Avondale Community Vision
A Community Redevelopment Framework
By
Avondale Community Council and Stakeholders
2005-2010
Avondale Community Redevelopment Strategy

DRAFT
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1. **Introduction**

The Avondale Vision Plan is the result of a community collaborative research, analysis, and development process based on interviews and on-site investigations conducted by the Community Design and Development Center (CDDC) and the University of Cincinnati (UC) with Avondale residents, stakeholders, and members of the Avondale Community Council (ACC). The process is coordinated by Duraid Da’as Director of CDDC and Professor Mahyar Areifi of UC, the ACC along with the CDDC and UC worked toward a goal of understanding the community in order to provide Avondale’s leaders with a strategic framework on which they could base a cohesive planning effort designed to guide the revitalization of their community.

2. **Executive Summary**

This plan is intended to provide the ACC with a five year planning framework with detailed data on the community’s residents, its neighborhoods, businesses, and history. Background on previous community plans and efforts to redevelop Avondale will be examined. In Section 3, the plan will provide context and will assess the current condition of Avondale’s housing, its political climate, and social needs. Detailed conversations and interviews with community leaders, city planners and Uptown Consortium members have been competed.

A strategic level analysis of the community’s Strengths, Weaknesses, Opportunities, and Threats (SWOT analysis) provides a measure of the community’s health in three key areas of community life; economic, physical, and social. Three distinct Strategic areas are proposed to address: Residential development opportunities; Economic and Commercial development opportunities; and Civic and Institutional development opportunities. Proposed Goals and Objectives have been developed from the SWOT analysis and detailed in the same three community categories in Section 5 (See maps pages 33-34). Redevelopment options, design examples, and sample guidelines are provided for the Burnet Avenue Business District and for the Columbian School site at Martin Luther King Jr. Drive and Reading Road. An action plan will attempt to outline high-level steps needed to ensure progress, take advantage of opportunities and to resolve community weaknesses and threats. In addition, a schedule of tasks and sources of funding will conclude Section 7. Section 8 will include supplementary documents, drawings, Maps, and details of interviews.

3. **Avondale Context and Physical Analysis**

A. **Community Context**

Avondale, one of the most densely populated of the city’s neighborhoods is located near the center of the City of Cincinnati. It lies in proximity to the region’s second largest employment center that is comprised of five prominent institutions: the University of Cincinnati (UC) and four healthcare facilities that make up Southwest Ohio’s primary healthcare cluster. This cluster is comprised of University Hospital, Children’s Hospital, United Healthcare, and Tri-Health (hospitals) have the potential to aid Avondale in its efforts to improve its residents lives through education, meaningful employment, and quality healthcare. The potential for Avondale to improve the quality of life for all its residents is encouraging. With active leadership and community groups already working towards these goals, Avondale has a framework for progress. But there is much to be done.
The demographic makeup of the Avondale Community is in many ways one representative of inner-city communities across the nation. It is relatively homogenous, with an extremely high concentration of African Americans. Of the more than 16,000 residents of Avondale, 92 percent or almost 15,000 are black. Of the nearly 6,900 households in the neighborhood, about 3,400 are comprised of families. 2,100 of these families live in female-headed households, meaning nearly 2/3 of the family households in Avondale have no husband present.

Another striking demographic characteristic of this neighborhood is the median household income. At $17,000 per year, it ranks well below both citywide and nationwide income statistics. Nearly 40 percent of families in Avondale earn wages below the poverty line. Communities that suffer from such wide-spread poverty will most likely experience the high crime rates and low owner-occupancy experienced in Avondale today.

Perhaps the most daunting aspect of the Avondale community is its drop out rate. During the 2000-2001 academic year Avondale saw roughly 22 students per 100 leave school before earning a high school diploma- a staggering number when compared to then nine drop-outs per 100 students district wide. Over the 2002-2003 these numbers diverged even further, with 29 percent of Avondale students compared to city’s 7 percent leaving school early.
**Location and Demographics**
Avondale is one of the 52 neighborhoods designated by the City of Cincinnati. Located in the “Uptown” district of the city, Avondale lies three miles north of Cincinnati’s central business district anchoring the northern end of the Vine Street corridor, an important connection to downtown Cincinnati. Avondale’s population was 16,298 in 2000, down 18 percent from the 1980 census. Avondale’s population is slightly skewed, as 58 percent of persons over the age of eighteen are female.

**Figure 2.** Location of Avondale, City of Cincinnati.

Source: CAGIS, Cincinnati.

**Economics**
Although Avondale lies adjacent to the second largest employment center in the region, unemployment and poverty rates are quite high. In Avondale, the labor force is made up of 50 percent of the total population. Unemployment rates in Avondale recorded by the 2000 census were 14 percent as compared with the current May 2004 citywide rate of 6.8 percent. 38.6 percent of Avondale’s population was under the poverty line in 2000. While family poverty in the city as a whole has declined by 9 percent it has correspondingly increased in Avondale by 8 percent. Of the 908 female-headed households, 49 percent lie under the poverty line. Median Household income for Avondale in the year 2000 was $20,878.
Figure 3. Income Density

Source: CAGIS, Cincinnati.

Commerce

Near many of the largest businesses and institutions in the city, Avondale’s small business ownership rate and business inventories have declined over the past 25 years. While there are 1,332 located small businesses located within 0.5 miles of the Burnet Avenue Business District and local healthcare institutions and universities bring over 25,000 daytime employees into the area, the Avondale business climate remains stagnant. This decline fundamentally impacts the communities’ fabric and its ability to move forward. A “windshield survey” of the study area revealed the community utilized business inventory contained in the table below:

Table 1. Study Area Business Inventory

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants</td>
<td>6</td>
</tr>
<tr>
<td>Gas Stations</td>
<td>3</td>
</tr>
<tr>
<td>Retail/Convenience</td>
<td>12</td>
</tr>
<tr>
<td>Neighborhood Services</td>
<td>5</td>
</tr>
</tbody>
</table>
Figure 4. Business Centers in Study Area, Avondale Community

Source: CAGIS, Cincinnati

Housing

The need for quality, well maintained, affordable housing is always a priority need in communities attempted to revitalize there communities. Avondale is no exception, of the 8,128 housing units in Avondale, 1244 units are currently vacant. 29 percent of Avondale’s households receive some sort of government housing subsidy. While there are currently 35 units waiting demolition and 29 have been identified as rehabilitation targets. Avondale experienced 302 housing code violations in 2003 and saw 484 weed and litter violations recorded.

Crime

Total number of crimes reported in Avondale in the year 2003 was 1,292 down slightly from 2002 reports of 1,446. Type one crimes for the first half of 2004 remain relatively consistent with
numbers reports in 2003. An interesting statistics from 1999 indicates that 227 of the 335 arrests made in the Burnet Avenue Business District were of individuals having addresses outside of Avondale.

**Schools**

Avondale’s Elementary schools like many in the country are in the process being consolidated. While Condon school is to be demolished, the New Rockdale School is under construction adjacent to the original Rockdale School. Along with the planned Burnet Road frontage improvements, a variety of community services will be available from the school that should be advantageous for the community. In addition to Rockdale to other elementary school are planned for Avondale. The middle schools in Avondale have been eliminated with both elementary and secondary schools picking up grades six, seven, and eight. Many in the community feel that the addition of an Avondale-specific middle or high school would act as community rallying point that would go along way in reestablishing the sense of community and pride. Students from the Avondale area attend three High Schools: Hughes, near UC’s west campus, Walnut Hills and Woodward. It is also felt by residents that the discontinuance of extra-curricular activities (music, art, and athletics) as taken much from the youth of the area and has again diminished the sense of community felt by residents of Avondale. The area is also blessed with several institutions of higher education. The University of Cincinnati along with Union Institute are located in the Uptown district, with Xavier University nearby in

**B. Avondale History**

Most of the land that became Avondale was sold to Samuel Robinson by John Cleves Symmes in 1795. Robinson later subdivided his land selling tracts to others men John Hardin and William McMillan. These men again sold portions of their lands and slowly the area was subdivided through sales as well as through inheritance. These first landowners of Avondale held the lands they owned for speculation and farming.

In 1833, Luke Kendall purchased a small amount of land from James A. Corry and built a substantial brick home on the Lebanon Turnpike. Along with Kendall, his partner David B. Bassett also made his permanent residence in the Avondale area. These men were the first to make their homes in Avondale while doing their business in Cincinnati.

The first subdivision in the Avondale area was a division of the estate of Jonathan Dayton, by his estate administrator Jonathan Bartlett in 1846. It was designated on the records as, “Plat of house lots at Clinton, three miles from Cincinnati.”

Early on the area was called Clintonville, but in 1853, Mrs. S.H. Burton who saw a resemblance between a stream in the area and the Avon River in England, began calling the area Avondale. When The Cincinnati and Chicago Railroad bought most of the Clinton and Locust Grove subdivisions the company surveyor, H.C. Freeman, identified the land as Avondale. When the area incorporated as a village in 1864 it was named the Village of Avondale.

Incorporation occurred mainly because richer citizens in the community were trying to curb the problems of burglary, vagrancy, public drunkenness, and brawling. However the village was less successful at solving the social problems it had and did a better job at building roads and sewer lines.

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**Figure 5. Historical Timeline**
Soon after Avondale incorporated as a village the City of Cincinnati sought to annex it in an effort to broaden its tax base. Annexation faced opposition but eventually in 1896 the City of Cincinnati annexed the village. The improved fire and police protection that the city brought to Avondale helped decrease crime and improved the safety of the neighborhood. This allowed for a relatively prosperous era in Avondale in which many wealthy Cincinnatians built large homes, gardens, churches, and schools.

In 1903 when streetcar lines where laid into Avondale it made access to the area possible for less affluent Greek American and Eastern European Jewish families who had settled originally in the West End neighborhoods. The more affluent Jewish community had been moving into the more upscale North Avondale since the 1890’s, while less affluent and second generation Jews settled in south Avondale. In the early 20th century Avondale was mostly a Jewish community and it remained that way until the end of WWII.

After the Second World War many younger Jewish families moved to newer suburbs following the post war suburbanization trend. Eager to fill in the gaps left by the departing Jews, middle income African American families followed their departure. The black families were willing to pay the relatively high real estate prices of the area because it was one of the few decent places that they were allowed to move to, as it was considered an extension of the old east Walnut Hill enclave. As
more African Americans migrated to Avondale, white homeowners began to flee the area, further increasing the concentration of African Americans. Many of them came from the West End, where they had been displaced by urban renewal of the 1948 plan.

Avondale continued its decline and by 1956 City of Cincinnati planners had declared the area blighted. They said that the area needed rehabilitation. Rehabilitation that occurred in the Avondale did little to benefit the people of Avondale and the projects where really expansions for the hospital and universities. Young African Americans of South Avondale were angry at the cities neglect of them and between 1967 and 1970 rioting and firebombing drove out many of the remaining businesses.

The city of Cincinnati responded with the Avondale I and II plans which covered the western and eastern parts of Avondale respectively. These plans went through periods of revision and reworking but eventually resulted in The Avondale Town Center assisted by funding from ex-basketball star Oscar Robertson in 1983.

Later rioting in 2001 further impacted the business community and quality-of-life in Avondale.

C. History of Planning and Urban Development

The history of Urban Planning in Cincinnati is marked both by ground-breaking innovation and disappointment. Avondale's status today can be in part attributed to urban renewal activities in the 1950’s and 1960’s that displaced many African-American families from the west end of Cincinnati to the Avondale area. There have been several attempts by the City of Cincinnati to assemble and implement a meaningful redevelopment plan on behalf of Avondale’s citizen but most of these aspirations have not come to fruition and Avondale continues to experience the same problems that early plans attempted to address. It is an important lesson for those of us today that strive to make changes in Avondale that inaction or disjointed action may lead to the same poor results.

1925 City of Cincinnati Official Plan

While the 1925 Master Plan was a landmark in planning for the profession and the Cincinnati, Avondale was not a particular focus of attention for the city at the time. Mostly white and affluent in 1925, Avondale was typical of close-in “commuter” neighborhoods of that era. The Plan of 1925 took a holistic approach to planning in the city and predated the division of the city into distinct districts or neighborhoods. The Plan was primarily concerned with Cincinnati’s lack of growth (in comparison to nearby Midwest metropolitan areas) and was focused on dealing with the issues of the day. The implementation of zoning and land-use segregation was a focus as was the control of automobile traffic and the creation of parks and green space. The central business district and the riverfront were the focus of redevelopment discussions at that time.

1948 City of Cincinnati Master Plan

The residential strategy of the plan of 1948 aimed to encourage suburbanization while preventing the potentially devastating civic and fiscal effects of Cincinnati’s eventual transformation into one great slum. For the city’s basin area, the plan projected a 50 percent population decrease by 1970, “assuming adequate redevelopment,” and a 27 percent decrease without it. The 1948 plan accepted the eventualities of outward growth and aimed (1) to provide for the orderly development of peripheral lands and the normal processes of expansion, and (2) to restore and maintain the livability and attractiveness of the inner communities.
1960 Avondale-Corryville General Neighborhood Renewal Plan

The 1960 plan called for the demolition of all slums to make way for industrial and low-density residential redevelopment projects in the inner-city and an expressway system, each of which would displace thousands of people, especially blacks, as well as many institutions and businesses. The writers of the 1948 plan intended to handle the relocation issue as part of their larger effort to promote citywide social stability and civic pride.

As the Kenyon Barr development was built with funds from the Housing Act of 1954, the displacement of blacks from the area began in 1955. As a relocation site for displaced residents, the city chose for its first rehabilitation and conservation effort the partially integrated Avondale-Corryville neighborhoods, which hoped to move poor displaced blacks to the area without creating another slum.

By the mid-1950s the displacement of black families from the West End and the continued migration of blacks to the city had created a second ghetto that took shape around an old black enclave in east Walnut hills, and spread west into Avondale and Corryville. This migration threatened to engulf the nearby white and middle-to-upper class neighborhoods of Clifton and North Avondale and several of the city’s most valuable assets, including UC, the Uptown hospitals, Burnet Woods, and the Zoo. The combination of these factors suggested the possibility of containing the second ghetto at the borders of North Avondale and Clifton while preventing the blighting of Avondale and Corryville by developing for them a neighborhood conservation and rehabilitation program.

The planners in city hall approached the Avondale-Corryville project by consulting both the plan of 1948 and the Housing Act of 1954. The plan of 1948 laid out rehabilitation and conservation treatments like those written into the federal urban renewal legislation of 1954 and urged the provision of “guidance” to residents within the project areas so they had the opportunity to participate in the implementation (not the planning) of the program. According to the Housing Act of 1954, moreover, cities receiving urban renewal assistance had to demonstrate consultation with other public agencies and that they had made some provisions, unspecified in the act, for citizen participation in developing urban renewal plans.

Cincinnati’s application for federal support of the A-C project went well beyond the minimum federal requirements for citizen involvement. The first section responded to federal guidelines by establishing a citywide Citizens Conservation Council to advise the city administration on all such projects, and by pledging to consult at the local level with neighborhood associations and individual property owners. The second section vowed to involve citizens not only in the implementing but also in planning the projects; a commitment that exceeded both the federal requirements and the guidelines set down in the plan of 1948.

The A-C plan called for planners from the city’s Department of Urban Renewal (DUD) to visit businesspeople, civic leaders, and residents in the target area to stimulate interest in conservation and rehabilitation, and to establish neighborhood councils and improvement associations. The program was mandated to hold public hearings in the target area where plans could be reviewed and commented upon pre and post plan development. Although originally the plan was to be completed in 12 months, it took four years (ironically the same time that the entire 1925 and 1948 comprehensive plans took. The delays stemmed from several areas. The DUD had to prod residents to organize block organization and community councils and had trouble getting UC and the hospitals to participate in true long-range planning. Also the early draft plans where strenuously objected to by residents. The plan focused on a new technique of historical analysis in order to establish the historical base that drove the social and economic neighborhood cycle. It was also intended to create a sense of heritage and pride.
It noted that Avondale developed later than Corryville. The impact of UC in Corryville is noted: The lending institutions became wary of making loans in the area, and UC began its piecemeal and unpredictable expansion, making property owners reluctant to improve their buildings, “another factor in the downward trend creeping into the area.

The plan’s history of Avondale also documented a change in the population over its history. Avondale developed as a suburb for “very wealthy businessmen” who built big, single-family homes and mansions on large lots. By the 1920s, some owners converted homes into apartments and entrepreneurs built large apartment buildings along the major arteries, as “successive waves of migration” brought various “components of the Jewish population” into the area. Nonetheless, Avondale remained in good shape and was still “one of the higher rental districts in the city.” Another shift in population occurred as “negro families began moving in” as part of the “orderly expansion of an old negro settlement on the eastern edge of Avondale,” a reflection of “the economic well-being of the negro community.” By the late 1950s, 75 percent of housing was occupied by black families that have moved into the area…by choice, not because they have no other place to go,” and who, “know that this is an area of above average housing” that can become for them “a good neighborhood in which to rear their families,… an area of which they can be proud.” The plan goes on to document the decline of the area by saying that landlords in the area began to neglect their properties as blacks moved in. The new black population had a more difficult time meeting rental and mortgage payments and made up the difference by renting room or by making illegal conversions to their homes. The overcrowding that resulted was “the first step toward a slum;” the lack of maintenance was the second.

The Avondale-Corryville history provided the context for the goal of the plan, “the restoration of value to a valuable area” through the preservation of the historic characteristic of the neighborhood. These features included the “elegant scale of the development in Avondale and the importance of both UC and the hospital to the reputation of the neighborhood. The plan laid out both public and private action plans, and importantly employed a “mutual assistance program” to enlist and train citizens for community action. It required the DUD to, on a “house-to-house basis advice on building improvement contracts, assistance in securing mortgages, and suggestions on architectural design through workshops and design clinics. It was to also to assist the Avondale Community Council and the Avondale Civic Association with its effort to organize the neighborhood block-by-block. Additionally the DUD was to work with the community to identify and find solutions for their “individual, group, or semi-public social problems. Finally the program was to “encourage and stimulate rehabilitation by citizen participation” and to ensure the flow of mortgage money into the neighborhood for both remodeling and new investment.

**Avondale Vision Plan 2005**

The Avondale 2005 Vision Plan was produced in 1995 by the Avondale Vision Planning Task Force, in order to provide a vision to the community and to give the Avondale Community Council a mission “for the community council to act on.” Core values and beliefs of the community include quality education for all, equal opportunity and access to employment, affordable and safe housing, public safety, quality health care, respect, and participation in the community. The plan was a 10-year strategic level vision that addressed seven key areas:

**Economic Development**

Four overall economic development goals were developed: (1) to redevelop the three key business districts in the community: The Burnet Avenue district, the Town Square development and the Reading Road district; (2) Increase net worth and family income in Avondale; (3) Develop partnerships to generate employment, business and investment; (4) Create an Avondale business development philosophy.
Housing

Again four goals were created: (1) Ensure all properties meet all safety codes and community standards; (2) Increase homeownership to national average; (3) Eliminate vacant buildings and lots; (4) Implement a special housing needs plan.

Human Services

The five goals were: (1) Create working plan for all social and human services; (2) Develop an accessible and affordable health care system; (3) Create employment opportunities for all; (4) Provide leadership for social/human services; (5) Assure a collaborative quality neighborhood school education.

Land Use/Zoning

The three land use goals were: (1) Develop a comprehensive land use plan; (2) Encourage and determine land use development; (3) Create an aesthetically pleasing and environmentally safe community.

Public Facilities

Goals for Public facilities included: (1)&(2) Assure that the communities’ recreational facilities’ needs are meet and funded; (3) Assure recreational needs of Senior Citizens are met; (4) Assure that schools and library needs are met and funded; (5) Preserve and protect community’s green and park space; (6) Develop cultural center/theater for the education, entertainment, and enjoyment of all.

Public Safety

The four public safety goals were: (1) eliminate drug sales; (2) Create a safety network; (3) Develop an environmental taskforce to work existing and future issues; (4) Adequate fire and police protection.

Fund Raising

Identify funding sources in order to implement above goals.

2004 Uptown Consortium Strategy Summary

The Consortium is a nonprofit entity bringing together the five largest employers in the Uptown neighborhoods around UC, and it includes the University of Cincinnati, the Cincinnati Children’s Hospital Medical Center, the Cincinnati Zoo and Botanical Gardens, The Health Alliance of Greater Cincinnati, and Tri-Health Incorporated. It is a partnership—a consortium—working to develop a more dynamic, vibrant Uptown.

The Uptown Strategy:

To determine how the five institutions can apply their collective resources to foster an Uptown which is safe, attractive, a fully functional regional economic driver for themselves, their surrounding community partners and the greater Cincinnati area. Consultants on the project include; Hamilton, Rabinovitz, & Alschuler, Inc of New York City; Beyer, Blinder, Belle of Boston; and the Greenberg Consultants and. Recommendations were drawn form four sources: stakeholders; case studies; key indicators found; and community assets.

An outreach campaign that was conducted required careful negotiations to identify and contact over 500 community stakeholders among: community organizations; area institutions; government officials; and consortium members.

The outreach effort was designed to identify areas of common interest in order to prioritize goals. The strategy is to cover all areas and sectors and should lay a foundation for community partnership.

Consensus was reached on priorities and a vision for the uptown district. Safety was the core concept. While transportation, housing, amenities, and jobs were found to be priorities that arose from the outreach effort; it was found that the lack of a cohesive agenda had been the primary cause
of inaction in the community. It is hoped that the “symbiotic relationships” with communities, universities, colleges, and hospitals can maximize the potential of the district.

The Consortium has searched out several case studies that reflect the best practices of other urban universities community outreach efforts. The University of Pennsylvania’s West Philadelphia Initiative, as well as Hartford’s efforts to engage its neighborhoods and create a learning corridor was sited by the Consortium as examples to follow. Both efforts focused on the universities efforts to develop quality public education and affordable housing for local residents. See Section 11 on Alliances and Partnerships for more details on best practices and case study research.¹⁰

Key indicators uncovered in the study were the lack of growth outside Clifton, low home ownership rates and public safety issues. The Uptown district is the second largest economic engine in region with $1.4 billion in payroll that creates $3 billion in annual economic activity. Over 50,000 jobs create demand for services that should provide opportunity for economic development. But the study found that the institution’s economic engine does not benefit the community and that the district requires further physical definition and orientation.

The Consortium’s consultants conducted a summary inventory of community assets. Assets found include: Substantial green space that could be used as community anchor; a strong mix of institutions; disjointed but existing residential fabric; significant institutional and public projects; many ongoing development projects; good mix of educational institutions; and access to downtown, transportation. An abundant supply of housing, significant open space acreage and existing social programs were found to be available locally. But the fragmenting of issues and lack of coordination among communities and institutions has resulted in an overall lack of resources and leverage.

The above is only a summary of findings to date and does not reflect the strategy of the Uptown Consortium. This strategy will be developed over 2004 and will include a variety of both public and steering committee meetings as well as ongoing plan development by the consultants. A draft plan is scheduled for the last quarter of 2004.

D. Land Use

Land Use in Avondale in not dissimilar from many of the communities in the uptown area. The largest number of parcel types is Single Family Residence consisting of 23% of the total parcels. Other uses list in descending order are Two Family, Multiple Family, and Public Recreation & Services Categories use follow in proportion. The one parcel type that stands out to be the most irregular is the Vacant class of parcels that consist of 13% of the total area. The attached pie chart shows the spread of parcel types and the table represents the total count of each parcel type.
E. Political Participation and Community Leadership

There is not significant evidence of solid and productive relationship with political power in the community. Although the recent meeting with Mayor Lukens was encouraging, the political atmosphere is still contentious. Closer relationships with council members and institutional leaders should be developed so that a more balanced dialogue can take place. The group still needs to contact the Democratic Party in the Avondale area to ascertain actions and efforts that are ongoing.

Political participation in Avondale, like in most areas requires strengthening. A vibrant and connected political atmosphere must become evident in Avondale if they are to turn ideas into action. We have been unable to find specific information of voter participation rates in Avondale.

Interface with Political and Governmental Organizations

The community council must work aggressively with City Council members and city government to establish new and better ways for the neighborhoods to interface with and receive the services and assistance they need to be successful in developing their communities.

Avondale leaders must establish a process that will create and maintain a cohesive and long-term effort to implement the comprehensive plan. This might entail funding for a full time Executive Director position or other means to maintain leadership of the community and unified action over longer periods of time.

F. Traffic Condition
Martin Luther King has the largest volume of traffic in and out of Burnett, Harvey, and Reading Road. The busiest intersection that was documented took place between Reading road and Martin Luther King Jr. With respect to opportunities, Reading Road has a variety of different units bringing business and residential land uses together (Commercial garage, Other retail structures, Dry cleaning plants and laundries, Commercial warehouse, Neighborhood shopping center, 40 or more rental units). So we can expect a lot of drivers going to work here and people driving out because they live here.

**Figure 7. Traffic Counts**

On Martin Luther King, the street itself has almost no residential area between Burnet, Harvey, and Reading Road. Martin Luther King is a major business district with drive-in restaurant to service station. Medical clinics and offices, drive-in restaurant or food services, nursing homes and private hospitals, office buildings - (with elevators) 3 or more stories, automotive service station,
detached retail store, Medical clinics and offices). In here vehicles come and go by the thousands for different purposes that includes work, home, service station or whatever need they have.

The intersection with Burnet Avenue, Harvey Avenue and Martin Luther King Drive almost has the same characteristics as in the intersection of Reading Road. These two avenues do not have any automotive service stations or restaurants (as in between reading road and Martin Luther King). On the other hand, both include Hospital, Retirement Home, Medical clinics and offices except Burnet which has some single family housing units on the street which makes the area less populated in term of Traffic.

(Harvey Ave = Charity, Hospital, Retire Home, Medical clinics and offices)
(Burnet Ave = Single family Dwelling, Charity, Hospital, Retire Home)

These same streets north up to Forest avenue also have a great deal of traffic for the exact same reasons. They possesses the Medical clinics and offices, Drive-in restaurant or food service, Nursing homes and private hospitals, Office buildings, Automotive service station (only for Reading Road), detached retail store, Medical clinics and offices and the Single family Dwelling.

Basically, because of the medical district, the major roads that line the area take many commuters from their suburban homes to their urban commute for work. Also, with the University of Cincinnati a few blocks away on Martin Luther King, many students commute to school and take this route. These factors are what make these intersections highly used resources with people on their way to the zoo, hospitals, UC, and other adjacent neighbor business districts.

G. Streetscape

Streetscaping can send a signal that redevelopment is underway and makes the pedestrian experience greater when walking from one area to the next. Attractive and coordinated trees, landscaping, streetlamps, benches, trash cans and signage can be used to promote a neighborhood business district and create connections between different areas. A good streetscape can also reduce crime and the perception of crime. Currently, the streetscape scene of Avondale reveals many fixtures that provide services to the neighborhood. Most of these services are managed by multiple agencies that have different agendas altogether.

H. Community Facilities

The needs of the Avondale Community include both social and physical necessities that are essential to the quality of life of its residents. There are already some services provided in the area. There is an excess amount of health services in this area. With Children’s Hospital, Shriners Hospital, and others, along with the health clinic offered in this area, there is no need for health services. The issue with this is that the hospitals here do not hire enough local residents, and many of the local residents lack the health insurance to get the necessary treatment that they need. There are also a lot of day cares in the area. With the two schools, the 50 churches in the area, and the private day cares, there are many places to leave kids in good hands. There are also some recreation centers. Located right outside Avondale, on Reading Road, is the Hirsch Recreation Center, and there is also the Boys and Girls Club in Avondale on Rockdale. Lastly, there is some public housing in the area. Thus, there is opportunity to live there if low rent is a necessity. Also, Habitat for Humanity has come in and built a few houses in this area. Those are four of the main services that are offered in this area, but the community is lacking in a lot of areas.

Job training is a huge necessity in this area. The unemployment rate is very high because there is a problem with many of the residents not having the basic skills to be a productive employee, for instance reading, writing, and other basic education skills. Thus, if there were opportunities for residents to learn skills needed for a job, they could become good employees. Homeless services are also needed in this area. Places for people to obtain food and have a place to sleep if they come
across hard times is needed, and not in place within this area. Another problem is that the majority of property in this area is rental. Because most people rent the place where they live, they have less pride in their property. Thus there is a problem in the area with vacant and deserted homes, run-down property, unattractive facades, and other problems. If residents owned their homes, then maybe they would invest more time in what there property looked like and where they lived.

Lastly, residents need to be informed on their basic right to vote. Voting turnout is very low, most likely for the fact that they are uninformed on voting registration and where they are registered. If residents were informed on there obligation to vote, then maybe they would have a greater voting turnout. These are four of the major needs that were pinpointed in this area, it is a given that there are many more that exist, but it would be impossible to solve them all.

This information was gathered and obtained from various sources. Interviews with members from the Avondale Community Council were used to get an insight on what the residents of Avondale truly need. The 2005 Avondale Vision Plan was used to know what goals and objectives the community has set for themselves. Lastly, the 2004 Neighborhood Revitalization Plan for Avondale was used to looks at Public services, and census data about these areas.

I. Housing Rental/Ownership

Avondale’s current housing situation is not ideal. The area is dominated by rental properties. In Avondale, there is a 76.3% rental rate, which is extremely high. Having such a high rental rate diminishes the resident sense of pride and investment into where they live. This is shown in the fact that there is 13.2% rental vacancy rate and only a 3.8% homeowner vacancy rate. If people do not own the place where they live, they are less likely to keep it looking as best as it can. Thus, many of the properties have overgrown grass, trash, un-kept houses, and so on. Making residents in Avondale aware of the programs that exist to help people buy their house could create a higher ownership rate. Through the City of Cincinnati’s department of Community Development and Planning there are many opportunities that residents can take to make owning homes easier. For instance, the Cincinnati Ambassador Program, Homeowner Rehab Loan Program, Down Payment Assistance, and Fair Housing Services are just a few programs that are available to residents. Details can be found on the City of Cincinnati’s web site, www.cincinnati-oh.gov, under the Department of Community Development and Planning.

J. Access in and around Community

The community of Avondale is located in a prime “uptown” location between interstates I-71 and I-75. The neighborhood is also boarded by the east-west arterial street of Martin Luther King. The biggest problem for Avondale though is trying to get some of this traffic to flow through its business area. This partly stems from the perception of Avondale as a dangerous area, and that many people purposely drive around.

The methodology we used for identifying the two preliminary redevelopment sites was to find a way to draw outsiders into the community of Avondale. This can be done through physical means by creating a flowing and aesthetic streetscape that draws people up through Reading Rd and west on Forest. By drawing traffic down these streets we hope to funnel new customers into the Burnet business corridor. There is also a crucial intersection at Burnet and Erkenbrecher that needs to link the institutions to the businesses and could provide a physical link between the two areas. Furthermore, the employees at the hospitals could benefit from the Burnet redevelopment because it could provide them with places to eat at lunchtime or places were they could drink coffee and read the newspaper before work. Likewise, the empty parking lot at the intersection of MLK and Reading Rd is a potential gateway project for Avondale and could also benefit the surrounding areas. The project could attract new businesses to the area and provide jobs for the neighborhood
residents. One idea is to locate a Kroger there once the one at Short Vine is torn down as was proposed at the last meeting of the Uptown Consortium. Furthermore, the proposed interstate connection at I-71 and MLK would most likely benefit the area rather than the other proposed connections in Corryville, which would not be able to handle the large amounts of traffic anyways.

K. Interface with local institutions

The interface between all the institutions located in the neighborhood is important for creating a unified vision of where the community is going in the future. It’s important to make sure that the large institutions like the University of Cincinnati, Children’s Hospital, and the United Healthcare do not ignore the community’s needs. A working relationship with the community and all institutions is vital to create to a homogenous vision.

The methodology used to create the institution map was locating the major, mid-level, and minor institutions in the Avondale area. The importance of this map is to find clusters or patterns of development among the institutions. An institution was classified as major depending on the influence it projects onto the neighborhood. More likely, these institutions have the largest footprint within the neighborhood and also the most need to expand. The types of institutions that are representative of a major classification are the Cincinnati Zoo, the surrounding hospitals, the University of Cincinnati, and the Environmental Protection Agency. An institution was classified as mid-level if its influence and resources were less than the larger institutions but more than the local institutions. Examples of mid-level institutions are the police sub-stations, libraries, post-office, schools, and Cincinnati Metropolitan Housing Agency developments. An institution was classified as a minor level institution because the area of influence is much smaller and the amount of people affected by these institutions is less. These types of institutions include clinics, daycare centers, recreation centers, and firehouses.

What we discovered from this map is that the large institutions are very clustered and the mid and minor-level institutions are very spread out. The clustering of the large institutions has a dangerous affect on the community because there needs for parking are so concentrated and the power of agglomeration is so great. The continued communication between the large institutions and the community is necessary for the advancement of a sustainable, productive strategy for the area. The institutions that we think are lacking in the neighborhood are the Cincinnati Police department and the involvement of the hospitals in the community.

4. Stakeholders Needs’ Analysis

Figure 8. Stakeholders in Avondale Community Redevelopment
A. Avondale Community Council

The following is a summary of comments and changes made to students thinking by Council members; Thaddeus Dawson, Patricia _, and Fulton Jefferson.

Burnet Avenue Re-Development Sites:
The Herald
  o will move from its current location and has purchased 3 lots in the district.
  o Herald offices plus office space for lease

Old gas Station Site on Burnett Avenue
  • Mr. Brownlo owner
  • School backed out of deal –cost to remediate?
  • Need Federal $$ for Brownfield redevelopment

Businessmen not cooperative with efforts to clean-up district
  • Mike’s Convenience Store
  • Limited liqueur license
  • Sheltering dealers/allowing group to hang out
  • Barber Shop
  • Sheltering dealers

Burnet Avenue District
  • Need Physical changes to move vagrants out of the area
• Change perception to bring residents back
  • Pride Center will give foothold and create traffic
  • Physical changes hand-in-hand with public safety improvements
  • Many previous businesses had contracts with hospital
    o Build off of experience
    o Cleaners
    o Printers

Columbian School Site
  • City acquired by trading for another site
  • Spring active on site-
  • Light rail was to occupy site, community does not believe that a transit hub placed there would best serve residents of Avondale. Need to better understand why. Not deep enough in Avondale?

Tech Corridor
  1. Tech Corridor is a bone of contention between Avondale leaders and Uptown Consortium. The tech corridor idea was apparently not discussed with the community prior to being presented at the 2nd Uptown Summit on the 22nd of July.
  2. The idea of the tech Corridor would be acceptable to the Council but they wonder how the residents that lack education and training will be able to participate in the benefits of such an economic development.
  3. Education
    • Some leaders believe that the Cincinnati schools have deteriorated after the district removed all extracurricular activities including sports, art, and music. He believes this contributes to the youth problem in the black community. And also works to reduce the sense of community pride.
    • Fulton wonders why UC is not working inside Hughes high School.
    • Leaders feel that the Avondale neighborhood would benefit by adding a middle school back to the community along with the new schools slated to be constructed.

Public Safety
  • Use the sub-station
    o Should run 24x7 like the Walnut Hills station
  • Better CPD relationships developing—but has backed off for fear of harassment
  • Riots were youth driven—need to engage youth in all aspects of life
  • Attend hot Spots meetings to engage CPD in troubled areas
  • Citizen policing program in works—residents hard to organized and involve

Political
  • Voter registration efforts
  • Victory Neighborhood Services conducted study using outreach and telemarketing (need study)
  • Councilmen Pepper, Cole and Smitherlin working actively for the community.
  • Council has part-time staff needs to expand to full-time director to run Pride Center and help drive initiatives fro volunteer Community Council
    o Funding?

Community Organizations
  • 54 Churches
Avondale Community Outreach organization created to provide communication conduit to encourage inter-church/inter-community communication.
- 34 churches currently meeting once a month.
- Conducting prayer walk around the community periodically.
- Operating interchurch softball games to encourage cross-pollination.

Community Activity
- **Celebrating Families Event**
  - Held in Lincoln Park.
  - Held with cooperation of local churches, businesses, and families.
  - This idea should be expanded and strengthened (Consortium $$).

Social Programs
- Americorp grant.
- Public Allies is another program operating in the area.
- Empowerment Zone needs work:
  - Funding for empowerment zone unbalanced amongst city neighborhoods-community needs to work this issue with city.
  - How best can the community take advantage of this program?
- Community needs a grant writer to pursue funding.
- Inventory and coordinate programs.
- Avondale has one of the best pediatric Hospitals in the country so why does Avondale have one of the highest infant mortality rates in the city?
- High injury rate among small children related to lack of child care options in community.
- PTA (called another name Fulton couldn’t remember what it was called) active but need further support.
- Residents have problem with completing paperwork needed to take advantage of many programs-center needs to market and provide assistance.
  - Education
  - Business
  - Social

- Community leaders see things changing in Avondale. If residents do not become involved and in some ways find means to participate in the change and future success they will be unable to maintain the community’s current character and make-up.
  - New boys club.
  - 3 new schools coming.
  - UC spreading in area.
  - Hospitals growing.
  - Zoo growing.
  - For the first time new residents can be seen running and cycling which is new to the area.
  - Residents that want to share in growth must become owners to maintain position in community.
  - Consortium employees will get funding to purchase homes in area.

Economic Development
We contacted several members of the Avondale Community Council (ACC) in regards to a previous project which involved locating potential redevelopment corridors, and sites. In this
assignment we are going to be looking deeper into the potential redevelopment sites based on stakeholders input, i.e.-ACC.
After speaking with the stakeholders we found that there are different views on what development should look like, locations, and types of development. First, we defined the business corridors. The two main corridors are the Burnet Avenue Business District and the Reading Road Business Corridor (highlighted on the Potential Redevelopment Sites map). Within these two areas there is a potential for redevelopment, either of the entire area or a few lots of which we will identify.
An interview with a member of the ACC was conducted and he told us that the only current redevelopment site is the Burnet Avenue project, however. Senior Development Officer Hardy believed the Reading Road corridor is a great place to start redevelopment and make it a flourishing business corridor that it once was.
This conclusion was made due to the fact that there is not a lot of available land in the Reading Road business corridor. Much of the area contains apartments, senior/assisted living establishments, the Urban League and other uses that are not conducive to bringing in small businesses to open up. Also, there is a lack of draw to the area due to the poor image Avondale possesses, and the fact that many people from surrounding corporations do not have to go down Reading Road because there are quicker routes to their destinations. Even for the businesses close to the Reading Rd. such as the industrial corridor other routes are used to gain access to them. Due to these factors the businesses that are on Reading Road are not doing well. The corridor has potential with some of its vacant lots and buildings. But, currently there are no plans in the works to revitalize the Reading Road Business Corridor.

Community leaders see these needs as the overall wants of the Avondale community:
- Job training
- Education at all levels
- Access to hospital and university programs and jobs
- Homeownership and home maintenance programs
- Minority small business development
- Access to contracts from UC and hospitals
- Access to hospital provided health care

Avondale Business Association needs to be strengthen and linked to Consortium
Uptown Consortium should have one representative from each community on its board if they are serious about bringing the community along with them!

B. SWOT (Strengths, Weakness, Opportunities, Threats) Analysis

Social and Political Development SWOT
Strengths
The five institutions that are located within the community provide the greatest strength to the community. Existing community leadership and planning initiatives provide a framework for progress in Avondale.
- Capability and Knowledge of Institutions
  - Framework for progress
  - Existing Assets in community
- Existing social network
- Variety of religious and community organizations
- Variety of housing stock
- Nearby employment center
- Adjacent to transportation corridors

- Community Leadership
- Potential to form a broad coalition of alliances and partnerships in Uptown

The community is adjacent to the 2nd largest employment center in the region that has the potential to provide jobs to many in the community. The availability of jobs and co-operative education would be enormous if the institutions would coordinate plans and programs with such a large labor force.

**Weakness:**
The greatness weakness is the perception of the lack of safety in the community and the inability in the past to link the institutions to the community. These two items are the priority efforts: in that once the community is considered safe, many of the other initiatives at least have an opportunity to happen. Additionally with the efforts of the institutions on the ground both human and community development will be accelerated significantly.

- Lack of education
  23% of Avondale’s residents have a high school diploma or the equivalent. After talking with some community members, a large portion brought up this fact. The education of their young people is very important to them. The upcoming generation is one of the largest in the community amounting to about 3,800 people. Education is the key to the future, and that seems to be the consensus as far as the community is concerned.

- Lack of employment
  Of the 12,000 aged 16+ half are in the labor force, 86% of those in the labor force are employed. There are over 6,000 people aged 16+ that are without a job. By assisting with training and education, the Uptown institutions could capitalize on the potential of a near-by accessible workforce. Coordination with these large institutions may help to create co-operative education, and job-training to help develop this large force into a working community. Jobs equal money.

- Public Safety/CPD relationships
- Weak connection to government and city leaders
- Insufficient political activity and mobilization in Avondale
- Distributed community leadership (power spread out)
- Weak and somewhat contentious relationships between Avondale leaders and the Uptown Consortium and its members
- Avondale effort requires cohesive effort over time. Community requires a charismatic leader(s) that can act more or less full-time to make plan happen. Make and hold believers together.

- Available funding and programs not coordinated-gaps unknown
- Access to capital/financial resources
Opportunities
Huge opportunities exist to leverage the power and knowledge of the Consortium institutions for the benefits of the larger Avondale community.

- Use nearby institutions as economic development catalyst
- Influence and use new I-71 exchange as catalyst
- Improve Physical connection between Uptown institutions and Burnet Park
- Pursue Tech corridor and connection to life science cluster in Med Center
- Unknown and underutilized government and NGO programs and funding
- UCCOPC ability to impact socioeconomic issues
  - School of Education/interface with Cincinnati Public Schools
  - School of Education/Adult Learning Center-Adult job training and education
  - School of Social Work- Assist with families and individuals of need
  - School of Planning/Architecture- Planning-Urban Design-Preservation
  - School of Business-Market planning-Entrepreneurial Support and training.
  - DAAP/CCM-Arts and Entertainment Initiatives

Threats:
Public safety and the perception that Avondale is not safe is a priority issue. But this cannot be dealt within by the community alone. Relationship with CPD and city Hall are essential to begin meaningful work on this issue. Ongoing political riffs and contention will polarize the effort and if not resolved will become self-prophesy, guaranteeing that the Consortium will act in ways that are not in-line with the Avondale community. Economic condition generally and specifically in Avondale is a barrier that must be overcome. Education and job training are first steps in this effort.

- Crime/Safety perceptions
- Economic Instability
- Family Instability
- Education/Employability
- Continued political isolation of Community
- Inability to form a broad coalition between Consortium and community
- Doing design only instead of comprehensive planning
- Impact of I-71 interface?
- Community leadership by volunteers
- City Hall bureaucracy and lack of leadership

Economic Development SWOT
Strengths
- Availability of space for development of business district/new housing
  - There are large numbers of vacant lots, buildings and empty rental units that are within the study area particularly on Burnet and Reading Rd.
- Desire to change and become marketable region
  - The ACC along with the community of Avondale are ready to do whatever is necessary to provide the community with even more valuable assets. They want to see the community as a place that is vibrant and self-sustaining.
• Availability of entertainment district such as a jazz/comedy
  - There are many elderly people in the community many of which have a strong
  background in music/jazz/blues. There have been underground concerts that promote
  this type of music and with the talents of some of the young kids this may help them to
  find a niche in the community. Also, collaboration with the College of Contemporary
  Music may help spur interest and draw them to various bars and clubs for entertainment.

• Development of the surrounding areas
  - There is major development going all around Avondale such as Children’s Hospital
    expansion and the major expansion of UC

• Close proximity to possible co-operative businesses
  - The community is surrounded by several corporations that employ many people. The
    availability of jobs and co-operative education would be enormous if the institutions
    would coordinate plans and programs with such a large labor force.

• Being located within an enterprise zone
  - this allows for many city wide programs that may help spur small business development
    and provide tax incentives for developing said pieces of land.

• Many small business programs provide incentives for economic development through the city
  and state
  - as mentioned above, the Community of Avondale is located within the
    Empowerment/Enterprise Zone which makes them eligible for many programs.
    Programs included are those that help small businesses with technical support,
    mentoring, access to financial resources, and job training programs.

Weaknesses

• Conflicting interests
  - We saw conflicting interest between council members on potential redevelopment sites
    and where development should occur. Also, the obvious conflict with the City of
    Cincinnati and the Uptown Consortium on development of the Burnet Avenue Business
    District has angered many in the community.

• Lack of coordination
  - Coordination of efforts has been scarce. ACC has not been taken seriously as a
    community spokesperson. Their choices are being made for them and around them, but
    not with them.

• Negative image and social stigma
  - Avondale has been marked by the riots of the 1960’s with buildings still vacant and
    deteriorated from the damage caused by them, in addition to its high crime rate.

• Lack of education
  - 23% have a high school diploma or the equivalent. After talking with some community
    members, a large portion brought up this fact. The education of their young people is
    very important to them. The upcoming generation is one of the largest in the
    community amounting to about 3,800 people. Education is the key to the future, and
    that seems to be the consensus as far as the community is concerned.

• Lack of employment
  - Of the 12,000 aged 16+ half are in the labor force, 86% of the labor is employed.
    Avondale has the largest population of African-Americans in the city. It is also the
    densest community. There are over 6,000 people aged 16+ that are without a job.
    Avondale has one of the largest labor forces in the city. With this fact institutions
should capitalize on the amount of people in need of jobs. Coordination with these large institutions may help to create co-operative education, and job-training to help develop this large force into a working community. Jobs equal money.

**Opportunities**

- **Ability to create a vibrant mixed use district on Burnet Avenue**
  - There are many different types of people in and around the community or which an array of businesses would compliment. The persons in the community, visitors to the hospitals, patients that may be in linge term rehab, and the blue and white collar workers that may need lunch, a meeting place, or tech support.

- **Office space next to Children’s hospital**
  - Children’s hospital wishes to expand their office space around their property the chance to create an office complex across the street has potential along with the jobs it would create.

- **Need for large grocers**
  - The only grocer in the Avondale area is ALDI’S which is not a large grocer. There is demand for a name brand grocer that could bring more jobs.

- **Ability for chain retail stores due to lack of retail.**
  - The absence of many chain retail stores in the area increases demand for an array of chain businesses that could prosper.

- **Large labor force**
  - As mentioned above this is a very large part of the community as far as population is concerned. If the institutions are willing to work with the community to provide job opportunities and training through various programs then this labor force can work to the advantage of both the community and the institutions.

- **Location to educational institutions like UC and the hospitals**
  - Coordination of job training programs and job retention such as the Health Alliance Job Success Program, along with other institutions providing entry level positions such as food services, environmental services, patient care and transport. The access to these facilities is easy for most of the community, especially those without an automobile.

**Threats**

- **Safety- is the number one threat to successful redevelopment**
  - Avondale has a high crime rate along with a historically negative past, these needs to be countered as soon as possible. A neighborhood watch program is in the works.

- **Business displacement due to new businesses**
  - There is fear that a big box or chain store would harm the chances for small businesses to prosper if they are located to closely to Burnet Avenue.

- **Hospital growth consuming vacant lots**
  - The consumption of vacant lots around the hospitals does not benefit the community because there are not cohesive with the ideas the community has for the area. Along with the parking lot on MLK and Harvey this area is owned by the Health Alliance and if developed it may not be conducive to the types of development the community would like to see or would benefit from.

- **Lack of program acceptance and willingness to work with community due to social stigma**
- the image that the community possesses is not a positive one. For instance, Home Depot conducted a study on the area and found it was not suitable for the development of a new store.

- Lack of participation by community
  - the problem with getting community visions and plans adopted or approved by the city is the lack of community input as seen fit by the City of Cincinnati.

**Avondale Markets SWOT:**

**Strengths**
- Development of the surrounding areas
  - There is major development going all around Avondale such as Children’s Hospital expansion and the major expansion of UC. The challenge is to include Avondale in the progress with out destruction of the historic community.

**Weaknesses**
- Negative image and social stigma
  - Avondale has been marked by the riots of the 1960’s with buildings still vacant and deteriorated from the damage caused by them, in addition to its high crime rate.

**Opportunities:**
- Need for large grocers
  - The only grocer in the Avondale area is ALDI’S which is not a large grocer. There is demand for a name brand grocer that could bring more jobs.
- Ability for chain retail stores due to lack of retail.
  - The absence of many chain retail stores in the area increases demand for an array of chain businesses that could prosper.

**Threats**
- Hospital growth consuming vacant lots
  - the consumption of vacant lots around the hospitals does not benefit the community because there are not cohesive with the ideas the community has for the area. Along with the parking lot on MLK and Harvey this area is owned by the Health Alliance and if developed it may not be conducive to the types of development the community would like to see or would benefit from.

5. **Strategic Plan**

   A. **Social Services and Programs**

      The exact status of all ongoing and available social services in Avondale is quite difficult to get a handle on. The obvious implication is one of finding information and how the individual organizations market and communicate their programs. The Neighborhood Pride Center will be a significant improvement as it will act as a single-point of contact facility for citizens requiring assistance or needing information on a myriad of human and community development services. The cities new permit center located just south of the Upton District will also be a new and better way to access information and assistance. The Urban League and Victory Neighborhoods Services along with the United Way and LISC all play a major role in assisting the community in moving forward. An initiative to catalog and coordinate all services in the community is warranted, and hopefully this effort could be initiated and coordinated by the Council and implemented by the Neighborhood Pride Center.

   **Neighborhood Revitalization Strategy Area (NRSA):**
NSRA is a federally funded community program that focuses efforts on several areas of development. Those areas: Housing, Human and Social Services, Public Facilities, Neighborhood Capacity Building, Transportation and Parking, Public Safety.

A requirement of the NRSA program is that the strategy developed by the city will provide economic empowerment for the low and moderate income residents that will provide substantial improvement in the targeted areas. The program is scaled to show results within a five year time period, through concentration of effort in an area of manageable size.

Designation as a NRSA provides a community with four benefits, three of which are authorized by the regulations upon designation by HUD as a NRSA:

• Aggregation of housing units,
• Exemption from the aggregate public benefit standard for special economic development activities,
• Exemption of services carried out by Community-Based Development Organizations (CBDOS) from the public service cap.

However, to receive the fourth benefit, authorization to qualify job creation/retention as low/moderate income area benefit, the NRSA must meet certain regulatory criteria.

• Neighborhood development objective #1
  
  Support efforts to sustain employment opportunities for NRSA residents as well as employment mobility, through training and job placement initiatives in healthcare industries. GOAL of 100% job retention
  
  -Health Alliance Inc. Job Success Program

• Neighborhood development objective #2
  
  Develop the Burnet Avenue Business District to generate employment, business development and investments.
  
  -Use Cincinnati and the Burnet Avenue Revitalization Team to invest into the business district

• Neighborhood development objective #3
  
  Establish a “Neighborhood Pride Center” to promote and sustain Avondale as a cleaner, safer and vital neighborhood where people choose to live, work and play.
  
  -City of Cincinnati committed $75,000 towards a pride center.

Victory Neighborhood Services

B. Churches in the Community

As there are 54 churches currently listed in Avondale, these institution have the ability to pull a significant and active group of Avondale citizens together for action. The efforts of the Avondale Community Outreach organization to coordinate and create interface between the church leaders and their congregations is an important effort that should be maintained and strengthened. The power of faith-based efforts to move and initiated community action cannot be overlooked and community leaders should make every effort to utilize their local churches as a catalyst for positive change.

C. Sense of Community and Pride

Although Avondale does have a good foundation of community action and has an established political base in the community, additional efforts are needed to re-center and improve the image of Avondale in the minds of both residents and individuals outside the community. Actions are
required to build upon ongoing efforts to create an even more active and connected community. Such measures can center on civic functions such as school activities, athletic events and community celebrations. The neighborhood should build on its annual festival *Celebrating Families* and create additional vehicles that will help the community celebrate its heritage or other methods to represent the unique aspects of Avondale to the region. Suggestion might be in the area of jazz festivals, civil rights history, or possibly a general community fair or festival. This type of event should be used to re-establish a town center and to improve recreational and urban infrastructure that the event might use when held. An event that would have the ability to attract other cultures and ethnic peoples would be advantageous for changing the perceptions of Avondale around the region. Other ideas to foster a proud image in the minds of residents would be the development of athletic teams, scholastic competitions and other ways to pull residents together as a community unit. Efforts should be made to lobby Cincinnati Public Schools to maintain and expand extra-curricular activities in local schools in order to foster community pride. The ability of athletic teams, bands, and other school-based activities and the ability of the schools themselves to act as a centering force in the community should not be overlooked.

D. Public Safety

Police: Police presences must be improved in the Burnet Ave. Business District and the residential areas that surround it. The Burnet Ave CPD substation must be manned full-time. Police presence and activity is needed to improve the real and perceived nature of public safety. It is also required in order to re-establish relationships with the community and mend the rift between the CPD and the community as a whole. Programs that would provide a means for CPD members working in the community to purchase homes and, live in Avondale would be advantages for re-connecting CPD to the community. Alternative forms of patrol are highly recommended including mounted, bicycle and foot patrol.

Fire: Research found no issues with fire protection in the Avondale Community although further research is warranted. Incidents involving violence towards the fire departments in black communities is a growing concern among fire officials and union leaders. This trend should be monitored for impact on responsiveness to fire events within the Avondale community.

Emergency Services: Although no specific complaints were recorded by community residents or leaders. The high incidents of injury to small children and infant mortality rates along with the general overall quality of health in the community warrants further research on how EMT and over health agencies could assist the community in gaining a better and more equitable health system.

E. Alliances and Partnerships

The ability of the Avondale community to effectively move forward with a meaningful and broad-based redevelopment will be partly based on its ability to use the power of the local institutions effectively. In order for the Avondale community to break the cycle of poverty and community deterioration, Avondale’s leaders and the Consortium must find an effective means of balanced cooperation. This goal of community-institutional cooperation will also be heavily affected by the institutions williness and ability to cooperate efficiently both internally and externally with the various community organizations. It is essential that the institutions that make up the consortium realize their impact upon the community and find innovative ways to work with the community in order to ensure that plans to make the Uptown District a national model for economic revitalization becomes a reality. Old political barriers and an inability to work cooperatively in the community will ensure that redevelopment efforts will be significantly impacted and possibly halted.
University of Cincinnati: The University has a unique ability to bring its considerable assets to bear on the socioeconomics problem of the Avondale community. The basis of the University’s ability to create meaningful and lasting change in the Uptown community is its ability to cross-functionally bring the diversity of its schools and various disciplines to help the Avondale community. UC’s COPC initiative must be understood and embraced by the Avondale community; it is the best chance for a quick and comprehensive redevelopment of Avondale and its citizens.

6. Urban Design Plans
   A. Redevelopment Sites
   Avondale has a variety of residential and commercial sites that could be improved by partial or complete redevelopment. It is the general consensus of Avondale’s leaders that the physical condition of the community is a primary contributor to public safety issues and that improvement in community centers will assist their efforts to change both the perception and reality of public safety in Avondale. There are three primary business centers that have been identified as redevelopment targets. Burnet Avenue Business District, the Reading Road Business Corridor anchored on the north by Town Center and on the south by the old Columbian School site. These areas require both new building construction and
Figure 9. Avondale Community Redevelopment Sites
rehabilitation, façade development and extensive urban design enhancements. The creation of gateways, development of new and reconditioning of existing public space along with a general plan to green and beautify the areas is necessary. Additionally key residential areas such as the homes immediately across from the new Rockdale School need immediate attention. The addition of the Neighborhood Pride Center in the Burnet Avenue Business District will provide both a mental and physical foothold from which the community can work in order to reclaim these areas for its citizens.

Physical Redevelopment Options and Objectives
The following urban design objectives were reached through interviews with the members of the Avondale Community Council and planning students at the University of Cincinnati

Goals:

- Encourage the Development of New Affordable Housing
- Architecture Compatibility
- A Town Square
- Improve Mobility of Senior Citizens
- Create Mixed Use Developments

Objective: Architecture Compatibility

Architectural embellishments that add visual interest to roofs, such as dormers, belvederes, masonry chimneys, cupolas, clock towers, and other similar elements are encouraged. Buildings greater than one story should clearly delineate the boundary between each floor of the structure through belt courses, cornice lines, or similar architecture detailing. Structures may vary in height to add variety, with taller buildings placed at corners or points of visual termination. However, a constant "build up line" should be maintained.

Figures 10, 11. Proposed Façade Improvements
Objective: Encourage the Development of New Affordable Housing

In communities across the country, rising demand accompanied by changing demographics is making the cost of housing too expensive for many citizens. As a result, officials are exploring various remedies to encourage development of additional housing without sacrificing the character of their respective communities. Many such communities are rediscovering the virtues of cottage housing and are implementing new ordinances called cottage housing development (CHD) zoning ordinances, which are designed to facilitate development of these time-honored housing types. Cottage houses are single-family detached units, usually less than 1,000 square feet in size, that incorporate many of the amenities associated with conventional single-family detached housing. This type of housing also encourages young adults or elderly to live with their families for extended periods of time while still giving the occupant some privacy.

Objective: A Neighborhood Square

A square is a type of open space or neighborhood park that may encompass an entire block. It is located at the intersection of important streets or in the neighborhood center and is intended for public use and civic purpose. The square is typically developed in a formal manner consisting of paved walks, lawns, trees, fountains, and may include civic buildings and monuments. An alternative design concept is to terminate the view down Burnet Avenue with a municipal complex of building(s) located where Burnet intersects with Forest.

Objective: Improve Mobility of Senior Citizens

Attention to small design and functional details can significantly improve seniors’ mobility on foot. For example, repairing uneven sidewalks can reduce the risk of falls. Providing sheltered benches at regular intervals (and at 90-degree angles to minimize twisting and turning) can provide resting and meeting places. Traffic engineering strategies—such as extending the duration of crossing signals and reducing crossing distances at intersections through traffic calming measures (e.g., “bulb-outs,” refuge islands, and other techniques)—can make it easier and safer for older adults to cross streets. Moreover, since vision and contrast perception become impaired with age, communities should provide sufficient lighting and easy-to-read signage and minimize abrupt grade changes or steep inclines.

Objective: Create Mixed Use Developments
People who cannot afford or do not want to own cars are among the biggest beneficiaries of mixed land use developments. The proximity of houses to businesses enables them to accomplish life’s tasks without the added transportation costs. The elderly can also benefit from mixed land uses. Many seniors who live in communities with segregated uses depend on taxis, buses, or neighbors and family members to drive them to their daily routines. Those residing in mixed-use communities, on the other hand, can walk to grocery stores, beauty salons, doctors, and social engagements, allowing them to lead healthier and more independent lives.

**Figure 13. Proposed Street Section Conducive to Mixed Use Development**

**Economic Redevelopment Options**

**Key Redevelopment Areas within the Reading Road Business Corridor:**

We have identified possible redevelopment areas for the Reading Road Business Corridor:

The Town Center—Consisting of a few name brand stores that are not very well supported by the community. It also has available vacant space for retail, office, and/or small businesses. It is also a place where there is a heavy concentration of people throughout the day, and is accessible by bus. The location also makes for a unique opportunity. There is a lot of traffic flow up Reading Road which leads to Norwood (to the north), another major business district.

Empty lots along Reading Road—empty lots are always an attractive site for developers and the community in which it exists. The City, on the other hand, does not want another high maintenance use such as retail/commercial. More than likely it will become another senior living complex. Steps should be made to try and acquire that land. A community based organization may step up to take advantage of the vacant lots in and around the community. This organization may pool monies to help buy vacant land on the community’s behalf. Therefore, allowing the community to develop/maintain the area as they see fit.

The Corner of Martin Luther King Jr. Drive and Reading Road—this intersection is highly sought after by many development teams. The high volumes of traffic are ideal for creating a vibrant...
business area. It is also a good point when trying to recruit businesses to the community. The strip that lines Reading Road is not owned by one of the large corporations that seem to invade the community without any input from leaders.

The Burnet Avenue Business District is another area that has potential for redevelopment due to its close proximity to the large corporations surrounding Avondale. The draw from the hospitals, and the Cincinnati Zoo and Botanical Gardens is significant. The district is located from Erkenbrecher to Forest. The idea is to develop the area with small businesses that would live off the hospitals, and the zoo. Also, the businesses that would flourish would have to accommodate those that are coming in and out of the hospitals, and surrounding corporations, but not limited to businesses that would help support the larger corporations as far as creating a specialized area.

**Key Redevelopment Areas within the Burnet Avenue Business District:**

We have identified possible redevelopment areas for the Burnet Avenue Business District:

- **The Avondale Pride Center** - this is one of the most exciting developments taking place today. The Community of Avondale has received seed money city hall has promised to create a pride center for the community. The center will be home to many organizations and will disseminate information to the community on a broad range of subjects including home financing, city services, public safety, etc.

- **Vacant lots and buildings** - these are always real eye catchers to those interested in developing the area. Cheap land and buildings that can be rehabilitated to provide area for small businesses or the construction of new facilities.

In conclusion the sites outlined above are hotspots for redevelopment in the Community of Avondale. Burnet Avenue has plans that are currently in the implementation stage. The Uptown Consortium has started the redevelopment of this district. Also, the sites that we have highlighted are those that we see fit for the wellbeing of the community. The vacancies always possess room for redevelopment and improvement within the area. Each corridor has its own draw and characteristics that make each unique, however. Plans for the Reading Road Business Corridor have yet to be identified. The city has taken it upon themselves to repave the town center, and provide minor improvements to the infrastructure as well as investigate the deteriorating apartment building across from the center. Aside from those minor improvements, action has not been taken to utilize the vacancies along this corridor.

**B. Redevelopment Site Options**

**Burnet Business District Gateway Development Plan**

This development plan for the intersection of Burnet Ave and Forest Ave requires new development and infill. The vision for this area is to create a mixed use destination for not only the residents of Avondale, but the employees that work in the surrounding area and residents from nearby neighborhoods. Each proposed building has the specified functions and desires that we see are the most desirable for this area. This development also compliments the development plan created for the rest of Burnet Ave, creating a flourishing, cohesive environment.
Mixed Use District at Burnet and Forest

In creating a walkable business district, the area should strive to make the pedestrian feel safe when walking. Creating a buffer between the sidewalk and street by using on-street parking and street barriers assures the pedestrian of their safety from vehicular traffic. The district should not only contain lighting for the street, but lighting on the sidewalks should be used to allow the pedestrians the comfort of safety through well lit areas. Mixed-use buildings allow for a constant flow of people in the area. This allows residents to live right around the block from their favorite gathering places.

Avondale Community Pride Center

The neighborhood community pride center is set up to become the anchor of the neighborhood. Located at the intersection of Burnet Avenue and Forest Avenue, the community center sits at a central location of the neighborhood.

Outdoor Entertainment

Outdoor features like fountains, tables, gardens, and plazas greatly improve the aesthetics of the neighborhood and provide for a positive vibrant image of the community. By drawing people out onto the street you can improve neighborhood businesses and the safety of the community in general by creating an atmosphere of community vigilance that only comes from an active, watchful citizenry.

Burnet Avenue Business District Corridor (Rockdale to Hearne)

Program Specifics

Parking: There will be 200+ new spaces created for our redevelopment area most of which will be underneath the business district. On the western side of Burnet, approximately 60 spaces will be housed beneath the multi-use development. On the eastern side of Burnet Avenue a large two level subterranean parking garage will house in upwards of 150 spaces. Elevators will be installed at various locations along both the mall and the business fronts.

Residential Development: This includes 11 town homes abutting the mall area. Also, approximately 15 loft apartments will be available on most top floors of most offices and retail facilities.

Entertainment: There will be an array of activities for which visitors and community members can enjoy themselves. 4 bars/clubs will be located in the district making for extreme competition and a diverse setting in each club or bar. 6 restaurants will also be located within the district making for many different types of cuisine for those in a hurry at lunch or wanting an intimate moment with loved one.

Office Space: 25,000 square feet of office space is available with high speed internet, and appropriate infrastructure. This space could house services for which the community may need on a daily basis such as the Pride Center where many offices and services are housed (One-Stop atmosphere). Also, professional businesses such as dentists, lawyers, barbers, and Medicare consultants may be in high need for the community and its members to get back on track.
Retail/Commercial: Approximately 10,000 square feet of retail space is available for a variety of stores whether it be an art gallery, ethnic variety store, or a chain retail store that pulls business professionals, community members, and visitors for special needs and/or interests.

Urban Design Guidelines

Parking- On Burnet Avenue there will continue to be parallel parking. On the former gas station site there will be some development with two subterranean. We determined this would be the most appropriate use for the lot because of the mix of residential and retail with an appropriate amount of parking below. Also, with the new development on the east of Burnet Avenue there will also be two levels of parking below the development and mall area. The total number of additional parking spaces added to the area is in upwards of 200 spaces.

Infill Development- There are many abandoned buildings and vacant lots on both sides of Burnet Avenue. This underutilization of the area can be remedied by infill and redevelopment of the abandoned structures. It will be determined which abandoned buildings are worth keeping and which will be dismantled and taken down. The vacant lots will have structures that will have uses that meet the needs and bring entertainment to the community, such as a jazz club, grocer or restaurant. The vacant lots would be filled by buildings of appropriate use. Thus, promoting community engagement, and business retention throughout the Community of Avondale.

Façade Improvement- The present structures that will remain on Burnet Avenue will receive façade improvements to add to the revitalization of the streetscapes along Burnet Avenue, and create a vibrant and healthy atmosphere that will draw many different people to the area, business professionals, community members, and visitors to the area to engage in a spirited lifestyle.

Outdoor Mall- An outdoor mall will be created behind the buildings on the east side of Burnet Avenue. This mall will take the place of an access road that was behind these buildings. The mall will consist of two sidewalks and green space in between the two sidewalks. The green space will contain fountains, benches, trees, and landscaping. The backs of the stores and restaurants along eastern Burnet Avenue will have openings onto the mall consisting of outdoor eating areas and entranceways. Also, the residential units on the other side of the mall will use the greens as their front yard. This act of new urbanism will help facilitate interaction among community members, visitors, and business owners.

Traffic Calming- In order to transform Burnet Avenue into a pedestrian friendly area, traffic calming will be needed. Chokers and bump outs will be placed along both sides of Burnet Avenue to help promote a walkable community. We also narrowed Burnet Avenue itself down to 22 feet. Also, raised crosswalks at every intersection will slow those that may be weary of damaging both their property and others around them.

Figure 17. Proposed Traffic Intersection Improvements
Safety - To help prevent crime from occurring on Burnet Avenue the pedestrian walkways need to be well lit with streetlights and lampposts at specific locations. Also the outdoor mall will be open from dawn to dusk.

Columbian School Site – Columbian Station
Site Plan
The former Columbian School site at the corner of MLK Jr. Drvie and Reading Road presents a great opportunity to reestablish that corner as a community gathering place and once more a productive property. Because of its location and size this site presents both opportunities and challenges with regard to scale and use strategies. It also provides the ability for the community to begin to consider the Reading Road Corridor redevelopment using this project as its southern anchor and the Town Center shopping area as its northern terminus. These two sites combined with the Burnet Avenue Business district combine to form a triangle that surrounds the medical center complex providing a solid foundation for community revitalization.

Case Studies
Several different urban developments were reviewed for validity towards this project. We looked specifically for projects that were developed in disadvantaged neighborhoods and that used innovative techniques such as adaptive-use and TOD to develop dense, mixed use properties. Our building design was chosen to resembled warehouses adaptively re-used. The urban park in the center of the site was providing a stream and small lake both for aesthetics and to mitigate the problems with an on-site spring that could have posed construction and site
development challenges if not dealt with creatively. Specifically the team reviewed three other developments, The M-Lofts in St. Louis, Mo.; Mockingbird Station, a TOD development 3 miles north of downtown Dallas, the proposed Ballpark Village in downtown St. Louis and Rookwood Commons in Norwood, Ohio. While none of these fit the needs of our site specifically and all of the aspects of each project were not agreed with, the case studies provided a look at what other cities are accomplishing in urban neighborhoods.

**M Lofts**
The M Lofts development The M lofts is a mixed use development that adaptively reused several abandoned industrial and warehouse buildings in the historic Lafayette Square neighborhood near downtown St. Louis. Less than 2 minutes drive from union Station, the M lofts project mixes restaurants, multi-family and commercial office space adjacent to a 19th century Victorian square with its own business district that just recently overcame years of neglect to become once again a bustling neighborhoods retail center.

**Mockingbird Station**
While the Columbian site once tapped to be a major light-rail station, the probability of this site seeing a rail based transit station in the near future is remote. Still the concept and benefits that transit driven development brings to the community is important and the team reviewed this project to see if there might be items that could be adapted.

**Ballpark Village**
BallPark Village is the proposed mixed-use, multi-purpose developed that will be build adjacent to the new Busch Stadium in St, Louis comprised of residential, commercial, retail, and several institutions including the St. Louis Cardinal Hall-of-Fame museum, Ball Park Village will resemble the near-by Cuples Station complex which is a large collection of multi-story 19th century brick warehouses located just to the south of the current stadium.

**Rookwood Commons**
Rookwood Commons a low-mix development located in Norwood, wile not having all of the characteristics we were looking for, provided a retail form that utilized adaptive reuse strategies combined with new build to create a semi-urban, but mostly suburban-type development near by. Rookwood is now considering a 2nd Phase of development that will increase the use types to include residential and commercial office space.

**Urban Design Variations**
The team has purposely avoided some of the typical urban design techniques for the Columbian Station site in favor of a much more subtle set of guidelines.

**Signage**
All commercial signs and wayfinding will be kept congruent with the idea of an urban park. Interior lighted signs will be prohibited as will commercial signage larger than 3x4 feet. A consistent wayfinding system will be developed in order to assist movement through the development and strengthen the identity of Columbian Station and Avondale.

**Circulation**
Walkways and side walks will be specified wider than standard, in order to encourage walking and lingering on site. Path will lead from each building into the urban park and along the stream. Areas for quite contemplation and relaxation will be providing in and around the grotto, stream, and pond.

**Site Lighting**
Lighting will be generous, but controlled. Overhead lighting will highlight gateways, streets and driveways and sidewalks, walkways and transitions from buildings, parking, street and park areas. Pathways and walkways are to be lit much more subtly in keeping with an urban park ideal. In know though will lighting be sacrifice safety or resident’s comfort for ambience or environment. The free use of this area as public space is key to its success. Lighting heights will be controlled to provide proper illumination but will attempt to limit the amount of light pollution for residents living on site.

Community Gateway

A gateway design will be implemented on the east and west corners of MLK Drive and Reading Roads. The gateway will be developed with community input, but generally will feature, specific Avondale community signage, specific paving indicative of Avondale. If found feasible the transformation of Reading Road into a boulevard with a small landscaped parkway median would be an appropriate way to indicted to those entering the area that they are now in Avondale. It would also provide minor traffic calming and assistance to pedestrians attempting to negotiate Reading Road east or west bound. Additionally, methods of continuing this look and feel radiating outward from the site will be pursued to minimize the feeling that the developed is not consistent with the surrounding area.

Project description

The Columbian site redevelopment presents many challenges in both use and design direction. Because of its location it was thought best that architecturally, the project maintain an urban style while at the same time providing open space so needed in an urban setting such as Avondale. The Columbian Station development will be mixed-use development providing the community with a reasonably dense mixture of food service, retail, commercial office and multi-family lofts and apartments. The development will be made up of four buildings: One single-story wood-clad building evoking an Asian style and 3 three-story structures resembling adaptively reused urban structures. The three main buildings will be a mix of retail and office space on their first two floors and multi-family units on each of their third floors.

The site has been graded to take advantage of its scale and southeast to northwestern slope. The site will be extensively landscaped and treed in order to provide as much passive cooling capacity and shade for both energy conservation and the enjoyment of the public. Building rooftops will be heavily planted and will proved the residents an area for relaxation in a more private setting, while adding to the cooling capacity of the rooftop vegetation. Impervious surfaces will be kept to a minimum with only small surface parking provided for convenience shopping and for restaurant customers. Parking for 115 cars will be provided on the lower level of the three commercial structures. The potential for future development including transit and the associated transit-oriented-development was also a consideration when leaving so much of the site to open, green space. It must be clear that although this space lies in the midst of a mixed use development, this open space is considered public space and it will be the intent of the project to enable public use as much as possible. While the project has the possibility to built in phases, it is thought most viable in its fully developed configuration.
Project Programming

As Columbian Station will be a busy center for the community parking and access will be a key consideration. Hospital and UC employees and visitors will be able to access the site across the relatively light trafficked Harvey Street. Development square footage by use and related parking requirements are established in the table below.

<table>
<thead>
<tr>
<th>Type</th>
<th>Square Footage</th>
<th>Parking Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Service</td>
<td>32,500</td>
<td>*105</td>
</tr>
<tr>
<td>Retail</td>
<td>50,500</td>
<td>151</td>
</tr>
<tr>
<td>Commercial Office</td>
<td>70,500</td>
<td>141</td>
</tr>
<tr>
<td>Multi-family</td>
<td>54,000</td>
<td>54</td>
</tr>
<tr>
<td>-20 units</td>
<td>900</td>
<td>n/a</td>
</tr>
<tr>
<td>-20 units</td>
<td>1200</td>
<td>n/a</td>
</tr>
<tr>
<td>-6 loft units</td>
<td>2000</td>
<td>n/a</td>
</tr>
</tbody>
</table>

*Surface

Urban Design Guidelines

These urban design guidelines were created to assist development in the neighborhood of Avondale to ensure the compatibility and quality of future developments in the neighborhood. By following these guidelines set forth the neighborhood can also provide a safer environment through physical means.

Scale

Scale relationships must be carefully considered, and appropriate transitions provided where a change of scale is proposed or required. Stair stepping building height, breaking up the mass of the building and shifting building placement can help mitigate the impact of differing building scales and intensities.

A proposed commercial or industrial building should also respect the scale of any adjacent residential buildings, and, where desirable, provide an orderly transition to the different scale of development. For example, the actual height and bulk of a two-story office building is usually greater than that of a two-story residence. These buildings will not normally be compatible in close proximity unless they are separated by distance, articulated elevation, or a landscape buffer/screen.

Buildings that are significantly taller, more brightly colored, or which otherwise differ in scale from their neighbors may be acceptable but they will require justification by the designer.

Rhythm

Building rhythm relates to the horizontal and vertical patterns expressed by architectural features such as cornices, columns, windows, doors, or variations in massing. New developments should respect rhythms established by adjacent buildings. Designers should employ several related rhythms to avoid repetition of one, or very few elements throughout the building. Examples of building rhythm include horizontal and vertical banding with different colors or materials, groupings of windows, regular or repetition of storefront details, or consistent sign design and placement.
In townhouse and multi-family projects, repetitive floor plans should be alternately reversed and exterior elevations, roof planes, and exterior appurtenances should be varied to avoid monotony.

**Building Facade**

External details in building facades, entries, stairways, retaining walls and other features provide visual interests, enrichment and texture to buildings.

New developments should incorporate the use of strong vertical and/or horizontal reveals, offsets, and three dimensional detail between surface planes to create shadow lines and break up flat surface areas. If large blank surfaces are proposed, they should be for some compelling design purpose, and the design should incorporate mitigating features to enrich the appearance of the project and provide a sense of human scale at the ground level that is inviting to the public.

Rear building elevations, especially those facing adjoining residential areas should be aesthetically enhanced with materials to match the front of the building. Exterior side yard setback areas (i.e., along side streets) and building elevations along these setbacks should be treated with the same quality of design and materials as the front setback area and front building elevations.

Roofing materials should be tile or other hard surface, durable materials. The use of asphalt shingles is discouraged.

**Colors and Materials**

Materials and colors in the area of the project should be considered when selecting the materials and colors used in the proposed project. Materials and colors can unify an area through the use of a clearly defined palette. Colors and materials should be selected for compatibility with the site, as well as compatibility with the neighboring area. Consider selecting materials and colors that are compatible with the desert environment and help to reduce reflected heat and glare into exterior public areas. In a curtain wall application, glass should have a reflectivity of 20 percent or less. The use of reflective glass as a complete exterior surface is discouraged because of the great increase in reflected glare and heat.

All sides of a structure should exhibit design continuity. There should be no unimproved side to a structure. For instance, a mansard roof should be carried around all sides of the building, not just along the front.

**Windows and Door Placement**

Buildings and windows should be located to maximize the possibility of occupant surveillance of entryways, recreation and laundry areas. Children’s play areas should be sited to allow for clear parental monitoring. Relentless grids of repeated windows should be avoided. The patterns created by the window and door placement can help add variety and interest to the design.

**Screening**

All rooftop air conditioning and heating equipment must be screened from view in multi-family and commercial developments. Soft water tanks, gas meters, and electrical meters should also be screened from public view wherever possible. All screening shall be architecturally compatible with the primary structure. The screening should be part of the articulation of the building and not appear to be an afterthought. Sound attenuation to mechanical equipment is also encouraged.

**Parking Structure Design**

Parking structures tend to be utilitarian in appearance. However, because of their size, they often become a major visual element of the site. Parking structures should therefore be integrated with the form and materials of the primary site structures. Lighting within the parking structure should
provide safety and security and be integrated into the architectural character both in terms of illumination and fixtures. Lighting must provide safety but not be offensive to off-site uses.

Staging areas should be designed to accommodate the required queuing within the site and not on the street. Staging must not interfere with street movement or pedestrian circulation. An appropriate view angle and pedestrian crossing at exits and entrances should be provided in all parking structures. Parking ingress and egress should not interfere with street movement or pedestrian circulation.

There should be a convenient, clear, safe and efficient internal circulation system within the parking structure for both vehicular and pedestrian traffic including appropriate signage and placement of pedestrian circulation cores (elevators and stairs). Parking structures should provide clarity, safety and be convenient for the user.

Corner Lots

Due to street offsets and focal intersections identified in the neighborhood plan, there are several important intersections where pedestrian traffic and street character are important. The design character and pedestrian quality of the following corners are particularly important and should be emphasized:

A Checklist for Creating Pedestrian-Friendly Communities

In this guide we’ve explored a vision of what a community might look like when designed to accommodate all the various modes of transportation. The following checklist details the key characteristics of pedestrian-friendly communities and what makes them walkable:

1. **Continuous Systems/Connectivity.** Provide a complete system of interconnected streets, pedestrian walkways, and other pedestrian facilities to increase pedestrian travel.

2. **Shortened Trips and Convenient Access.** Provide connections between popular origins and destinations, between dead-end streets or cul-de-sacs, or as shortcuts through open spaces.

3. **Linkages to a Variety of Land Uses/Regional Connectivity.** Provide pedestrian circulation and access to shopping malls, transit, downtown, schools, parks, offices, mixed-use developments, and other communities within the region.

4. **Coordination between Jurisdictions.** Put pedestrian facilities in place to meet current and future needs by ensuring close coordination between jurisdictions and other modes of transportation.

5. **Continuous Separation from Traffic.** In pedestrian-oriented areas, minimize or eliminate street and driveway crossings. Provide buffers from motor vehicles.

6. **Pedestrian-Supportive Land-Use Patterns.** Use a grid street layout with short blocks in business districts and downtowns to enhance pedestrian mobility.

7. **Well-Functioning Facilities.** Ensure adequate width and sight distance, accessible grades, and alignment to avoid blind corners for all pedestrian facilities. Make sure common problems, such as poor drainage, are avoided.

8. **Designated Space.** Delineate, sign, and mark pedestrian facilities, as appropriate.
9. **Security and Visibility.** Design walkways to ensure a secure environment for pedestrians. Lighting, increased visibility, open sight-lines, and access to police and emergency vehicles are important considerations.

10. **Automobiles are Not the Only Consideration.** Design streets to accommodate all modes of transportation.

11. **Neighborhood Traffic Calming.** Design narrow streets lined with trees, install roundabouts (small traffic circles) and curb bulbs; make use of other techniques to lower vehicle speeds and create safer, more pleasant conditions for pedestrians.

12. **Accessible and Appropriately Located Transit.** Situate transit facilities adjacent to work, residential areas, shopping, and recreational facilities to encourage pedestrian trips.

13. **Lively Public Places.** Provide secure, attractive, and active spaces as focal points for the community, where people can gather and interact (e.g., pedestrian pocket parks and plazas).

14. **Pedestrian Furnishings.** Provide furnishings, such as benches, rest rooms, drinking fountains, artwork, architectural fountains (especially for play!), and other similar elements to create more attractive and functional environments for pedestrians.

15. **Street Trees and Landscaping.** Provide street trees to bring a human scale to the street environment.

16. **Proper Maintenance.** Provide frequent cleanup and repair on a regular basis to ensure continued use of areas by pedestrians.

7. **Ongoing Implementation**
   
   **A. Action Plan**
   
   1. Develop job descriptions, organizational structure, and funding sources for full-time ACC staff that can provide cohesive effort for over long periods in order to maintain momentum and community context. Action: ACC
   
   2. Create and implement milestone schedule with which to guide development of a comprehensive community plan. Action: ACC
   
   3. Develop a sub-committee system for the ACC in order to provide structural pursuit of key community issues. Action: ACC
   
   4. Create a political action sub-committee to investigate current community political structure and a political action plan that will yield better political connection, increased civic participation, and ultimately stronger political leverage within the City of Cincinnati. Action: ACC
   
   5. Create a social services sub-committee to investigate current community social services and create a social services inventory and gap analysis that will lead to a social services action plan that will yield better political connection, increased civic participation, and ultimately stronger political leverage within the City of Cincinnati. Action: ACC
   
   6. Establish closer relationships with other Uptown community councils and organizations to bolster understanding and to develop best practices. Action: ACC
   
   7. Establish working relationship with Victory Neighborhood Services, model efforts on VNS’s efforts in developing a broad community action group that brings all Avondale community organization together into a pseudo Chamber of Commerce-type organization. Action: ACC
8. Reopen and utilize Avondale sub-station as a full-time police presence. Action: City of Cincinnati police Department

B. Phasing Plan
Phasing Plan and Implementation Burnet Avenue Corridor
Organization and Priorities
Utilize Avondale Community Redevelopment Corporation (ACURC) headed by the President of the Avondale Community Council. ACURC will be fully staffed by members of surrounding institutions, members of the NAACP, city officials, and members of the ACC. The organization would lead the community by establishing a list of goals and objectives with the appropriate dates for implementation. Also, this CDC would act as the medium in acquisition of funding. CDC would find the appropriate funds and acquire them so the community and the comprehensive plan can go to work. Another reason for the CDC would be to act as a vehicle for community engagement through public meetings and would therefore be the best representative for the community. This organization would guide the community in development of businesses, economics, people, and community.

Acquire funds in order to implement the revitalization and economic development of the Burnet Avenue Business District. Take the proper steps with local government agencies for adoption and support of plans that are beneficial to the community and the city. For example, the use of the NRSA as a tool to facilitate business and economic development through the flexibility of funds set in place for the community. Also, the recognition of certain programs offered by the city would help in many instances such as business development, revitalization, façade improvements. All of these types of programs, and more, are offered by the City of Cincinnati. Again, the CDC would help to allocate funds through various programs from the city, regional, and national government agencies.

Establish which buildings will be kept- Create standards on which to base whether or not vacant buildings will be torn down such as the amount of deterioration that has occurred, whether the owner of the unit will promote the idea of destruction or rehabilitation. In which case, the owner may receive tax breaks/incentives on façade improvements, environmental clean up of pipes, and lead based paints. Also, the buildings that have been community eyesores will not be kept due to the majority of the community members not supporting said unit.

Improve Facades- as the first physical step in the process of redevelopment; it will require the least amount of funds and effort. It will be a sign to the community that the area is beginning to change for the better. Building owners will be contacted and tax incentives will be given to those who improve their building fronts. Design ordinances will be changed in order for the improvements to be uniform and conducive to the wants and needs of the community. These ordinances will include storefronts being colored, vegetated with baskets, proper signage, and upkeep through a community clean up once a month.

Create Parking- the bump outs/chokers will be placed along Burnet Avenue to help slow traffic and promote a walkable district. The bump outs will also house street lamps, trees, and at various points a historical fact about the community and its future. The parking lot on the former gas station lot will then be created underneath the development. Also, parking will be provided under the development on the eastern side of Burnet Avenue housing many spots for those seeking to enjoy the facilities of a diverse and ethnic community.
Create infill and public outdoor mall- This is a major step of the revitalization process. This will include the tearing down of buildings and the creation of infill in the vacant lots and the outdoor mall behind the east side of Burnet Avenue. The outdoor mall will be created as new infill structures will be constructed. In addition to the new infill on Burnet Avenue new townhouses will be created off of Jay St. where there is a large vacant lot. These townhouses will be adjacent to outdoor mall.

Creation of new structures on the new vacant lots- The lots on which buildings were torn down will be the last step in the revitalization process. These new buildings will be constructed next to the infill.

Phase Implementation (group 2)
1) Acquisition of land
   Road restructuring and improvements
   Retaining local businesses
2) Building new community pride center, Construction of new developments at Burnet and Forest
3) Building new common areas in the middle of Burnet and Forest intersection.
   Landscaping of street and newly developed areas. Recruitment of businesses to Burnet Avenue

   a. Funding Sources

8. Appendix
While Avondale’s issues and problems are challenging, through research the team has found that there is much reason to be hopeful that Avondale will be able to work through the old barricades in order to strike up meaningful and productive relationships which we believe are essential to a reasonably quick and effective revitalization. The most significant reason for optimism is the examples of what others have accomplished in amazingly similar situations. The case studies below, while all very different, exhibit key similarities to the situation Avondale’s resident find themselves in today. All of the cases below are in fact, examples of seven urban University’s efforts to work with the neighborhoods and institutions (many being hospitals) near them to assist residents to access education, employment, affordable housing, and solutions to other complex social problems.

a. University of Pennsylvania-West Philly initiative

By the early 1990s, University City—a once dynamic and gracious community of magnificent Victorian homes and lively diversity—had fallen on hard times. The West Philadelphia
neighborhood had grown poorer and more dangerous, with one in five residents living below the poverty level. Crime had risen significantly. Shops and businesses were closing, pedestrian traffic was vanishing, middle-class families were leaving, and more houses were falling prey to abandonment and decay. Three local elementary schools ranked at the bottom in state-administered math and reading tests.

Penn charted a new course toward civic engagement and resolved to work with neighborhood leaders and residents to rebuild a spirit of cooperation and shared purpose in order to create a more livable community. By linking its academic and research expertise and its financial commitment with the energy, resources, and inspired commitment of neighborhood residents and businesses, Penn embarked on the civic-reform partnership that would restore and revitalize West Philadelphia.

Because urban neighborhoods form complex ecological systems, we sought to rebuild West Philadelphia’s social and economic capacity by simultaneously and aggressively acting on five interrelated fronts:

- Creating clean and safe streets
- Increasing housing and home ownership
- Fortifying public education
- Fostering economic opportunity
- Promoting commercial development

The program has been and continues to serve as a successful agent of change. These positive results did not happen overnight. Rather, the enduring partnership between Penn and its neighbors is a tribute to long-term vision, commitment, and just plain hard work.

b. University of Wisconsin at Milwaukee-The Milwaukee Idea

The Milwaukee Idea is UWM’s initiative to forge vital and long-lasting community-university partnerships that enhance the quality of life for all. The initiative is designed as a committed to a collaborative effort, which focuses on the advancement of diversity and the creation of fundamental change for the campus and the community. The Milwaukee Idea builds on UWM’s demonstrated success in sharing its academic expertise and research capability with the community. The program includes:

- New ways of community learning fostered by UWM’s partnership with the Milwaukee public Schools to improve how teachers teach and students learn.
- New urban housing to encourage affordable, energy efficient housing through cooperation with banks, utilities, and the university.
- Research and student service learning programs that brings students into the community in order to advance learning and make contributions to the local community.

c. University of Dayton/Dayton Genesis

A joint effort of the University of Dayton, Miami Valley Regional Hospital, the City of Dayton and Citywide Development Corporation, Genesis is a broad effort to revitalize the A public-private partnership is helping to bring about a "new beginning" for one of Dayton’s oldest neighborhoods. Representatives from Miami Valley Hospital, the University of Dayton, the City of Dayton and CityWide Development Corporation have joined forces with the common goal of improving the quality of life for residents
and business owners in the Fairgrounds Neighborhood. Their efforts are known as the Genesis Project.

**Transforming a Neighborhood**

The Fairgrounds Neighborhood is located just south of downtown Dayton within the Rubicon Park District. It is bordered by Stewart, Main, Wyoming and Brown Streets and is adjacent to Miami Valley Hospital, the Montgomery County Fairgrounds and the University of Dayton. The Genesis Project grew out of the Rubicon Park Master Plan, a vision to ensure the future success of the area as a whole. The goal of the project is to transform the neighborhood into a safe and attractive place for individuals and families to live, work, shop and enjoy recreational activities. This transformation is expected to be complete by 2004.

**Renovation and New Construction**

An important aspect of the Genesis Project strategy is to encourage revitalization by increasing homeownership in the Fairgrounds Neighborhood. Forty substandard houses will be demolished, 30 houses will be renovated for sale, 25 new houses will be constructed for sale, and 14 existing owner-occupied homes will be improved. The renovated and new homes will be sold at affordable prices intended for buyers with household income levels of $25,000 - $40,000 per year. Traffic flow and streetscape improvements will be made, and new neighborhood parks and other green spaces will be created. Through all of these efforts, the Genesis Project partners hope to increase homeownership in the area from its present rate of 45 percent to 75 percent or more.

**Business District Improvements**

In addition to housing-related activities, the Genesis Project also includes activities designed to stimulate reinvestment in the neighborhood's Brown-Warren Business District. Parking accessibility for business customers will be improved, financing for new and expanding businesses will be provided, land will be made available for development, and several key commercial structures on Brown Street will be acquired.

**A Truly Unique Community**

Streetscape improvements are also currently in progress throughout the neighborhood. A system has been established to give all those who qualify and are interested in becoming a resident of the Fairgrounds Neighborhood an equal opportunity to purchase the specific home they would prefer.

The Genesis Neighborhood Life Team is a key factor in making the Fairgrounds Neighborhood a truly unique community in which to live. The team is made up of various professionals specializing in serving the needs of potential homebuyers and current homeowners in the Fairgrounds Neighborhood. They include a neighborhood life coordinator, two community-based police officers, a social worker from Miami...
Valley Hospital, a City housing inspector, a credit counselor, and two Family Service caseworkers—all working to ensure the highest quality of life for residents.

d. University of Illinois at Chicago

Great Cities Institute's (GCI) mission is one of "civic engagement." By creating, disseminating and applying interdisciplinary knowledge in Community Development, Metropolitan Sustainability, Workforce Development, and Professional Education, the Institute works to improve the quality of life in metropolitan Chicago and other national and international urban areas. GCI brings UIC's metropolitan commitment, known as the Great Cities Commitment, to first class research in and for the "great cities" of the world—with a particular emphasis on Chicago. The Institute is the home to the UIC Neighborhoods Initiative, a university-community partnership with neighborhoods adjacent to the UIC campus. GCI's Affiliate Centers are the Center for Urban Economic Development (UICUED), and the Nathalie P. Voorhees Neighborhood Center

- The University of Illinois at Chicago Neighborhoods Initiative, a long-term partnership of community institutions and UIC faculty, staff, and students, seeks to improve and enhance the quality of life in adjacent and under served neighborhoods. The Neighborhoods Initiative works to develop a culture of partnerships that benefits both the community and the university. It serves as a clearinghouse for information, a broker for potential research, a provider of technical assistance, and an administrator of collaborative projects. UIC marshals university, multidisciplinary efforts, Neighborhoods Initiative responds to critical community needs. The Neighborhoods Initiative enacts UIC's mission as an engaged university in which teaching, research, and service respond to its local, metropolitan context.

Other Case Study Research:
We also reviewed other approaches to the redevelopment of predominately African-American community with similar problems to that of the Community of Avondale.

Nashville, Tn.

We had a chance to examine a plan on the Jefferson Street District—the commercial hub of the African-American community—in Nashville, Tennessee pertaining to the economic development of an area similar to the Community of Avondale. The demographics of this study area are similar to that of Avondale: "25% of residents in the Jefferson Street District are under the age of 18 as compared to 29% in the Avondale study area; 50% of the population in the Jefferson Street District over the age of 25 have attained at least a twelfth grade education as compared to 41% in the Avondale study area; 48% of the 4,002 families in the Jefferson Street District are headed by single women as compared to 32% of the 3,096 families in the Avondale study area; and 7,778, or approximately 32% of residents in the Jefferson Street District aged 16+ are employed as compared to the 2,193 or approximately 34% in the Avondale study area". The plan, "Taking it to the Next Level: A Blueprint for Change", conducted by the African-American Business Task Force of the Nashville Area Chamber of Commerce, called for several strategies. The Task Force explored developing an overall comprehensive plan that would help guide development, stabilize land use decisions, architecture/urban design, and restoring infrastructure; "stimulate new private investment in the Jefferson Street area," "promote the integration of African-American entrepreneurs and executives into key decision-making positions within mainstream business organizations," and "support the growth and creation of African-American owned businesses with
the Nashville Davidson County Metropolitan Statistical Area”. They also looked at increasing access to funding, technical and purchasing resources for small, minority owned businesses.

The plan called for many organizations to be established as well as recruitment of well known young African-American business leaders to help spur development and educate the public. Community Development Corporations have had a positive impact on the overall wellbeing of neighborhoods in which they have been located. These corporations have gained a good reputation for working with local and federal governments in providing and promoting comprehensive economic revitalization. These corporations may concentrate on areas ranging from urban planning to job training and development. Also, governance of the target area is very important to keep objectives clear and provide a vehicle for smart growth and development. The CDC is headed by thirteen members which most are from surrounding educational institutions, churches, and the Chamber of Commerce of the Nashville area.

NAACP Report - Urban Revitalization through Economic Empowerment

There is a battle for economic empowerment in many urban dwellings. Important areas that must be addressed in order to improve the way of life for African-Americans and other minorities in the urban setting include: access to business development opportunities, elimination of discrimination and racism, and consumer protection.

Tax dollars are given to companies and corporations outside the boundaries for which they are earmarked. Citizens must participate in the process of providing goods and services. Ending racial profiling, discrimination in housing and lending, redlining of insurance and predatory lending are forms impractical and immoral practices to keep minorities from creating a community assets.

Resources:
City of Cincinnati, CAGIS, City of Cincinnati Department of Community Development, Burnet Avenue Business Association, NAACP, Taking It to the Next Level: A Blueprint for Change

D. Interviews

An Interview with the City of Cincinnati Department of Community Development
7-21-04:

Questions Asked:
Where is the current redevelopment sites located for Avondale?
The current redevelopment sites are the Burnet Avenue Business District and the Reading Road/Avondale Shopping Center. The Burnet Avenue Business District is located from Forest to Erkenbrecher. The Reading Road business district is located from the Avondale shopping center to Martin Luther King Dr.

What is the reality of the development prospects? What is it going to take to allow them to succeed?
Many plans have been made but the matter of the fact is that the implementation is not there. Many plans that support the Business District Redevelopment have yet to find adequate funding. The plans have not been implemented due to the supposed lack of community consensus. Plans made for/by the Community of Avondale have gone to the city and been accepted. The acceptance only states that the City of Cincinnati knows of the plan and may review at a later date, but the plan does need to be revised. For them to succeed, they need to join with officials and come up with an up-to-date plan that includes forms of allocating new money for redevelopment opportunities and social program implementation.
Who is funding the redevelopment projects?

Through NRSA designation money can be expanded to other programs that may help spur development and social programs. The NRSA designation basically takes the budget that the community works with and makes it expandable. *i.e.* - 15% to support public services, but with NRSA you could use 25% of the monies toward public services. The NRSA has to produce results within 5 years of funding if results are not produced they have to be repaid. Also, HUD provides incentives for investment in low-moderate income communities through the NRSA designation.

Representing the city, do you feel that the community knows what is best for their development, etc.?

Yes, they do. They are the ones who make up the community. They may need guidance or consulting to point them in the right direction. The city, would like to guide them and review the plans for the neighborhood. The community strategy needs to be unified, and adequate representation is key to its success when trying to get plans, visions, and programs approved by city council.

What are the goals for each redevelopment area/NRSA designation?

With Burnet Avenue Business District job creation was a major goal. They didn’t see beautifying development as a high priority, but beautification was still amongst the most important. They felt that after the creation of jobs, etc. that beautifying the area would then help bring in more viable businesses and therefore many jobs. For Reading Road Business District the town shopping center was going to be repaved, renovations are to occur to the town center itself, security issues are to be addressed within the town center and the apartments across the streets.

**Interview with Tony Brown, President and CEO Uptown Consortium**

Mr. Tony Brown, President and CEO of Uptown Consortium and I met on Wednesday July 21, 2004 at 4:30 in his office in University Hall. After introductions and a brief chat Mr. Brown and I began discussing the list of questions I had provided to him in writing.

1) I have been looking at what Pres. Zimpher did in Milwaukee and at the Penn initiative. Is there a case study in another city with similar circumstances that Uptown is trying to emulate?

   a. Mr. Brown believes that Pres Zimpher is a visionary who will be able to duplicate or exceed what she accomplished in Milwaukee. Mr. Brown mentioned the Hartford Learning Corridor project as well as an upcoming trip to Cleveland to tour the Case Western Reserve - University Circle initiative.

2) Can you give me an overview of the Uptown vision? How do you see the development process going forward with all of the various stakeholders to integrate?

   a. Mr. Brown stated that he wants to create a unified vision for Uptown that will allow a redevelopment based on the diversity of strong assets in the area. Fundamentally he believes that the success of the institutions have not been linked to the larger Uptown community and feels it is essential that they be joined. He wishes to transform the Uptown neighborhoods into “Communities of Choice”. Which would be a mixed income neighborhood with choices of housing and amenities?

   He mentioned that there needs to be more in the vision regarding how UC will interface with Cincinnati Public schools to make them better. We also discussed the potential for a medical economic development cluster and Mr. Brown specifically mentioned the possibility of a “life-sciences” tech corridor along I-71 in Avondale.
b. From a process point of view we discussed the current process that is ongoing and being lead by the team of consultants headed by Goody-Clancy. He is hopeful that this will engage all stakeholders.

3) Can you describe the consultant selection process and by what criteria they were judged?

   a. Mr. Brown related the experience and reputation of the firms’ selected. He mentioned several key individuals and their particularly nationally-known expertise for planning. The consortium felt that they needed to “do something important in Avondale” and that’s why they chose a nationally known firm like Goody-Clancy. He also mentioned that these firms had a track record in Ohio and Cincinnati. So they wouldn’t need a lot of time to get up to speed on the project.

4) How will UC and particularly COPC fit into the overall Uptown vision?

   a. This concept is similar to UW/MCOPC when Pres. Zimpher was there. It will provide a connection to the community and hopefully will go beyond the physical redevelopment and help address some of the community’s other needs. He mentioned that the COPC effort would be built on what the UCICP had been doing and mentioned that he felt that the COPC effort had strong leadership in both Dean Johnson and Dr Erkin.

5) What will the project have to accomplish over the next 5 years for you to call the effort a success?

   a. Mr. Brown started to answer this and then we wandered off onto another subject so the question was never answered.

6) What vision does the Consortium have for the Avondale neighborhood?

   a. Mr. Brown continued to use the term “Communities of Choice” throughout the interview. He discussed the idea of a vibrant, urban neighborhood with people on the streets. The idea that neighborhoods must be mixed in terms of economics and culture was also mentioned.

7) Some of us in the School of Planning see this as a huge opportunity to break new ground in the area of university community development. Do you see an opening to create a truly new cross-functional effort both inside UC, between Consortium members and amongst the larger community?

   a. Mr. Brown is hopeful that this can happen and sited COPC saying he had a meeting with Dean Johnson the following day.

9. References

1 Unknown. Avondale Market Study. Property Advisors. 2002
2 A “windshield survey” is an inventory of community assets conducted quickly by car. It is not the most accurate form of survey. GSB
5 The landmark 1925 Master Plan for the City of Cincinnati focused on the city as a whole and was particularly concerned with its poor overall growth rate when compared to other Midwestern metropolitan areas like St. Louis and Cleveland.


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In conversations with Prof. David Varady of UC he indicated that Avondale at the time was a 2nd generation “Jewish ghetto” and that the area was specifically targeted for relocation because of the lack of violence and resistance towards a black migration expected from the Jewish community. In fact he suggests that there is a pattern of blacks following in the path of Jewish migration throughout the metropolitan area which is generally supported by following the group’s movement overtime. Prof. Zane Miller’s book cited above also supports this concept the city specifically targeted Avondale for resettlement of displaced West End blacks.

The UPenn project is particularly relevant as it has many of the same components of the Avondale effort and should be reviewed for lessons learned.

May be a possibility to create an Uptown Mounted Police Stable on Zoo property or in Burnet Park; these mounted police could patrol the 4-5 business districts and Burnet Park creating a unique and visible police presences.

Cincinnati Enquirer, August 5, 2004