



The B.O.L.T. Innovation Center

Business Opportunity Learning & Technology Innovation Center

Development Committee - NRPC

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Part 1: Introduction

Why The BOLT Innovation Center?

The BOLT Innovation Center is an economic and workforce development initiative. Its core focus is to create opportunities for diverse entrepreneurs to start and grow businesses while providing a space for workforce development, innovation and community events. It builds on Northmont's existing strengths and competitive advantages to grow the next generation of businesses and a well-trained workforce. The BOLT Innovation Center aims to be a place that lowers barriers of opportunity to a diverse pool of entrepreneurs. It will bring together dozens of early-stage businesses under one roof in a space that offers a built-in customer base, affordable rents, and support services.

The BOLT Innovation Center will house the Workforce Innovation Hub (WIH). The WIH will be a workforce development center in collaboration with Ohio Means Jobs, Learn to Earn Dayton, Sinclair Community College, University of Dayton, Wright State University and local businesses around the region. It will focus on innovation in the northern Dayton area and developing workers who are ready to fill needed positions in the region.

The BOLT Innovation Center will become a cherished community destination. The BOLT Innovation Center will serve the greater Northmont area consisting of not only the communities that make up Northmont, the cities of Clayton, Englewood, Union, the Village of Phillipsburg and the northwest part of Clay Township, but also our surrounding communities of Brookville, Trotwood, West Milton, Vandalia, Butler Township, Huber Heights, Tipp City, Troy and more.

The BOLT will not only bring together entrepreneurs, established businesses, innovation, and workforce development, it will also feature indoor and outdoor event space where



The Bolt Innovation Center Business Plan

Draft Update: February 2024

businesses, community groups and individuals can host community events, music, festivals, craft markets, community classes, children’s activities and public art.

Along with this event space, The BOLT will offer cloud kitchen space for local chefs to hone their craft and have the opportunity to provide cuisine for the events taking place at the center.

The BOLT creates a powerful catalyst for entrepreneurship, as well as a unique and inviting community space that will become one of Northmont’s beloved destinations for residents and visitors alike.

Business Plan Purpose

The intent of this BOLT Innovation Center Business Plan is to guide decisions by the Northmont Chamber Foundation in the implementation of the project. It is also intended to provide information to potential vendors, project partners and project investors about how The BOLT Innovation Center will be built and operated.

Project Research

In 2021 the Northmont Regional Planning Commission was formed. NRPC consists of a taskforce of the Northmont Area Chamber of Commerce, Northmont City Schools, Miami Valley Career Technology Center, Sinclair Community College, and the Northmont area’s largest employers. A SOAR analysis (Strengths, Opportunities, Aspirations, and Risks) was completed by the taskforce as a first step into understanding the region and what could be accomplished moving forward.

The SOAR analysis identified key opportunities for the Northmont area. Two that rose to the top were the need for a community-based space for events and entrepreneurs, as well as workforce development.



The Bolt Innovation Center Business Plan

Draft Update: February 2024

NRPC has conducted a survey of Northmont residents to gauge their interests and wants in the area and will be conducting the following surveys of Northmont area small businesses and community members to determine the proper mix of businesses and events for The BOLT Innovation Center and Northmont Innovation District.

1. Feasibility study through a third party consulting firm
2. Vendor cultivation and market research
3. Huff Gravity Model

NRPC's next step was to develop The BOLT Innovation Center Implementation Strategy. This strategy lays out five "Work Elements" necessary for the project to move forward:

Five Work Elements of the Implementation Strategy:

1. Governance/Operations
2. Funding
3. Design
4. Vendor Development
5. Outreach and Momentum Building

- 1.) As part of the Governance and Funding element, the Northmont Chamber Foundation 501(c)3 was formed. The Northmont Chamber Foundation is a child organization of the Northmont Area Chamber of Commerce. The Northmont Area Chamber of Commerce was established in 1976 and has been a cornerstone leader of the Northmont area since. The mission of the Northmont Chamber Foundation (NCF) is to actively promote and engage in educational, workforce, community and economic development in the Northmont area, making Northmont an attractive place to live, work, learn, and raise a family.



The Bolt Innovation Center Business Plan

Draft Update: February 2024

- 2.) Both private and public funding will be secured through the Foundation for the project.
- 3.) The Foundation reviewed multiple sites in the area before settling on a permanent location for The BOLT Innovation Center. From a design standpoint the Foundation is partnering with App Architecture. The foundation has received proposals from urban planning, environmental and engineering firms for the following studies on the site:
 - a.) Phase 1 environmental site assessment
 - b.) New construction, topographic, and boundary survey engineering studies
 - c.) Geotech study
 - d.) Master planning of the innovation district surrounding The BOLT
- 4.) The Foundation will continue hosting Town Hall meetings with the Northmont public in order to garner public opinion and interest. In 2023, two public forums were held. These forums showed positive feedback from the community.
- 5.) Burges & Burges Strategist, a private consulting firm has been contracted to perform a feasibility study and Huff Gravity Model for The BOLT. Burges & Burges Strategist will also be sending out vendor interest forms to the over 1000 small businesses in the Northmont area. A large number of these small businesses are at-home businesses with no physical business location. Once surveys are completed the foundation will compile interest and present these to the Foundation board.
- 6.) The Foundation is also working with the University of Dayton marketing program to build a marketing strategy through their Marketing Capstone course.



Part 2: Project Location

The BOLT Innovation Center will be located south of Northmont High School. The BOLT will be built as part of a public/private partnership.

The selection of the site was made in 2023 after analysis of the surrounding communities and opportunities for growth.

The site selection was based on several factors:

- **Opportunity for Public/Private Partnership** - Current plans call for the BOLT Innovation Center to be built as part of a multi-use, public/private development of farmland south of the Northmont Middle School/High School campus. This development will be the Northmont Innovation District. This public/private partnership will maximize the impact of the community's investment. Being adjacent to the Northmont Middle School/High School campus will increase activity at the BOLT.
- **Visibility & Access** - The BOLT will be located prominently south of the Northmont Middle School/High School campus. This campus serves approximately 3,000 students on a daily basis along with their parents. National Road carries approximately 7000 vehicles per day. The BOLT will be visible from National Road and Crestway Road. Haber Road will be extended South from National and East from Crestway Road to provide access to the BOLT. This site is also accessible by bike trail and walking trail. This location is less than three miles from the Hoke Road exit on Interstate 70, a major cross country corridor. The center is also located less than ten miles from the Dayton International Airport.
- **Potential for Sales** - As part of The BOLT Center business plan, the Foundation will commission a "Huff Gravity Model" analysis to evaluate the sales potential of our



The Bolt Innovation Center Business Plan

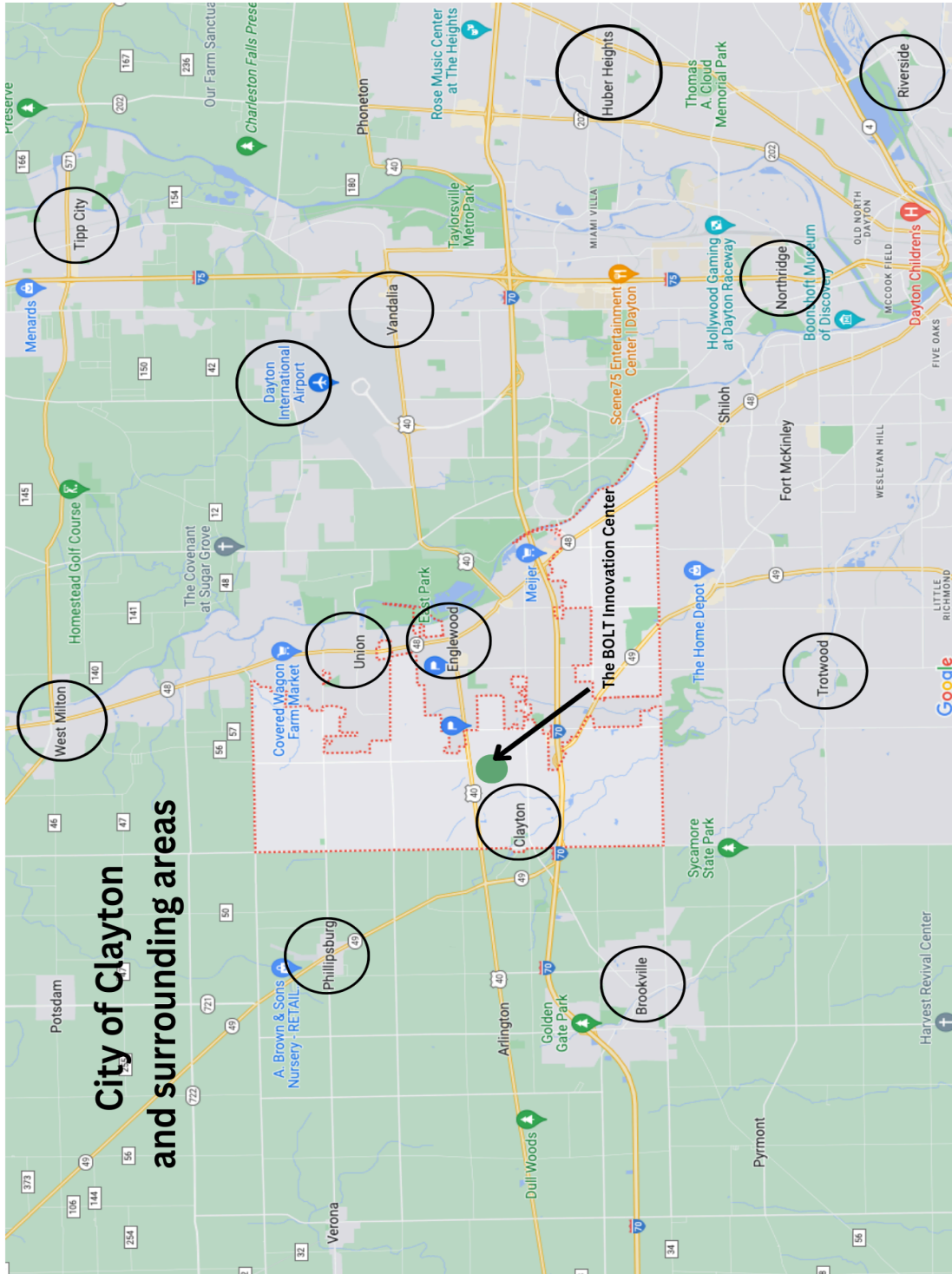
Draft Update: February 2024

location. Based on population density and spending patterns of people within different travel time distances to the site, the analysis will estimate the millions of dollars in annual sales at The BOLT.

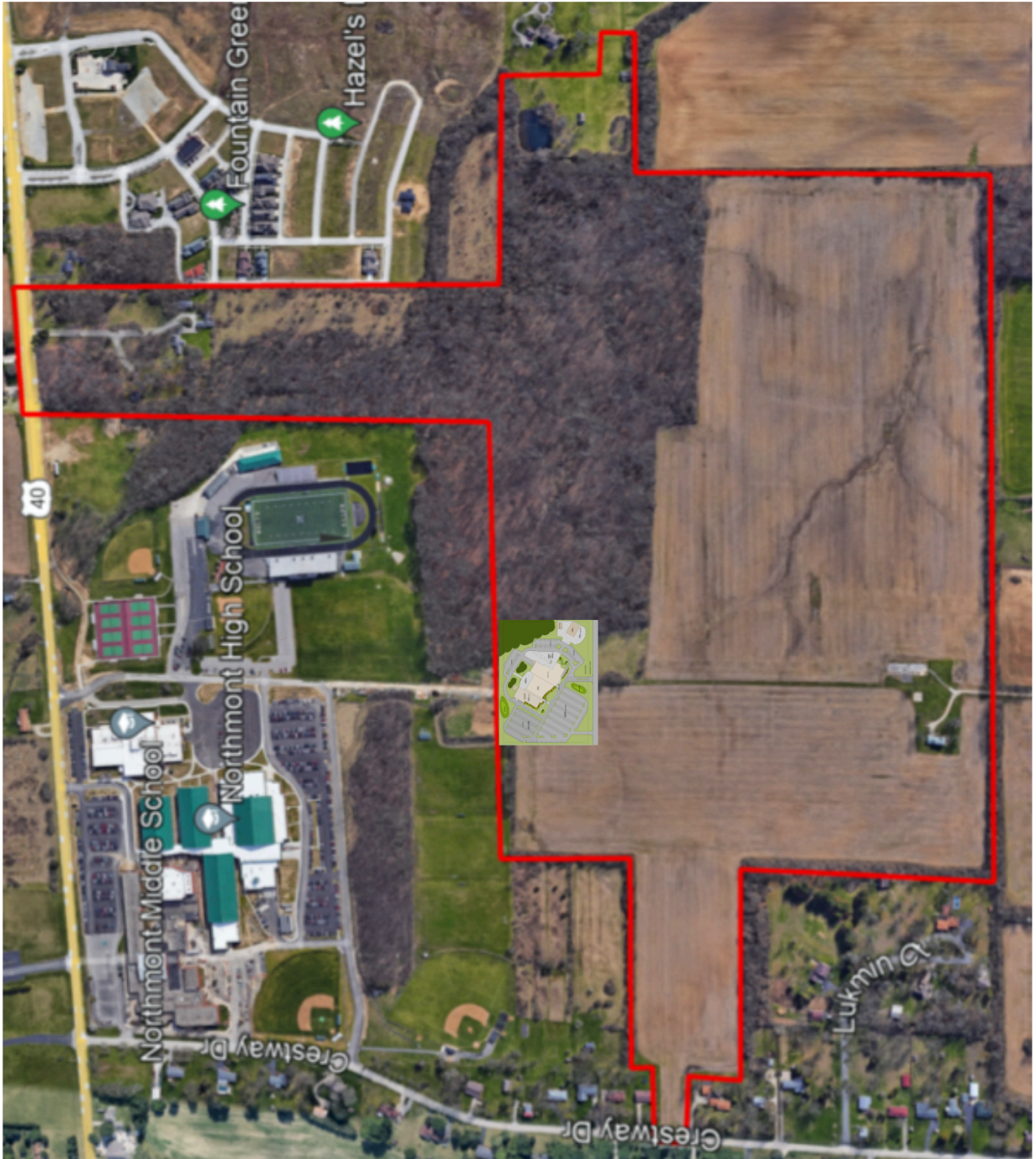
- **Site Size** - The BOLT Innovation Center parcel is 20 acres. This includes the center itself, an outdoor amphitheater, and a loop road for access and ample parking. The total parcel for the project is 138.5 acres, creating the Northmont Innovation District. The Foundation will work with developers to purchase the land and build the Master Plan of the Northmont Innovation District, allowing for growth and future projects on the adjacent land to The BOLT Innovation Center.

The Vision for the Northmont Innovation District is a place with bustling activity including events, community meetings, farmers markets, workforce development, inventing, entrepreneurship, walking and biking trails. These uses need ample space for trails, parking, trucks, loading docks, etc.

- **Connection to adjacent communities** - The BOLT Innovation Center is located in the City of Clayton. Clayton is centrally located between the City of Englewood, the City of Union, Clay Township, the Village of Phillipsburg, the City of Brookville, the City of Trotwood, the City of Vandalia, Butler Township, and the City of Dayton. The below map shows the City of Clayton limits as well as the adjacent municipalities.



The BOLT Innovation Center Site Orientation Map - Northmont Innovation District





Part 3: Building Program

The BOLT Innovation Center Building Program is the mix of uses that occupy space in the facility. The BOLT consists of the components below. The Site Plan in the next section depicts how these components will be laid out on the property.

The Marketplace

The Marketplace is the marquee space at The BOLT. The Marketplace accommodates several uses:

- **Permanent Vending Stalls** - The space offers small permanent vending stalls (10'x10'), larger permanent vending stalls (20'x10' or 20'x20') These spaces are designed for food sellers with full utility access. The stalls will be designed for flexibility. There will also be the same size stalls available to retail vendors. These stalls will not have hoods and full utility access. Overall this area consists of approximately 7,000 square feet of leasable space for vendors of various sizes.
- **Anchor Retail/Restaurant Spaces** - These larger spaces are for more established businesses interested in a larger footprint space at the marketplace. These spaces will be 500 to 3000 square feet and will function as semi-independent storefronts within the marketplace. Overall this area consists of approximately 5,000 square feet of leasable space for businesses.
- **Commissary Kitchen Space** - The Commissary Kitchen Space will allow food entrepreneurs to lease a space while growing their business. The space will also help support the Flex/Event space when larger events take place. The collaboration between the commissary kitchen and event space will allow caterers and restaurants to grow their brand following while not having the expense of a storefront. There is one commissary kitchen space of approximately 1900 square



feet planned. This space can be split into two separate kitchens to be used at the same time.

- **Farmers Market Plaza** - The Farmers Market Plaza is an outdoor covered space adjacent to the Marketplace, where pop-up markets can take place. The plaza will also allow some of the market's vendors the ability to sell product indoor and outdoor through the use of small roller doors that open to the plaza. The plaza will be utilized for events as well, such as festivals, winter markets and others.

The Event Space

- **Event Space** - The Event Space will be a large, open-span, flexible indoor space that can be used for temporary pop-ups, special events, indoor farmers markets, craft fairs, banquets, and other community uses. This space will host large indoor events, while being flexible enough to host smaller more intimate events. This will be accomplished through the use of modular walls to reconfigure the space. On a daily basis this space will be split into six (6) individual spaces for use. Once all walls are removed the space will accommodate up to 1300 people in theater format.
- **Outdoor Amphitheater**- The amphitheater will be used for concerts, theater productions and other community uses. This space will be semi-covered with grass seating, allowing for the community to come together.

The Workforce Innovation Hub

Working with local partners, the Workforce Innovation Hub provides a vital piece of workforce development in the Northmont area. Northmont has amazing opportunities for our citizens between Northmont City Schools, Miami Valley Career Technology Center and Sinclair Community College's Englewood Branch all located within our boundaries. Northmont is also within 25 miles of Wright State University and the University of Dayton. However, we can do more to help connect our community to the businesses located right



in their backyards. This is where the WIH comes in. The WIH will include programming focused on connecting people to job opportunities in the Northmont and surrounding areas. The components of the WIH include:

- **Collaboration Center** - The Collaboration Center will take advantage of the activity, resources, entrepreneurs, and energy of The BOLT Innovation Center to support connections throughout Northmont and surrounding communities. The space features a multi-tenant office space for small businesses and entrepreneurs. This includes leasable small office suites, as well as a shared community conference room, office services and other common areas. This space will bring together researchers, individuals, startups, innovators and accelerators all in one place.
- **Meeting Room** - The Workforce Innovation Hub includes a training room that can be flexibly scheduled and used for a variety of meetings - neighborhood associations, local business and non-profit meetings etc.
- **Job Center** - In collaboration with Learn to Earn Dayton, Ohio Means Jobs and Sinclair Community College, the space will include a Job Center/Computer Lab. This space will be an area where local employers can post jobs and local citizens can come to find them. The space will include resume building classes, professional help on applications, and a bank of computers to fill out online applications.
- **Office Space** - This space will be located on the second floor of the NWIH and will be leasable to larger employers who wish to be centrally located within The BOLT. This space will include office services, common areas and multiple small conference rooms.
- **Incubator/ Maker Space** - Space for community members to utilize innovative machinery and techniques they otherwise might not have access to. In an effort for innovation equity this space will provide tools such as a sound booth for audio recording and editing, video recording and editing equipment, art studio, 3D printers, vinyl printers, carpentry equipment, robotics, CNC, and computer equipment. The list of equipment for the space is currently being crafted to



represent the needs of the community. Space will also include rentable lockers and cages for storage of projects and equipment. The maker space will also house a designated space for our local employers, such as our Advanced Manufacturing partners, to bring in equipment in order to train employees. Working with these businesses will allow the businesses to continue uninterrupted production and services while training new talent. This space will also allow our businesses the opportunity to showcase what they do to the students and community to further career exploration and opportunities.

Outdoor Plazas

Multiple outdoor plaza spaces are planned for The BOLT. These spaces provide different experiences and opportunities. The market plaza, or farmers market plaza, is the marquee outdoor gathering place on site. The plaza will include events, outdoor markets, music and other activities. Another outdoor plaza space planned for The BOLT is an outdoor amphitheater. This space will be utilized for outdoor concerts, plays and other activities.

Parking

Parking will be provided surrounding the entirety of The BOLT Innovation Center. A ring road surrounding the Center is planned with parking available in five lots. The chart below outlines the lots and available parking in each. There will be a total of 785 spaces combined.

Lot Number	Number of Spaces available
1	176
2	445
3	46
4	62
5	56



Total spaces available:	785
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Support Spaces

A series of support systems and services has been planned within The BOLT Innovation Center to facilitate the needs of all vendors in an efficient manner.

- **Loading** - Vendors have a wide variety of delivery and servicing requirements. Multiple loading areas will be provided for vendors to accommodate a variety of truck sizes. The priority is providing infrastructure space for loading (indoor and outdoor) that is ample and flexible.
- **Trash and Recycling** - Vendors will be responsible for separating and bringing all waste and recycling items to the centralized handling area in the loading area. Separate bins will be provided for recycling and non-recyclable materials.
- **Storage** - A centralized cold and dry storage facility is planned within the Market Hall. While some of the permanent spaces can store product within their leased space, most of the smaller stalls will require additional storage.
- **Utilities** - The BOLT Innovation Center will be designed with a flexible utility grid providing electricity, water and gas to permanent tenant spaces. Different types of vendors will have widely varying utility needs. The design will be focused on flexibility.

The following chart is a summary of the building program for The BOLT Innovation Center.



The Bolt Innovation Center Business Plan

Draft Update: February 2024

Building Program

Marketplace	Units	SF/Unit	Total SF
10'x10' stalls	16	128	2,048
20'x10' stalls	8	230	1,840
20'x20' stalls	3	460	1,380
20'x20' stalls	4	469	1,876
Restaurants/Cafe	1	3,020	3,020
Large Storefront	3	1,001	3,003
Small Storefront	4	500	2,000
Commissary Kitchen	1		1,958
Support Spaces			16,805

Leasable Subtotal	40		17,125
Total Space			33,930

Event Space	Units	SF/Unit	Total SF
Flex/Event Hall	1	15,252	15,252
Support Spaces	1	12,998	12,998

Subtotal	2		28,250
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Workforce Innovation Hub	Units	SF/Unit	Total SF
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The Bolt Innovation Center Business Plan

Draft Update: February 2024

Computer Lab	1	288	288
Leasable Large Office Space Floor 1	4	250	1,000
Leasable Small Office Space Floor 1	2	158	316
Huddle Rooms	4	100	400
Shared Work Room	1	249	249
Training Room	1	510	510
Conference Room	2	234	468
Leasable Office Suite Floor 2	2	3,002	6,004
Leasable Office Suite Floor 2	1	4,743	4,743
Leasable Office Suite Floor 2	1	1,509	1,509
Incubator/Maker Space	1	8,500	8,500
Chamber of Commerce Offices	1	3,065	3,065
Support Spaces			13,698

Subtotal Leasable space	21		22,932
Total Space			36,630

Total Enclosed Space			98,580 SF
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Grossing Factor	12%		110,410 SF
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Part 4: Site Plan & Architecture

Design Principles:

The design is driven by The BOLT Innovation Center Building Program described previously. The goal of the design is to create a BOLT Innovation Center that is financially viable and that fulfills the overall objectives of the project. With this in mind there are several key principles and philosophies guiding this design.

- **Simple, Affordable, Modest** - The vision is to create a community-oriented center that is accessible to the community and affordable to vendors. The building will be designed with affordable, durable materials to create a simple building designed to last.
- **Mix of Indoor/ Outdoor Places** - With the planned outdoor plaza areas, The BOLT will blend indoor and outdoor events encouraging activities to flow from the indoor space out into the plaza spaces.
- **Inclusive and Welcoming** - The BOLT Innovation Center has been designed to be welcoming to everyone. The center is easily accessible by Northmont students by being located within a short walking distance of the Northmont Middle School and High School campus. This location removes the barrier of transportation so many students have to gain access to the amenities offered through the different components of The BOLT Innovation Center. At the same time, the center is also easily accessible by car, bus route, walking and biking paths.



The Bolt Innovation Center Business Plan

Draft Update: February 2024

The following images show the current Site Plan and Conceptual Architectural Design.

Site Plan - The site plan has been approved by the Northmont Area Chamber Foundation board of directors. Some details will continue to evolve but the overall layout and configuration of buildings, parking, plazas, etc. has now been agreed upon.

Conceptual architecture - The architectural imagery illustrates conceptual massing and early ideas for the materials and presentation of the building. These concepts are an initial effort to capture the design principles described. The project is currently finalizing the schematic phase of architecture. Design/Development and Construction documents are currently being developed.



The Bolt Innovation Center Business Plan

Draft Update: February 2024



1 SITE PLAN OPTION REV
1" = 80'-0"

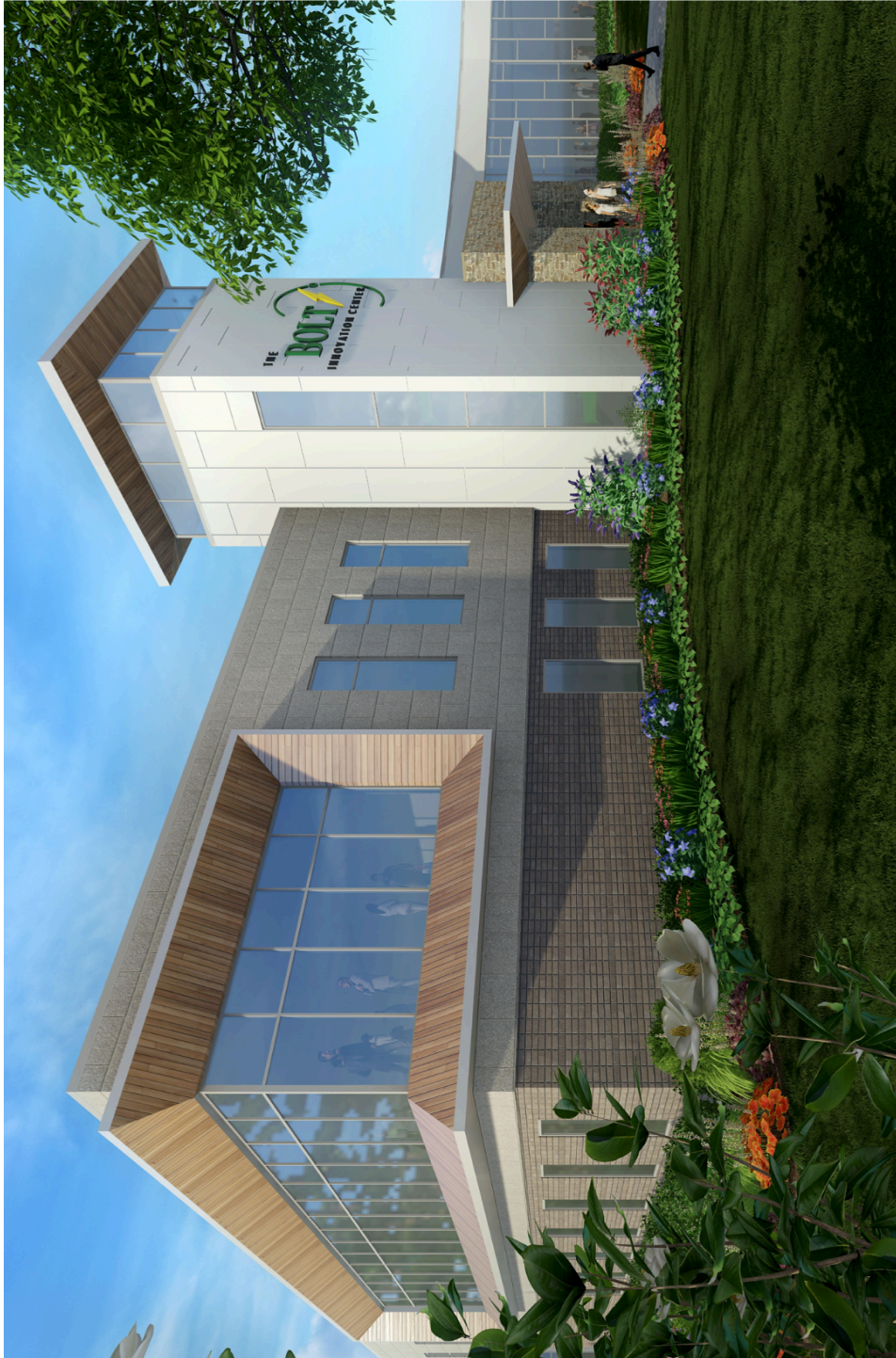
BOLT Innovation Center
 SITE PLAN
 Scale: 1" = 80'-0"
 8/20/23
 SCHEME 1.6





The Bolt Innovation Center Business Plan

Draft Update: February 2024



September 2023



THE BOLT INNOVATION CENTER
TOWER ENTRANCE





The Bolt Innovation Center Business Plan

Draft Update: February 2024



September 2023



THE BOLT INNOVATION CENTER
MARKETPLACE





Part 5: Capital Sources & Uses

The BOLT Innovation Center consists of several components - The Northmont Workforce Innovation Hub, The Event Center, The Marketplace, and the outdoor amphitheater.

Total Project Cost

In terms of total building area, the project will include:

- 36,630 square foot Workforce Innovation Hub
- 28,250 square foot Event Center
- 33,930 square foot Marketplace
- Parking
- Plazas

The total anticipated project cost is approximately \$72 million. These costs include land acquisition, construction of the entire building and furnishing the building. These costs are based on estimates provided by the Northmont Area Chamber Foundation’s architectural team, IT team and construction contractor. These costs also include construction contingencies. The following is a summary of the distribution of the total costs.

Total Projected Capital Costs

<u>The Bolt Innovation Center</u>	<u>SF</u>	<u>\$/SF</u>	<u>Budget</u>
<u>New Building Facility</u>			
The Market Hall	33,930	270	9,161,100
Market Hall Furnishings			40,000



The Bolt Innovation Center Business Plan

Draft Update: February 2024

Event Center	25,2490	325	8,284,300
Event Center Furnishings			100,000
Workforce Innovation Hub Total Space	39,390		
WIH Finished Space	27,134	225	6,105,200
WIH Shelled Space	12,256	185	2,267,400
WIH Furnishings			125,000
Covered Outdoor Farmers Market Area	6,000	185	1,110,000
Metal Picnic tables and benches			50,000
Circulation/Plaza Area	41,750	20	835,000
Mechanical Yard & Dumpsters	2,094	30	62,800
Emergency Generator			100,000
<u>Pavilion</u>			
Playground			280,000
Covered event Pavilion	8,800	185	1,628,000
Concession Stand/ Restrooms	2,200	125	275,000
Circulation/Plaza Area	28,940	20	578,800



The Bolt Innovation Center Business Plan

Draft Update: February 2024

<u>Site Work & Upgrades</u>			
Parking & Drives (based on parking spaces)	785	9,000	7,065,000
Site Lighting	304,412	5	1,522,100
Retention Area			400,000
New Electric Service-Aid to Construction			30,000
New Water Service			25,000
New Sanitary Service			20,000
<u>Construction Subtotal</u>			40,064,700
Construction Contingency		10%	4,006,500
Design Contingency		10%	4,006,500
Market Volatility Contingency		5%	2,003,200
Inflation Factor for 2025 Construction Start		8%	3,205,200
<u>Construction Subtotal with Contingencies</u>			53,286,100
Architectural & Engineering Fees		7%	3,730,000
Technology & AV			5,000,000



The Bolt Innovation Center Business Plan

Draft Update: February 2024

Access Road & Utilities			3,843,000
Land Purchase			6,500,000
Project Total			72,359,100

Phased Project Cost

- Land Acquisition: \$6,500,000
- Phase 1 - Workforce Innovation Hub: \$15,017,300
- Phase 2 - Event Center: \$22,184,700
- Phase 3 - Marketplace: \$25,121,400

Total project when phased: 72,666,400

The following is a summary of the distribution of the costs for each phase of construction.

Total Projected Capital Costs Phase 1

<u>The Bolt Innovation Center Phase 1</u>	<u>SF</u>	<u>\$/SF</u>	<u>Budget</u>
<u>New Building Facility Phase 1</u>			
Workforce Innovation Hub	39,390		
Finished Space	27,134	225	6,105,200
Shelled Space	12,256	185	2,267,400
Furnishings			125,000
Circulation/ Plaza	5,000	20	100,000



The Bolt Innovation Center Business Plan

Draft Update: February 2024

Area			
Mechanical Yard & Dumpsters	2,094	30	62,800
Emergency Generator			100,000
Site Work & Upgrades - Phase 1			
Parking & Drives (based on parking spaces)	176	9,000	1,584,000
Site Lighting	94,356	5	471,800
Retention Area			400,000
New Electric Service - Aid to Construction			30,000
New Water Service			25,000
New Sanitary Service			20,000
Construction Subtotal			11,291,200
Construction Contingency		10%	1,129,100
Design Contingency		10%	1,129,100
Market Volatility Contingency		5%	564,600
Inflation Factor for 2025 Construction Start		8%	903,300
Construction			15,017,300



The Bolt Innovation Center Business Plan

Draft Update: February 2024

Subtotal with Contingencies			
Architectural & Engineering Fees		7%	1,051,200
Technology & AV			1,700,000
Project Total			17,765,500

Total Projected Capital Costs Phase 2

<u>The Bolt Innovation Center Phase 2</u>	<u>SF</u>	<u>\$/SF</u>	<u>Budget</u>
<u>New Building Facility Phase 2</u>			
Event Center	24,490	325	8,284,300
Tie-In and Phasing			75,000
Furnishings			100,000
Circulation/ Plaza Area	12,250	20	245,000
<u>Site Work & Upgrades - Phase 2</u>			
Parking & Drives (based on parking spaces)	501	9,000	4,509,000
Site Lighting	152,185	5	760,900
<u>Construction Subtotal</u>			13,947,200



The Bolt Innovation Center Business Plan

Draft Update: February 2024

Construction Contingency		10%	1,397,400
Design Contingency		10%	1,397,400
Market Volatility Contingency		5%	698,700
Inflation Factor for 2026 Construction Start		12%	1,676,900
<u>Construction Subtotal with Contingencies</u>			19,144,600
Architectural & Engineering Fees		7%	1,340,100
Technology & AV			1,700,000
Project Total			22,184,700

Total Projected Capital Costs Phase 3

<u>The Bolt Innovation Center Phase 3</u>	<u>SF</u>	<u>\$/SF</u>	<u>Budget</u>
<u>New Building Facility Phase 3</u>			
The Marketplace	33,930	270	9,161,100
Tie-In and Phasing			75,000
Furnishings			40,000
Covered Outdoor	6,000	185	1,110,000



The Bolt Innovation Center Business Plan

Draft Update: February 2024

Vendor Area- Farmer's Market			
Metal Picnic Tables & Benches			50,000
Circulation/ Plaza Area	29,500	20	590,000
Pavillion			
Playground			280,000
Covered Event Pavilion	8,800	185	1,628,000
Concession Stand/ Restrooms	2,200	125	275,000
Circulation/ Plaza Area	28,940	20	578,800
Site Work & Upgrades - Phase 2			
Parking & Drives (based on parking spaces)	108	9,000	972,000
Site Lighting	152,185	5	760,900
Retention Area			400,000
New Electric Service - Aid to Construction			30,000
New Water Service			25,000
New Sanitary Service			20,000
Construction			15,524,300



The Bolt Innovation Center Business Plan

Draft Update: February 2024

Subtotal			
Construction Contingency		10%	1,552,400
Design Contingency		10%	1,552,400
Market Volatility Contingency		5%	776,200
Inflation Factor for 2028 Construction Start		16%	2,483,900
Construction Subtotal with Contingencies			21,889,200
Architectural & Engineering Fees		7%	1,532,200
Technology & AV			1,700,000
Project Total			25,121,400

Part 6: Management

The BOLT Innovation Center will be managed and operated by the Northmont Area Chamber of Commerce and Northmont Area Chamber Foundation. The Chamber and Foundation operators will be governed by a board of directors and run by a center director and professional staff.



Part 7: Vendors

Vendors are the heart of the Market Hall. The Foundation will be sending out vendor interest forms to the over 1000 small businesses in the Northmont area. These forms will contain a Vendor Interest Questionnaire. Establishing the pool of interested businesses will be extremely important to the establishment of The BOLT Innovation Center. Our local businesses contain a wide variety of product types and levels of experience. Some are well-established businesses looking at the market as a new location to grow their enterprise, while others are startup entrepreneurs with rough concepts. The process of recruiting and selecting these vendors will determine the character and success of The BOLT.

The Foundation will ultimately manage the process of recruiting and selecting vendors. Drawing from the businesses who complete the questionnaire and others, the Foundation will work to achieve an appropriate mix and balance of vendors that results in a dynamic and diverse public market.

The criteria used to select the vendors will include:

- **Products** - Is the product interesting, unique, and contributory to the appeal of the market?
- **Equity** - Does the vendor and products contribute to the project's goal of being a place for inclusive and diverse entrepreneurship?
- **Price** - Does the vendor price items competitively and accessible?



The Bolt Innovation Center Business Plan

Draft Update: February 2024

- **Personality** - Are the vendors and the employees upbeat and courteous and do they enjoy people?
- **Reputation** - Does the vendor have a positive standing in the community and will their presence in the market help to build the customer base and garner publicity?
- **Service** - Does the vendor understand how to present themselves and treat people attentively?
- **Knowledge** - Does the vendor have a deep understanding of their products and can they credibly answer customer questions?
- **Commitment** - Is the vendor willing to do what it takes to make their business succeed?
- **Presentation** - What sort of merchandising techniques will the business utilize?
- **Innovation** - Will the vendor provide customers with updated products and merchandising?
- **Competitive Strength** - Does the vendor have an understanding of their competition and how they will be able to achieve and gain market share?
- **Business Plan** - Does the vendor have a business plan? How much are they willing to invest and what are their sales projections?
- **Local and Authentic** - Is the product made/grown in the Northmont area?

Space Arrangements and Stall Design

Selected Market Hall vendors will work with the Foundation on the size, design, and location of their space within the Market. The Foundation will work with the architectural team on the overall layout with tenant design criteria in mind to guide the physical design of individual market stalls and storefronts.

The Market Hall will also include dome vending stalls and storefronts that are pre-designed and move-in ready for vendors. These spaces will need some finishing touches from the



vendors including signage. Other vendors may receive a tenant improvement budget from the Foundation to design and install their own custom space.

Leasing

The first steps in leasing space in the Market Hall will be to develop marketing materials, including a brochure and market map. This map will help answer questions about stall locations, size and costs going forward. Our next step will be to work with the Foundation's legal team to build lease documents. Each vendor will be unique and require a unique lease. The Foundation will work with each vendor to find a lease agreement that fits their needs.

Lease components:

The Foundation will work with its legal team and a commercial broker to prepare leases. Some of the considerations of the process will be:

- Rates - rental costs for all spaces
- Terms - length of leases offered to tenants
- Tenant Design Criteria - a process for submitting the design of a stall for review and approval.
- Tenant Improvement Dollars - Each tenant will be given either a move-in ready space or a raw space. Depending on what kind of space a tenant is renting, the Foundation will negotiate providing tenant improvement dollars to help the vendor outfit their space.
- Hours/ Days/Seasons - The initial strategy of the market is to be open for core hours of operation for all tenants, with an option for longer hours in certain areas. The lease will establish the required hours for each tenant to be open.



Part 8: Entrepreneur Pipeline

One of the goals of both the Workforce Innovation Center and the Marketplace is to support startup and early stage businesses, provide them an opportunity to develop their concept and expose them to customers, and ultimately enable them to grow out of The BOLT into larger spaces in the Northmont community. Not every business will follow this trajectory - some may stay in The BOLT for decades, becoming cherished destinations that anchor the facility. Others will use The BOLT as a springboard to grow their business beyond The BOLT. This opportunity for The BOLT to be a launch pad that accelerates high-growth businesses out of The BOLT can have a large economic development impact. Creating jobs and a tax base as these businesses mature into large companies. Having businesses "graduate" from The BOLT also brings turnover that adds freshness and excitement to The BOLT.

From an economic development perspective, one role The BOLT can play is to maintain a core group of successful vendors who can sustain family-supporting businesses at The BOLT. Some businesses will become permanent fixtures at The BOLT for generations. These businesses will give The BOLT a sense of permanence, familiarity and tradition. Another economic development objective is for The BOLT to be a place where businesses can test a concept, get traction with their product, scale-up, and eventually mature out. This process of startup, growth, and maturity at The BOLT, creating turnover in the space and accelerating the growth of businesses in this sector amplifies the economic power of the project.

The intent is for The BOLT to be accessible to different types of businesses and facilitate opportunities for businesses to scale up but also a place for entrepreneurs to follow the



mantra of technology entrepreneurship and “fail fast/fail cheap” to avoid the personal financial damage that often accompanies owning an unsuccessful business.

Part 9: Community & Economic Impacts

The BOLT Innovation Center will have a substantial economic impact by creating jobs, promoting local businesses, developing new businesses, catalyzing redevelopment, and providing a large pool of opportunity to start a business.

Job Creation- The BOLT will have the opportunity to house approximately 50 permanent businesses. In addition to the businesses utilizing the leasable space within The BOLT, The BOLT will have its own staff, and a variety of businesses utilizing the Event Center. The BOLT’s range of employment opportunities should be at least 200 employees.

Entrepreneurial Opportunities- The BOLT will offer a unique opportunity for entrepreneurs to build a business in a small space. Many will be first-time business owners testing a concept and taking advantage of The BOLT’s unique ability to generate foot traffic. The Foundation will work to ensure that The BOLT fulfills its mission of creating a platform for diverse entrepreneurship within Northmont.

Business Growth- Over time, some startup businesses at The BOLT will grow and graduate into different types of spaces. This includes businesses moving into a more traditional storefront space. The goal is that some businesses develop concepts and products that grow into national brands.



Catalyst for Development - The BOLT is a critical site in the Northmont area and the City of Clayton. It will be located in previous farmland and will spark additional development of the Northmont Innovation District. Investment in this area will create more jobs and a tax base for the area. The BOLT is a regional economic development project. The project has benefited from support of the Dayton Development Coalition, who recognizes the catalyst The BOLT will be for the entire north Dayton, Ohio region.

Visitor Draw - The BOLT will help attract visitors to the Northmont area. With its location next door to the Northmont Middle School and High School Campus it will give families visiting for sporting events, extracurricular activity clubs, and competitions a place to go before, during and after.

Part 10: Equity & Inclusiveness

As part of the business planning process, The Foundation will be following equity recommendations:

- 1.) Focus on making the BOLT successful as a place for small startup businesses
- 2.) Be culturally aware, get diverse input and look globally for inspiration
- 3.) Conduct thorough vendor outreach during the pre-opening stage
- 4.) Incorporate programming and outreach after opening to support vendors
- 5.) Build partnerships with other organizations
- 6.) Connect with other assets around the Northmont area

These recommendations are already being incorporated into the process of implementation. As plans for The BOLT continue to move forward, The Foundation and



The Bolt Innovation Center Business Plan

Draft Update: February 2024

other project stakeholders will continue to review the equity recommendations and focus on their implementation.



Summary Timeline

The BOLT	2023				2024				2025				2026				2027
Timeline 9/29/23	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q1
Establish Northmont Area Chamber Foundation																	
Finalize concept plans																	
Feasibility Study																	
Environmental Study																	
Geotech Study																	
Engineering Studies																	
Master Planning																	
Public Forums & Outreach																	
Submit Dept of Labor Grant																	
Fundraising Campaign																	
Submitting Grant applications																	
Build																	
Grand Opening																	



The Bolt Innovation Center Business Plan

Draft Update: February 2024

Contact Information

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