DOWNTOWN WOOSTER

MASTER PLAN

2015

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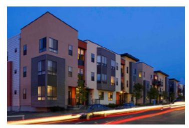
SPECIAL THANKS

This plan has been made possible by the City of Wooster, with considerable assitance from Main Street Wooster.

Special thanks to the taskforce, stakeholders, and all who contributed to the realization of this plan.

IMAGE CREDITS



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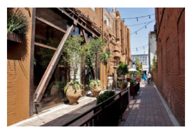

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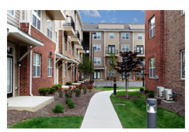

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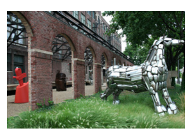

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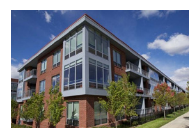

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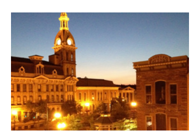

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1.0

INTRODUCTION

INTRODUCTION

At the heart of every successfully growing city is a bustling downtown. And yet, these hubs of activity don't necessarily create themselves. The successful downtown is one that strategically uses its assets to its advantage, strives to foster an identity, and encourages new development. The City of Wooster is ideally positioned with just such a downtown and this Downtown Strategic Plan will help to secure future growth that is well aligned with Wooster's vision.

The Strategic Plan uses data analysis, public participation, policy research and well-designed area plans to ensure its accuracy, acceptance, and longevity. Chapter 1.0 includes an in-depth overview of the project, its study area, and the process followed to create the Downtown Wooster Strategic Plan.

CONTEXT 1.1

PURPOSE OF THE PLAN

GUIDE...

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

INFORM...

...current and prospective property owners as well as developers on desirable growth patterns

MEASURE...

...progress and effectiveness of projects in Downtown Wooster to ensure they strengthen the community as a whole

PROJECT OVERVIEW

In 2015, the City of Wooster initiated a process to create a Downtown Strategic Plan. The project evaluates the current and future development potential for various market segments in the downtown area, identifies target development areas that are currently vacant or underutilized, and developed a vision and strategy for these areas that will respond to opportunities in the regional marketplace. Additionally, the Plan is intended to guide the City in the development of public projects that will enhance the pedestrian realm and promote future growth.

IMPETUS FOR THE PLAN

In 2014, Wooster officials expressed a desire to create a strategic redevelopment plan to guide future planning and investment decisions in and around the downtown. At the time, there were main parcels and collections of parcels that were vacant and/or not at their highest and best use.

The Downtown Strategic Redevelopment Plan provides a unified, comprehensive approach toward planning Downtown Wooster's future over the next 10 years. This Plan serves as a guide for future development and policy decisions that reflect the community's long-term vision, goals, and priorities, balanced with an understanding of marketplace conditions. It will assist City staff in communicating the City's values to potential residents, developers, and businesses.

PLAN GOALS & OBJECTIVES

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

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

PLAN ELEMENTS

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

EXISTING CONDITIONS

The planning team began with an analysis of the existing area. Area conditions considered included current land use, demographics, parking demands, and other area specific investigations. With an understanding of the existing conditions, the planning team and the Wooster Task Force could make more informed decisions and goals for the downtown area.

PUBLIC ENGAGEMENT

Throughout the planning process, the planning team facilitated discussions amongst community members to delineate the common direction and goals for the downtown. Community issues and opportunities made apparent during discussions were used to formulate both public and private projects, addressing and capitalizing on under-served and growth opportunity areas.

MARKET ANALYSIS

In 2015, the City of Wooster conducted a detailed market assessment with a team of consultants to determine the current market condition within Wooster and the surrounding region, and to identify opportunities and gaps within the marketplace. Through this analysis, a Plan was created that responds to market gaps and positions the downtown to attain its highest and best use.

PUBLIC PROJECTS

The Plan outlines several key public projects that were identified throughout the comprehensive planning process, as well as Task Force and stakeholder input. These projects are intended to enhance the public realm, while boosting the economic competitiveness of the downtown.

DEVELOPMENT CONCEPT

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

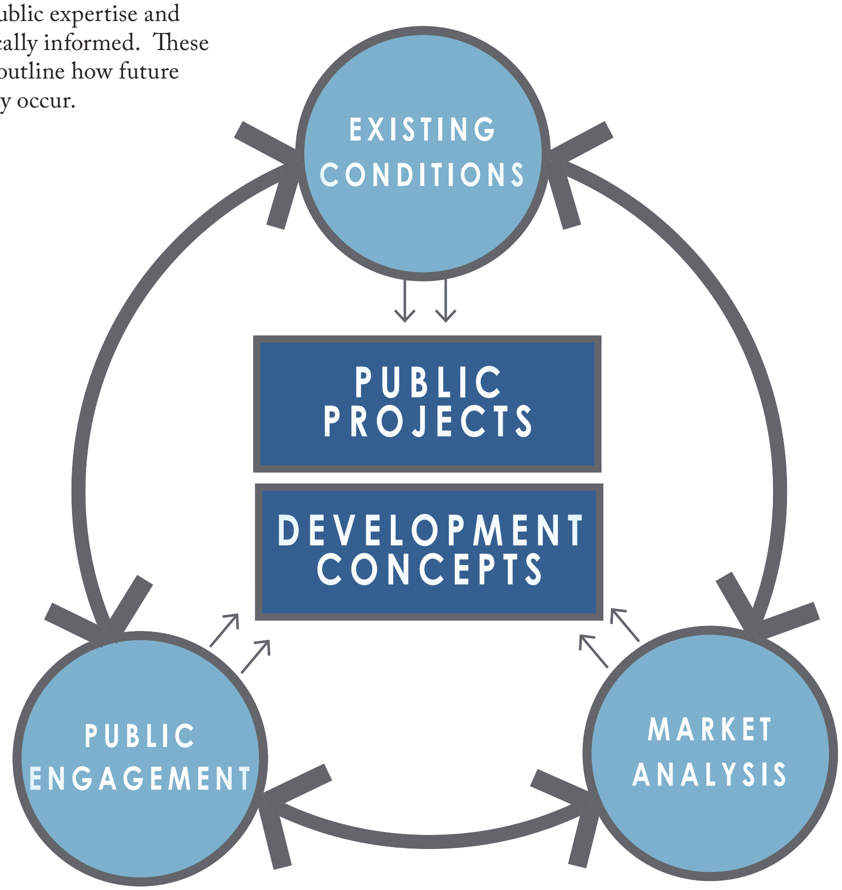


FIGURE 1-1 : Planning Process

HOW TO USE THE PLAN

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

ANNUAL WORK PROGRAMS AND BUDGETS

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

DEVELOPMENT APPROVALS

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

CAPITAL IMPROVEMENT PROGRAM

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

ECONOMIC INCENTIVIES

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

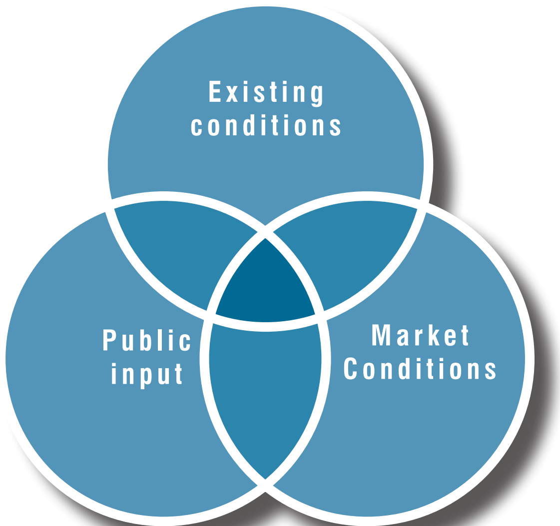
PRIVATE DEVELOPMENT DECISIONS

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

BE FLEXIBLE

The Plan is intended to serve as a guide to help the City, development community, and local residents plan for the redevelopment of Downtown. The Plan is intended to be flexible and fluid, and should be updated and amended as appropriate. As projects, policies, and programs develop over time they may not look exactly like the images in the document, but they should address the intent of the Plan.

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



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

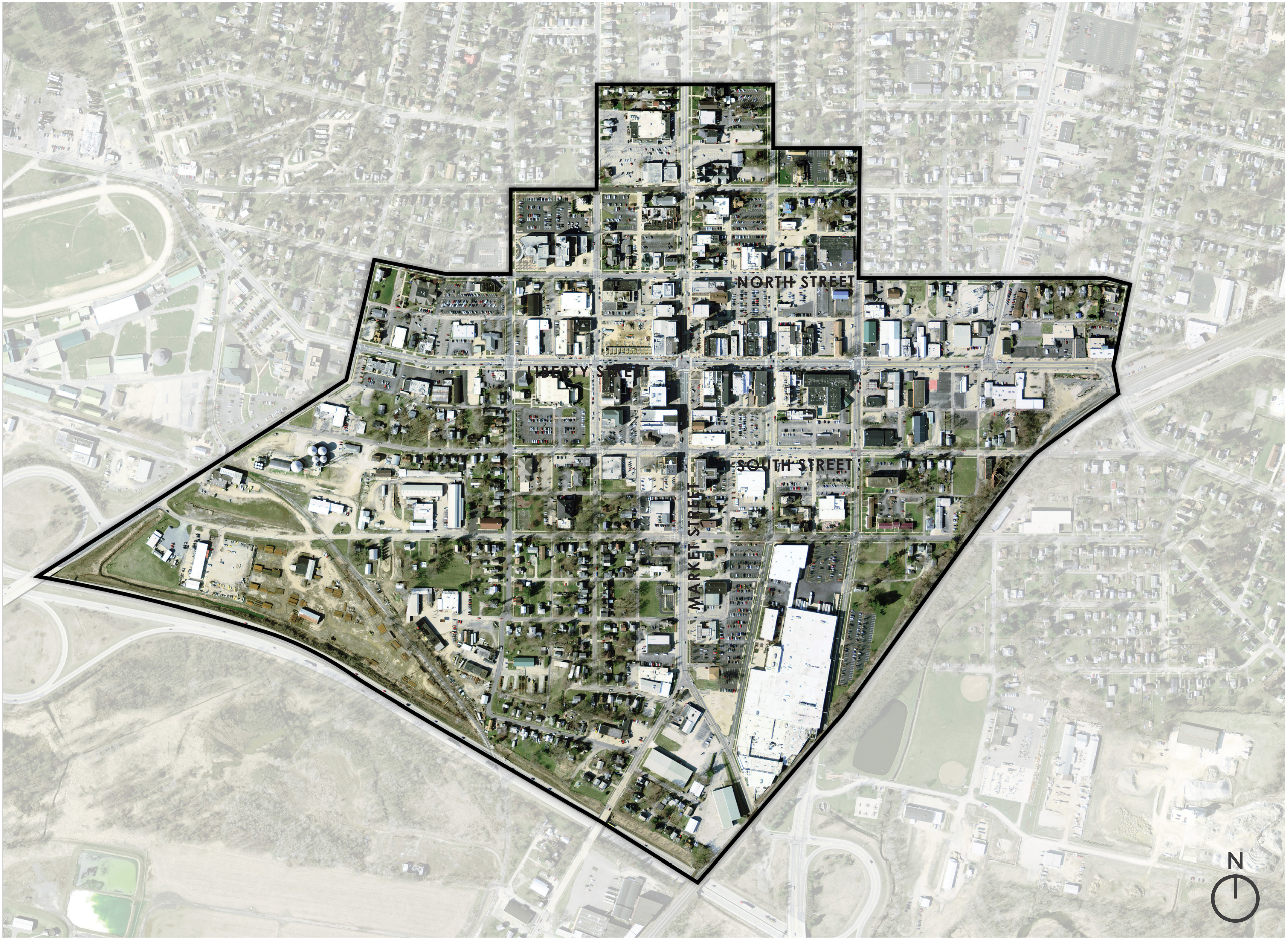


FIGURE 1-2 : Downtown Wooster Study Area

CONTEXT 1.2

COMPREHENSIVE PLAN

The motivation to create a downtown strategic plan stemmed from surveys and public engagement during the comprehensive planning process that indicated residents had an interest in growing and enhancing Downtown Wooster. Within the Comprehensive Plan, the downtown area is identified as a priority development area. The goal of which is to develop in a way that continues to support the existing downtown network while also creating a healthy mix of new activities and amenities. Existing neighborhoods were identified, along with proposed districts and gateways, and are depicted in Figure 1-3. The Comprehensive Plan states recommendations on how to strengthen the identity of existing and proposed areas of the downtown. In addition, eight development intents were identified for the area and shown on the following page. This Downtown Wooster Master Plan is the realization of these recommendations defined as part of Wooster's Comprehensive Plan.

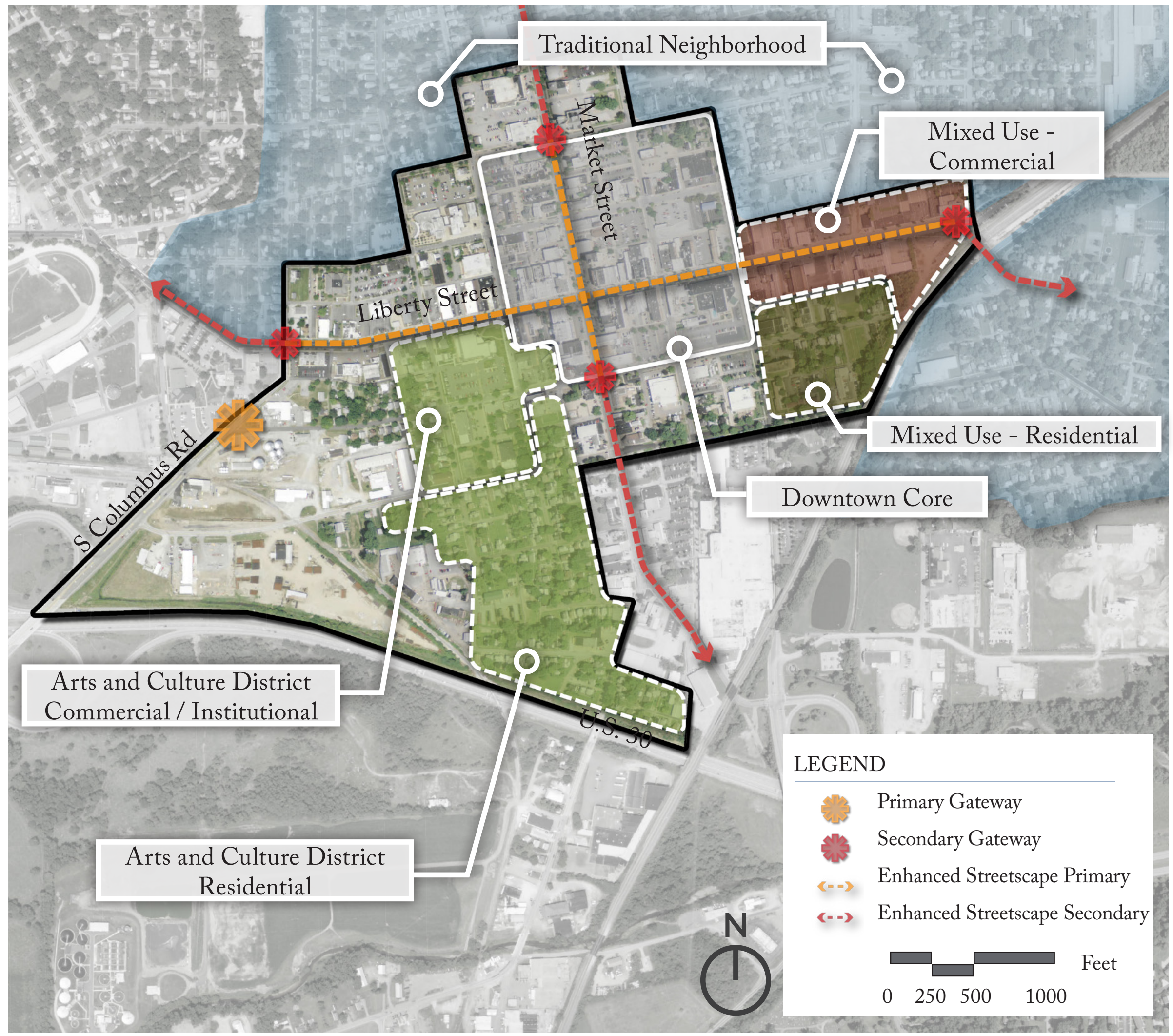
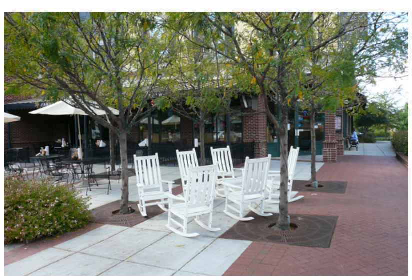


FIGURE 1-3: Downtown District Urban Framework Map (Wooster Envisioned Comprehensive Plan 2014 Figure 7.2)

A mix of uses is encouraged with residential throughout the district and retail, commercial, and institutional uses focused along primary and secondary streets within Downtown Wooster. Uses can be organized vertically (within the same building) or horizontally (side-by-side), and should be focused on creating a pedestrian-friendly environment. Residential uses on ground floors should be avoided along primary and secondary streets.

Streetscapes should be appropriately scaled, keeping the pedestrian as the priority. Sidewalks should be spacious enough to provide a seamless pedestrian connection between the public and private realm. Sidewalks, crosswalks, curb extensions, and pedestrian signals should be used throughout the district. Streetscape improvements should include street trees, planters, and decorative street furniture, such as public benches and street lights.

Site Design for residential and commercial uses should encourage minimal setbacks with a primary façade that faces the street. Parking should be located to the rear in order to promote a pedestrian-friendly streetscape in the front.



Public spaces encourage pedestrian activity along streetscapes and should include amenities such as street furniture, pedestrian-scaled lighting, bike racks, trees, and trash receptacles. Public spaces should be designed to enhance the surrounding streetscape and adjacent structures and can include features such as outdoor dining, fountains, and recreation spaces available to pedestrians.

Residential Density is an integral part of this Priority Development Area. Residential buildings should range from two to four stories in height, built as either attached residential units at street level or above sidewalk retail and commercial uses.

Pedestrian Crossings should be visible to oncoming traffic in order to increase safety and walkability. Crossings and curb ramps should also be accommodating to people of all abilities.

Architectural Character should employ scaling and detailing that promote a pedestrian-friendly environment. Design should complement existing historical character while employing high quality materials. Front façades should have a high level of transparency in order to activate and enhance the streetscape.

Parking should include both private and public parking. Private (on-site) parking shall be internal to each site, screened from the public right-of-way, and may be identified with signage at the discretion of the City. The impacts of on-site parking should be minimized through segmented parking areas, shared parking, rear parking areas, pervious pavement, and landscaping.

CONTEXT 1.2

COMMUNITY SURVEY

In December of 2013, the Wooster Envisioned Resident Survey was conducted by AimPoint as a part of the comprehensive plan update process. Results of this survey showed that Downtown Wooster truly serves as the cultural center of the city and a regular destination for the majority of citizens. Figure 1-7 shows 53% of residents report visiting downtown ‘all the time’ and over 81% of them visit at least a couple times a month. The high traffic to the area and low store front vacancy signify a very healthy and vibrant downtown area. When asked what the primary draws are to the downtown, residents indicated that they enjoy the restaurants, retail stores, entertainment, and library. Not surprisingly, residents reported that more of the same would encourage them to head downtown more frequently. Finally, when asked how residents would prefer to develop in the future, 81% favored growth within city limits with 63% indicating the desire to focus on redeveloping older areas in and around the downtown. Focusing growth in the downtown was further supported by responses indicating that 28.4% of residents believe the highest priority for new development should be in downtown and areas around the downtown.

Understanding the importance of the Wooster Downtown to its residents as both an economic and entertainment area, City staff engaged OHM Advisors to develop a strategic downtown development plan. Efforts and proposed concepts in this plan focus on maintaining the elements that define the downtown character, growing downtown in a manner consistent with the comprehensive plan, and adding amenities that will address remaining entertainment and market gaps.

DEVELOP DOWNTOWN WOOSTER

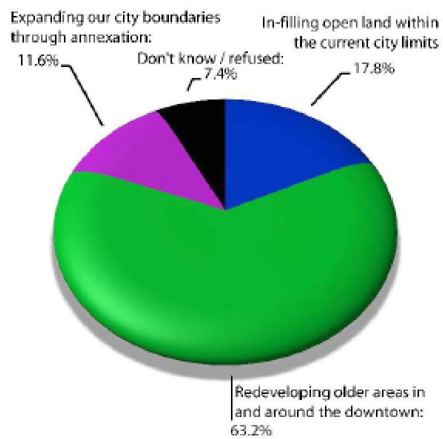


FIGURE 1-4 : How would you prefer for Wooster to develop in the future?

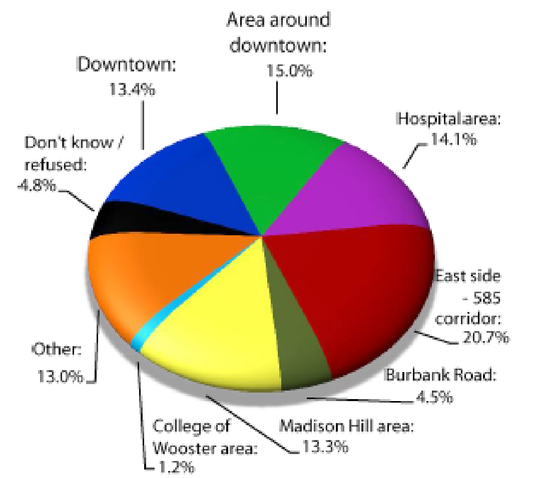


FIGURE 1-5 : What part of the city do you believe should be the highest priority for new development?

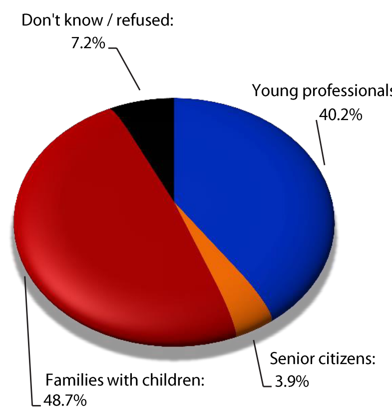


FIGURE 1-6 : What demographic groups would you most like Wooster to attract more of?

DOWNTOWN VISITORS & ATTRACTIONS

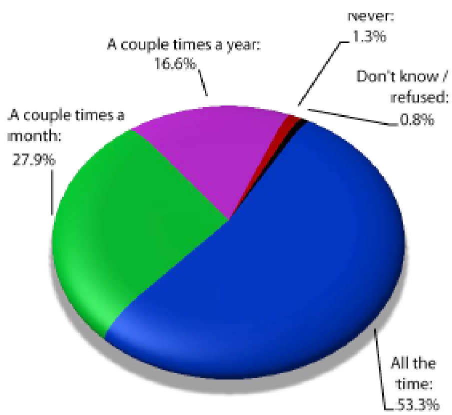


FIGURE 1-7 : How frequently do you visit downtown?

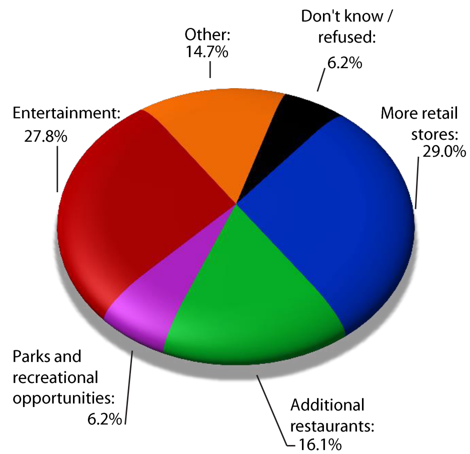


FIGURE 1-8: What would most encourage you to come downtown more often?

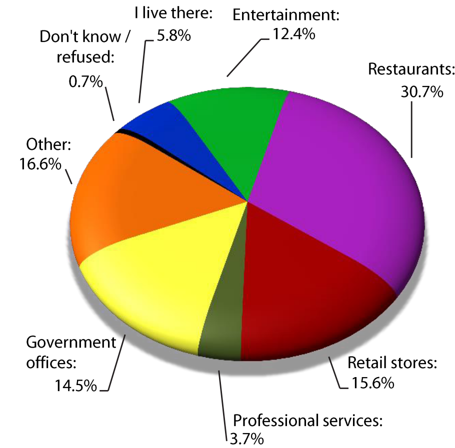
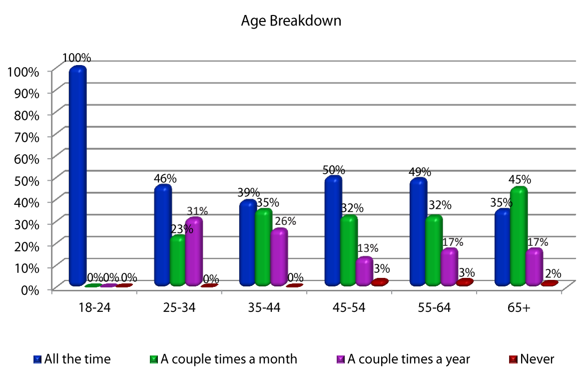
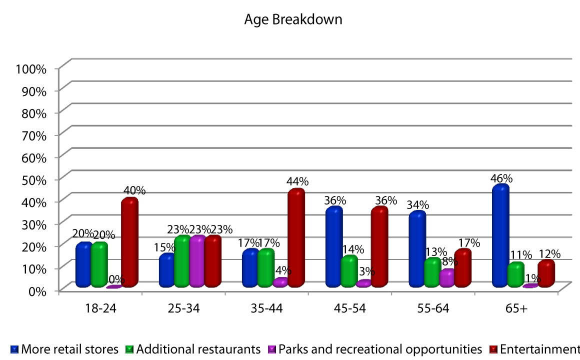
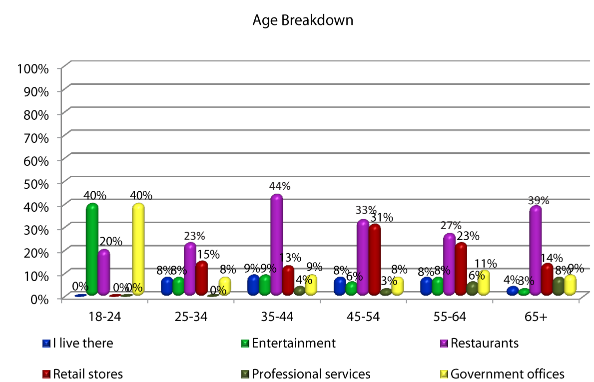


FIGURE 1-9 : What would you say is the primary reason you visit downtown?







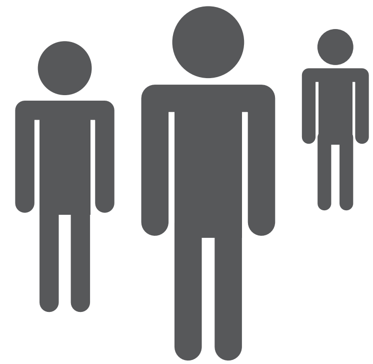
CONTEXT 1.3

COMMUNITY TRENDS

Critical to understanding the potential for development and redevelopment within the Downtown, is understanding the current demographic trends within Wooster, compared to the national trends seen throughout the United States. Changes in demographics can and do have consequences for the types of housing, businesses, and amenities that can be supported within an area.

LOCAL TRENDS

Millennials (1980-1999) in Wooster make up over 30% of the population and have maintained an equal share of the population since 2000. Wooster's Baby Boomers (1945-1964) comprise of 23% of the population. Making up over half of the current population of the City, these two demographics will have significant impacts on the types of housing and types of amenities that the City must capture in order to keep and attract them to Wooster. Even a small shift in the housing choices or lifestyle preferences of these two groups can have enormous consequences for a city. Understanding the trends and being proactive is a good strategy for addressing their wants and needs.



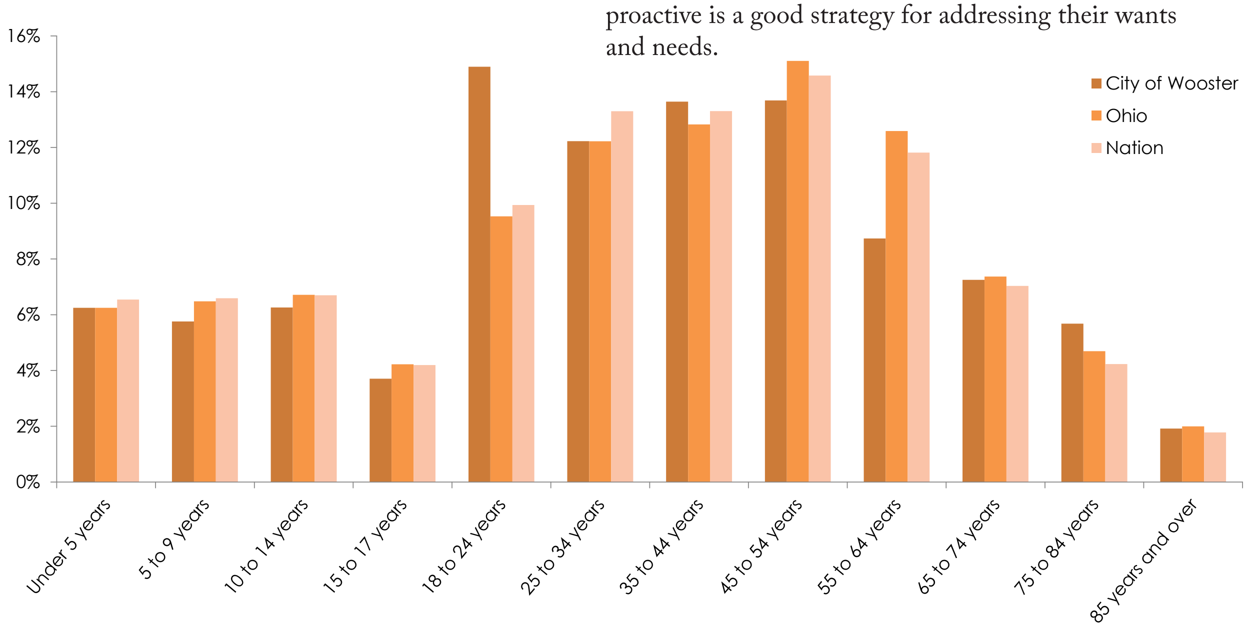


FIGURE 1-10 : 2010 Census Age Demographics

POPULATION
26,071 (2013)

HOUSEHOLDS
10,740 (2013)

AVERAGE HOUSEHOLD SIZE
2.22 (2013)

MEDIAN POPULATION AGE
38.3 (2010)

NATIONAL TRENDS

MILLENNIALS + BOOMERS

Millennials (1980-1999) and Baby Boomers (1945-1964) make up the largest share of the nation's population (53% total). As a result, the trends for each of these generation groups have a large impact on the market. Baby Boomers value housing that is close to entertainment, retail, and medical services while Millennials look for locations that are diverse, walkable, and offer plentiful entertainment and employment opportunities. Both generations tend to prefer housing that is lower maintenance and will sacrifice large living spaces for better access to amenities.

PLACE FIRST

Current national trends indicate a swing in how individuals choose where to live. A growing number of millennials choose where they want to live first and then resolve the logistics of finding employment and housing in their desired location. Millennials seek destinations that offer a superior quality of life and ample amenities. They have a preference for in-town areas and inner suburbs that feature diversity and walkability in close proximity to jobs and entertainment. This is drastically different than past generations of people who first sought jobs and then moved to the location of their job. The result of this change is more competition for jobs and housing in popular urban areas that offer the desired amenities. A subsequent decrease in the desire to live in outlying suburbs, small towns, and rural areas follows as these locations lack the sought-after amenities and have less abundant opportunities for employment.

BUYING VS. RENTING

While owning a home may be desired by some, current trends indicate that many individuals are more inclined to rent instead. Buying can offer a greater return on investment over time, but carries a significant amount of financial risk as well as maintenance over time. Renting often does not carry the financial risk or maintenance of owning property. Longevity is also an important factor in determining whether to buy or rent. While owning typically involves a long-term commitment from the buyer, renting can offer short or long term living solutions and allows tenants the flexibility to move when desired or needed.

HOUSEHOLD STRUCTURE

As household population and structure evolve over time, subsequent changes in housing needs become apparent. The average family size in 2010 was 2.39 individuals per household. This number has decreased over time due to the large percentage of the population made up of Baby Boomers and Millennials who have smaller households than past generations. Many Baby Boomers are within the age range that they no longer have dependents living with them and many Millennials have not yet established families. This decrease in family size subsequently decreases the desire for large single-family homes that can accommodate a larger family and drives up the need for smaller, more versatile housing. Large single-family homes more prevalent in suburbs where an abundance of land is available are no longer the norm and there is a need for a variety of housing sizes and types to accommodate future trends in household structure.

HEALTHY AND SUSTAINABLE

Healthy and sustainable initiatives can enhance the overall quality of life in a community and will attract talented individuals and high-quality investment. Such initiatives may include investment in park space, trails, and other community amenities that promote a healthy lifestyle. Passive and active greenspaces can spur economic development not only by enhancing the quality of life for residents, but also by attracting regional visitors to signature outdoor spaces.

WALKABILITY + CONNECTIVITY

An emphasis on a complete transportation system allows people to easily travel by foot, bicycle, transit, or car. Factors that influence walkability include pedestrian facilities such as sidewalks, cross walks, wayfinding and signage. Bicycle connectivity is influenced by bike lanes, on-street sharrows, multi-use paths, and bicycle storage facilities. Public transit allows individuals to connect to both local and regional destinations. Communities that are easily navigated on foot are desired as more Millennials want to live in close proximity to employment and entertainment options and the ease and convenience of walkable and well-connected communities is preferred.

PHYSICAL CONTEXT

CURRENT LAND USE

Using data provided by the City, a land use map was created to understand the development patterns within Wooster's downtown area. In addition, land use areas were found and land use share was determined. Figure 1-11 shows the land use types and percentage of the area each type occupies in the downtown. Manufacturing is currently the largest land use occupying 29% of downtown. In terms of use distribution, the land use map in Figure 1-12 indicated a diverse and healthy downtown land use mix. Overall the downtown area has a low vacancy rate of 7%. Downtown's two major thoroughfares Market Street and Liberty are lined with commercial, office, and government uses. This strong commercial corridor creates a central hub of activity and downtown life. In addition, the relatively high concentration of vacancy in the east along Liberty provides opportunity for a large area development plan to complement the current downtown amenities and businesses. Currently only 19% of the surrounding area is single family and multifamily residential. As the downtown area continues to grow commercially, increased residential availability in the downtown area will be important to support downtown businesses.

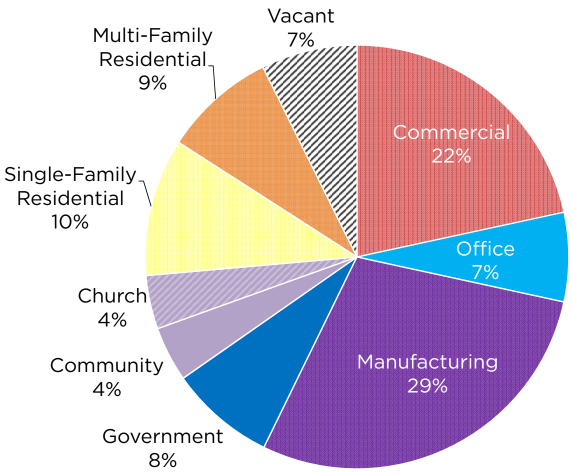


FIGURE 1-11 : Downtown Wooster Current Land Use Composition

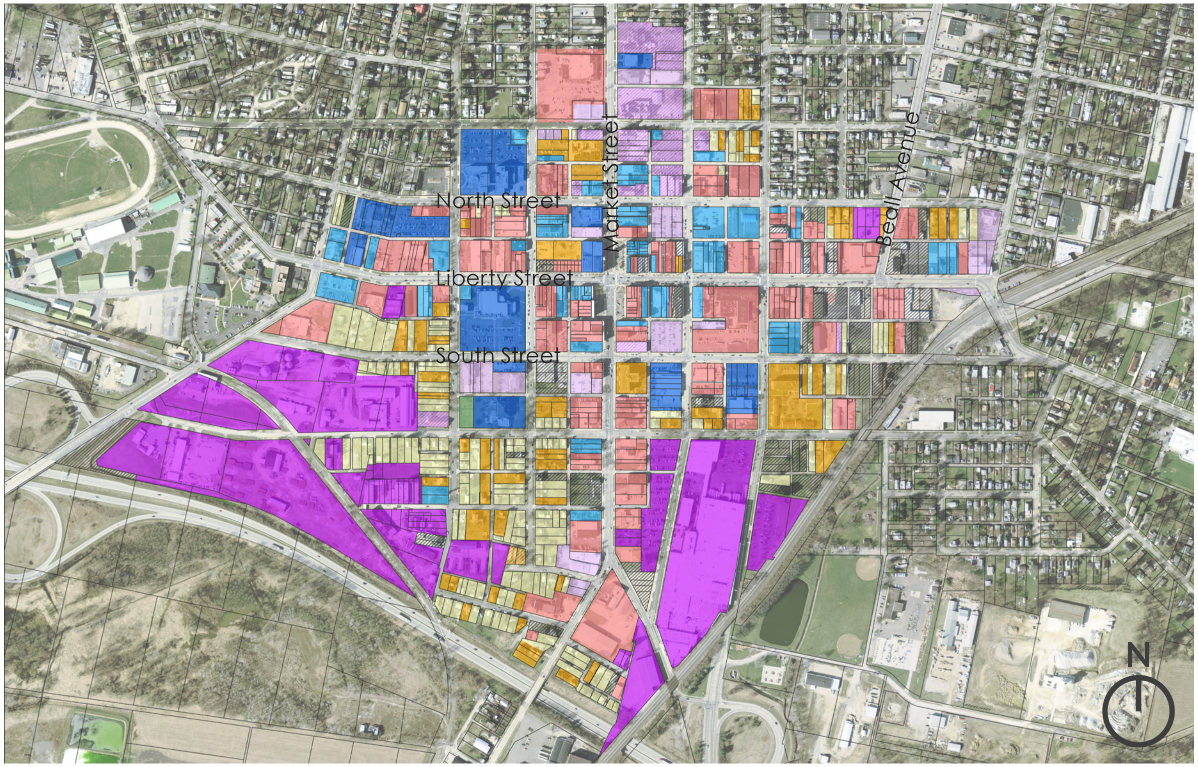


FIGURE 1-12: Downtown Wooster Current Land Use

PARKING AVAILABILITY

Through the telephone survey and public engagements, Wooster residents expressed that additional parking surrounding downtown amenities would make frequenting its destinations more convenient. A preliminary parking count of the downtown was conducted to understand existing parking availability and its relation to downtown businesses. Table 1-1 and Figure 1-13 show public parking availability and distance and time it takes to walk from designated parking to the intersection of Liberty Street and Market Street. The most significant finding of this study was that within 3 minutes or less walking distance of Liberty and Market Street, 582 parking spaces were available. In light of the existing parking availability volume result, it is recommended that wayfinding and increase signage be considered in order to increase the utilization of current public parking.

TABLE 1-1 : Downtown Wooster Parking Study

Path	Walking Distance	Walking Time	Cumulative Public Parking
Green	0-400'	0 - 1:30	150 Spaces
Yellow	400' - 800'	1:30-3:00	582 Spaces
Orange	800' - 1200'	3:00 - 4:30	681 Spaces
Red	1200'-1600'	4:30 - 6:00	752 Spaces

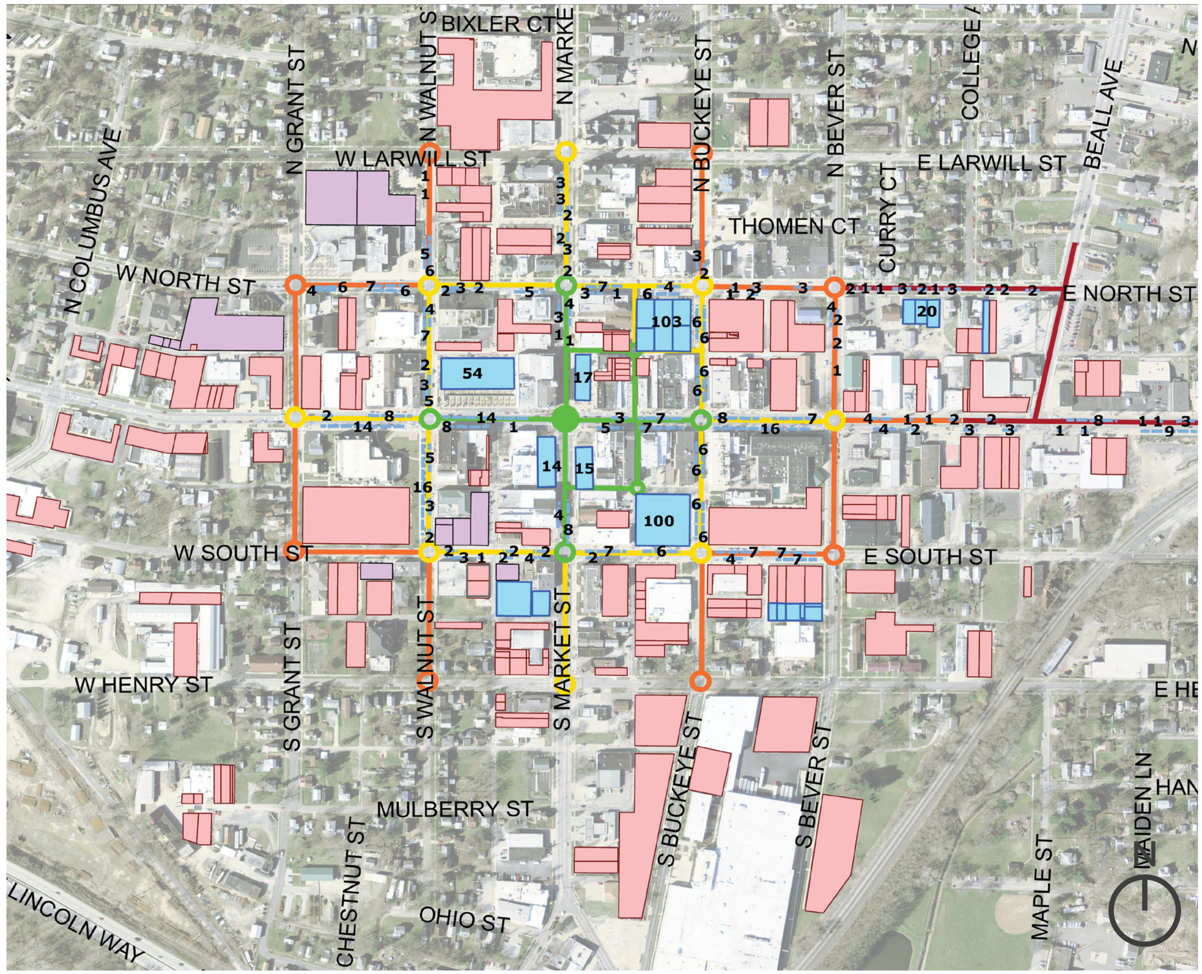


FIGURE 1-13 : Downtown Wooster Parking Study

CONTEXT 1.5

THE PLANNING PROCESS

WHO WAS INVOLVED?

At the heart of the planning process are the ideas and aspirations of the public. An extensive public engagement effort was conducted by the City and planning team to solicit ideas and develop the vision for future growth in Downtown Wooster. These ideas, values, and aspirations provided the foundation from which the Plan development concepts and prioritization of downtown growth were formed.

Through this outreach campaign, more than 100 community members contributed their ideas and aspirations for the future of Wooster. In addition, individual meetings with the Task Force, Stakeholders, Main Street, City Staff, and local business owners each provided the planning team unique perspectives on the plan as it evolved.

TASK FORCE

The project task force is a group of 12 individuals that has informed and guided the development of the plan.

STAKEHOLDERS

Stakeholders are individuals who have a vested interest in Downtown and are informed of the issues and opportunities that affect the future of this area. During the planning process, the Planning Team has met and received feedback from various stakeholders regarding the future of the downtown.

MAIN STREET WOOSTER

M

The Main Street Wooster organization has been directly involved in the development of the Plan. The Planning Team presented existing conditions findings to the group, and led them in several exercises to help develop the program and the priorities for future Downtown projects.

CITY STAFF

C

City of Wooster staff have been present throughout the planning process, helping to guide the Planning Team and task force in the development of the Plan.

THE PUBLIC

P

Wooster residents were encouraged to participate in the planning process during several public meetings as well as through a dynamic project website.

CONTEXT 1.5

WHAT DID WE DO?

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

A gauge of what opportunities exist and what issues need to be addressed.

The Planning Team led an open discussion with all involved groups on what they thought were the issues and opportunities facing the downtown.

A broad gathering of ideas to guide the future of Downtown Wooster.

Participants were asked to consider what public and private projects were essential to the success of the downtown. These projects were combined and synthesized into the several design concepts as seen throughout the Plan.

A location-based understanding of priority areas in the future.

Group participants were asked to locate on a map of the downtown where they considered the ideal location for a public space and for a pedestrian alley to be added.

INVESTMENT EXERCISE

A direct way to show the City where to invest their dollars.

After a draft list of public projects was formed, participants were given a sum of one million dollars to “spend” on projects they saw fit. The exercise was designed to prioritize which projects the City should pursue first.

PROJECT PRIORITIZATION

Policies or programs given directly to the Planning Team by residents.

Participants were asked to rank each project and provide comments. This exercise provided a better understanding of how important each project was to the growth of the community, as well as feedback on additional improvements to proposed project concepts.

PUBLIC FEEDBACK

An opportunity for public discussion and feedback during the planning process.

Throughout the planning process, public meetings were held in order to gather feedback and facilitate discussion on plan elements and project concepts.

PROJECT WEBSITE

An online tool to provide a broader range of engagement for the community.

A project website was developed, which offered the public the convenience, of both staying current with project updates and joining the discussion from their homes.

ISSUES AND OPPORTUNITIES + IDEA GENERATION

Preliminary evaluations of a community frequently include a discussion of the key issues a community is facing and both the internal and external opportunities available to the community. The planning team facilitated a dialog amongst the Task Force, Stakeholders, and Main Street Wooster teams individually. From these meetings the following common issues and opportunities emerged:

ISSUES

- Parking
- Wayfinding
- Increase business activity & hours
- Housing
- Walkability

OPPORTUNITIES

- Redevelop & Expand Housing
- Extend business hours
- Expand the arts
- Expand retail
- Tourism
- Student Engagement
- Greenspace
- Attract younger demographic

Community issues and opportunities defined during at Main Street, Stakeholder, and Task Force meetings in addition to Downtown Wooster's existing conditions and demographic trends were then used during idea generation to develop public project objectives to address community issues and capitalize on community opportunities. The final outcome of the idea generation was ten public realm amenities that would continue Downtown Wooster on its path of maintaining a healthy community.

1. Bike Connections

Connect Downtown Wooster to the existing bicycle trail network and other destination through a mixture of bicycle lanes, sharrows, and multi-use trails.

2. Streetscape Improvements

Upgrade the existing streetscape of Downtown Wooster through a combination of improvements that could include new sidewalks, pedestrian crossings, street trees, seating, and various other pedestrian amenities.

3. Enhanced Wayfinding brand

Consistent and effective wayfinding to direct residents and visitors to key areas in and around the downtown, including parking lots, public spaces, public buildings, and freeway access.

4. Pave newly Acquired North Street Parking Area

Pave the new City-owned property to provide additional parking for local businesses.

5. Increase Public Greenspace

Create additional public greenspace in the downtown to promote pedestrian activity.

6. Dual Purpose Entertainment/ Park Space

Create a signature greenspace in the downtown to function as an entertainment venue and park space.

7. Consistent Roadway Treatments

Create and implement consistent roadway treatments including striping, crosswalks, signage, and parking meters.

8. Intersection Enhancement

Upgrade and enhance street intersections to improve pedestrian safety, traffic flow, and create a signature element within the downtown.

9. One-Way Conversions

Convert one-way streets to two-way streets to ease navigation and support businesses located along these streets. The following downtown streets are currently one-way:

- Henry Street
- South Street
- North Street
- Larwell Street

10. Convert Alleyways to Greenspace

Convert underutilized or redundant alleyways to limited-access or pedestrian-only areas and infilled with greenspace and pedestrian amenities

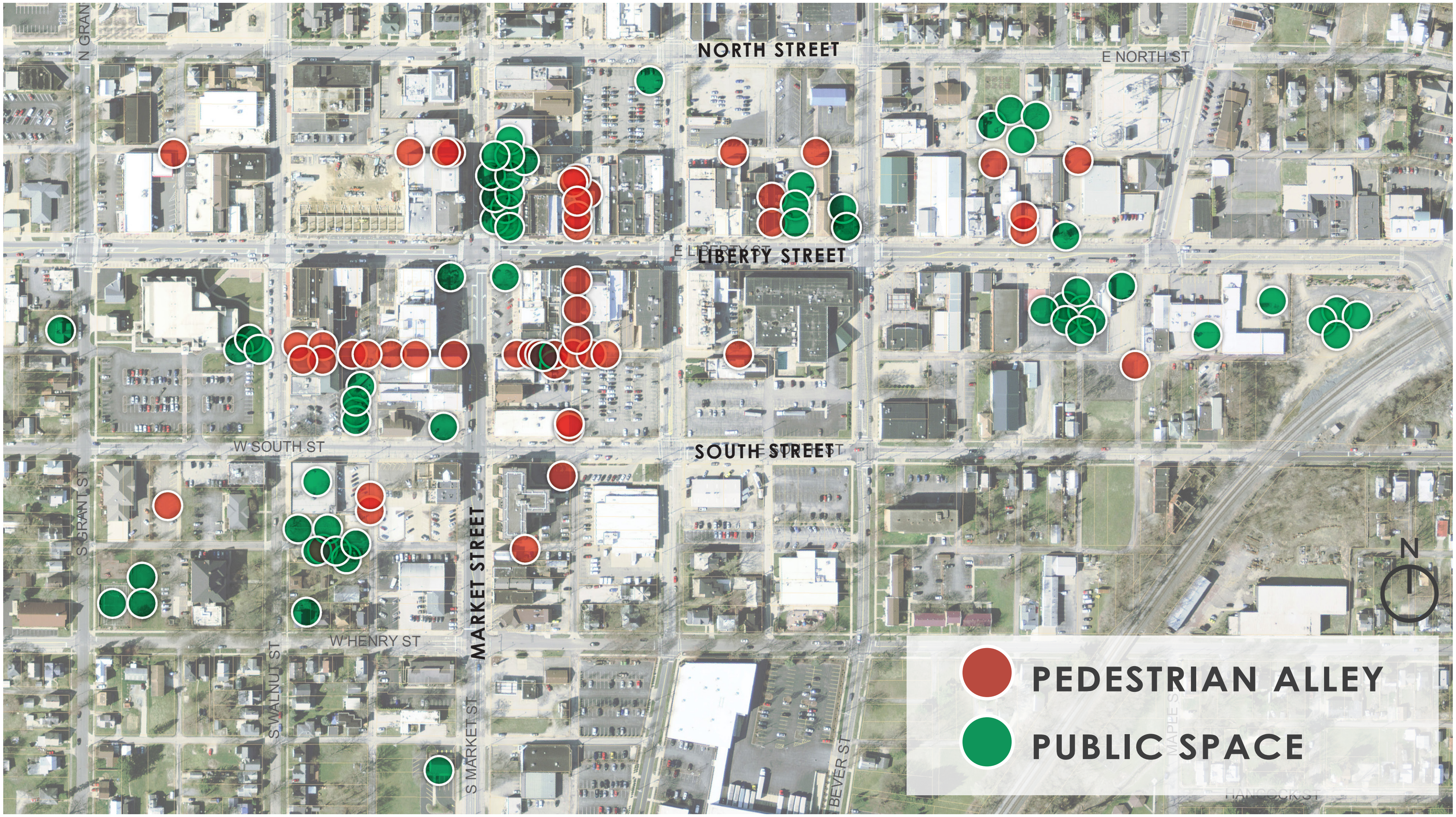


FIGURE 1-14 : Pedestrian Alley & Public Space Map Identification

MAPPING EXERCISE

The Mapping Exercise provided a geographical understanding of specific areas to be considered for public projects. Participants were asked to place red dots in existing alleyways to target for conversion to pedestrian alleyways and green dots on areas or places thought to be ideal for public space.

The result of this showed a consensus amongst participants of areas preferred for these public projects. Specifically, the alleyway bisecting blocks immediately south of Liberty Street, between S. Walnut Street and S. Buckeye Street, and the alleyway bisecting blocks immediately east of Market Street, between E. North Street and E. South Street, were clearly identified through this exercise. Of the areas marked for public spaces, the northeast corner of the intersection of Market and Liberty Street received the most votes. Other areas receiving high votes for consideration of public spaces included the area south of the Beall and E. Liberty Street intersection and open spaces centrally located on the block bordered by W. South Street to the north, S. Market Street to the east, W. Henry Street to the south, and S. Walnut Street to the west.

This exercise, combined with and the existing conditions analysis, both substantially informed the selection of the pedestrian alleyway and public space concepts developed and presented in this plan. Concepts for these projects are presented in Chapter 3 Public Projects of this plan.

INVEST IN THE DOWNTOWN

Public project objectives were drafted to address issues and opportunities found in previous public engagement discussions. The investment activity was then used to understand the priority of the project objectives. Participants were given a million fake dollars to invest (in increments of $100,000) in the planning objectives. Figure 1-15 shows the results of this activity. For each planning objective, the proportion of investment dollars from each group is shown.

Of the three participating groups, Main Street Wooster, Stakeholders, and Online Participants, results showed that six public project objectives that were considered of higher importance and should be considered first:

- Dual Purpose Entertainment / Park Space
- Increase Public Greenspace
- Bike Connections
- Enhanced Wayfinding Brand
- Implement Streetscape Improvements
- Convert Alleyways to Greenspace

Results from this activity, as well as other local planning initiatives, have since spurred separate projects to address bike connections and enhance wayfinding brand. As of this writing, these projects are currently underway and were not additionally addressed in any remaining portions of this plan. Of the remaining priority objectives for the downtown determined from this activity, along with the mapping results for delineating project locales, six project concepts were developed:

1. East Liberty
2. East Green
3. Downtown Streetscape
4. Pedestrian Alley
5. Center Green
6. Arts District

Figure 1-16 shows development concept locales within the downtown area. Table 1-2 defines which objective(s) are addressed within each of the development concepts.

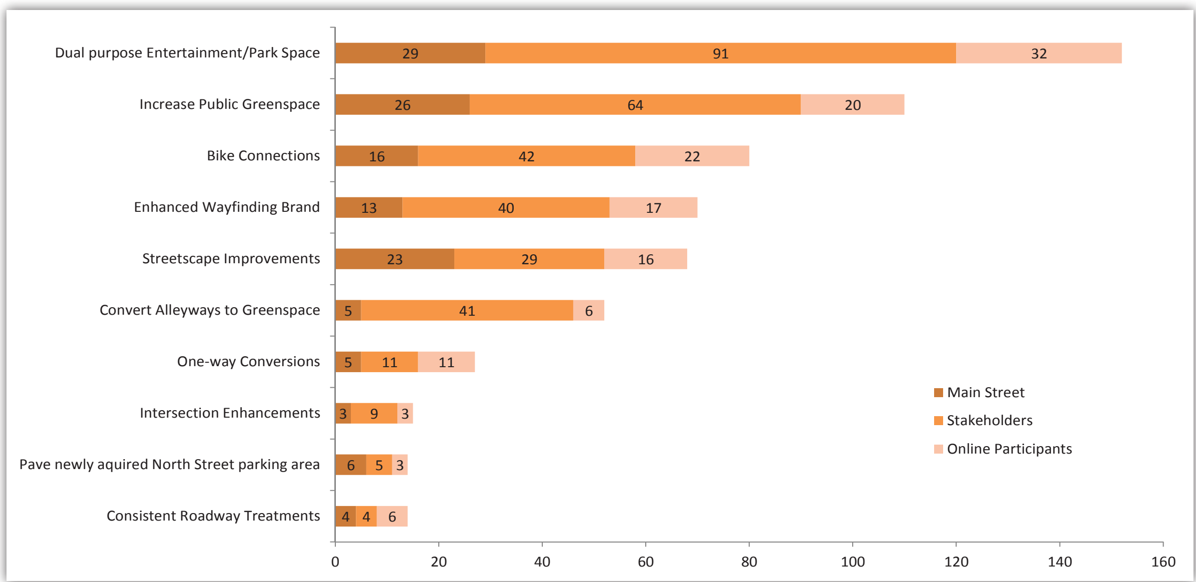


FIGURE 1-15: Main Street, Stakeholder, & Online Participant Investment Activity Results

TABLE 1-2: Development Concepts and Project Objectives Addresses

PROJECT	Dual Purpose Entertainment / Park Space	Increase Public Greenspace	Streescape Improvements	Convert Alleyways to Greenspace
East Liberty	✓	✓		
East Green	✓	✓		
Streetscape		✓	✓	
Pedestrian Alley	✓	✓		✓
Center Green	✓	✓		
Arts District	✓	✓		

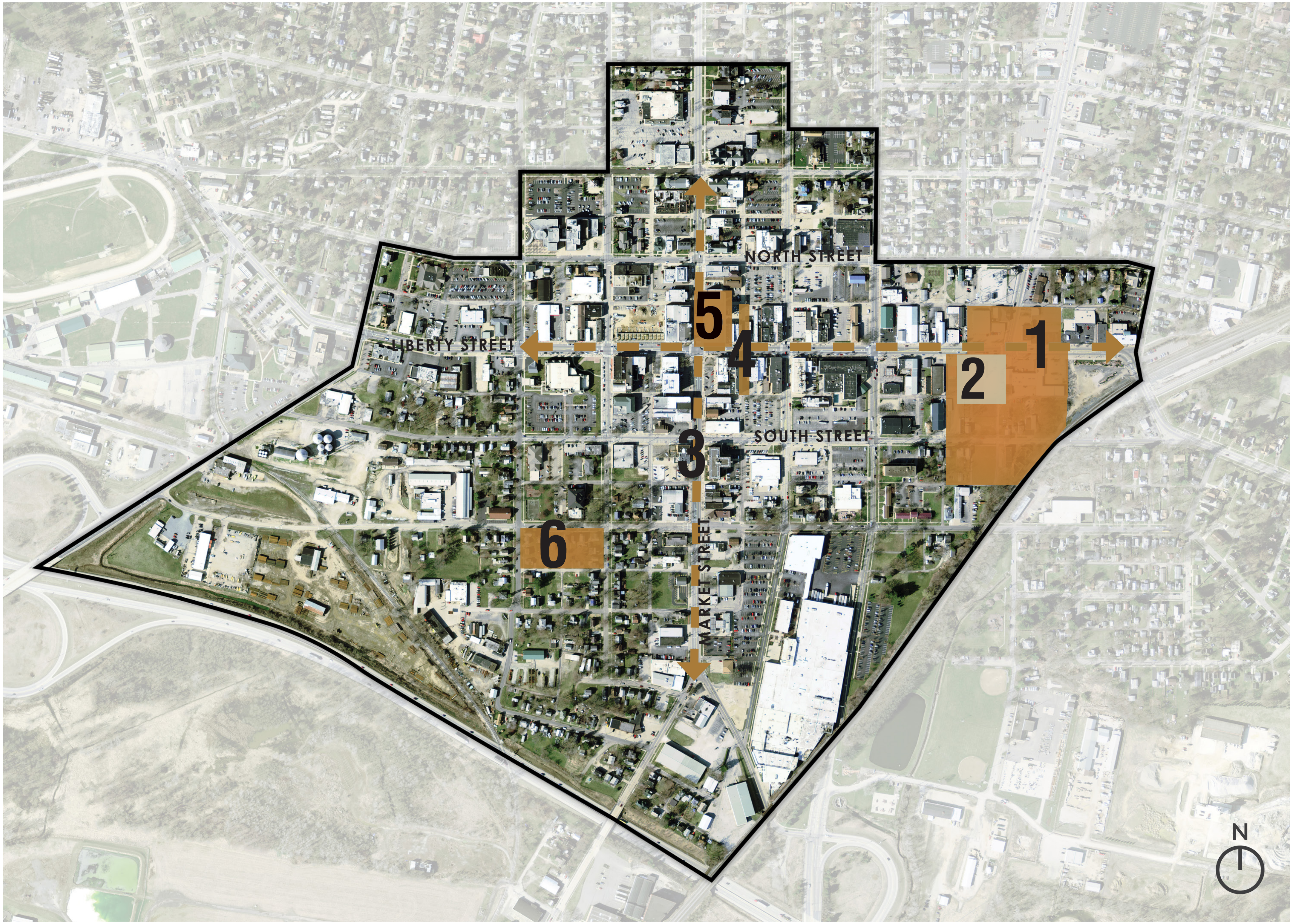


FIGURE 1-16: Downtown Wooster Project Concept Locals

CONTEXT 1.5

PRIORITIZE THE PROJECTS

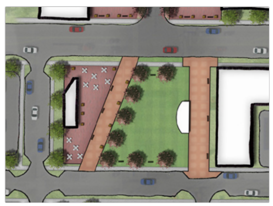
PROJECTS:

EAST LIBERTY

Priority
Of the six project shown, how would you rate the priority of this project?
- 1 - Lowest priority
- 2
- 3 - Medium Priority
- 4
- 5 - Highest Priority

Comments
Tell us what you think of this project.

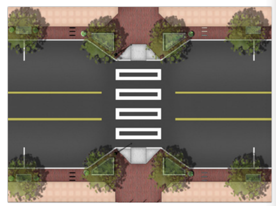
EAST GREEN



Priority
Of the six project shown, how would you rate the priority of this project?
- 1 - Lowest priority
- 2
- 3 - Medium Priority
- 4
- 5 - Highest Priority

Comments
Tell us what you think of this project.

STREETSCAPE



Priority
Of the six project shown, how would you rate the priority of this project?
- 1 - Lowest priority
- 2
- 3 - Medium Priority
- 4
- 5 - Highest Priority

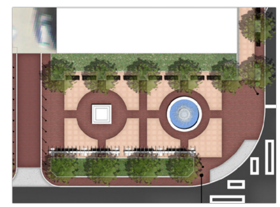
Comments
Tell us what you think of this project.

PEDESTRIAN ALLEY

Priority
Of the six project shown, how would you rate the priority of this project?
- 1 - Lowest priority
- 2
- 3 - Medium Priority
- 4
- 5 - Highest Priority

Comments
Tell us what you think of this project.

CENTER GREEN



Priority
Of the six project shown, how would you rate the priority of this project?
- 1 - Lowest priority
- 2
- 3 - Medium Priority
- 4
- 5 - Highest Priority

Comments
Tell us what you think of this project.

ARTS DISTRICT

Priority
Of the six project shown, how would you rate the priority of this project?
- 1 - Lowest priority
- 2
- 3 - Medium Priority
- 4
- 5 - Highest Priority

Comments
Tell us what you think of this project.

PROJECT PRIORITY RANKING:

28	27	32	28	37	28

Idea generation and the investment activity were used to formulate projects and select a small group of which to be targeted. These select projects were then developed into intial concepts. Wooster task force participants were asked to rank each project on a scale of one to five, indicating its relative priority level respective to the community. These rankings were then combined for each project and a total level of priority was determined, as shown above.

As indicated by the resulting votes, the public project Center Green received the highest point ranking relative to all other proposed projects. Priority for the Center Green project determined in this activity is also consistent with results from the investment activity which indicated the City should look first to investing in dual purpose entertainment/public spaces. Streetscaping also stood out in priority ranking from other projects. Results indicate that this downtown initiative should be considered before other projects selected for the downtown.

From previous public engagement activities, all projects shown in this prioritization activity are considered to be important to the downtown growth and character. However, this exercise gave a priority ranking to direct the order of implementation in the downtown, to begining with the Center Green and Streetscaping projects.

PUBLIC FEEDBACK & ONLINE ENGAGEMENT

During the planning process, City Staff and the planning team reached out to the public to provide project updates and gather feedback from Wooster residents. Outreach was accomplished through a project-specific website and public meetings. The website provided a platform to communicate with residents more frequently about the project development throughout the planning process. At public meetings, the planning staff began with an overview of project details to date. Attendees were then given the opportunity ask questions and discuss the projects with the planning team. Participants were also able to respond to project overviews via comment cards. Additionally, the project website was updated to include materials from the meeting and allowed residents who were not able to attend meetings to respond online.

CONTEXT 1.5

PUBLIC PROJECTS & DEVELOPMENT OPPORTUNITIES

Public projects and development concepts were formed for Downtown Wooster through several methods including a community inventory of the issues and opportunities, an idea generation to formulate project ideas, a geographical understanding of the area through mapping exercises, and an investment activity to determine highest public amenity needs. Public engagement and outreach then refined these concepts to best fit the needs of the community. Finally, an implementation strategy was formulated using the project prioritization activity.

Public projects include:

- Streetscape,
- Pedestrian Alley,
- East Green, and
- Center Green;

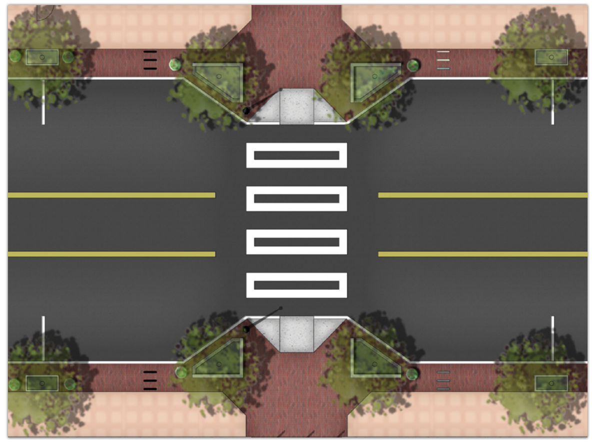
all of which are furthur described in Chapter 3.0 of this plan.

Development concepts defined were:

- East Liberty,
- South Residential, and
- Arts + Culture District;

all of which are furthur described in Chapter 4.0 of this plan.

STREETSCAPE



PEDESTRIAN ALLEY

EAST GREEN

CENTER GREEN

EAST LIBERTY

SOUTH RESIDENTIAL

ARTS + CULTURE DISTRICT

DOWNTOWN WOOSTER MASTER PLAN

CHAPTER 2.0

2.0

MARKET STUDY

MARKET STUDY

Growth occurs in many manners and forms. It is essential to an area's health and future. Responsible growth in an area can strengthen its identity and vision. As Downtown Wooster continues to develop, it is important to understand market gaps such that growth can be directed to meet market demands and support the existing market. Chapter 2.0 summarizes the analysis of Downtown Wooster's existing residential, business, and retail market and recommends a 5-year growth program.

MARKET STUDY 2.0

OVERVIEW

The primary purpose of this report is to identify potential support levels for multi-family residential, retail, and office development in downtown Wooster, Ohio (Wayne County). There have been several parcels identified as potential redevelopment sites. The conclusions in this report are based on what could be developed in downtown Wooster with application to these, or any additional sites that may emerge. While unit mix, size and attributes are recommended, it should be noted that specific sites may, or may not, match the recommended development because of unique building dimensions or floor plans. Once specific development opportunities have been identified, The Danter Company will be available to discuss the application of our recommendations to specific sites or buildings.

This analysis focuses on the core (downtown area) of Wooster. Downtown Wooster is generally bound by Bowman Street to the north, Beall Avenue and Spink Street to the east, Mulberry Street to the south, and Columbus Avenue to the west. However, some business and commercial development extends beyond this area.

EFFECTIVE MARKET AREA

Central to the methodology used for this market analysis is the Effective Market Area (EMA), which is defined as the smallest geographic area that will contribute 60% to 70% of support for new development in downtown Wooster. EMA refers to a methodology developed by the Danter Company, LLC to describe areas of similar economic and demographic characteristics. EMAs are provided for each land use component and are bounded by both "hard" and "soft" boundaries. Hard boundaries are marked by rivers, freeways, railroad rights of way, and other physical boundaries. Soft boundaries are changes in the socioeconomic makeup of neighborhoods. This analysis is based on the establishment of a Site EMA for each component of potential development.

Generally, the Effective Market Area includes all of the city of Wooster and surrounding area of Wayne County. Specifically, the EMA is bounded by Smithville Western Road (County Road 86) to the north, Honeytown Road to east, US Route 250 (extended west) to the south, and South Smyser Road, Lattasburg Road (State Route 302), and Overton Road to the west.

Based on the characteristics of the EMA, a field survey of existing rental housing, retail development, and office development; an analysis of the appropriateness of the area for new development; and a demographic analysis of the EMA; support levels can be established for additional development.

MARKET-RATE APARTMENTS

Multi-family residential recommendations include support by product type and price range. In addition, general guidelines for unit and project amenities are identified for each price range. Conclusions for the development of the residential components are based on analyses of the area including the existing and anticipated rental housing market and the past and future trends, demographics, the economy, the appropriateness of the area for development, and housing demand. The study will evaluate past, current, and future trends in the area; the impact of those trends on rental housing alternatives; current rental housing alternatives; need and market support for additional rental housing; and any proposed additions to the area rental base. The data presented in this report may be used as a base to conduct future site specific analyses.

RETAIL DEVELOPMENT

Retail potential is based on the buying power of residents within the Effective Market Area compared with the existing inventory of commercial space.

OFFICE DEVELOPMENT

The office component evaluates the existing office market within the context of historic absorption trends, new business formations, internal mobility, and step-up support.

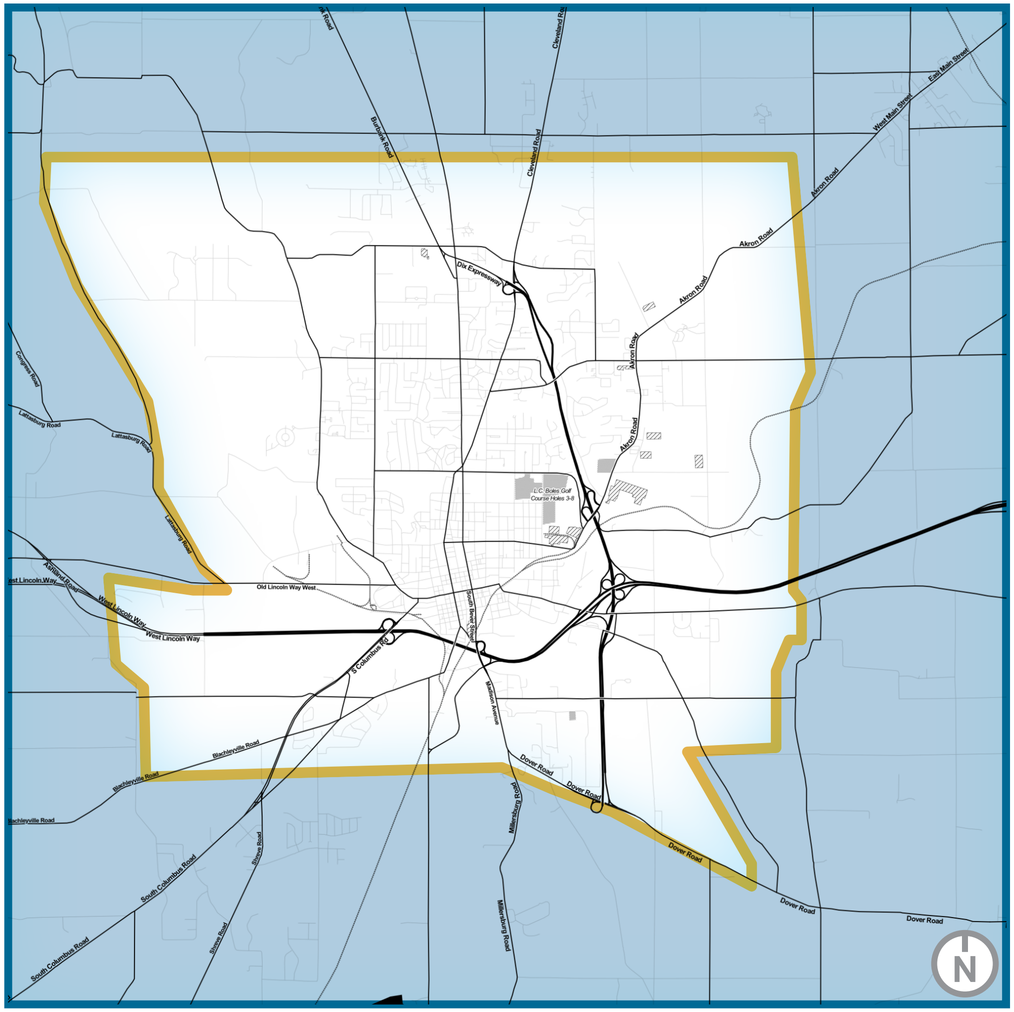


FIGURE 2-1 : EMA Map

RECOMMENDATION SUMMARY

Over the next 5 years, there is an overall rental housing demand for up to 240 rental units, infill retail, and 24,000 square feet of office space in the downtown Wooster EMA.

It is the opinion of The Danter Company that a market exists for multiple market-rate apartment development alternatives within downtown Wooster, including upscale and moderate priced apartments. Downtown Wooster consists of a diversified retail market and should focus any development efforts to infill existing vacant space. Based on the current office market in Wooster, there is the potential to develop a modest amount of Class B office space based on internal, external, and new business formation demand.

TABLE 2-1: Downtown Wooster 5 Year Development Recommendation Summary

Development Type	5-Year Demand Total
Market Rate Apartments	240 Units
Retail	Infill
Office	24,000 SF

LEGEND

EMA

MARKET STUDY 2.1

MARKET-RATE APARTMENTS

This section outlines the market-rate apartment potential within the study area. Specifically, it will summarize the potential to develop three alternative market-rate apartment communities in Wooster, Ohio (Wayne County).

1. **Upscale garden apartments (single-story units in a multistory building)**
2. **Upscale townhouse apartments**
3. **Moderate garden apartments (single-story units in a multistory building)**

Conclusions for the potential for these market-rate apartment communities in the study area are based on a thorough analysis of the Effective Market Area (EMA).

SUMMARY OF FIELD SURVEY

Based on the characteristics of the EMA, a field survey of existing rental housing development, an analysis of the appropriateness of the area for the proposed development, and a demographic analysis of the EMA, support levels can be established for additional multifamily rental development. The following analyses have been conducted to identify market potential for a proposed market-rate apartment development in downtown Wooster:

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

RECOMMENDATIONS

Over the next 5 years there is overall rental housing demand for up to 240 rental units in the downtown Wooster EMA. It is the opinion of The Danter Company that a market exists for multiple market-rate apartment development alternatives within downtown Wooster, including upscale and moderate priced apartments. Table 2-2 shows the support for Phase One development alternatives.

TABLE 2-2 : Proposed Multifamily Housing Demand Wooster Downtown EMA 2016-2020

Development Type	Phase One Total Units	5-Year Demand Total Units
Upscale Garden	40	80
Upscale Townhouse	20	40
Moderate Garden	60	120
Total	120	240

All of the concepts have been sized and priced to yield a 12- to 14-month lease-up period based on a spring opening. Fall openings may extend the absorption period. Prior studies have shown that absorption tends to be seasonal, with up to 64% of annual absorption taking place in the peak summer months (May through August). The shoulder season (the two months on either side of the peak season) generally accounts for approximately 24% of annual absorption. The off season, November through February, typically accounts for the remaining 12% of absorption. While these percentages do not hold true in all markets, they give a good indication of the potential seasonal variations in absorption.

Based on interviews with city and county planning officials, as well as local real estate professionals, there are no competitive properties planned or proposed in the Effective Market Area.

MARKET POTENTIAL

The 2010 Census (updated to 2014) reported that 40.4% of the EMA households were renters. However, the reality is that this percentage varies depending on the income levels of the households. For example, at lower income levels, a higher ratio of renters is likely compared to the higher income levels. Considering the renter to total households' ratio established for households with higher incomes, the estimated number of renter households within the EMA that are income-appropriate for the proposed subject project (above $33,360) is estimated at 1,607 renter households in 2016. The 120 units at the proposed projects would represent 7.5% of their potential income-appropriate renter base. This is an excellent ratio of proposed units to potential income-appropriate renter households. The EMA contains approximately 244 units with monthly net rents equal to or higher than the proposed rents. Combined with the recommended 120 units, these properties total 364 units. When the existing comparably-priced units in the EMA are also considered, these higher rent units represent a 22.7% market penetration rate of the 1,607 income-appropriate renter households. This, too, is an excellent ratio.

SENIOR MARKET

Senior population and households in Wooster and Wayne County have shown increases over recent years. From 2010 to 2014, households 65 or older increased by 9.4% and 12.0% in the Wooster EMA and Wayne County, respectively. It is expected that by 2019 there will be an increase of 14.1% and 13.4% in the Wooster EMA and Wayne County, respectively. By contrast, the overall number of households in the

TABLE 2-3 : Senior Population & Households - Wooster EMA & Wayne County

Year	Wooster EMA Population65or Older	Wooster EMA Households 65 or older	Wayne County Population 65 or older	Wayne County Households 65 or older
2010 Census	4,897	3,275	16,687	10,615
2014 (Estimated)	5,421	3,582	18,992	11,889
Change 2010-2014	10.7%	924%	13.8%	12.0%
2019 (Projected)	6,236	4,086	21,852	13,484
Change 2014-2019	15.0%	14.1%	15.1%	13.4%

Upscale Townhouse Style

Moderate Garden Apartment Style

MARKET STUDY 2.2

Wooster EMA increased only 0.7% between 2010 and 2014 and is expected to increase by 0.6% between 2014 and 2019. The total households in Wayne County increased by only 1.7% between 2010 and 2014 and are expected to increase only 1.1% between 2014 and 2019.

Increases in population and households age 65 and over are expected to be generated primarily from internal, or aging in place, rather than from in-migration. This is an opportunity for Wooster in that population, buying power, and tax base is increasing without a proportionate burden on infrastructure. Employment is created by this cohort rather than required to attract them to the region. Strategically, however, little has been done to provide for this opportunity. Generally, new housing has been focused on first time home buyers and the move-up market. Market-rate, senior-designed rentals have significant potential in the region.

It should also be noted that an increasing senior population will create a change in the demand model for single-family housing. Considering that single-family buyers are generally under age 45, the 45 to 64 age cohort generally remains status-quo, and the 65 and over cohort is most likely to include sellers of single family homes; the ratio of buyers to sellers is an important indicator of future single family trends. In Wayne County, in 2000, there were 2.6 households in the buying category for every household in the seller category. By 2015 this ratio was 1.4 and by 2020 the ratio is expected to decline to 1.1. The ratio is expected to continue to decline over the next 15 years.

Ramifications are that seniors will experience a continued weakening of home equities as sellers outnumber buyers in the market place. While many will choose to remain in their existing homes rather than select a new lifestyle, we are seeing seniors that, in the past were likely to purchase empty nester condominiums or retire to a warmer climate, are now opting for local rental housing as a change in lifestyle.

HOUSING CONTINUUM

Step-up/down support is a critical factor in projecting absorption because it directly measures the depth of potential support from the households most likely to move to the recommended developments. Step-up/down support is best expressed as a ratio of proposed units to potential support. A lower ratio indicates a deeper level of market support and that the recommended developments will have to capture fewer of these households in order to achieve successful initial absorption. A higher ratio indicates a lower level of potential support from conventional renters and that the recommended developments will have to attract a higher level of support from outside this group, potentially slowing absorption.

TABLE 2-4 : Distribution of Step-Up/Down Support Upscale Units

Upscale Unit Type	Step-Up Support	Step-Down Support	Total
One-Bedroom	82	13	95
Two-Bedroom	29	103	132
Three-Bedroom	74	0	301
Total	185	116	301
Units Recommended	120		
Ratio of Recommended Units to Potential Step-Up/Step-Down Support Base	39.9%		

TABLE 2-5 : Distribution of Step-Up / Down Support Moderate Units

Upscale Unit Type	Step-Up Support	Step-Down Support	Total
One-Bedroom	180	13	193
Two-Bedroom	61	231	291
241	244	485	301
Units Recommended	120		
Ratio of Recommended Units to Potential Step-Up/Step-Down Support Base	24.7%		

Previous studies performed by the Danter Company, LLC indicate that 65% to 70% of the support for new apartment development will typically be generated from the existing apartment base in the EMA, especially from those tenants paying rent within an appropriate step-up of the proposed rents.
The 100% database field survey methodology allows a more accurate measure of potential support from conventional renters. Studies indicate that, at the proposed rent range, tenants are willing to incur rental increases of up to $125 per month for a rental alternative when it is perceived as a value. This is the step-up support base. Step-up support is not limited to only similar unit types. For example, the one-bedroom step-up support includes both studio and one-bedroom units.

Step-down support represents existing renters within the EMA who should perceive the proposed developments as offering a greater value at a rent lower than or equivalent to their current rent. Typically, this value results from renters who would perceive the recommended developments as a higher-quality project at an equal or lower rent, or as a project of quality similar to their current unit but at a lower rent. The step-down base includes all units with higher rents than those recommended, but lower or equivalent comparability ratings within the EMA. At the recommended rent levels, the step-up/down support base totals 301 units for upscale units and 485 units for moderate apartments.

Although the ratios of recommended units to step-up/down support is higher than usually observed, a limiting factor in supporting new apartment development in downtown Wooster is a lack of new development throughout the market. Since 2004, only one new development has been built (58 units) and over 60% of all apartments in the Wooster EMA were constructed and open in or before 1986. The average age of these older apartments is 42 years. Without new construction, newer, higher priced units are not added to the market, thereby limiting step-up/down support.

COMPARABLE MARKET RENT ANALYSIS

Comparable market rent analysis establishes the rent potential renters would expect to pay for the subject unit in the open market. Comparable market rent is based on a trend line analysis for the area apartment market. For each unit type, the trend line analysis compares net rent by comparability index for all market-rate developments. This evaluation provides a comparison of existing market rents to those at the proposed project. A variety of factors influence a property's ability to actually achieve the comparable market rent, including the number of units at that comparable market rent, the step-up support base at that rent range, and the age and condition of the subject property and competitive units.

TABLE 2-6 : Upscale Garden & Townhouse Market & Proposed Rent Comparison

Unit Type	Market Rent at Opening at 28.0 Comparability Rating	Proposed Average Rent at Opening	Proposed Rent as a Percent of Market Rent
One-Bedroom	$855	$750	87.7%
Two-Bedroom	$1,020	$1,050	102.9%
Three-Bedroom	$1,180	$1,300	110.2%

TABLE 2-7 : Moderate-Rate Garden Units Market & Proposed Rent Comparison

Unit Type	Market Rent at Opening at 25.0 Comparability Rating	Proposed Average Rent at Opening	Proposed Rent as a Percent of Market Rent
One-Bedroom	$775	$695	89.7%
Two-Bedroom	$930	$850	91.4%

(Rent includes water/sewer & trash removal)

MARKET STUDY 2.2

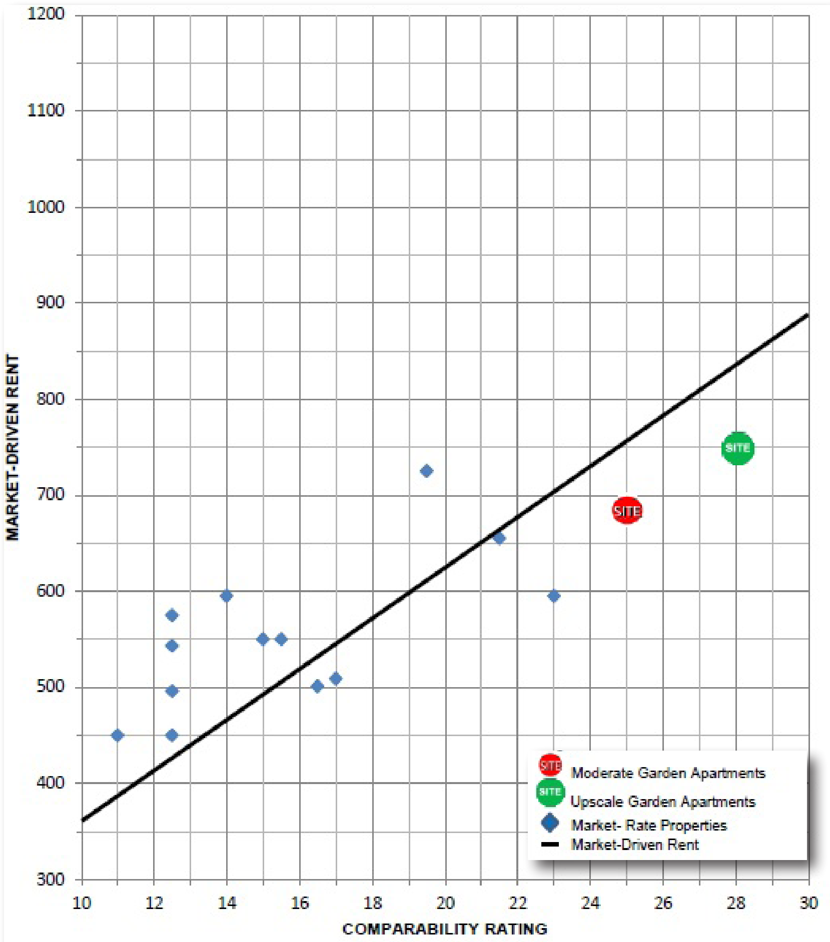


FIGURE 2-2 : One-Bedroom Units by Collected Rent & Comparability Rating

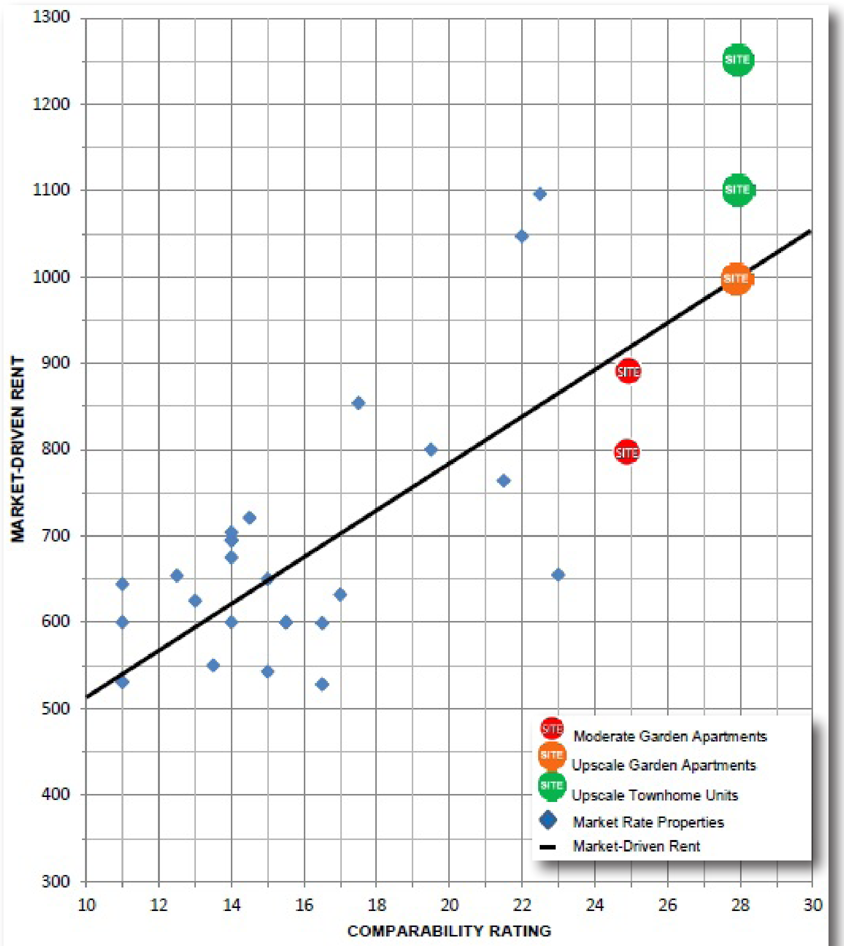


FIGURE 2-3: Two-Bedroom Units by Collected Rent & Comparability Rating

Each property is assigned a comparability rating score based on a point system established by Danter Company, LLC. Each amenity has been assigned a point value that is added together to arrive at a score for project amenities and unit amenities. In addition, we rate each property based on its aesthetic quality (or curbside appeal). The unit amenities, project amenities, and aesthetic rating scores are added together to arrive at a comparability rating, or index. This point system is based on extensive research into consumer preferences and price/value relationships in markets nationwide.

Considering the proposed unit and project amenities and an appealing aesthetic quality, the proposed upscale developments recommended are anticipated to have an overall comparability rating of 28.0. The overall rating is based on ratings of 13.5 for unit amenities, 5.0 for project amenities, and 8.5 for aesthetic quality. The more modestly priced product will have an overall rating of 25.0, reflecting the level of finishes, room sizes, and parking.

Based on interviews with area multifamily professionals and the field survey of existing apartments, it was determined that rents in the EMA have increased at an estimated annual rate of 1.5%. Rents are predicated on product availability in 2016.

The number of units proposed must be considered relative to the project's ability to achieve a given rent level. Previous research conducted by Danter Company, LLC indicates that, all other factors being equal, larger properties must be a better value in the marketplace than smaller properties due to the higher number of units that must be rented each month. To generate a sufficient number of potential renters, larger properties typically need to set rents below comparable market rent. Historically, smaller properties always outperform larger properties. Given the small size of the total potential units we expect the properties to outperform the market.

Upscale Garden Apartment Style

Moderate Garden Apartment Style

PROPOSED PROJECT AMENITIES

Units in each of the proposed development types should include the following amenities:

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

It should be noted that it is unlikely that the full project amenity package could be delivered for smaller phases of development. This could be accomplished, however, if a single developer was selected and a common amenity package provided for all properties. A master project amenity facility serving all of the market-rate rental properties and the condominium is recommended. Project amenities will include the following:

- Community building
- Pet friendly
- Business/computer center

- On-site management
- Fitness center
- Elevator, if applicable

It will be important for the proposed units to achieve a critical mass in order to provide a defined neighborhood as opposed to a scattered site approach.

PROPOSED MARKET-RATE APARTMENTS

Most of the apartment projects in the EMA include landlord-paid water, sewer, and trash collection in the rents, while tenants are typically responsible for the remaining utilities. It is recommended that rents of future developments also include water, sewer and trash removal. As such, the rents among the market-rate properties, when necessary, have been adjusted to represent a utility package similar to what will be included at the proposed project in order to complete an even rent comparison. These are referred to as collected rents throughout the analysis. In addition, it is recommended that upscale units have upgraded finishes such as counter tops, cabinetry, carpet, some wood or tile floors, etc. Bedroom size and closet space are important factors for potential residents in how they perceive the size and feasibility of the unit; therefore, consideration should be given to both of these unit amenities.

Accommodating a population more likely to experience "aging in place" adds a new component to conventional housing strategies. Under the new paradigm of "sustainable housing" or "sustainable neighborhoods," housing strategies are now considering how best to serve this population. New developments are more likely to focus on higher density, mixed use neighborhoods with "walkability" as a primary goal. Certainly, downtown Wooster meets the criteria as a walkable, sustainable neighborhood. It is recommended that seniors be included for any marketing strategy for the area.

Upscale Townhouse Style

Moderate Garden Apartment Style

Upscale Garden Apartment Style

TABLE 2-8 : Upscale Market-Rate Townhouse Apartments

Unit Description	Number	Square Feet	Rents At Opening*
Two-Bedroom/2.5 Bath Townhouse with Attached Garage	10	1,200	$1,100
Two-Bedroom/2.5 Bath Townhouse with Attached Garage	4	1,300	$1,250
Three-Bedroom/2.5 Bath Townhouse with Attached Garage	6	1,400	$1,350
Total	20		

TABLE 2-9 : Moderate Market-Rate Garden Apartments (single-story units in a multistory building)

Unit Description	Number	Square Feet	Rents At Opening*
One-Bedroom/1.0 Bath Garden	24	650	$695
Two-Bedroom/2.0 Bath Garden	22	950	$800
Two-Bedroom/2.0 Bath Garden	14	1,100	$900
Total	60		

TABLE 2-10 : Upscale Market-Rate Garden Apartments (single-story units in a multi-floor building)

Unit Description	Number	Square Feet	Rents At Opening*
One-Bedroom/1.0 Bath Garden	14	750	$750
Two-Bedroom/2.0 Bath Garden	26	1,000	$1,000
Total	40		

RETAIL DEVELOPMENT

This section outlines the retail market potential within the study area. The analysis identifies the market potential for retail development in the study area. Conclusions for the potential for retail development in the downtown are based on a thorough analysis of downtown Wooster and the Effective Market Area (EMA). EMA refers to a methodology developed by The Danter Company to describe areas of similar economic and demographic characteristics. The EMA is the smallest area expected to contain the greatest concentration (60% to 70%) of support for most development. EMA boundaries have been determined based on interviews with area real estate, planning, and housing professionals, business owners, observation of a Danter Company field analyst, and past surveys conducted by The Danter Company.

SUMMARY OF FIELD SURVEY

Retail development potential is based on an analysis of existing retail businesses and available space, as well as a demographic and economic analysis of the EMA. The following analyses have been conducted to identify market support for retail in downtown Wooster:

- Economic and demographic analysis of households and population
- Analysis of traffic patterns
- Interviews with local real estate and planning professionals
- Interviews with area business owners and managers
- Personal observations of Danter Company representatives
- Analysis of consumer spending patterns in the area impacting the EMA
- Analysis of retail sales in the Wooster EMA

Generally, the retail Effective Market Area includes all of the city of Wooster and surrounding area of Wayne County. Specifically, the EMA is bounded by Smithville Western Road (County Road 86) to the north, Honeytown Road to east, US Route 250 (extended west) to the south, and South Smyser Road, Lattasburg Road (State Route 302), and Overton Road to the west.

RECOMMENDATIONS

New retail development would potentially dilute the existing well balanced market. Over the next 5 years, an infill strategy is recommended for retail market development. Downtown Wooster is a very well developed, and vibrant, downtown. There exists a wide range of retailers and few vacant storefronts. Based on an inventory of Wooster downtown retail establishments, the area is very well represented with a wide range of retail choices. In a comparison with peer city and neighborhood retail districts, Wooster fared well above average in the distribution of retailers by category. Voids in the market were limited to a few categories and most of these were present in nearby neighborhoods (within one mile).

TABLE 2-11 : Industries Supported Outside the Wooster EMA

Store Category	Net Expenditures (Drain)	Avg Per SF Sales	SF of Drain
Furniture Stores	$2,027,453.00	$250.00	8,110.00
Grocery Stores	$11,683,043.00	$360.00	32,453.00
Health & Personal Care	$8,805,354.00	$410.00	21,476.00
Clothing & Clothing Accessories	$70,307,051.00	$230.00	31,770.00
Clothing	$6,912,344.00	$310.00	22,298.00
Shoe Stores	$514,233.00	$340.00	1,512.00
Department Stores	$2,821,051.00	-	-
Drinking Places - Alcoholic Beverages	$603,341.00	$370.00	1,631.00

TABLE 2-12: Downtown Wooster & Peer Market Industry Distributions

Industry Category	Industry Group	Downtown Wooster Businesses	Peer Market Distribution
Motor Vehicle & Parts Dealers	Automobile Dealers		1
	Other Motor Vehicle Dealers		1
	Auto Parts, Accessories, and Tire Stores	7	2
Furniture & Home Furnishings Stores	Furniture Stores		1
	Home Furnishings Stores	6	3
	Electronics & Appliance Stores	1	2
Building Materials, Garden Equip. & Supply Stores	Building Material and Supplies Dealers	3	1
	Lawn and Garden Equipment and Supplies Stores		1
Food & Beverage	Grocery Stores	3	1
	Specialty Food Stores	2	6
	Beer, Wine, & Liquor Stores	1	2
	Convenience Store and/or Pharmacy Drug Store	3	2
Restaurants & Dining Establishments	Full Service Restaurants	13	8
	Bakery, Coffee Shop, Specialty Foods	2	4
	Bar/Pubs	1	5
	Diners		4
	Health & Personal Care Stores	12	3
Clothing and Clothing Accessories Stores	Clothing Stores	4	6
	Shoe Stores	1	1
	Jewelry, Luggage, and Leather Goods Stores	3	1
Sporting Goods, Hobby, Book, and Music Stores	Sporting Goods/Hobby/Musical Instrument Stores	2	1
	Book, Periodical, and Music Stores	2	1
	Gift Shops	2	3

MARKET STUDY 2.4

OFFICE DEVELOPMENT

This study evaluates the market potential for multi-tenant office development in the downtown area of Wooster, Ohio in Wayne County.

Conclusions for the market potential of office development in the downtown area of Wooster are based on a thorough analysis of the Effective Market Area (EMA). EMA refers to a methodology developed by The Danter Company to describe areas of similar economic and demographic characteristics. The EMA is the smallest area expected to contain the greatest concentration (60% to 70%) of support for office development.

FIELD SURVEY

The following analyses have been conducted to identify market potential for multi-tenant office in downtown Wooster, Ohio.
Area demand factors were considered, including:

- Current and expected economic and household growth conditions,
- Support from existing area office tenants (internal mobility),
- New business formations, and
- Businesses moving to the EMA from outside the area (external mobility)

A total of 437,424 square feet of conventional multi-tenant office space in 49 properties/office parks was surveyed in the Wooster EMA. The field survey conducted by The Danter Company includes stand-alone multi-tenant office buildings as well as business/office parks with multiple buildings. The overall vacancy rate in the EMA is 10.2%.

The overall vacancy rate in the EMA is 10.2%. This is considered a somewhat low vacancy rate. It should be noted that one building, 2375 Benden Drive, contains 20,000 square feet, all of which, 12,325 square feet is vacant. Deducting this space for the total results in a 7.6% overall vacancy. Figure 2-4 summarizes the total square feet of the office space surveyed by the estimated adjusted gross rent (full service).

Among all office space surveyed, an estimated 47.0% has existing rents of $11.99 or less and over 63% has estimated lease rates of $12.99 or less. It is of note that among the 158,597 square feet of office space with estimated rents of 13.00 or higher, nearly 77% of this space is within medical oriented buildings. Medial office space generally has among the highest lease rates in most markets. Also, there is far less mobility of medical office users compared to non-medical office users. Table 2-14 shows the distribution of vacant space by rent range.

There is 44,807 square feet of vacant space in the EMA at existing properties, of which, 12,325 square feet within one building is for sale. The median rent for available space is $11.47 per square foot. Just over

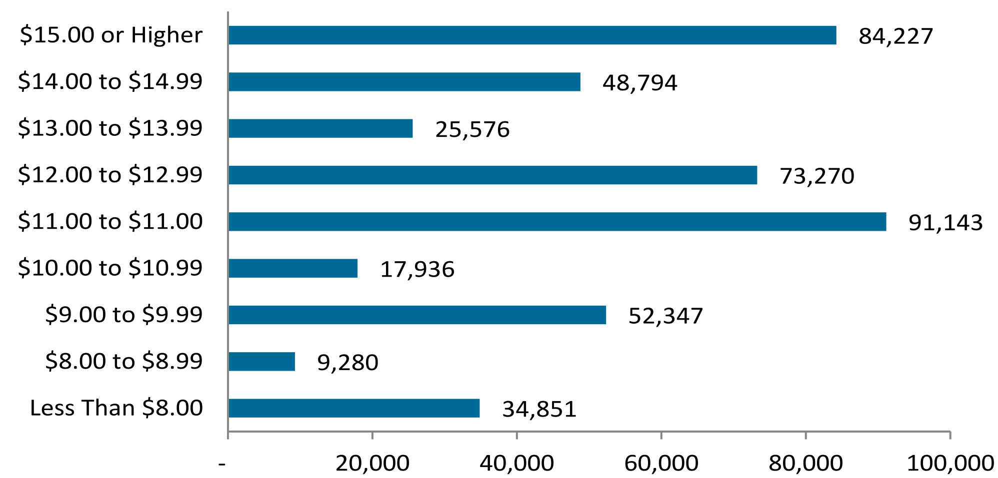


FIGURE 2-4 : Square Feet by Estimate Rent - Wooster EMA

60% the vacant space currently is marketed with rents of $12.99 or lower per square foot.

Overall, there are 28 vacant individual offices or suites within the EMA, including the 12,325 vacant square feet within the building for sale. The average size of the vacant space in the EMA is 1,600 square feet. However, when excluding the 12,325 square feet of vacant space in the building for sale, the average size is 1,203 square feet per space.

There are 16 vacant spaces with 1,000 or less square feet. These spaces include 8,856 square feet, or 19.8% of the total vacant space in the EMA. The average size of these smaller spaces is only 554 square feet.

BUILDING CLASS DEFINITIONS

For the purposes of comparison, office space is grouped into three classes: A, B, and C. This subjective rating of buildings is based on a combination of several factors including rent, building amenities, location/accessibility, system standards and efficiency, building finishes, and market perception. The hierarchy indicates the competitive ability of each building to attract similar types of tenants.

- Class A- High end buildings marketed towards premier office users with rents above average for the area. Buildings have high quality finishes, state of the art systems, exceptional accessibility, and a definite market presence.
- Class B- Competitive buildings marketed to a wide range of users with rents in the average range for the area. Building finishes are fair to good for the area and systems are adequate.
- Class C- Buildings marketed towards tenants requiring functional space at rents below the average for the area.

The variety present within this hierarchy allows for a multitude of users with various space requirements and building needs.

TABLE 2-13: Distribution of Vacant Square Feet by Adjusted Rents Available Office Space - Wooster, OH March 2015

Adjusted Gross Rent Range	Vacant Square Feet	Percent of Square Feet
Under $ 10.00	5,287	11.8%
$10.00-$10.99	7,129	15.9%
$11.00-$11.99	9,729	21.7%
$12.00-$12.99	5,0735	11.3%
$13.00-$13.99	0	-
$14.00-$14.99	5,034	11.2%
$15.00 & Over	230	0.5%
For Sale	12,325	27.5%
Total	44,807	100.0%
Median Rent	$11.47	

TABLE 2-14 : Distribution of Office Space by Class, Wooster, Ohio March 2015

Class	Total Square Feet	Distribution	Vacant Square Feet	Vacancy Rate	Number	Median Lease Rate
Class A	0	-	-	-	-	-
Class B	240,123	54.9%	26,500	11.0%	24	$11.48
Class C	71,294	16.3%	17,307	24.3%	11	$10.50
Medical	126,007	28.8%	1,000	0.8%	14	$4.06
Total	437,424	100.0%	44,807	10.2%	49	$11.47

MARKET STUDY 2.4

CLASS DISTRIBUTION

There was no Class A space identified in the Wooster EMA. Class B space represents the largest share of multi-tenant space with 54.9% of the total square footage. The vacancy rate among the Class B space is 0.8 percentage point higher than the overall vacancy rate in the EMA.

Class C space, which represents only 16.3% of the total space, has the highest vacancy rate in the EMA at 24.3%. Medical office users typically sign longer leases than non-medical office users and typically move less frequently than non-medical users. For the purposes of this analysis, medical office space is defined as at least 50% of the office space is occupied by a medical user. This represents 126,007 total square feet of multi-tenant office space and accounts for nearly 30% of the multi-tenant office space identified in the EMA. Medical office space has the lowest vacancy rate in the EMA at only 0.8%.

There is only modest variation between the median lease rates for Class B and C office space at $11.48 and $10.50, respectively. Rents for medical office space are traditionally among the highest rents in most markets. However, there is only one office vacant among the buildings that are classified as medical. This office includes only 1,000 square feet and has a very low lease rate of only $4.06 per month per square foot. The low rent is in part due to the small size, age (41 years old), and because it is not likely to attract a medial user due to the small size.

Figure 2-5 shows a distribution of existing tenants by type of business. Clearly, the "medical" component is the largest market share accounting for 33.3%, overall. Finance, insurance, and services comprise the second largest component with 26.0%.

The overall vacancy rate among the office space in the market area of 10.2% is considered low. However, from an economic development viewpoint, having sufficient office space to accommodate firms new to the area is important. Generally, higher vacancy rates provide for immediate occupancy when recruiting new businesses to the market.

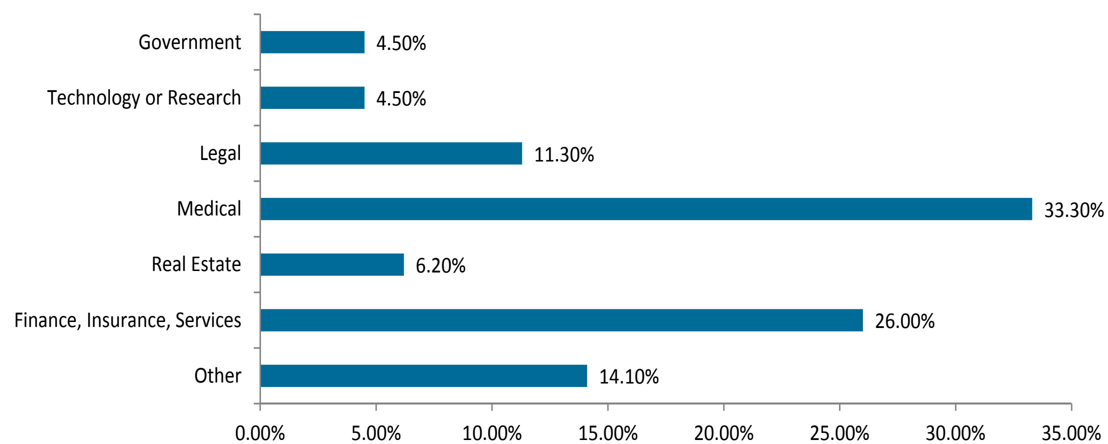


FIGURE 2-5 : Distribution of Business Types by Occupied Space

PROPOSED OFFICE

As it is anticipated, many potential office tenants will be entrepreneurial-oriented rather than institutional users. As such, average suite size is recommended to fall in the 1,000 to 2,500 square foot range. Rental rates would be consistent with retail space in the area. Such office space would require the same amenities as retail space in the neighborhood.

- The creation of additional mixed use commercial space in downtown Wooster will not only strengthen the existing facilities, but also create demand for additional space. An improved, competitive downtown will enable the area to market to a broader Effective Market Area than is currently being achieved.
- Over the past five years, medically-oriented office tenants have accounted for the majority of the increase of occupied space, offsetting losses in other categories. While we would expect this to be a major component of future support in the overall Wooster market, we do not expect there to be a significant share of medical office impacting the downtown area. It is of note that medical space currently has a very low vacancy rate of only 0.8%.
- Support for new development originates from internal mobility, external mobility, and new business formations. With an improving economy, we would anticipate modest improvements in the performance of existing product.

Based on these notes, Recommendations have been outlined to the right.

RECOMMENDATIONS

Based on the current office market in Wooster, there is the potential to develop a modest amount of new office space. When considering past and current absorption trends and turnover rate in the EMA, support from the net gain (expiring leases) of existing, occupied office space, as well as external support, there is an anticipated potential for up to 59,770 square feet of additional Class B space. It is important to note that 41,840 square feet of this potential is from internal mobility and, as such, will not adversely impact the overall office market in the EMA.

Absorption of new space into a revitalized downtown is a function of capture factors relative to the 3 outlined support components. Table 2-15 is a summary of support potential for new office space in downtown Wooster, based on the anticipated capture factors

TABLE 2-15 : Annual Absorption Potential for Downtown Wooster

Component	Annual Capture Factor	Absorption Potential(SF)
Internal Mobility - DowntownWoosterEMA	10%	4,190
External Mobility from OutsidetheWoosterEMA	12%	1,430
New Business District	10%	600
Total		6,220

of each component. This analysis indicates that the downtown Wooster could absorb an estimated 6,220 square feet of commercial office space annually, or approximately 31,110 square feet over a 5-year planning period.

TABLE 2-16 : Recommended Office Development 5-Year Period Wooster, Ohio

Recommended Rent Range	Square Feet
$12.00 - $14.00 (Full Service)	21,000
$16.00 - $17.00 (Full Service)	3,000
Total	24,000

Table 2-16 outlines the recommended office development rent ranges. While $12.00 to $14.00 per square foot is the optimal price point, it may be difficult to build new office space at this rate at current construction costs without public sector incentives or land. A more likely achievable rent expectation in today's construction environment is $16.00 to $17.00 per square foot. However, such rents would greatly reduce the expected absorption.

DOWNTOWN
WOOSTER
MASTER PLAN

CHAPTER 3.0

3.0

PUBLIC PROJECTS

The public projects identified through the context analysis and public participation are all intended to raise the overall quality of life, economic vitality, and overall brand of Downtown Wooster. The four projects shown are conceptual in design, but intended to show a conceptual framework of how each could be implemented, and intended as a guide for the City to make budgetary decisions. Additionally, it is intended as a guide to the private sector for which capital improvement projects they can expect within the downtown, and where they will be located.

STREETSCAPE

EXISTING CONDITIONS

The existing streetscape can be broken into three basic types, with all the types following the same basic materials palette. The current streetscape has served the downtown well, but is nearing the end of its useful life. Constructed of exposed-aggregate concrete brick-style pavers, the streetscape is starting to show its age. Because these existing pavers use pigment to create a brick appearance, age and weather will eventually cause them to substantially fade.

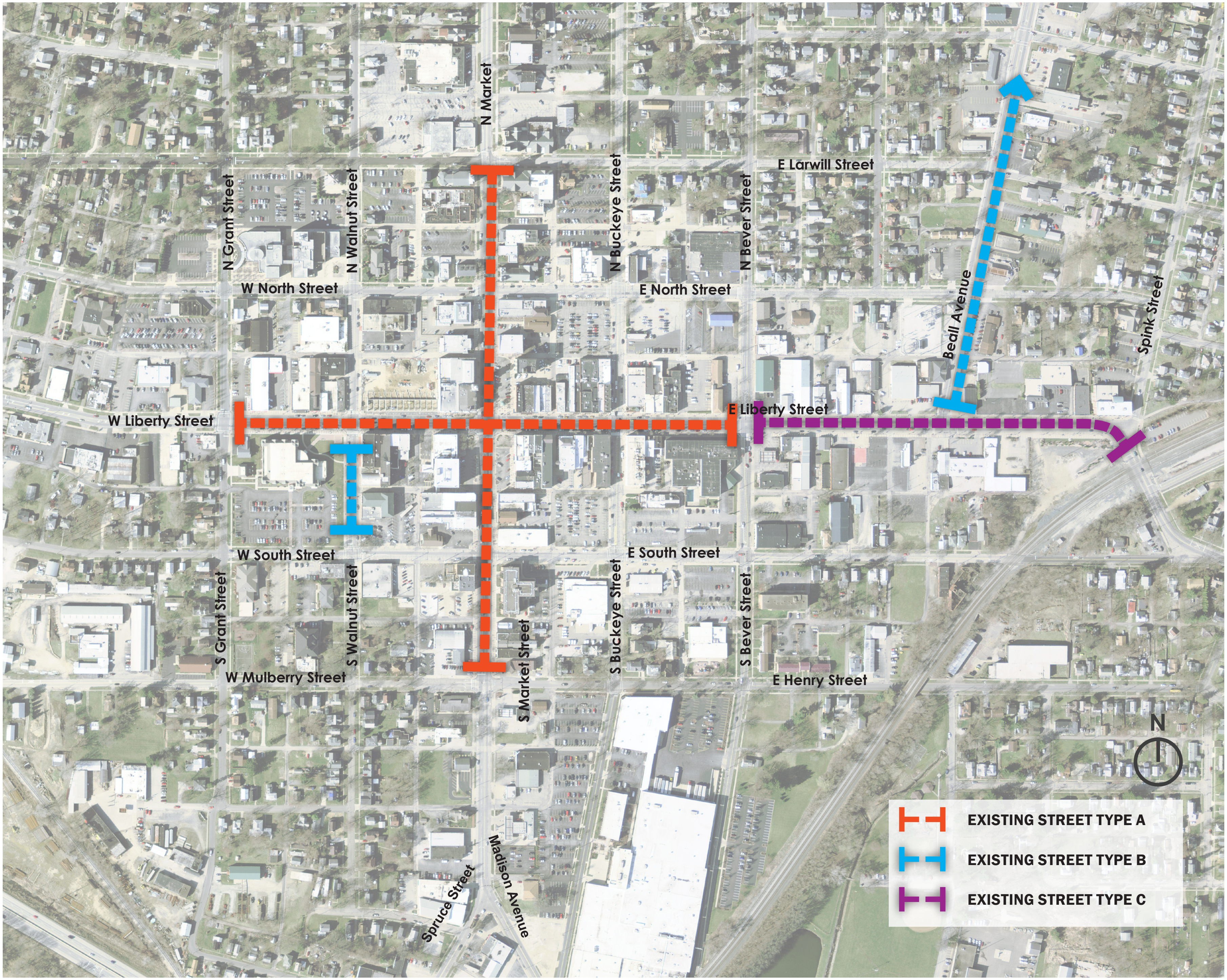
The design of Type A and Type C streetscapes has added to the deteriorated appearance, as the joints between materials are numerous. Each material joint is another opportunity for bulging and heaving of the sidewalk after repeated exposure to the freeze-thaw cycle, and will become a maintenance burden well into the future. Unfortunately, concrete pavers have a relatively short life cycle, and cannot be reused easily once removed. The benefit of clay pavers, is that they do not fade, they can be reused if removed, and give a sense of quality and permanence that concrete pavers cannot.

Portions of the streetscape are in good repair, with a consistent application of materials and products throughout the downtown area. Lighting poles, light fixtures, and signal mast arms should remain. Any pedestrian furniture in good condition can remain, and should be coordinated with future efforts to match the style and product types.

TYPE A

TYPE B

TYPE C


N Market
E Larwill Street
N Grant Street
N Walnut Street
N Buckeye Street
N Bever Street
W North Street
E North Street
Beall Avenue
Spink Street
W Liberty Street
E Liberty Street
W South Street
E South Street
S Grant Street
S Walnut Street
S Market Street
S Buckeye Street
S Bever Street
W Mulberry Street
E Henry Street
Spruce Street
Madison Avenue
N
EXISTING STREET TYPE A
EXISTING STREET TYPE B
EXISTING STREET TYPE C

STREETSCAPE

CONCEPT OVERVIEW

A coordinated and attractive streetscape that promotes pedestrian activity is one of the most important components of any successful downtown. The current streetscape in downtown Wooster is aging, and will be in need of significant maintenance well into the future.

The proposed streetscape project focuses on two phases. Phase I will focus on the immediate block surrounding the Downtown Quad, and Phase II includes the approach to Downtown along South Market Street, and the connection to the East Liberty area.

The material palette includes high quality and long-lasting materials such as clay brick pavers and granite curbs. The design of the streetscape is intended to create an atmosphere welcoming to pedestrians, while signifying the importance and history of the downtown.

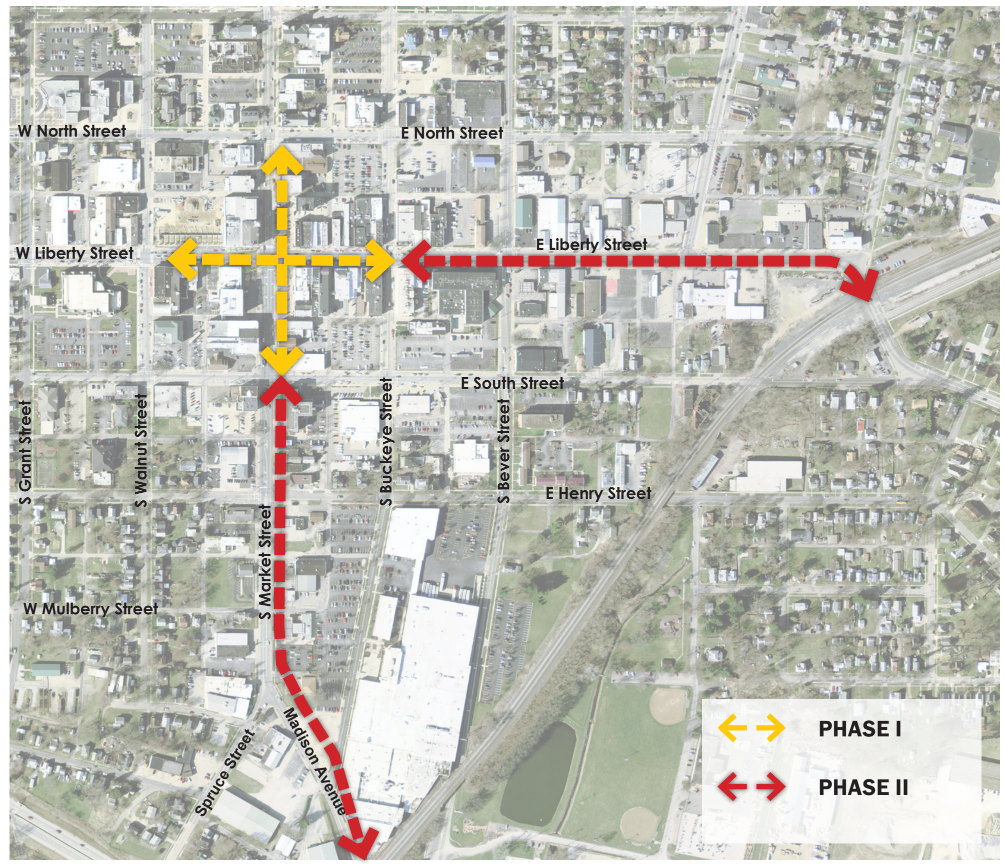
PLAN DESCRIPTION

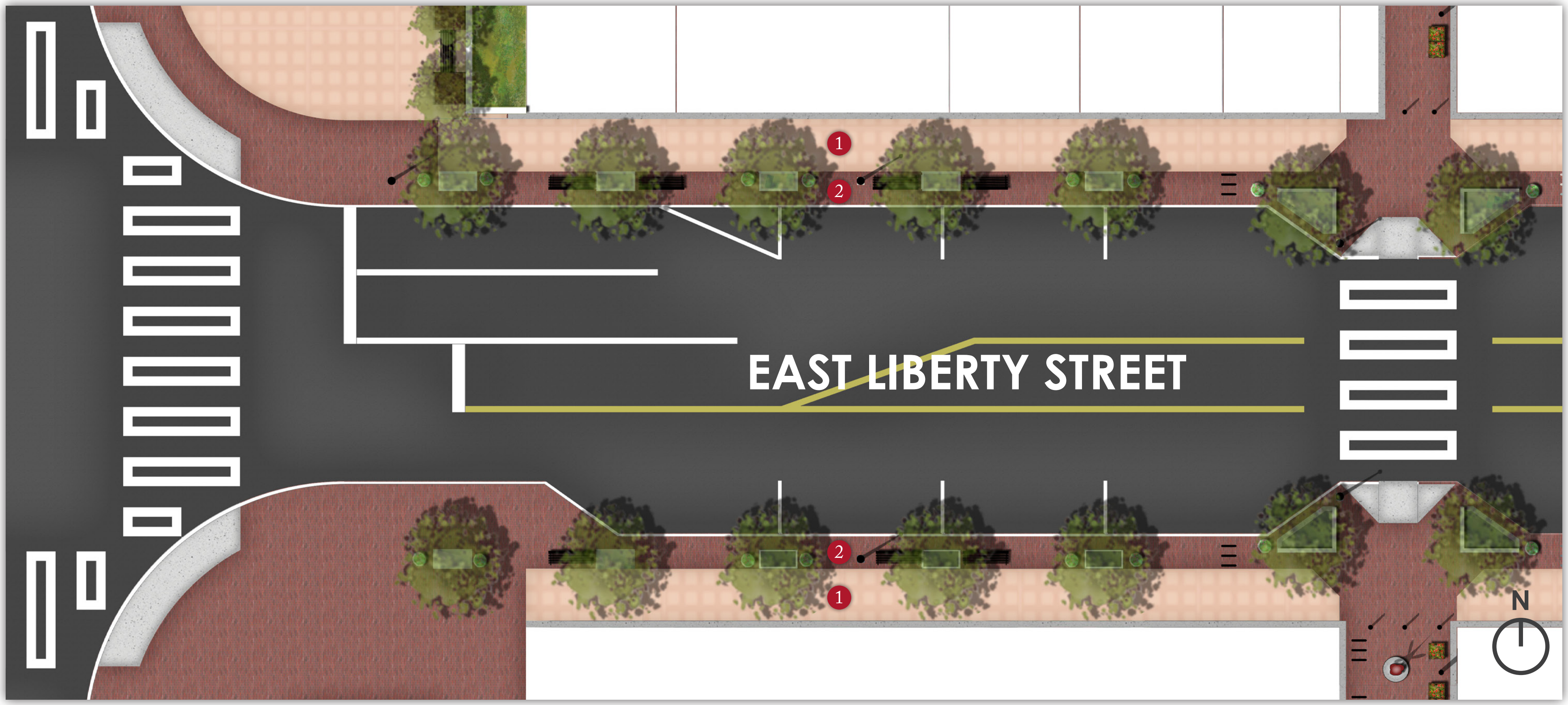
1. Pedestrian Zone

The pedestrian zone is the portion of the streetscape preserved for pedestrian activity. Materials can be concrete or long-lasting pavers.

2. Amenity Zone

Measuring approximately five feet from the curb, the amenity zone of the streetscape is intended to serve as a buffer between the pedestrian zone and the street. Pedestrian amenities such as street trees, bicycle racks, benches, planters, trash receptacles, and lighting will be located within this area. Paving material should be clay brick pavers and granite curbs.




EAST LIBERTY STREET
1
2
2
1
N

PEDESTRIAN ALLEY

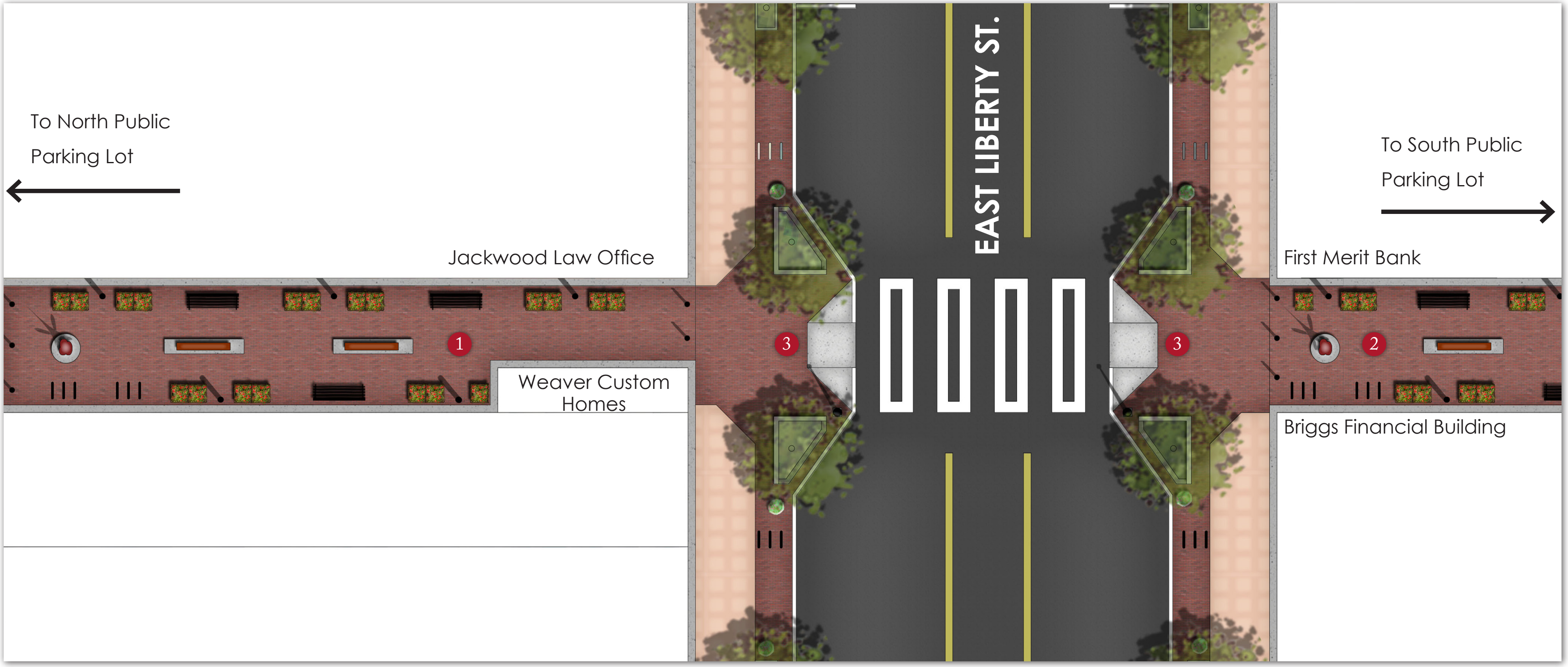
CONCEPT OVERVIEW

The existing alley leading from West Liberty Street to the north and to the south, currnetly acts as a pedestrian connection from both public parking areas to Liberty Street. Traffic is currently allowable within the alleys, but is not essential in accessing any particular business or area.

Conceptually, the alley is intended to strengthen the pedestrian connection from the public parking lots to Liberty Street. This is accomplished by eliminating vehicular traffic, replacing the existing asphalt with clay brick pavers, providing pedestrian amenities and lighting, and adding bump-outs into Liberty Street. The bump-outs are important, as they will provide a mid-block crossing for Liberty Street, shorten the length of the corssing for pedestrians, and act as a node for pedestrians to orient themselves with the two main parking blocks from the street.

PLAN DESCRIPTION

1. **North Alley**
   Connecting to the north parking area, the North Alley extends to the rear of the buildings to the front, and is populated with pedestrian amenities such as benches, planters, art pieces, lighting, and bicycle racks. Additionally, clay pavers are proposed to replace the existing asphalt drive. Removable or knock-down bollards should be placed at the entryway to allow vehicular access if needed.
2. **South Alley**
   Connecting to the south parking area, the South Alley extends back to the head-in parking under the Briggs Financial Building. Pedestrian treatments for both alley should be coordinated, but differentiated in such a way to distungish south from north.
3. **Bump-Outs**
   Although included as part of the streetscape, bump-outs are an important component of the alley project, allowing for better visual orientation to pedestrians accessing the parking areas.


To North Public Parking Lot
Jackwood Law Office
Weaver Custom Homes
1
3
EAST LIBERTY ST.
3
To South Public Parking Lot
First Merit Bank
2
Briggs Financial Building

CENTER GREEN

CONCEPT OVERVIEW

The historic center of Downtown Wooster is located at the intersection of Liberty Street and Market Street, with the buildings surrounding the intersection forming a centeral quad. One quadrant is home to the historic Wayne County Courthouse, with the other three quadrants used primarily for parking. The public input process from both the Comprehensive Plan (2014) and the Downtown Plan indicated a strong desire for additional greenspace within the downtown, and the mapping exercise provided strong support for placing a greenspace / public space in the northeast quadrant.

The concept for the park was to create a signature greenspace central to downtown that was intended as a passive greenspace / public space for visitors to the district. The park takes the place of a 17-space parking lot, which also provides access to the parking lot adjacent to the Huntington Bank building.

Roughly split into three sections, the park accommodates both passive greenspace / public space and a parking lot. The southernmost third of the park is organized around a central feature, such as a fountain, and is bordered by planting beds and trees. Seating is placed along the edges, in the form of benches, seat walls, and trellaces with swinging benches. A walkway connects to the parking area in the middle, which is designed as a multi-function event space. Removeable bollards palced at the entrance and edges of the lot can be removed and replaced, providing a large, central paved area for events such as a farmer's market or small concert. Moving to the north, a small planting bed surrounded by benches and cafe tables becomes a space used as seating for nearby restaurants or for pedestrians enjoying the atmosphere of Downtown.

PLAN DESCRIPTION

1. **Plaza Space**
   High-quality, long-lasting paving materials
2. **Central Feature**
   A fountain, statue, sculpture, or other improvement will become the signature feature of the park and for the downtown quad as a whole.
3. **Trellace Benches**
   Offering shade, seating, and swinging, trellace benches will draw pedestrians into the space to enjoy a relaxing time at the park
4. **Parking / Flex Area**
   A flexible parking area that allows for twelve spaces during business hours, and the flexiblity to use as hardscape for events. With the on-street parallel parking, a total of 16 spaces are provided.
5. **Planting Bed**
   Adding some level of green plantings is critical, and the planting bed is designed to enhance the space and provide a feature for organizing cafe seating, benches, and planters.


The Gathering Grounds
Miss Judy's Professional Hair Cuts
Vacant Space
Huntington Bank
Poppy by Pursenickety
EAST LIBERTY ST.
NORTH MARKET STREET
1
2
3
4
5
N

EAST GREEN

CONCEPT OVERVIEW

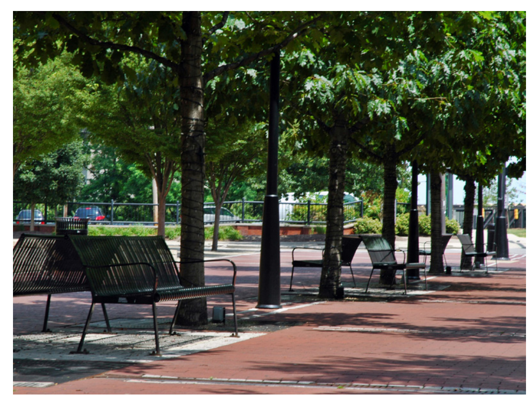
At the heart of each of the East Liberty development concepts (see Section 4) is the East Green, a multifunction space that acts as a social and entertainment node for the City. Located at the intersection of East Liberty Street and Beall Avenue, the park will act as a connection point that serves the downtown, the College of Wooster, and the community as a whole.

Additional public space and greenspace were identified throughout the public input process as the most important amenity needed within the downtown. The East Green park is a component of the larger Each East Liberty development concept. The park contains an amphitheater, plaza space, and an area suitable for park amenities (restrooms, concessions, etc.). In both East Liberty development concepts, the park acts as an organizing element for the surrounding buildings and spaces, becoming the focus of activity within the district.

The ampitheater is oriented to the north, making use of the existing southward slope from East Liberty Street to provide grass seating and permanent seating closer to the ampitheater. Conceived as a multi-function space, the greenspace can be used for numerous activities, both programmed and passive, with seating and plantings surrounding the space.

PLAN DESCRIPTION

1. **Ampitheater Pavilion**
   A covered pavilition that is flexible enough to host a variety of events, including musical shows and plays. The pavilion can take a number of forms, ranging from a tensigrity structure, to modern, to a more traditional ampitheater pavilion. Regardless of pavilion style, it should act as the focal point for the park.
2. **Multi-Use Greenspace**
   A simple green lawn will provide space for a number of uses, including seating for the ampitheater, special events, or recreational sports.
3. **Adjacent Commercial**
   A number of small-scale commercial users placed near the East Green could be an amenity to the park, offering ice cream, concessions, or a small restaurant.
4. **Perimeter Amenities**
   The hardscaping surrounding the greenspace can be lined with pedestrian amenities, such as benches, planters, waster receptacles, and bicycle racks.



E Liberty Street
Beall Avenue
4
2
3
4
4
1
N

CHAPTER 4.0

4.0

INTRODUCTION

DEVELOPMENT PROJECTS

The development projects outlined within this chapter are a product of the contextual analysis, public input, and market study that were all conducted as part of this planning process. The designs shown are conceptual, but show how public and private efforts should be coordinated to raise the overall function, quality, and brand of the district. For the private sector, this section is intended to show what types of development the City deems acceptable, and is meant as a way to communicate the development opportunities within Downtown Wooster.

EAST LIBERTY CONCEPT A

CONCEPT OVERVIEW

The East Liberty Redevelopment Concept builds from the market study findings and input from Stakeholders, the Steering Committee and Main Street Wooster.

Additional infill development helps to create a signature entertainment and social space signifying the edge of Downtown to the east and the end of Beall Avenue to the south. Buildings fronting the streets reinforce the existing development pattern of the downtown, with buildings framing a multi-function entertainment space for Wooster residents.

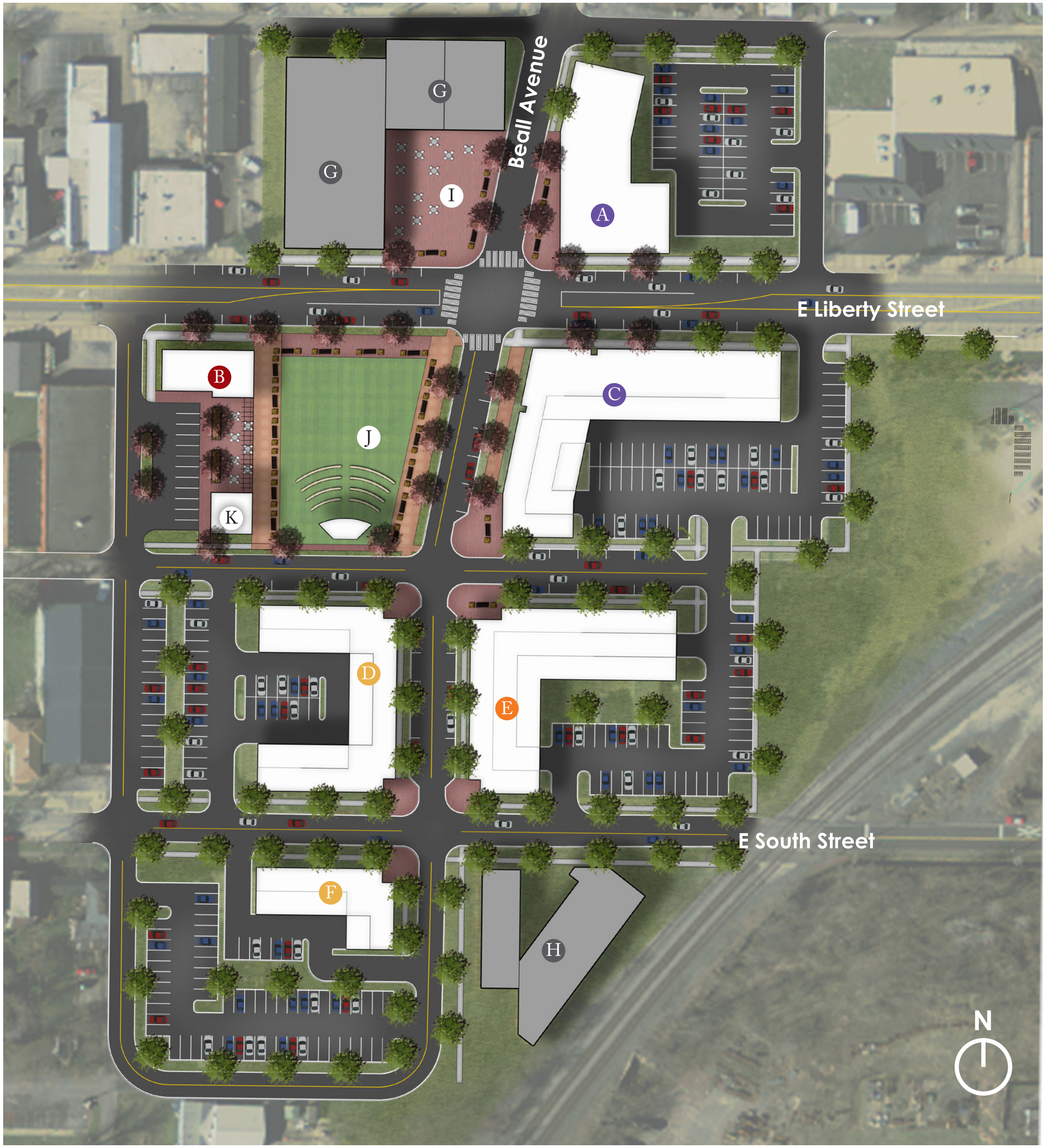
Two concepts have been created for the East Liberty area, with the primary difference being the placement of the East Green Park to either orient toward the development, or to retain the existing gas station building. In each option, residential and commercial buildings are used to frame the park and create a signature urban space within the district.

PLAN DESCRIPTION

- **Mixed Use Residential**
  The two buildings with prominent frontage along East Liberty and Beall Avenue have been designed to accommodate both commercial and residential users in vertically integrated, mixed-use buildings. Building A can host a variety of commercial users, while Building C should be limited to less intense commercial users, such as office or retail. Buildings front the street, and parking is incorporated to the rear and below the building.
- **Multi-Family Residential**
  A number of unit types are appropriate for the multi-family building, ranging from studios to 3-bedroom units. Parking is incorporated to the rear and underneath the building.
- **Townhouse Residential**
  Three level townhomes offer ample living space, while allowing residents to park their vehicle in a private space under the building.

DEVELOPMENT DATA

	#	Use	Building Footprint (s.f.)	Stories	Units / s.f.
	A	Mixed-Use Commercial Res.	11,450	 1 2	 11,450 s.f. 26 units
	B	Commercial	2,900	1	2,900 s.f.
	C	Mixed-Use Office Res.	19,000	 1 3	 8,000 s.f. 60 units
	D	Townhouse Res Flats	12,200	3 3	12 units 6 units
	E	Multi-family Res	15,900	3	54 units
	F	Townhouse Res Flats	5,700	3 3	5 units 3 units
	G	Commercial (extg)			
	H	Commercial (future)			
	I	Plaza Area			
	J	Multi-Use Green			
	K	Public Amenities			



EAST LIBERTY CONCEPT B

CONCEPT OVERVIEW

East Liberty Concept B shows how redevelopment can occur in the district, without demolition of the existing gas station building (shown as building B). The East Green park has been moved westward on the site to maintain the structure. The existing gas station could be reworked into a number of uses, including small scale commercial, such as an ice cream shop or small restaurant, or could become a place for park amenities, such as restrooms and concessions.

PLAN DESCRIPTION

- **Mixed Use Residential**
  The two buildings with prominent frontage along East Liberty and Beall Avenue have been designed to accommodate both commercial and residential users in vertically integrated, mixed-use buildings. Building A can host a variety of commercial users, while Building C should be limited to less intense commercial users, such as office or retail. Buildings front the street, and parking is incorporated to the rear and below the building.
- **Multi-Family Residential**
  A number of unit types are appropriate for the multi-family building, ranging from studios to 3-bedroom units. Parking is incorporated to the rear and underneath the building.
- **Townhouse Residential**
  Three level townhomes offer ample living space, while allowing residents to park their vehicle in a private space under the building.

DEVELOPMENT DATA

	#	Use	Building Footprint (s.f.)	Stories	Units / s.f.
	A	Mixed-Use	11,450		
		Commercial		1	11,450 s.f.
		Res.		2	26 units
	B	Commercial	1,700	1	1,700 s.f.
	C	Mixed-Use	19,000		
		Office		1	8,000 s.f.
		Res.		3	60 units
	D	Townhouse Res	12,200	3	12 units
		Flats		3	6 units
	E	Multi-family Res	15,900	3	54 units
	F	Townhouse Res	5,700	3	5 units
		Flats		3	3 units
	G	Commercial (extg)			
	H	Commercial (future)			
	I	Plaza Area			
	J	Multi-Use Green			

SOUTH RESIDENTIAL

CONCEPT OVERVIEW

Located between South Market Street and South Walnut Street, the South Residential Concept shows how vacant or underutilized properties could be redeveloped into a new multifamily product. The concept shown to the right reinforces the streetscapes of both South Market and Walnut Streets by orienting the buildings toward the roadway and placing parking to the rear. Each concept allows for a pedestrian walkway from the street to the parking, and reinforces the intersection with either a building corner or a small public space.

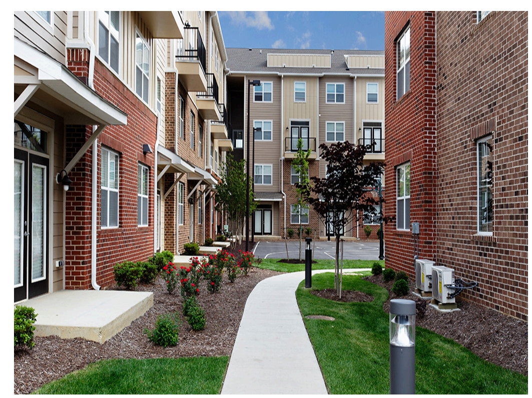
Buildings are proposed at two stories in height, maintaining the existing urban fabric of the neighborhood. A high level of quality should be maintained, particularly along South Market Street, which is the entryway to the downtown from the highway.

PLAN DESCRIPTION

- **Multi-Family Residential**
  Two-story multi-family buildings oriented toward the street will reinforce the streetscape and create a distinct sense of place. Buildings should be scaled for pedestrians, with architectural features such as porches, balconies, and roof overhangs or cornices.

DEVELOPMENT DATA

	#	Use	Building Footprint (s.f.)	Stories	Units / s.f.
	A	Multi-family Res	6,000	2	12 Units
	B	Multi-family Res	5,400	2	10 Units
	C	Multi-family Res	4,800	2	8 Units
	D	Multi-family Res	7,350	2	14 Units
	Total		23,550		44 Units




S WALNUT ST
MULBERRY ST
S MARKET ST
A
B
C
D
N

ARTS + CULTURE DISTRICT

CONCEPT OVERVIEW

The Arts District was identified in the comprehensive planning process as an area for further investment and redevelopment. The concept uses the existing library and Wayne Center for the Arts as a hub for an ongoing effort to redevelop residential surrounding properties, while creating a destination with a focus on the arts. The transformation of the existing basketball court into a sculpture garden could act as a unique venue for events to provide additional revenue for the City and the Wayne Center for the Arts.

Redevelopment of existing properties within the district can take a number of forms, but will require a flexible approach to either rehab or completely redevelop existing properties. The rendering to the right shows how properties abutting the park could be redeveloped into multifamily units that reinforce the streetscape and add a level of quality into the existing neighborhood.

PLAN DESCRIPTION

1. **Arts & Culture Park**
   The central public space of the district, the arts and culture park will be a signature space that can host a number of outdoor art exhibits. In addition, the space could be used as a multi-function space for special events, such as weddings, and operated by the Wayne Center for the Arts.
2. **Gateway Nodes**
   Gateway treatments, such as enhanced intersections, signage, or art pieces should signify entrance into the District.
3. **Targeted Redevelopment**
   Whether rehab or redevelopment of existing homes, the area surrounding the district can be aimed at providing housing and workspace for artists and residents.

DEVELOPMENT DATA

	#	Use	Building Footprint (s.f.)	Stories	Units / s.f.
	A	Multi-family Res	6,000	2	12 Units
	B	Multi-family Res	5,400	2	10 Units
	C	Multi-family Res	4,800	2	8 Units
	D	Multi-family Res	7,350	2	14 Units
	Total		23,550		44 Units

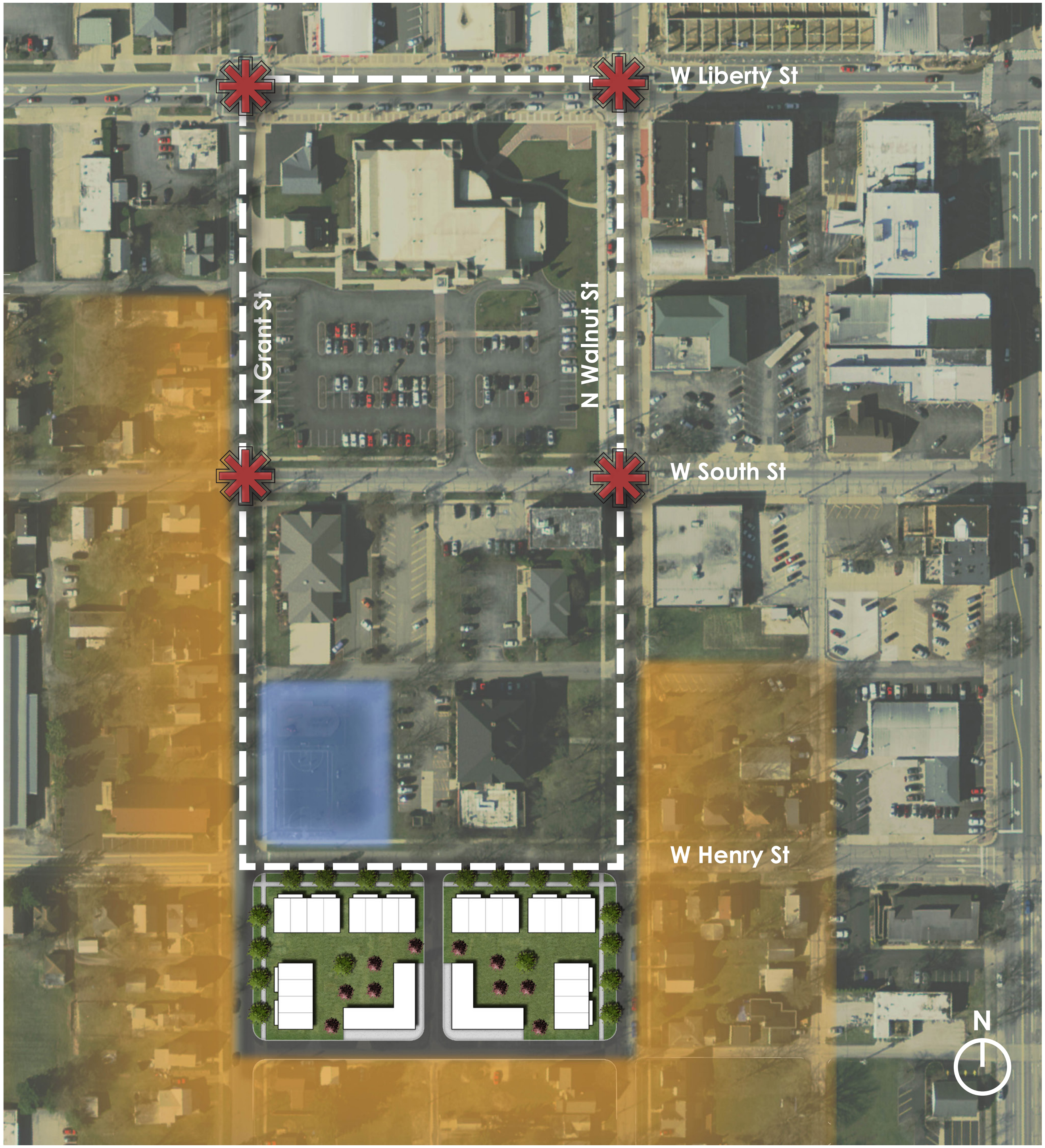
LEGEND

Entrance / Gateway

Arts & Culture District

Arts & Culture Park

Targeted Development Area



DOWNTOWN
WOOSTER
MASTER PLAN

A

Handouts:
A. Center Green
B. Pedestrian Alley
C. Liberty St
D. Streetscape
E. Schedule + Cost

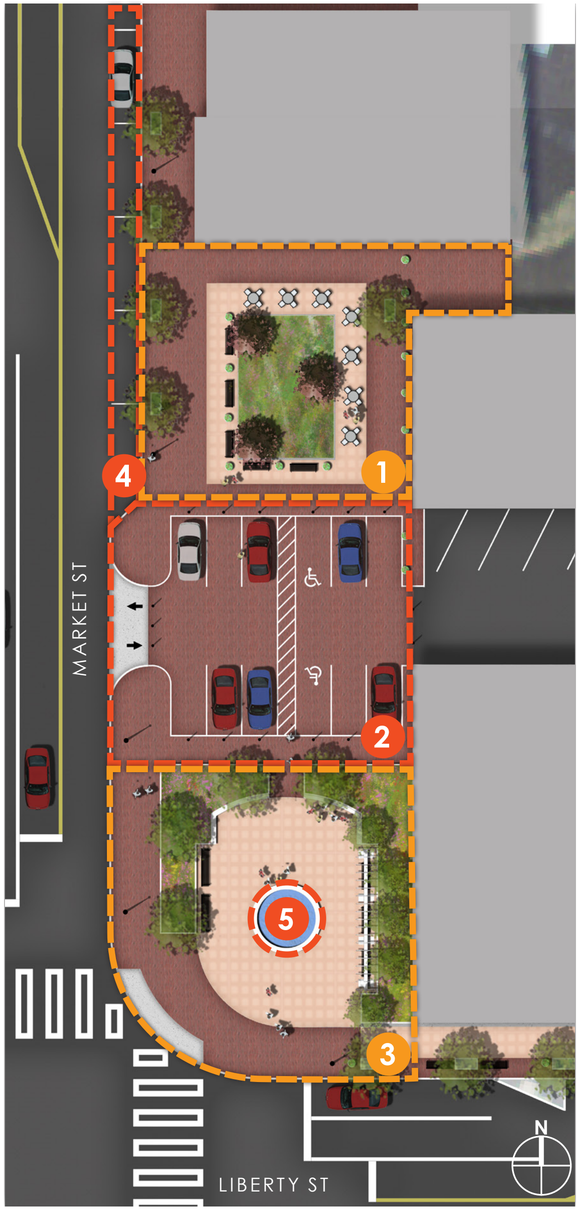
APPENDIX

The following documents were provided to City staff to help guide future budgeting decisions for the pubilc projects outlined within the Plan.

A. CENTER GREEN

DESIGN CONCEPT

The Center Green design concept employs the maximum number of parking spaces while retaining the historic town center and cultivating a new focal point. Removable bollards allow flexibility within the space, while plantings and seating establish an inviting pedestrian atmosphere. The fountain acts as a focal point for the park and for the downtown quad as a whole. All cost estimates include a 15% contingency cost as well as a 10% design fee.



TOTAL PROJECT COST

ESTIMATED COST: $1,740,640

DEMOLITION

ESTIMATED COST: $66,539

Demolition and removal of existing infrastructure to make way for new improvements.

- Pavement removal
- Sidewalk removal
- Tree removal
- Gazebo removal

AREA 1

ESTIMATED COST: $234,911

Center gathering space including wide sidewalks, center green space, street furniture, and shade trees.

- Clay pavers
- Granite curbs
- Benches
- Shade / ornamental trees
- "Green" feature
- Tables and Chairs
- Landscape planters
- Bike racks

AREA 2

ESTIMATED COST: $137,759

Parking area featuring removable bollards to create flexible programming space.

- Clay pavers
- Entrance ramp
- Bollards
- Striping

AREA 3

ESTIMATED COST: $349,836

Corner gathering space at the intersection of Liberty and Market Streets. Includes landscaped planting beds, swinging benches and shade trees.

- Planting beds
- Benches
- Shade trees
- Trellis swings
- Clay pavers
- Granite curb
- Pedestrian pad

AREA 4

ESTIMATED COST: $2,846

Parallel parking along Market Street maximizes the available parking of the area.

- Pavement
- Striping

AREA 5

ESTIMATED COST: $948,750

As the focal point of this newly designed park, the fountain provides interest and cooling elements.

- Fountain feature
- Electric pump

DESIGN CONCEPT

The Pedestrian Alley included in the Center Green design concept increases the walkability of the downtown by promoting connectivity and providing additional landscaping and street furniture. All cost estimates include a 15% contingency cost as well as a 10% design fee.

TOTAL PROJECT COST

ESTIMATED COST: $211,508

DEMOLITION

ESTIMATED COST: $8,159

Demolition and removal of existing infrastructure to make way for new improvements.

- Pavement removal

AREA 1

ESTIMATED COST: $90,131

Pedestrian-only path connecting businesses along Liberty Street to parking located to the rear of the buildings.

(price per 1,330 square feet)

- Clay pavers
- Planters
- Benches
- Bike racks
- Sculptural pieces

AREA 2

ESTIMATED COST: $113,218

Pedestrian-only path on the south side of Liberty Street connects businesses in the downtown to ample parking.

(price per 2,460 square feet)

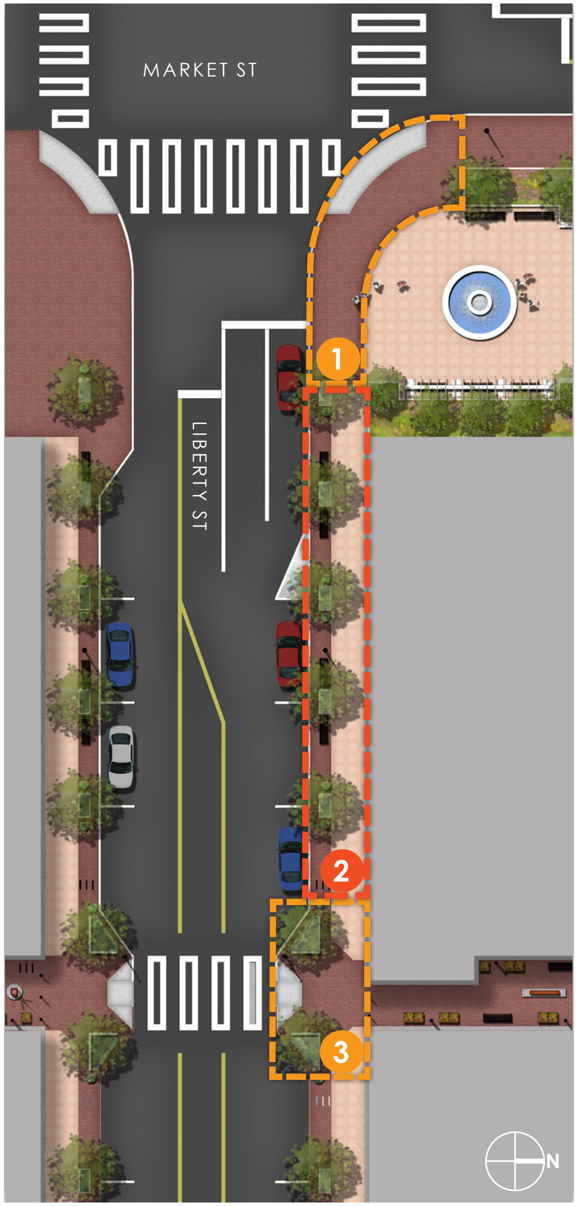
- Clay pavers
- Planters
- Benches
- Bike racks
- Sculptural pieces

B. PEDESTRIAN ALLEY

C. LIBERTY ST

DESIGN CONCEPT

The new sidewalks and streetscaping of the Center Green design concept promote the pedestrian experience with improved sidewalks, shade trees, pedestrian amenities, and safety elements for crossing downtown streets. Demolition costs are included in the estimated cost, which are then calculated per unit as noted below.
All cost estimates include a 15% contingency cost as well as a 10% design fee.



AREA 1: INTERSECTION

ESTIMATED COST: $52,320

Wide sidewalks with a rounded curb promotes both pedestrian and vehicular traffic through the downtown (price per corner)

- Demolition
- Clay pavers
- Granite curb
- Curb ramps

AREA 2: STREETSCAPE

ESTIMATED COST: $67,459

New sidewalks and streetscaping promote walkability and the historic character of downtown.

(price per 100 linear feet)

- Demolition
- Clay pavers
- Granite curbs
- Sidewalk
- Shade trees
- Benches
- Planters / planting beds
- Bike racks

AREA 3: BUMP OUT

ESTIMATED COST: $40,101

Capping either end of the pedestrian alley, bump-outs protect pedestrians queuing to cross the street while simultaneously alerting motorists to their presence.

(price per bump out)

- Demolition
- Clay pavers
- Granite curbs
- Shade trees
- Planting beds
- Curb ramp
- Seat wall

DESIGN CONCEPT

The new sidewalks and streetscaping of the Center Green design concept promote the pedestrian experience with improved sidewalks, shade trees, pedestrian amenities, and safety elements for crossing downtown streets. Demolition costs are included in the estimated cost, which are then calculated per unit as noted below.
All cost estimates include a 15% contingency cost as well as a 10% design fee.

PHASE I & II

The core of downtown, the streetscaping in Phases I & II utilizes high quality finishes and extra pedestrian-oriented features.
Estimated costs include demolition, materials, labor, contingency costs, and design fees.

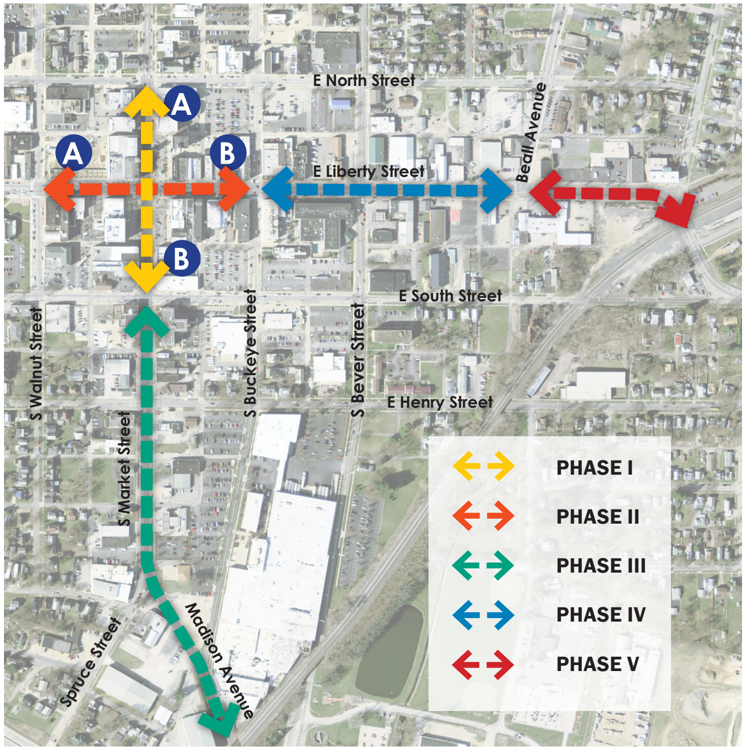
- Demolition
- Clay pavers
- Granite curbs
- Bump outs
- Shade trees
- Planters / planting beds
- Bike racks

PHASE III, IV, & V

Acting as gateways to the downtown, Phases III & IV recieve significant infrastructure upgrades.
Estimated costs include demolition, materials, labor, contingency costs, and design fees.

- Demolition
- Clay pavers
- Shade trees
- Planting beds
- Concrete Curbs

YEAR 1	PHASE Ia:	ESTIMATED COST: $507,746
	PHASE IB:	ESTIMATED COST: $701,729
YEAR 2	PHASE IIa:	ESTIMATED COST: $597,088
	PHASE IIb:	ESTIMATED COST: $670,543
YEAR 3	PHASE III	ESTIMATED COST: $1,796,203
YEAR 4	PHASE IV	ESTIMATED COST: $947,996
YEAR 5	PHASE V	ESTIMATED COST: $947,996



D. STREETSCAPE

DESIGN CONCEPT

The schedule contains the estimates for three public projects within Downtown Wooster.
*The estimates and the schedule are subject to the final design of each project, funding, budgets, and other project schedules.

		SCHEDULE YEAR*					
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	Σ
CENTER GREEN		**$439,208**	**$352,682**	**--**	**$948,750**	**--**	**$791,890**
DEMO	(complete)	$66,539					
PHASE I	(north)	$234,911					
PHASE II	(middle)	$137,759					
PHASE III	(south)		$349,836				
PHASE IV	(parallel pkng)		$2,846				
PHASE V	(fountain)				$948,750		
STREETSCAPE		**$1,209,475**	**$1,267,631**	**$1,796,203**	**$947,996**	**$947,996**	**$6,169,301**
PHASE IA	(north to liberty)	$507,746					
PHASE IB	(liberty to south)	$701,729					
PHASE IIA	(walnut to market)		$597,088				
PHASE IIB	(market to buckeye)		$670,543				
PHASE III	(south to rr)			$1,796,203			
PHASE IV	(buckeye to beall)				$947,996		
PHASE V	(beall to rr)					$947,996	
PEDESTRIAN ALLEY		**$211,508**					**$211,508**
DEMO	(complete)	$8,159					
PHASE I	(north)	$113,218					
PHASE II	(south)	$90,131					
COMPLETE		**$1,860,191**	**$1,620,313**	**$1,796,203**	**$1,896,746**	**$947,996**	**$8,121,449**

PLAN PREPARED FOR:

Wooster
EST. 1808
OHIO

PLAN PREPARED BY:

OHM
Advancing Communities™