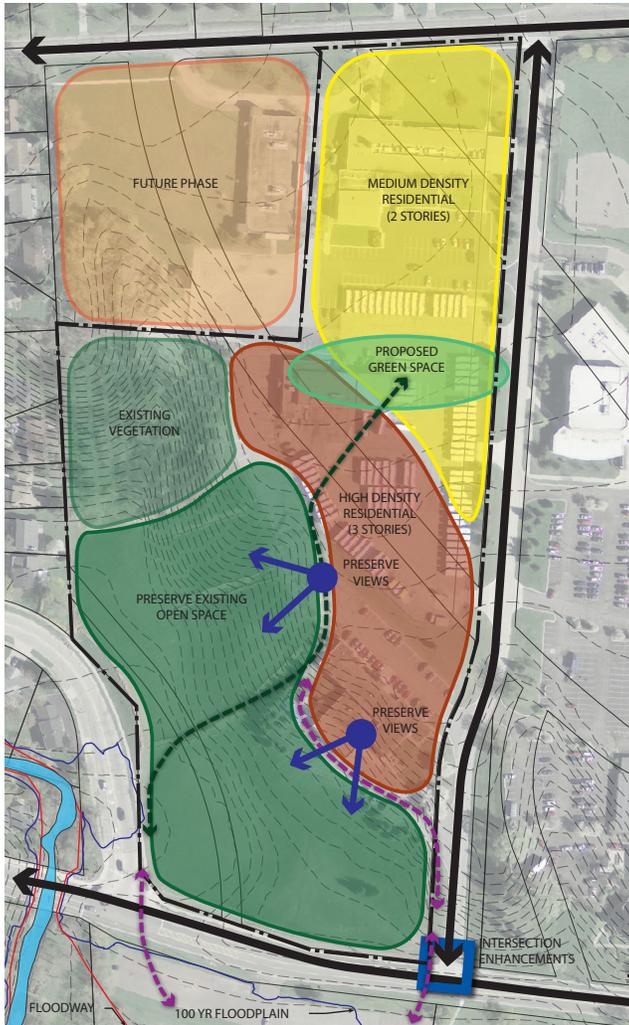


Design Cost:	\$30,000
Completion:	2013
Client Information:	Union County Economic Development Partnership 227 East Fifth Street Marysville, Ohio 43040 937.642.6279 (Local) 937. 644.0422 (Fax)
Client Contact:	Eric Phillips, CEO, Executive Director
Project Size:	437 square miles
Services Provided:	Economic Development Community Planning

KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE

Farmington Area Plan Farmington, Michigan



Design Cost: \$30,000

Completion: 2014

Client Information: City of Farmington
23600 Liberty Street
Farmington, MI, 48335

Client Contact: Vince Pastue
City Manager
248.474.5500

Services Provided: Market Study
Planning
Urban Design

The Danter Company and OHM Advisors worked with the City of Farmington to prepare a Downtown Area Plan for a collection of public and private properties in Downtown Farmington. The Plan defines a vision for future public improvements that will elevate the economic competitiveness of the area and enhance the overall quality of life for the citizens of Farmington. In order to achieve this vision for the future, our team led task force meetings to encourage input and buy-in from property owners, stakeholders, and public officials, analyzed existing market conditions, and developed concepts for redevelopment including public space improvement.

The final deliverable of the Plan is a marketing package that includes high quality graphics, market data, and incentives to attract private sector investment. The Downtown Area Plan will serve as a blueprint for economic success that will continue to transform downtown Farmington into a local and regional destination in Southeast Michigan.

Canton Economic Development and Strategic Marketing Handbook Canton Township, Michigan



OHM Advisors and The Danter Company worked with Canton Township to create a market-based strategic development plan. The goal of this plan is to attract and guide future private investment in two primary commercial corridors in the community including Ford Road, home of IKEA.

The final product is a sleek economic development tool that is intended to attract and guide private sector investment. The document, informed by a complete market assessment study, identifies market opportunities, outlines the potential development areas within the community, and includes capacity studies for each potential development area that were designed to accommodate the target users identified in the market study. In essence, the document serves as the “front-end” for future development deals for the targeted sites and communicates that Canton is open for business to the private sector.

Economic Development & Marketing Handbook Market Overview

MARKET OVERVIEW		
<p>LOCAL DEMOGRAPHICS</p> <p>Canton is one of the premier communities within the Southeast Michigan region. As of the 2010 census, the township had a population of 90,177 making it Michigan's second largest township and a strong business community. Canton is one of Michigan's fastest growing communities, and has experienced healthy population and economic growth over the last decade.</p> <p>In the township, the population was spread out with 29.0% under the age of 18, 6.6% from 18 to 24, 18.9% from 25 to 44, 22.0% from 45 to 64, and 59% who were 65 years of age or older. The median age was 39 years. For every 100 females there were 98.8 males. For every 100 females age 18 and over, there were 96.2 males.</p> <p>According to a 2007 estimate, the median income for a household in the township was \$62,669, and the median income for a family was \$95,207. Males had a median income of \$44,370 versus \$35,481 for females. The per capita income for the township was \$28,699. About 2.0% of families and 3.7% of the population were below the poverty line, including 4.2% of those under age 18 and 5.5% of those age 65 or over.</p> <p>As of the 2010 census, the township had a population of 90,177 making it Michigan's second largest township and a strong business community. Canton is one of Michigan's fastest growing communities and has experienced healthy population and economic growth over the last decade.</p>	<p>MARKET AREA DEMOGRAPHICS</p> <p>Overview</p> <ul style="list-style-type: none"> County Occupied - 2000 70.1% Average Home Value - 2012 \$148,000 Avg Household Net Worth - 2012 \$446,377 <p>Demographics</p> <ul style="list-style-type: none"> Population - 2000 144,000 Households - 2000 65,000 Median Age - 2000 39 years Median Household Income - 2012 \$14,000 Average Household Income - 2012 \$40,000 Per Capita Income - 2012 \$28,000 	

Completion:	2013
Client Information:	Canton Township 1150 S. Canton Center Rd. Canton, MI 48188
Client Contact:	Kristen Thomas Economic Development Manager 734.394.5229
Services Provided:	Market Assessment Planning Graphics Identification of Potential Development Areas



Columbus 2020 Comprehensive Economic Development Strategy

Over the past two decades, Central Ohio had witnessed significant job growth and investment, with the region benefiting from the relatively balanced structure of the area's economy: information services, financial services, government, higher education and light manufacturing.

The latest economic recession introduced a sense of urgency to create a regional growth strategy for the Columbus metropolitan area. A growing region of nearly 2 million people with a very stable, diverse economy has allowed Central Ohio to smoothly transition in times of economic change. But the financial services meltdown and subsequent recession caused great concern for both public and private leaders, and across all sectors of the economy. A decline in per capita income, high unemployment rates and lagging rates of entrepreneurial activity created an even greater need to take intentional action to retain and attract jobs and capital investment to the 11-county Columbus Region (Region).

The region took major steps in this process, starting with the formation of Columbus2020, a 501(c)(3) and 501(c)(6), to carry out a regional growth strategy that leverages both public and private resources to provide a platform for economic development collaboration.

After setting some key initiatives, Columbus2020 applied for a planning grant from the Federal Economic Development Administration in an effort to create a Comprehensive Economic Development Strategy. Moving on a fast timeline, the organization turned to the experienced Economic Development professionals at Ice Miller to create the Strategy by the end of the federal fiscal year.

Tasked with developing a comprehensive strategy for an 11-county region in just four months, Ice Miller developed an efficient outreach process and a detail-oriented project plan to ensure all of the proper steps would be taken to complete the plan on time and still deliver the Region consensus-built, viable economic development strategy.

Achieving Results

Ice Miller, in partnership with Columbus2020, was able to successfully conduct 14 outreach meetings spanning 11-counties over a period of two months. Each meeting included interactive discussions with public & private officials and an Economic SWOT analysis with each group. The team collective came up with a value proposition on how the Region could Retain & Expand Business, Attract Employers, Create Opportunities & Entrepreneurship and Improve the Civic Infrastructure. The value proposition would be delivered through a series of tactical themes: Market Access, Outreach and Business Development, Talent Enhancement, a Valuable Cost Structure and Innovation.

Not only did the team complete the Economic Development Strategy within a tight timeframe, it created a readable, easily modifiable and action-oriented plan that the region will utilize for years to come.



KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE

➔ Municipal Finance & Community Development

Hamilton County, Ohio

Paul Brown Stadium. Ice Miller acted as special counsel to Hamilton County, Ohio, representing it with respect to project cost overruns which had occurred in construction of Paul Brown Stadium, and which involved claims upon the owner-controlled insurance program for the project. The claims were successfully resolved with a multi-million dollar recovery for the Stadium owner.

City of Lawrenceburg, Indiana

Ice Miller represented the City of Lawrenceburg, Indiana in connection with its development and construction of a \$50 million full-service hotel and event center. The hotel and event center is currently under construction. The City of Lawrenceburg is paying for the development and construction of this hotel and event center. The hotel and event center is anticipated to be owned and operated by the local gaming operator.

City of Chicago, Illinois

Ice Miller served as bond counsel to the City of Chicago, Illinois in connection with a federal loan the City has been approved to receive from the United States Department of Transportation under the Transportation Infrastructure Finance and Innovation Act of 1998. The loan was for an amount not to exceed \$98,700,000 and will be used to develop and improve a riverwalk along a portion of the Chicago River. In connection with the structuring of the loan, we amended the City's General Ordinance for its Motor Fuel Tax Revenue Bonds so that a Motor Fuel Tax Revenue Bond could be issued to the United States Department of Transportation in order to evidence the loan and so that certain revenue generated from the riverwalk loan could be brought into the General Ordinance as additional security for the City's Motor Fuel Tax Revenue Bonds.

Toledo Lucas County Port Authority - Crocker Park

Attorneys now with Ice Miller acted as lead bond counsel for the Toledo-Lucas County Port Authority in connection with the issuance of approximately \$75 million of tax-exempt bonds issued by the Port Authority to finance public improvements for a mixed use project in Westlake,

Ohio. Kip worked with the developer and the port authority to structure agreements for the management of the parking garages in a manner that avoided private business use. The tax-exempt bonds were among the first bonds secured solely by special assessments levied by the City of Westlake. In addition to the tax-exempt bonds, Kip acted as lead bond counsel for the port authority in connection with the issuance by the port of approximately \$100 million of lease revenue bonds that financed private improvements at Crocker Park, thus achieving sales tax savings for the developer on the construction materials incorporated in the project in excess of \$5 million.

Cook County, Illinois

Ice Miller served as bond counsel to the County of Cook, Illinois in connection with the issuance of its \$24,945,000 aggregate principal amount of Sales Tax Revenue Bonds, Taxable Series 2013 (Qualified Energy Conservation Bonds – Direct Payment) as are “qualified energy conservation bonds” under Sections 54A and 54D of the Internal Revenue Code of 1986, as amended. Ice Miller also recently served as underwriters' counsel in connection with Cook County's issuance of its General Obligation Refunding Bonds, Series 2014A in the aggregate principal amount of \$130,590,000.

Illinois Counties Project

In connection with the now-expired authorization for Recovery Zone Bonds under the Economic Stimulus Act, Ice Miller worked with 18 counties in Illinois to voluntarily assist those counties in getting established as a “recovery zone” so that they could issue bonds or allocate their issuance authority for use throughout Illinois. As a result of those efforts, Ice Miller was selected to serve as bond counsel on 13 transactions for 7 counties in connection with the issuance of over \$65,355,000 of Recovery Zone Bonds in 2009 and 2010.

Indiana Finance Authority

Ice Miller served as special program counsel to the IFA in 2010 with respect to the restructuring bonds for Lucas Oil Stadium and the Indiana Convention Center. In that capacity we were principal architects of a revised flow of funds, and principal drafters of a Memorandum of Understanding revising the complicated cash flows for these projects, as well as the related amendatory agreements to effectuate these changes. We also assisted in the negotiations attendant to these changes, the consent

KEY PERSONNEL RESUMES

process for these changes and the disclosure documents for the transaction. Ice Miller also was lead counsel to the IFA in the restructuring of the State's nearly \$1 billion in indebtedness for Lucas Oil Stadium and the Indiana Convention Center.

Village of Lombard, Illinois

Ice Miller acted as bond counsel to the Village of Lombard in connection with the issuance of approximately \$130,000,000 of tax exempt bonds in multiple tiers in connection with the financing of a hotel and conference center.

Miami Township, Montgomery County, Ohio

Kip Wahlers acted as lead bond counsel for Miami Township in connection with its issuance of tax increment finance revenue bonds to finance, in cooperation with the Cities of Miamisburg and Springboro and the Montgomery County Transportation Improvement District. The obligations of the political subdivisions were cross-collateralized, meaning that to the extent that development in one subdivision produced insufficient TIF revenues, the TIF revenues of the other subdivisions would be used to make up that shortfall.

Cleveland-Cuyahoga County Port Authority - University Square Parking Garage

Kip Wahlers acted as lead bond counsel to the Cleveland-Cuyahoga County Port Authority in connection with the issuance of bonds by the Port Authority to construct a parking garage in University Heights, Ohio anchoring a suburban mall. The bonds were secured by a combination of tax increment finance revenues and special assessments; this transaction was one of the first, if not the first, in the state to use special assessments levied by a municipal corporation to finance public improvements without a concurrent pledge of general obligation tax revenues.

Cleveland-Cuyahoga County Port Authority - Rock and Roll Hall of Fame and Museum Project

Kip Wahlers acted as bond counsel for the Cleveland Cuyahoga County Port Authority in 1993 and 1997 in connection with the issuance by the Port Authority of bonds to finance the construction of the Rock and Roll Hall of Fame and Museum and the refunding of those bonds. Those bonds were payable from a bed tax levied by the

RELEVANT PROJECT EXPERIENCE

County, tax increment finance revenues, lease revenues and admissions surcharges, and were guaranteed by the State of Ohio pursuant to Chapter 166 of the Revised Code. Kip worked with the Museum and the Port Authority to structure management contracts and leases to ensure that the existence of the museum store did not adversely affect the tax-exempt status of the bonds.

➔ Public-Private Partnerships (P3)

Ohio Department of Transportation

Ice Miller is currently representing the Ohio Department of Transportation in analyzing various potential P3 projects including Phase II of the Innerbelt Design Build Finance Project and the P3 project involving the interchange at Route 36/37 and Interstate Route 71. Ice Miller is exploring ways of financing these projects through traditional bonding and P3 opportunities and is providing general legal services in support of technical and business/financial areas for the projects.

Ohio River Bridges Project

Ice Miller represents the Indiana Finance Authority (IFA) in the P3 procurement for the East End Crossing which is the Indiana portion of the Ohio River Bridges project. The public private agreement for the project has been awarded to a private entity which is in responsible for developing, designing, building, financing, operating and maintaining a tolled bridge, roadway facilities and associated tunnel, referred to as the East End Crossing, across the Ohio River east of downtown Louisville, Ky. This project utilizes an availability payment structure with the private entity and includes a new tolling regime. The project is actively under development with a scheduled completion in 2016.

Indianapolis Airport

Ice Miller represented the Indianapolis Airport Authority in its process of selecting an operator to manage the Indianapolis Airport and then in the negotiations to end that relationship when the Authority determined that no further advantages of privatization were being realized. Ice Miller led initial negotiations and provided substantial experience during the course of the contract to ensure that the relationship satisfied various issues important to the Authority, including protecting all outstanding bonds and the ability to issue future tax exempt bonds. In addition,

KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE

Ice Miller served as construction counsel with reference to the airport's Mid-field Expansion (approximately \$1 billion project).

Indiana Stadium and Convention Building Authority

Ice Miller served as general and construction counsel to the Indiana Stadium and Convention Building Authority since the Stadium Authority was created in 2005. The Stadium Authority was responsible for the development, design, financing and construction of Lucas Oil Stadium and the expansion of the Indiana Convention Center (combined cost of approximately \$1 billion). Ice Miller was also lead real estate counsel to the Indiana Stadium and Convention Building Authority.

SNG Partnership

Ice Miller represented IFA in a 30-year take-down agreement for purchase of 36 million BTU annually of Substitute Natural Gas (SNG) from a to-be-constructed coal gasification facility in Indiana. Ice Miller was instrumental in negotiating and structuring this "first of its kind" transaction to create jobs in Indiana and to provide a long term hedge for the citizens of Indiana against volatile natural gas prices.

→ Telecommunications & Broadband

City of Gahanna, Ohio

For the GahannaNET program: drafted the RFI, evaluated the responses, counseled the negotiating team and drafted the agreement with company that was chosen to provide the service.

City of Columbus, Ohio

Wrote the broadband plan implemented by the City of Columbus, leading to Columbus' selection of a top seven Intelligent Community by ICF for 2012.

City of Dublin, Ohio

Assisted with the development and creation of the Dublink concept in Dublin, Ohio, which includes 125 miles of fiber optic, a conduit system and a Wi-Fi system, all connected to a municipal data center and the Ohio Academic Resource Network. Dublink has attracted international attention, including being named one of the top seven intelligent communities of the year by the Intelligent Community Foundation (ICF) in both 2010 and 2011. Dublink also received an award from

the National Science Foundation and the White House's broadband initiative, US Ignite.

City of Indianapolis, Indiana

Created a cell tower leasing program for the City of Indianapolis wherein Ice Miller handles and organizes all cell tower negotiations for the city. In the program's first year of operation, Ice Miller's efforts have increased the fees collected by the City of Indianapolis by \$2.6 million.

→ Select Corporate Site Selection & Incentives

JP Morgan Chase Bank

Ice Miller has handled all of JPMorgan's Ohio site selection incentives since 2008. Not only did IM obtain a State tax credit for the project, it used its expertise to structure the deal in a manner to which the tax credit value grows with Chase's payroll growth, making the deal worth millions of dollars annually. In addition, because all incentives require statutory research, guidelines analysis, compliance reporting and contract work, IM was able to assist the company across the service-spectrum by researching the statute, rules and guidelines to structure the right deal and negotiating & drafting the contracts. IM currently handles Chase's central Ohio compliance reporting on its existing incentives as well.

WFYI

Ice Miller was contacted by the company to explore the possibility of New Markets Tax Credit (NMTC) financing to expand its facilities at 14th and Meridian St., which were quickly being outgrown. In the midst of this expansion project, a much larger facility became available just north of their building at 16th and Meridian. WFYI expanded its vision for the entire project and increased its overall campaign goal from the original \$15.3 million to \$20.2 million. By utilizing NMTC financing WFYI secured a significantly lower effective borrowing rate than would have otherwise been available through commercial sources. This approach made it possible for WFYI to purchase and renovate the larger building at a significant overall savings. In addition, by maximizing the value of the NMTC financing, WFYI will be left with a relatively small outstanding debt (compared to the building's value) after the 7-year NMTC loan matures.

Wilson Bridge Road Corridor Plan Worthington, Ohio



This aging corridor consisted of underperforming office, retail, and residential development. The purpose of the Plan was to promote redevelopment through a market-based approach to addressing land use issues in the Corridor.

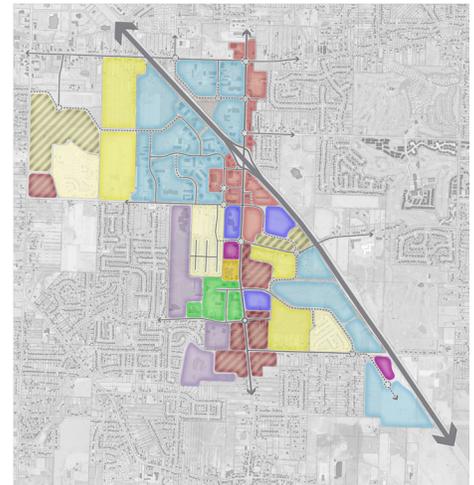
The planning process was guided by a market study and strategic public input. A full market analysis was performed as part of the plan to determine the development potential in the Corridor. The analysis showed strong support for a variety of land use types. The results of the market study were used by the planning team during a two-day design charrette. The outcomes of the charrette were three design concepts which were used to develop a final land use plan for the Corridor. The final plan integrated a mix of uses including residential, office, senior housing, mixed-use buildings and centers, and strategically placed and programmed public spaces. The Plan also integrated a new multi-use path that connected two civic spaces in the corridor and a pedestrian bridge that connected the east and west sides of the Corridor, which was bisected by U.S. 23. Following the completion of the corridor plan, our team worked with the City to develop a zoning overlay and design standards for the Corridor.

REDEVELOPING
AN AGING OFFICE
CORRIDOR

Completion:	2011
Project Cost:	\$68,000
Client Information:	City of Worthington 374 Highland Avenue Worthington, Ohio 43085 614-854-7171
Client Contact:	Matt Greeson, City Manager
Project Size:	275 acres
Services Provided:	Master Planning Transportation Planning Urban Design



Massillon Road Corridor Strategic Plan Green, Ohio



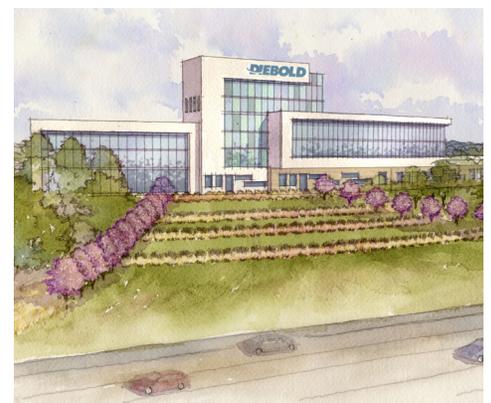
Our team assisted the City of Green, Ohio to create a corridor plan for Massillon Road, a primary corridor within the community and region. The Plan created a variety of economic development and placemaking strategies aimed at attracting investment to the corridor, grounded in transformational ideas of what the Corridor could be in the future.

The Plan was initiated by the City in response to tremendous growth within the Corridor. Three new health care businesses and a large Fortune 500 company were considering moving to the Corridor. The corridor plan served as a tool to attract these economic opportunities by illustrating a clear picture of how the City would guide future development in the Corridor, and invest in public projects that will define the character of the community and improve quality of life.

Our team was selected based on a proven track record of both public and private sector planning, including a long history of planning and designing corporate headquarters and understanding what it takes to attract and retain high-quality investment through both the public and private sector lens. The Plan resulted in all three health care facilities and the Fortune 500 company selecting Green as their community to expand in and call home.

CREATING A BLUEPRINT
FOR FUTURE ECONOMIC
GROWTH & INVESTMENT

Completion:	2011
Project Cost:	\$300,000
Client Information:	The City of Green 1755 Town Park Boulevard Green, Ohio 44232 330-896-6614 Wayne Wiethe, Director of Planning & Development
Services Provided:	Planning Urban Design Landscape Architecture Transportation Planning



Grand River Corridor Redevelopment Plan Farmington & Farmington Hills, Michigan



CREATING A BLUEPRINT FOR FUTURE ECONOMIC GROWTH & INVESTMENT

The Grand River Avenue Corridor Plan develops a creative vision and development plan by integrating land use, urban design, transportation and zoning solutions that clearly communicate development opportunities to both the public and private sector.

The Plan includes both a vision and development plan for the future of the Corridor. The vision defines what the community desires for the Corridor while the development plan provides specific solutions to achieve that vision. Four focus areas were identified within the corridor and used as examples to show how the vision will translate to the built environment. Specific, realistic and actionable recommendations were also included in the Plan that provide clear guidance to both government and private entities on future development.

The final plan is rooted in community values and aspirations, balanced with today's market realities and proven public and private sector solutions.

Completion:	Spring 2013
Cost:	\$45,000
Client Information:	Farmington, Michigan Farmington Hills, Michigan Grand River Improvement Authority
Client Contact:	Nate Geinzer (Farmington Hills) Assistant to the City Manager ngeinzer@fhgov.com Kevin P. Christiansen, AIA, PCP Economic and Community Development Director (Farmington) kchristiansen@ci.farmington.mi.us
Project Size:	460 acres
Services Provided:	Planning Urban Design Landscape Architecture Transportation Planning

Auburn Hills Downtown Economic Development Strategy

Auburn Hills, Michigan



Downtown Auburn Hills was a small downtown beginning a resurgence into a vibrant mixed-used district. Some public investment was made in the Downtown through transportation, streetscape, and public space improvements as well as some private sector investment that served as a catalyst to encourage and complement future investment in the downtown.

One primary opportunity in the Downtown that was a driver for conducting this study was the City's purchase of a large manufacturing site north of Auburn Road and east of Squirrel Road. Surrounding this site were two other underutilized properties that created a large area to support future economic development and help transform the downtown into an attractive community destination.

The vision that was developed through this planning process for the future of the Downtown was simple - attract and promote future development by marketing new development opportunities. Following this vision six primary development goals were developed to implement the vision.

Design Cost: \$30,000

Completion: 2011

Client Information: City of Auburn Hills
1827 N. Squirrel Road
Auburn Hills, MI 48326
248-364-6900

Client Contact: Steve Cohen

Services Provided: Visioning
Land Use Planning

Cool Valley Office District

Cecil Township, Washington County, Pennsylvania



Cool Valley is a planned mixed-use development encompassing 911 acres in western Pennsylvania, south of Pittsburgh. The development will provide about 2.25 million square feet of office space, additional retail space with a town center component, and 1,400 residential units made up of single family, apartments, live-work townhouses, and condos.

Our team was selected to provide site planning for the first phase office district of approximately 200 acres. A roundabout will serve as the front door to the office district, framed by steep topography on two sides, and creating a central location for the hotels and restaurants. Offices are arranged throughout the mountainous terrain and maximize the available views from the highway frontage. The individual office sites are located to create well-defined entries and campus-inspired spaces around each building. A walking trail is planned to meander throughout the office sites, connecting the workplaces to the restaurants and hotels.

Completion: 2010

Project Cost: \$20,000

Client Information: R&J Realty Group
3895 Stoneridge Lane
Dublin, Ohio 43017

Services Provided: Site Planning

OSU South Campus Gateway Urban Framework Plan

Columbus, Ohio



OHM Advisors was the lead planning and design firm assisting Campus Partners with the development of a Redevelopment Plan and Urban Framework Plan for the South Campus Gateway Phase II. The Plan examined existing conditions and amenities including land use, transportation, public spaces, building massing and form, and signage and wayfinding, and also made recommendations for where and how future development in the area should take place.

The result was a blueprint that carefully outlines a framework for the area and continues the expansion of the University District in a unique and high-quality development pattern. The plan includes a mix of uses with a focus on student housing, collectively adding to the vibrancy of the South Campus Gateway Area. The blueprint plays a pivotal role in blending together the Short North and University Districts. Services provided by our team included planning, landscape architecture and urban design, architecture, zoning and entitlements, and the creation of community outreach materials.

Completion: 2014

Project Cost: \$60,000

Client Information: Campus Partners
203 Millikin Road, Suite 200
Columbus, OH 43210
614.247.5958

Services Provided: Land Planning
Zoning and Entitlements
Urban Design
Landscape Architecture
Architecture

I-270 and 161 Office Park

Columbus, Ohio



This 75-acre site at the corner of Interstate 270 and State Route 161 in Northeast Columbus had previously been rezoned with restrictive development standards. As a result, the site had remained undeveloped and changed ownership multiple times. Our site planning team developed a series of site capacity studies to illustrate the development potential under the current zoning restrictions. To guide the direction of the vision, the team researched other office parks to study current trends. Using the research data, our team developed a master plan to aid in negotiations of new development standards with the community.

The site plan integrates a central green and roadway loop to organize the different uses and create a focal point. Large-scale corporate office sites are located near the freeways for visibility and to create a buffer for smaller-scale uses. A multifamily site is planned to take advantage of an existing creek, planned open space, and a central location between offices and retail. Retail, restaurants, and a hotel are planned for the frontage along the main entry. The mix of uses creates an opportunity to live, work, dine, and shop within walking distance, encouraging a stronger, more sustainable neighborhood fabric.

Completion: 2010

Project Cost: \$75,000

Client Information: Pizzuti Companies
Two Miranova Place, Suite 800
Columbus, Ohio 43215

Services Provided: Site Planning & Zoning Analysis
Conceptual Architecture

Personnel & Experience



KEY PERSONNEL RESUMES

RELEVANT PROJECT EXPERIENCE

Westland's Strategic Master Plan

Westland, Michigan



- Client Information:** City of Westland, MI
36601 Ford Rd.
Westland, MI 48185
734-467-3264
- Client Contact:** Lori Fodale
Mayor William Wild
- Project Cost:** \$106,000
- Services Provided:** Planning
Landscape Architecture
Site Design

OHM Advisors was hired to lead the City of Westland through a visioning process to determine the opportunities along the Central City Parkway corridor. Our team worked in conjunction with Westland's DDA to conduct a strategic master plan. The project team explored areas within the corridor that could be targeted for future public improvements to enhance and strengthen the core of the city. Through the creation of this plan, the following public improvements have developed: The Mile, Central City Park Master Plan, Tattan Park Improvements, Farmers' Market, City Hall Relocation, and Veterans Memorial Garden.

New Albany Business Campus

New Albany, Ohio



- Client Information:** The New Albany Company
8000 Walton Pkwy, Suite 120
New Albany, Ohio 43054
614-939-8000
- Client Contact:** Tom Rubey
- Project Size:** +/- 1,000 acres
- Services Provided:** Master Site Plan
Master Land-Use Planning
Development Standards

Our team was responsible for overall site and land-use planning, as well as for the creation of development standards for The New Albany Business Campus - located on ±1,000 acres surrounding the new State Route 161 Bypass in New Albany. As part of the planning process, the existing circulation system was studied in context with potential uses. The site was developed as the commercial/office sector of the Village of New Albany and is home to numerous corporations, light industrial headquarters and medical office buildings.

Through application of traditional planning practices, Georgian architecture principles and complementary landscape design, the campus successfully blends into the surrounding, rural-themed community environment. Our team also provided architecture and landscape architecture services for individual buildings on the campus.

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Project Understanding



Develop a strategy rooted in community values and aspirations, balanced with today's market realities and proven public and private sector solutions.

The following statements and descriptions identify how our team will work through an approach that is unique to this project. In order to respond to current market conditions, community dynamics, and future opportunities we believe the following are things **we must do** as part of this project.

Determine the true cost of development – The consultant team will create a customized *Return On Investment Calculator* that is unique to the conditions in Gahanna. This tool can be used to communicate to various stakeholder groups (public & private) how different development scenarios/projects impact Gahanna. **In essence, the calculator will illustrate how certain projects make 'business sense' for Gahanna.**

Attract the BIG deal – In order truly advance fiscal conditions in Gahanna we need to change the economic landscape. Part of this strategy needs to include the attraction of a larger user that builds on the community's competitive advantages such as I-270 visibility and proximity to Port Columbus Airport.

Be mindful of expiring abatements – Currently there are a number of abatements in Gahanna that are set to expire. Our focus as part of this project will be to create new retention strategies and incentives to retain these businesses.

Funding is paramount – Our team will target new economic development incentives, and capital improvement funding opportunities through state and federal outlets. **Our team has facilitated more than \$200 million in incentives associated with attraction and retention strategies, approximately \$6.5 billion annually in principal amounts from bond issues, and has secured more than \$258 million in state and federal capital improvement funds over the last three years.**

Develop specific tools to attract targeted industries – Gahanna has a variety of businesses in the community, however, there are a number of sectors that are not represented. As informed by the market assessment, our team will develop new tools to attract corporate office, higher education, destination retail, and high-tech enterprises to Gahanna.

Attract and grow the 'Fiber Generation' – The future of the economic landscape will be rooted in how 'wired' a community is. The entrepreneurial landscape will be intimately connected to technology, as such, our strategies will be mindful of this growing market trend.

Create an environment that enables the private sector to GO – As part of this plan, we need to create strategies and policies that enable the private sector to create new opportunities in the local marketplace. This may entail creating a new streamlined approval process or simplifying local development standards. The primary goal is to allow the private sector to advance quickly and efficiently.

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Scope of Services

Methodology

The Ice Miller team has outlined an approach that follows the approach outlined in the RFP, with some slight suggestions and modifications. The proposed approach is organized into five phases:

Phase I – Getting Organized

Phase II – Understanding the Context

Phase III – Identifying the Opportunity (Market Assessment)

Phase IV – Real Estate Development Strategies and Concepts

Phase V – Create Economic Development Framework - Attract, Retain and Grow

Phase VI – Plan Development - Implementation, Metrics & Fiscal Impacts

These five phases are described below in detail.

Phase I: Getting Organized

Task 1.1 - Project Kick-off

The consultant team will begin the project by facilitating a kick-off meeting to finalize the project work plan and project schedule and assemble a project task force. The kick-off meeting will also serve as a way to make sure all the participants in the planning process understand the work schedule, roles and responsibilities of the team, and deliverables. The consultant team will also lead an open and transparent discussion with the client team that will focus on the desired outcomes of the project. The output of the discussion will be a set of project goals and identification of target development sites the consultant and client teams will consider throughout the project.

Task 1.2 - Assemble Market Data & Data Collection Strategies

During this task, the consultant team will work with the City to assemble all existing plans and documents that will guide and inform the development of the Plan. The consultant team will also work with the City to assemble all mapping data that will be used to create the maps and graphics for the final Plan.

Task 1.3 – Steering Committee Meeting 1

The consultant team will facilitate a kick-off meeting to finalize the project work plan and project schedule. The kick-off

meeting will serve as a way to ensure all participants in the planning process understand the schedule and deliverables that will result from each task. The consultant team will also conduct an idea gathering exercise/SWOT analysis and mapping activity to identify issues and opportunities in the project Study Area. The planned outcome of these activities will be a set of project goals the consultant team and the steering committee will consider throughout the planning process. The consultant team will also verify the list of stakeholders developed with the client team in Task 1.1.

Meetings:

Client Meeting 1

Steering Committee Meeting 1

Timeframe:

Month 1

Deliverables:

Kick-off meeting goals & objectives

Final project schedule

Stakeholder list

Phase II - Understanding the Context

In Phase II, the consultant team will conduct a detailed contextual assessment (focusing on land use and infrastructure) and market analysis.

Much of the work outlined in this task requires the project team to assemble a current baseline understanding of the physical, social, and economic conditions of the City. To assess both social and economic conditions in the City, the project team will undertake an economic base analysis focused on inventorying and identifying trends related to demographics, workforce characteristics, and business characteristics at the local and regional level. This economic base analysis will serve to complement the intuitive knowledge gathered from the stakeholders as outlined in Task 2.5

Task 2.1 – Assessment Outline / Client Team Meeting 2

During this task, the consultant team will work with the client team to review and refine an outline for a variety of metrics that will be evaluated as part of this study. This is a critical task as the planned outcome is a refined menu of metrics that will guide and inform the recommendations of the Economic

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Development Plan.

Task 2.2 – Assemble and Review Current Land Use Plans

The consultant team will assemble and review all relevant planning and zoning documents that directly address the past, current, and future economic condition. This will include, but is not limited to, the regional studies conducted MORPC and Columbus, local transportation studies (specifically the recent study completed by Parson Brinkerhoff for the ‘Loop’), zoning district maps, development policies, annual reports, and any other information deemed critical to developing a well-informed plan. A memorandum will be created that outlines the recommendations from each document and how they affect Gahanna now and in the future.

Task 2.3 – Inventory of Existing Land Use and Infrastructure Conditions

The consultant team will conduct an analysis of critical land use and infrastructure elements that may impact the future economic success of the region. This includes but is not limited to the following:

- Inventory of industrial and manufacturing facilities/sites and capacity
- Identification of major infrastructure needs
- Inventory of vacant land
- Inventory of government owned property
- Assessment of potential development areas (PDAs)

Task 2.4 – Evaluate Demographic, Workforce and Market Conditions

As part of this task, the consultant team will evaluate the demographic, workforce, and market conditions within Gahanna. The following elements may be evaluated followed by a detailed description of our approach to each one:

- Demographic profile
- Inventory of existing businesses by type in the greater Gahanna area
- Inventory of existing workforce in the greater Gahanna area
- Inventory of exiting workforce development activities
- Inventory of available retail, office, and research space

Demographic Profile

Using literature and data provided by the City, as well as data obtained from the Census Bureau and other key sources, a current demographic profile of the City will be developed. This will allow for the inventory and identification of key patterns of change

and trends and variables that represent the City’s key strengths or weaknesses from the perspective of resident population.

In developing the demographic profile, an important consideration will be identifying the City’s relevant position or distinction within the regional (i.e. Central Ohio), state, and national economy. At the conclusion of the demographic profile, the consultant team will identify a list of key demographic and social conditions in the City that have the strongest potential to influence the economic development and recovery prospects of the City.

Workforce Profile and Support Structures

A current workforce profile for the greater Gahanna area will be developed. This will include an inventory of existing resident workforce in the region, and identification of key workforce capacity issues and opportunities that could be addressed or leveraged in the final document. In assembling the workforce profile, the consultant team will consider the current composition of workforce in both the City and County related to variables like:

- Employment, unemployment, and participation
- Industry of employment
- Occupation
- Educational attainment and skill level
- Commuting patterns

Where possible, the project team will use regional economic development tools like location quotients and shift-share analysis to assess areas of workforce concentration and local industry performance in the greater Gahanna area by industry and occupational skills, relative to the broader state and national level economies. Doing so provides the project team with a detailed understanding of areas where greater Gahanna’s workforce can be uniquely positioned with regards to supporting business attraction or expansion activities.

Business Base Assessment

In addition to demographic and workforce profiles, the preparation of an economic base analysis should also consider the current composition of a community’s business base. Using data from the Census Bureau, other sources, and stakeholders as needed, the project team will assemble a current inventory of businesses in the greater Gahanna area by:

- Industry of activity
- Employment size
- Business characteristics (e.g. payroll)

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Task 2.5 - Small Group Stakeholder Meetings – Internal and External Perspectives

The consultant team will meet with groups of stakeholders identified by the client team and steering committee in Phase I (up to three one hour meetings will be conducted). We propose to organize the stakeholders by businesses within Gahanna, and businesses outside Gahanna. We will also will take a tiered approach and consider from small businesses, less than ten, to business that have more than 100 employees. Through the meetings we will seek to identify the issues and opportunities that face existing businesses, and what ‘attractors’ and or barriers to locating or doing business in Gahanna are perceived by non-resident businesses.

Task 2.6 – Steering Committee Meeting 2

As part of this task, the consultant team will meet with the steering committee to review the results of the contextual analysis. This information will be presented in a highly graphic and engaging format. This may include but is not limited to maps, graphs, photographs, and text. The final deliverable will be a presentation of the key findings and a technical memorandum of the results of the analysis.

Meetings:

Client Meeting 2
Steering Committee Meeting 2

Timeframe:

Months 1-2

Deliverables:

Memorandum summarizing the plans and policies reviewed
Memorandum summarizing the contextual assessment (existing conditions and stakeholder input)

Phase III - Identifying the Opportunity (Market Assessment)

Since 1970, the Danter Company has developed and maintained a diverse data base in the City of Gahanna/ Franklin County, including residential, retail, office and hotel. The data base includes a total of 1,816 separate studies. The development of a 100% data base is basic to Danter’s research procedure. Only through this methodology can true market characteristics be identified.

This step outlines our approach to conducting a market

assessment to understanding the conditions and opportunities in the marketplace.

Task 3.1 - Area Analysis

Field Work

The Gahanna market area will be examined, and the Potential Development Areas will be personally inspected by a field analyst. The sites will be inspected for the suitability for development as it relates to the market. A full area description will be included identifying surrounding land uses, as well as proximity to area resident services.

Effective Market Areas

An Effective Market Area will be identified for the Study Area. Mobility patterns affecting the Study Area will also be identified (see Phase I), and their impact on the proposed development will be discussed.

Social, Demographic, and Economic Characteristics (note this overlaps with work completed during Phase II)

- Population and household trends and projections
- Distribution of households by age and income
- Household wealth
- Employment and unemployment trends
- Consumer spending patterns
- Estimated retail sales by sector

New and Proposed Developments

Additional proposed or planned development and an analysis of its competitive impact on the target development sites. Other collateral development, including roads, shopping centers, buildings, or other economic development metrics that could impact the target development sites.

Task 3.2 - Field Surveys (Office/Retail/Industrial)

A 100% field survey will be conducted to identify area office, industrial, and retail development (for rent and sale). Anchor tenant(s), year opened, square footage available, square footage by individual facility, rent per square foot North American Industry Classification System (NAICS) code for each facility.

Task 3.3 - Market Assessment Conclusions and Recommendations

Identification of retail, office, and industrial development possibilities by sector will be identified. Identification of support components for each sector at the various PDAs will be considered. The amount of supportable space at the target

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development sites will be outlined based on internal mobility, new business formations, external mobility, and projected absorption by support component for each use type including tenant mix, and projected rents/sales prices.

Task 3.4 – Steering Committee Meeting 3

During this meeting, the consultant team will meet with the steering committee to review the results of market assessment. Like the contextual analysis this information will be presented in a highly graphic and engaging format. This may include but is not limited to maps, graphs, photographs, and text. The final deliverable will be a comprehensive market assessment report.

Meetings:

Steering Committee Meeting 3

Timeframe:

Months 1-2

Deliverables:

Market assessment report

Phase IV - Real Estate Development Strategies and Concepts

During this step, the consultant team will create a series of conceptual plans for the Priority Development Areas based on the economic development vision as developed in the previous step.

It is important that as Gahanna considers the vision, plan, and development strategies that present the most opportunistic job-growth scenarios. It is our understanding that the City has developed a handful of Priority Development Areas (PDAs) that can help achieve this. Buckles Tract provides Gahanna with an opportunity for a user on a high-profile site. Central Park presents a variety of development options for job-creators, with over 191 acres of land available for built-to-suits, office campuses, residential and targeted retail. In 2012 the City put together an exceptional deal to attract Niagra Bottling Company, by converting a 300,000 square foot vacant facility in Eastgate Industrial Park that should serve as a catalyst for future development to the park as a PDA. Further defined areas such as the Industrial Zone and Morse Road East can provide additional opportunities for targeted development.

Task 4.1 – Development Program and Capacity Studies

The consultant team will work with the client team and stakeholders as necessary to create a series of maps, plans, and illustrations using techniques such as renderings and various

graphic design techniques to translate the market assessment recommendations, and contextual analysis into concept plans that illustrate the a preferred development program and carrying capacity for each PDA. The plans will inform and guide the development strategy in the area, and may serve as the foundation for future land use, infrastructure, and transportation planning initiatives. They will also serve as a powerful marketing tool to communicate the vision and development potential of the area.

Task 4.2 – Return on Investment Calculator

During this task the consultant team will create a customized Return On Investment Calculator that is unique to the conditions in Gahanna. This tool can be used to communicate to various stakeholder groups (public and private) how different development scenarios/projects impact Gahanna. In essence, the calculator will illustrate how certain projects make ‘business sense’ for Gahanna.

The calculator will be used to determine the specific return on investment for each PDA and the associated development scenarios/concepts as developed in Task 4.1.

Task 4.3 – Steering Committee Meeting 4

As part of this task, the consultant team will meet with the steering committee to review the redevelopment concepts and present the findings from the return on investment analysis. We anticipate this being an engaging process, where the steering committee works with the consultant team in an iterative process to refine the development concepts.

Meetings:

Steering Committee Meeting 4

Timeframe:

Months 2-3

Deliverables:

Real estate development concepts for each PDA
Return on Investment Calculations

Phase V - Create Economic Development Framework - Attract, Retain and Grow

Task 5.1 – Create the Framework

During this task, the consultant team will create a series of statements with supporting graphics that defines the overall economic development framework. This step will not be a traditional visioning statement, but rather a synopsis of all

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the community's existing plans, existing conditions analysis, and key findings from the market assessment and stakeholder outreach. The purpose of this step is to set the tone for where and how the Study Area should grow, what future investors are 'buying' into, and the expectations for type and quality of future development. Further, it will accomplish the following as a component of the final study and marketing recommendations:

GUIDE the City in evaluating proposed public, private, or public/private projects.

INFORM and guide property owners and potential investors as to what is desired and likely to be approved.

MEASURE progress and effectiveness in the development and redevelopment of the study area to ensure projects have synergetic qualities that strengthen the area as a whole.

Task 5.2 – Retain & Expand Strategies

While attraction projects grab headlines and generate excitement, working with existing businesses is the foundation of any economic development program. The City has a history of being very active with its business retention efforts. The Development & Planning staff annually makes nearly 1,000 visits to its existing business base, hosts a handful of informative events to connect the business community on economic forecasting, social media best practices, fiber-optics and leveraging financial resources.

During this task, the consulting team will build-upon such efforts and conduct retention focus group meetings to weigh in on political, environmental, sociocultural and technological issues that can impact business retention.

It is also important to address future barriers to retention faced by the City. The City currently has five (5) Pre-1994 CRA Districts established to abate property for expansion projects. While pre-1994 status will always provide the ability to expand within such districts, a number of properties will be set to expire over the next 3-5-10 years. The consulting team will catalog properties that are soon to expire and bring the associated property owners to the forefront of business visitation and retention efforts. We will work with both the City and Development Services Agency (DSA) to make sure we have acquired all of the proper data. In addition to business retention strategies, our team will implement specific workforce development strategies that can ensure Gahanna has the right mix of both knowledge-based and technical workers to

ensure its business meet its workforce needs associated with its expansion projects.

Task 5.3 – Attract and Grow Strategies

Attraction of new businesses to a community requires an extended commitment, a focused strategy, and partnerships with regional and statewide groups that share an interest in growing Gahanna's economy. Gahanna has displayed such attraction capabilities when Niagra Bottling renovated the former Amerigraph facility, bringing in \$50 million in new investment and close to \$3 million in new payroll to the City, by coordinating members from City Council, Columbus2020, JobsOhio and Columbus State Community College. That said, it is important that the City continues to utilize its collaboration efforts, incentive tools while developing targeted strategies, and a sound value proposition to continue to position itself for such opportunities.

Given the recent announcement of AEP's utility transmission division planned relocation to New Albany, it is important that the City builds-in a solution for the AEP-building with its Attraction strategy and works with the company while it undertakes its two-year planning and construction phase.

The consulting team will bring together a combination of business stakeholders from within the City and survey stakeholders from outside the Region to help understand what Gahanna's perception is to the business and development community.

We will use our knowledge of the Region's industry targets, Gahanna's existing asset-base and our marketing assessment to help identify Gahanna's targeted industries and sectors for business attraction. From that point our team will recommend any necessary enhancement or modification in incentive programs or policies that are financially feasible. In addition, we will work with internal organizations such as the Gahanna County Improvement Corporation in packaging the City's ability to offer any new incentive with a Pre-1994 CRA, Office & Industrial Incentive Program and GahannaNet incentives to create a lucrative office-package.

Lastly, our team will also develop a "Growth" strategy. Our initial findings have indicated that Gahanna's entrepreneurs lack adequate infrastructure to continue to harvest and commercialize ideas.

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We will look into strategies that enhance Gahanna's entrepreneurial assets whether it is through the creation of a new asset or sharing of regional assets.

Meetings:

None

Timeframe:

Months 3-4

Deliverables:

Economic development framework
Targeted Economic Strategies - Attract, Retain, Grow

Phase VI - Plan Development - Implementation, Metrics & Fiscal Impacts

Task 6.1 – Final Plan Development

At the completion of Phase V, the consultant team will work with the client team and steering committee to finalize the document and prepare for implementation. The final document will portray a complete picture of the economic development strategy anchored in intuitive knowledge of the community desires, and an in-depth assessment of the local marketplace. The plan will include specific implementation steps and metrics to evaluate the success of the plan and economic development initiatives of the City moving forward.

Task 6.2 - Fiscal Impact Assessment

A fiscal impact assessment is critical to any government investment decision. Traditionally, fiscal impact studies are large, paper-based documents that often have trouble adapting to today's fast-paced market. Effective economic development strategies are more than hedging bets on a targeted initiative coming to fruition, but are also about positioning a community for opportunities. Our team will provide a concise projected impact of the Plan recommendations while also providing a model for conducting fiscal impacts for a project as staff needs to modify or adapt it strategies to changes to the market, economic and/or external environment. Note this will be a version of the ROI Calculator outlined in Phase IV and will be delivered as a standalone tool to be used by City staff.

Task 6.4 - 'On-the street' Marketing Brochure

As part of this task, the consultant team will assist the City to prepare a simplified version of the document to be used to market the Priority Development Areas to the private sector. The team will create a tool which will include the economic

development framework, development concepts showing development capacities, identify target users for each site, and outline the local and regional market development potential. Specific incentives that are identified in the previous steps may also be included at the discretion of the City. The goal of the tool is to support the City in effectively communicating the development potential to the private sector by providing the following:

1. Overall development vision and expectations;
2. Development focus and potential;
3. Market potential, including target users; and
4. Economic development strategies and incentives.

Timeframe:

Month 4

Meetings:

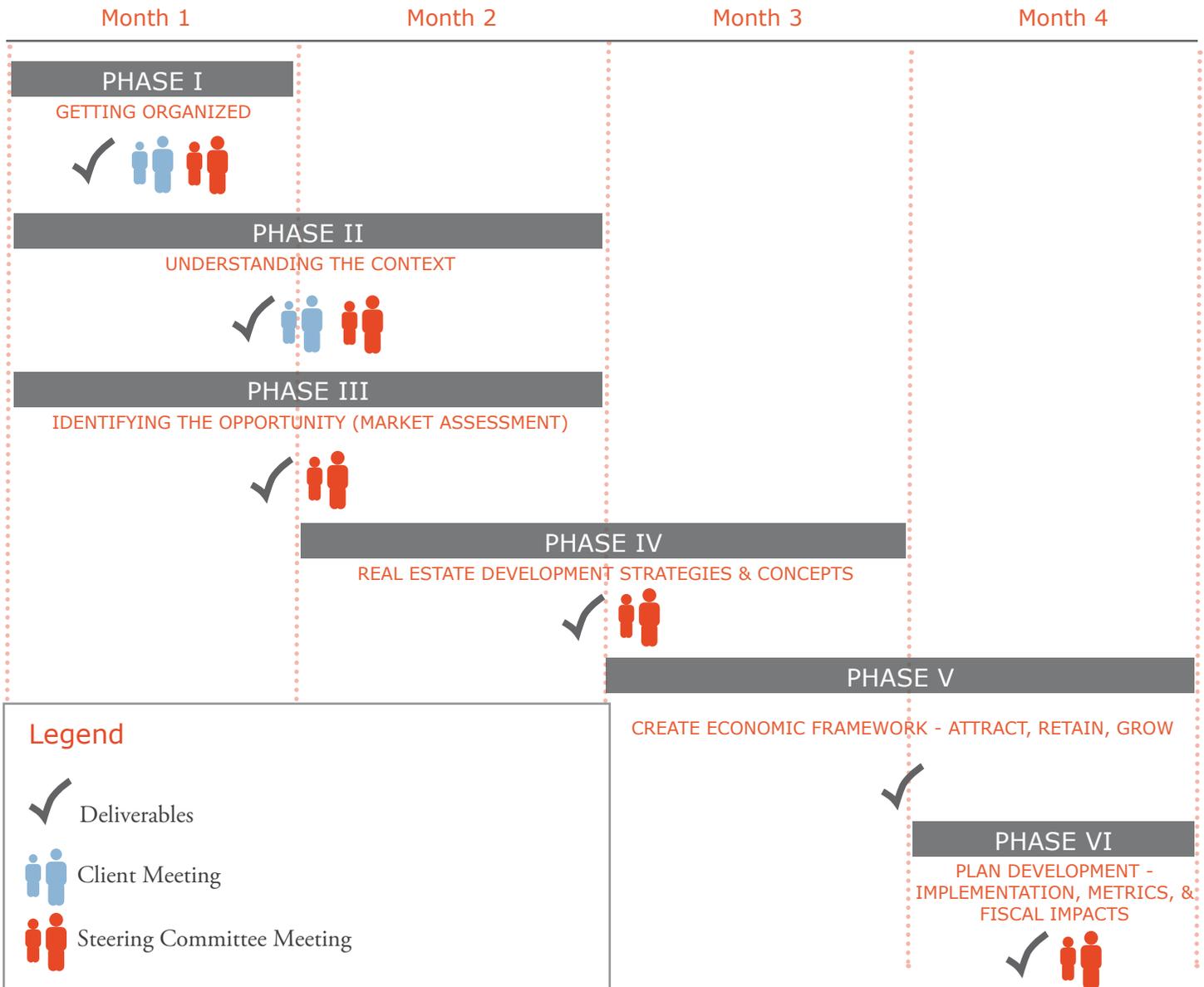
Steering Committee Meeting 5 (present final plan)
Presentation to local elected and appointed officials (1 meeting)

Deliverable:

Final Economic Development Plan
Marketing brochure(s)

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Schedule



Workload and Availability

Ice Miller, OHM Advisors, and The Danter Company are committed to providing the best possible staff to complete the Gahanna Economic Development Plan Update. The personnel we have provided in the organization chart have adequate availability to complete the services outlined in the Request for Proposals. We will commit the time and resources to complete this project within the agreed upon schedule and budget. We are available to start this project immediately.

➔ In addition to the key personnel outlined in this proposal, Ice Miller has over **500 staff members** company-wide to lend their expertise to this project and OHM Advisors has over **250 staff members** to provide strategic insight on engineering, planning, and architecture.

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References

We encourage you to contact the following individuals who can attest to our performance, work ethic, and dedication.

ICE MILLER LLP

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Vince Pastue

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Farmington, Michigan 48335
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Phase I	\$5,000
Phase II	\$17,000
Phase III	\$21,000
Phase IV	\$29,000
Phase V	\$10,500
Phase VI	\$12,500
Total	\$95,000