



# THE VILLAGE OF **MARIEMONT**

## **Economic Development Strategy**

December 2024

**ENVISION**

# Village of Mariemont Ohio Economic Development Strategy

December 2024

## **Mayor**

Bill Brown

## **Village Council**

Matthew Ayer

Rob Bartlett

Susan Brownknight

Marcy Lewis

Robert “Bob” Van Stone

Randy York

## **Steering Committee**

Mayor Bill Brown

JP Burleigh

Tina Getter

Marcy Lewis

Kelly Rankin - Fiscal Officer

## **Village Staff**

Chuck Barlow - Tax Administrator

*A special thank you to the many Village and business community stakeholders who took time to contribute their input to this plan!*

*Strategy Prepared by:*



## **Envision**

4200 Regent Street

Suite 200

Columbus, OH 43219

[www.envisiongroupllc.com](http://www.envisiongroupllc.com)

# TABLE OF CONTENTS

<b>1. EXECUTIVE SUMMARY</b>	<b>1</b>
<b>2. INTRODUCTION</b>	<b>3</b>
<b>3. ASSESSMENT</b>	<b>5</b>
<b>4. POTENTIAL STRATEGIES</b>	<b>25</b>
<b>5. RECOMMENDATIONS</b>	<b>31</b>

**APPENDIX:**  
**Community Survey Results**

## INTRODUCTION

### Project Overview

Mariemont has developed an Economic Development Strategy to identify opportunities to increase the Village's commercial/ industrial tax base to maintain and enhance the high quality of life in the Village.

### Stakeholder Outreach & Community Engagement

A Steering Committee comprised of representatives from Village administration, Council, staff, and residents convened four times between June 2023 and March 2024. Presentations were made to Village Council at the beginning and conclusion of the strategic planning process. A community open house was held in April 2024 to gauge public input on potential development strategies and shape a community survey. The community survey was made available to residents in August 2024 and had 380 respondents.

## ASSESSMENT

The quantitative data assessment includes a detailed breakdown of municipal revenue sources and annual trends. Unlike some communities with an abundance of undeveloped land, Mariemont has limited property available for commercial development. As a result, the assessment considers the fiscal impacts of strategic opportunities to retain/attract jobs and stimulate private commercial investment the remaining underutilized and/or vacant areas with the Village.

## POTENTIAL STRATEGIES

The results of the stakeholder engagement and assessment process demonstrate the need for Village to consider the potential to take action in four thematic focus areas:

- **Industrial Tax Base:** Retain, expand, and attract industrial tenants in Mariemont Industrial Park, with possible financial incentives based on job creation and/or capital expenditures and rate of return on municipal investment
- **Vibrant Town Center:** Encourage adaptive reuse of underperformed commercial spaces in the Town Center, especially those impacted by changes in the "new normal" post-COVID market
- **Municipal Expansion:** Consider expanding municipal boundaries through strategic annexation in adjacent unincorporated areas where municipal services are already being provided
- **Infill Development:** Explore potential interest for a public-private partnership to stimulate income-producing real estate development on underutilized Village-owned properties

## RECOMMENDATIONS

A summary table of recommendations organized by theme, geographic focus, and strategic tools is provided on the next page. Also included is a summary of potential strategies that were considered and dismissed.



# SUMMARY OF RECOMMENDATIONS / STRATEGIES CONSIDERED & DISMISSED

RECOMMENDATIONS		
Theme	Geographic Focus	Strategic Tools
Industrial Tax Base	Mariemont Industrial Park (especially warehouse space)	<ul style="list-style-type: none"> <li>Financial Incentives (Community Reinvestment Area, Job Creation &amp; Retention Incentive Grant)</li> <li>Business Retention Visits</li> <li>Marketing &amp; Coordination with REDI/The Port</li> </ul>
Vibrant Town Center	Underperforming/vacant historic buildings (especially Mariemont Theatre)	<ul style="list-style-type: none"> <li>Downtown Redevelopment District</li> <li>Innovation District</li> <li>Community Reinvestment Area</li> </ul>

STRATEGIES CONSIDERED & DISMISSED		
Theme	Geographic Focus	Reason for Dismissing
Municipal Expansion	East Gateway (Wooster Pike: East Corp. Limits to Walton Creek Rd/Kroger entrance)	<ul style="list-style-type: none"> <li>Potential expansion area is located within a Joint Economic Development Zone (JEDZ) between the Village of Fairfax and Columbia Township which may result in challenges to any future annexation</li> </ul>
Infill Development	Undeveloped Village property adjacent to Town Center	<ul style="list-style-type: none"> <li>Community survey results showed a strong resident opposition to commercial development on undeveloped Village-owned properties</li> </ul>

## BACKGROUND

### Project Overview

The Village of Mariemont engaged Envision Group LLC in 2023 to prepare a Economic Development Strategy on their behalf. The purpose of the Strategy is to identify opportunities to increase the Village's commercial/industrial tax base to maintain and enhance the high quality of life in Mariemont without increasing the tax burden on residents.

## STAKEHOLDER OUTREACH

### Steering Committee

A Steering Committee comprised of representatives from Village administration, Council, staff, and residents convened four times between June 2023 and March 2024:

1. June 2023 - Initial meeting to establish initial geographic focus areas and priority assessments
2. August 2023 - Second meeting to review priority assessments and refine geographic focus areas
3. October 2023 - Third meeting to review initial development concepts and economic development toolkit
4. March 2024 - Fourth meeting to review draft strategy and develop community engagement activities

### Village Council

Presentations were made by the consultant to Village Council at the beginning and conclusion of the strategic planning process.



## COMMUNITY ENGAGEMENT

### Public Open House

A community open house was held in April 2024 to gauge public input on potential development strategies. Consultant team and Village representatives were on hand to present financial information on various development scenarios and the strategic planning work completed to date.

Attendees were asked to provide their input at feedback stations for each of the four strategy themes, including their feelings on the appropriateness of development within identified geographic focus areas.

### Community Survey

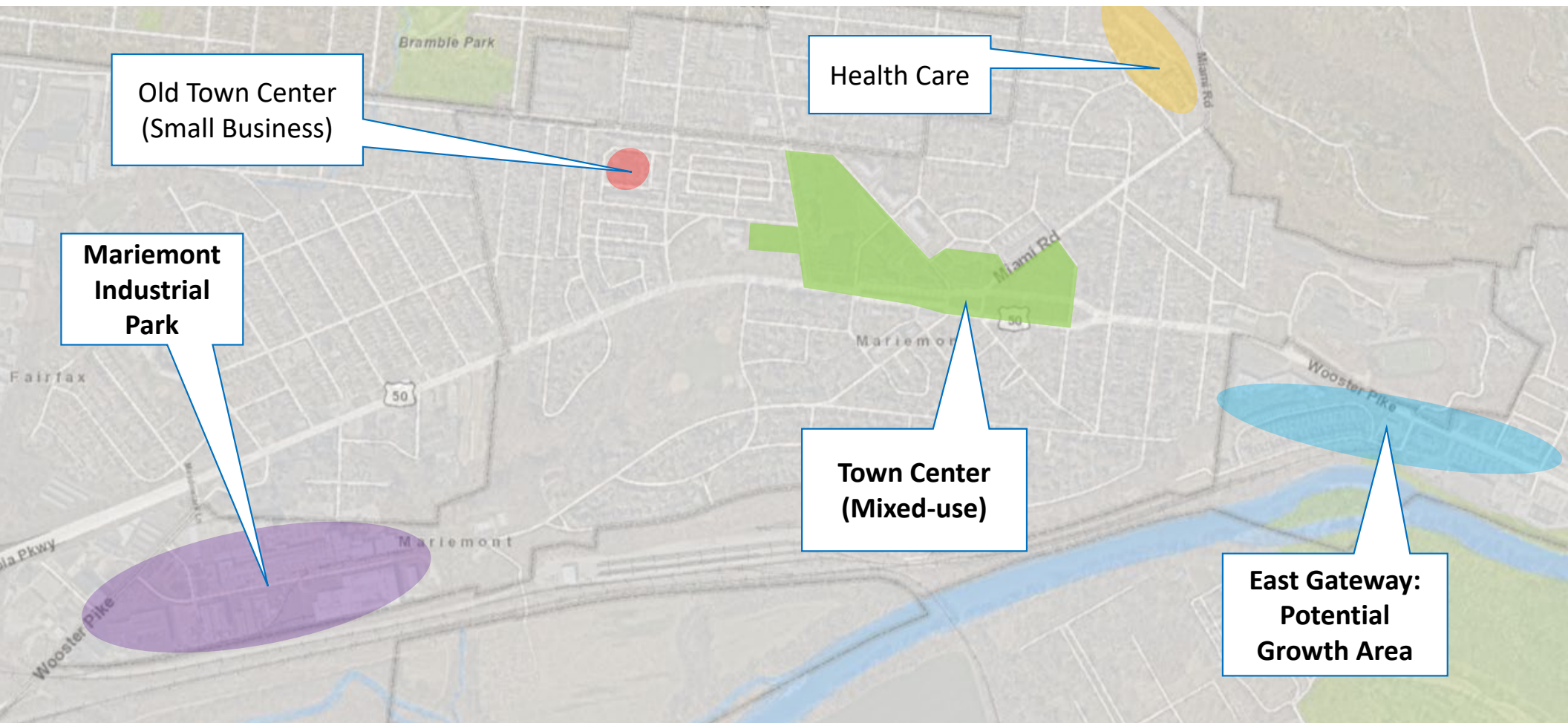
In August 2024, the Village of Mariemont invited residents to participate in a Community Survey to solicit public preferences on future development within the Village as part of an Economic Development Strategy being prepared. There were 380 responses to the nine-question survey.

A summary of the survey responses is available in the Appendix.

# POTENTIAL INVESTMENT AREAS

## Geographic Focus

Five distinct districts - four within the Village limits and one adjacent to the Village - were identified as having development potential to enhance the Village's tax base as highlighted below. Three primary focus areas are labeled in **BOLD** font based on site control, development feasibility, access, and market potential.



## Why Economic Development is Needed

- Municipal tax base growth is critical to maintain the high quality of Village services and facilities
- The Village relies primarily on Municipal Earnings Tax and Commercial/Residential Real Property Tax
- Most Real Property Tax goes to public schools and various County levies
- Community is largely “built out” so few properties remain undeveloped
- Village must consider opportunities to make productive economic use of vacant and/or underutilized properties
- Job retention/creation and private commercial investment is critical for sustainable economic growth

## MUNICIPAL FINANCE

### Village Tax Revenue

The Village of Mariemont receives municipal tax revenue from two primary sources:

- 1. Earnings Tax** - The Village imposes a 1.25% tax on income earned in the Village. In Ohio, income is taxed first where it is earned. For residents paying earnings tax in another community, the Village credits up to 1.0% paid elsewhere. Earnings tax collections include taxes from withholdings, taxes from individuals, and taxes from net profits
- 1. Property Tax** - Property tax receipts for the Village totaled over \$1.3 million in 2022. The vast majority of property tax collected goes toward public schools and various county levies. Less than 9% goes to the Village.

Those two revenue sources combined for 72% of the Village’s total combined cash receipts in 2023. The next page provides a detailed breakdown of Village revenues by source in 2023.

Pages 7-12 provide additional detail on municipal revenue streams.

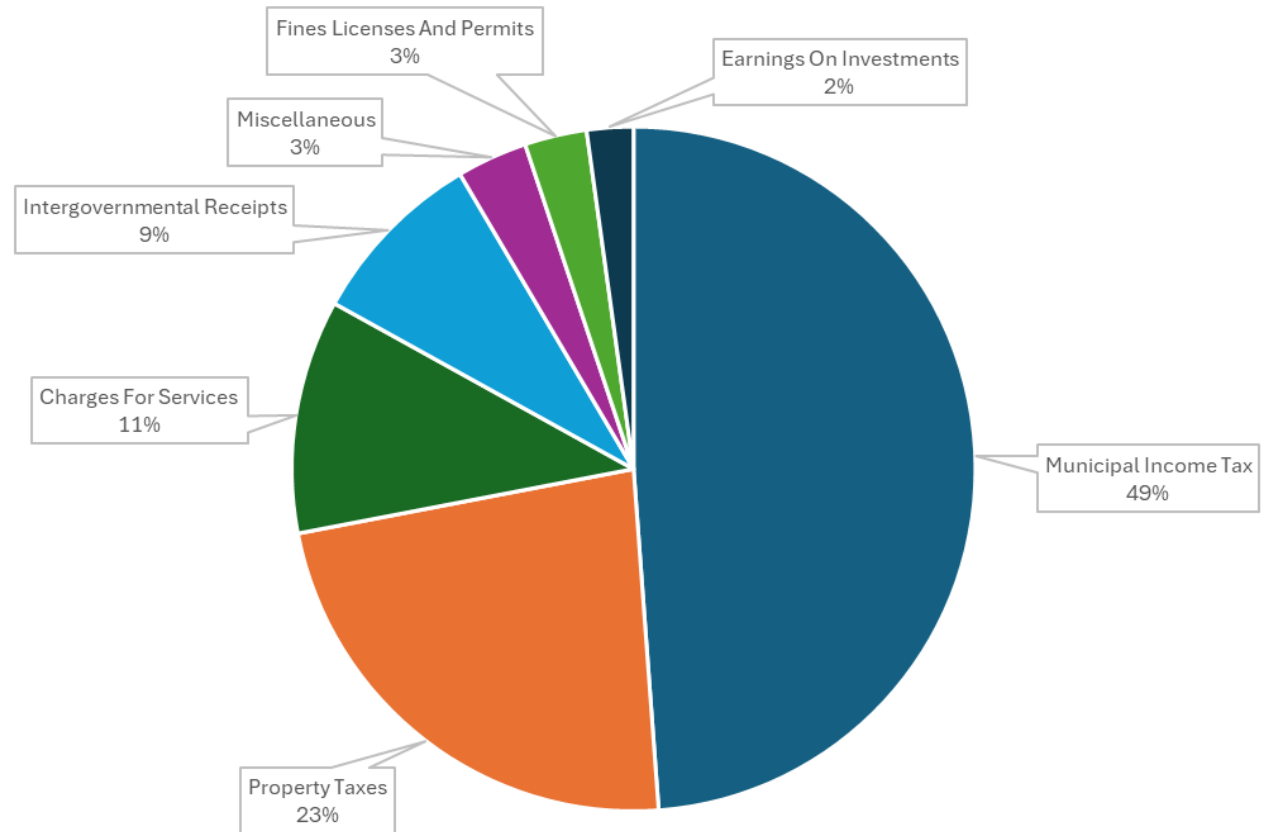
# VILLAGE FINANCE: Revenue

## 2023 VILLAGE REVENUE BREAKDOWN\*

SOURCE: Combined Statement Of  
Cash Receipts, Cash  
Disbursements, And Changes In  
Fund Cash Balances

\* 2023 financial statements have not been subject to  
audit or review or compilation engagement, and no  
assurance is provided on them.

NOTE: In 2022 the Village switched their accounting  
system to UAN as recommended by the state of  
Ohio.



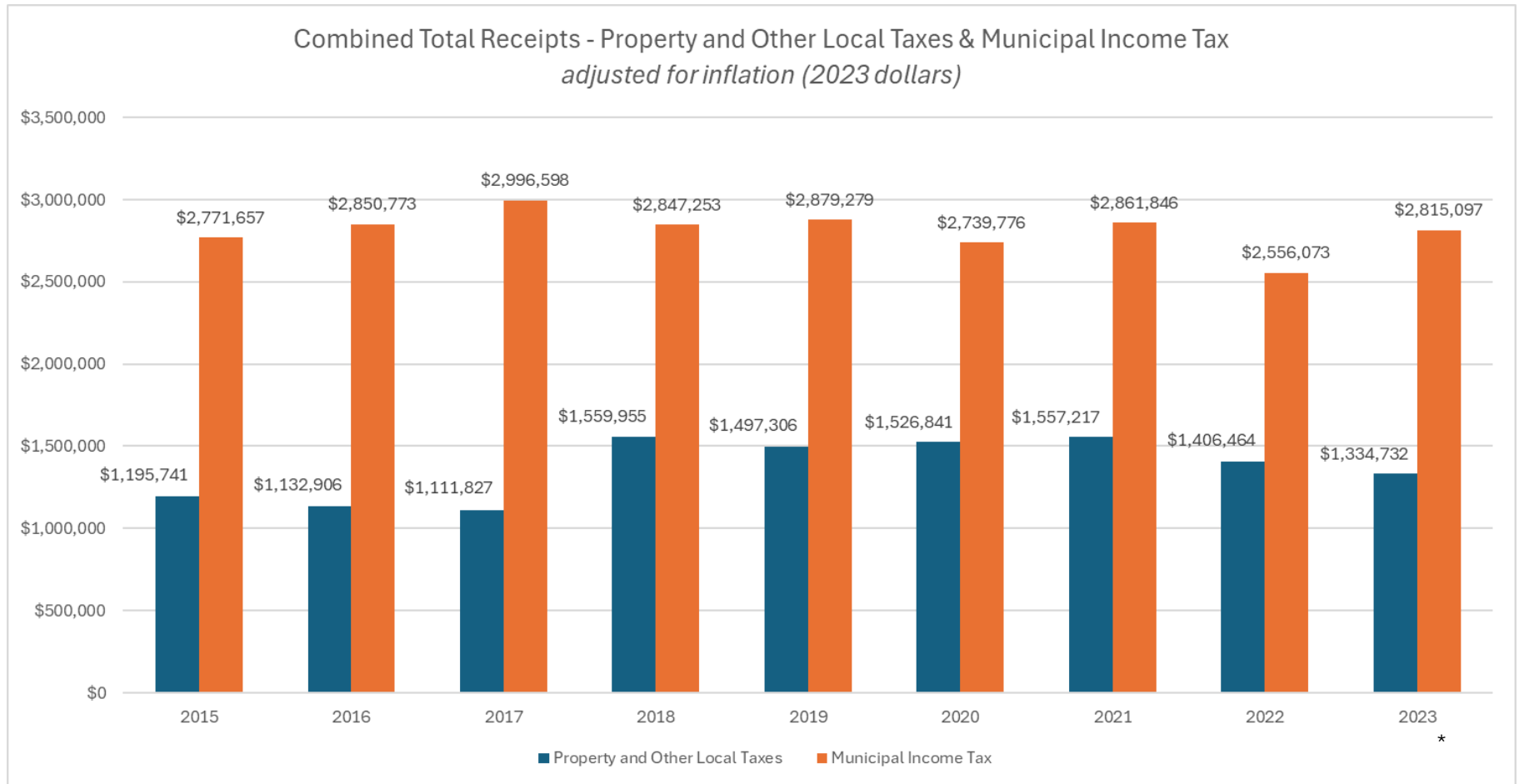


# VILLAGE FINANCE: Combined Total Receipts

## Property and Other Local Taxes & Municipal Income Tax

- Adjusted for inflation, Village income tax collections peaked in 2017 at \$3.00 million (in 2023 dollars), compared to \$2.82 million in 2023.
- Similarly, village property and other local tax collections peaked at \$1.56 million (in 2023 dollars) in 2018, compared to \$1.33 million in 2023.
- See next page for annual trends since 2015 adjusted for inflation.

# VILLAGE FINANCE: Combined Total Receipts



\* 2023 financial statements have not been subject to audit or review or compilation engagement, and no assurance is provided on them.

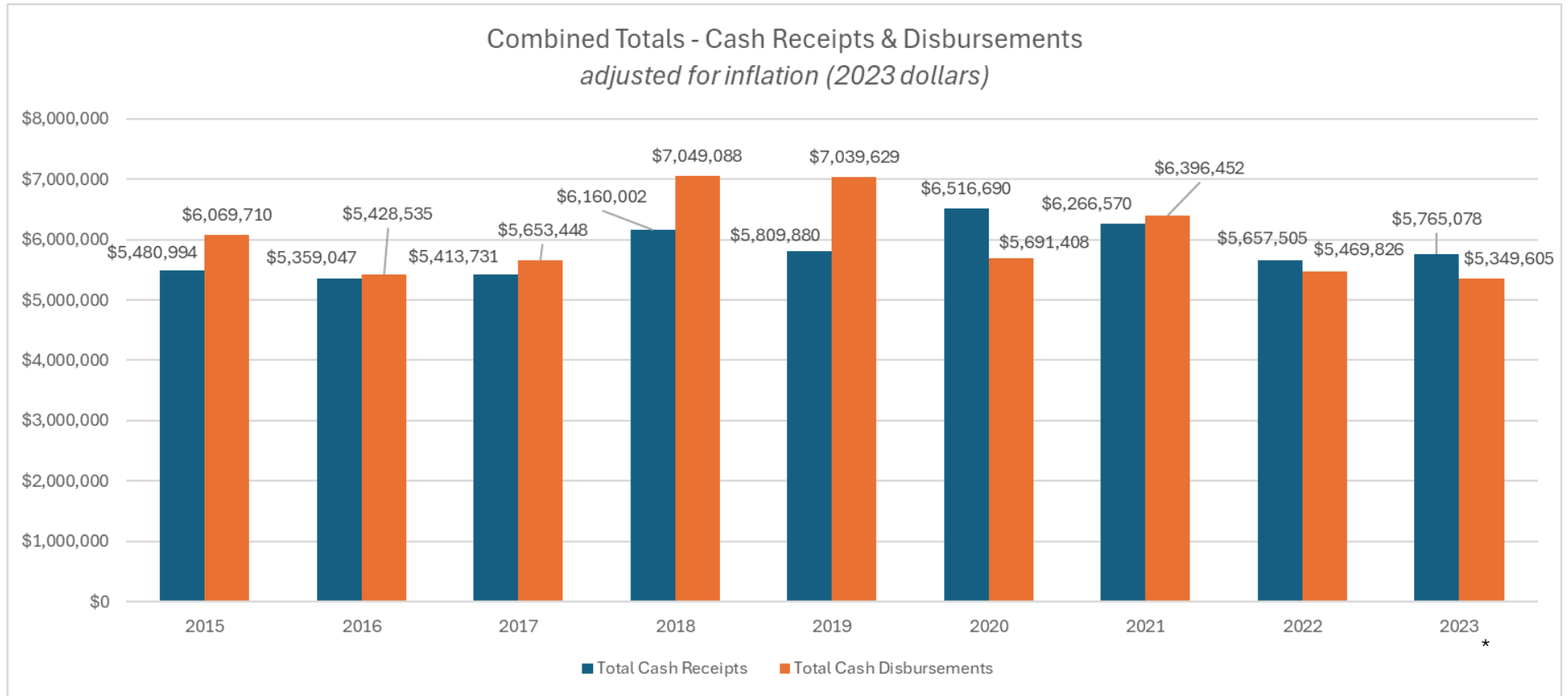
NOTE: In 2022 the Village switched their accounting system to UAN as recommended by the state of Ohio.

# VILLAGE FINANCE: Combined Total Receipts

## Cash Receipts & Disbursements

- Total Combined Cash Receipts peaked at \$6.52 million (in 2023 dollars) in 2020, due to an influx of government relief funding for the COVID-19 pandemic.
- Since then, Total Combined Cash Receipts have declined to \$5.77 million in 2023.
- See next page for annual trends since 2015 adjusted for inflation.

# VILLAGE FINANCE: Combined Total Receipts

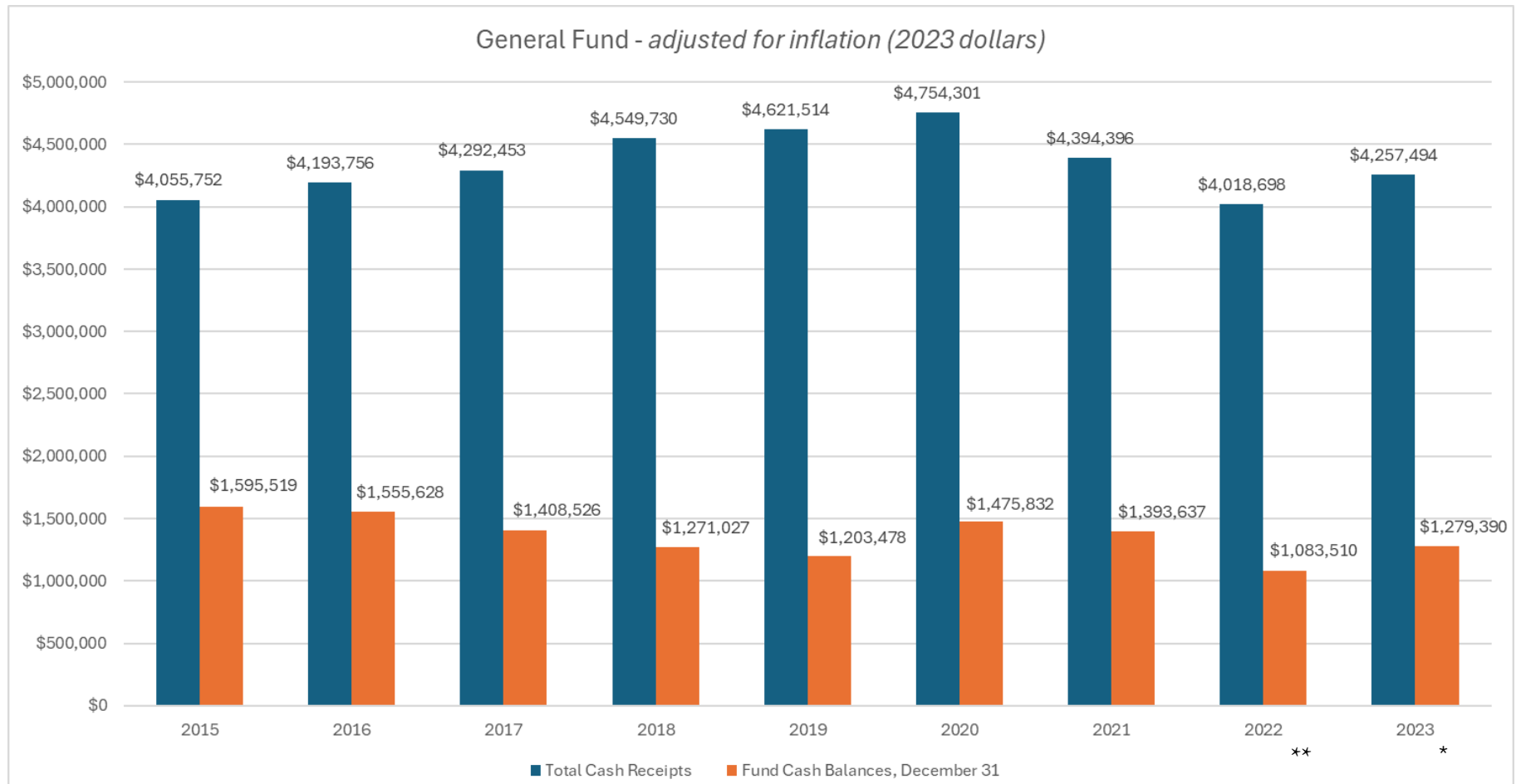


\* 2023 financial statements have not been subject to audit or review or compilation engagement, and no assurance is provided on them.

NOTE: In 2022 the Village switched their accounting system to UAN as recommended by the state of Ohio.

# VILLAGE FINANCE: General Fund

- Downward trends (see below) have been also observed in recent years when looking at General Fund Total Cash Receipts and General Fund Cash Balances.



\* 2023 financial statements have not been subject to audit or review or compilation engagement, and no assurance is provided on them.

\*\* The 2022 General Fund ending balance reflects a one time transfer of \$278,000 from the General Fund to the Permanent Improvement Fund.

NOTE: In 2022 the Village switched their accounting system to UAN as recommended by the state of Ohio.



# LOCAL PROPERTY TAX COLLECTIONS: Community Comparison

<b>Percent Distribution of Residential Property Tax</b>			
	Local Community (Village/City/ Township)	Local School District	Other
Mariemont*	9.4	68.4	22.2
Columbia Township*	24.6	57.0	18.4
Fairfax*	3.1	64.0	32.9
Terrace Park*	14.1	64.9	21.0
Indian Hill	2.3	58.2	39.5
Madeira	11.2	64.5	24.3

\*These four communities are part of Mariemont City Schools

# DEMOGRAPHICS



**INCOME**  
2.1X higher  
than State

## Income and Earnings

**\$135,326** ± \$19,611

Median Household Income in Mariemont village, Ohio

**\$65,720** ± \$618

Median Household Income in Ohio

*S1901 | 2022 American Community Survey 5-Year Estimates*



**EDUCATION**  
2.5X higher  
attainment

## Educational Attainment

**81.5%** ± 4.5%

Bachelor's Degree or Higher in Mariemont village, Ohio

**32.0%** ± 0.3%

Bachelor's Degree or Higher in Ohio

*S1501 | 2022 American Community Survey 5-Year Estimates*



**POVERTY**  
11X lower  
than State

## Poverty

**1.2%** ± 1.1%

Poverty, All people in Mariemont village, Ohio

**13.4%** ± 0.3%

Poverty, All people in Ohio

*S1701 | 2022 American Community Survey 5-Year Estimates*

## LOCAL BUYING POWER

U.S. Census Bureau's American Community Survey (ACS) 5-year Estimates demonstrate Mariemont is a community that compares favorably to Hamilton County and the State of Ohio in terms of income levels and educational attainment.

Mariemont's median household income of \$135,326 is 2.1 times greater than state levels indicative of local wealth and buying power. Post-secondary educational attainment of a bachelors degree, a predictor of future earning potential, exceeds state levels by 2.5 times.

These local indicators of prosperity within the Village are further bolstered by the high levels of wealth present in neighboring Indian Hill, which does not have any commercially zoned property, resulting in many affluent residents visiting Mariemont for retail and entertainment.

# MARKET ANALYSIS

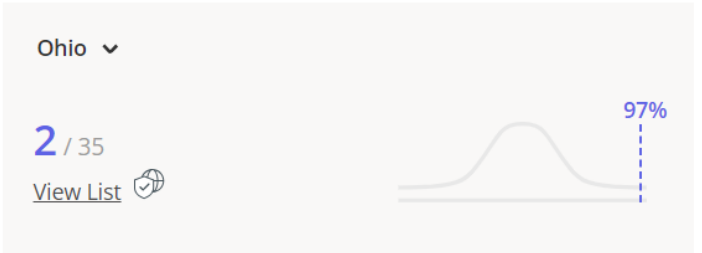
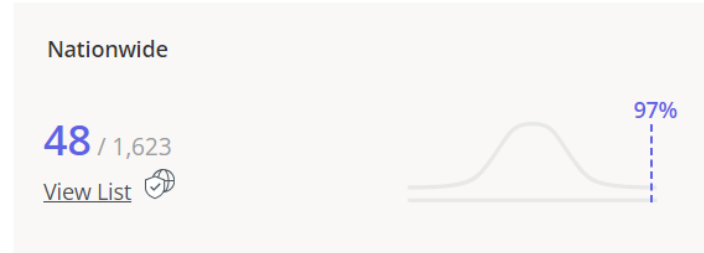
A sampling of realtime cellphone tracking data from Placer.ai shows how one Mariemont commercial property, Best Western Premier Inn, has excelled in the post-COVID market, while the Mariemont Theatre has suffered from declining visitation that dates back to 2019 and was exacerbated by COVID-19.

## EXCEPTIONAL PERFORMANCE: Best Western Premier Inn

Mariemont's only hotel property ranks in the 97th percentile across the Best Western chain nationally and statewide for visitation over the last 12 months.

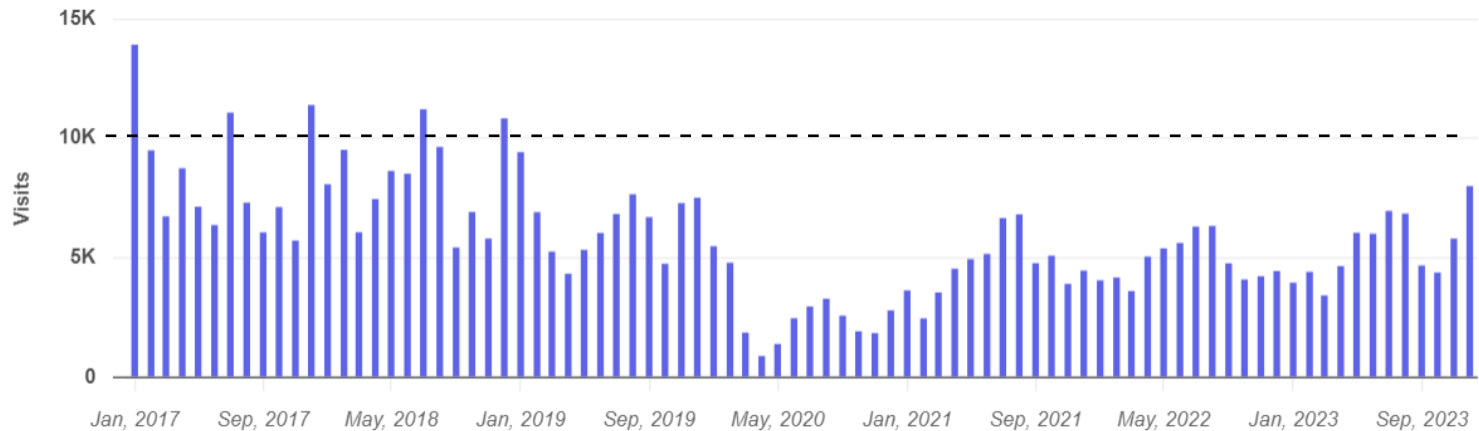
### Ranking Overview

Venues:   
 Benchmark: Chain: Best Western   
 Metric: Visits



## UNDERPERFORMING: Mariemont Theatre

Despite having five months where visitation exceeded 10,000 in between January 2017 and December 2018, Mariemont Theatre has not eclipsed that threshold since the start of 2019.



# TARGET INDUSTRIES

## Target Industry Sectors

The Village of Mariemont is part of the Greater Cincinnati economic development ecosystem. This tri-state (OH-KY-IN) metro area is served by REDI Cincinnati, one of six JobsOhio Network Partners in the state. REDI Cincinnati has identified four “Core Industries” for the region:



These regional Core Industries each contain numerous sub sectors, some of which are established locally in Mariemont. A review of Bureau of Labor Statistics location quotient (LQ) data for Hamilton County provides a more detailed look at some of the most competitive sub sectors countywide. The table on the next page shows industry sectors in Hamilton County ranked from highest to lowest by their wages LQ as shown in the far right column.

Location quotients are ratios that allow an area’s distribution of employment by industry, ownership, and size class to be compared to a reference area’s distribution. The U.S. is used as the reference area for all LQs within the files. The reference industry is always the all-industry, all-ownerships total for the local area, and for the nation.

If an LQ is equal to 1.0, then the industry has the same share of its area employment as it does in the nation. An LQ greater than 1.0 indicates an industry with a greater share of the local area employment than is the case nationwide.

As shown in the table on the next page, chemical manufacturing has the highest wages LQ (4.23) in Hamilton County indicating a competitive advantage in that North American Industrial Classification System (NAICS) industry sub sector for the local economy. More detailed 4-Digit NAICS Industries and 5-Digit NAICS industries, are summarized in similar fashion on pages 12-13. While LQ data is not available at the municipal level, this county-level analysis provides some additional insight on what industries are most viable in Mariemont and potential targets in business attraction efforts.

## COMPETITIVE REGIONAL INDUSTRIES

### 2022 Census of Employment and Wages - Hamilton County

#### Top 10 NAICS Industry Sub Sectors by Wages Location Quotient (LQ)

Rank	NAICS Industry Sub Sector	Annual Establishments	Annual Average Employment	Total Annual Wages (in Millions)	Annual Average Weekly Wage	Annual Wages per Employee	Annual Average Employment Location Quotient	Total Annual Wages Location Quotient
1	NAICS 325 Chemical manufacturing	94	9,611	\$1,458	\$2,917	\$151,710	3.15	4.23
2	NAICS 551 Management of companies and enterprises	306	25,924	\$3,572	\$2,650	\$137,782	3.04	2.81
3	NAICS 711 Performing arts, spectator sports, and related industries	121	3,412	\$530	\$2,986	\$155,281	2.01	2.63
4	NAICS 336 Transportation equipment manufacturing	42	9,905	\$1,156	\$2,244	\$116,710	1.7	2.29
5	NAICS 712 Museums, historical sites, and similar institutions	23	1,169	\$48	\$789	\$41,041	2.18	1.98
6	NAICS 622 Hospitals	38	36,228	\$2,660	\$1,412	\$73,423	2.09	1.91
7	NAICS 323 Printing and related support activities	141	2,282	\$138	\$1,164	\$60,524	1.78	1.82
8	NAICS 312 Beverage and tobacco product manufacturing	36	1,887	\$115	\$1,173	\$60,976	1.72	1.76
9	NAICS 522 Credit intermediation and related activities	534	13,890	\$1,313	\$1,818	\$94,561	1.52	1.3
10	NAICS 524 Insurance carriers and related activities	570	11,501	\$1,144	\$1,913	\$99,474	1.35	1.29

Source: Bureau of Labor Statistics



## COMPETITIVE REGIONAL INDUSTRIES

### 2022 Census of Employment and Wages - Hamilton County

#### Top 10 NAICS 4-Digit Industries by Wages Location Quotient (LQ)

Rank	NAICS 4-Digit Industry	Annual Establishments	Annual Average Employment	Total Annual Wages (in Millions)	Annual Average Weekly Wage	Annual Wages per Employee	Annual Average Employment Location Quotient	Total Annual Wages Location Quotient
1	NAICS 3256 Soap, cleaning compound, and toilet preparation manufacturing	19	4,149	\$955	\$4,426	\$230,166	10.47	29.35
2	NAICS 3364 Aerospace product and parts manufacturing	23	7,329	\$939	\$2,463	\$128,075	4.31	4.71
3	NAICS 3255 Paint, coating, and adhesive manufacturing	10	1,114	\$93	\$1,603	\$83,336	4.9	4.67
4	NAICS 4246 Chemical and allied products merchant wholesalers	79	1,587	\$249	\$3,017	\$156,884	3.16	4.58
5	NAICS 7112 Spectator sports	11	1,190	\$452	\$7,306	\$379,891	2.45	4.52
6	NAICS 7213 Rooming and boarding houses, dormitories, and workers' camps	4	76	\$4	\$909	\$47,280	2.2	2.86
7	NAICS 5511 Management of companies and enterprises	306	25,924	\$3,572	\$2,650	\$137,782	3.04	2.81
8	NAICS 3351 Electric lighting equipment manufacturing	6	399	\$29	\$1,408	\$73,220	2.94	2.79
9	NAICS 3251 Basic chemical manufacturing	23	1,622	\$155	\$1,839	\$95,630	3.14	2.49
10	NAICS 5414 Specialized design services	184	1,140	\$91	\$1,528	\$79,454	2.23	2.12

Source: Bureau of Labor Statistics

## COMPETITIVE REGIONAL INDUSTRIES

### 2022 Census of Employment and Wages - Hamilton County

#### Top 10 NAICS 5-Digit Industries by Wages Location Quotient (LQ)

Rank	NAICS 5-Digit Industry	Annual Establishments	Annual Average Employment	Total Annual Wages (in Millions)	Annual Average Weekly Wage	Annual Wages per Employee	Annual Average Employment Location Quotient	Total Annual Wages Location Quotient
1	NAICS 32591 Printing ink manufacturing	8	248	\$18	\$1,433	\$74,541	9.7	9.1
2	NAICS 42469 Other chemical and allied products merchant wholesalers	59	1,508	\$240	\$3,060	\$159,098	3.75	5.49
3	NAICS 54191 Marketing research and public opinion polling	60	1,383	\$153	\$2,124	\$110,439	5.22	5.17
4	NAICS 31412 Curtain and linen mills	7	202	\$12	\$1,144	\$59,476	3.75	4.79
5	NAICS 33641 Aerospace product and parts manufacturing	23	7,329	\$939	\$2,463	\$128,075	4.31	4.71
6	NAICS 54185 Indoor and outdoor display advertising	12	393	\$40	\$1,956	\$101,716	3.73	4.57
7	NAICS 71121 Spectator sports	11	1,190	\$452	\$7,306	\$379,891	2.45	4.52
8	NAICS 33593 Wiring device manufacturing	6	579	\$47	\$1,548	\$80,521	4.25	4.38
9	NAICS 32519 Other basic organic chemical manufacturing	11	873	\$82	\$1,800	\$93,593	4.57	3.95
10	NAICS 54135 Building inspection services	15	223	\$21	\$1,815	\$94,371	2.41	3.53

Source: Bureau of Labor Statistics



# POTENTIAL DEVELOPMENT AREA

# TOWN CENTER EAST

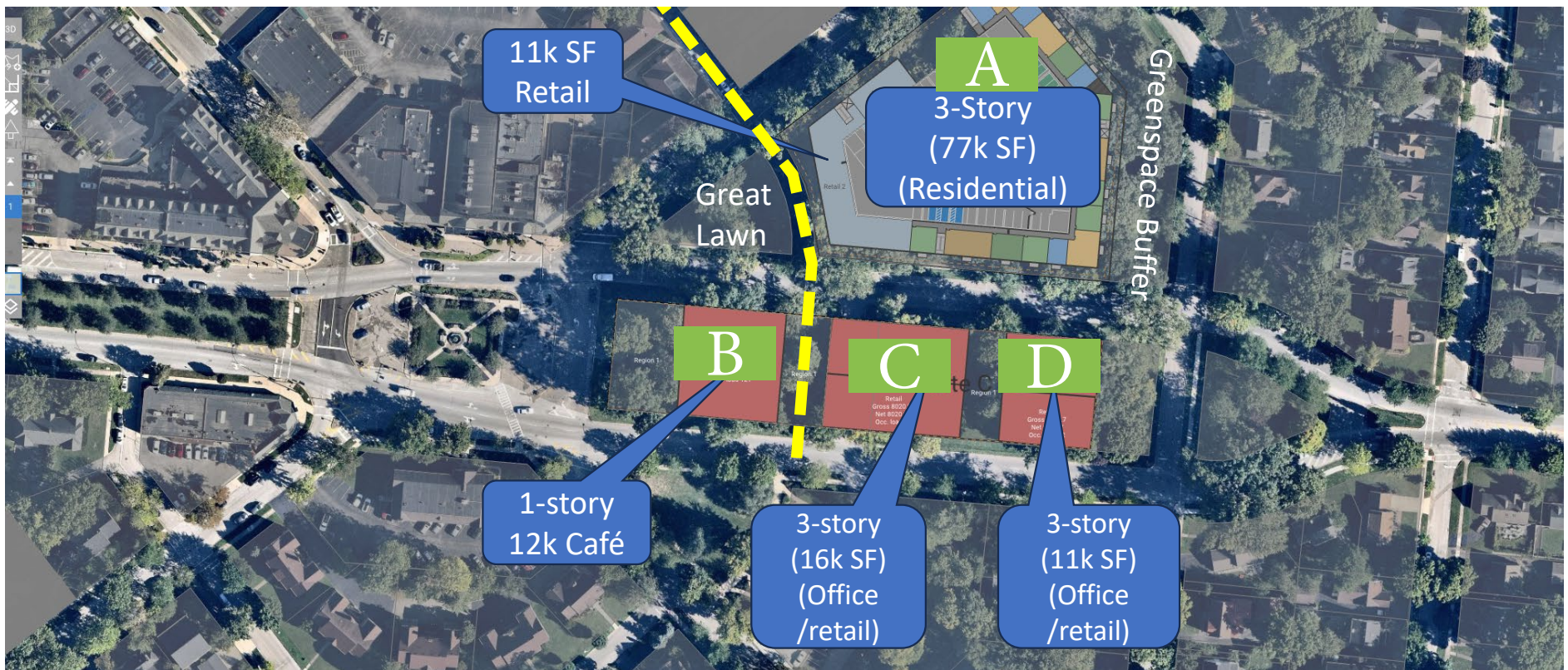




# FISCAL IMPACT ANALYSIS

## TOWN CENTER EAST

Building	Leasable Retail SF (Ground Floor)	Leasable Apartment SF (Upper Floors)	Beds	Leasable Office SF (Upper Floors)	Employment Density (space per job)	Retail Earnings	Office Earnings	Employment in Village earnings	Residential Earnings not Subject to Credit	Total Earnings	Earnings Tax (Village)	Market Property Value	Assessed Property Value	Property Tax (Total)	Property Tax (Village)	Annual Municipal Revenue
A	11,000	75,700	116	0	300	\$1,073,343	\$0	\$1,073,343	\$488,341	\$1,561,684	\$19,521	\$23,360,500	\$8,176,175	\$68,551	\$5,895	\$25,416
B	12,100	0	0	0	300	\$1,180,678	\$0	\$1,180,678	\$0	\$1,180,678	\$14,758	\$3,630,000	\$1,270,500	\$14,188	\$1,291	\$16,050
C	16,400	0	0	32,800	300	\$1,600,257	\$7,557,995	\$9,158,252	\$0	\$9,158,252	\$114,478	\$14,760,000	\$5,166,000	\$57,690	\$5,250	\$119,728
D	11,000	0	0	22,000	300	\$1,073,343	\$5,069,387	\$6,142,730	\$0	\$6,142,730	\$76,784	\$9,900,000	\$3,465,000	\$38,694	\$3,521	\$80,305





# POTENTIAL DEVELOPMENT AREA

# TOWN CENTER WEST





# FISCAL IMPACT ANALYSIS

# TOWN CENTER WEST

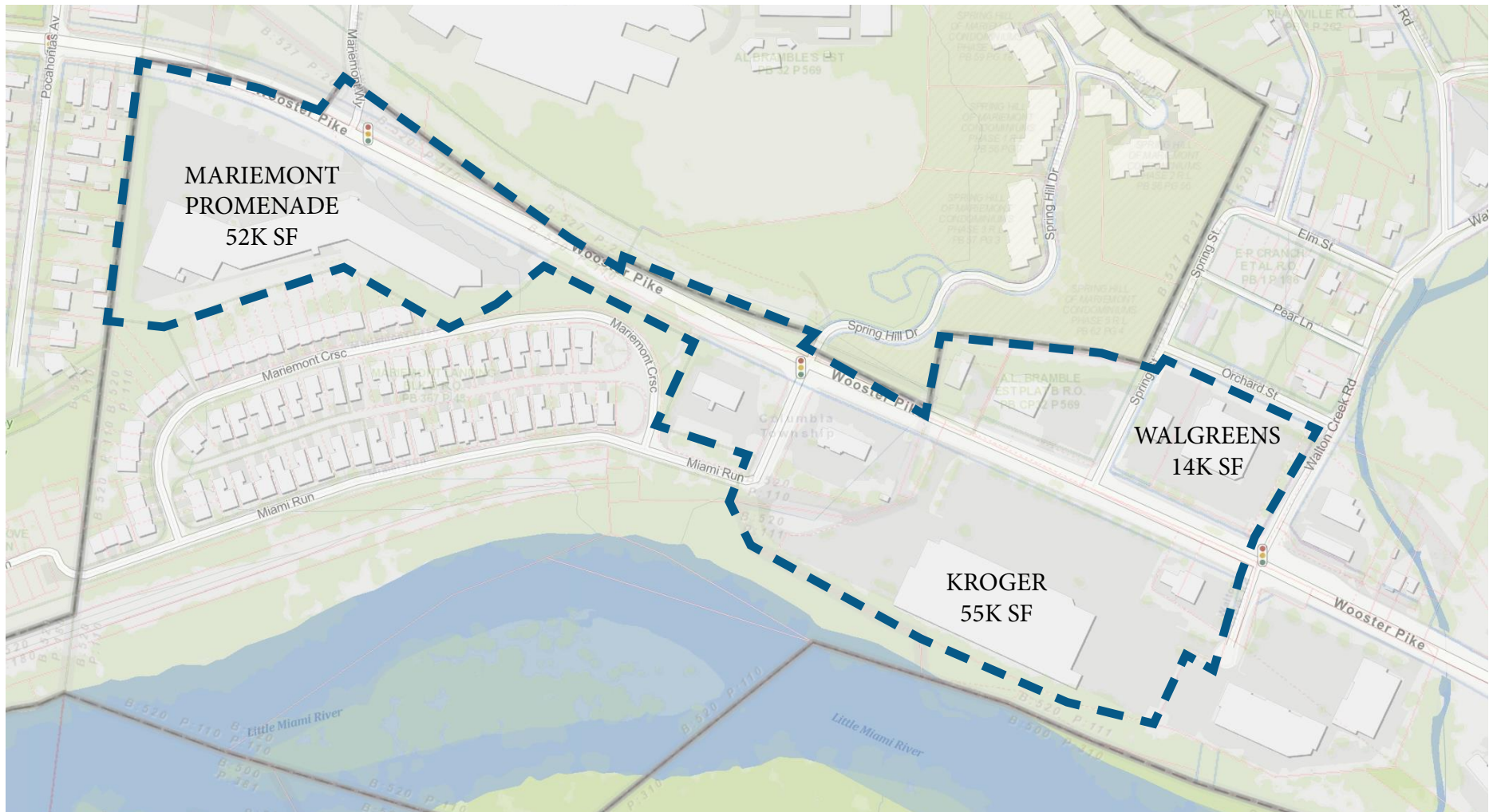
Building	Leasable Retail (SF)	Leasable Apartment (SF)	Beds	Leasable Office (SF)	Employment Density (space per job)	Retail Earnings	Office Earnings	Employment in Village earnings	Residential Earnings not Subject to Credit	Total Earnings	Earnings Tax (Village)	Market Property Value	Assessed Property Value	Property Tax (Total)	Property Tax (Village)	Annual Municipal Revenue
E	0	112,200	201	0	300	\$0	\$0	\$0	\$846,177	\$846,177	\$10,577	\$29,733,000	\$10,406,550	\$87,251	\$7,504	\$18,081
F	0	42,000	60	21,000	300	\$0	\$4,838,960	\$4,838,960	\$252,590	\$5,091,550	\$63,644	\$11,130,000	\$3,895,500	\$32,661	\$2,809	\$66,453



# POTENTIAL ANNEXATION AREA

## EAST GATEWAY

The area outlined in blue below serves as the East Gateway to the Village and presents a potential annexation area comprised of commercial strip plaza (Mariemont Promenade), big box grocery (Kroger), and various outparcel retail totaling over 139,000 square feet. The table on the next pages details the estimated municipal revenue impacts of annexing this area into the Village of Mariemont.



# POTENTIAL ANNEXATION AREA

## EAST GATEWAY

Address No. (Wooster Pike)	Tenant	Space (SF)	Use	Tenant	SF per employee <sup>1</sup>	Employees (FTE)	Annual Wages per FTE <sup>2</sup>	Total Annual Wages	
7201	Ace Hardware	13,475	Retail	Hardware	992	13.58	\$28,730	\$390,259	
7203	Brookstone Homes	3,740	Office	Home Builder	507	7.38	\$65,850	\$485,757	
7205	Jersey Mikes	1,912	Restaurant	Fast Casual	480	3.98	\$33,020	\$131,530	
7207	FOR LEASE	1,938	Retail	TBD	676	2.87	\$33,020	\$94,664	
7211	Knuckles Chiropractic	1,300	Service	Health	575	2.26	\$83,720	\$189,280	
7215	Athletico Physical Therapy	2,667	Service	Health	575	4.64	\$97,960	\$454,364	
7225	TriHealth	4,000	Service	Health	575	6.96	\$96,770	\$673,183	
7227	Patron Mexican Grill	2,333	Restaurant	Sit Down - Casual (alcohol)	480	4.86	\$33,020	\$160,491	
7229	Mango Tree	1,370	Restaurant	Sit Down - Casual (alcohol)	480	2.85	\$33,020	\$94,245	
7231	Servati's	3,870	Restaurant	Bakery	480	8.06	\$32,130	\$259,048	
7235	Serenity Nails	1,333	Service	Beauty	676	1.97	\$38,910	\$76,726	
7241	Bank of America	1,467	Service	Banking	676	2.17	\$86,080	\$186,804	
7243	Magic Wok	1,200	Restaurant	Sit Down - Casual (alcohol)	480	2.50	\$33,020	\$82,550	
7247	Anytime Fitness	4,000	Fitness	Gym (membership)	676	5.92	\$50,170	\$296,864	
7251	The Dance Coalition	4,000	Fitness	Dance School	676	5.92	\$50,160	\$296,805	
7257	Clear eyes and aesthetic	3,100	Service	Health	575	5.39	\$38,910	\$209,776	
7305	Kroger Gas Station	3,995	Service	Gas Station	676	5.91	\$28,730	\$169,788	
7337	McDonalds	3,880	Restaurant	Drive Thru	480	8.08	\$33,020	\$266,912	
7395	Kroger	55,140	Food Sales	Grocery Store	1,097	50.26	\$28,730	\$1,444,095	
7243	PNC Bank	3,070	Service	Bank	676	4.54	\$86,080	\$390,925	
7356	Haversham & Baker Expeditions	2,100	Office	Tour Operator	507	4.14	\$65,850	\$272,751	
7380	Chase Bank	3,160	Service	Banking	676	4.67	\$86,080	\$402,386	
7390	Biggby Coffee	1,175	Restaurant	Coffee	480	2.45	\$33,020	\$80,830	
7392	Great Clips	1,175	Service	Barber	676	1.74	\$38,910	\$67,632	
7398	Walgreens	14,250	Retail	Drugstore	992	14.36	\$28,730	\$412,704	
<b>TOTAL SF</b>		<b>139,650</b>					<b>TOTAL ANNUAL WAGES</b>		<b>\$7,590,368</b>
						<b>ANNUAL EARNINGS TAX ON WAGES (1.25%)</b>		<b>\$94,880</b>	
						<b>ANNUAL TAXES ON NET PROFITS (assume 15% of Taxes on Withholdings)</b>		<b>\$14,232</b>	
						<b>TOTAL ANNUAL EARNINGS TAX</b>		<b>\$109,112</b>	

<sup>1</sup> Based on U.S. Energy Information Administration data

<sup>2</sup> Based on Bureau of Labor Statistics data





## FOCUS AREAS

### Building the Tax Base

The results of the stakeholder engagement and assessment process demonstrate the need for Village to consider the potential to take action in four thematic focus areas:

- **Industrial Tax Base:** Retain, expand, and attract industrial tenants in Mariemont Industrial Park, with possible financial incentives based on job creation and/or capital expenditures and rate of return on municipal investment
- **Vibrant Town Center:** Encourage adaptive reuse of underperformed commercial spaces in the Town Center, especially those impacted by changes in the “new normal” post-COVID market
- **Municipal Expansion:** Consider expanding municipal boundaries through strategic annexation in adjacent unincorporated areas where municipal services are already being provided
- **Infill Development:** Explore potential interest for a public-private partnership to stimulate income-producing real estate development on underutilized Village-owned properties



# THEME: Industrial Park

## JOB CREATION INCENTIVE GRANT

The Village of Mariemont should consider establishing a Job Creation and Retention Grant Program to offer incentives to eligible businesses to establish or expand in the Village and to create and retain jobs.

The Village may offer an eligible company an annual grant payment based on a percentage of annual payroll taxes on employee payroll new to the Village of Mariemont.

Program guidelines would specify the following:

- Retail establishments are not eligible.
- The annual percentage of the grant and number of years allowed will be determined on a case-by-case basis by the Negotiation Team Committee and as approved by Village Council.
- The maximum eligible grant award is for 10 years.
- The Negotiating Team reserves the right to vary the term based on their sole discretion.
- If the company is leasing space, the number of years of the grant may be limited so as not to exceed the lease term.
- If a company fails to meet 75% of its payroll or employment projections in three consecutive years at any time during the term of the agreement, Village Council may rescind the agreement, following review of an annual report presented by the Fiscal Administrator.

## COMMUNITY REINVESTMENT AREA

The Village of Mariemont has the authority under state law to create a Community Reinvestment Area (CRA) granting rinting of real property tax exemptions of up to 100% on residential, commercial, or industrial projects within the bounded area for the building of new structures or the remodeling of existing structures.

Recent changes to state law under Senate Bill 33 increase from 50% to 75%, the percentage of assessed valuation of commercial or industrial projects that can be exempted from taxation without approval of the local school district.

The duration of the CRA can extend up to 15 years. Any percentage of property tax abatement above 75% would require local school board approval.

Village Council should consider the creation of a CRA for properties in the industrial park where owners are seeking financial assistance for proposed capital improvements that retain and create jobs.

The CRA program does not impact any current property taxes paid on the existing land and building values. Any property tax abatement would only be on the increased value to the property due to the proposed renovations to the building.

The table on the next page shows a potential breakdown of future property tax abatement levels on the improved value of the property based on current County Auditor millage rates for a range of proposed increased market values, property tax abatement levels, and CRA term lengths.



# THEME: Industrial Park

## COMMUNITY REINVESTMENT AREA (CRA)

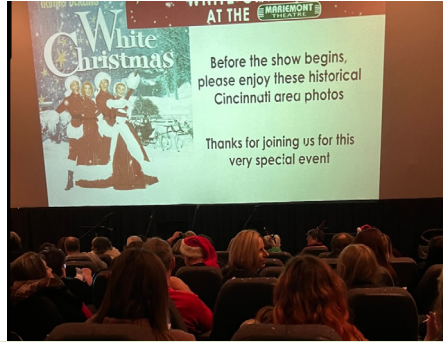
Summary of Potential Real Property Tax Savings based on percent abatement and term length  
(starting at 75% abatement which does NOT require School Board approval)

Increase in Market Value due to Improvements	Increase in Assessed Value (35% Market)	Effective Tax Rate (mills) per Auditor	Additional Annual Property Tax without Abatement	Level of Property Tax Abatement on Increased Value					Total Saving over CRA Term Length					
				75%	85%	90%	95%	100%	Partial Abatement			Full Abatement		
									Property Tax Savings over 5 years at 75%	Property Tax Savings over 10 years at 75%	Property Tax Savings over 15 years at 75%	Property Tax Savings over 5 years at 100%	Property Tax Savings over 10 years at 100%	Property Tax Savings over 15 years at 100%
\$200,000	\$70,000	111.671927	\$7,817	\$5,863	\$6,644	\$7,035	\$7,426	\$7,817	\$29,314	\$58,628	\$87,942	\$39,085	\$78,170	\$117,256
\$250,000	\$87,500	111.671927	\$9,771	\$7,328	\$8,306	\$8,794	\$9,283	\$9,771	\$36,642	\$73,285	\$109,927	\$48,856	\$97,713	\$146,569
\$300,000	\$105,000	111.671927	\$11,726	\$8,794	\$9,967	\$10,553	\$11,139	\$11,726	\$43,971	\$87,942	\$131,912	\$58,628	\$117,256	\$175,883
\$350,000	\$122,500	111.671927	\$13,680	\$10,260	\$11,628	\$12,312	\$12,996	\$13,680	\$51,299	\$102,599	\$153,898	\$68,399	\$136,798	\$205,197
\$400,000	\$140,000	111.671927	\$15,634	\$11,726	\$13,289	\$14,071	\$14,852	\$15,634	\$58,628	\$117,256	\$175,883	\$78,170	\$156,341	\$234,511
\$450,000	\$157,500	111.671927	\$17,588	\$13,191	\$14,950	\$15,829	\$16,709	\$17,588	\$65,956	\$131,912	\$197,869	\$87,942	\$175,883	\$263,825
\$500,000	\$175,000	111.671927	\$19,543	\$14,657	\$16,611	\$17,588	\$18,565	\$19,543	\$73,285	\$146,569	\$219,854	\$97,713	\$195,426	\$293,139
\$550,000	\$192,500	111.671927	\$21,497	\$16,123	\$18,272	\$19,347	\$20,422	\$21,497	\$80,613	\$161,226	\$241,840	\$107,484	\$214,968	\$322,453
\$600,000	\$210,000	111.671927	\$23,451	\$17,588	\$19,933	\$21,106	\$22,279	\$23,451	\$87,942	\$175,883	\$263,825	\$117,256	\$234,511	\$351,767

DOES NOT REQUIRE SCHOOL BOARD APPROVAL

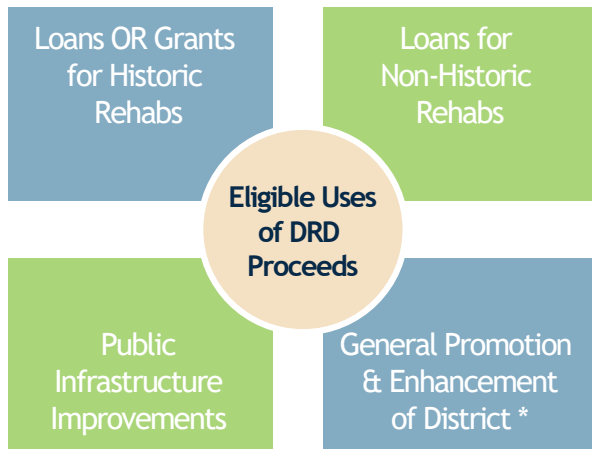


# THEME: Vibrant Town Center



## Mariemont Theatre as potential DRD Anchor

The theatre's status as a contributing building to the Mariemont Historic District listed on the National Register of Historic Places allows it to serve as a potential anchor for a 10-acre DRD within the Village.



\* Limited to 20% of revenue from exempted property taxes

## DOWNTOWN REDEVELOPMENT DISTRICT

In 2016 Ohio General Assembly enacted House Bill 233 enabling municipalities to create Downtown Redevelopment Districts (DRDs). A DRD functions similar to a Tax Increment Financing (TIF) District, but offers municipalities additional options in funding projects and programs with DRD proceeds including building rehabilitations and marketing of the district.

Property owners within the DRD make service Payments in Lieu of Taxes (PILOTs) on a tax exemption up to 70% of the increased value of real property over the course of the 10-year DRD period. A DRD may have a 30-year term with approval by the local school board.

## INNOVATION DISTRICT

A municipality can identify a contiguous part or all of a DRD as an Innovation District. An Innovation District must be equipped with a high-speed broadband network capable of download speeds of 100 Gbps. DRD proceeds within an Innovation District may be used for loans or grants to qualified businesses (i.e. tech or R&D) or to incubators and accelerators that provide services to qualified businesses.

Qualified businesses are those primarily engaged in (1) Research and Development, (2) Technology Transfer, (3) Bio-Technology, (4) Information Technology, or (5) application of new technologies.

Establishing a DRD and Innovation District in Mariemont could help spark reinvestment in underperformed commercial properties in the Town Center. In addition, a CRA (discussed previously on Page 26) may also be applicable tool for Town Center revitalization.





# THEME: Municipal Expansion

## EXPEDITED ANNEXATION

Three types of expedited annexation procedures – Type I, Type II, and Type III – were created in 2001. For the expedited procedures, all property owners within the territory proposed for annexation must consent to the annexation. The expedited Type II procedure is used when all of the property owners consent to the annexation. The expedited Type I procedure is used when all of the property owners and the township and municipal corporation consent to the annexation. The expedited Type III procedure is used when all of the property owners consent and the annexation is for the purpose of undertaking a significant economic development project.

The expedited Type II procedure is used when all of the property owners sign the petition. The expedited Type II procedure has become the most common method of annexation since its enactment in 2001 and would most likely be the method utilized by the Village of Mariemont in any potential annexation along the east gateway of Wooster Pike.

The owners petitioning for an expedited Type II or Type III annexation are required to provide notice of the annexation petition to: (1) the municipal corporation and any affected township(s), (2) all owners of property adjacent to the territory proposed for annexation, and (3) all owners adjacent to a road that is adjacent to that territory and located directly across that road from that territory.

## Type II Expedited Annexation (ORC 709.023)

The County Commissioners must approve any Type II expedited annexation if all of the following requirements are satisfied :

- The petition satisfied legal requirements;
- The persons who signed the petition are owners and the number of owner signatures constituted all of the owners of real estate in the territory;
- The municipality to which annexation is proposed has filed an adopted ordinance specifying what services it will provide and an approximate date by which it will provide the services to the territory proposed for annexation;
- No street or highway will be divided or segmented by the boundary line between the township and the municipal corporation that creates a road maintenance problem unless the municipality agrees to assume the maintenance;
- The territory does not exceed 500 acres;
- The territory shares a contiguous boundary with the municipal corporation for a continuous length of at least 5% of the perimeter of the territory; and
- The annexation will not create an unincorporated area of the township that is completely surrounded by the territory proposed for annexation.



# THEME: Infill Development

## REQUEST FOR INFORMATION

The Economic Development identified several undeveloped Village-owned properties in and around the Town Center. One or more of these properties could be shared with prospective developers to gauge their potential interest in the site(s) by issuing a Request for Information (RFI).

In order to maintain confidentiality, a Non-Disclosure Agreement (NDA) should be signed by each recipient before the full details of the RFI are shared with a prospective responder.

The purpose of the RFI is to share relevant excerpts of the Economic Restructuring Strategy and gauge whether they would have interest in the project and potentially submitting a more formal proposal. The RFI also serves as a screening mechanism for potential developers to ensure they have minimum qualifications to be selected to submit a more formal proposal.

Sample RFI template language is provided below.

### Sample RFI Language

Interested firms shall submit their qualifications as outlined below. Responses must include the following information:

1. The name, address and telephone number of the firm submitting the response, the type of entity, and the contact person and email address for the entity submitting the proposal. In the event the entity proposes a joint venture with other entities, the Proposal should provide the same information with respect to the proposed joint venturer and its qualification.
2. A brief overview of the firm's vision proposed redevelopment of the subject properties consistent with Village design standards,

including approximate square footage, building heights, and acreage needs as well as an anticipated tenant mix by type.

3. Plans for engaging the neighborhood and community in the redevelopment process are encouraged.
4. Executive Summary: (i) Why your team is the qualified to be considered for the project; (ii) Why your team is interested in Mariemont?; and (iii) what are the unique features and benefits that your team provides?
5. Relevant prior project experience: Provide up to five examples of recently completed projects that demonstrate the following. For each project provide the opening date, location, project cost, design team, and current owner/tenant. Be sure to highlight the following:
  - Experience with redevelopment in historic town centers and other similar context-sensitive environments
  - Demonstrated ability to execute projects of this scale and complexity
  - Demonstrated ability to navigate environmental, technical, political, or financial obstacles
  - Experience working with community stakeholders and facilitating community engagement
  - Experience completing projects incorporating sustainable design principles
  - Success integrating context sensitive design seamlessly into existing neighborhood fabric
  - Application of New Urbanist design principles in site design to promote walkability

RECOMMENDATIONS		
Theme	Geographic Focus	Strategic Tools
Industrial Tax Base	Mariemont Industrial Park (especially warehouse space)	<ul style="list-style-type: none"> <li>Grant Funding Assistance (in-progress - see next page)</li> <li>Financial Incentives (Community Reinvestment Area, Job Creation &amp; Retention Incentive Grant)</li> <li>Business Retention Visits</li> <li>Marketing &amp; Coordination with REDI/The Port</li> </ul>
Vibrant Town Center	Underperforming/vacant historic buildings (especially Mariemont Theatre)	<ul style="list-style-type: none"> <li>Downtown Redevelopment District</li> <li>Innovation District</li> <li>Community Reinvestment Area</li> </ul>

STRATEGIES CONSIDERED & DISMISSED		
Theme	Geographic Focus	Reason for Dismissing
Municipal Expansion	East Gateway (Wooster Pike: East Corp. Limits to Walton Creek Rd/Kroger entrance)	<ul style="list-style-type: none"> <li>The potential expansion area is located within a Joint Economic Development Zone (JEDZ) between the Village of Fairfax and Columbia Township. While Mariemont was not a party to this JEDZ, it is not clear if there is any precedent in the state for a third-party municipality annexing territory in a JEDZ. Legal challenges may arise to any such future annexation effort.</li> <li>Another strategic consideration (assuming the most common form of Type II annexation) is that property owners in the potential annexation area would likely need to see a benefit in municipal service levels to be compelled to petition for annexation into Mariemont.</li> <li>Should either (a) the JEDZ terminate in the future or (b) property owners along the corridor indicate support for annexation into Mariemont, the Village should carefully consider the cost-benefit and legal issues before pursuing such potential annexation along the corridor.</li> </ul>
Infill Development	Undeveloped Village property adjacent to Town Center	<ul style="list-style-type: none"> <li>The Community survey results showed a strong resident opposition to commercial development on undeveloped Village-owned properties.</li> </ul>

# IMPLEMENTATION

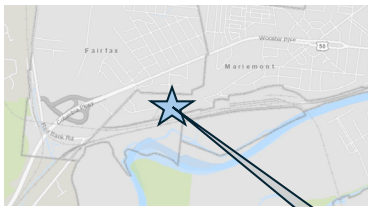
## RECOMMENDATIONS: Implementation Matrix

Theme	Geographic Focus	Strategic Tools	Timeline	Responsible Parties	Costs	MONITORING SUCCESS: Key Performance Indicators
Industrial Tax Base	Mariemont Industrial Park (especially warehouse space)	Grant Funding Assistance	In-Progress (see next page)	Economic Development Committee	Local Match varies by program (often 0-50%)	\$100K in outside funding received per year
		Financial Incentives (Community Reinvestment Area, Job Creation & Retention Incentive Grant)	Case-by-case as development proposal arise	Village Administration/ Council / Solicitor	Low (effort)	Targeted number of job created/ retained (based on project size)
		Business Retention Visits	Annual for major employers	Mayor	Low (effort)	2 monthly business visits conducted
		Marketing (of available sites/ buildings)	1-2 years	Contract Assistance	\$20K for new website	Website traffic/ developer inquiries
		Coordination with REDI/The Port	Ongoing	Mayor	Low (effort)	Maintain semi-annual meetings
Vibrant Town Center	Underperforming/ vacant historic buildings (especially Mariemont Theatre)	Downtown Redevelopment District	Contingent upon historic building renovation	Village Administration/ Council / Solicitor	Low (effort)	Square footage renovated / jobs created based on project size
		Innovation District	Contingent upon historic building renovation	Village Administration/ Council / Solicitor	Low (effort)	
		Community Reinvestment Area	Next year if vacancies persist	Village Administration/ Council / Solicitor	Low (effort)	

# IMPLEMENTATION PROGRESS

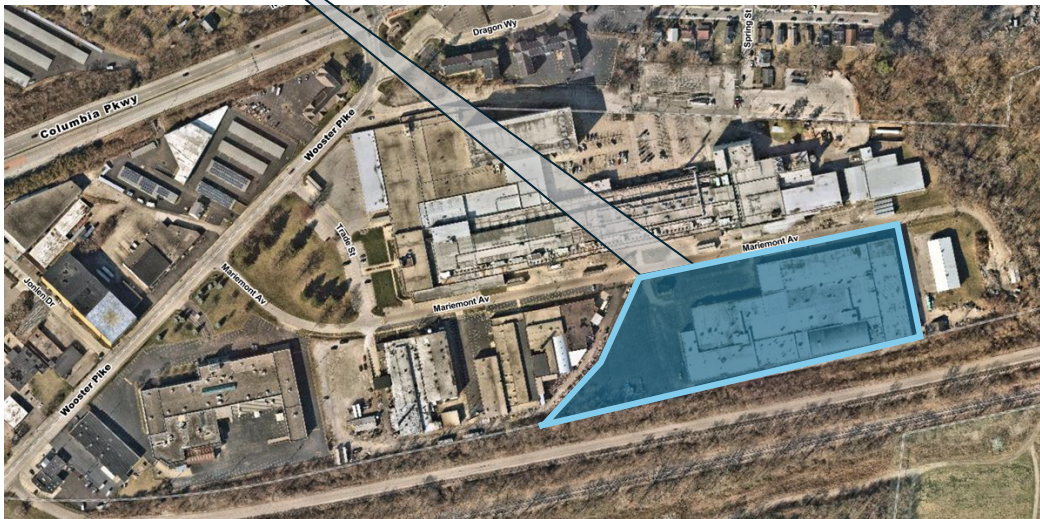
## STRATEGY IN ACTION

### INDUSTRIAL TAX BASE GRANT FUNDING ASSISTANCE



#### PROJECT LOCATION MAP

**Mariemont Industrial Park Site Readiness**  
5801 Mariemont Ave, Cincinnati, OH 45227



#### PROJECT HIGHLIGHTS

- Village of Mariemont was awarded Hamilton County Community and Economic Development Assistance Program (CEDAP) funding for Mariemont Industrial Park Site Readiness in 2024
- Funding award will be used for rehabilitation of long vacant warehouse building at 5801 Mariemont Avenue
- \$100,000 CEDAP award to Village
- \$104,000 matching private contribution from landlord/tenant
- Tenant (Pease Doors) will have 13 employees on-site, with plans for an additional 17 jobs by 2028



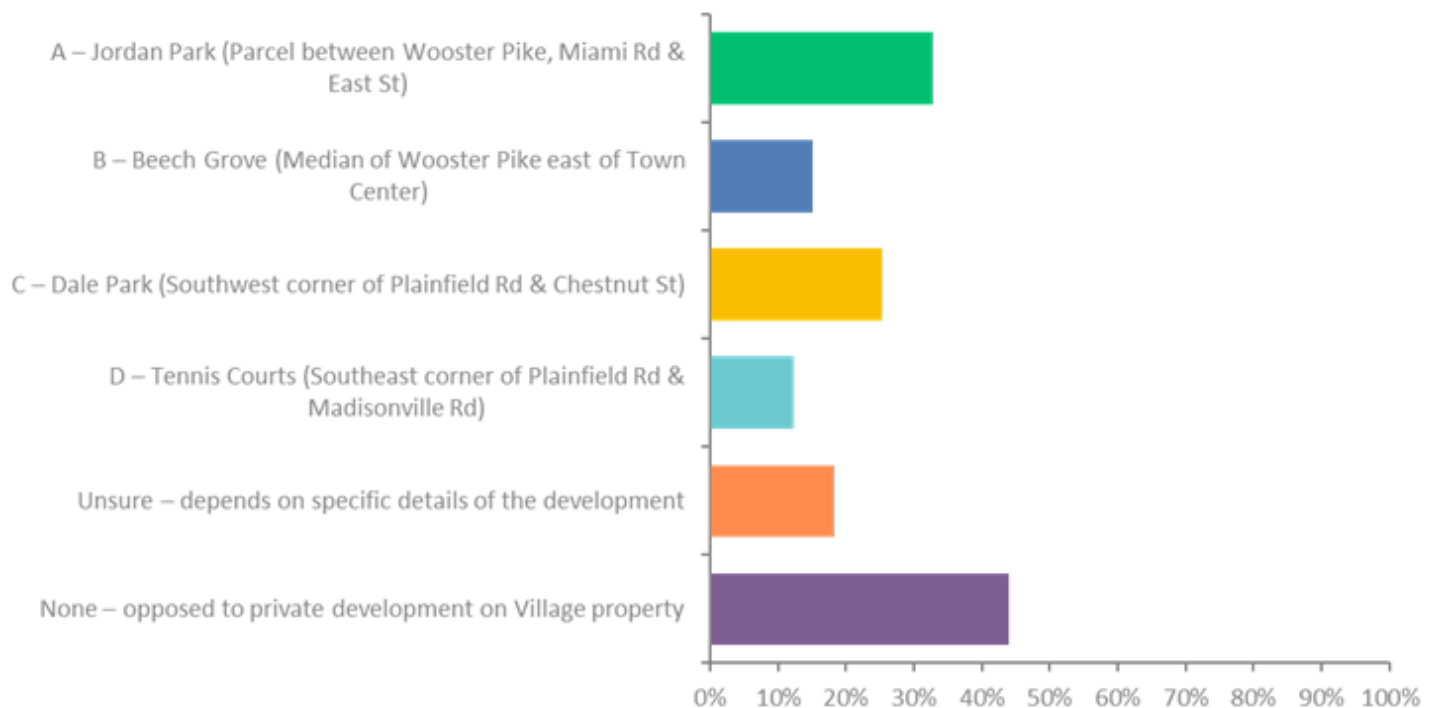
# Village of Mariemont Economic Development Strategy



## Community Survey *Results Summary* September 2024

**Q1 Potential Development Areas:** The Village owns several properties in and around the Town Center that are vacant/underutilized. Which of the following properties (see map above), if any, would you support the Village working with a private partner on a mixed-use (e.g. residential above ground floor retail) development to increase municipal revenue? Check any that apply

Answered: 379 Skipped: 1

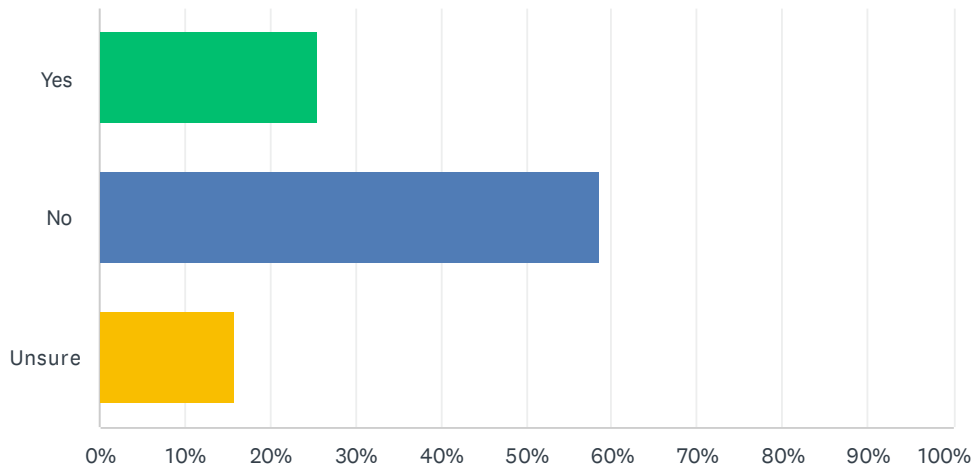


ANSWER CHOICES	RESPONSES	
A – Jordan Park (Parcel between Wooster Pike, Miami Rd & East St)	32.72%	124
B – Beech Grove (Median of Wooster Pike east of Town Center)	15.04%	57
C – Dale Park (Southwest corner of Plainfield Rd & Chestnut St)	25.33%	96
D – Tennis Courts (Southeast corner of Plainfield Rd & Madisonville Rd)	12.40%	47
Unsure – depends on specific details of the development	18.21%	69
None – opposed to private development on Village property	44.06%	167
Total Respondents: 379		



**Q2 Original Plan for Mariemont:** John Nolen's original plan for Mariemont (see above) included development in the highlighted Jordan Park and Beech Grove areas. After seeing the original plan for Mariemont in these areas, are you more likely to support future infill development in the Jordan Park or Beech Grove (Wooster Pike median) greenspaces?

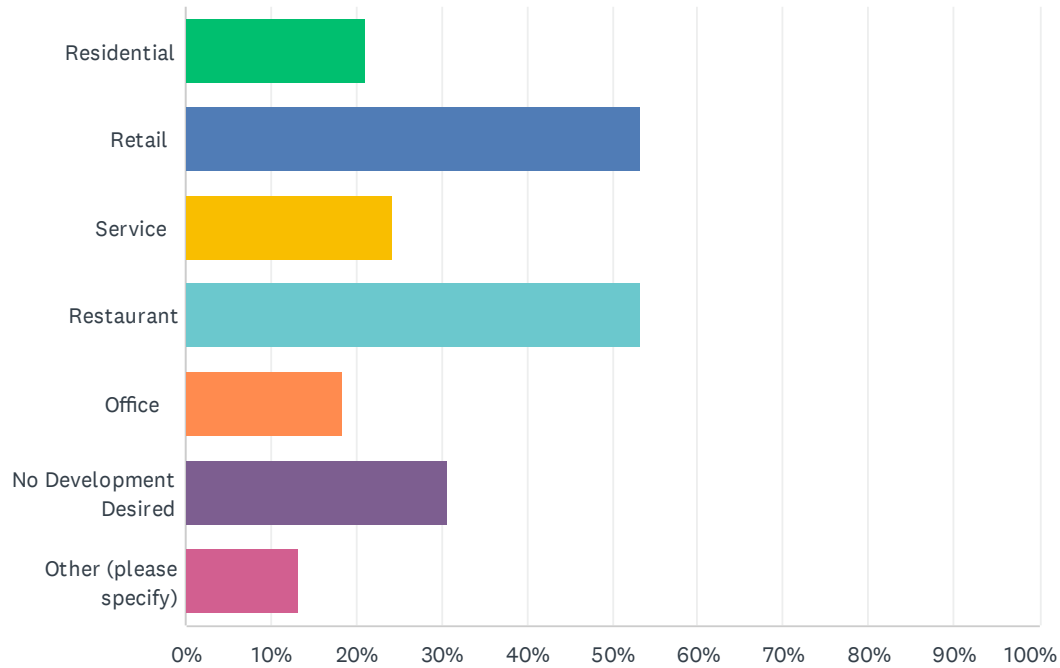
Answered: 375 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	25.60%	96
No	58.67%	220
Unsure	15.73%	59
TOTAL		375

### Q3 Village Square Development: What type(s) of infill development, if any, would you like to see in the Village Square? Check any that apply

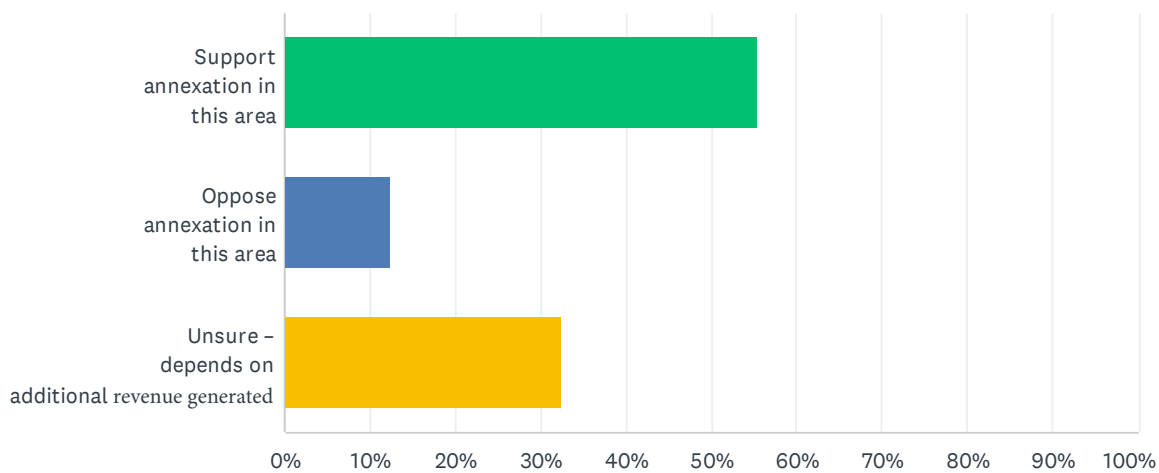
Answered: 369 Skipped: 11



ANSWER CHOICES	RESPONSES	
Residential	21.14%	78
Retail	53.39%	197
Service	24.39%	90
Restaurant	53.39%	197
Office	18.43%	68
No Development Desired	30.62%	113
Other (please specify)	13.28%	49
Total Respondents: 369		

**Q4 Municipal Boundary:** Expanding the Village’s municipal boundary through annexation along the eastern gateway to the Village on Wooster Pike (US 50) would result in additional municipal income tax revenue for the Village of Mariemont. Assuming property owners outside of the Village were in support of having their property annexed, which of the following best describes your personal preference on potentially expanding the Village corporation limits on the eastern gateway to the Village along Wooster Pike (US 50) in the vicinity of Mariemont Promenade and Kroger?

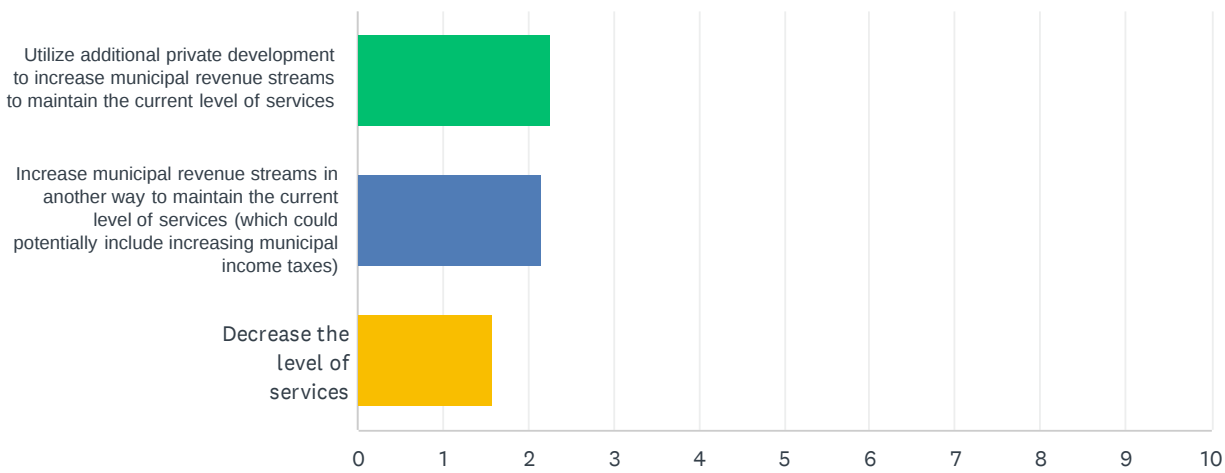
Answered: 374 Skipped: 6



ANSWER CHOICES	RESPONSES	
Support annexation in this area	55.35%	207
Oppose annexation in this area	12.30%	46
Unsure – depends on additional municipal revenue generated	32.35%	121
<b>TOTAL</b>		<b>374</b>

**Q5 Funding Operations and Maintaining Facilities:** The Village of Mariemont relies on both municipal income tax and commercial/residential property tax collections to fund its operations and maintain its facilities. However, most commercial/residential property tax revenue collected is directed to public schools and various county levies. If it became necessary for the Village to increase funds to maintain the current level of services and facilities, please rank the following in order of preference, with 1 being your highest priority and 3 being your lowest priority:

Answered: 341 Skipped: 39

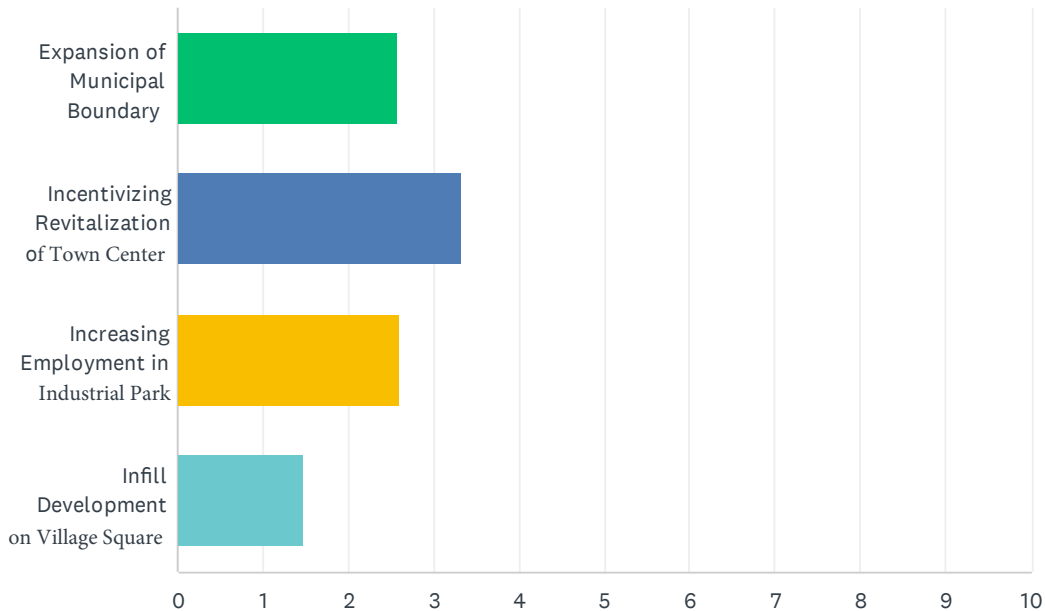


	1	2	3	TOTAL	SCORE
Utilize additional private development to increase municipal revenue streams to maintain the current level of services	47.80% 163	30.21% 103	21.99% 75	341	2.26
Increase municipal revenue streams in another way to maintain the current level of services (which could potentially include increasing municipal income taxes)	39.00% 133	38.12% 130	22.87% 78	341	2.16
Decrease the level of services	13.20% 45	31.67% 108	55.13% 188	341	1.58

NOTE: Ranking questions use a weighted scoring for each answer choice to determine which answer choice was most preferred overall. The answer choice with the largest score is the most preferred choice.

**Q6 Economic Development Priorities:** Rank in order of preference where you would like to see the Village focus their economic development efforts, with 1 being your highest priority and 4 being your lowest priority:

Answered: 345 Skipped: 35

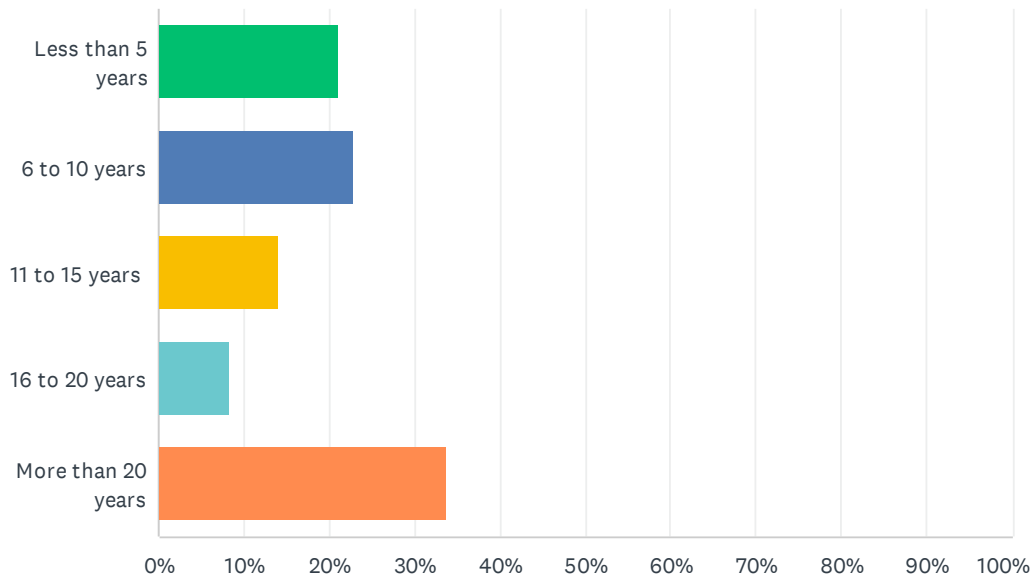


	1	2	3	4	TOTAL	SCORE
Expansion of Municipal Boundary along US 50 near Mariemont Promenade	25.22% 87	22.90% 79	37.97% 131	13.91% 48	345	2.59
Incentivizing Revitalization of Vacant/Underutilized Buildings in Town Center	51.88% 179	30.72% 106	15.07% 52	2.32% 8	345	3.32
Increasing Employment in Mariemont Industrial Park	19.42% 67	35.36% 122	31.01% 107	14.20% 49	345	2.60
Infill Development (New Construction) on Vacant Village-owned Properties in and around Village Square	3.48% 12	11.01% 38	15.94% 55	69.57% 240	345	1.48

NOTE: Ranking questions use a weighted scoring for each answer choice to determine which answer choice was most preferred overall. The answer choice with the largest score is the most preferred choice.

## Q7 How long have you lived in Mariemont? (optional)

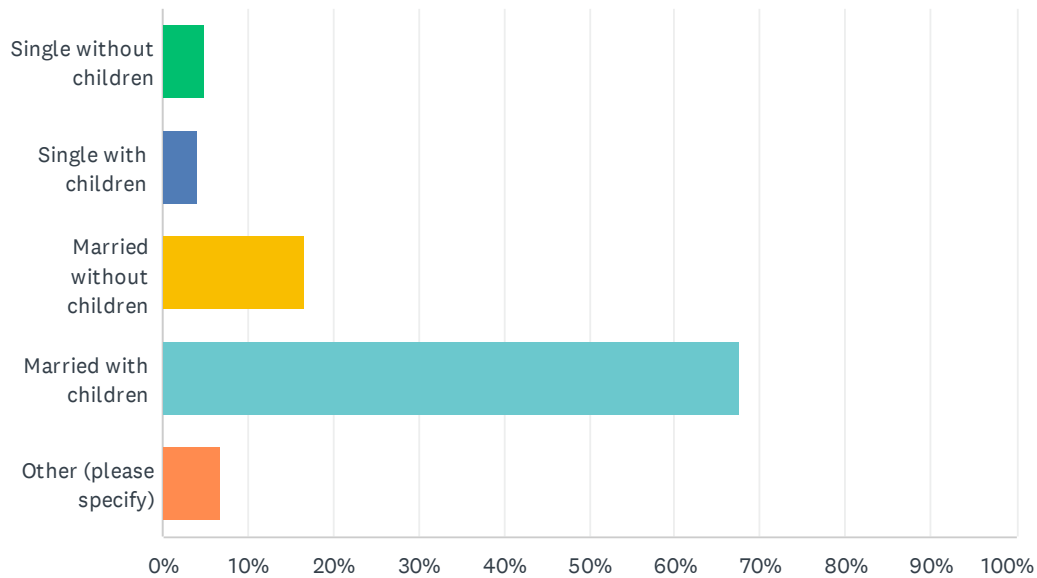
Answered: 364 Skipped: 16



ANSWER CHOICES	RESPONSES	
Less than 5 years	21.15%	77
6 to 10 years	22.80%	83
11 to 15 years	14.01%	51
16 to 20 years	8.24%	30
More than 20 years	33.79%	123
<b>TOTAL</b>		<b>364</b>

## Q8 What best describes your household? (optional)

Answered: 366 Skipped: 14

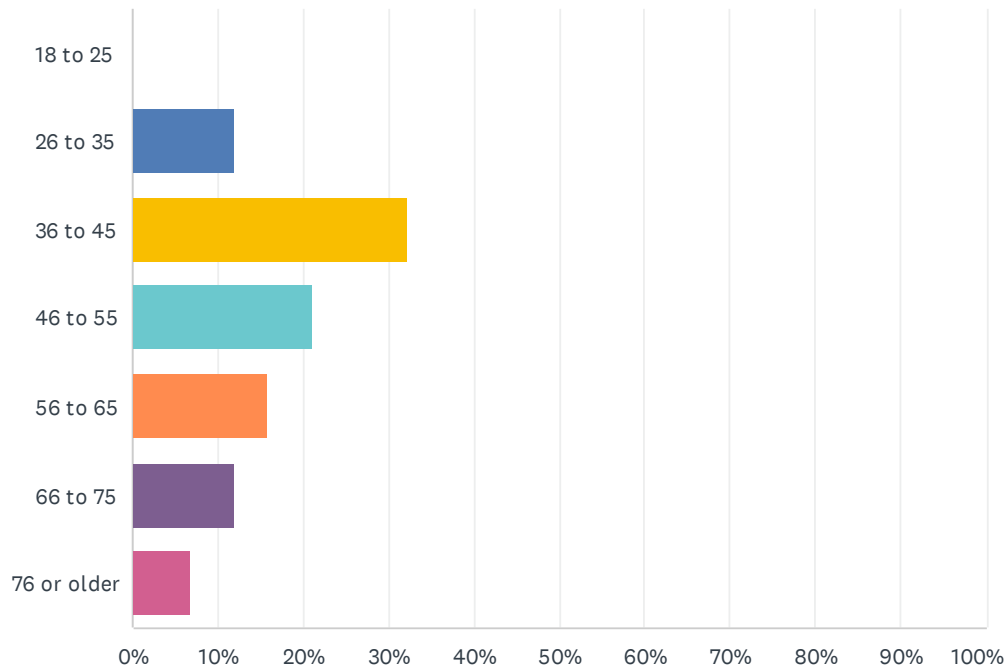


ANSWER CHOICES	RESPONSES	
Single without children	4.92%	18
Single with children	4.10%	15
Married without children	16.67%	61
Married with children	67.49%	247
Other (please specify)	6.83%	25
<b>TOTAL</b>		<b>366</b>



## Q9 What is your age? (optional)

Answered: 350 Skipped: 30



ANSWER CHOICES	RESPONSES	
18 to 25	0.00%	0
26 to 35	12.00%	42
36 to 45	32.29%	113
46 to 55	21.14%	74
56 to 65	15.71%	55
66 to 75	12.00%	42
76 or older	6.86%	24
<b>TOTAL</b>		<b>350</b>