JACKSON SQUARE

STRATEGIC INVESTMENT PLAN

JULY 12, 2016

TABLE OF CONTENTS

WELCOME TO JACKSON SQUARE 3

THE VISION 5

COMMUNITY INFRASTRUCTURE 8

NEIGHBORHOOD PATTERNS 20

DEVELOPMENT 25

MARKET POSITIONING 32

PREPARED FOR

Catalytic Fund
City of Covington

CONSULTANT TEAM

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GBBN
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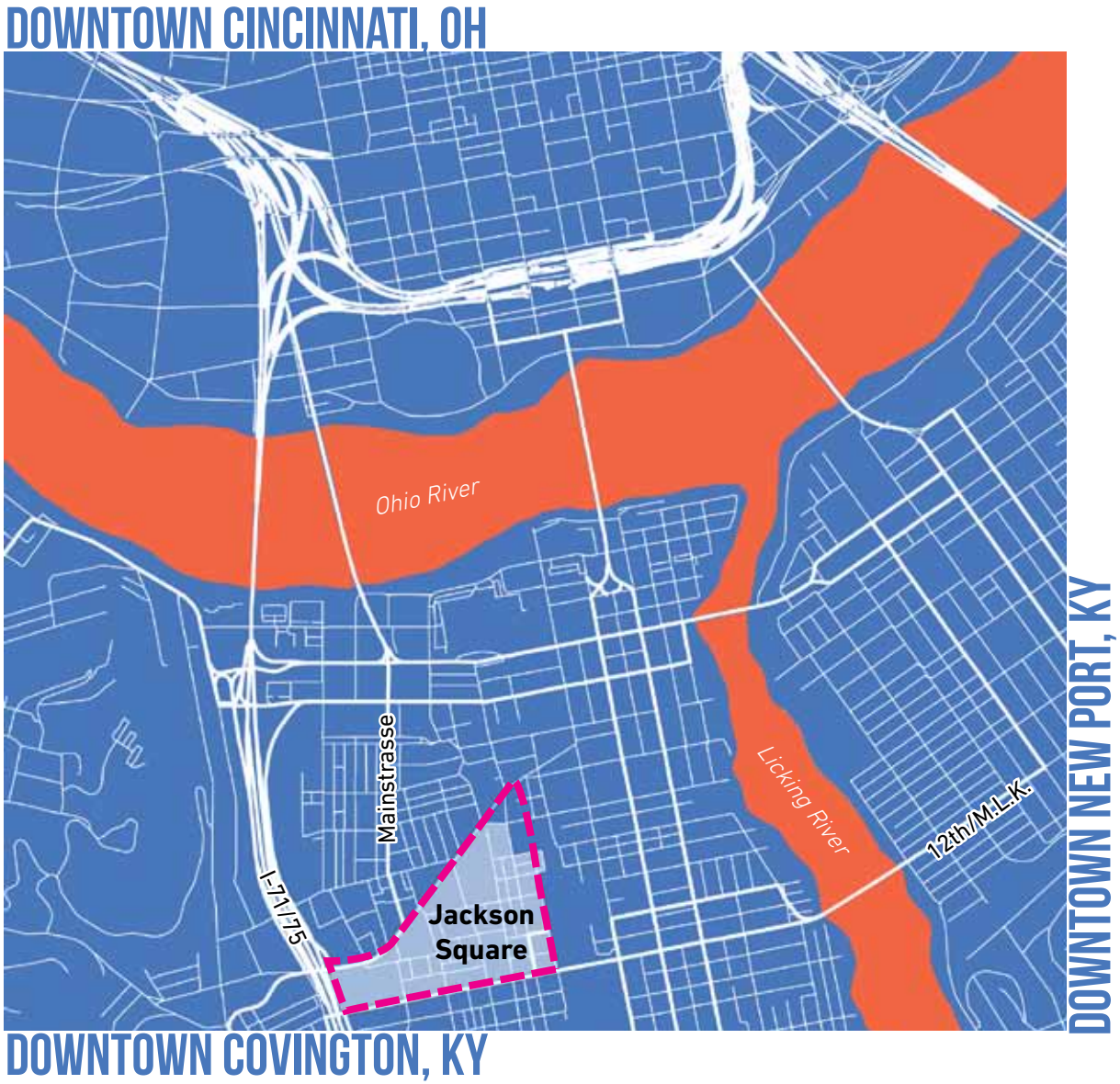
WELCOME TO JACKSON SQUARE

LOCATION

Located in Covington, Kentucky's Westside, Jackson Square is less than a twenty-minute walk from the downtowns of Cincinnati, Ohio, and Covington and Newport. Kentucky. It is at the southern end of Covington's historic and active Mainstrasse neighborhood and well connected to the Ohio and Licking riverfronts.

The neighborhood, itself, is accessed from Pike Street to the north, 12th Street/Martin Luther King, Jr. Boulevard to the south, by Russell Street to the east, and I-75 to the west.



WELCOME TO JACKSON SQUARE

THE NEIGHBORHOOD

Most of the housing within Jackson Square was developed during the 19th century for working class trades people and artisans. A significant portion of the homes in Jackson Square are Victorian era town houses and bungalows built on narrow lots with minimal off-street parking.

Recent private sector re-investment and development efforts have been concentrated along the Pike and Russell Street corridors. New construction and existing storefronts and upper story lease spaces have been built to offer modern apartments, condominium and office spaces.

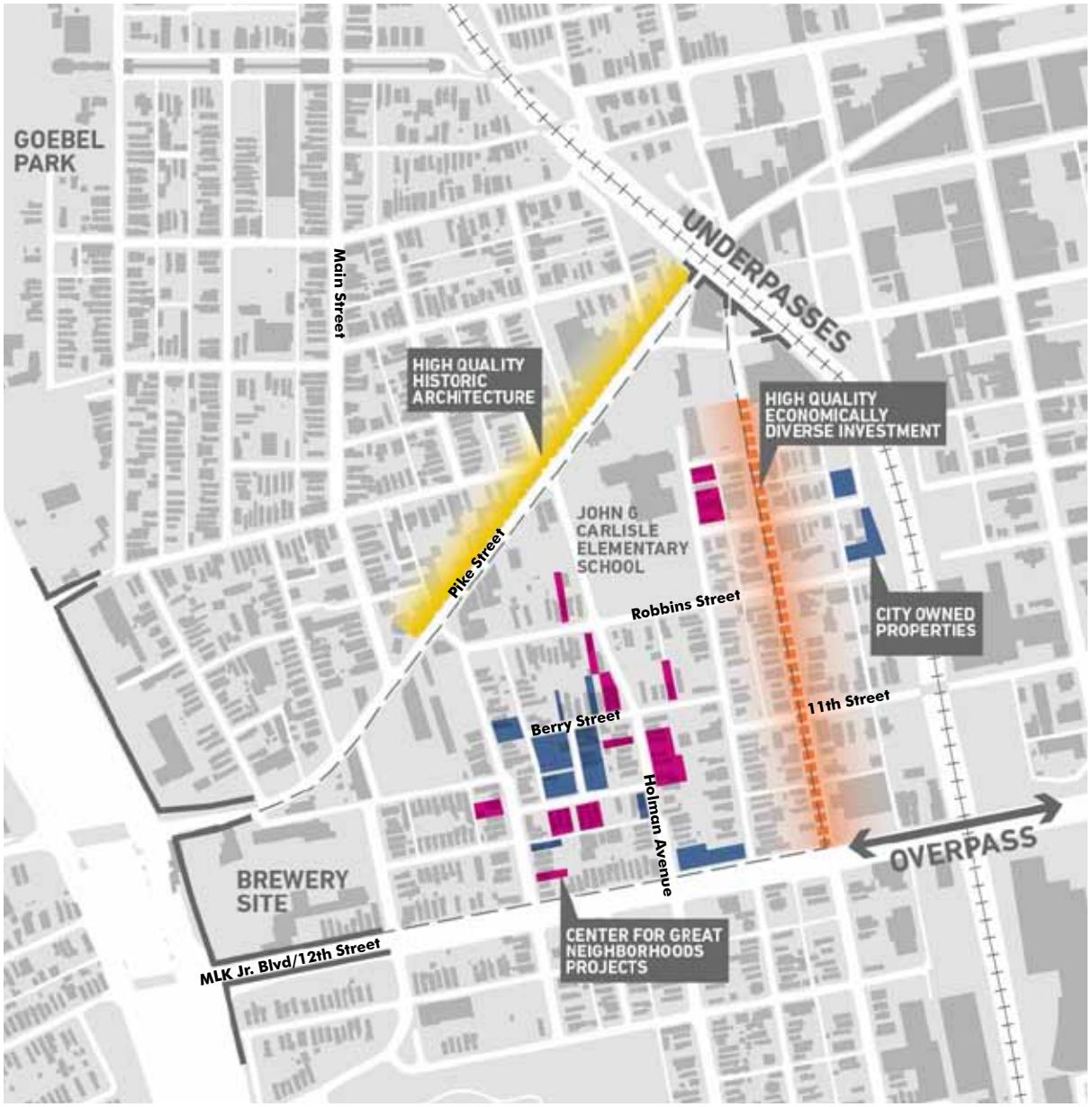
The Center for Great Neighborhoods and the City of Covington have been actively working to improve the local inventory of quality, affordable housing and address issues with foreclosure, vacancy and blight. This work has included community engagement, education and training, property acquisition, rehabilitation and new construction of both market rate and affordable housing units.

The Catalytic Fund is focusing additional resources and neighborhood advocacy efforts to assist in the development of new infrastructure and recruitment of developers to rehab and infill development sites.

THE VISION

STRENGTHS TO BUILD UPON

The neighborhood has a number of inherent strengths that new development will build upon. Russell Street has seen significant property investment and continues to attract interest by new residents. The Center for Great Neighborhoods has been focused on bringing new households to the area through targeted acquisition and rehabilitation of properties such as Shotgun Row located along Orchard Street. They have also been working with neighborhood leadership to clean up streets, program open spaces, manage a community garden and have recently developed a Look Book to assist in the branding and storytelling of the neighborhood. The City of Covington has increased its presence through targeted acquisition, assemblage and clearance of sites to prepare for new development.



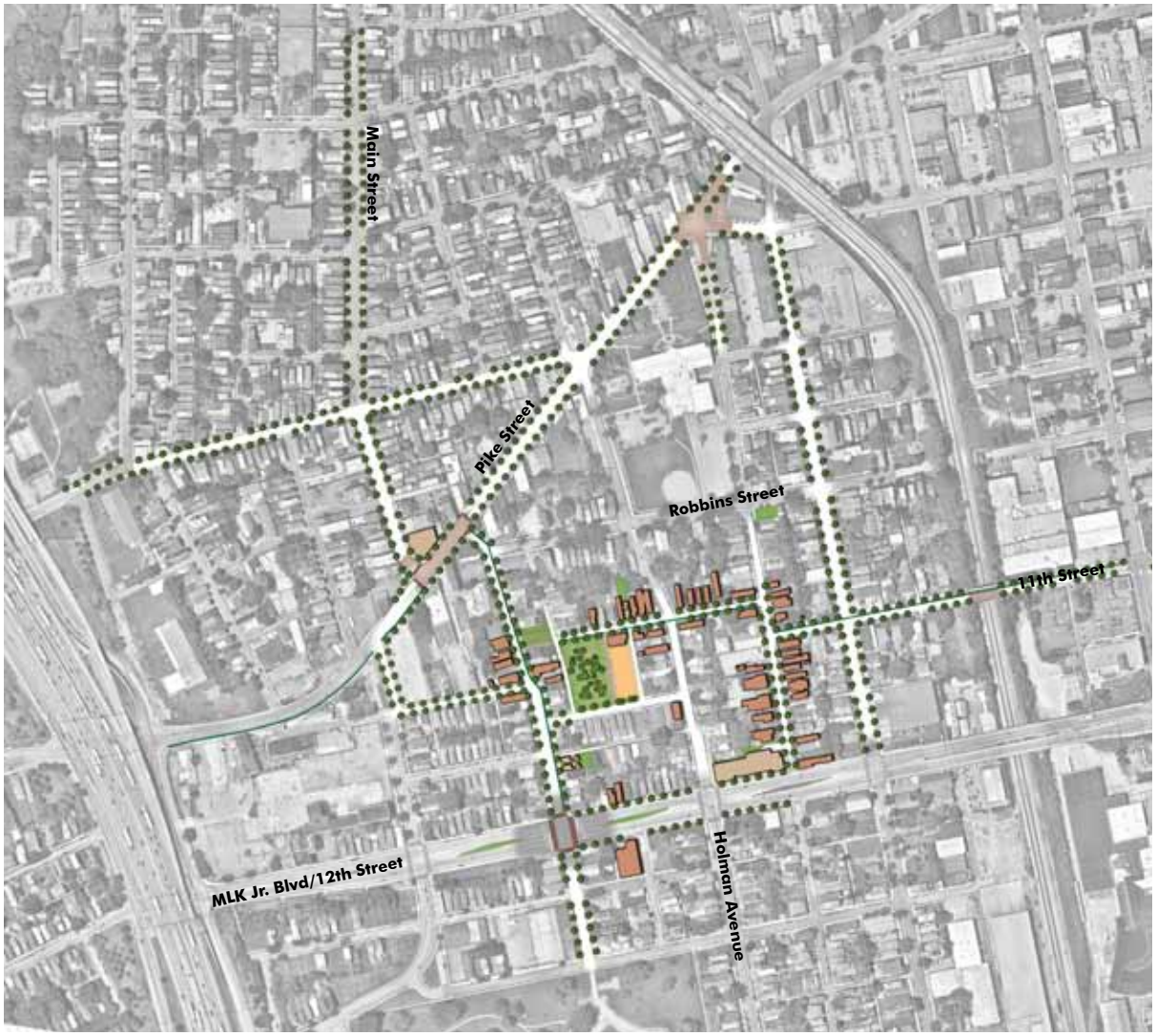
THE VISION

THE PLAN

The plan for Jackson Square leverages the neighborhood's one-of-a-kind location, the incremental investment that has been going on in the neighborhood for decades and several opportunities it has for future growth. The plan simultaneously removes barriers to increase investment through new infrastructure while identifying key sites for development that can, in turn, catalyze further investment.

PRINCIPLES

- Build on the existing authenticity and story of the neighborhood
- Augment demand for neighborhood development through activation of public spaces
- Open connections to and through the neighborhood without making the neighborhood a cut-through
- Build the most bike-friendly neighborhood in the region
- Target key development sites that advertise the neighborhood's growth and catalyze additional spin-off development opportunities



THE VISION

TARGETED INITIATIVES

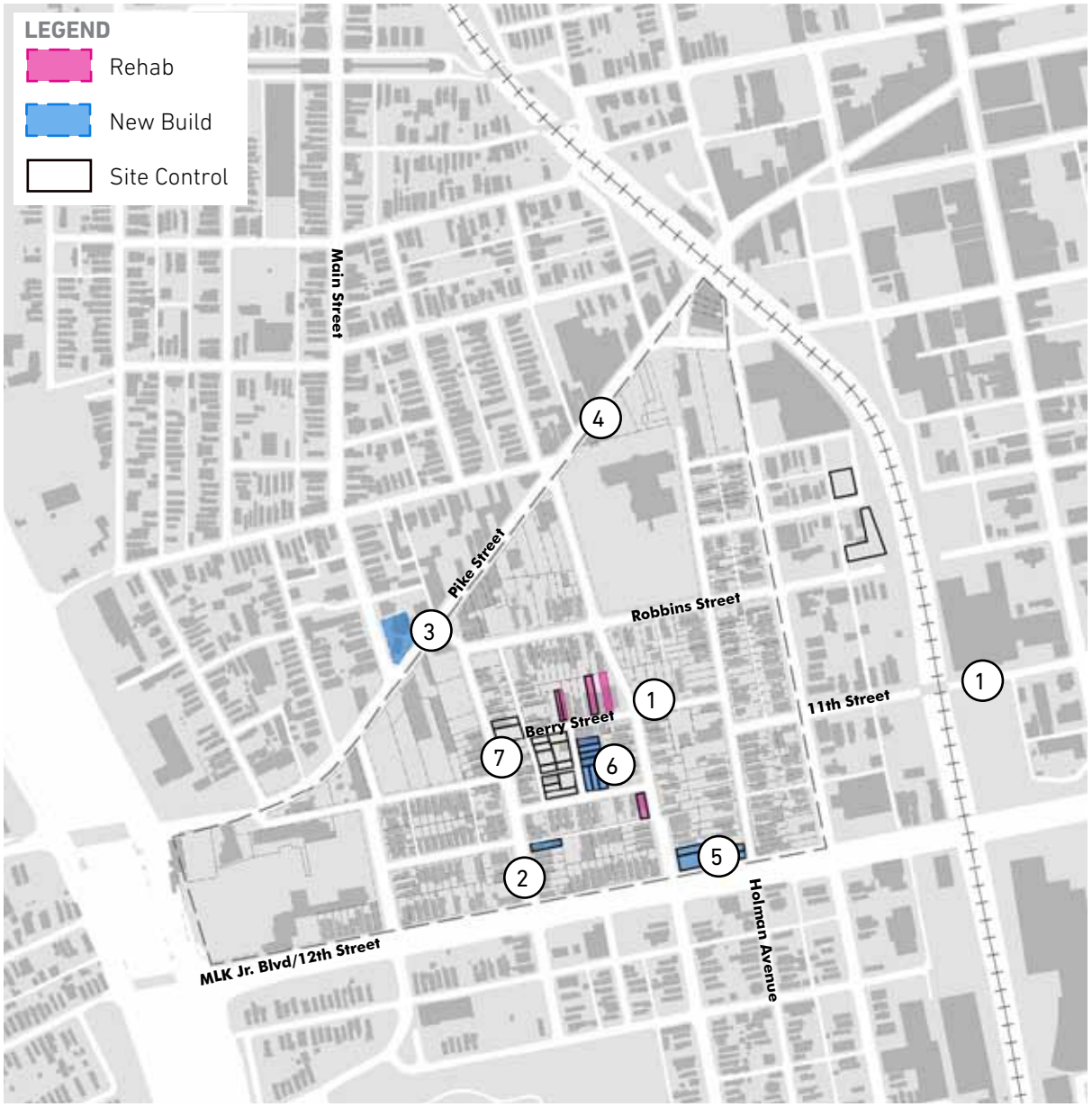
The plan is built on a chassis of clear, implementable initiatives for both community infrastructure and development. Together they help create enduring, market-responsive, inclusive and vibrant places in the neighborhood.

KEY COMMUNITY INFRASTRUCTURE INITIATIVES

1. 11th and Berry Street bicycle corridor
2. Lee Street intersections and shared bicycle infrastructure
3. Pike/Lee/Main intersection and green alley
4. Pike Street dining terraces

KEY DEVELOPMENT INITIATIVES

5. 12th and Banklick Site
6. Orchard Park
7. Lee Street and 11th Street



COMMUNITY INFRASTRUCTURE

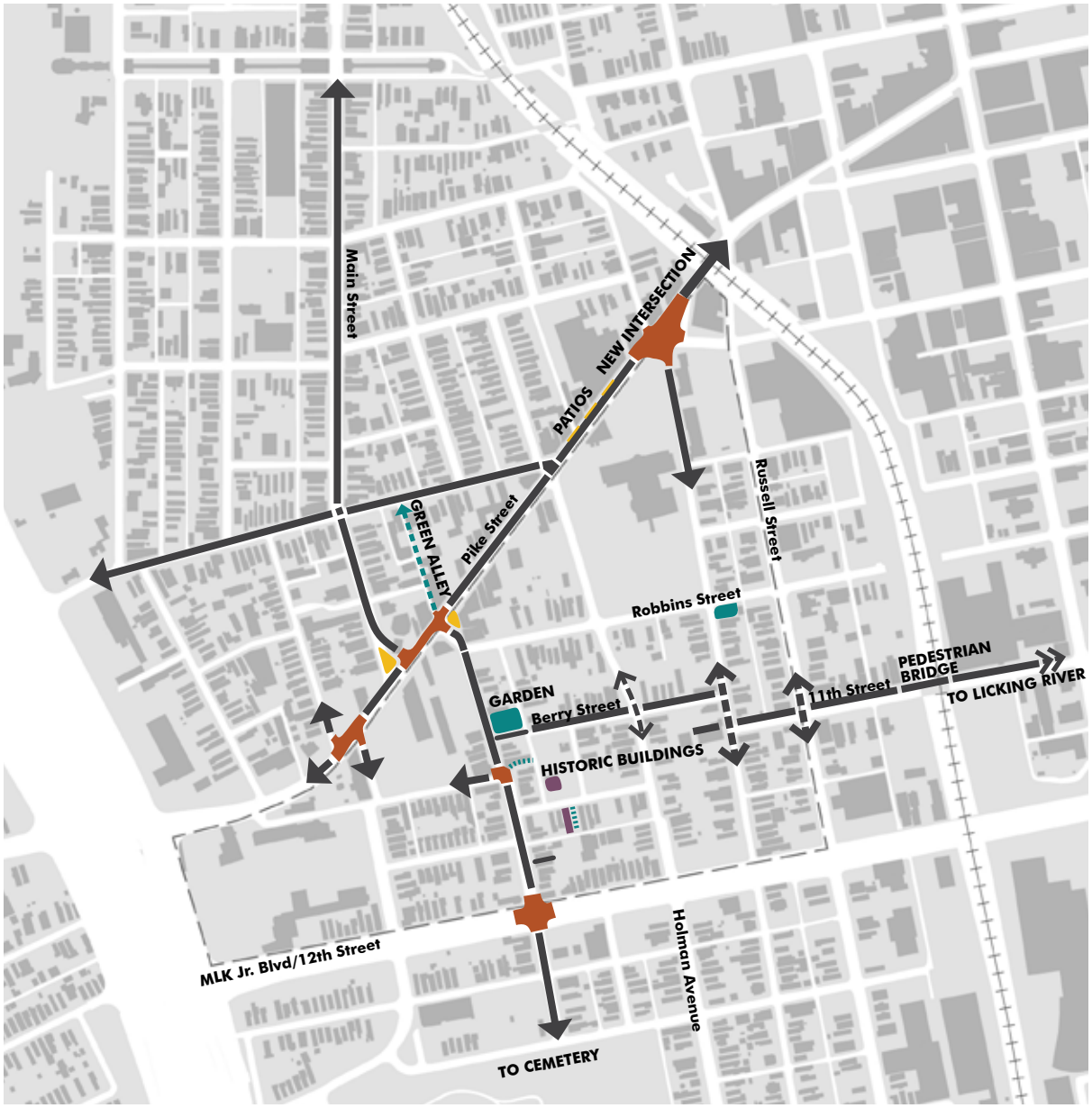
STREETS + PUBLIC SPACES

Intimate, neighborhood-scaled public spaces drive real value for Jackson Square. Properties that address upon a welcoming open space can see value premiums of up to twenty percent. Jackson Square has seen a number of investments in public space over the years, including the community garden that has been in operation since 1982. The Henry Farny Park and a sculpture garden in Shotgun Row have also been developed or are in the process of being built.

The plan builds on these open spaces and uses great streets as the great connector between them. For example, the development strategy proposes securing the long term location of the community garden; rebuilding the 11th Street rail bridge as the region's best pedestrian bridge; and replacing intersections at Pike/Main/Lee, and Pike and Banklick. An alley between 9th Street and Pike Street is proposed to become a multi-functional green alley that supports the neighboring uses and allows multi-modal connections between the northern neighborhoods and Jackson Square.

LEGEND

- Primary Corridors
- Intersection Improvements
- Patios
- Piazza
- Green spaces
- Historic Building



COMMUNITY INFRASTRUCTURE

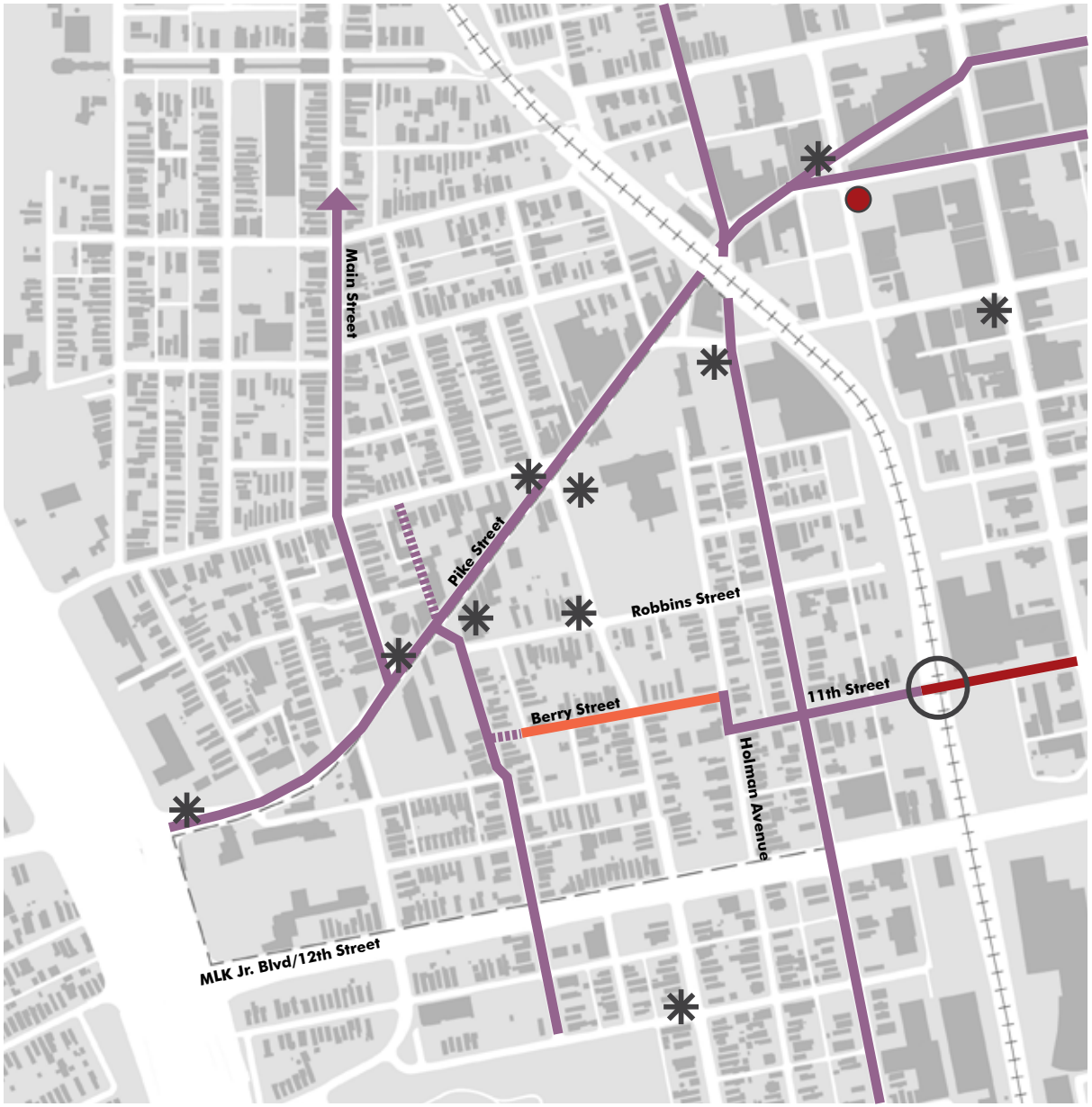
MULTI-MODAL ACCESS

Covington, in general, and Jackson Square, in particular, understands that a thriving urban neighborhood has multi-modal access as an essential part of its amenity offering. Today, Jackson Square has adequate bus service that can be improved over time and is close enough to the downtowns of Covington, Newport and Cincinnati to be easily walkable or bikeable. The plan supports all of these modes, linking the neighborhood internally and to the region.

The strategy for Jackson Square focuses on small transportation tweaks that maintain the unique identity of the neighborhood, limits speeding cut-through traffic and gives priority to walkers and bicyclists. This not only makes the neighborhood more welcoming but increases property values and positions the neighborhood as one of the region's most walkable and its most bikeable.

LEGEND

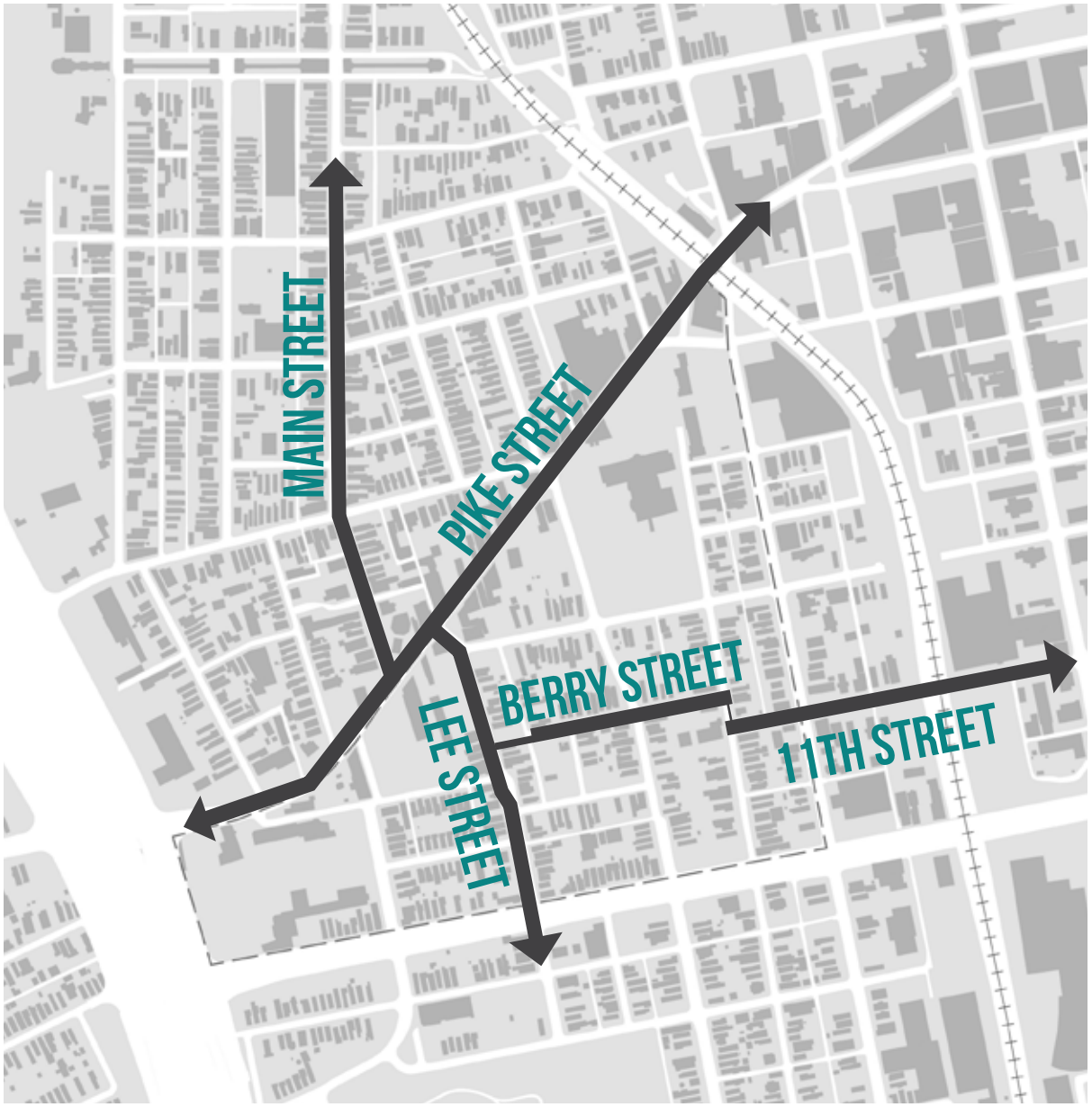
- TANK Bus Stops
- Contra Flow Bike Lane
- Cycle Track
- Sharrow
- 11th Street Pedestrian Bridge
- RedBike Station



COMMUNITY INFRASTRUCTURE

STREETS

Development in Jackson Square will be most benefited by focusing on four key streets. 11th Street and Berry Street form the essential east/west connectivity that links the neighborhood directly to Madison Avenue and the Licking River. Lee Street is a primary north/south connection that links the Linden Grove Cemetery and the southern neighborhoods of Covington's Westside through Jackson Square and on to Mainstrasse and the Ohio River beyond. Pike Street was once the primary retail corridor in this part of Covington and provides an important route from Interstate 71/75 through the neighborhood and on to downtown Covington.

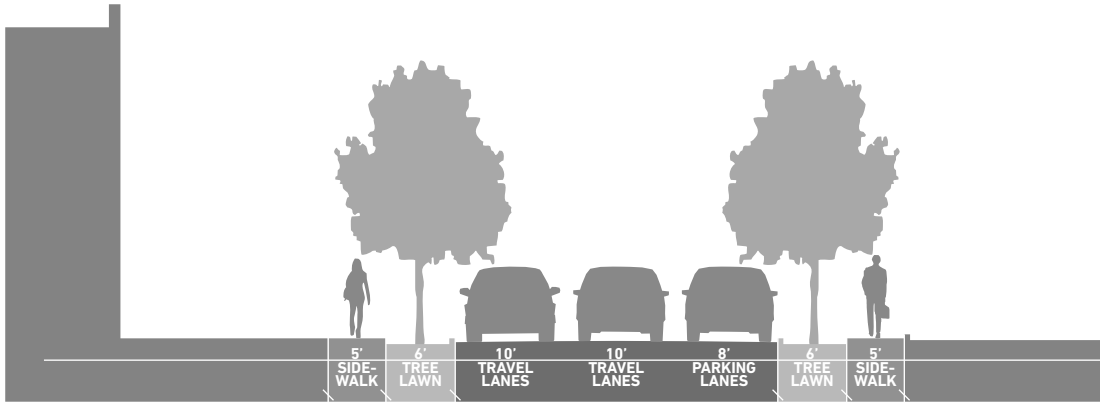


COMMUNITY INFRASTRUCTURE

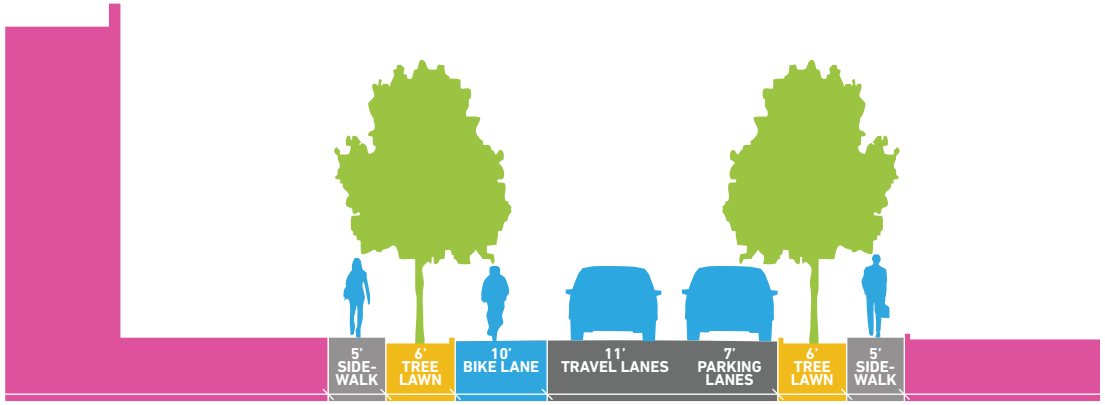
STREETS

11TH STREET

11th Street connects Jackson Square to Madison Avenue and the Licking River. It is slowly transitioning out of its role as a State Route as the M.L.K. project develops. The street also links the development in Jackson Square to the redevelopment of River's Edge at Eastside Pointe. Beginning with the non-state route blocks from the 11th Street bridge moving east to Scott Street. The street is proposed to transform from an overbuilt vehicular street to one that supports the city's first dedicated cycle track, providing safe and intuitive passage for bicycles and pedestrians to and from the neighborhood.



Existing



Proposed

COMMUNITY INFRASTRUCTURE

STREETS

11TH STREET BRIDGE

The 11th Street Bridge provides an invaluable link across the railroad tracks. The bridge is currently closed to vehicular traffic and is slated to be torn down and replaced with a pedestrian bridge that will be 12 feet in width with fencing that is curved at the top per R/R standards. There will be small landscaping components on both ends and the City will work with Duke to get a new light installed on the east end of the bridge to help ease safety concerns.

11th Street bridge today

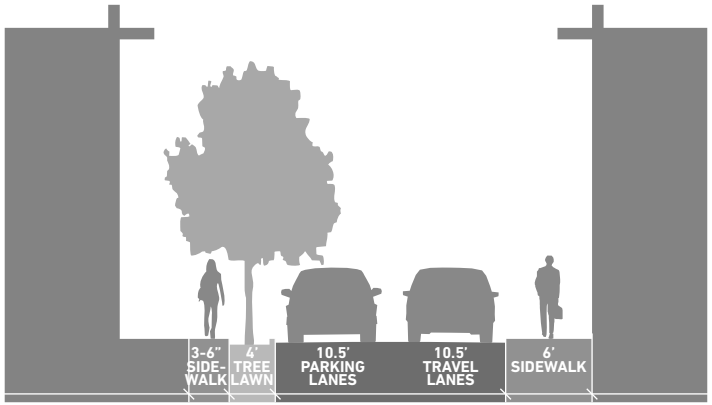
COMMUNITY INFRASTRUCTURE

STREETS

BERRY STREET

Berry Street is currently a wide one-way street with parking for residents. Its dimension allows the opportunity to stripe in a dedicated eastbound bicycle lane coupled with a shared westbound travel lane. This allows the on-street parking to be maintained while bringing the 11th Street bicycle and pedestrian corridor to the heart of the neighborhood.

Improvements such as those proposed on Berry Street and 11th Street from the 11th Street Bridge to Scott Street should be incorporated into a more broad cycling facilities plan for the City.



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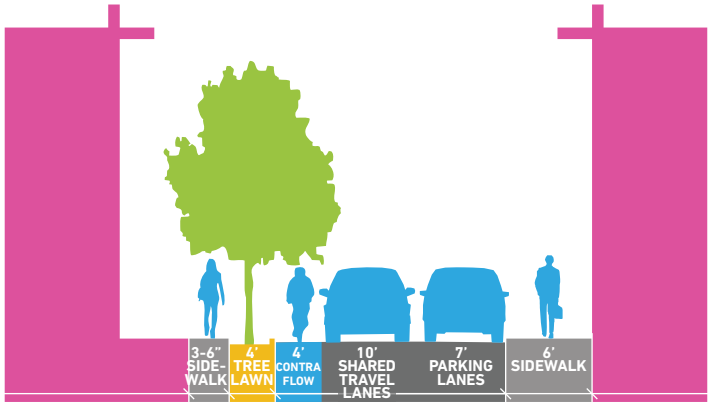


Proposed

COMMUNITY INFRASTRUCTURE

STREETS

RIDDLE-YATES GARDEN WALK

The Riddle-Yates community garden at the end of Berry Street has been in existence since 1982. The strategy proposes to maintain the garden, expand it into the empty lot to the north, and provide a shared path on its southern side to provide better garden access, better separate the garden from private properties, connect Berry Street to Lee Street, and to allow greater sun access to the garden itself.

COMMUNITY INFRASTRUCTURE

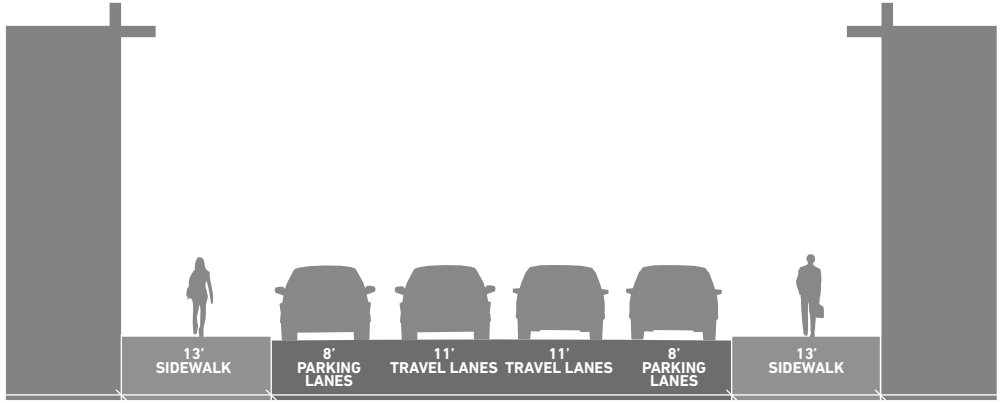
A Garden Walk such as this one is proposed along the southern edge of the Riddle-Yates community garden.

COMMUNITY INFRASTRUCTURE

STREETS

LEE STREET

Lee Street is the primary connection between Linden Cemetery, Jackson Square, Pike Street, Mainstrasse and the Ohio River. Historically, it featured a number of retail establishments and has seen a recent resurgence as destinations such as Wunderbar! have opened. Its dimension provides adequate width for cars and bicycles to share the street and the kink at 11th Street keeps car speeds low. The kink also provides great site lines to the interior of the neighborhood where mixed-use buildings are located and can be retenanted.



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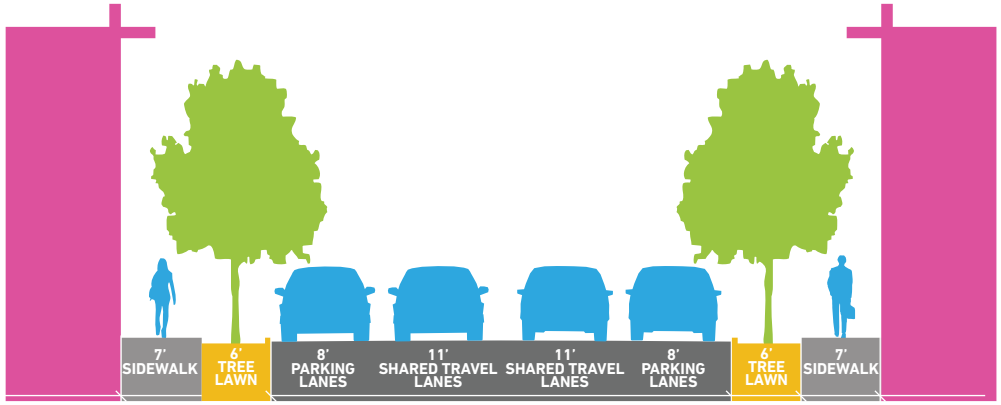


Proposed

COMMUNITY INFRASTRUCTURE

STREETS

PIKE/LEE/MAIN

A safe and intuitive connection from Jackson Square to Mainstrasse is as good for Mainstrasse as it is for Jackson Square. The intersection is proposed to be phased in to:

> Function as one intersection with full turning movements

> Provide full pedestrian service on all sides of the intersection and to the alley north of Pike

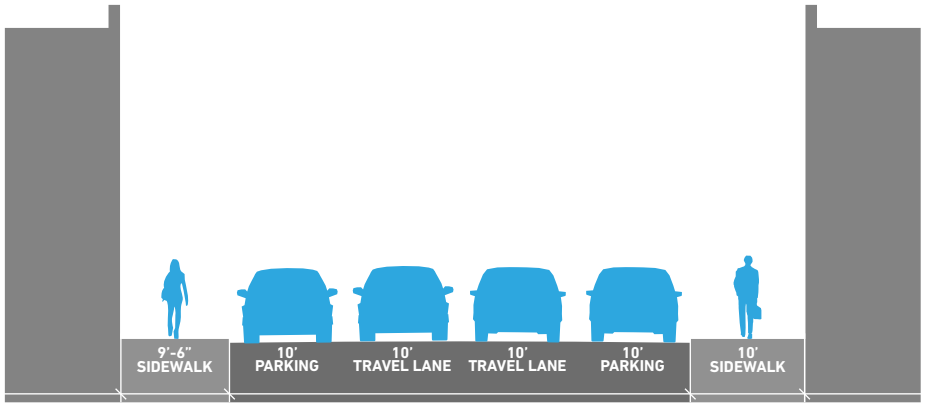
> Be a front door to the neighborhood

COMMUNITY INFRASTRUCTURE

STREETS

PIKE STREET

Pike Street is an important entrance into the City of Covington yet does not see the traffic that warrants the speed at which cars are encouraged to travel even in the school zone. To temper car speeds, provide a better pedestrian environment and to encourage ground floor uses to return to the street, Pike is proposed to include sharrows and carefully placed dining parklets.



Existing

Proposed

COMMUNITY INFRASTRUCTURE

PUBLIC SPACES

PIKE STREET PARKLETS

Pike Street can benefit from the installation of parklets that are designed to work with the storefronts they adjoin. These structures provide shade, allow for additional seating, signal to passersby that activity is happening on the street and slow down traffic by creating a street wall closer to the travel lanes. The parklets can be artfully designed to complement the storefront architecture and can provide an incentive to recruit tenants for locating in a storefront space.

Examples of Parklets

Pike Street today

NEIGHBORHOOD PATTERNS

HOUSING DIVERSITY

Housing diversity is one of Jackson Square's strengths. The neighborhood has a rich blend of shotgun houses, town houses, multi-family buildings and the occasional commercial storefront building. Adaptive reuse and new infill projects can incrementally add to this diversity and increase density while maintaining the scale, proportion and neighborliness of this inherited pattern. Common building characteristics include:

> Easy to locate front door

> Windows that front the street

> Finished floors that are a minimum of 18 inches above the sidewalk

> Higher quality materials on public-facing facades

> Front garden and/or terrace

> If there is a front fence, it is low and transparent

> If there is parking, it is behind or to the side of the building

The following pages are an introduction to these neighborhood patterns and general guidance that uses what exists today as a platform to develop new houses that fit into the neighborhood.

NEIGHBORHOOD PATTERNS

SHOTGUN

The Jackson Square Shotgun delivers an affordable and efficient detached house with either a front porch, stoop or side entry. Shotguns are typically one or one-and-a-half stories tall.

NEIGHBORHOOD PATTERNS

TOWN HOUSES

The Jackson Square Town House is the most common form of house in the neighborhood. It comes in two permutations: front entry and side entry. Oftentimes, the Town House has a side and/or rear yard to complement a small garden or terrace in the front. Corner Town Houses typically have a side porch to take advantage of the increased frontage.

NEIGHBORHOOD PATTERNS

ATTACHED AND MULTI-FAMILY

Multi-family buildings in Jackson Square typically locate on corners or at the end of prominent views down streets. They range from attached duplexes to small apartment buildings with five units. Some larger ones exist along Pike Street, many of which have retail ground floor frontages.

NEIGHBORHOOD PATTERNS

KEY RENOVATION PROJECTS

The Center for Great Neighborhoods has supported the incremental renovation of several properties in the neighborhood. Jackson Square's rich heritage is not only critical for its continued and growing value proposition but provides a number of opportunities for the Catalytic Fund to match families and boutique developers to renovation projects.

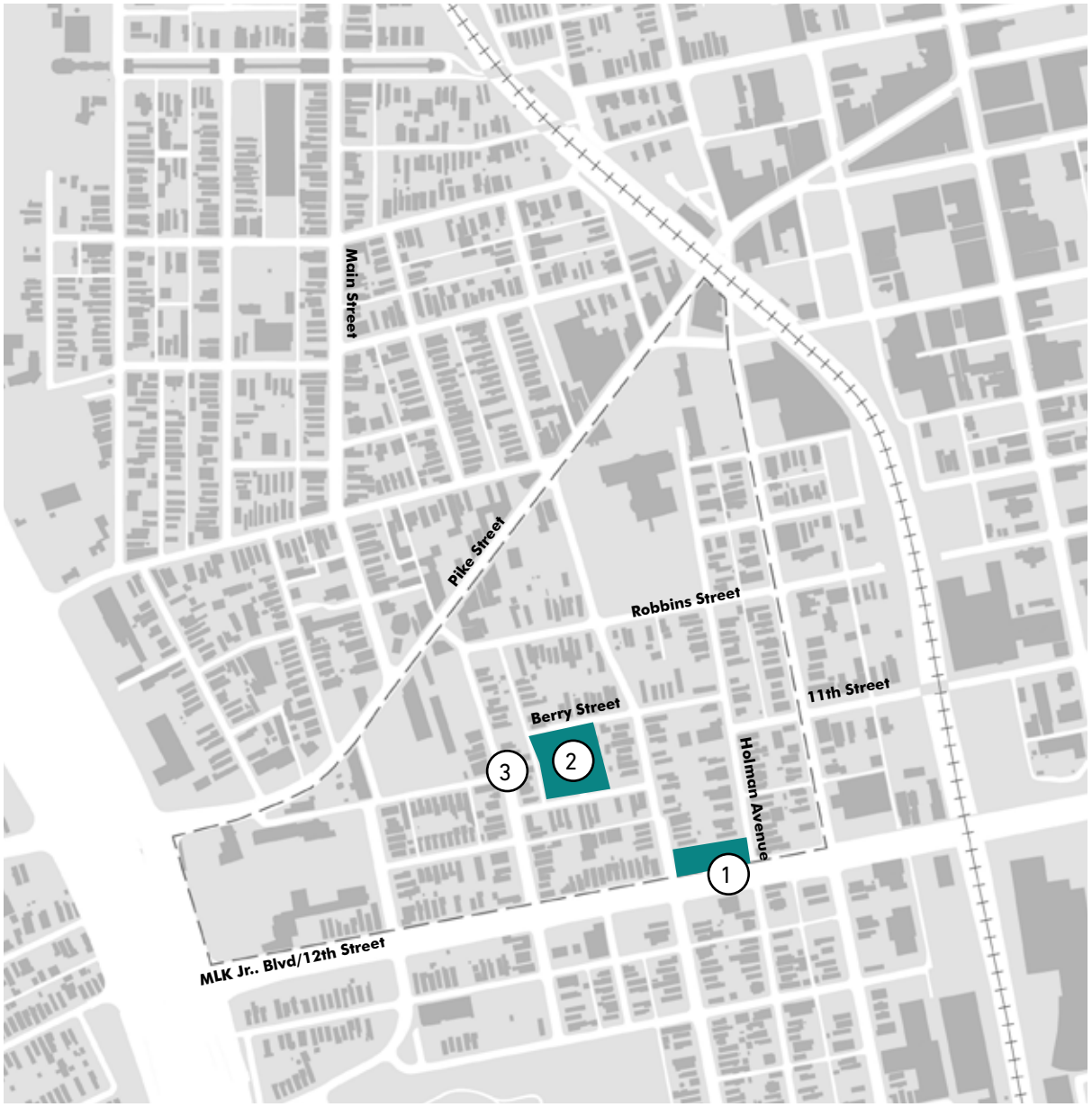
DEVELOPMENT

12TH AND BANKLICK STREETS

Within the broad potential for Jackson Square, there exist three critical sites for early-stage development. The City of Covington owns a critical mass of sites at the heart of the neighborhood and select other sites may be acquired by the Catalytic Fund or the City to further drive development.

KEY DEVELOPMENT INITIATIVES

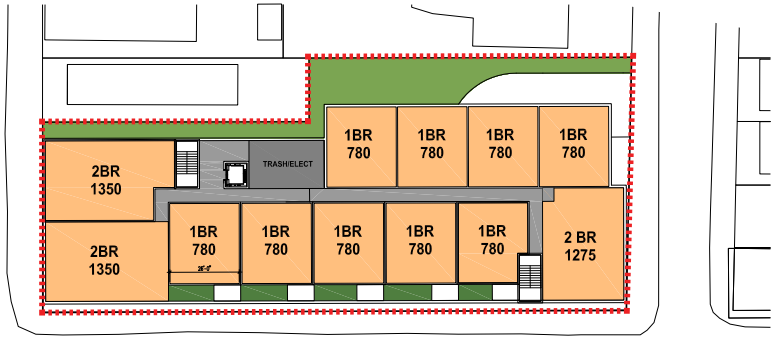
1. 12th and Banklick Site
2. Orchard Park
3. Lee Street and 11th Street Site



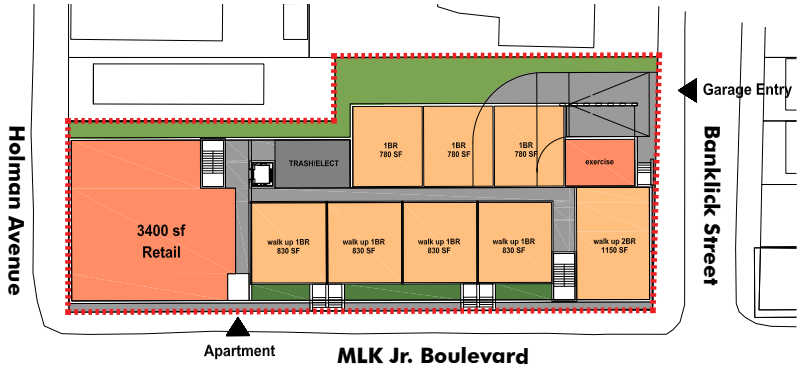
DEVELOPMENT

M.L.K. JR.. BOULEVARD & BANKLICK STREET

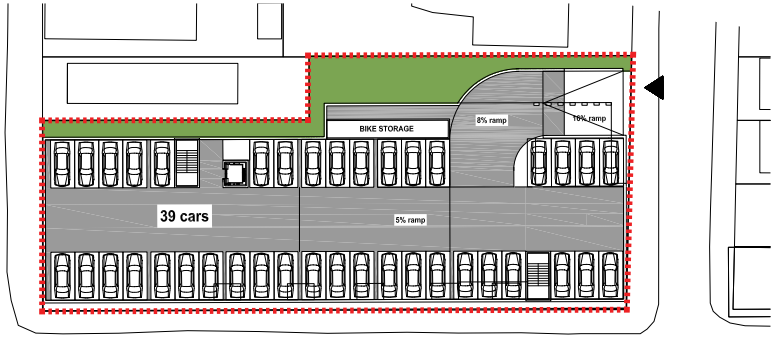
This site is the last remaining large undeveloped site on the north side of M.L.K. Jr. Boulevard within the neighborhood. A number of different configurations for the site exist that can support a medium-density development on this site by combining adjoining property on either Holman Avenue or Banklick Street. The proposed development is three stories with ground level retail space at the M.L.K. and Holman intersection. Parking is provided a half story below grade. Front stoops are located along M.L.K. to create a pedestrian friendly sidewalk experience.



Second floor



Ground floor



Underground parking

DEVELOPMENT

DEVELOPMENT

ORCHARD PARK

Orchard Park is an important catalyst for future development. Sensitive reinvestment in these properties is key to preserving the character of the neighborhood. East of Lee Street, detached single-family town houses are proposed to respond to their context. At the center of this site, Orchard Park is preserved as public outdoor space; The management of this open space will be decided as development occurs. The open space may be directly tied into Lee Street through a courtyard between existing buildings.

DEVELOPMENT

LEE STREET & 11TH STREET

The corner of Lee Street and 11th Street is a key site for Jackson Square in that it has visibility and access from Pike Street to the north, MLK Boulevard to the south and to Main Street to the west. The kink in the street at the intersection allows for intimate destination food and beverage coupled with additional single and multi-family residential uses. Key to the development is a courtyard space between the two buildings on the east side of Lee at the end of 11th Street. This can be an excellent outdoor dining area and portal to the green at Orchard Park.

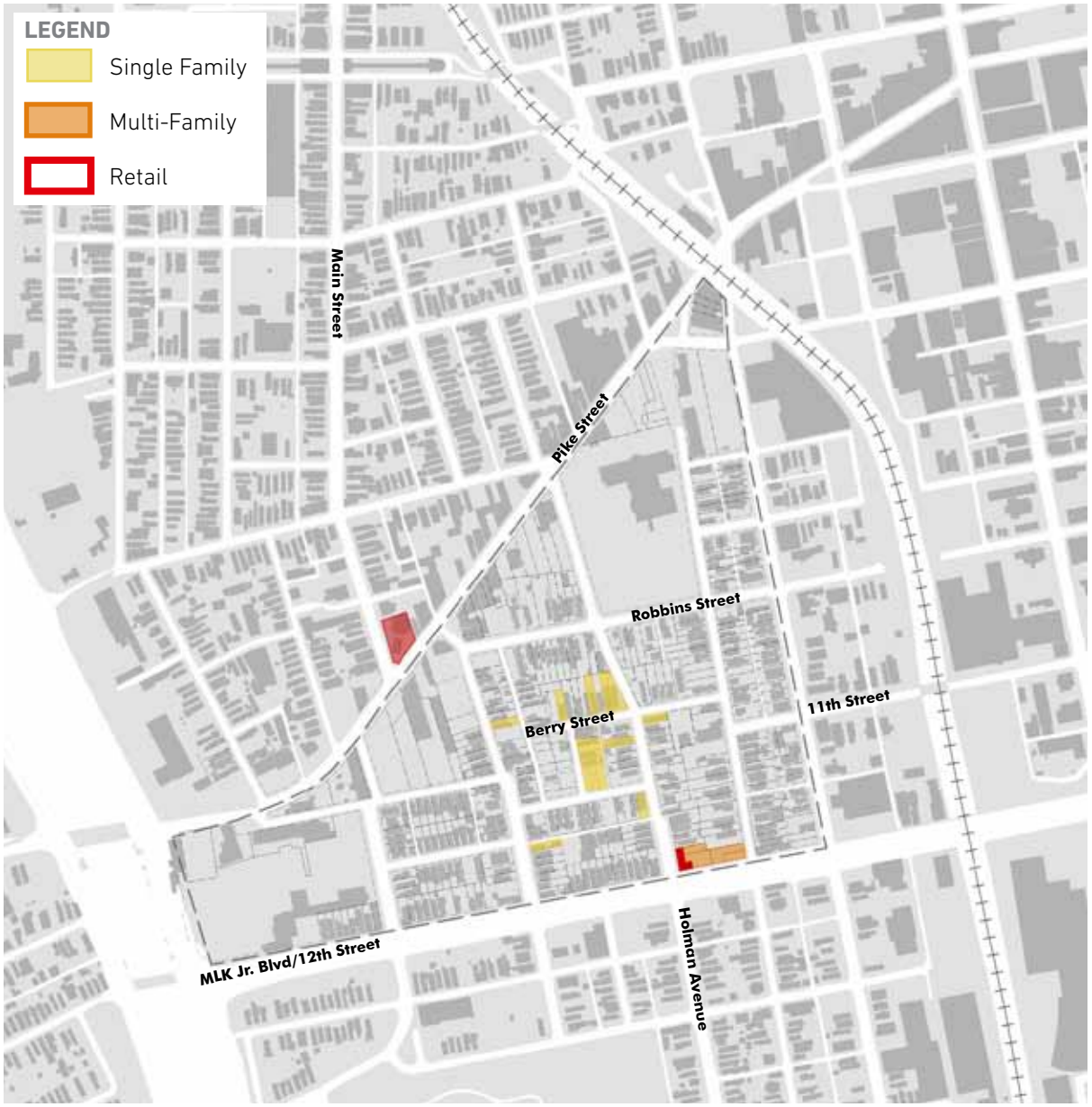
DEVELOPMENT

The courtyard between 1040 and 1100 Lee Street has the potential to become a memorable dining experience and portal into the Orchard Park green space.

DEVELOPMENT

NEIGHBORHOOD LAND USE AND ADDITIONAL SITES

The neighborhood's land use supports a number of opportunities for development that may be undertaken as a result of or concurrent to the ongoing development efforts in the neighborhood described above. The project types range from adaptive reuse and rehabilitation projects to larger, mixed-use developments.



MARKET POSITIONING

INTRODUCTION

Dinn Focused Marketing (DFM) began with the household trade areas, metrics and profiling approach of June 2014 when first engaged to assist the Catalytic Development Fund in the visioning of Jackson Square as an updated urban neighborhood. All data was from June 2014 without update, though the market has seen little movement in householder or housing product since. The focus was to model the Jackson Square market draw and forecast the optimal housing product and experience to serve that draw over 15 years.

HOUSEHOLD PROFILES

DFM began with Tapestry® market segmentation data provided under license from ESRI®, their national survey of households that merges a wide range of demographic, spending, technology, public-realm and lifestyle data into 67 segments. Jackson Square and the surrounding neighborhoods within a 12-minute drive were scanned for these segments to become the basis of a Jackson Square market demand model under a customized, three segment approach (see Figure 1):

The Upscale These neighbors are the combination of three Tapestry segments, the Exurbanites, the Prosperous Empty Nesters and the Enterprising Professionals. A fourth segment, the In Style, was considered, yet deemed a transition or "upper bridge" segment with the next profile. DFM then combined the first segments with 50% of this bridge segment to qualify 4,800 adjacent 2104 householders that would become 11% of the total market draw.

The Upscale are the oldest households with a median age of 45. Their median household income is $73,100, half above and half below, with a median net worth of $230,400, some 40% single householders and 48% in professional and management careers. In today's housing market and mortgage underwriting conditions, they would have qualifications for a median home purchase of $322,000 or a median rental lease of $1,590 per month. Their national penchant for housing is 76% ownership and 72% detached product. These households will be most drawn to detached or town home product of upgraded finishes and attached parking.

The Unbound These neighbors are mobile, less affluent and in much greater concentrations surrounding Jackson Square, a combination of the Tapestry segments the Laptops & Lattes, the Metropolitans and the Old & Newcomers. When their counts are combined with the lower half of the In Style above plus half of a second "lower bridge" segment of the Metro Renters, there are 19,600 adjacent 2014 householders and 45% of the total draw.

The Unbound are younger at a median 37 years. Their median income is $52,800 with a median net worth of $44,400. Some two-thirds are single and households are smaller. Over half are in professional and management careers. They will typically qualify for median purchase price points of $212,000 and median monthly rents of $1,240. Some 57% prefer renting versus owning their home, while 62% would prefer attached housing. These households will have the widest draw toward housing product, from more affordable detached (new and rehab) home to all of the attached housing offered. They will align with both upgraded and standard finishes. Convenient parking is a concern, though they have fewer cars.

The Upcoming As the name implies, these households are newly formed and early in their life station with the potential for the greatest impact on Jackson Square. They are formed by the three segments of the Aspiring Young Families, the Young & Restless and the Great Expectations, along with the remaining half of the "lower bridge" segment the Metro Renters above. This creates 19,300 adjacent 2014 households that become 44% of the total draw.

The Upcoming are the youngest households with a median 33 years and the least affluent with $38,500 in median income and $15,200 in median net worth. Some 61% are single and about a third are beginning professional or early management careers. With less buying power, their median purchase price point is $151,000 and they qualify for median monthly rents of $970. Based upon career mobility and these buying metrics, some 60% rent their home and 56% will prefer attached housing, all at lower housing values and experiences. Parking is less important. They will most align with attached product of standard finishes and would likely be the first to engage in rental housing.

MARKET POSITIONING

Together, these three profiles create an adjacent demand pool of nearly 43,700 households, qualifying a third of all the households within 12 minutes. They become the proxy market demand for Jackson Square housing on the immediate horizon and over the next 15 years. Their connection to Covington and housing preference/ buying power can then be cast into the Jackson Square master planning to better inform the direction for existing, rehab and new housing.

Figure 1

	Housholds in 12min	Annual HH Growth	Houshold Size	Median HH Age	Single Share	Median HH Inc	Median Net Worth	Prof & Mgmt	Sales & Service	Owner Share	Rental Share	Detached Housing	Attached Housing	Home Built last 15yrs
The UPSCALE *Frank and Susan have roots in NKY and an accomplished household now growing smaller with many personal and professional opportunities on their horizon.*														
Currently	**4,800**	**0.61**	**2.44**	**44.5**	**40%**	**73,100**	**230,400**	**48%**	**25%**	**76%**	**24%**	**72%**	**28%**	**15%**
5yr proj	5,100	1.00	2.40	45.0	40%	76,800	242,000	50%	23%	74%	26%	70%	30%	12%
15yr trend1	5,300	0.65	2.20	47.0	45%	84,100	253,500	55%	24%	70%	30%	68%	32%	17%
15yr trend2	5,600	0.75	2.20	47.0	47%	95,100	299,600	58%	26%	74%	26%	65%	**35%**	20%
						Median Buying Power:	322,000			Housing Alignment:	Detached, Rowhouse, Clustered			
						Median Leasing Power:	1,590.00	*per month*		Hybrid Occupancy:	Low consideration			
The UNBOUND *Jordan is moving up in the changing professional landscape, now more mobile and connected to a spectrum of work and personal interests with newfound discretionary buying power.*														
Currently	**19,600**	**0.59**	**2.01**	**36.9**	**67%**	**52,800**	**44,400**	**51%**	**27%**	**43%**	**57%**	**38%**	**62%**	**12%**
5yr proj	21,700	2.00	1.95	38.0	68%	56,500	46,700	50%	28%	42%	58%	36%	64%	10%
15yr trend1	25,200	1.50	1.80	35.0	72%	60,800	48,900	48%	28%	40%	60%	35%	65%	15%
15yr trend2	26,500	2.00	1.80	35.0	72%	68,700	57,800	50%	30%	36%	64%	30%	**70%**	20%
						Median Buying Power:	212,000			Housing Alignment:	Clustered, Live-Work, Apartment			
						Median Leasing Power:	1,240.00	*per month*		Hybrid Occupancy:	High consideration			
The UPCOMING *Sarah is moving from her parents' with a new mid-manager position at a tech start-up with little experience in older neighborhoods, home finance and job cycles.*														
Currently	**19,300**	**0.39**	**2.25**	**33.0**	**61%**	**38,500**	**15,200**	**32%**	**32%**	**40%**	**60%**	**44%**	**56%**	**10%**
5yr proj	20,300	1.00	2.10	32.0	63%	40,500	16,000	31%	35%	38%	62%	40%	60%	7%
15yr trend1	21,900	0.75	2.15	30.0	65%	43,200	16,800	28%	37%	35%	65%	35%	65%	10%
15yr trend2	22,500	1.00	2.10	29.0	67%	47,000	18,300	30%	40%	35%	65%	30%	**70%**	16%
						Median Buying Power:	151,000			Housing Alignment:	Live-Work, Apartment			
						Median Leasing Power:	970.00	*per month*		Hybrid Occupancy:	Medium consideration			

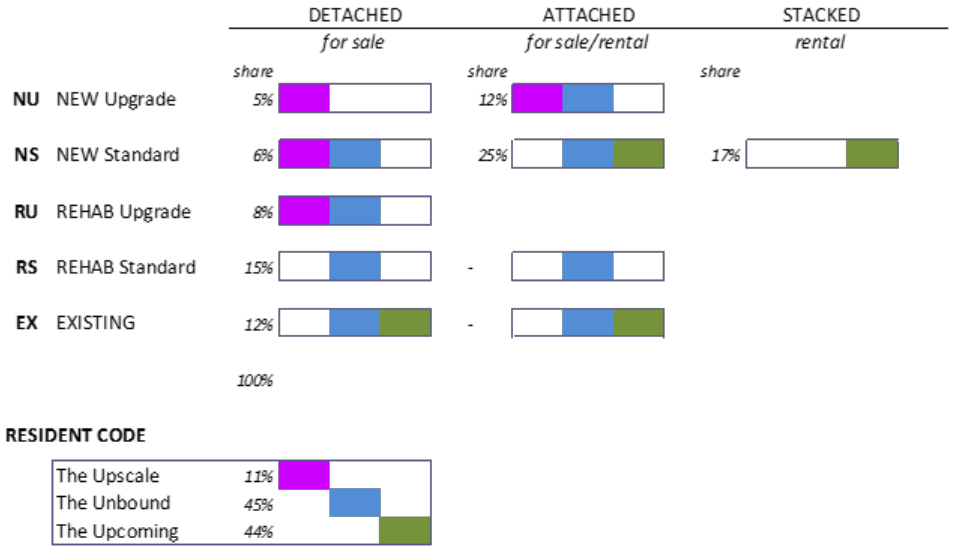
Note: all data from Esri June 2014

MARKET POSITIONING

MARKET-TUNED HOUSING SUPPLY MODEL

DFM begins the supply modeling by establishing several product definitions and baseline boundaries, to include the targeted households above, the range of product delivery (existing, rehab or new), the range of product type (detached, attached or stacked) and the form of occupancy over the near term (ownership or leasehold interest).

The modeling is best appreciated graphically (see Figure 2) to view the mix of existing and new housing choices that should develop with the Jackson Square master plan execution, an inventory and threshold price points (as of today's market) that would best serve the market pool above.



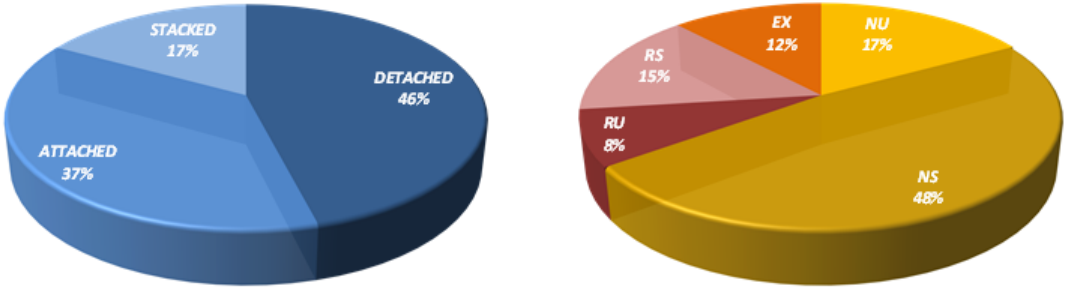


Figure 2

MARKET POSITIONING

The following table depicts the product modeling for detached homes, an estimated 46% of stock:

Housing Delivery	Housing Share	Occupancy	Price/Lease Point	Households
NU: New Upgrade	5%	Owner	$300,000-$450,000	5% Upscale only
NS: New Standard	6%	Owner	$220,000-$340,000	2% Upscale and 4% Unbound
RU: Rehab Upgrade	8%	Owner	$180,000-$250,000	2% Upscale and 6% Unbound
RS: Rehab Standard	15%	Owner	$150,000-$190,000	15% Unbound only
EX: Existing Stock	12%	Own/Lease	$120,000+/$500+	3% Unbound and 9% Upcoming

The following table depicts the product modeling for attached homes, an estimated 37% of stock:

Housing Delivery	Housing Share	Occupancy	Price/Lease Point	Households
NU: New Upgrade	12%	Own/Lease	$190,000+/$1,100+	3% Upscale and 9% Unbound
NS: New Standard	25%	Own/Lease	$150,000+/$900+	8% Unbound and 17% Upcoming
RS: Rehab Standard (as available)	as above			
EX: Existing Stock (as available)	as above			

The following table depicts the product modeling for attached/stacked homes, an estimated 17% of stock:

Housing Delivery	Housing Share	Occupancy	Price/Lease Point	Households
NS: New Standard	17%	Leasehold	$850-$1,200	17% Upcoming

MARKET POSITIONING

COVINGTON HOUSING SUPPLY MODEL

DFM accessed the customized housing data obtained for the Catalytic Fund from CoreLogic® under and extended license. This allowed an assessment of the housing history and character at Jackson Square and the surrounding eight US Census tracts that make up northern Covington. The dataset provided metrics on some 6,162 housing parcels, from single-family homes to multi-family apartments.

The Covington housing stock primarily single-family homes and then small 4-8 unit apartments that are considerably old per Figure 3 to the right.

The height of this once-vibrant Riverfront market was in the early 1900's before the Great Depression. Since then, the additional housing stock added has been modest in the ensuing market and economic cycles; the same relative small numbers of housing were added pre- and post-WWII, the surging 50's and 60's and the ten years leading of more cyclic housing markets in the 80's and 90's. Very little housing was added in the 70's. Of course, housing is regularly renovated and a portion has become commercial in its use as the neighborhoods follow their growth cycle.

When the for-sale housing stock of single-family detached, single-family attached (condominium and town home) and duplex/triplex product is considered, their distribution of values can be seen below in Graphic 4, first with all for-sale housing, then with attached housing isolated. The value metrics were provided by CoreLogic® using Automated Valuation Model (AVM) data rather than assessed values.

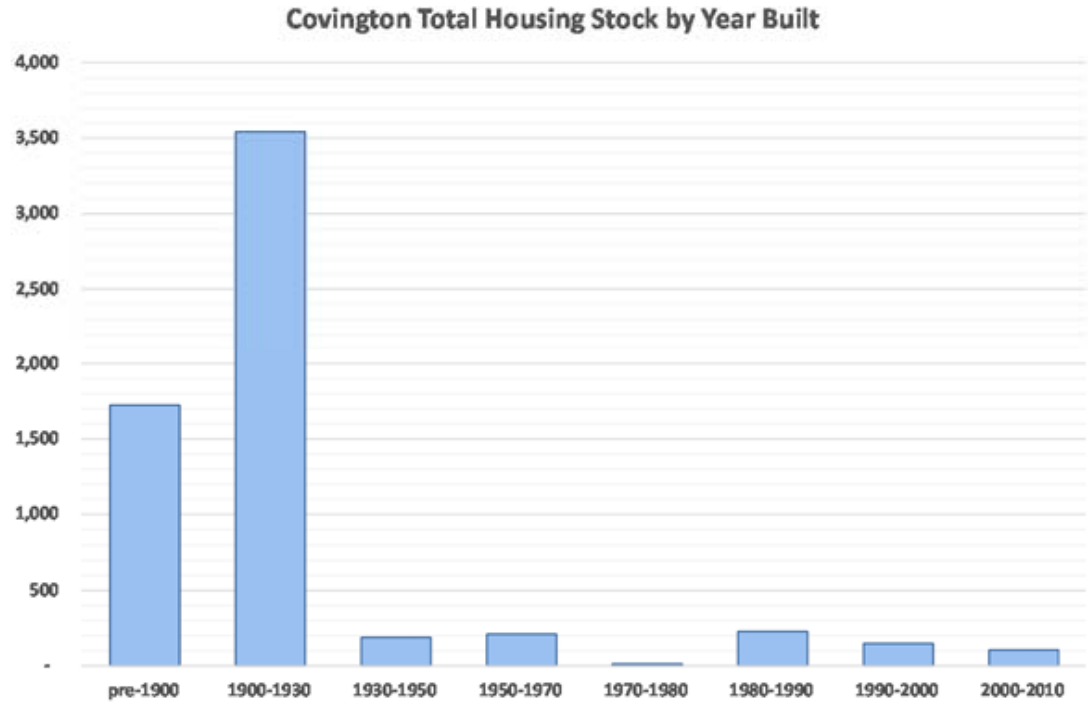
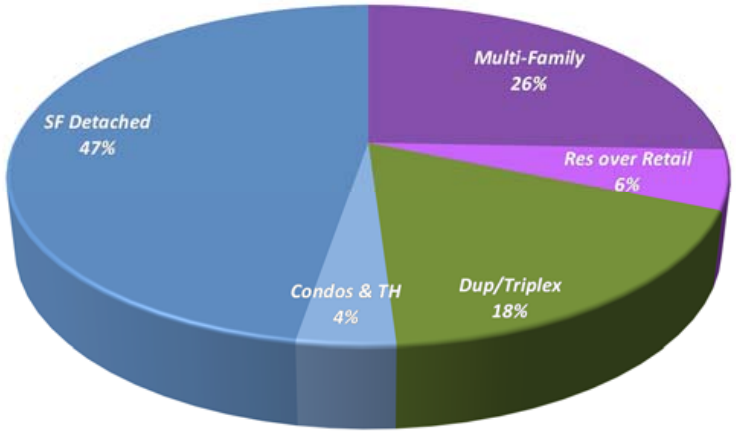


Figure 3



MARKET POSITIONING

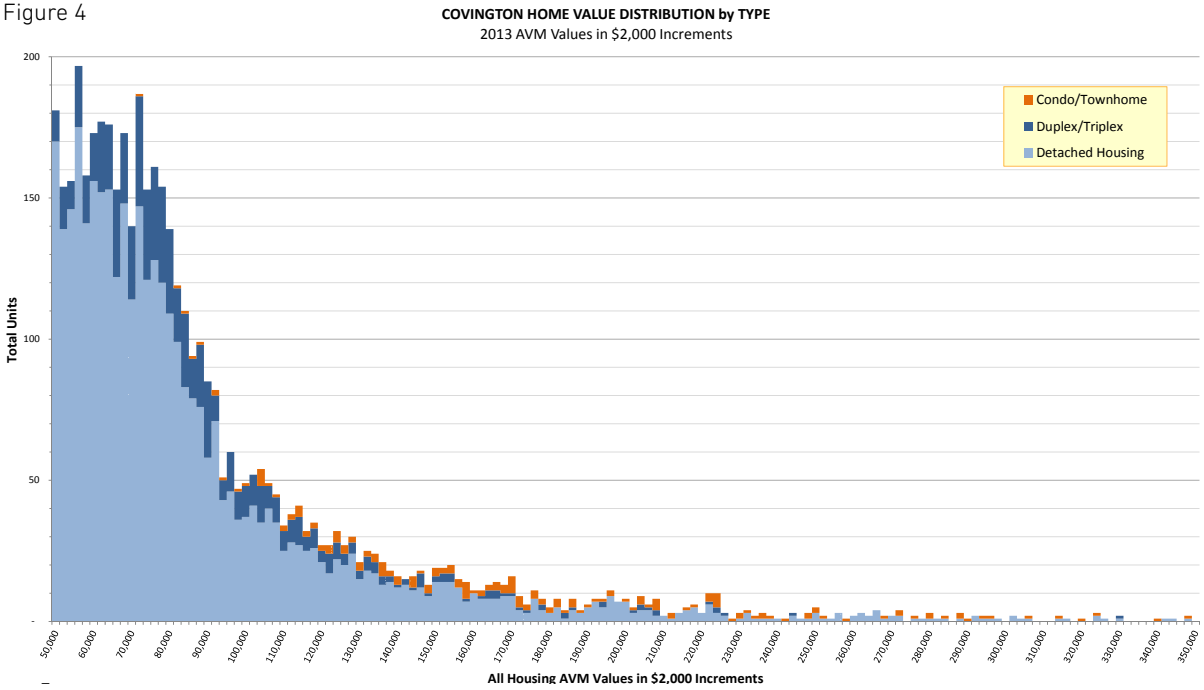
Clearly, the current surrounding housing supply favors older detached and duplex/triplex product with values predominately under $100,000. A smaller second segment for both is seen in values of $100,000-$175,000. The relatively newer condominium and town home housing (shown in overlay above) has a small presence as 4% of housing and yet demonstrates a value range from $100,000 to $300,000 in sparse market activity. This Covington housing supply data bolsters the master-planned mix of new and rehab housing proposed in the housing assessment to the right.

NEIGHBORHOOD AMENITIES AND EXPERIENCES

DFM believes that the demand for connected housing was pushed away from Covington in since WWII and established a "perimeter" of sustained household vibrancy in surrounding neighborhoods, to the household profiles and demand modeling above. Jackson Square has to opportunity to reconnect these third-generation households back to the Riverfront with a branded, thoughtful neighborhood experience.

The market-optimal housing mix above is aligned with adjacent household profiles that expect more than affordable structure. Future Jackson Square vibrancy will be tied to a new emphasis on neighborhood and lifestyle connection. In the realm of neighborhood amenities, these are not simple recreation features; instead, the amenity package is a series of uses and boundaries that support a wide range of lifestyle. DFM suggests that thought and resources be deployed toward:

Figure 4

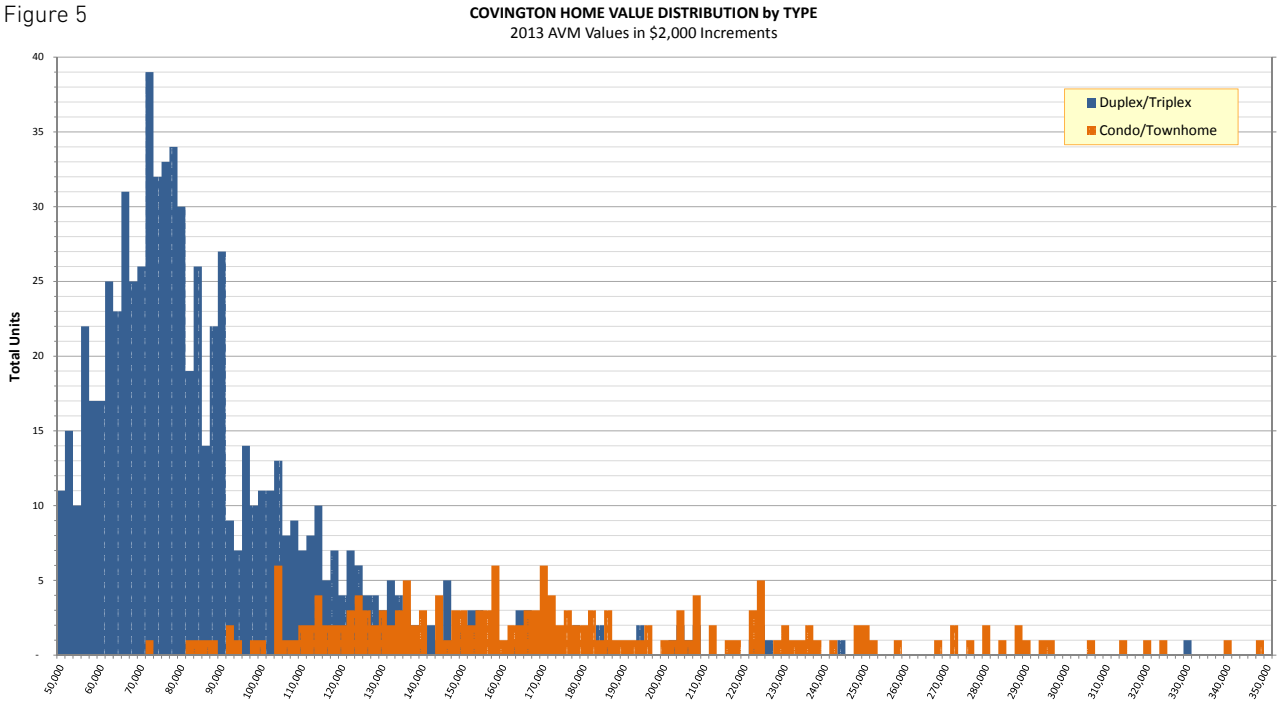


MARKET POSITIONING

- Design standards for landscape, streetscape and lighting, those buffers and "edges" that define the Jackson Square community
- Construction practices, entries and debris areas that minimize the impact on residents
- Visible branding during rehab or construction; e.g., solid construction fencing with painted graphics that allude to the pending lifestyle of each new phase
- Upgraded technology that allows residents and guests seamless internet and future technology access, camera surveillance and safety systems
- Include a police substation in the first phase to offer an ongoing neighborhood presence
- Clever use and promotion of pocket parks and public "seams" for resident interaction
- Outdoor spaces designed to accommodate bicycles, dogs and sunflowers
- Underground improvements that upgrade utilities, correct drainage and allow future uses
- Centralized resources for parking, sales and leasing center, festival space and passive recreation

Lastly, the plan for experienced-based retail is an over-arching amenity for Jackson Square. The DFM household profiles above indexed high for discretionary income, younger householders, resident mobility and personal interaction. These householders are forming and living just minutes

Figure 5



away from Covington with a penchant for the new. Their first engagement with Jackson Square will be while under renovation or construction, hence the emphasis on high visibility and centralized sales/leasing. New residents become Jackson Square ambassadors in their social and professional circles.

By planning for purposeful, open experience-based retail, whether informal "yard" space or regular "festival" street experiences, the changing tastes of retailer and user can better serve the community. Rather than plan the retailers in the classic sense of storefront and leaseholder, the master-plan should anticipate softer guidelines, financial incentives and retail practices that attract the most market relevant retailers. Another ground-floor retail space for a Pilate's studio that is vacant in a year is of little value. A Pike Street "festival" strip to accommodate food trucks and casual events is inherently valuable and over the growth curve of the revitalized Jackson Square.