

## Appendix 1 - Project Team

### **First Avenues, LLC**

Founded in 1993 to provide market analysis, strategic planning and design services to retailers and commercial developers, First Avenues, LLC brings a singular perspective to the process of revitalization planning. First Avenues bases its revitalization strategies and implementation plans on processes that have proven effective for commercial developers and private property owners. These processes, which are based on the premise that private initiatives and commercial redevelopment must lead the revitalization process, are often given secondary consideration in urban planning strategies. First Avenues has integrated a variety of disciplines and real-world solutions to arrive at its strategic recommendations for Highland Square.

**Retail Focus** – First Avenues studied the supply and demand potential for district services in order to make recommendations regarding all the major categories of area development, including retail, office, and housing uses.

**Market & Demographic Analysis** – The planning team utilized a variety of analytical tools and historical research to develop a factual basis for the revitalization strategy. This report contains detailed information regarding market opportunities and potential strategies and benchmark comparisons.

**Consensus Building** – Building consensus towards a common vision for the revitalization of Highland Square was the most important aspect of the work. Extensive individual interviews with stakeholders, area merchants and property owners, and public presentations, set the stage for a successful implementation.

**A Realistic, Achievable Solution** – The strategy is designed to work by leveraging existing district strengths. Consideration was given to the way in which the economic viability of existing buildings could be enhanced, how retailers could operate more effectively and how to take greater advantage of the people who already know and visit the area.

**Implementation** – Urban revitalization does not occur on paper, but in actual practice. The revitalization plan for Highland Square has been designed to provide practical guidance to The Highland Square Business Association as it

begins to address each of the organizational, funding, land planning, design, infrastructure, mix of uses, public relations and marketing issues necessary to a successful implementation.

### **The Urban Design Center of Northeast Ohio (UDC)**

The Urban Design Center of Northeast Ohio was created in 1983 under the sponsorship of the Urban University Program, which supports the outreach and community service efforts of Ohio's state universities working in urban areas. The Center expanded on the existing outreach and public service activities of the Kent State University School of Architecture and Environmental Design, focusing particularly on historic preservation and the problems of Northeast Ohio's smaller towns and cities. At the same time, the UDC administered research into larger urban issues in Cleveland and other areas. Recent years have seen the expansion of the UDC's technical design capacity and – with the opening of the Cleveland Urban Design Collaborative – a greatly expanded role in revitalizing neighborhoods in Cleveland and in other towns and cities in the region.

As part of its mission the UDC provides technical design assistance to urban communities and neighborhoods seeking to become more livable places. The staff offers professional expertise in master planning, commercial district revitalization, recreation planning, design guidelines, historic preservation, neighborhood redevelopment, campus planning and streetscape design.

In all its work, the UDC seeks to enhance the public realm, stimulate economic prosperity, encourage ecological integrity, protect natural and cultural resources, and create sustainable, livable communities.

## Appendix 2 - Highland Square's Top Seven PRIZM Segment Descriptions

### Young Influentials

*Significant Over-Representation  
Upwardly Mobile Singles and Couples  
Compared with Summit County*

The high-tech educated folks of this segment have managerial and professional jobs and live in urban apartments and high-rises. Although many of their contemporaries have married and settled down these childless, live-together couples prefer a sophisticated urban lifestyle supported by dual incomes. They are the last of the Yuppies.

*Young Influentials are more likely to...*

- Use online financial/stock services
- Belong to a health club
- Attend rock/pop concerts
- Own an Audi/BMW/Mercedes bought new
- Shop at Eddie Bauer
- Use whole bean coffee
- Own a portable CD player
- Listen to classic radio or progressive rock radio
- Watch the NCAA Basketball championship, the America's Cup Race, Frasier, Face the Nation or Wall Street Week
- Read *USA Today*, *PC Magazine*, *Discover*, *Runner's World* or *Wall Street Journal*

### Gray Power

*Significant Over-Representation  
Affluent Retirees  
Compared with Summit County*

As the population ages, this cluster is increasing. Typically found in retirement communities throughout the United States, these affluent retirees are playing golf, monitoring their health, and tending to their investment portfolios. *Gray Power* are married couples or singles with high school and college educations.

*Gray Power members are more likely to...*

- Belong to a Country Club
- Take a Cruise or European Vacation
- Play Golf 20+ times a year
- Buy classical music and bank online
- Own a Cadillac or Buick bought new
- Drink Scotch Whiskey
- Own a laptop, giant screen TV or electric coffee grinder
- Listen to easy listening or nostalgia radio
- Watch the Travel Channel, Golfs US Senior Open, Wall Street Week, The 700 Club and the Today Show
- Read *Harper's Bazaar*, *CondeNast Traveler*, *Gourmet*, *Forbes* and *Modern Maturity*

### Hometown Retired

*Low-Income, Older Singles and Couples*

Found at opposite ends of America as well the age scale, this segment can be found in strong concentrations in the Appalachians and central Florida. *Hometown Retired* ranks third in the number of singles, second in ages 65 and over, and first in retirement. This cluster takes bus tours, collects stamps, and enjoys playing cards and chess.

*Hometown Retired members are more likely to...*

- Work as a political volunteer
- Attempt to stop smoking
- Shop online
- Buy heavy rock music
- Practice karate or martial arts
- Belong to a veterans club
- Own a Plymouth or Dodge Truck bought new
- Eat Wheaties
- Buy rechargeable batteries
- Watch Bowling, Macy's Thanksgiving Day Parade, Faith and Values
- Read *Soap Opera Weekly*, *Field and Stream*, *Ladies Home Journal* and *Audubon*

## Single City Blues

### *Ethnically Mixed Urban Singles*

This segment can be found in high concentrations in Eastern mega-cities and in the West, and includes many singles. Often found near urban universities, *Single City Blues* include a fair number of students. This cluster is characterized by a mixture of races, few children, occupations in night trades, and transient lifestyles.

*Single City Blues members are more likely to...*

- Use pipe tobacco
- Visit Eastern Europe
- Travel by Railroad
- Experiment with brands
- Buy things based on recommendation from friends
- Do water aerobics
- Shop at Warner Brothers Store and Casual Corner
- Buy 7+ software programs per year
- Own utilities software
- Have shocks installed at a garage
- Listen to variety or soft contemporary radio
- Watch The Movie Channel and the Home Shopping Network
- Watch Babylon 5, Frontline and Washington Week in Review

## Inner Cities

### *Inner-City, Single Parent Families*

Concentrated in America's poorest neighborhoods in large eastern U.S. cities, these young, African-American single parents live in multi-unit rental complexes. High unemployment and public assistance are prevalent here. When work is available, they have service and blue collar jobs. They have grade school and high school educations.

*Inner Cities members are more likely to...*

- Buy soul/R&B music
- Be style conscious
- Use baby foods and grits
- Shop at Lane Bryant
- Use Sara Lee snack cakes

Own separate stereo components

Own a pager or beeper

Use starch spray

Listen to urban contemporary music

Listen to Jazz

Watch BET network, the Jerry Springer Show and the Montel Williams Show

Read *Sesame Street Parents*, *National Enquirer*, *True Story*, *Sport* and *GQ*

## Upstarts and Seniors

### *Middle-Income Empty Nesters*

This segment demonstrates that young people and seniors can be very similar if they are employable, single, and childless. *Upstarts and Seniors* have average educations and derive their incomes from employment in the business, finance, retail, health and public service sectors. Preferring condos and apartments, they live in the Sunbelt and the West.

*Upstarts and Seniors are more likely to...*

Visit Alaska or Canada

Use pipe tobacco

Go online <5 hours per month

Go cross-country skiing

Ride motorcycles

Take a cruise vacation

Do step Aerobics

Own a Saturn or Buick bought new

Buy stain resistant carpet

Own an electric chain saw

Shop at TJ Maxx

Listen to urban contemporary radio

Watch Saturday Night Live, Siskel & Ebert, The Movie Channel, Nightline

Read *Allure*, *Self*, *Town&Country*, *Runner's World*, *Vanity Fair* and *Shape*

## New Empty Nests

### *Upscale Suburban Fringe Couples*

Hard work in professions and industries has rewarded *New Empty Nest(ers)* with the affluence that comes from double incomes. Most of these married couples are in their post child rearing years, are far more conservative than

*Young Influentials*, and live in the Northeastern and Northwestern United States.

*New Empty Nest members are more likely to...*

Visit Alaska or Canada

Bank Online

Play golf 20+ times a year

Contribute to public broadcasting

Go sailing

Remodel their family rooms

Shop at the Disney Store

Use Nabisco Spoon Size Shredded Wheat

Own a Toyota Truck, Chevrolet or 2-door sedan bought new

Listen to classical, nostalgia or easy listening radio

Watch Jim Lehrer, Masterpiece Theatre, Mystery, Meet the Press

Read *Allure*, *Conde Nast Traveler*, *Inc.*, *Self*, *Smithsonian*, *Golf Digest*

## Appendix 3 - Main Street Definitions

The following is quoted from Downtown Ohio, Inc.'s "Downtown Revitalization Training Manual":

"In 1977, the National Trust for Historic Preservation undertook a demonstration project in which three small mid-western towns were selected to serve as models for the development of a comprehensive approach to downtown revitalization. After three years of on-site analysis (economic and design) and implementation experience, a methodology was developed and titled, 'The Four Point Main Street Approach to Downtown Revitalization'.

The foundation of the 'Four Point' or 'Main Street Approach' to downtown revitalization is preservation: using those elements of quality that have survived as assets upon which we can build a lasting, positive physical and emotional image for everyone who uses downtown. Historic preservation is used as an economic development tool. It capitalizes on over-looked and underutilized assets, encourages imagination, sharpening of entrepreneurial skills, and strong participation by the private sector.

The principles of the Main Street philosophy are the following:

**Comprehensive and Appropriate:** All aspects of the district must be considered when designing a revitalization program. And, the program must be appropriately scaled, taking into account the community's resources and local conditions.

**Incremental:** The Main Street Approach does not produce instant change; it manages change over time. The decline and decay of the central business district did not occur overnight and by the same token, a revitalization program cannot be expected to produce immediate results. Careful realignment of every aspect affecting the district area takes effective decision-making and leadership development. Quick-fix solutions may produce short-term successes, however, over the long run, one must address the underlying causes of decline.

**Partnership:** In order for the district revitalization program to be successful, both the public and private sectors must be involved and committed. A project manager, someone who works exclusively for the district as an advocate for all aspects of the revitalization program, plays a key role in the process. Often, the establishment of this position is a joint public/private venture supported in a number of ways from each sector.

**Quality:** The Main Street Approach emphasizes quality – taking the time and care to make changes in a “quality” way.

**Education:** The negative attitudes prevailing in the district need to be changed through education and awareness. Projects should be chosen which are doable in nature so that their success may be promoted. People need to be constantly made aware and reminded of the assets that exist in commercial districts and why they are important to the overall community.

**Implementation:** Once a community is committed to creating a revitalization program, implementation is critical. Plans do not implement themselves, someone or group has to be the driving force to make things happen.”

## Appendix 4 - Unified Planned Development District

A Unified Planned Development (UPD) District is an overlaydistrict designated in the Zoning Code. Typical issues addressed in a UPD include the following:

*Building Setback* – The UPD District should require any new building to be built in the designated Building Zone with the street façade of the building built in a zone of five feet from the sidewalk on a street frontage designated as a Pedestrian Retail Street.

*Parking Location* – Any parking lot proposed for a location directly along the Pedestrian Retail Street, for example, parking on the side of a building as opposed to in the parking zone at the back of the building zone, should be classified as a “Conditional Use” in the UPD District. Such a parking lot should not be approved unless the City Planning Commission determines that it is not feasible to locate the parking behind the building.

*Prohibited Uses* – The UPD District should permit those uses permitted in the underlying district but would prohibit certain uses that detract from the pedestrian-oriented character of the District. These prohibited uses should include open sales lots (automobile dealers, etc.), gas stations, car washes, and drive-through lanes that open onto the Pedestrian Retail Street.

*Conditional Uses* – The UPD District should classify certain uses as “Conditional Uses.” Conditional uses should be permitted only if the City Planning Commission determines that a more suitable use could not reasonably be located on a particular property. Conditional uses would include housing, institutions (such as churches and schools) and offices that do not serve customers or clients on the premises – except that such uses would be permitted, and in fact encouraged, on upper floors.

*Required Parking* – Recognizing that a greater than average proportion of customers will be walking in the retail district, either as residents of the surrounding neighborhoods or as visitors to the retail district as a whole, the UPD District should reduce parking requirements by 33% compared to the otherwise applicable zoning requirements. The UPD District regulations should also permit the further reduction of the off-street parking requirements where it can be demonstrated that additional parking is available in common or shared parking facilities or in on-street parking areas.

# Appendices

## Appendix 5 - Project Contributors

### Steering Committee Members

Steve Albrecht	Leah Anglin
Jim Gilbert	Steve Hawk
Jim King	Dave Lieberth
Vaughn Morrison	Mark Smith
Jeff Winstel	

### Stakeholder Interviews

Steve Albrecht	Fred W. Albrecht Grocery Company	Brendan Meeker	Meeker's Market
Leah Anglin	Economic Development Specialist, Mayor's Office of Economic Development, City of Akron	Tom Merryweather	Merryweather Real Estate
Bridgette Berrodin	The Bucket Shop	Rafael Oletta	Angel Falls Coffee
Greg Burgoon	City of Akron, Superintendent of Building Inspection	Donald Plusquellic	Mayor, City of Akron
Steve and Mary Brooks	University of Akron, Resident	Joe Parsons	Albrecht Incorporated
Cindy Christman	Sergeant, Community Policing Officer, Akron Police Department	Jim Phelps	Deputy Mayor for Economic Development, City of Akron
Dan Dahl	Executive Director, E.J. Thomas Performing Arts Hall	George Romanowski	Akron Department of Public Safety
Terry Dean	Highland Square Theater	Gene and Ramona Smith	F. Eugene Smith Design Management
Don Drumm	Don Drumm Studios & Gallery	Mark Smith	Design Management Architects
Laraine Duncan	City of Akron, Assistant to the Mayor	Bob Sparhawk	Principal, Portage Path Elementary School
Jerry Egan	City of Akron, Planner	Bill Spratt	Akron Public Schools
Steven Hawk	Director, Akron-Summit County Public Library	Mel Todaro	Capri Pizza
Dan Horrigan	Ward 1 Councilman	Michael Trecaso	Mary Coyles Ice Cream
Darwin Hudson	Community Policing Officer, Akron Police Department	Russ Vernon	West Point Market
Mitchell Kahn	Director, Museum of Art	Don Whaley	FirstMerit Corporation
Jim King	Angel Falls Coffee	Mark Willis	Attorney, Property Owner
Chuck Kyle	Two Amigos	Jeff Winstel	Ohio and Erie Canal Corridor
Dave Lessem	Property Owner	Warren Woolford	City of Akron,
Don Lessem	Property Owner		Department of Planning & Urban Development
Mark Lessem (and others)	Property Owner	Louis Farris	Farris Company Property Management
Dave Lieberth	City of Akron, Vice Mayor		
Pete Lioassis	Babylon		
Donna Loomis	Deputy Superintendent, Akron Public Schools		

## Suggested Reading

*City Comforts, How to Build an Urban Village*, David Sucher, City Comforts Press, 1995

*Edge City, Life on the New Frontier*, Joel Garreau, Anchor Books - Doubleday, 1991

*A Better Place to Live, Reshaping the American Suburb*, Philip Langdon The University of Massachusetts Press, 1994

*The Death and Life of Great American Cities*, Jane Jacobs Vintage Books, 1989

*Critical Path*, R. Buckminster Fuller St Martin's Press, 1981

*The Living City, How Urban Residents are Revitalizing America's Neighborhoods and Downtown Shopping Districts by Thinking Small in a Big Way*, Roberta Brandes Gratz, Simon and Schuster, 1989

*Confronting Suburban Decline, Strategic Planning for Metropolitan Renewal*, William H. Lucy and David L. Phillips, Island Press, 2000

*Reclaiming our Cities and Towns, Better Living with Less Traffic*, David Engwicht, New Society Publishers, 1993

*Cities Back from the Edge, New Life for Downtown*, Roberta Brandes Gratz with Norman Mintz, Preservation Press, 1998

*The New American City, Faces its Regional Future, A Cleveland Perspective*, David C. Sweet, Kathryn Wertheim Hexter and David Beach, Ohio University Press, 1999

*Common Groundwork, A Practical Guide to Protecting Rural Land and Urban Land, A Handbook for Making Land-Use Decisions*, Joseph H. and Mary M. Chadbourne, Chadbourne & Chadbourne Incorporated, 2000

*Cities on the Rebound*, College of Architecture and Landscape Architecture, University of Minnesota, April 2000

*Business Improvement Districts*, Lawrence O. Houstoun Jr., Urban Land Institute and the International Downtown Association, 1997.

*The Economics of Historic Preservation*, Donovan D. Rypkema, National Trust for Historic Preservation, 1994.

*Better Models for Chain Drug Stores*, Anne Stillman, Preservation Books, National Trust for Historic Preservation, 1999.

*A Vision for Urban America*, William H. Hudnut III, The Urban Land Institute, 1998

*Cities Without Suburbs*, David Rusk, The Woodrow Wilson Center Press, 1995

*The Old Neighborhood, What We Lost in the Great Suburban Migration: 1966-1999*, Ray Suarez, The Free Press, 1999

*Engaging Local Communities for Regional Change: North Metro I-35W Corridor Coalition*, Design Center for American Urban Landscape,

# Appendices

## Web Sites

Center for Neighborhood Technology: The Metropolitan Initiative  
[www.cnt.org/mi/](http://www.cnt.org/mi/)

Cyberbia: Internet Resources for the Built Environment  
[www.cyberbia.org](http://www.cyberbia.org)

Design Center for American Urban Landscape  
[www.theSuburbs.net](http://www.theSuburbs.net)  
[www.cala.umn.edu/design\\_center/dcaul.html](http://www.cala.umn.edu/design_center/dcaul.html)

The Brookings Institution Center on Urban and Metropolitan Policy  
[www.brook.edu/es/urban](http://www.brook.edu/es/urban)

The Urban Land Institute  
[www.uli.org](http://www.uli.org)

National Main Street Center  
[www.mainst.org](http://www.mainst.org)

International Downtown Association  
[www.ida-downtown.org](http://www.ida-downtown.org)

Council for Urban Economic Development  
[www.cued.org](http://www.cued.org)

National Trust for Historic Preservation  
[www.nthp.org](http://www.nthp.org)  
[www.nthpbooks.org](http://www.nthpbooks.org)